

Plan 2010-2011



Palestine Red Crescent Society

Executive summary

Following the peace agreement between Israel and Palestine Liberation Organisation (PLO) in 1993, the Palestine Red Crescent Society (Palestine RC) was from 1994 allowed to operate as an independent humanitarian organization in the West Bank and Gaza Strip. The National Society, with the support of the International Federation, International Committee of the Red Cross (ICRC), Participating National Societies (PNSs) from a number of countries, partners from outside the Red Cross/Red Crescent (RC/RC) Movement, and a big number of national and international volunteers, has rapidly built its capacity to respond to the overwhelming needs of the Palestinian people in the occupied Palestinian territory (oPt) as well as for the Palestinian refugees in the neighbouring countries. As the conflict between Israel and the Palestine flared up again in late September 2000¹, the need for intervention has grown with an alarming rate, putting huge burdens on the shoulders of all agencies and organizations providing humanitarian aid to the growing number of people in need of external help. Under these circumstances, the Palestine RC is playing a crucial role as one of the main, diverse, reliable, and developed organizations providing humanitarian aid to the Palestinian people in the territory, as well as to the Palestinian refugees in the neighbouring countries, with branches and health facilities all over West Bank and Gaza Strip, with hospitals and clinics in Lebanon and Syria, and with a hospital in Cairo, Egypt.

From its wide network of branches, health and social service facilities, the Palestine RC will continue providing disaster response and humanitarian services in cases of man-made and/or natural disasters. With the conflict in the territory and the Middle East frequently reaching high intensity, the need for emergency and curative medical services, social services, as well as general disaster response is imminent. Palestine RC will continue running primary health care (PHC) services from its own facilities and/or in cooperation with the Ministry of Health (MoH) until the Palestinian government can take over. In the health care chain, the need for Palestine RC is still there to provide hospital services, and will continue to be an important programme of the National Society also in the foreseeable future, in particular in Lebanon where Palestine RC is the main provider of such services to the Palestinian refugees. The National Society is playing an increasingly important role in terms of psycho-social support for school children and other people in oPt affected by the hostilities and due to living their entire life and for generations as refugees, as well as in the development of the abilities of disabled people of different ages and different backgrounds.

For the last few years, the support from the International Federation to Palestine RC has mainly focused on disaster management, organizational development, and programme coordination. Special programme support has been provided by a number of RC/RC Societies and other partners, where the major role of the International Federation was to facilitate the development of programme coordination mechanisms within the framework of the Operational Alliance (OA), the 7ONEs², and organizational and branch development. Due to the steadily growing need for humanitarian interventions not only for

¹ The second intifada, also called the "Al-Aqsa Intifada".

² The 7ONEs: **ONE** set of working principles; **ONE** plan; **ONE** set of objectives; **ONE** shared understanding of division of labour; **ONE** funding framework in which multilateral and bilateral funding can co-exist; **ONE** performance tracking system; **ONE** accounting and reporting mechanism.

people in oPt, but also for the Palestinian refugees in the Diaspora, the National Society is facing growing expectations for more services to be delivered. The critical financial situation of the Palestinian National Authority (PNA), for the last years being one of the biggest donors of Palestine RC, has made the PNA a less reliable provider of funds³, and thus the National Society has been facing huge financial challenges. The International Federation will in close cooperation with the Palestine RC advocate for and facilitate fundraising initiatives in the years to come. This support, which falls within the Palestine RC Strategic Plan 2005-2010, revised in 2009 and now covers the years 2009-2011, will contribute to further development of good management and governance of the National Society on branch and headquarters levels.

The Secretariat's total 2010-2011 budget for its supporting role is CHF 489,138 (USD 474,072 or EUR 321,852). This amount covers the two years' running costs of the International Federation's representative office in Al-Bireh/Ramallah, which has a role of being a facilitator for the Palestine RC programmes. [Click here to go directly to the summary budget of the plan.](#)

However, as the Palestine RC operates under the OA concept with all its programmes and projects, this Plan 2010-2011 is presenting programme and budget information also for the activities of the National Society where the International Federation is not directly involved in terms of financial or technical support.

Country context

In 2007 the Palestinian people in oPt, together with the millions of Palestinian refugees in the Diaspora, were commemorating 40 years since the West Bank and Gaza Strip in 1967 was occupied by Israel, and in 2008 they were commemorating 60 years since the creation of Israel, which by the Palestinians is being called "Nakba" – the catastrophe - when hundreds of thousands Palestinians had to flee their homes and their country and live as refugees abroad or in refugee camps around in the West Bank and Gaza Strip. Until today the situation is still unsettled for the more than 4.6 million registered Palestinian refugees following the 1948 and the 1967 wars, who live in 31 camps in the neighbouring countries or in 27 camps around the West Bank and Gaza Strip. The United Nations Relief and Works Agency for Palestine Refugees (UNRWA) runs a number of huge humanitarian and educational programmes for the refugees, but is not the final solution to the problem.

