

# Appeal 2004



International Federation  
of Red Cross and Red Crescent Societies

## Palestine Red Crescent Society

### Appeal no. 01.86/2004

*The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.*

*This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text<sup>1</sup>, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>*

*Click on programme title or figures to go to the text or budget*

Programme title	2004 in CHF
<b>Strengthening the National Society</b>	
<a href="#">Health and Care</a>	6,172,608
<a href="#">Disaster Management</a>	1,080,915
<a href="#">Humanitarian Values</a>	232,138
<a href="#">Organizational Development</a>	785,806
<b>Total</b>	<b>8,271,469<sup>2</sup></b>

Please note that objectives, expected results, and activities associated with the [Representation, Management, and Implementation](#) are included in this Appeal narrative [<Click here to go to the text>](#); the budget associated with these activities is integrated within core programmes' budgets.

<sup>1</sup> Identified by blue in the text.

<sup>2</sup> USD 6,212,144 or EUR 5,324,410

## **Regional/National Context**

The situation in the Palestinian Autonomous and Occupied Territories (Palestinian AT/OT) remains highly tense and unstable with as yet no peace on the horizon. The latest peace initiative, the so called “Road Map” which was launched in 2003 seems to be currently stalled.

Over the last three years of the Palestinian uprising, known as the *intifada* (or *Al-Aqsa uprising*), daily violence has become a way of life for almost the entire Palestinian population of 3,298,951<sup>3</sup>. According to the statistics of the Palestine Red Crescent Society (PRCS) 2,479 Palestinians lost their life, 23,627 were injured and 4,046 houses were demolished between September 2000 and September 2003.

Closures and curfews may temporarily ease for short intervals. However cities and villages remain surrounded by dozens of roadblocks, checkpoints<sup>4</sup> and other barriers impeding the population’s freedom of movement. From June 2002 to September 2003 the cities in Palestinian AT/OT were under curfew for a total of 24,984 hours. The harassment and delays of ambulances continued thus keeping the PRCS on alert at all times.

The latest developments in relation to the construction of the wall between Israel and the West Bank have further increased the suffering of the Palestinians. Of the 650 km to be constructed in total, 125 km of the barrier was completed in July 2003.

As a consequence fifteen Palestinian villages with 13,600 residents were trapped and a further 30,000 Palestinian farmers were cut off from their orchards, groves and farms which remained on the other side of the wall. Thousands more Palestinians have lost their access to schools, hospitals, government services and universities in the urban centres. According to human rights groups, 210,000 Palestinians living in 67 Palestinian towns, villages and refugee camps have been “directly affected” by the construction of the fence. The UN reports that 36,000 acres of land or two percent (2%) of the West Bank’s total land area now falls on the Israeli side of the barrier including some of the Palestinians’ most fertile agricultural land and prime West Bank water resources.<sup>5</sup>

Under occupation and since the beginning of *intifada* the territories have suffered a dramatic decline in GDP/GNI, unemployment is rampant at a rate in excess of 60 percent; over 58 percent of the population have fallen below the poverty line (at US\$ 1.31 per day); over 60 percent of Palestinians depend on welfare services from authorities, humanitarian services provided by aid organisations and through informal networks.<sup>6</sup> This further decline is forcing many Palestinians to seek job opportunities abroad.

The Palestinian territories have been occupied since 1967. The occupier has so far failed to meet its responsibilities towards civilians living in those territories as per the Fourth Geneva Convention. On the other hand, the Palestinian Authority has been unable to fulfil its responsibilities because of the very fact of the occupation.

Main humanitarian consequences of the long lasting crisis could be summarised as follows:

- The Palestinian population at large is deprived of its socio-economic base thus losing self reliance and becoming increasingly dependent on aid;
- Health services are often inaccessible due to the restriction of movement;
- Already scarce water supplies have been reduced or are inaccessible;
- Provision of life saving aid has been constantly jeopardized.

Over one million Palestinian refugees are hosted in four countries: Lebanon, Syria, Iraq and Egypt in which the PRCS has branches. Their status and living conditions vary largely from one country to another. In the current Appeal document they are referred to as Diaspora.

