

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## PALESTINE RED CRESCENT SOCIETY (Appeal 01.57/2002)

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

	2002	2003 <sup>1</sup>
	In CHF	In CHF
1. Disaster Preparedness	112,360	112,360
2. Health and Care	2,451,873	1,735,066
3. Humanitarian Values	257,584	206,067
4. Organizational Development	623,492	498,794
5. Coordination & Management	300,397	240,317
Total	3,745,706	2,792,604

### ***Introduction***

#### **National Context**

The Palestinian Autonomous and Occupied Territories (Palestine A/OT) in the West Bank and Gaza have their political and legal origins in the Middle East conflict, which dates back to the creation of the state of Israel in 1948 and the ensuing Israeli-Arab wars. The signing of a declaration of principles between the Israeli government and the Palestinian Liberation Organisation (PLO) in Oslo in 1993 outlined a framework for a land-for-peace deal, which was intended to culminate in a final status

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<sup>1</sup> These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

agreement. However, neither the Oslo Accords of 1993 nor the more recent 1998 Wye Plantation agreement has so far produced significant changes.

Some 2.3 million Palestinians live in Palestine A/OT, 65% of which reside in the West Bank. The population density there is 267 people per square kilometre, compared to 2,596 persons per square kilometres in Gaza. According to the United Nations Relief Works Agency (UNRWA), the UN agency tasked with assisting Palestinian refugees in the region since the 1948 war, refugees account for one quarter of the population in the West Bank, and for two thirds in Gaza. Approximately 50% of the population is under age 15.

Economics in Palestine A/OT are largely determined by the area's external dependency on Israel. Economic conditions have in fact deteriorated recently in stark contrast to the optimistic signs at the time of the Oslo agreements. The number of Palestinians employed in Israel fell from 116,000 in 1963 to 28,000 in 1996. After the current uprising that began in late September 2000, the situation has worsened; only a very few are allowed to continue their jobs. Based on information from the World Bank (1999), 40% of the population in Gaza and 10% of the population in the West Bank, a total of 500,000 people, were considered as living in poverty with an annual per capita income below USD 650.

After months of uprising against Israeli occupation, the situation has declined. Housing remains one of the neglected areas, especially for the people in Gaza. The ongoing demolition of Palestinian houses all over the West Bank and Gaza Strip (by late July 550 houses), and the destruction of houses due to shelling (by late July 550 houses) have aggravated living conditions. Only 35% of households in Gaza are connected to sewage networks. The lack of proper waste collection and treatment facilities is a major environmental concern.

The current uprising has dramatically worsened the overall situation for people who live in Palestine A/OT. The number of Palestinian victims of the conflict is increasing by the day, and as of late July 2001 reached 559 deaths, 31% of which were children and women, and 14,800 injuries in the West Bank and Gaza. Palestinians have not been allowed access to Israel for more than few days since the uprising began. Agricultural land has been destroyed (by late July about 1,000 acres), and thousands of olive trees have been uprooted (by late July 25,000 trees) inside Palestine A/OT. Most people are now facing the serious economic impact of recent events.

The founding of the Palestine Red Crescent Society (PRCS) in 1968 came in response to meeting the health and welfare needs of the Palestinian people, whether in the occupied territories or in the diaspora. The now-exiled Palestine National Council in 1969 mandated that PRCS be the responsible body for social welfare and health concerns among the Palestinian people. A new stage in the history of PRCS occurred following the Oslo Peace Accords and the beginning of the Palestinian State, when the PRCS was granted legal rights to act as a national organisation. PRCS, along with other Palestinian experts in the field, laid the foundations for the national health plan for the State of Palestine. The PRCS has over the years achieved a great deal, setting up a vast network of hospitals and clinics, as well as health and social welfare centres, serving the Palestinian people wherever they may be. The PRCS is mandated to provide emergency medical services with its fleet of 85 ambulances that covers all parts of Palestine A/OT.

With its network of hospitals, clinics, ambulances, and human resources, the national society has been responding to the needs of sick people. In times of conflict the PRCS has been serving the victims, providing care to the wounded, transporting the severely injured to hospitals, and providing medicine to the health centres. The PRCS has through its primary health care (PHC) programme been able to continue providing the most essential health services to Palestinian people all over the country, though faced with serious constraints that have posed a real threat to the programme. Members of the PRCS

have been risking their lives in order to save others. As of late July 2001, 56 emergency medical technicians have been injured, and one was killed while trying to save lives. 38 ambulances have been damaged in attacks.

The Movement has repeatedly issued statements, referring to international humanitarian law (IHL), in order to appeal for the respect of ambulances and medical personnel on duty.

## **National Society priorities**

Traditionally the national society has given the highest priority to programmes related to health care, disaster preparedness, and disaster response in times of crisis. It is the ultimate goal of the Palestine Red Crescent Society to ensure that the most vulnerable population in Palestine A/OT and Palestinian refugees in the diaspora will benefit from services provided by the national society. In the country assistance strategy (CAS) for the PRCS, the following programmes are given priority:

- Emergency medical services inside Palestine A/OT; the national society is mandated by the Palestinian Authority to carry out this task
- Disaster preparedness and disaster response
- Provision of PHC services to the most vulnerable population in Palestine A/OT and Palestinian people in the diaspora
- Provision of secondary health care services to the most vulnerable Palestinian population in areas where the Palestinian Authority or other organisations or agencies are not providing such services
- Mental health and psychological support
- Provision of rehabilitation services to persons with disabilities through PRCS rehabilitation centres as well as through community-based programmes involving teachers and family members
- The national society has also been mandated by the Palestinian Authority to establish blood transfusion services in Palestine A/OT
- Advocacy

## **Priority programmes for Federation assistance**

The Federation continues its work in Palestine through its two delegates based at headquarters and backed by the regional delegation in Amman. Cooperation with ICRC is very close, productive, and encouraging. The delegation is also happy to facilitate other national societies arriving in Palestine A/OT with intentions of establishing bilateral programmes with the PRCS or to even assess the situation in the area.

