

# Plan 2009-2010



International Federation  
of Red Cross and Red Crescent Societies

## 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 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), partner 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, rapidly built its capacity to respond to the overwhelming needs of the Palestinian people. As the conflict between Israel and the Palestinians flared up again in late 2000, the need for intervention has grown with an alarming rate, putting huge burdens on all agencies and organizations providing humanitarian aid to the growing number of people in need of external help. In this situation, the Palestine RC is playing a very important role as one of the biggest, most diverse, reliable, and developed actors, with branches and facilities all over the territory and the surrounding countries with millions of Palestinian refugees.

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 in the Middle East frequently reaching high intensity, the need for health services is imminent. Palestine RC will continue running primary health care (PHC) services from its own facilities or in cooperation with the Ministry of Health. Hospital services are desperately needed and will continue to be an important programme of the National Society also in the future, in particular in Lebanon where Palestine RC is the only provider of such services to the Palestinian refugees. The National Society is playing an increasingly important role in terms of psychosocial programme for school children, and ability development for disabled people of different ages.

For the last few years, the support from the International Federation to Palestine RC was mainly with focus on organizational development. 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 coordination, and organizational and branch development. Due to the steadily growing need for humanitarian interventions not only for people in the occupied Palestinian territory (oPt) but also for the Palestinian refugees in the Diaspora, where Palestine RC is one of the most important providers of humanitarian services, the National Society is seeing growing expectations for more services to be delivered. The critical financial situation of the Palestinian National Authority (PNA) - for the last many years being one of the biggest donors of Palestine RC - has made the authority a less reliable provider of funds and thus, the National Society is facing huge financial challenges. The International Federation will alongside and in close cooperation with the Palestine RC advocate for and facilitate fundraising initiatives in the years to come. This support falls within the Palestine RC strategic plan and will contribute to further development of good management and governance of the National Society.

The secretariat's total 2009-2010 budget for its support role is CHF 570,058 (USD 521,077 or EUR 363,094). This amount covers the running costs of the International Federation's representative office in Ramallah, which has a role of being a facilitator for the Palestine RC programmes. [Click here to go directly to the attached summary budget of the plan.](#)

However, the Palestine RC operates under the operational alliance (OA) and the total amount of OA for 2009-2010 is CHF 95,540,622. The detailed figures can be found in the table on page 10 and 11.

## Country context

In 2007 the Palestinian people in the oPt, together with the millions of Palestinian refugees in the Diaspora, were commemorating 40 years since the occupation of the West Bank and Gaza Strip, and in 2008 they have been commemorating 60 years since the creation of Israel, with the consequence that hundreds of thousands Palestinians had to flee the country and live as refugees ever since. After the outbreak in 2000 of the second intifada, the population in the West Bank and Gaza Strip has experienced a constant deterioration of the economic, humanitarian, security, and political situation in the oPt, leaving a rapidly growing part of the population unemployed, fighting against poverty, completely dependent on foreign aid, and in some areas on the brink of starvation. While the Gaza Strip is totally under siege and almost completely isolated from the rest of the world, the population of the West Bank is facing ever growing problems with their life, as movement restrictions imposed on them through a travel permit system, and roadblocks and checkpoints create huge obstacles for all groups of life. 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.

The economy in the Gaza Strip has almost completely collapsed, with more than 80 per cent of the population dependent on financial or other kind of support from the RC/RC Movement, United Nations agencies, and on the few international organizations still being able to operate under the tight blockade of the area, causing shortage of all possible commodities. With very limited import of fuel, spare parts, building material, or even the most basic goods, the people and the international organizations are struggling to cope, and international concern for the short and long term consequences is growing rapidly. In the West Bank, movement restrictions for the entire population and the separation wall are leaving the Palestinian government and a growing part of the population with few alternatives. There is a rely on foreign aid and the economy is in total dependency on financial injections from the European Union, United States of America, the Gulf states and other donor countries. As of August 2008, the government is facing a severe financial crisis attributable to the failure of donor countries to fulfil their pledges. The deficit was disclosed to being in the range of USD 2 billion, with the consequences that payment of salaries for July to 150,000 public workers has been stopped, and delay or even cancelling of the monthly USD 900,000 transfer to Palestine RC from June.