After the outbreak in 2000 of the Al-Aqsa intifada, the population in oPt has experienced a constant deterioration of the humanitarian, economic, security, and political situation all over the area, leaving a rapidly growing part of the people unemployed, fighting against poverty, together with the PNA completely dependent on foreign aid, and in a growing number of areas on the brink of starvation. The latest Israeli military offensive on Gaza Strip during the last days of 2008 and three weeks into 2009 has left this part of oPt in ruin and the people not able to rebuild their lives, due to the tight siege with closed borders, no legal exit out of the Strip, and hence in reality isolated from the rest of the world. People from all levels of the community, all ages and all kinds of professions are struggling to make ends meet. With the intense and massive attacks by the Israeli military on civilians, infrastructure and resident areas, schools and mosques, humanitarian agencies and the Palestine RC fresh in their memory, many of the children and adults are suffering from deep psychological stress and in many cases mental disorder. With limited and to a certain extent poor health services available for the serious cases, and due to the refusal by the Israeli Government to let these patients go to another country for proper treatment, the negative physical and psychological long term impact of the hostilities is difficult to predict. During the war no family was spared from the atrocities when more than 1,440 people were killed and 5,380 wounded, 2,400 houses completely destroyed as well as 121 industrial and commercial workshops, 30 mosques, 29 educational institutions, and the 60 police stations. The entire population of 1.5 million is left in a desperate situation, which is of great concern for the international community. Political pressure from around the world on the Israeli Government to ease the closure and open the border to Gaza Strip for normal business has so far been ignored. The economy in the Gaza

³ For most of 2006 and part of 2007 there was no financial contribution from PNA to the Palestine RC programmes even though the National Society has been mandated by the PLO to provide emergency medical services to the Palestinian people.

Strip has completely collapsed, with more than 80 per cent of the population dependent on financial or other kind of support from UN agencies, the RC/RC Movement, and the few international organizations still being able to operate under the tight blockade of the area. With very limited or completely zero import of fuel, spare parts, building material, or anything related to development of a community, the people and the international organizations are struggling to cope, and international concern for the short and long term consequences is growing literary by the day.

In parallel with the dire situation in the Gaza Strip the people in the West Bank is facing ever growing problems with their life, as movement restrictions imposed on them through a travel permit system, roadblocks and checkpoints create huge obstacles for all businesses and groups of life. At the time of writing this plan, there is a slight ease of the restrictions at some checkpoints, but still it is far from enough to get the economy starting again at a satisfactory level. The concrete separation wall and electrical fence built by the Israeli government along the 1967 border and far into the West Bank is a constant problem for the thousands of people trapped between this barrier and the internationally recognised 1967 border dividing the West Bank and Israel from each other. For those people trapped between the limited access to educational and health services, public facilities and general businesses on the other side is crippling an every day obstacle for these people to live a decent and normal life.

In East Jerusalem and the West Bank, the Israeli house demolition programme is more active than ever before, and confiscation of Palestinian homes by Israeli settlers, religious and ultra-orthodox Jews is increasing every month, widening the gap between the two peoples even more, and creating a lot of anger both among the Palestinians and internationally. According to a study by Save the Children UK, houses are being demolished every day, and in some cases entire villages have been given blanket demolition orders by the Israeli authorities, with more than 300,000 Palestinians under threat of losing their homes. Families whose houses are demolished are given little warning and often have no time to collect any belongings. The impact of losing their home also has long-term health and mental consequences. Once a house is demolished, the family not only loses their home and its contents, but according to Israeli policy, is also liable for the costs of the actual house demolition, which can run into thousands of US dollars. This goes together with the rapid expansion of illegal Israeli settlements on occupied Palestinian land. Strong voices from the US administration, the UN, the European Union, as well as from a number of governments around the world and humanitarian organizations are calling on the Israeli government to stop these activities, which make a final solution to the dispute between Israel and the Palestinians ever more difficult.

As an important part of the political picture in oPt the division between the two main factions, Fatah and Hamas, has been further deteriorating despite a number of attempts from the international community to encourage reconciliation. However, while Hamas since June 2007 controlling the Gaza Strip is receiving no international recognition, the Fatah movement with the president of oPt and its government in the West Bank keeps it going due to international support.

A major part of the Palestinian refugees in the Diaspora are facing growing isolation and poverty, with very limited options for covering their own financial needs. For them their whole life has been in refugee like their parents and may be grandparents, a situation with a lot of negative aspects difficult to measure and predict for the future.

Under these conditions, the Palestine RC is doing its best to generate income from its humanitarian programmes or other income generating activities. During 2009, the National Society has seen a growing number of actors in oPt in need of renting conference facilities at the headquarters and some of the branches, and leaving the profit for the National Society to cover some administration and programme costs. However, the National Society still being heavily dependent on financial support from its many partners has continued its many programmes all over West Bank and Gaza Strip, and to the Palestinian refugees in Lebanon, Syria, and Egypt. Under and after the latest Gaza crisis one could, through a number of big donations, see confirmed the strong relationship and the appeal Palestine RC has to the many partners around.