- Organisational development - Supporting organisational development of the PRCS will still remain one of the highest priorities for the Federation delegation. This aims at developing a high degree of self-reliance by building capacities and reducing the PRCS's dependency on external donors, mainly by generating financial resources in cooperation with local communities, as well as establishing a long-term, comprehensive programme for development of headquarters and the branches. Programmes to be implemented will include development of human resources, strengthening of youth groups and volunteers, improvement of reporting on programmes, and further strengthening of internal communication and cooperation among headquarters departments and between headquarters and the branches. The delegation is also, together with ICRC, key to the support mechanisms employed by other parts of the Movement.
- Disaster preparedness - Disaster preparedness programmes will remain a major priority for the national society, due to the unpredictability of the political and security situations in Palestine A/OT, and in light of VCA recommendations. The objective is to cooperate with ministries to initiate a disaster preparedness and response framework for Palestine A/OT, as well as the production of a national disaster profile.
- Health and care in the community - Access to treatment is difficult; deaths and injuries from conflict continue. The Federation will continue to support the PRCS health activities by implementing

projects that aim at improving community health awareness. Local participation and co-operation with community health committees will be expanded, as will programmes related to women's and children's health. The Federation-supported PRCS primary health care programme continues with a focus on general health services in rural areas and service to victims of current conflict. In addition to the normal involvement of delegates in the programme, the society is also facilitating distribution of medicine and medical equipment to the health care centres in isolated villages and elsewhere, where access for PRCS staff has become a constant constraint. In many of these areas even beneficiaries have been facing difficulties in accessing health care services. Also PRCS health personnel have faced roadblocks and closed areas.

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# 1. Disaster preparedness

## Background and achievement/lessons to date

The Palestinian people for the last eight years lived in a context where development was partially determined by the peace process. Only few improvements have been seen in Palestine A/OT since the Oslo Accords were signed. Violence and civil unrest have been recurrent hazards during decades of occupation and conflict, but other risk and vulnerability factors have also increasingly begun to come into focus. A strong feeling of gradual deterioration of the situation and worsening of the living conditions for the people reached its peak at the end of September 2000, resulting in the start of current conflicts. Many environmental threats, lack of safe water and sanitation, and technological hazards are among the main concerns, as are the spread of epidemics, especially in the refugee camps in the West Bank, Gaza, and Lebanon. This situation has deteriorated for the last year, particularly in areas of Palestine A/OT under siege. Most of the population in Palestine A/OT have been facing hardship and enormous economic as well as psychological pressure for all these months.

In addition to its network of primary health care centres and its community programmes for persons with disabilities, the PRCS carries the main responsibility for providing emergency medical services (EMS) throughout the West Bank and Gaza. The EMS, which has been heavily involved in the humanitarian operation in times of the current conflicts, is mandated by the Palestinian Authority. The national society has been widely recognised, internationally as well as domestically, for the professional way it has performed its humanitarian tasks during this difficult time. PRCS is also training and certifying emergency medical staff. Given this background, it was logical that the society in 2000 took the initiative toward a broad disaster preparedness scheme in Palestine A/OT.

A VCA was performed in cooperation with relevant ministries and other organisations, and the document was presented in early 2001. Due to the unrest, arranging a national plan became impossible. The whole exercise was, however, very important for the society, which was, due to its comprehensive plan, very much ready for implementation of disaster response immediately upon the resurgence of conflict.

The water level is dramatically decreasing, leaving Palestine and neighbouring countries without a lasting solution. The large-scale uprooting of trees and destruction of agricultural land during the last months of conflict has been a factor of great concern as far as the environment is concerned. Environmental pollution and chemical spills is another growing problem. There is increasing momentum for examining the probability of natural disasters spurred by recent earthquakes in the region.

**Goal** The PRCS is taking concrete steps to address emergency preparedness and response needs as part of its current activities. This plan goes beyond the PRCS traditional core functions of being a first responder through its ambulance EMS fleet, primary health care provision, volunteer, and rehabilitation programs by building on the results of the VCA.

The PRCS will work with and through the community and key stakeholders in pre-, during-, and post-disaster and conflict phases, and ensure maximal efficiency and effectiveness of response systems. The society will work to alleviate the suffering and minimize post-disaster damage and impact. This is clearly linked to adequate preparedness and response systems that can only be achieved through programs stressing community awareness, skills maintenance, early warning systems, and coordinated efforts.

The cumulative experiences, successes and failures of PRCS headquarters and branches, as well as other providers over the past months, clearly require the establishment of a unit that will:

- Work to integrate national efforts and coordinate across departmental and district boundaries
- Bridge the communications gap between West Bank and Gaza
- Empower the branches to conduct more efficient and effective interventions
- Mobilize and manage volunteers more effectively
- Address core capacities currently lacking in the fields of relief distribution and camp management
- Establish and operate a national surveillance and early warning system

### **Objectives and activities planned**

Achievement of the above goals will require a solid national programme that builds upon current strengths, addresses weaknesses, and invests in human resources. Ongoing training, definition of roles, rapid mobilization, community-level organization, and continuous assessment are fundamental to successful disaster response. To this effect the disaster management and coordination of the PRCS is working on a program that includes the following activities.

