

MAAPS001

# Palestine oPt

Annual Report 2011

**This report covers the period 01/01/2011 to 31/12/2011**

*Leadership training for community volunteers in Jenin, as part of Community Based Disaster Risk Reduction programme, photo PRCS*



## In brief

### Programme(s) summary

The Federation has in 2011 supported the Palestine Red Crescent to expand its Community Based Disaster Risk Reduction programme to some 15 more communities in Jenin, the Jordan Valley (area C) and the south of the Gaza Strip (Rafah). It has also focused on organizational development (OD) and capacity building support to PRCS, with the deployment of an OD delegate to support PRCS youth action and volunteering development capacities, and an OD senior manager in Gaza focusing on enhancing PRCS managers' knowledge and abilities. It has continued tailored technical support upon PRCS's request in Logistics, Public Health in Emergencies, Public Relations and Communications, and in shaping the 2012 strategic planning process. In two cases the tailored support could not take place in 2011 and will be part of the priorities for 2012: Human Resources and Planning, Monitoring, Evaluation and Reporting.

During 2011 the Federation supported PRCS to mainstream coordination meetings and link them to the annual planning cycle; has taken part to inter-agency coordination bodies in Palestine, and has actively supported the International Monitor in his endeavours towards a full implementation of the MoU between MDA and PRCS.

The Federation has officially requested a Status agreement to the Palestinian Liberation Organization, and it is expected that the agreement will be signed in 2012.

### Financial situation

The total budget in 2011 was CHF 547, 750 including opening balance and income received during the year. Overall expenditure during the reporting period was CHF 453, 933 (82 percent) of the budget.

[Click here to go directly to the financial report.](#)

<http://www.ifrc.org/docs/appeals/Annual11/MAAPS00111arf.pdf>

### No. of people we have reached

18,000 beneficiaries targeted through the DFID project  
34 managers through Capacity Building in Gaza

### Our partners

By end 2011 nine Partner National Societies have a presence in Palestine (Danish Red Cross, German Red Cross, Italian Red Cross, Swedish Red Cross, Norwegian Red Cross, Qatar Red Crescent, Spanish Red Cross, Turkish Red Crescent and United Arab Emirates Red Crescent), two of which have a regional role, and several more have been supporting PRCS without a direct presence in Palestine (British Red Cross, French Red Cross, Icelandic Red Cross, Netherlands Red Cross). The International Committee of the Red Cross has a large presence and programmes, part of which in cooperation with PRCS.

The Federation is member as observer of the Humanitarian Country Team, alongside the ICRC, and regularly takes part to the existing additional coordination mechanisms between donors and humanitarian organizations (the so-called 'Friday meetings' co-chaired by OCHA and ECHO) and among authorities, donors and humanitarian organizations (Humanitarian Task Force). As part of the coordination mechanisms, the Federation has promoted the creation of a Shelter working group to articulate the work of the shelter cluster for the West bank (led by ACTED) with the local authorities and local actors.

The Federation work in Palestine was funded by the Italian, Danish and Swedish Red Cross National Societies during 2011.

### Context

The year 2011, marked in the whole region by the so-called 'Arab Spring' and its move towards change, has seen no progress towards a solution to the Palestinian issue and no advances towards a final agreement between Israel and Palestine on the core issues – namely borders, settlements, refugees, East Jerusalem, security, fresh water sources. Despite being very often on the world first pages, the conditions of Palestinians in the occupied Palestinian territory and those living in the refugee camps in the neighbouring countries have continued to worsen with increasing indifference and a growing sense of frustration by the International community.

The most noticeable features of 2011 were the decisions by the Palestinian National Authority to submit an application to the Security Council for the recognition of the Palestinian state; the exchange of prisoners, with the liberation of 1,027 Palestinian prisoners for the captured soldier Gilat Shalit; and the signed reconciliation agreement between Fatah and Hamas, a move to bridge the divisions and distance within the Palestinian field, although still to produce a unity Government to run public affairs until the next elections. It has to be noticed that the building of a viable Palestinian state has sensibly advanced during 2011, but the physical limitations to reach out to Areas B and C in the West Bank still impede the normal running of public affairs for 82% of the territory of the West Bank. It has to be noticed that during 2011 the agenda of Israeli-American relations has shifted from the Palestinian issue and its two-state solution to how to stop the perceived threat of a possible Iranian nuclear military capacity.