Among the most important programmes of the Palestine RC is the emergency medical services (EMS), with more than 100 ambulances operating from 25 stations/sub-stations all over the West Bank and Gaza Strip. Palestine RC is through this programme the main provider of EMS in oPt, covering around

90–95 per cent of the needs. Another core programme is the rehabilitation programme, providing services to disabled children in oPt and Diaspora from 16 centres and outreached teams. The National Society is a pioneer in providing education for the deaf people, with classes even up to university degree. The primary health care (PHC) programme running 30 PHC centres in oPt, nine in Lebanon, and three in Syria; the psycho-social support programme (PSP) for children in schools and special centres; the youth and volunteer programme with five community centres in the West Bank and Gaza Strip; and the disaster management programme responding to urgent needs following any kind of disaster are all priority programmes. Another important and lifesaving intervention is the secondary health care (SHC) programme running four hospitals in the West Bank, two in the Gaza Strip, nearly sole provider of SHC services to Palestinian refugees in Lebanon from five hospitals, three in Syria, and one in Egypt. Palestine RC is running an active international humanitarian law (IHL) and dissemination programme targeting all levels of the Palestinian community. All these programmes are receiving substantial financial and technical support from partners. The International Federation Secretariat will through this Plan 2010-2011 continue to support disaster management and organizational development, and facilitate programme coordination..

National Human Development Indicators: occupied Palestinian territory

Indicators		2007/2008
Population (millions)	West Bank: 2.5 mill	4.0 mill 2.8 mill
	Gaza Strip: 1.5 mill	
	Refugees in Diaspora (Lebanon, Syria, Jordan)	
Life expectancy at birth (years) ⁴	Male: 71.3 years	72.4 years
	Female: 74.4 years	
Mortality rate per 1,000 live births	Infant	21 years
	Under five years	23 years
Human development index (HDI)		0.731
Gross domestic product per capital (PPP in US\$)		1,261
Real GDP annual growth rate (%)		minus 2.9 %
Unemployment rate in oPt (%)	West Bank: 25.5 %	26.7 %
	Gaza Strip: 51.8 %	
Palestinians in oPt	being food insecure (%)	34 %
	in risk of being food insecure (%)	12 %
Palestinian households in oPt living below poverty line ⁵	West Bank 19.1%	29.6 %
	Gaza Strip 51.8%	
Gender balance in oPt (% of total) ⁶	Female legislators, senior officials and managers	11 %
	Female professional and technical workers	35 %
Adult literacy rate in oPt % age 15 and older	Male	96.7 %
	Female	88.0 %
Population in oPt not connected to sewerage network (%)		73 %

National Society priorities and current work with partners

The mission as stated in the revised Strategic Plan 2009-2011 of the National Society is: **To provide humanitarian assistance, health and social services to the Palestinian people when and where needed. That is to prevent and alleviate human suffering wherever it may be found, to protect life and health and ensure respect for the human being, in times of peace and armed conflict and other emergencies, to work for the prevention of disease and for the promotion of health and social welfare, and to encourage voluntary service.**

The revision of Palestine RC Strategic Plan 2005-2010 was completed in early 2009, adopted by the General Assembly in March, and is now covering the years 2009-2011. The National Society is through its mission striving to ease human suffering through its EMS and preventive and curative health care services, rehabilitation programme and volunteer activities, and programmes promoting social and cultural development, with a focus on the most vulnerable members of the society. Palestine RC also

⁴ UNDP Human Development Report 2007/2008.

⁵ UNRWA / Palestinian Central Bureau of Statistics (PCBS)

⁶ UNDP Human Development Report 2007/2008.

focuses on the dissemination of the Humanitarian Values, the Fundamental Principles of the RC/RC Movement, in addition to IHL. The National Society has similar programmes for the people in the Gaza Strip and West Bank as for the Palestinian refugees in the Diaspora (i.e. Lebanon, Syria, and Egypt). The two-year plan launched through the International Federation late 2008 for the years 2009-2010, as well as this Plan, are both based on the direction and focus referred to in the Strategic Plan, and interventions are according to its mission as a humanitarian organization for Palestinian people wherever they might be in the oPt or in the Diaspora. Since its establishment in 1968 and its moving into the oPt in 1994, based on years of experience under demanding circumstances, Palestine RC has been building up a variety of resources and great capacity to carry out its mission for the most vulnerable people.

In early 2006, the Palestine RC decided to accept the invitation from the International Federation to become one of the pilot National Societies in the introduction of the OA concept. With years of experience from working with a number of bilateral partners from within and outside the RC/RC Movement, in addition to the multilateral cooperation through the International Federation, the Palestine RC was looking for means and methods of better coordination of programme planning, implementation, monitoring, and evaluation. The National Society decided at an early stage to include all programmes and projects under the OA umbrella. While one of the biggest financial contributors to Palestine RC is the PNA, the most active and closest partners of the RC in daily cooperation are the International Committee of the Red Cross (ICRC), the International Federation, and eight⁷ sister National Societies with their representatives present in the territory. There are also several⁸ other sister National Societies with long term support to Palestine RC, either through partners with representatives in oPt or directly from their headquarters. With the ICRC mainly supporting programmes related to disaster and conflict, the other RC/RC partners are paying most attention to long term humanitarian programmes, resource mobilization, and capacity building. Palestine RC has also since it was established in 1968 been building up close relationships with a number of partners⁹ from outside the RC/RC Movement, from which it is receiving important financial and professional support.