Under these conditions, the Palestine RC is not able to generate much income from its humanitarian programmes or other activities, leaving the National Society almost totally dependent on financial support from its many RC/RC and other partners to be able to run its many humanitarian programmes. Thanks to the very good and reliable relationship built over a number of years with international partners, Palestine RC has been able to continue its many programmes for the most vulnerable people all over the West Bank and Gaza Strip, as well as to the Palestinian refugees in Lebanon, Syria, and Egypt. As a member of the International RC/RC Movement, the Palestine RC has the advantage of getting support and necessary coordination from its partners, enabling it to get access to every corner of the territory, and making it one of the most reliable providers of humanitarian services to the Palestinian people even under difficult situations. The general expectation that the National Society should expand its scope of operation is putting increasing pressure on Palestine RC to open up more centres and service facilities. When in 2008 drafting the new strategic plan 2009-2011 for Palestine RC, such ideas are taken into consideration together with mapping of capacities, resources, and priorities of the National Society.

Among the most important and highly respected programmes of the Palestine RC is the emergency medical service (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 service provider of EMSs in oPt, covering around 90 – 95 per cent of the area. Another core programme is the rehabilitation programme, providing services to disabled children in oPt and Diaspora from 16 centres and outreach teams. The National Society is a pioneer in providing education for the deaf people, with classes up to 12 grade and soon up to university degree. The PHC programme running 30 PHC centres in oPt, nine in Lebanon, and three in Syria; the psychosocial 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 also top prioritized programmes. Another important and lifesaving intervention is the secondary health care programme running four hospitals in the West Bank, two in the Gaza Strip, nearly sole provider of secondary health care 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 is through the plan 2009-2010 interested in supporting disaster management, the rehabilitation part of health and care, and organizational development, allowing the highest authorities of Palestine RC to convene their meetings, as well as further developing the capacity of the National Society.

### National Human Development Indicators: occupied Palestinian territory

Indicators		2007/2008	
Population (millions)	West Bank: 2.5 mill	4.0 mill (oPt)	
	Gaza Strip: 1.5 mill		
	Refugees in Diaspora (Lebanon, Syria, Jordan)		
Life expectancy at birth (years) <sup>1</sup>		72.7	
Human development index (HDI)		0.736	
Gross domestic product per capital (PPP USD)		1,134	
Unemployment rate (%) <sup>2</sup>	West Bank: 25.5%	29.5% (oPt)	
	Gaza Strip: 45.3%		
Palestinians in oPt being food insecure (%) <sup>3</sup>		34%	
Palestinians in oPt in risk of being food insecure (%)		12%	
Palestinian households in oPt living below poverty line <sup>4</sup>	West Bank 19%	29.6 % (oPt)	
	Gaza Strip 52%		
Population in oPt not connected to sewerage network (%)		66% (oPt)	
Iron deficiency anaemia	Pregnant women:	West Bank: 31.1%	Gaza Strip: 44.9%
	Children 6-36 months:	West Bank: 37.1%	Gaza Strip: 57.5%

## National Society priorities and current work with partners

Palestine RC's mission as stated in the strategic plan 2005-2010 of the National Society is the following: *To pursue with its mandate in providing humanitarian, 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 consolidated strategic plan 2005-2010 and plan of action 2006-2008 of Palestine RC was completed and endorsed by the Governing Board in 2005. The preamble of the document is describing the mission of the society as follows: *Palestine RC strives to ease human suffering through its EMSs, preventive and curative health care services, rehabilitation, volunteer activities, and programmes promoting social and cultural development, with a focus on the most vulnerable members of the society. Palestine RC also 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 appeal launched in late 2007 for the years 2008-2009, 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 Palestinian territory in 1994, based on years of experience under demanding circumstances,