While the economic data seem indicating an improvement during 2011 both in Gaza and the West Bank, in reality in the absence of a peace agreement and some degree of predictability about the future, real economic development is hardly possible in neither parts of Palestine.

The limitations imposed on Gaza by the ongoing Israeli blockade impede access to '*critical inputs needed to promote internal growth beyond a specific structural level*', which defines the so-called 'de-development'<sup>1</sup>. On average, a mere 145<sup>2</sup> persons crossed the Erez terminal each day both ways during 2011, most of which are from International organizations. The real economy in Gaza is still based on the smuggling of goods through the hundreds of tunnels under the border with Egypt, which is by definition not sustainable; construction

<sup>1</sup> Sara Roy, "*The Gaza Strip: The Political Economy of De-development*".

<sup>2</sup> According to data from OCHA.

materials are still largely banned, and while writing this report Gaza is suffering from an acute lack of fuel and essential drugs.

In the West Bank economic growth is more visible but limited to areas around Ramallah, still very dependent on international aid and hampered by lack of control on borders, imports, tax collection – nearly 82% of the Palestinian territory of the West Bank (areas B and C) is de facto off limits for any kind of sustainable development planning. In the West Bank, 2011 saw also a steady increase in settlement expansion, settler violence and demolitions in area C (the Jordan Valley) for Palestinian communities. According to OCHA, some 560 structures in area C have been demolished during 2011, with an increase of 57 % onto 2010. The number of people displaced by these demolitions has risen by 110 %. In terms of injuries originated by settler violence, 2011 saw an increase of 68% of injured persons (183 injured) over 2010.

The military occupation by the Israeli army has now entered its 45<sup>th</sup> year. The highly complex segregation system in place, made of the concrete separation wall built by the Israeli government east of the 1949 armistice line, the hundreds of checkpoints inside the West Bank as well as the tight movement restrictions and travel permits, the negation of the right of return for the 1948 and 1967 refugees and the blockade of Gaza, all represent obstacles to a sustainable peace in this part of the world, with repercussions to the wider Middle East region and its present dramatic changes.

The humanitarian response has so far fallen short of providing the necessary attention to the reality on the ground. Recent efforts to better link the humanitarian agenda with the developmental one seem start providing more elements for the larger international community to focus on the path for a peaceful solution to the military occupation. While it is early to say if this agenda will have the strength to overcome the huge vested interests that converge to complicate the issue, it seems a step in the right direction.

Against this extremely challenging background, the Palestine Red Crescent Society has continued delivering high quality services to several hundreds of thousands of beneficiaries both in the West Bank, Gaza, East Jerusalem, and for refugees in Lebanon, Syria and Egypt. With some 5,011 registered active volunteers and some 5,000 more available upon call, in full compliance with the Red Cross / Red Crescent Fundamental Principles, PRCS articulates its work around community based health, community based disaster risk reduction, psycho-social support, primary and secondary health care, ability development for the disabled, emergency medical services and ambulance system, and delivers humanitarian aid in case of conflict and disasters. Well recognized and respected within Palestine, PRCS is also a net contributor to our Federation, having provided training in selected areas to neighbor National Societies, having made available its OD coordinator for expert support to other National Societies especially around the critical issue of Gender, having made available 2 Regional Disaster Response Team members for the civil unrest in North Africa, and is presently supporting the establishment of a Psycho-social approach for the Libyan Red Crescent.