As part of the implementation process of the OA concept under the new operating model of the Federation of the Future, an external evaluation was conducted in January 2008 in Palestine RC and few other National Societies. The report from the evaluation team was in general appreciating the work being done by the Palestine RC and its partners, pointing at valuable experiences and giving advice on how to move forward in the track already started. Based on reports and feedback related to programmes such as PSP, mother and child health care (MCH) and EMS, the National Society is enjoying recognition for high standard of work, and good cooperation with its partners.

Partner Mapping

Partner	Programme Support
ICRC	Promotion of humanitarian principles and values; EMS; disaster management in conflict-affected areas.
International Federation	NS capacity building; disaster management; organizational development, PHC
Belgium RC fl.	Health and care in Lebanon
Danish RC	Psychosocial services (together with Icelandic RC)
Finnish RC	PHC and micro projects (through German RC)
French RC	Psychosocial services; rehabilitation program for disabled
German RC	PHC and micro projects (together with Finnish RC), disaster management
Icelandic RC	Psychosocial services (through Danish RC)
Italian RC	Psychosocial services
Japanese RC	PHC (through the International Federation)
Netherlands RC	Secondary health care; rehabilitation programme for disabled in Lebanon
Norwegian RC	PHC; rehabilitation programme for disabled; disaster management; youth and volunteers programmes; EMS (through ICRC)

⁷ Danish Red Cross, German Red Cross, Italian Red Cross, Netherlands Red Cross, Norwegian Red Cross, Qatar Red Crescent, Spanish Red Cross, and Swedish Red Cross.

⁸ American Red Cross, Finnish Red Cross, Icelandic Red Cross, and Japanese Red Cross.

⁹ ACPP (Asamblea de Cooperacion por La Paz), NORWAC (Norwegian Aid Committee), Norwegian Palestine Committee, NPA (Norwegian Peoples Aid), Swiss Cooperation, and United Nations Children's Fund (UNICEF).

Qatar RC	PHC; secondary health care; rehabilitation programme for disabled
Spanish RC	PHC; rehabilitation programme for disabled; disaster management, youth and volunteers programmes
Swedish RC	PHC; rehabilitation programme for disabled
Asamblea de Cooperacion por La Paz	PHC; rehabilitation programme for disabled; SHC
Norwegian Aid Committee	SHC; psychosocial services
Norwegian Palestine Committee	Maternal, newborn and child health
Norwegian Peoples Aid	Rehabilitation program for disabled
Palestinian National Authority	General financial support
Save the Children	Psychosocial services
UNICEF	Psychosocial services

In the coming years, the Palestine RC will be working towards further improvement of aid harmonization through improving its financial and narrative reporting systems, and by encouraging partners to move from project focused support to more programme support in line with the new operating model of the International Federation and the strategic plan of the National Society. The OA concept has been introduced, with partners present in the country already actively involved on different levels in the process. This new cooperation and coordination methodology was introduced as a pilot project in the second half of 2006 and will need time to be fully implemented. Palestine RC has the overall goal to continue its close cooperation, good coordination, and total transparency, and expects from all parties to follow the same approach.

Palestine Red Crescent programmes in 2010-2011

The logframes on the respective Global Agenda Goals are available at the country representation upon request (please see the contact details in the end of the plan).

Although this section should refer to the Secretariat supported programmes in 2010-2011, due to the OA, this section will reflect the whole Palestine RC programmes.

Disaster Management

a) The purpose and components of the programme

Programme purpose¹⁰
To reduce the number of deaths, injuries and impact from disasters.

Programme component: Disaster Management
Component outcome: Effective operational linkages between disaster management and other programmes are established; thus contributing to improved Palestine RC disaster management capacities and adjustments to its organizational structure.
The Palestine RC disaster management programme is based on coordination of decentralized preparedness, mobility, swift response, good management, and improved surveillance. Key scenarios entail preparedness and response to both conflict and natural disasters. Coordination is based on inter-departmental and inter-branch integration of activities and development of shared goals and objectives in the West Bank and Gaza Strip, as well as with the branches of the National Society in the Diaspora. Decision-making is through the Palestine RC disaster management group to ensure optimal use of resources. The disaster management unit is preparing for and working on a plan to deploy contingency stocks of non food relief items at strategic locations in case of crises, as well as to provide equipment and mobile medical posts. The development of the situation is monitored from four locations around oPt, where operation/emergency rooms can be activated on the

¹⁰ In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

spot. Implementation mechanisms are the rapid damage assessment surveillance system, the advanced medical post, and the referral services.