<sup>1</sup> UNDP Human Development Report 2006

<sup>2</sup> [http://www.ochaopt.org/documents/HM\\_Apr\\_2008.pdf](http://www.ochaopt.org/documents/HM_Apr_2008.pdf)

<sup>3</sup> [http://www.ochaopt.org/documents/CAP\\_2008\\_Summary\\_English.pdf](http://www.ochaopt.org/documents/CAP_2008_Summary_English.pdf)

<sup>4</sup> UNRWA / Palestinian Central Bureau of Statistics (PCBS)

Palestine RC has been building up a variety of resources and great capacity to carry out its mission for the most vulnerable of the 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 the biggest financial contributor to Palestine RC is the PNA, the most active and closest partners of the Red Crescent in daily cooperation are the ICRC, the International Federation, and nine<sup>5</sup> sister National Societies with their representatives present in the country. There are also several<sup>6</sup> 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 partners<sup>7</sup> 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 International Federation, an external evaluation was conducted 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 care 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 development; disaster management; health and care
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)
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
Norwegian RC	PHC; rehabilitation programme for disabled; disaster management; youth and volunteers programmes; organizational development; EMS
Qatar RC	PHC; secondary health care; rehabilitation programme for disabled
Spanish RC	PHC; rehabilitation programme for disabled; disaster management, youth and volunteers programmes; organizational development; secondary health care
Swedish RC	PHC; rehabilitation programme for disabled

<sup>5</sup> Danish Red Cross, French Red Cross, German Red Cross, Italian Red Cross, Netherlands Red Cross, Norwegian Red Cross, Qatar Red Crescent, Spanish Red Cross, and Swedish Red Cross.

<sup>6</sup> American Red Cross, Finnish Red Cross, Icelandic Red Cross, and Japanese Red Cross.

<sup>7</sup> 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).

Asamblea de Cooperacion por La Paz	PHC; rehabilitation programme for disabled; secondary health care; disaster management
Norwegian Aid Committee	Secondary health care; 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. Under this concept, the 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 RC programmes in 2009-2010

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).

### Disaster Management

#### a) The purpose and components of the programme

<b>Programme purpose</b>
<b>To reduce the number of deaths, injuries and impact from disasters.</b>

<b>Programme component : Disaster Management</b>
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**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.**



Palestine RC has made huge efforts in building capacity in terms of material, knowledge, and coverage. Photo: Ola Skuterud

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 deploying contingency stocks of non food relief items at strategic locations in case of crises, as well as providing 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 spot. Implementation mechanisms are the rapid damage assessment surveillance system, the advanced medical post, and the referral services.

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 human made 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 the total Palestinian population of 6.7 million 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 target 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 conflict between Gaza Strip and Israel, as well as the internal Palestinian conflict, can possibly make programme implementation a challenge. With the support of the Movement and 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**

<p><b>Programme purpose</b></p> <p><b>To reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</b></p>
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<p><b>Programme component: Primary Health Care</b></p> <p><b>Outcome: Affordable and quality PHC services and health education are regularly delivered to people in the oPt.</b></p> <p>The Palestine RC runs 30 PHC centres in oPt and another nine in Palestine refugee camps in Lebanon. 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 it 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 Ministry of Health, the immunization programme of the authorities is part of the services offered.</p>
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### **Programme component: Emergency Medical Services**

#### **Outcome: People residing in oPt have access to EMSs.**

Providing EMSs 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 service provider in oPt, covering around 90 – 95 per cent of the area.

### **Programme component: Secondary Health Care**

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

The Palestine RC secondary health care programme will continue providing curative, surgical and specialized health care services from its six hospitals in oPt, and from another nine hospitals to Palestinian refugees in the Diaspora. The hospital of the National Society in Cairo is important for providing hospital care to Palestinian patients transferred to it, in particular from the Gaza Strip, whenever there is lack of professional expertise in certain fields in oPt.