**Objective 1** To develop skills and experience within PRCS in professional response to disasters of different kinds in the spirit of Strategy 2010 and in line with Sphere recommendations.

The following activities are planned to achieve this objective:

- Training key individuals and leaders from PRCS headquarters and branches, in Palestine A/OT as well as in Lebanon, Syria, and Egypt, in the management of health emergencies, volunteers, camp management, logistics and communications, relief distribution, and water and sanitation.
- Developing the volunteer systems and capacities to enable more rapid and focused interventions and support to disaster-related activities

**Objective 2** To strengthen disaster preparedness and response on the national level.

The following activities are planned to achieve this objective:

- Reactivate the steering committee that served during the VCA project.
- Establish a national surveillance network aimed at monitoring and reporting in pre-, during-, and post-disaster phases.
- Based on the findings in the vulnerability and capacity assessment, draw up a national disaster profile with the aim of building capacity for appropriate response.
- Conduct routine prevention, public awareness, and education campaigns.

**Objective 3** Define the roles and responsibilities of the PRCS in the overall framework in line with Strategy 2010.

The following activities are planned to achieve this objective:

- Define PRCS policy on the society's role and responsibility with regard to disaster preparedness, taking into consideration recommendations from the VCA and resolutions from the national plan.
- Work towards national and regional coordinated disaster response strategies and plans with relevant PRCS departments and branches, other stakeholders, and concerned national societies.

**Objective 4** Begin to build up resources at the PRCS, enabling the society to carry out its part of the disaster preparedness framework in Palestine A/OT.

The following activities are planned to achieve this objective:

- Develop a core project document on the society's disaster preparedness programme with a two- or three-year timeline.

- Commence the first phase of implementing the disaster preparedness plan involving management, organisation, and resources.
- Establish a national network of district (branch level) sub-warehouses to enable rapid and efficient distribution of medical, non-medical, and other relief items.
- Establish a disaster management and coordination committee of concerned stakeholders, branches, the Federation, and the ICRC to set policy and program direction.
- Perform continuous monitoring and reporting on potential disasters and national alerts.
- Update an emergency operational plan including lists, numbers, names, stock levels, suppliers, maps, charts, social workers, volunteers, and professionals.
- Perform regular VCA and coordination with other national and international first responders (other EMS providers, trauma departments, civil defence, securing forces, and the ministry of health), the ICRC, the Federation, and sister societies as well as the regional delegation of the Federation in Amman.
- Conduct semi-annual drills for PRCS headquarters, branches, and volunteers in disaster response systems.
- Intensify recruitment of volunteers; conduct a bigger number of first aid training workshops and start tracing activities.
- Organize training on rapid damage assessment for the primary health care teams, rehabilitation teams, and PRCS branch staff and volunteers.
- Organize the ERU/FACT personnel recruitment, selection, training, orientation, and management for national, regional, or international deployment.

### **Expected results**

- Increased awareness of the importance of a disaster preparedness plan and active involvement in the development of the disaster preparedness programme on different levels of the Palestinian society.
- A process is established to develop a national framework for disaster preparedness.
- There is an agreed policy of the PRCS on disaster preparedness.
- Development of a comprehensive PRCS disaster preparedness plan for the entire country.
- There is an awareness of the importance of including all relevant PRCS departments and programmes in the disaster preparedness plan.
- There is a clear understanding inside as well as outside the society about the role and responsibilities of the PRCS in the area of disaster response.
- There is better trained staff at all levels of the society prepared to respond to disaster.
- There are improved stocks for disaster response at headquarters and in the branches, together with medical relief items.
- A long-term funding strategy for financing the society's disaster preparedness programme is in place.

### **Indicators**

- There is agreement between the various partners to co-operate in the context of the national disaster preparedness plan.
- Stock and resources are built up throughout the country in accordance with the plan.
- The PRCS has sufficient funding to adhere to its commitment to fulfil its role in the national disaster preparedness plan.
- Community-based groups are functioning and reporting regularly to the steering committee.
- Courses in disaster management and logistics are being conducted within the PRCS and by local trainers in the communities.

**Monitoring and evaluation arrangements**

A joint PRCS/Federation/ICRC evaluation will take place following the first year of implementation. The Federation's disaster preparedness department will follow up through monitoring visits from the Secretariat or from a disaster delegate in the field.

**Critical assumptions**

- The commitment on all parts is secured.
- Financial and human resource capacity is adequate.
- Access to the entire territory is possible.
- The political climate and security situation in the region pose no problems.

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## 2. Health and care in the community

- **Primary health care**
- **Community-based special education project**

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

The Palestine Red Crescent Society was the designated provider of health care for Palestinians prior to the existence of the Palestinian Authority and its ministry of health. Today the ministry has the overall responsibility for health planning and services, and the PRCS is providing only ambulance services as a designated national responsibility. However, it still operates 21 primary health care centres in Gaza and the West Bank and numerous hospitals and clinics for Palestinians in Lebanon, Syria, and Egypt as well as in the West Bank and Gaza.

These primary health care centres have traditionally provided curative services, but they are in transition to being a provider of integrated primary health care services to, and in close cooperation with, their host communities. This process has been greatly facilitated by support from outside sources over the last years. During the last year, emphasis has been put on establishing or revitalising community health committees in each local community in order to strengthen popular involvement in defining and combating health problems, and particular emphasis has been put on strengthening health services directed at women and children through a test project in eight clinics. The society will now attempt to introduce these activities in all PHC centres.