Palestine RC disaster management teams responding immediately to the needs in Gaza Strip during the last Israeli military offensive, while a smoky sky from the bombing can be seen in the background. **Photo: Palestine RC.**

As expressed in the mission of Palestine RC, the overall goal of the National Society is “to prevent and alleviate human suffering wherever it may be found, and to protect life and health and ensure respect for the human being, in times of peace and armed conflict and other emergencies”. After 60 years of occupation, with two thirds of the Palestinian population in the Middle East living as refugees, and with armed conflict for decades still ongoing, the Palestine RC is on a daily basis involved in responding to urgent needs of the people caused by the hostilities and manmade disasters. According to United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), a total of 4.5 million out of Palestinian population of 6.7 million who live in oPt, Lebanon, Syria, and Jordan are as of 2007 registered as refugees. Disaster management has always been a top priority in terms of planning, mobilization, training, and response. The Middle

East is also considered as a disaster-prone area in particular as far as earthquake and drought is concerned. Investing in and focusing on disaster risk reduction (DRR) mechanisms in the local communities as well as building the response capacity of the National Society to human made and natural disasters will have top priority for Palestine RC in the years to come.

b) Profile of target beneficiaries

Palestine RC is building its capacity and responding in close collaboration with the communities under the community based approach, and with the assumption that the entire vulnerable population all over the West Bank and Gaza Strip as well as in the Diaspora may be the target groups. Within its role as the auxiliary to the government within the national disaster management plan, the health and care system in the country, and as an overall provider of humanitarian services to the most vulnerable people, the National Society will in any situation act accordingly. The numbers mentioned as target groups under each Global Agenda Goal reflect therefore “only” the expected beneficiaries under normal capacity building and service delivery interventions. In disaster management, the targeted population is 110,800 people; consisting 54,400 male and 56,400 female.

c) Potential risks and challenges

The lack of access to certain parts of the territory, mainly those between the internationally recognised border between Israel and West Bank, and the separation wall, may be a constraint. The ongoing internal Palestinian conflict can possibly make programme implementation a challenge. As experienced at the beginning of 2009 the conflict between Israel and the militant groups in Gaza Strip, which by the Israeli’s security cabinet in September 2007 was declared to be a “hostile territory”, may well flare up at any time, and the area can be completely cut off from the rest of the world, making it a huge challenge for anyone to come through, including international humanitarian organizations and agencies. However, with the support of the RC/RC Movement and logistical coordination by the ICRC, the National Society aims to tackle most of these constraints.

Health and Care

a) The purpose and components of the programme

Programme purpose:

To reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

Programme component: Primary Health Care (PHC)

Component outcome: Affordable and quality PHC services and health education are regularly delivered to people in the oPt.

Palestine RC runs 30 PHC centres in oPt, another nine in Palestine refugee camps in Lebanon, and three in Syria. The centres in oPt offer preventive, diagnostic and curative medical services, while the centres in Lebanon are to a greater extent focusing on preventive health care. By adopting the community-based approach, with even small micro projects attached to the programme in some of the clinics, all centres will continue working closely with the communities and the local people, developing programmes in response to local health needs. For years there has been and will continue to be particular focus on the health of women and children in the villages. As almost one third of these 30 clinics in oPt have merged with those of the MoH, the immunization programme of the authorities is part of the services offered.

Programme component: Emergency Medical Services (EMS)

Component outcome: People residing in oPt have access to EMS.



To replace the destroyed ones, after long discussions, new ambulances were accepted into Gaza Strip through Kerem Shalom crossing point.

Photo: Palestine RC.

Providing EMS is considered to be one of the most important activities of the National Society. The well organized and professional ambulance service programme is operated from 36 locations throughout oPt. Its almost 300 staff provide lifesaving services in an increasingly difficult and challenging environment, where medical personnel are often in positions of danger. The Palestine RC is through this programme the main provider of these services in oPt, covering around 90 – 95 per cent of the total need. During the latest Gaza crisis the emergency medical technicians were all facing huge challenges, and in most cases risking their lives when trying to fulfil their mission. Many were shot at, one volunteer was killed, and many of the ambulances were damaged or even totally destroyed. Even though the ICRC was doing good coordination with the Israeli military, the

crews were some days by the army refused access to the wounded and dead people.

The National Society is running its own training programme for emergency medical technicians and EMS volunteers at the Palestine RC EMS Academy. The programme has for years been almost completely financed by the ICRC as part of the emergency intervention due to the ongoing conflict between Israel and the Palestinian people. With the many ambulances destroyed under the Gaza hostilities, the National Society was very pleased to see the prompt response from many partners to provide new vehicles to the Gaza branch.

Programme component: Secondary Health Care (SHC)

Component Outcome: The Palestine RC hospitals in oPt and the Diaspora continue providing secondary health care services to the Palestinian population.

The Palestine RC SHC programme will continue providing curative, surgical and specialized health care services from its two hospitals in Gaza Strip¹¹, four in West Bank¹², and from another nine hospitals for Palestinian refugees in the Diaspora. During the Gaza crisis the Palestine RC Al-Nur administrative building and the Al-Quds Hospital in Gaza City were top news on the international media when they were bombed by the Israeli military and set on fire on 15 January together with the main Palestine RC warehouse. Patients and staff were all urgently evacuated to other facilities, and the hundreds of people searching refugee at the Palestine RC compound had to leave. As reported by the head of UN office, no place was secure in Gaza those days. Some days later the staff and

¹¹ Al-Quds Hospital in Gaza City and Al-Amal Hospital in Khan Younis

¹² Hebron, Al-Bireh, Jerusalem, and Tulkarem, and the fifth hospital is under construction in Nablus.

volunteers were able to clean up and restore some kind of order, making it possible to move patients back again to the hospital. Following this destruction several donors were pledging big money for the reconstruction and rehabilitation of the hospital, but due to the continuous blockage of Gaza Strip preventing import of building material, no major work has been done so far.