The Palestinian refugee population in Lebanon which stands officially at 380,000 persons<sup>7</sup> is increasingly suffering from the long lasting exile. The refugee community is excluded and isolated to a large extent from the rest of society. According to Lebanese laws, refugees are not entitled to citizenship and are therefore treated as foreigners enjoying temporary hospitality of the host country. Further legal restrictions such as the one imposed by the law promulgated in 1982 that prohibits foreigners to work legally in 72 professions have further impeded social and economic integration of the refugees. The unemployment rate among the Palestinians refugees of working age is estimated at 65%, compared to 30% for the host country population. According to United Nations Work Relief Agency (UNRWA) eleven percent (11%) of the total number of registered refugees or 42,688 people has been

<sup>3</sup> Palestinian Central Bureau of Statistics: 1997 census and projection for 2003.

<sup>4</sup> According to OCHA survey 16./31.10.03: there are 757 checkpoints, roadblocks, dirt mounds and ditches are restricting movements around the West Bank.

<sup>5</sup> *The Economist*, October, 11, 2003: Special report: Israel’s security barrier

<sup>6</sup> “Twenty-Seven Months-Intifada, Closures and Palestinian Economic Crisis” World Bank, May 2002 and “Palestinian Public Perceptions on their Living Conditions” Report V, December 2002, University of Geneva.

<sup>7</sup> UNRWA statistics of registered refugees entitled to the assistance; unregistered refugees do not benefit from UNRWA support .

## **Palestine Red Crescent Society; Annual Appeal no.01.86/2004**

categorized as destitute. In reality this figure is much higher because it does not take into account the socio-economic situation of unregistered refugees which is even worse.

Syria is hosting 400,000 registered Palestinian refugees. Thirty percent of them are accommodated in ten refugee camps recognized and supported by UNRWA. However at least in Syria they enjoy similar rights to those of Syrian nationals.

In Egypt the status of the Palestinian population differs from that in Syria and Lebanon. Palestinians in Egypt are not living in refugee camps, but are scattered amidst the Egyptian population, mainly in the poor suburbs. While there are no accurate statistics on the Palestinian population in Egypt, the estimated number exceeds 80,000.

The Palestinian population in Iraq is not covered by the UNRWA operational umbrella but falls under the mandate of the UN High Commissioner for Refugees (UNHCR). According to the Palestinian Central Bureau of Statistics (PCBS), the Palestinian population in Iraq is estimated at 62,000.

The PRCS was established in 1968 in response to the growing health and welfare needs of the Palestinian population both in the occupied territories and in Diaspora. In 1994, the Palestinian Authority (PA) mandated the PRCS as the responsible body for Emergency Medical Services and coordinator of blood bank services in the Palestinian AT/OT. In terms of a decree issued by the PA in September 2003, the PRCS has been appointed chairman of the national committee for International Humanitarian Law (IHL). This tasks the PRCS to promote IHL and RC/RC fundamental principles and humanitarian values. In addition to these responsibilities, the PRCS is carrying out tasks in relation to its auxiliary role to the authorities in humanitarian affairs. The mandate of the PRCS branches in Lebanon, [Syria](#), Egypt and Iraq, which were also established in 1968, is limited to the provision of social, health and other humanitarian services to the Palestinian refugee population. [<Click here to access the country profile>](#)

The estimated number of direct beneficiaries from PRCS programmes/projects as outlined in the current appeal is 956,356 persons.

## **Red Cross and Red Crescent Priorities**

### **Movement Context<sup>8</sup>**

For several years the PRCS has been enjoying support from all the components of the Red Cross/Red Crescent Movement with the ICRC being the lead agency in charge of both carrying out its traditional activities and coordinating the Movement's relief and development efforts.

The Federation has worked alongside the PRCS since 1995 in supporting organizational and programme development.

In Lebanon, the Federation assists the PRCS branch in the organizational development process and supports five hospitals by supplying them with medicines and essential basic equipment. It facilitates training for hospital personnel and volunteers as well as the implementation of community based health projects.

Since the beginning of the *intifada* three years ago much of the support was directed towards short term emergency response activities, with most of the commitments running from three to twelve months. A few longer-term undertakings are encouraging signs for the PRCS which is hoping that such trends will increase.

The PRCS has been strengthening partnerships with the national societies, ICRC, specialised UN agencies, international NGOs and other key stakeholders through demonstrated accountability and transparency in the management of activities. An increased degree of harmonization among the partners involved in supporting the PRCS is a key to providing effective services to the vulnerable people in the most efficient way.