Home-based care has been implemented in all the PHC centres since January 2000. External funding, which was received in the early days, expired earlier this year. But the activities continued with an emphasis on assistance to victims of the current unrest.

The increased mental and psychological strains on the population, and most of all on children, during the conflict has led to plans for integrating activities in the PHC centres for the preservation of mental health and the lowering of stress levels. It is expected that the PRCS will be able to contribute significantly in this field through use of its extended network of centres and already-established, well-functioning modalities for cooperation with the public.

Further work is being planned in the fields of health education and health information, and in particular activities along these lines are planned to counter a brewing HIV/AIDS epidemic, which is still new to the country. It is important to note that participation and future effective implementation of such activities are already greatly facilitated by the establishment and good functioning of the community committees, the practical skills and experience already gained in similar activities in earlier phases of the reform process, the material and equipment already received for primary health care, and the training already provided in various aspects of the work of personnel involved.

The physical isolation of the various branches of the PRCS has led to a weaker coordination of technical programmes than would be desired, and in particular the described drive toward integrated primary health care services has not been seen in Syria and Lebanon. It is highly desired to strengthen the health technical coordination between the mentioned branches and to facilitate development of the health services in Syria and Lebanon along the same lines as has now been initiated in the West Bank and Gaza.

The income for the PRCS from the Palestinian Administration and other sources has been drastically reduced, and a separate emergency appeal has been launched in 2001 to try to compensate for these losses through outside support. It is expected that support for some items will still have to be requested that would not normally be requested. In particular, drugs and medical supplies, including some upgrading of laboratory and dentistry equipment, for the primary health care centre operation should still be externally supported as long as conflict continues.

**Goal** To support the Palestine Red Crescent Society in continuing and strengthening its capacity to deliver high-quality primary health care services to the most vulnerable of the Palestinian population and to facilitate continued development of the programme to strengthen primary health care for all branches of the PRCS.

## **Objectives and activities**

**Objective 1** To continue to operate and strengthen all PRCS primary health care centres.

The following activities are planned to achieve this objective:

- Broaden and deepen the involvement with the host communities through the primary health committees attached to each primary health centre, and facilitate the development and implementation of micro-projects according to their work and priorities.
- To provide material support such as drugs, according to the PRCS drug list, and medical supplies to facilitate their continued operation.
- To continue to expand and improve the PRCS health monitoring system in order to facilitate monitoring and effective activity overview, and to deliver its contribution to the ministry of health morbidity, mortality, and activity statistics.
- Strengthen the capacity of the PRCS primary health care department for internal management and planning, monitoring, and reporting on its activities.
- To give special attention to improving the provision of primary health care services to the most vulnerable people in the Gaza Strip, where a dramatic deterioration of the health situation and living conditions for the entire population exists.

**Objective 2** To further develop the PRCS primary health care centres toward a strengthened PHC focus and quality of implementation, and to gradually broaden the scope of PHC activities and services out of each centre.

The following activities are planned to achieve this objective:

- To continue the women and children health care activities and to broaden their coverage among the PHC centres while utilising experiences gained during the pilot project period.
- To continue home-based care in all host PHC centre communities.
- To develop a suitable set of activities for strengthening the mental health of children and vulnerable people in target areas utilising the particular strengths of the PHC centres and the committees.
- In close cooperation with the committees, identify topics of particular health concern, such as HIV/AIDS, and develop materials and a curriculum for health education, promotion, and training interventions at the community level to counteract or prevent them.
- To continue training and retraining all levels of PRCS health personnel to improve the understanding and function in a PHC-reformed PRCS health service.

**Objective 3** To facilitate technical coordination of health activities in all PRCS branches, Syria, and Lebanon in order to strengthen parallel development of the services in these branches toward primary health care such as the one currently being undertaken in the West Bank and Gaza.

The following activities are planned to achieve this objective:

- To facilitate the designation of focal points in all the branches for such work and to facilitate the initiation of a technical discussion between all the involved on how to proceed.
- To develop PHC projects and pilot projects for current PRCS clinics in Syria and Lebanon for their development toward primary health care and services similar to the PRCS centres in the West bank and Gaza.

### **Expected results**

- A movement to more and higher quality PHC services offered from an increasing number of PRCS health centres, and a broader base of community involvement for each centre to be able to implement the services and activities.
- Increased ability for the PRCS primary health department to develop, monitor, and report on all activities undertaken, and for technical staff at all levels to understand and implement their particular tasks in this regard.
- Increased perception of “ownership” and responsibility of the various programme components among targeted communities and their committees. This includes the future responsibility for the operation of all programme components under a sustainability angle.
- Development toward the same set of primary health care activities and services in the PRCS branches in Syria and Lebanon as is currently implemented in the West Bank and Gaza, and improved technical coordination of this work between the various branches.

### **Indicators**

- Improved primary health care in quality, scope, and numbers of activities from all PRCS health centres in all PRCS branches.
- Staffing according to project descriptions present and active in their respective centres.
- Community health committees active, conducting meetings, and producing micro projects for implementation and participating actively in all phases of its planning, implementation, follow-up, and reporting.
- Number of personnel trained and training cycles implemented.
- Number of people receiving services and the ability of the system to produce reports on this.
- Demonstrated ability of the PHC department to coordinate and organise reporting from the field and translate it to information useful for operating and developing the system further, as well as for the development of general health statistics by the ministry of health.
- Demonstrated ability of the PHC department to plan, implement, monitor, and produce timely reports on all activities, and its demonstrated ability to accommodate new developments in the health situation in this process as the political situation develops.