### **Programme component: National Blood Transfusion Service**

#### **Outcome: Safe blood is provided from healthy voluntary donors to all Palestinians who need it at all times.**

The Palestine RC was mandated by the Palestinian Authority to develop the National Blood Transfusion Service (NBTS) in the West Bank. Development of the programme started in 2004, and in the course of 2008 an agreement has been reached to transfer the NBTS unit to the Ministry of Health and under its responsibility, and with expertise and management provided by the National Society. The overall goal of the programme is to provide safe blood from healthy voluntary donors to all Palestinians who need it at any time. Palestine RC will continue its voluntary blood donor initiative under the programme.

### **Programme component: Rehabilitation and Ability Development**



The students at the college are making wonderful embroideries for dresses, tablecloths and furniture. Photo: Ola Skuterud

#### **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.**

Already from the foundation in 1968 of the Palestine RC, the National Society has given high priority to people, and in particular children of different ages suffering from different 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.

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, reduces the threat for stigma and discrimination of people with disabilities, and gives people on different levels in the community a climate of partnership, involvement, and participation in an integration process.

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 1990s with high quality products, contributing to the development of the Ability Development College in Khan Younis, which was actively marketing its products in oPt and even internationally. Recent events which to a great extent have affected negatively the economy of the Gaza Strip, increasing isolation due to restrictions on movement of goods and people in and out of this narrow strip of land at the Mediterranean Sea, and lack of funding for the workshop, has resulted in a slump in the work situation and general decline of the production performance. Actions proposed for this particular college have direct relevance to the needs and constraints that currently exist in the Gaza Strip, and to the employment situation of persons with disabilities and their co-workers in the production workshops. The sharp decline of the economy in the Gaza Strip and the range of problems that have emerged relevant to the siege and political uncertainty have created a climate of confusion and some loss of direction. Actions planned intend to overcome these problems by addressing ways to improve capacity performance and establish strategies to ensure sustainability.

#### **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 and limited resources taken care of by the headquarters of the National Society as well as the branches. Special care is provided to poor families through orphanages and home for elderly people.

#### **Programme component: Psychosocial Support Programme**

**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 psychosocial programme has been growing steadily over the past few years, operating through the educational system in oPt as well as from a few special PSP centres. Together with its partners, the National Society 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 will be expanded to new areas in oPt as well as to the Palestinian refugee camps in Lebanon as capacity is developed and funds available.

#### **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**

**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 six 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, 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 seven ones approach, and in line with the strategy 2005-2010 of the National Society. The project planning process (PPP) approach is being followed with project plans adjusted to the overall programme implementation within each sector. In the course of 2008, the National Society has been reviewing and rewriting its strategy. In the process leading up to the new strategy 2009-2011, people on all levels of the National Society have been involved, from governance to members, from employees to volunteers, from management to the various branches in oPt and Diaspora. Also RC/RC partners and external stakeholders within the Palestinian community have contributed to the process, which has given the Palestine RC a solid background and foundation for its further humanitarian work for the Palestinian people.



Youth of the Egypt branch entertained with folklore at the Palestine RC administrative council in Cairo. Photo: Ola Skuterud

The General Assembly being the highest authority of the National Society convenes once every three years. The year 2009 is the next time to meet to set the policy and strategy of Palestine RC for the next years, to achieve the overall goals and objectives of the National Society within the four Global Agenda Goals, and based on the seven fundamental principles of the RC/RC Movement. The General Assembly elects the highest leadership of the National Society, being the executive committee and administrative council. It also has the authority to adopt the budget and the yearly report of the external auditor, as well as approving the appointment of the auditor for the next period. Moreover, it amends the National Society's statutes with the approval of minimum two thirds of the members.

Due to logistical constraints in the territories and visa restrictions for Palestinian refugees living in the Diaspora, Palestine RC is often forced to arrange bigger meetings on administrative level abroad, putting extra logistical and financial burden on the National Society.