In line with the PRCS role as a major provider of humanitarian assistance supporting the vulnerable on one hand and the increasing demands for aid among the Palestinian population on the other, humanitarian actors are invited to support the PRCS thus enabling it to maintain, consolidate, strengthen and sustain its emergency response capacities while adding elements of capacity building and development into all aspects of its activities.

Increased funding is sought therefore to maintain and extend services in response to the increasing needs.

The International Federation is also encouraging long-term commitments and [partnership cooperation](#) between the PRCS, National Societies and other stakeholders especially in the fields of health and care and organizational

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<sup>8</sup> "Movement" refers to the International Red Cross and Red Crescent Movement

## **Palestine Red Crescent Society; Annual Appeal no.01.86/2004**

development. It will continue to assist Red Cross/Red Crescent partners in identifying priorities for their bilateral projects in line with the core areas of the *Strategy 2010* and priority needs of the PRCS.

In line with the current appeal that encompasses PRCS priorities in the Palestinian AT/OT and Diaspora as well as development of the PRCS Strategic Directions, the [Country Assistance Strategy \(CAS\)](#) will be updated.

## **National Society Strategy/Programme Priorities**

Over the past three years of the *intifada*, the PRCS has been building capacity in emergency response with the strategic focus on the ambulance services and pre-hospital care<sup>9</sup>, emergency training, and health and care in the community. A rapid and steady increase in the volume of tasks performed by the PRCS led to a development of its emergency services and disaster preparedness activities, and consequently resulted in a considerable increase in the number of staff members and volunteers.

Another strategic priority of the PRCS is to maintain its branches in Lebanon, Syria, Iraq and Egypt which are the channels of support for the Palestinian refugee population. In Lebanon, the PRCS branch is considered a major provider of hospital care for the refugees and therefore it is essential to ensure the sustainability of the branch.

The volume of emergency response tasks performed by the PRCS has not left sufficient room to fulfil its objectives related to the development of several programmes to their full capacity and/or strengthening some others. Also, the recommendations of the Vulnerability Capacity Assessment (VCA) study, which was published in the year 2000, were only partially implemented. Similarly, and for the same reasons as stated above the objectives set in the [PRCS Strategic Directions document](#) were only partially achieved.

In the period to come, emphasis will be placed on organizational development including institutional capacity building, human resource development, branch development, and strategic planning. Another focal area is the process of legitimatizing the PRCS leadership through a General Assembly which is planned to be held in 2004.

The operational priorities of the PRCS remain in the domain of disaster management (DM) and health. Accordingly, the PRCS seeks to further develop its **disaster management** (DM) programme, to expand it to PRCS branches in Lebanon and Iraq and to enhance its lead role in disaster preparedness and response.

The PRCS will continue to maintain and develop its long-term **health programmes** in order to serve selected groups of the most vulnerable. Programmes will continue to encompass health promotion; psychosocial well being and community based special education. In Lebanon, the PRCS seeks support for its five hospitals in terms of the provision of medicine and medical supplies as well as support for its community based health education programme. This is additional to support for the maintenance of the health services provided through the Palestine Referral Hospital in Cairo, three general hospitals and nine health centres in Syria.

In a situation of ongoing crisis there is a strong need to re-enforce respect for the emblem. The PRCS will work towards **promoting the movement's principles**, humanitarian values and IHL among staff members, volunteers and selected target groups especially youth in local communities.

**Organizational development** remains an important challenge with an on-going focus on organizational skills and capacity building. Internally, the PRCS seeks to develop well-functioning systems and strengthen cooperation among branches and departments, while systematically addressing gender issues through its programmes, projects and activities. Externally, the PRCS seeks to establish new partnerships and strengthen the existing ones in line with its mission and priorities.

## **Strengthening the National Society**

The Federation is seeking donor support to assist the PRCS to respond to its accumulated responsibilities correlated to the constantly increasing needs of the Palestinian population in both the Palestinian AT/OT and Diaspora.

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<sup>9</sup> In this context the pre-hospital care includes provision of first aid on the site of injury, triage, field hospital etc before the patient is hospitalized.

## Health and Care [<Click here to return to the title page>](#)

### Background and achievements/lessons to date

**A. Primary Health Care (PHC):** The PRCS is operating twenty six (26) PHC<sup>10</sup> centres in the Palestinian AT/OT according to the [criteria for PHC System](#) set by the national authorities. In cooperation with the Ministry of Health PHC services were merged in 7 locations with the Palestinian AT/OT thus providing better coordination of services and avoiding duplication.