### **Monitoring and evaluation arrangements**

- The PHC department, with the assistance of available Federation personnel, will continuously monitor operations in the field and respond appropriately to abnormalities.
- In co-operation with representative(s) of any national society present in Palestine to monitor and strengthen common efforts in supporting the further development of the PHC programme.
- Reporting on implementation and financial status of each project under this programme will be implemented according to separate and particular project agreements.
- The Federation representation office will assist PRCS in all aspects of programme implementation when such assistance is desired and when it is agreed upon with project sponsors.

### **Critical assumptions**

The primary potential obstacles are:

- Scarce financial resources within the Palestinian population.
- Major access problems associated with the current unrest for health staff as well as for patients. There are also access problems associated with PRCS travel and mutual visits between its branches. Access problems are also a major constraint for distribution of medical equipment and

supplies to all PHC centres. The Federation office in Al-Bireh will, however, to the best of its ability try to compensate for such problems.

## **Community-based special education project**

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

Surveys carried out by the World Health Organisation indicate that 7% to 9% of the total Palestinian population has a disability and that about half of those affected will be in need of continuous rehabilitation. After decades of conflict and occupation, there is widespread traumatism as the result of violence, detention, torture or abuse. Congenital malformation and hereditary diseases are also frequent as a result of ubiquitous consanguineous marriages. Both are root causes of mental disorders.

Recent data from the ministry of social affairs and the Palestinian bureau of statistics show that mental disabilities account for some 20% of disabilities. It is also important to note that as many as 44% of this group are under the age of 10. In spite of the many organisations working with the disabled, there is still a considerable shortage of professional follow-up for both mentally and physically disabled people. New statistics clearly indicate two main reasons for this: The geographic distribution of services and a lack of interest, or awareness, on the part of the families of the disabled.

Three decades of occupation and conflict have made it difficult for the Palestinian Administration to establish a comprehensive approach to disability. The Palestinian Administration is currently not in a position to provide the necessary support and to cover the many needs of this vulnerable group of the society. For several years the PRCS has been running programmes for the disabled based on the belief that, as far as possible, families should have the capacity to support their disabled relatives in the integration process and development of abilities. To make sustainable achievements, these goals require a step-by-step implementation, providing training and securing knowledge and motivation on all levels.

The PRCS currently runs eight rehabilitation centres in the West Bank and Gaza. Components of the community-based special education project (CBSE) have been under implementation for some time, although the project currently falls short of the objectives envisaged by the PRCS.

The PRCS has a wealth of experience in the provision of health and social care of the Palestinian people in the A/OT and in the diaspora in Lebanon and Syria. One of the rehabilitation centres run by the society organises workshops for the disabled, carries out vocational training, and serves as a college for education of rehabilitation and social work. The PRCS also runs programmes and schools for children with hearing loss.

Several international and national NGOs are providing services for disabled people. Interagency meetings are taking place, but increased cooperation is required in order to improve substantially the situation for people with special needs. The PRCS has therefore suggested a national conference involving all interested parties that includes responsible ministries.

The PRCS has developed and is running a community-based special education project which aims at empowering the families of the disabled, the communities, and the disabled themselves through the PRCS rehabilitation centres in Nablus, Jericho, Ramallah, Toubas, Hebron, and Gaza. The implementation of the project started in 2000.

**Goal** The overall goal is to develop the abilities of disabled children in the West Bank and Gaza in order to support their integration into the Palestinian community.

### **Objectives and activities**

**Objective 1** To enhance community involvement in the integration of people with special needs.

The following activities are planned to achieve this objective:

- Continue working on development of a curriculum with references to the Portage model, focusing on parents' participation in early diagnosis and training of their children, and on the school and home enrichment project for severely handicapped children.
- Invite community health committees (independent bodies in every community) and municipality representatives to discuss the role of the municipality/community with regard to the CBSE.
- Establish cooperation with other organisations that run programmes for the disabled.

**Objective 2** To further develop a practical training programme applicable for both training centres and families to be established in six areas: Nablus, Jericho, Hebron, Jenin, Ramallah, and Gaza.

The following activities are planned to achieve this objective:

- Further develop the plan of action for the implementation of the CBSE.
- Recruit two coordinators in Gaza and the West Bank.
- Train eight rehabilitation workers selected to take charge of the CBSE project from the six centres.
- Contract specialised trainers for the period of training.

**Objective 3** To enhance rehabilitation workers' and families' skills in working with disabled children.

The following activities are planned to achieve this objective:

- Purchase two vehicles for the mobility of coordinators and staff in the West Bank and the Gaza Strip.
- Train rehabilitation workers and selected families that have disabled children.
- Train families separately.

**Objective 4** To change attitudes with regard to the role of disabled people in society.

To achieve this objective an awareness campaign will be launched on the CBSE project and integration of the disabled.

**Objective 5** To develop an objective evaluation tool.

To achieve this objective an evaluation team will be established and a pre-planned agenda for monitoring, evaluation, and reporting.