## Progress towards outcomes

### 1. Disaster Management

*Palestine Red Crescent Society is an active member of the DM networking in the region. In addition, during 2011 PRCS made available two Regional Disaster Response Team members for the Federation operation at the border between Tunisia and Libya.*

#### 1.1. Outcome:

*The existing pilot initiatives in school-based disaster risk reduction are replicated and mainstreamed within the disaster management programme.*

#### Achievements

Departing from its previous approach based on school-based DRR, PRCS has requested the Federation to revise this component to better support a wider community based disaster risk reduction (CBDRR) approach, replicate the successful pilot experience done with support by the German, Norwegian and Swedish RC and expand it to another 15 communities, reaching in this way a total of 30 communities.

Thanks to generous funding by the British Government (DFID) for 2011 and 2012, PRCS has included 15 new communities into its CBDRR programme. The 15 communities are five from the Jenin area, five from the Jordan Valley (area C), and five from the southern part of the Gaza Strip (Rafah). During the second part of 2011 PRCS has selected the communities, purchased the equipment and distributed part of it, appointed a project local coordinator for the branch in Jenin who is temporarily supporting also Toubas (Jordan Valley), started the training of the community volunteers in DM, VCA, leadership, and is preparing the training on

CBHFA, and is supporting the communities to start identifying mitigation micro-projects. One component of the support by the Federation is to systematize the community approach, while another focuses on leadership development for branches, involving the branches currently taking part to the programme as well as those which could adopt the programme in the future. The funding for this expansion of the CBDRR programme is secured for 2012, after which an assessment will be conducted for a possible second phase of support for 2013 – 14.

PRCS has also manifestly announced that it intends to better integrate community programmes at the community level, and that the main vehicle for such an integrated approach will be CBDRR. This will be most probably be one of the cornerstones of the next 2013 – 17 strategic plan.

### Constraints or Challenges

The Rafah branch in the southern part of Gaza has recently started developing its capacities in terms of programme management and will continue requiring some tailored support.

## 1.2. Outcome:

*The logistic capacities of PRCS, developed with technical assistance and support from the British Red Cross, are aligned with global Federation practice and policy*

### Achievements

During 2011 PRCS hired a Head of Logistic Department and started developing its Logistic programme with support from the distance by the British Red Cross. With the arrival in the second part of the year of a Head of Logistic Unit for the Federation Zone office, the PRCS Head of Logistic Department has started requesting specific support on procedures, manuals, standards. The agreed upon visit by the Federation Head of Logistic Unit to Palestine had to be postponed due to the move of the Zone office from Amman to Beirut; an agreement has been reached to organize the visit during early 2012 possibly at the same time when the British RC will come for a follow up; to facilitate a training for fleet managers at the Logistic unit in Dubai, and possibly to include PRCS as one of the National Societies to receive sustained support in Logistics during the next couple of years.

### Constraints or Challenges

The mentioned move of the Zone office has slightly delayed the first visit by the Federation Head of Logistic Unit. This is now planned for the month of April of 2012.

## 1.3. Outcome:

*The PRCS is supported in its coordination with neighbouring National societies (Egypt, Jordan) and the ICRC to better coordinate humanitarian aid to Palestine vulnerable, within the framework of a regional IDRL perspective*

### Achievements

During 2011, the need for a more articulated Disaster management coordination mechanism beyond one single country-focus was highlighted by the 'arab spring' affecting several countries in the region. The Federation has adopted a regional appeal that focuses on tailored support to each National Society in close coordination with the ICRC. Some of the limitations include movement of humanitarian assistance and staff in time of emergency.

A regional initiative based on Disaster Law is by now part of the plans of the Zone office: this will tackle issues linked to movements of goods and staff in case of disasters, existing laws and regulations both at national and regional level, and will highlight the need to uphold humanitarian standards in terms of emergency response.

In addition, during 2011 PRCS with support from the Federation has played a pivotal role in connecting the existing disaster response mechanisms within Palestine. The special situation of a country under military occupation and with millions of refugees in camps within its territory requires an improved coordination among the HCT and its cluster approach, the Palestinian Civil Defence, the RCRC Movement and UNRWA (the UN agency in charge of assistance to Palestinian refugees). This enlarged coordination mechanism has started with positive results during the cold waves early 2012, and has generated an enlarged working group on shelter issues.