In Lebanon, the PRCS branch is operating nine (9) centres located in the Palestinian refugee camps. Currently, these centres are working towards including a range of health education and community based activities within their traditional health centre functions. This move will be implemented in three phases each with a span of one year.

The PHC programme is focused on health promotion and prevention through community based activities. Community Health Groups were established and trained, thus promoting participation of the local communities in dealing with priority health needs. This approach will contribute to raising awareness about a shared responsibility towards health and care.

It is estimated that 407,854 persons at least benefit annually from this programme.

In response to the current situation, the programme was broadened to incorporate the emergency care component. Emergency and laboratory equipment was upgraded, and staff members were trained in emergency care. The programme was integrated into Disaster Management in several aspects, such as the Rapid Damage Assessment surveillance system, mobile clinics and the coordination of the [medical hotline](#). This has contributed to the expansion of the PRCS volunteer network among professionals. Further programme integration into the psychosocial hotline support service is expected to take place in 2004.

**B. Community based special education:** In meeting the needs of disabled people through the [rehabilitation programme](#), the PRCS has adopted a holistic long-term approach based on the two following principles:

- Social integration of disabled people is an essential component of the community development;
- Both health and social factors must be addressed in the rehabilitation process

The programme includes therefore several components: day care, family support, home visits, early stimulation, self-care, education, therapy, vocational training, job placement, recreational therapy, psychosocial support and follow-up.

The PRCS works towards enhancing co-operation and co-ordination with local and international organizations in this field. The aim is to maximize the use of the resources and expertise available through disciplines from medical, social, educational, vocational and technical fields.

It operates fifteen rehabilitation centers in the Palestinian AT/OT. According to June 2000 survey of the Palestinian Central Bureau of Statistics 1.8 percent or 46,063 persons of a total population of 2,895.683 Palestinians (1997 census) have some kind of disability.

Most of the PRCS' beneficiaries are children and youth under 17 years of age. Along with rehabilitation therapy the young patients are also provided with an adequate education programme. In providing services to the physically challenged people, the PRCS has to address their increasing health and psychosocial needs, to assist their integration into communities and facilitate access to services and transport.

Since 1997, the PRCS Rehabilitation department has been developing a community based special education project called "Home and School Enrichment". The department has also continued to develop the sports therapy project, children's creative activities and improved special education for the physically challenged. The Physiotherapy units are in the process of being upgraded through a special two year project.

The need for community based and outreach activities from the centers are increasing as a result of the ongoing conflict.

The number of direct beneficiaries targeted to be supported through the current Appeal is estimated at 915 persons.

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<sup>10</sup> PRCS Primary Health Care centres in Palestinian AT/OT cover services ranging from health promotion and prevention to curative diagnostic and dental care.

**C. Psychological Support:** The [Mental Health programme](#) aims at providing psychological and psychosocial support services to various target groups throughout the Palestinian AT/OT. The programme has been considerably expanded over the past two years in order to meet the growing needs resulting from daily stress and trauma experienced by many Palestinians and will continue to expand according to [defined goals and objectives](#). Consequences of the occupation, both past and present conflicts, have short and long-term impact on communities, families and individuals. The Mental Health programme has been designed to provide specialised and community based psychosocial services either independently or through other programmes.

Over the past years, the PRCS has implemented several projects within the mental health programme. Among the most important are the psychological Support Hotline in the Bethlehem district; a school-based Psychosocial Project in the Tubas district based on the 'Children Affected by Armed Conflict (CABAC)' model; youth violence prevention in Bethlehem and Khan Younis and a community-based Psychosocial Project for teachers, parents and children in the Hebron District. Responding to the needs of the PRCS staff, particularly the Emergency Medical Technicians (EMTs), the Stress Management Programme for the EMS staff was developed in 2001 in cooperation between the PRCS, ICRC and the German RC. Based on the positive outcomes and experience gained in sixteen EMS stations where social workers provided support to 260 EMS staff and volunteers and their families, this component of a broader programme will be expanded, targeting a total of 124,112 beneficiaries in 2004.

Additionally, the PRCS will assess mental health needs among the Palestinian refugee population in Lebanon in order to respond to their needs in an appropriate manner.