In Lebanon, Palestine RC is the main provider of hospital services to the more than 420,000 Palestinian refugees as well as the very poor people in the country from its five hospitals in connection to the refugee camps. There is an agreement between the National Society and UNRWA, where the UN agency is paying for a certain number of beds per month.

In Syria, the Palestine RC branch is running three hospitals serving the Palestinian refugees as well as Syrian citizens. The hospital of the National Society in Cairo is important for Palestine RC and the Palestinian government by providing hospital care to Palestinian patients referred to it from the Gaza Strip, whenever there in oPt is lack of professional expertise in certain medical fields.

Programme component: Rehabilitation and Ability Development

Component outcome: Quality of life of persons with disabilities and their families in the Palestinian community are improved through rehabilitation and development of their abilities towards better integration.



Female students from the Palestine RC rehabilitation programme in the tailor's classroom in Bani Naim branch. **Photo: Palestine RC**

Already from the foundation in 1968 of the Palestine RC, the National Society has given high priority to the most vulnerable people, and in particular children of different ages suffering from various disabilities. The philosophy throughout the organization has been to emphasise on and give top priority to developing abilities rather than letting the disability of the person be the dominant theme. Full integration of people with any kind of disability into the Palestinian society is the overall goal of any such programme of the Palestine RC. Sport activities, vocational training for both sexes with production of handcraft for sale, and general education are among the programmes provided. Students with hearing problems have for many years attended primary school education in the six deaf education schools of the National

Society, and for the last couple of years students have even graduated from secondary education leading up to university studies. Palestine RC has also developed a special directory in for deaf people, which is the first and only one of its kind in Arabic. The rehabilitation and ability development programmes are all based on community participation. Involvement of families and friends in the programmes contribute to the integration process, reduce the threat for stigma and discrimination of people with disabilities, and give people on different levels in the community a climate of partnership, involvement, and participation in an integration process.

Palestine RC rehabilitation centre in Al-Amal City in Khan Younis (Gaza Strip), in 2009, received the 2008 "Best Practice Award" handed to community based service providers for persons with disabilities. The award was presented by representatives from Handicap International's Disability Monitor Initiative (DMI), Middle East to the rehabilitation and training consultant at Palestine RC and the head of Palestine RC rehabilitation centre in Khan Younis. In keeping with its mission addressing the needs of the most vulnerable people in the Palestinian society, Palestine RC conducts a policy of both service delivery and employment opportunities for children and adults with disabilities. Relevant to this policy, a range of workshops were established in the late 1990's and into 2000's with high quality products, contributing to further developing the programme, which is actively marketing its products in oPt and even internationally.

Programme component: Social Welfare

Outcome: Vulnerable and disadvantaged Palestinian people are socially and psychologically supported.

With the dire economic and humanitarian situation for people in the oPt and for the Palestinian refugees in the Diaspora, there is a growing need in terms of special intervention for the most affected classes of people. The need for such intervention by the Palestine RC is to a certain extent, due to limited resources taken care of by the National Society's headquarters and/or the branches. Special care is provided to poor families through orphanages and home for elderly people.

Programme component: Psychosocial Support Programme (PSP)

Outcome: Individuals from the Palestine RC staff and volunteers, beneficiaries, and selected underserved groups are equipped with skills and individualized tools that aid in the reduction of personal damages and negative external effects and behaviour.

The Palestine RC PSP has been growing steadily over the past few years, operating through the educational system in oPt with a big number of primary schools involved, as well as from some special PSP centres established and managed by the National Society. Together with its partners, Palestine RC has developed the programme which has become a trendsetter within the Palestinian communities. Thousands of school children, teachers, and parents are actively taking part in the programme in many areas of the West Bank and Gaza Strip. Evaluations of and reports from the big number of schools are confirming that the programme has a very important and positive effect on the children, their behaviour, their work at school, and their daily interaction and communication with people around. The programme is being further developed to be expanded to new areas in oPt. The plan is also to introduce it to school teachers in the Palestinian refugee camps in Lebanon, where the Lebanon branch of the National Society will be facilitating under close supervision from the headquarters in Al-Bireh. Already some of the PSP partners in oPt have expressed interest in joining this initiative by providing necessary funding.

b) Profile of target beneficiaries

The target population under the health and care programme is 290,420 male and 394,500 female, in addition to 994,500 people who fall under different beneficiary categories. In total, the target is 1,679,420.

c) Potential risks and challenges

The PHC centres in oPt continue working under challenging conditions due to the security and political situation, sometimes requiring ad hoc solutions to be able to respond to some of the most needed interventions requested by the communities. Many staff members every day face difficulties in getting to work due to movement restrictions imposed by the Israeli military, the more than six hundred checkpoints, the separation wall far into the West Bank, and the constant security problems in the Gaza Strip. Lack of qualified health personnel, especially physicians and nurses, is still a problem in some areas. In the Gaza Strip it has also most of the time been difficult to bring through the tight closure of the area the necessary medicine and medical supplies.