In addition, Palestine shares a common Dead Sea fault (DST, Dead Sea Transform) with Jordan and Israel. There is a need to continue supporting the authorities and RC National Societies of these countries to coordinate their earthquake preparedness and make sure that the needed measures to facilitate humanitarian response are advocated for at the national authorities' level. This will be part of the priorities for 2012 onwards.

### Constraints or Challenges

The prevailing political environment has so far not been conducive for improved transnational preparedness.

## 2. Public Health in Emergencies

### 2.1. Outcome:

*PRCS staff and volunteers capacities to deliver public health during emergencies, crisis and conflicts are improved.*

#### Achievements

The Federation seconded a Public Health in Emergencies (PHE) specialist from its Headquarters to PRCS for a period of two weeks. The discussions held with partners have reinforced the recognition for PRCS of the importance of the approach and the key role that PRCS can play in supporting public health authorities in case of emergencies through its extensive network of volunteers and community workers in its several health programmes.

PHE is a clear example of inter-department collaboration, where both Disaster Management and Primary Health Care share a common responsibility to mainstream the approach.

The recommendations of the mission have been analyzed and discussed, and PHE has been included as a priority for development for 2012 with strategy development and training as first activities. It is envisaged to identify a potential partner to support a sustained development of PRCS capacities in this domain.

#### Constraints or Challenges

Due to the several emergencies in the region (arab spring), both the mission and the report suffered from some delays.

## 3. Principles and values

### 3.1. Outcome:

*The capacities of PRCS branches to manage its volunteers is enhanced*

#### Achievements

During 2011 the training on Youth as Agents of Behavioural Change had to be postponed twice due to the problems linked to the issuing of an Israeli visa for Arab-speaking trainers. The training is finally taking place in April 2012. The YABC programme has in the meantime been included in a three year support project by the Danish Red Cross, and additional support to the expansion of the YABC programme have been discussed with non-traditional partners.

In addition, during 2011 PRCS approached the Federation in order to identify additional capacities to support its change of perspective in terms of Volunteering. By end 2011 an Organizational Development Delegate seconded by the Danish Red Cross has been made available in order to support PRCS to restructure its approach to volunteering development and youth action. The delegate will especially support PRCS to put in place the needed mechanisms to ensure that branches are gradually able to take over responsibility for volunteer management, at the same time supporting the definition of the role and responsibilities of the central level in terms of policies, strategies and procedures.

#### Constraints or Challenges

The impossibility in obtaining visas for Arab-speaking YABC trainers from the MENA region resulted in a long delay.

## 4. Organizational development

- During 2011, with support by the Swedish Red Cross, the Federation opened its office in Gaza, as requested by and agreed with PRCS. The person selected by PRCS and the Federation for the position of senior programme manager has a long experience in capacity building and management both with international organizations and as an independent consultant.

It has since the beginning been agreed with PRCS senior management in Gaza that the person will focus on supporting PRCS in Capacity Building according to its needs, support the strategic planning process in 2012 and facilitate the coordination of the development cooperation with partners at the Gaza level. PRCS and the Federation have adopted, based on the senior programme manager's suggestion, a participatory problem solving approach to identify needs and gaps in the managerial skills of the management team of the five branches in Gaza.

Based on the needs, three working groups and a Strategic Oversight Committee made up of PRCS managers themselves has started articulating the responses with support by the Federation. During 2011 three workshops were done, focusing on managing people and groups, delegation of authority, how to manage a meeting; as a result of the training sessions, participants have requested an individual coaching on management of staff, design and implementation of a plan of action, manage meetings, report writing, monitoring and evaluation of plans, and a calendar has been developed. In addition, the Federation has according to the identified priorities contracted an expert language teacher (PhD) for a tailored five months English course for twenty PRCS managers in Gaza.