**D. PRCS health care in Lebanon:** Currently, [the PRCS branch in Lebanon \(PRCS/L\)](#) is operating one referral, four (4) district hospitals and (nine) 9 health centres. All the PRCS health facilities are located within or next to the Palestinian refugee camps. Both registered and unregistered refugees as well as any other destitute persons seeking medical assistance are served through these health centres. During the last nine years, PRCS/L has been supported by the International Federation and few partner national societies and NGOs to improve the quality of hospital care, upgrade equipment, provide for essential medicines and medical supplies, and train medical staff. Furthermore, since February 1999, UNRWA has contracted out 75 of the 180 PRCS/L hospital beds through an agreement which is renewed on an annual basis. The UNWRA contribution does not however cover the full cost of the contracted beds.

Communities in which the PRCS is providing health care services through its branch in Lebanon are burdened with destitute people with minimal or no resources at all. In this context maintenance and sustainability of these health structures remains one of the PRCS priorities.

The estimated number of beneficiaries of the programme is based on the population living in the camps which stands at approximately 390,000 people.

**E. National Blood Bank Services:** As mandated by the Palestine National Authority, the PRCS is in the process of developing and establishing a blood bank service. Several partners have so far contributed bilaterally to the programme activities.

The Federation is not supporting this programme through the annual appeal. Potential partners are invited therefore to contact the PRCS directly for any additional information.

**Goal: A concept of shared responsibility for health care and health related issues between the PRCS, local authorities and community members contributes substantially to the improvement of general health and the psychological well being of the most vulnerable.**

### **Primary Health Care programme**

**Objective:** Affordable and quality Primary Health Care services are regularly delivered to an increased number of beneficiaries.

#### **Expected programme results; and related projects for this objective:**

- Selected vulnerable groups in twenty six (26) locations in Palestinian AT/OT have been benefiting from the primary health care projects to include women and child health, home care, community-based health education, curative care and diagnostic services;
- The capacity of the Primary Health Care programme has been developed to cover additional target groups which have been identified through the PRCS Rapid Damage Assessment surveillance system;
- The PRCS health centres in Lebanon have accommodated a wide range of community-based health activities thus addressing the priority public health issues.

[\*<Click here to access the PHC programme and related logframe >\*](#)

### **Psychological Support programme**

**Objective:** Psychological support services and outreach activities are reaching a maximum of beneficiaries through the existing network of six Psychosocial Family Centres (PFC) in the West Bank and the Gaza Strip and the newly established services in the PRCS branch in Lebanon.

#### **Expected programme results and related projects for this objective:**

- Community in-house and outreach psychological and psychosocial services have been available and accessible to the 6 targeted communities through a network of six PFCs;
- A professional development programme for PRCS mental health staff has been designed with the aim of improving professional skills and therefore the quality of services provided to the target population;
- Coordination and cooperation between PRCS Mental Health Department and other providers of psychological/ psychosocial services has improved;
- The assessment of the psychological and psychosocial needs of the Palestinian refugee population in Lebanon has resulted in the extension of the programme in Lebanon.

[\*<Click here to access the logframe for the Mental Health programme >\*](#)

### **Community Based Special Education project**

**Objective:** The well being of disabled people, their families and the communities are improved through the provision of opportunities for occupational therapy, empowerment and integration.

#### **Expected programme results and related projects for this objective:**

- The community based [special education project](#) has been expanded to cover all areas of the Palestinian AT/OT and integrated as a core component of the activities carried out in the special education centres;
- Professional skills of Community Based Rehabilitation workers have been strengthened enabling them to provide appropriate and timely support;
- Parents/carers of severely disabled children have the knowledge and basic skills to enable them to better care for their children with special needs;
- Community awareness of the challenges of disabled people has increased and a positive attitude has been gradually built-up;
- Education, social skills and integration of the hearing-impaired individuals have been improved by the use of assisted listening devices.

[\*<Click here to access the Hearing aid proposal and related logframe >\*](#)

### **Support for PRCS Hospitals in Lebanon**

**Objective:** The PRCS branch in Lebanon continues to provide health care services to the Palestinian refugee population.

#### **Expected programme results; and related projects for this objective:**

- Palestinian refugees and other destitute people in need of health care have been treated in the PRCS health institutions in Lebanon and received free/subsidized medicines and medical supplies;
- Professional skills and standards of PRCS/L health staff in the hospitals and health clinics have been improved through appropriate training.