Organisational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose

To increase local community, civil society and Red Cross/Red Crescent capacity to address the most urgent situations of vulnerability.

Programme component: Organisational Development

Component outcome: The Palestine RC organizational systems are increasingly efficient, effective and able to contribute proportionally to the well being of the most vulnerable in oPt and Diaspora.

To facilitate the rapid growth of the Palestine RC's services over the past several years, and to ensure quality services, the National Society has an organizational development strategy, which aims to streamline operations, while ensuring effective management of services with focus on leadership and branch development, capacity building, as well as financial and human resources, and logistics systems improvement. To prepare for and follow up on these initiatives, the Palestine RC is investing energy and resources in streamlining the planning, implementation, monitoring and reporting

processes together with its partners through the OA concept, including the related 7ONEs approach, and in line with the revision of the Strategic Plan 2005-2010 of the National Society, which in its new version is valid through 2011. The project planning process (PPP) approach is being followed with project plans adjusted to the overall programme implementation within each sector. In the process leading up to the revised Strategic Plan 2009-2011, people on all levels of the National Society were involved, from governance to members, from employees to volunteers, from headquarters to the various branches in oPt and Diaspora. Also RC/RC partners and external stakeholders within the Palestinian community were contributing to the process.



At the opening of Henri Dunant Street in Ramallah under the Palestine RC 10th General Assembly. **Photo: International Federation.**

Special processes to improve and further develop capacity and resources which have been going on in the National Society throughout 2009 will also continue into 2010 such as further development of systems and procedures in the field of funding and management at headquarters and branches. Under the concept “good financial management” organizational chart, reporting lines and accountability, structures, formats, relations between various parts of the National Society, budget holder’s responsibility, financial software, etc. are among issues on the agenda. Also the short and long term funding situation, with drafting of the funding strategy of the National Society are among the important issues being prioritized.

Over the last couple of years there has been a trend towards acknowledging the fact that

organizational development is an important part of all programmes of the National Society. Therefore the approach in the coming years will under the monitoring and coordination of the organizational development department to involve all programmes and partners in this process. Hence the partners will be including a budget line for organisational development in their programme support to Palestine RC.

At the 10th General Assembly of Palestine RC, the president was elected for a new term together with new members for the administrative board. Due to logistical constraints in the territory and visa restrictions for Palestinian refugees living in the Diaspora, many Palestine RC delegates were not able to attend. However, through an online video-link to Beirut representatives from Lebanon and Syria branches were following and took part in the voting processes. One delegate representing the Egypt branch also attended the Assembly. Delegates from many partners were also present at the occasion. A special ceremony was organised when a street in Ramallah was named after Henri Dunant, the founder of the RC/RC Movement.

Programme component: Youth and Volunteers

Outcome: Potentials and deepened knowledge about the Palestine RC principles and goals are promoted among volunteers, which bring about investment in social development.

The Palestine RC has developed a strong base of youth and volunteers in oPt and the Diaspora, engaging national and international people from all sectors, including professionals and academics from various disciplines. The youth and volunteer programme is active in social, cultural, health and care, and in environmental programmes.

b) Profile of target beneficiaries

The target population under the organisational development/capacity building programme is 133,000 male and 89,280 female; amounting to a total of 222,280 people.

c) Potential risks and challenges

The strict closure of and the general security situation in the Gaza Strip is a challenge when trying to include these branches fully in the developmental process. Similar challenges are there for the branches outside oPt, due to visa and logistical constraints. However, commitment and enthusiasm to contribute to further development, building a better and stronger National Society is there, which is very encouraging for all parties involved.

Principles and Values

a) The purpose and components of the programme

Programme purpose
To reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Programme component: Information, Dissemination and IHL
Component outcome: All the Palestine RC staff and volunteers are sensitized and trained on humanitarian values according to the National Society's code of conduct and the knowledge of public about humanitarian values is increased.
There is a special focus on education and skills development, community and emergency health services and promoting the dissemination of the Fundamental Principles of the RC/RC Movement and IHL. Such dissemination among staff, volunteers, local health providers, security forces, and the general public are of the highest priorities of the National Society. For the coming year, there will be workshops, school visits and appearances on radio and television, and special events around 8 th of May - World Red Cross Red Crescent Day. The National Society's website is also a valuable tool.

b) Profile of target beneficiaries

The target population under the Principles and Values programme is 152,000 male and 152,000 female; amounting to a total of 304,000 people.

Role of the secretariat

As mentioned earlier, the International Federation's support to Palestine RC programmes is related to coordination of the OA. Thus, budget of the Secretariat, CHF 489,138 (USD 474,072 or EUR 321,852), is allocated to this support role.