The outcomes for 2011 have largely surpassed the initial expectations. The decision to hire a competent professional from Gaza has proven highly appropriate and cost-effective. While it is still early to assess impact of work done, the approach used has been highly valued and could provide a possible model for enhancing capacity building beyond the Gaza branches. The Federation has been capturing the experience in a document that is kept updated and reflects all the steps of the approach.

During 2012 it is foreseen that the senior programme manager will be able to support PRCS for specific initiatives on leadership development in branches in the West bank and Lebanon (now that, beginning 2012, he has been given a travel permit to exit Gaza).

These activities are possible thanks to the support by the Swedish RC. The Representative of the Swedish RC in Palestine has been kept updated on developments.

- The Federation Representative has proposed to the MENA Zone office to start developing a team approach on Organizational Development in the region. This was discussed at the beginning of 2012, and a first step will consist of the mapping of existing competencies within the Federation team and the National Societies, to continue with a second step mapping out competencies in the Partner National Societies, the ICRC, and finish with the mapping of external consultants and others. Based on the existing capacities, and taking of course into account the real time and capacities available by each compatibly with her/his primary mission, the Zone office will propose a matching of these to existing OD needs and priorities as identified in country plans.

#### 4.1. Outcome:

*The planning and reporting capabilities both at branches (including Egypt, Lebanon and Syria) and at headquarters levels are improved.*

##### Achievements

During 2011 the PRCS planning and reporting coordinator has resigned, and has since not been replaced. At the same time the MENA Zone PMER coordinator was also replaced by a local staff, with less capacity to support NS development on this issue.

The whole issue of planning, monitoring, evaluating and reporting remains a priority for PRCS as recently discussed with its senior management. The Federation has during 2011 supported PRCS to link the annual operational planning cycle to the next five years strategic plan, while on the other side supporting a stronger link between annual operational planning and the coordination mechanism for international cooperation (the sectoral meetings).

##### Constraints or Challenges

The absence of a unit for PMER at PRCS has so far limited the development of capacities in this area.

#### 4.2. Outcome:

*The new strategic planning cycle (foreseen for 2012) is properly planned*

##### Achievements

PRCS has established a small strategic planning task force, chaired by the Head of Planning and development, made of expert Heads of departments, representatives from two branches and an expert facilitator. The Federation Representative has upon request by the chair of the strategic planning task force provided technical inputs to align the new PRCS strategic plan 2013-17 with S2020, and to make sure the process is a participative one with large involvement of volunteers and community representatives. PRCS has opted mainly for a participatory bottom-up approach, and it intends to hold five regional meetings where volunteers and members of the communities PRCS works with will be able to directly contribute to the making of the strategic direction for the next five years. PRCS has also opted for making at the same time use of the rich analysis and data existing on Palestine. The process has officially started in 2012, and it is foreseen that the new plan will be presented to partners as a final draft for discussion during a partnership meeting towards the end of 2012 while the final one will be approved and adopted by the next General Assembly foreseen for early 2013. It is also the intention of PRCS to use its strategic vision for the next five years as an opportunity to propose to its partners to upgrade the cooperation relation to a more medium- and long-term strategic partnership.

The technical support will not finish with the new strategic plan, and the Federation will continue providing support to PRCS in making sure (see above, 4.1.) that the strategic plan is articulated into annual operational plans accompanied by annual resources mobilization plans; and that a proper reporting system is based on these annual plans.

In Gaza, support to PRCS on strategic and operational planning has been included in the Plan of Action of the newly established Federation Senior programme manager for OD, Jawad Harb (see above first

paragraph under 4).

### Constraints or Challenges

Due to the high unpredictability of the Palestinian and regional context, some sort of flexibility has to be built into the 2013-17 strategic plan.

#### 4.3. Outcome:

*The existing PRCS financial management is strengthened*

### Achievements

PRCS has during 2011 focused the support it receives by Ernst & Young (E&Y) according to its three years contract on mainstreaming the recommendations of the internal audit process on Finances and Administration as priority areas. Due to sustained professional support by E&Y, and lack of capacities from the Zone office, the planned support by the Federation has been suspended.