### **Expected results**

- Establishment of a sustainable project in six major population areas for the development of the abilities for disabled children, their integration in society, and the establishment of a team of professionals in each rehabilitation centre.
- Enhanced respect for equal rights of the disabled and increased understanding and involvement in measures to support the integration of the disabled into the social and economic life of the society.
- Setting up a relevant project for different groups of disabilities to be followed at home with the family at little cost.
- A steadily-increasing number of families taking part in training and education of their disabled children in the framework of the CBSE project.
- Acceptance among the Palestinians that disabled people in the communities should be given opportunities to utilise their skills.
- The development of a unified assessment tool for evaluation.
- An established referral system between the PRCS and other organisations.

**Indicators**

- Number of disabled children reached.
- Number of rehabilitation workers participating in the project.
- Number of families joining the project.
- Commitment of the families.
- Results of discussions with community representatives.
- Number of activities and figures on the circulation of information, and a follow-up survey on the impact of awareness campaigns.
- Number of evaluations performed.
- Number of cases being dealt with in the programme.
- Number of new cases within the period of the project.
- Percentage increase in family involvement in integration.

**Monitoring and evaluation arrangements**

- A team of specialists will evaluate the programme: social workers, physiotherapists, and speech therapists.
- Monitoring of the project will be carried out through progress reports on implementation by the PRCS rehabilitation department, observation and documentation of all phases, observation of trainees during home visits, and observation of the families' activities by the evaluation team.
- An intermediate evaluation will take place after one year, and the evaluation team will compile a final report.

**Critical assumptions**

- Financial support for the project is forthcoming.
- The political climate and the security conditions are favourable for the implementation of the project.
- Families are prepared to give commitment to the project.
- The population is prepared to provide opportunities to disabled people in a competitive environment.

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## 3. Organisational development

### Background and achievements/lessons to date

Co-operation between the Palestine Red Crescent Society (PRCS) and the Federation began in 1993. The headquarters, established in the West Bank town of Jericho in September 1994, was in 1996 moved to Al-Bireh, an area under the Palestinian Authority's administration. Currently the society is comprised of 22 branches in the West Bank and the Gaza Strip, and three chapters are located in Lebanon, Syria, and Egypt. The PRCS and the Federation have agreed to create a long-term plan for organisational development covering governance, programme development, and community participation. A systematic approach to link youth and volunteer activities to the general capacity building of the PRCS will also be developed with Federation support.

The last national congress of the PRCS took place in Gaza in January 2000. Based on experience from past years, a conclusion was the need to strengthen the statutes of the society with special emphasis on governance and management, as well as branch structure and programming. Another conclusion was the need to develop unified policies and strategies to be adhered to by the different components of the society.

The society prioritises human resource development and capacity building. All PRCS programmes such as primary health care, disaster preparedness, rehabilitation services for the disabled, and emergency medical services include a component of institutional development. Auxiliary to the Palestinian Authority, the PRCS serves the most vulnerable of the Palestinian population in Palestine A/OT and the Palestinian refugees in Lebanon, Syria, and Egypt where the Palestinian Authority is not in a position to provide necessary support.

**Goal** The overall goal of the Federation is to assist the PRCS in its efforts to develop a well-functioning national society within the framework of Strategy 2010, first and foremost for the benefit of the most vulnerable. This involves support of the PRCS dual approach of developing the quality of programme services and a continued development of organisational structure and functions.

### Objectives and Activities

**Objective 1** To reduce dependency on financial support from external donors and generate new financial resources.

The following activities will be undertaken to achieve this objective:

- Introduce more cost-effective procedures and cut costs in various PRCS operations.
- Train front-line and operational personnel in management, business, and marketing skills.
- Develop and encourage the use of internal systems on different levels in the organisation with financial control and budget as management tools.
- Develop a system where programme ownership and financial responsibility is encouraged, including with regard to local authorities and community leaders.

**Objective 2** To establish a long-term comprehensive programme for development of the PRCS headquarters in Al-Bireh and the branches in West Bank, Gaza Strip, and in the diaspora.

The following activities will be undertaken to achieve this objective:

- The PRCS will perform a self assessment of as many levels and branches of the society as possible.

- Conduct training workshops in resource development for the PRCS headquarters in Al-Bireh and branches in Palestine A/OT, Lebanon, and Syria.
- Develop new branches wherever feasible with community support and increased awareness of governance.
- Arrange regular meetings between the management of branches and headquarters, focusing on Strategy 2010, governance, and management responsibility.
- Introduce a logical framework approach and other methods of assessments and evaluations.
- Follow similar working methodologies and benefit from the experience gained from the process related to the VCA performed in 2000.

**Objective 3** To strengthen planning capabilities and improve society reporting of programmes and activities.

The following activities will be undertaken to achieve this objective:

- Develop and present a comprehensive and consolidated financial report covering the whole society, including activities, programmes, income, and expenditure. The report will include all donors and income generated by the society.
- By April 2002, present an annual report for 2001 that covers the structure, policies, and long-term plan of the PRCS, including different activities and programmes and the financial report of the year.
- Strengthen the budgeting process at headquarters and at the branch level, and prepare a consolidated 2003 budget for the society.
- Further develop the accounting system at branch and headquarters levels.

**Objective 4** To develop the human resources of the society.

The following activities will be undertaken to achieve this objective:

- Further develop the database on PRCS human resources, which will serve as a baseline for planning, monitoring, and professional development.
- Facilitate the participation of PRCS staff and volunteers in international workshops and seminars such as BTC, ERU, FACT, and HELP.
- Further strengthen human resource policies and regulations throughout the national society.
- Further develop the human resource policy for staff and volunteer training throughout the national society.

**Objective 5** To improve the awareness of the role of the PRCS both internally and in communities, relating to core activities, disaster response, capacities, and objectives.