Most of the programmes and projects mentioned are the continuation of ongoing or partly restoration of activities implemented by the Palestine RC since the last several years. The National Society does already have most of the capacity needed to provide additional training of staff and upgrading of programmes. The advantage of teambuilding and development of common strategies and implementation approaches developed through the OA concept is complementary to the capacity of the Palestine RC. The role of the secretariat in the implementation of programmes will mainly be through facilitating good coordination and cooperation between the various partners, and supporting the National Society to further develop tools to meet the internal needs as well as the needs of partners for good reporting, transparency, accountability, and exchange of ideas to the benefit of all stakeholders. Technical support will be provided by the International Federation's representative office in Al-Bireh in terms of facilitation to the National Society and by being the link between the implementing partner and possible resources and professional expertise at Geneva, MENA Zone Office in Amman, and/or other levels of the International Federation Secretariat.

a) Technical programme support

As mentioned above, the technical resources available at country and MENA Zone levels should in general, together with resources of the Palestine RC, be sufficient for secure and qualitative implementation of programmes. In addition, as part of the OA concept the idea is also, whenever available, to include competent delegates of RC/RC partners present in the country in the process. As far as the disaster management programme and further development is concerned, the Palestine RC is, through its representation in the International Federation Zone disaster management initiative where

the Zone Office is playing an important coordinating and administrative role, benefiting in terms of capacity building on central and community levels.

Further development of the financial system of the National Society is high on the priority list not only for Palestine RC, but also for its partners. The International Federation representative office is supporting the National Society in its dialogue with the software provider to make the programme complete, and to ensure adequate training for staff of the National Society. The initiative of the Federation Representative to start working on the “good financial management” concept has been given top priority of the Palestine RC president, and many relevant processes are initiated, also involving branches in parallel with the departments at the headquarters.

b) Partnership development and coordination

Following the decision in early 2006 of the Palestine RC to act as one of the pilot National Societies in the testing of the OA concept as the new coordination and cooperation mechanism of the RC/RC Movement, the International Federation representative office has been actively facilitating the National Society in its role as the focal point and responsible for the implementation of the OA. This new concept has improved the coordination of programmes in terms of better planning, monitoring, and reporting. Partners have been involved in drafting programme strategies and implementation plans, where Palestine RC all the time by all is considered as the one in the driving seat and with full responsibility. The National Society has become one of the leading ones in this field, with all its programmes and activities under the OA umbrella and in close cooperation with its RC/RC partners further developing the idea of aid harmonization and good humanitarian donorship as the overall goal.

The role of the secretariat through its representative office has been and will continue to be in the field of facilitation, discussion partner in the further development of the OA concept, and a link to other partners. The work and support by the International Federation representative has been and will also continue to be facilitating special processes leading to good collaboration with partners, appeal documents, and the plan of action for each year. To secure programme funding, the Secretariat will be an active partner in facilitating the making of fundraising strategies and support the implementation of these. In term of organizational development at headquarters and branches in the West Bank and Gaza Strip as well as in the Diaspora, the representative office has been requested by the president of the National Society to facilitate strengthening of the structural and managerial procedures at governance and management levels.

Promoting gender equity and diversity

Over the years of occupation of Palestinian land with major parts of the people living as refugees in the Palestinian territory or in the Diaspora, there has been a lot of investment in education for both genders. UNRWA has played an important role in this process by running schools and training programmes in all refugee camps. The consequence of this investment is that the Palestinian people is well advanced compared to many other countries in terms of equal rights and gender balance between females and males. In the various programmes of Palestine RC this reality is being mirrored, where one in certain parts may find bigger percentage females than males as service providers. Some of the programmes do also give priority to female beneficiaries. However, where the National Society is still behind plans and expectations is the gender balance at top management and governance levels. This is something not being neglected, but it is also accepted that it will take time to change. As part of the branch development programme, the issue is being highlighted and possible implementing processes discussed.

Quality, accountability and learning

With Palestine RC being one of the frontrunners and trendsetters in terms of developing and implementing the OA concept, quality and accountability are at any time on top of the agenda. Programme and project partners of the National Society are taking active part in drafting the overall strategic plan as well as specific programme strategies and project implementation plans and processes. Control mechanisms, the use of indicators, and plans developed and implemented based on logframe principles are methodologies followed to secure full transparency and best possible quality. Capacity development in terms of personnel and systems in Palestine RC are being promoted and supported by all partners. The National Society is at all times having the overall responsibility for

implementation and reporting, and is accepted by all to be in the driving seat, with modern principles as the overriding philosophy. Regular technical, sectoral, and other kind of meetings with RC/RC partners and to some extent even non RC/RC partners and other stakeholders are introduced to share lessons learned and ensure the use of best possible practices and quality standards, as well as synergies. In some of the programmes and projects, community committees are involved in the implementation and monitoring.

For best possible financial control and reporting capacity, Palestine RC has over the last few years invested in new financial programme software, which is being further developed based on feedback and needs from partners and within the concept of OA and the “good financial management” concept.

How we work	
<p>The International Federation’s activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation’s mission to “improve the lives of vulnerable people by mobilizing the power of humanity”.</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
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