### Constraints or Challenges

The announced enhanced capacities by the Zone office as per 2011 plans to support NSs on development in non-programme areas were severely diminished during 2011.

#### 4.4. Outcome:

*A proper human resources capacity for both staff and volunteers is developed in PRCS*

### Achievements

The previously appointed PRCS HR coordinator was moved to another department, and for some months the HR department was uncovered, until the arrival at the end of 2011 of a new coordinator. The newly appointed coordinator has been receiving inputs from the work done by Ernst & Young (E&Y), but it is foreseen that there will be areas where PRCS will need specific support in order to develop its HR in line with the recommendations by E&Y.

### Constraints or Challenges

Both the interruption in the PRCS HR coordinator position, and the fact that the announced enhanced capacities by the Zone office as per 2011 plans to support NSs on development in non-programme areas were severely diminished during 2011, have limited the results in this domain.

#### 4.5. Outcome:

*PRCS's policies on youth and volunteering are revised in line with Federation ones*

### Achievements

As agreed since the beginning of 2011 among PRCS, the Federation and the Danish RC, and despite some delays in identifying the right candidate, by end 2011 an Organizational development delegate was seconded by the Danish RC to the Federation team in Palestine (see also 3.1. above). The delegate is focusing on supporting PRCS to develop its capacities in Youth Action and Volunteering Development, including the revision of existing policies. At the same time, during 2011 a project was approved by the Danish Government for the Danish RC to support PRCS in Disaster Management and Organizational Development, and part of the support will focus on youth action and volunteer development.

### Constraints or Challenges

In order to ensure relevance and sustainability of the revised policies as well as alignment with Danish Red Cross support to PRCS in this area, the policy revision processes have been extended to 2012.

## 5. Communications

#### 5.1. Outcome:

*The cooperation between PRCS and Australian Red Cross on technical support to develop PRCS's capacities PR and communication is accompanied and supported*

### Achievements

The Australian Red Cross indicated they were not anymore in a position to support PRCS in this area. The Federation requested the support of the Media department in Geneva, and a member of that team visited PRCS and supported its Public Relation department to design an overall strategy to develop PRCS's capacities in public relations and communications. Since then, the department has conducted, according to the plan, a series of workshops with internal and external stakeholders to refine the plans for the next years. It has done so with distance support by the Media department in Geneva.

It is foreseen that in the future specific support will be needed to develop specific areas of work. PRCS PR department has been in preliminary talks with both the British and Norwegian Red Cross to seek options for sustained technical peer support.

As one of the cornerstones to develop its strategic approach to PR, the PRCS requested the Federation to

fund an Image study to capture the perceptions of selected publics around PRCS's strengths and positioning. The study has been conducted at the end of 2011 with a statistically valid sample of the population and some of its groups (e.g. private sector, university students, communities with which PRCS works and users of its services). The results will be ready by end first quarter 2012.

### Constraints or Challenges

There is a need for sustained technical support for this crucial area of work of PRCS.

## 6. Operational Alliance

### 6.1. Outcome:

*PRCS and its partners have been supported in mainstreaming the Palestine operational alliance, enhancing cooperation at programme level using the seven ones*

### Achievements

During 2011, a further step was done towards linking the reasoning around cooperation to the annual planning cycle. The so-called sectoral meetings were held three times, once at the beginning of the year, once in May (at the beginning of the planning cycle for the following year) and once in October, to wrap up the annual plans and build into the annual partnership meeting. While this was a good step, there is still room for improvement in making sure that the dialogue around each programme is focusing around what can be done, together, to improve our collective impact and accountability.

At the same time, late 2011 PRCS has decided to re-appoint the person who was previously coordinating the area and was instrumental to promote the Operational Alliance. In addition, during 2011 most of the partner National Societies delegates based in Palestine were replaced by new ones, and the UAE RC opened its offices. It is foreseen that during 2012, in parallel with the new strategic planning exercise, a few sessions will be held among PRCS and its partners to jointly reflect on good cooperation experiences and setting some common standards ('principles of good cooperation') for Palestine.