The following activities will be undertaken to achieve this objective:

- Review external and internal communication at all levels.
- Conduct a dissemination campaign focusing on the national society and its framework for Strategy 2010.
- Further utilise the web site of the society for dissemination and profile purposes.
- Utilise the computerised information system for developing improved internal communication between headquarters and all branches, as well as among programme staff.
- Continue and further develop the magazine “Balsam” and the newsletter.
- Continue to support publications that foster the image of the national society and increase public awareness.

**Objective 6** To develop the youth and volunteer programmes.

The following activities will be undertaken to achieve this objective:

- Strengthen the youth and volunteer department, and develop new programmes.
- Strengthen the national volunteer network through improved recruitment, further training, better overall management, and closer involvement with PRCS departments and branches.
- Arrange regular meetings for youth co-ordinators and youth leaders of the national society.
- Select promising employees and volunteers as potential future leaders of the society, and provide leadership training over a period of 12 months.
- Conduct three summer camps for youth leaders and 15 summer camps for children.
- Open a youth centre in Ramallah and Jerusalem, equipped with computer, library, sports, and cultural activities.

### **Expected results**

- Extended overall capacity of the PRCS to sustain and expand the wide range of highly essential humanitarian services to the Palestinian community.
- Completion of a comprehensive self-assessment document to serve as a working tool for the PRCS in short- and long-term development processes of the society.
- Less expensive programmes with more community involvement and use of local resources.
- Better understanding for the policy of sustainability and long-term planning for the future benefit of the national society.
- Clarified responsibilities of PRCS management as the executive of the society and the governing bodies.
- Improved co-ordination and a unified approach from headquarters, branches, and programme units.
- Unified policy and common strategy for the further development and strengthening of the PRCS.
- The annual report for 2001 will be presented to all donors and stakeholders by May 2002.
- Consolidated accounts for 2001 and a consolidated budget for 2003 will be presented.
- Further development of human resources will also improve motivation.
- There will be improved awareness and knowledge of the Movement at all levels of the national society.
- Clear understanding within Palestine and the Palestinian population about the PRCS as a national humanitarian organisation, auxiliary to the government.
- Improved marketing capacity to attract new members and new supporters.
- More interest from international long-term donors captured through the web site.
- A stronger and better organised youth department.
- A larger network of volunteers available to the society whenever needed.

### **Indicators**

- Reduced budgets and expenditures for programmes and projects.
- Clearer lines between governance and management
- More regular meetings between headquarters and the branches and an overall strategy for the PRCS.
- Establishment of a working group in late 2001 to begin the preparation of the annual report for the year 2001, which will be presented by June 2002.
- Establishment of a working group late 2002 to begin preparation of the annual report for the year 2002, which will be presented by June 2003.
- Increasingly active youth and volunteer groups at all branches of the PRCS.

### **Monitoring and evaluation arrangements**

- Continuous monitoring by the Federation representative office and the PRCS headquarters in Al-Bireh of the implementation of programmes and activities related to the PRCS plan for 2002-2003.
- Yearly external audit exercises commissioned by the Federation Secretariat.

- Frequent audit exercises carried out by the comptroller of the donor society or representative of the donor to the programme.
- Periodic evaluation of the programmes and activities carried out by the Federation and/or by the donor society.

**Critical assumptions**

- There are overwhelming needs among the Palestinian people for humanitarian assistance and therefore great expectations that the PRCS, as an auxiliary to the government, will be a major provider of humanitarian services. This pressure on the PRCS could be a complicating factor, as programmes and services must correspond realistically to financial and human capacity.
- Adequate funding may not be available for the huge challenges of the PRCS, particularly due to the outbreak of more conflict and the general decline of the financial situation in Palestine A/OT.
- The political and security situation and enormous logistical constraints will be a great challenge for the national society.

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## 4. Coordination and management

### Background and achievements/lessons to date

The Federation representative office in Palestine has continuously provided support to PRCS activities by strengthening and developing new ties and relations with the donor community. The representative office will supervise Federation-supported projects and programmes, liaising with different partners in the context of a difficult political situation, and in cooperation with the ICRC, will work toward full recognition of the Palestine Red Crescent Society by the Red Cross/Red Crescent Movement.

The representative office is composed of a head of delegation, a health delegate, and a part-time local staff member. The head of delegation's mission is to promote the advocacy role of the Federation, to support the national society, to liaise with the Secretariat and the regional delegation, and to report on the progress of programme implementation.

**Goal** To support PRCS activities through supervision of Federation-supported projects, enhancing links with the international community, and providing advice in relation to achieving full recognition.

### Objectives and activities

**Objective 1** To strengthen links between the PRCS and international partners.

The following activities will be undertaken to achieve this objective:

- To participate in regular information and coordination meetings with PRCS governance and management, as well as with partners.
- To liaise with the regional delegation and the MENA department at the Secretariat.
- To contribute to the updating of the country assistance strategy.
- To promote Federation guidelines and standards.

**Objective 2** To support institutional development and disaster preparedness programmes.

The following activities will be undertaken to achieve this objective:

- Organise meetings with PRCS counterparts in order to provide technical assistance and to ensure follow-up.
- In co-operation with the Federation regional delegation in Amman, provide technical support in the self-assessment process.
- Monitor the use of resources for the implementation of programmes.
- Provide timely and accurate reporting on the progress of programme implementation.

**Objective 3** To strengthen links between the PRCS and the country delegation with other national societies and delegations in the MENA region.