[\*<Click here to access the support documentation >\*](#)

## **Disaster Management (DM)** <[Click here to return to the title page](#)>

### **Background and achievements/lessons to date**

The [PRCS' disaster preparedness and response strategy and plan of action for 2004](#) are based on decentralized preparedness, mobility, rapid response and response management and improved surveillance. The key scenarios entail preparedness and response to both conflict and earthquake/drought hazard situations.

The Disaster Management and Coordination programme is based on coordination, follow-up, inter-departmental and inter-branch integration and shared goals and objectives. Decision-making is done through the PRCS Disaster Management Group to ensure optimum use of all available resources whenever required.

During the past three years the PRCS has established a well functioning emergency medical services system, as well as the Emergency Educational Centre for training of the EMTs and specialised training in emergency care for staff and volunteers. Other achievements include the development of the Rapid Damage Assessment Surveillance system, VCA study and community trainings on first aid and disaster preparedness for over 2,500 volunteers.

**Goal: The efficiency and effectiveness of the response to community needs in times before, during and after disasters and/or conflicts were maximized by working with and through the communities and stakeholders.**

**Objective:** Effective operational linkages between DM and other programmes are established thus contributing to improved PRCS disaster management capacities and adjustments to its organisational structure.

### **Expected programme results; and related projects for this objective:**

- One [Advance Medical Post](#) for the West Bank has been purchased and deployed wherever needed;
- The PRCS has acquired one Hospital Emergency Response Unit (ERU), and established a proper management and professional structure for its deployment;
- [VCA](#) studies focusing on newly emerging humanitarian needs have been carried out in selected areas of the Palestinian AT/OT.

<[Click here to access the DMC logframe](#) >

## **Humanitarian Values** <[Click here to return to the title page](#)>

### **Background and achievements/lessons to date**

The PRCS has a number of communication projects. Its website [www.PalestineRCS.org](http://www.PalestineRCS.org) recorded 1.1 million hits in July 2003 and a monthly magazine (*Balsam*) has a circulation of 7,700 copies. Communication projects are managed and coordinated by the information unit at headquarters.

The main vehicle for the promotion of humanitarian values is the [PRCS Youth and Volunteers programme](#) which is steadily expanding with increasing numbers of individuals willing to join the PRCS. The growing number of PRCS activities is providing a suitable framework for accommodating this growing interest.

The organizational adjustments are currently being made to better accommodate the work of the volunteers. The Internal Guidelines for Volunteers were reviewed in 2003 to set out internal policies and procedures.

All activities involving the active participation of volunteers are cross-departmental. The training of volunteers and subsequently their role in the activities such as Disaster Preparedness training courses, mines and unexploded remnants of war awareness campaigns and hotline services has substantially contributed to the welfare of the communities.

The PRCS has forty Volunteer Committees in the Palestinian AT/OT. More than half of them are linked to PRCS branches, while the others are in areas where there are no branches. Currently, there are 4,147 active volunteers in the West Bank and 770 in Gaza.

In cooperation with the Lebanese Red Cross, the PRCS branch in Lebanon is currently implementing a project supported by the Federation that provides training in first aid and the dissemination of humanitarian values. Additionally, the two PRCS branches in Lebanon and Syria foresee cooperation in organizing the volunteer networks, the exchange of volunteers, and HIV/AIDS awareness campaigns.

**Goal: To serve communities according to the Movement's principles of humanity, impartiality, neutrality, independence, voluntary service, unity and universality by supporting and developing the voluntary spirit within the Palestinian community of the Palestinian AT/OT and Diaspora.**

**Objective:** Technical skills of volunteers and their knowledge about RC/RC Movement principles and PRCS goals have increased thus promoting a human resource potential in the communities.

**Expected programme results; and related projects for this objective:**

- Numbers of motivated and trained volunteers who are integrated into the PRCS system have increased;
- Awareness campaigns on HIV-AIDS and STD prevention and promotion of tolerance and acceptance in particular and humanitarian values in general, have been designed to target Palestinian men and women between 15-30 years of age;
- A special project targeting the younger generation - combining the promotion of humanitarian values with the cultural values of the Palestinian people - has been successfully received by the audience.

[<Click here to access the Youth and Volunteer plan of action >](#)

**Organizational Development** [<Click here to return to the title page>](#)

**Background and achievements/lessons to date**

The latest PRCS General Assembly (Congress) took place in Gaza in January, 2000. The next General Assembly which was scheduled to take place in early 2003 was postponed due to the adverse conditions under which the PRCS operates. For the same reason, the executive board met only once in 2003. It is expected however that the meeting of the administrative council (the highest governing body of the PRCS) will take place in Cairo, in December 2003.