The Federation also (see below, 'contributing to longer-term impact') made possible an external review of the cooperation aspects of the PSP consortium.

The reasoning around good cooperation will most probably take a new dimension towards the end of 2012, when PRCS and its partners will focus on how to respond to the humanitarian challenges for the period 2013–17.

### Constraints or Challenges

The lack of overall guidance and learning from best practices at the global level (Federation secretariat) has somehow limited the overall impact of the good initiatives of the past (CAS, OA, etc). There is a need for further innovative thinking on cooperation to better support the way our membership works together.

## Working in partnership

- Nine Partner National Societies have a presence in Palestine, two of which have a regional role, and several more have been supporting PRCS without a direct presence in Palestine. The International Committee of the Red Cross has a large historical presence and programmes, part of which in cooperation with PRCS.
- The coordination of the relationship with these partners has been mainstreamed during 2010, and PRCS counts with a structured framework of levels of coordination that include quarterly Movement Coordination Meetings attended by partners in Palestine, three sectoral meetings a year linked to the annual planning cycle around each sector or programme, an annual partnership meeting for all partners and an annual meeting of the group of National Societies that adhere to the 'friends of PRCS' initiative. Palestine has been (see above, 6.) hosting an Operational Alliance encompassing all of its programmes, and is moving towards an overall redefinition of its partnership in alignment with its new 2013-17 strategic plan.
- The Federation is member as observer of the Humanitarian Country Team, alongside the ICRC, and takes part regularly to the existing additional coordination mechanisms between donors and humanitarian organizations (the so-called 'Friday meetings' co-chaired by OCHA and ECHO) and among authorities, donors and humanitarian organizations (Humanitarian Task Force). As part of the coordination mechanisms, the Federation has promoted the creation of a Shelter working group to articulate the work of the shelter cluster for the West bank (led by ACTED) with the local authorities and local actors.

- The Federation has since 2011 requested a Status Agreement with the Palestine Liberation Organization. The very positive response by the Ministry of Foreign Affairs of Palestine seems indicating that the agreement can be signed soon.
- During 2011 several steps were taken to support the full implementation of the Memorandum of Understanding signed by Magen David Adom of Israel and Palestine Red Crescent Society in 2005. The International Monitor requested the support of four National Societies of our Federation, whose mission was instrumental to the adoption of a new symbol to substitute the MDA emblem on all vehicles east of the internationally recognized borders. The International Conference of the Red Cross and Red Crescent, convened in Geneva in December 2011, noting the partial progress, gave mandate to the International Monitor to continue until ensuring full implementation. During 2012 a validation mechanism will be developed to verify the level of compliance.

## Contributing to longer-term impact

- The Federation has during 2011 conducted an external review of the cooperation aspects of the Psycho-social programme consortium in order to learn from the cooperation experience, identify the success factors and the limiting ones. The results were quite encouraging, whereby it appears clear that with a coordinated approach (very much in line with the spirit of the Operational alliance and its seven ones) the transaction costs dropped significantly and the programme reached more than double the beneficiaries with less funds over a period of only four years. The lessons learned will be shared with PRCS top leadership and other partners during 2012.

## Looking ahead

*Please refer also to both the Federation 2012 operational plan and the Federation four years long term planning framework for more information about our activities and focus for the next period.*

2012 opens with still a lot of unresolved question marks about the future of Palestine. After 45 years of occupation and 19 after the signature of the Oslo agreements, the search for a viable and just solution for the Palestinian issue seems both indefinitely postponed, and more and more urgent in a region whose volatility has possibly increased.

During 2012, PRCS will define the strategic lines of its work for the following four years. It will do so maintaining a high degree of flexibility in relation to its context, and inviting its partners to contribute to the development of the strategic plan 2013-2017. This new strategic plan will in turn represent a golden opportunity to revisit Movement cooperation in Palestine and search for a more strategic, coordinated and articulated commitment to support PRCS in its humanitarian endeavours for the following five years.

## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

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