The following activities will be undertaken to achieve this objective:

- The PRCS will contribute to the enhancement of regional resource groups, such as FACT and ERU, which are prepared for response in case of disasters.
- The PRCS will contribute its expertise and experience in the introduction and training of resource persons for FACT and ERU missions.
- The PRCS staff will be working in the Amman regional delegation as staff on loan.
- A close relationship will be developed between the regional delegation and PRCS/country delegation in the field of information and advocacy.

- The health delegate will contribute to the development of health programmes in neighbouring countries, such as Lebanon, Syria, and Jordan.
- People from the PRCS will be sent to work as staff on loan to the regional delegation.

**Objective 4** To supervise all Federation-supported programmes and projects.

The following activities will be undertaken to achieve this objective:

- Carry out field visits in order to assess progress on programme implementation and to maintain close relations with PRCS counterparts throughout the country.
- Follow up on reports prepared by delegates.
- In coordination with the regional delegation and the MENA department at the Secretariat, provide timely and accurate information for donors.

### **Expected results**

- Institutional development and disaster preparedness capacities of the PRCS are strengthened.
- Coordination of Federation programmes in Palestine is effective.
- Well-functioning programmes meet Federation standards.
- Long-term commitment from the donor community is ensured.
- A group of resource persons in the region are ready for deployment of FACT and/or ERU teams, where the PRCS will be playing an important role.
- Better use of available human resources in national societies and country delegations in the MENA region.
- Introduction of well-developed programmes within the region, such as the PHC programme, to also be implemented in new countries.
- Develop an information and advocacy system that appeals to people in the MENA region.

### **Indicators**

- Programmes are implemented in accordance with plans.
- A revised and updated inclusive country assistance strategy is available.
- Reporting is accurate and timely.

### **Monitoring and evaluation arrangements**

- Regular field visits and discussions with participants and beneficiaries.
- Regular feedback on progress and development.
- Meetings with PRCS interlocutors.
- Analysis of operational context and overall progress in quarterly reports.

### **Critical assumptions**

- Required human and financial resources are available.
- PRCS continues to give support to the process.
- The regional delegation provides appropriate support to the country delegation.

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<b>PROGRAMME BUDGETS - 2002</b>								
Delegation Palestine								
<b>PROGRAMME</b>	<b>Disaster Response</b>	<b>Disaster Preparedness</b>	<b>Health &amp; Care</b>	<b>Human Values</b>	<b>IDRD</b>	<b>Reg. Co-operation</b>	<b>Co-ord. &amp; Mgmt</b>	<b>TOTAL</b>
Shelter & Construction	0	0	5'000	0	0	0	0	5'000
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	7'167	0	0	0	0	7'167
Medical & 1st Aid	0	0	602'605	0	0	0	0	602'605
Teaching Materials	0	17'500	0	0	0	0	0	17'500
Utensils & Tools	0	0	91'667	0	0	0	0	91'667
Other Relief Supplies	0	8'750	0	0	0	0	0	8'750
<b>Subtotal Supplies</b>	<b>0</b>	<b>26'250</b>	<b>706'439</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>732'689</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	6'125	40'950	0	73'500	0	0	120'575
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	13'125	0	0	68'250	0	1'575	82'950
<b>Subtotal Capital</b>	<b>0</b>	<b>19'250</b>	<b>40'950</b>	<b>0</b>	<b>141'750</b>	<b>0</b>	<b>1'575</b>	<b>203'525</b>
Programme Management	0	7'576	165'330	17'369	42'042	0	20'256	252'573
Technical Services	0	2'268	49'491	5'199	12'585	0	6'064	75'607
Professional Services	0	2'515	54'885	5'766	13'957	0	6'724	83'848
<b>Subtotal Programme Support</b>	<b>0</b>	<b>12'360</b>	<b>269'706</b>	<b>28'334</b>	<b>68'584</b>	<b>0</b>	<b>33'044</b>	<b>412'028</b>
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	17'500	29'342	35'000	0	0	22'425	104'267
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>17'500</b>	<b>29'342</b>	<b>35'000</b>	<b>0</b>	<b>0</b>	<b>22'425</b>	<b>104'267</b>
Delegates & Expatriates	0	0	170'385	0	0	0	181'875	352'260
National Societies and Local Staff	0	0	968'270	121'975	147'500	0	10'920	1'248'665
<b>Subtotal Personnel</b>	<b>0</b>	<b>0</b>	<b>1'138'655</b>	<b>121'975</b>	<b>147'500</b>	<b>0</b>	<b>192'795</b>	<b>1'600'925</b>
Travel & Related Expenses	0	0	84'561	24'500	10'500	0	17'850	137'411
Information	0	0	0	21'875	38'500	0	1'418	61'793
Consultants	0	0	31'990	25'900	0	0	0	57'890
General Expenses	0	6'200	148'130	0	88'908	0	29'190	272'428
Training Workshops & Seminars	0	30'800	0	0	127'750	0	0	158'550
Security	0	0	2'100	0	0	0	2'100	4'200
<b>Subtotal Training, Information &amp; General</b>	<b>0</b>	<b>37'000</b>	<b>266'781</b>	<b>72'275</b>	<b>265'658</b>	<b>0</b>	<b>50'558</b>	<b>692'272</b>
<b>TOTAL BUDGET</b>	<b>0</b>	<b>112'360</b>	<b>2'451'873</b>	<b>257'584</b>	<b>623'492</b>	<b>0</b>	<b>300'397</b>	<b>3'745'706</b>