In spite of the fact that regular meetings were not held as planned, the organization and its programmes have substantially grown. Headquarters has accommodated new programmes by establishing new organisational units such as the Disaster Management and Coordination, IHL, and Planning and International Cooperation.

Compared to the swift action taken at the headquarters, many branches struggled to adjust to the new requirements. This was mainly due to limited physical infrastructure and scarce human resources. Human resource planning and development became therefore one of the core challenges for the PRCS especially as there is a very high turnover of staff.

Inevitably, the rapid change had adversely affected some of the organisational areas such as quality control, efficient communications, supervision and follow-up and other management processes.

Some 325 PRCS staff members from both headquarters and branches are expected to benefit from the training and workshops to be organised in the field of planning, reporting, leadership and public relations. However, the whole organisation should benefit indirectly from the skills building programme.

**Goal: Improved organizational capacities of the PRCS have a direct positive impact on the quality and the quantity of the services it provides to the most vulnerable.**

**Objective:** The PRCS' organisational systems are increasingly efficient, effective and able to contribute proportionally to the well being of the most vulnerable in the Palestinian AT/OT and Diaspora.

**Expected programme results; and related projects for this objective:**

- Leadership of the PRCS at governance and executive levels, including branches has been strengthened;
- Strategic directives have been updated and approved;
- A comprehensive development plan incorporating the PRCS mission, objectives, programmes, projects and related funding has been developed and activities have been planned accordingly;
- Improved systems for the management of human, financial and material resources are in place;
- Coordination between branches and departments has increased resulting in the branch development;
- Dependency on external funding support has been minimised through active local fundraising combined with sound financial management;
- Improved cooperation and coordination with international, public and private organizations has led to better-coordinated services, shared resources and diversified sources of funding.

[<Click here to access the OD programme logframe >](#)

## **Coordination, Cooperation, and Strategic Partnerships**

### **Representation, Management, and Implementation** [<Click here to return to the title page>](#)

#### **Background and achievements/lessons to date**

Through its office at the PRCS's headquarters in Al Bireh /Ramallah, the International Federation has been continuously supporting key emergency response projects, health programmes and the organisational development by channelling available funding through the PRCS. The presence of the Federation during this challenging period is a strong expression of RC/RC Movement solidarity.

In the capacity of lead agency under the Seville Agreement, the ICRC is extending support in terms of co-ordination, security and administrative services to the Federation and the National Societies working bilaterally with the PRCS. All components of the Movement have been meeting regularly to exchange information and harmonise planning.

The volume of tasks performed by the PRCS and the expected level of support to be provided by the Federation has been used as the rationale for initiating the process of transition from a Representation to a Delegation. In 2004, it is planned to reinforce the Federation team currently consisting of a Head of Delegation, an administrative assistant, and a short term Health delegate with a longer term Health Co-ordinator and the OD Coordinator (with expertise in financial development). The team will be also supported by a Senior Administrative Assistant.

The implementation of planned development projects and programmes, such as those recommended by the VCA in 2000, has been delayed due to the emergency situation in which the PRCS has operated since September 2000.

The Federation will continue to support the PRCS in its efforts to consolidate and sustain emergency response capacities, but with an increased emphasis on improving PRCS organisational and network capacities.

The Federation will primarily facilitate and support the PRCS in fulfilling the overall goal of becoming a well functioning national society, recognised by the ICRC and admitted to Federation membership while carrying out its mission of rendering quality services to the most vulnerable.

The Federation will maintain the office in the PRCS branch of Lebanon, which was established in August 2003. This office is currently staffed by a bilateral health delegate and an administrative-finance officer.

The Federation Delegation will facilitate support and provide technical advice mainly in areas of the PRCS' governance and management, including development of the branches and programme implementation at branch level in both Palestinian AT/OT and Diaspora whilst also monitoring the situation of the Palestinian refugees.

The Federation will use its presence in the Palestinian AT/OT to enhance profile and position vis a vis the Palestinian National Authority, local authorities, sub-regional and regional fora and achieve stronger links with donors.

Three factors are crucial in achieving partially or completely the planned appeal objectives: the situation in the Palestinian OT/AT will not further deteriorate; the sudden change of political focus will not adversely affect the humanitarian work in Palestinian AT/OT and finally funds sought through the current Appeal will be made available.