#### **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 general security situation in the Gaza Strip may be a challenge in including these branches fully in the developmental process. 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

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

<b>Programme component: Information, Dissemination and IHL</b>
<b>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.</b>
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 <sup>th</sup> of May - World Red Cross Red Crescent Day. The National Society's website will also be 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.

## Global Agenda Goals and Palestine RC programmes (in CHF)

Programme	Budget 2009	Expected funding	Funding gap 2009	Budget 2010	Budget 2009-2010
<b>Global Agenda Goal 1:</b>					
Reduce the numbers of deaths, injuries and impact from disasters.					
Disaster Management (DM)	368,044	191,998	176,046	400,000	768,044
<b>Sub-total GA Goal 1</b>	<b>368,044</b>	<b>191,998</b>	<b>176,046</b>	<b>400,000</b>	<b>768,044</b>
<b>Global Agenda Goal 2:</b>					
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies					
Primary Health Care (PHC)	3,595,134	2,511,814	1,083,320	3,669,825	7,264,959
Secondary Health Care	21,747,511	14,078,535	7,668,976	23,000,000	44,747,511
Emergency Medical Service (EMS)	11,737,505	8,092,878	3,644,627	12,000,000	23,737,505
National Blood Transfusion Service (NBTS)	218,610	0	218,610	220,000	438,610
Psychosocial Services (PSP)	2,686,398	2,306,534	379,864	2,700,000	5,386,398

Rehabilitation & Ability Development	3,981,845	3,624,991	356,854	4,010,325	7,992,170
Social Welfare	235,950	0	235,950	237,000	472,950
<b>Sub-total GA Goal 2</b>	<b>44,202,953</b>	<b>30,614,752</b>	<b>13,588,201</b>	<b>45,837,150</b>	<b>90,040,103</b>
<b>Global Agenda Goal 3:</b> Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability					
Youth & Volunteers (Y&V)	1,115,519	550,853	564,666	1,200,000	2,315,519
Organizational Development (OD)	519,134	270,238	248,896	550,000	1,069,134
<b>Sub-total GA Goal 3</b>	<b>1,634,653</b>	<b>821,091</b>	<b>813,562</b>	<b>1,750,000</b>	<b>3,384,653</b>
<b>Global Agenda Goal 4:</b> Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity					
International Humanitarian Law / Dissemination	667,822	446,349	221,473	680,000	1,347,822
<b>Sub-total GA Goal 4</b>	<b>667,822</b>	<b>446,349</b>	<b>221,473</b>	<b>680,000</b>	<b>1,347,822</b>
<b>General funds from Palestine Government</b>		<b>11,674,260</b>	<b>- 11,674,260</b>		
<b>Grand TOTAL</b>	<b>46,873,472</b>	<b>43,748,450</b>	<b>3,125,022</b>	<b>48,667,150</b>	<b>95,540,622</b>

Detailed sheet on funding gaps of Palestine RC broken down to projects can be requested from the country representation.

## Role of the secretariat

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, and exchange of ideas to the benefit of all stakeholders. Technical support will be provided by the International Federation's representative office in Ramallah 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, zone, and/or other levels of the International Federation secretariat.

### a) Technical programme support

As mentioned above, the technical resources available at country and zone levels should in general, together with resources of the Palestine RC, be sufficient for secure and qualitative implementation. 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. Introducing the budget

holder principle at headquarters level is high on the agenda, and the representative office will facilitate the process.

## **b) Partnership development and coordination**



**Palestine RC and Swedish RC signing the Operational Alliance Agreement. Photo: Ola Skuterud**

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 being a facilitator, 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 being in the field of facilitating the process leading up to the new strategic plan 2009-2011 and a plan of action for each of the years. 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 sexes. 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 level. 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 sitting 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. Palestine RC is proposing for its partners the principle of “one audit only, covering all needs of all partners”, and steps are being taken for this to happen.

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><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
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