**Goal: To contribute to the implementation of a PRCS long-term strategy in the context of the Federation's Strategy 2010.**

**Objective 1:** PRCS and Federation have joint ownership of the current appeal and they promote it jointly.

#### **Expected programme results; and related projects for this objective:**

- A comprehensive and consolidated fund raising strategy has been developed and a diversified donor platform (multi-lateral, bilateral, both-internal and external parties) has been successfully co-ordinated;
- Partnerships have been further developed under PRCS donor guidance and its active management;
- The current Appeal has been covered by a minimum of 80 percent as a result of coordinated fund raising efforts between the PRCS and the Federation;
- The Country Agreement Strategy (CAS) and the Memorandum of Understanding between the PRCS and the Federation have been revised, up-dated and agreed upon.

**Objective 2:** The PRCS benefits increasingly from the Federation's input to organisational, managerial and operational issues thus improving the quality of services rendered to the most vulnerable.

**Palestine Red Crescent Society; Annual Appeal no.01.86/2004**

**Expected programme results; and related projects for this objective:**

- The PRCS has been applying newly produced Rules and Regulation for staff on the management of cross sectional issues, including branch networking;
- Technical and managerial advice and training in the four core areas have been regularly provided and followed up with the focus on the project management cycle (planning, monitoring, reporting and financial management);
- The quality of services to an increased number of most vulnerable has been measured against both qualitative and quantitative indicators established in the plans of action.

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*<Budget below-Click here to return to page title>*

# BUDGET 2004

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.86/2004

Name: Palestine Red Crescent Society

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	1,164,634	0	0	0	0	0	1,164,633
Teaching materials	29,788	0	0	0	0	0	29,788
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	583,887	0	0	0	0	0	583,886
<b>SUPPLIES</b>	<b>1,778,309</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,778,308</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	220,472	0	0	0	0	220,471
Computers & telecom	198,344	516,848	4,242	17,333	0	0	736,767
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	25,452	0	0	0	0	0	25,452
<b>CAPITAL EXPENSES</b>	<b>223,796</b>	<b>737,320</b>	<b>4,242</b>	<b>17,333</b>	<b>0</b>	<b>0</b>	<b>982,691</b>
Warehouse & Distribution	0	94,031	0	0	0	0	94,031
Transport & Vehicules	59,239	0	0	26,370	0	0	85,609
<b>TRANSPORT &amp; STORAGE</b>	<b>59,239</b>	<b>94,031</b>	<b>0</b>	<b>26,370</b>	<b>0</b>	<b>0</b>	<b>179,640</b>
Programme Support	401,220	70,260	15,089	51,077	0	0	537,645
<b>PROGRAMME SUPPORT</b>	<b>401,220</b>	<b>70,260</b>	<b>15,089</b>	<b>51,077</b>	<b>0</b>	<b>0</b>	<b>537,645</b>
Personnel-delegates	216,000	0	0	288,000	0	0	504,000
Personnel-national staff	1,414,089	51,550	81,164	118,566	0	0	1,665,369
Consultants	63,302	0	0	0	0	0	63,302
<b>PERSONNEL</b>	<b>1,693,391</b>	<b>51,550</b>	<b>81,164</b>	<b>406,566</b>	<b>0</b>	<b>0</b>	<b>2,232,671</b>
W/shops & Training	989,124	84,840	86,820	158,163	0	0	1,318,947
<b>WORKSHOPS &amp; TRAINING</b>	<b>989,124</b>	<b>84,840</b>	<b>86,820</b>	<b>158,163</b>	<b>0</b>	<b>0</b>	<b>1,318,947</b>
Travel & related expenses	283,506	34,784	38,461	42,481	0	0	399,232
Information	366,940	0	0	36,470	0	0	403,409
Other General costs	377,084	8,131	6,363	47,346	0	0	438,923
<b>GENERAL EXPENSES</b>	<b>1,027,530</b>	<b>42,915</b>	<b>44,824</b>	<b>126,297</b>	<b>0</b>	<b>0</b>	<b>1,241,565</b>
<b>TOTAL BUDGET:</b>	<b>6,172,609</b>	<b>1,080,916</b>	<b>232,139</b>	<b>785,806</b>	<b>0</b>	<b>0</b>	<b>8,271,469</b>