A. BACKGROUND

The occupied Palestinian Territory remains a highly complex environment in which most people are struggling with covering basic needs such as food, shelter, health care, education. The continuous occupation of the West Bank, and blockade of the Gaza Strip, internal strife between Palestinian political factions as well as political tensions between neighbouring countries, together with current political conflicts in the region, have had a negative impact on all aspects of life of Palestinians, economically, socially, psychologically and with regards to health and nutrition.

This has impacted the economy where GDP growth for 2018 was 0.9% and as a result of COVID19 is expected to contract nearly 7%. A key driver in the poor economic conditions is the occupation of Gaza and the West Bank is the high rate of unemployment in Gaza approximately 41% which further hampers economic growth\(^1\). Whilst all sectors of society and the economy are affected, agriculture and manufacturing are disproportionately affected. The share of manufacturing in the economy fell from 20% to 11% between 1994 and 2018 and agriculture from 12% to 3% over the same period. In the West Bank alone there are over 700 physical obstacles including checkpoints, gates, and roadblocks which restrict the movement of people and goods. Further to this, the continued restricted or lack of access to Area C, which has the majority of arable land and space for large scale projects, weakens the economic outlook. The ongoing conflict has also restricted and impeded the development of infrastructure\(^2\).

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2. MENA Study Palestine Fundraising Review
This has been one of the most longstanding complex political environments in the world, where humanitarian, political, security and conflict scenarios intersect with each other on a daily basis and presently, there is still no dialogue between Israelis and Palestinians concerning the future shape of a peace process. Support to the Palestinian struggle is wavering with the recent announcement of peace deals between Israel and the UAE, Bahrain, and Sudan. In addition, the COVID19 pandemic has only increased the stress, and hardship that the Palestinians are facing. With health services stretched and the economy in crisis, Palestinians are facing a difficult time meeting their daily needs in an uncertain political environment and the number of COVID-19 cases increasing exponentially daily.

An estimated 1.3 million people are in need of humanitarian health interventions across the oPt, of whom two out of every three are in Gaza. Within Gaza, almost 20 per cent of the population requires humanitarian interventions for sexual, reproductive, maternal, neonatal and child health and nutrition services; one out of six of Gaza’s adult population requires treatment for non-communicable diseases (NCDs); ten per cent suffer from severe mental health disorders; and twenty per cent of pregnant women in the poorest communities are undernourished. However, infrastructure, human resources, and the referral system remain only partially functional after 12 years of blockade, inadequate to cope with the growing needs. In the West Bank, 377,803 people are in need of humanitarian health interventions. Checkpoints, barriers, and settlement expansion have cut off communities from basic primary healthcare, and even emergency care in certain cases. The continuing movement restrictions, particularly for ambulances and paramedics, the frontline healthcare system and support to those in need of timely healthcare assistance, remain under threat. In Area C, H2 and the ‘Seam Zone’, 165 out of a total of 176 communities now need humanitarian assistance, a total of 162,663 people. In addition, in East Jerusalem, almost twenty percent need some form of humanitarian assistance, with mental health one of the most pressing needs.3

With regard to resource mobilization, the causes supported by the NGO sector in Palestine include the provision of services as well as the overall development process of the state. Leading causes that are supported are healthcare, education, agriculture and the provision of water and electricity. The type of external aid fluctuates between three main types: budget support, emergency aid, and development assistance. By 2008 the bulk of external aid was skewed towards budget support, this was primarily because the introduction of the Palestinian Reform and Development Plan Aid was directly attributed to support initiatives budgeted for social, security, economic and infrastructure development. Now, leading causes supported by NGOs in Palestine are closely linked to humanitarian requirements and general emergency relief as well as service delivery. The spending on emergency relief hinders the majority of NGOs operating in the region from developing and implementing long-term agendas. More than 70% of total aid given to Palestine over the period 1994 to 2017 was from only 10 countries and international bodies. As a result, NGOs operating in Palestine are dependent on international donors both for projects as well as operational requirements. Developing diversified income streams including other international NGOs, foundations, corporates, and individuals (local and from the diaspora) is required to mitigate the concentration risk4.

National Society profile

The primary and foremost stakeholder for the IFRC presence in oPT is the Palestine Red Crescent Society. Founded in 1968 by the Palestinian diaspora to provide health services for Palestinians and able to work from within Palestine only since 1994, PRCS has grown steadily. PRCS is possibly the only independent Palestinian institution able to work both in the West Bank, East Jerusalem, Gaza, and for the Palestinian refugees in Lebanon, Syria, and Egypt. PRCS has 36 branches, subbranches and youth and volunteers’ committees in the West Bank, East Jerusalem, and the Gaza Strip. In addition to four branches in the Diaspora in Lebanon, Syria, Iraq and Egypt. PRCS has a presence all over the Occupied Palestinian Territory.

PRCS Lebanon Branch (PRCS/L): Palestinians in Lebanon and most vulnerable communities are supported to access primary and secondary health care services, which otherwise would be unaffordable. PRCS aims to continue receiving vulnerable refugees without compromising the medical services offered to the local Palestinian population at five hospitals in Beirut, Tripoli, Saida, Bekaa-Bar Elias and Tyr. PRCS/L provides Community Based Health & First Aid (CBHFA) at eight refugee camps, namely Ain el Helweh, Mar Elias, Shatilla, Nar el bared, Baalbeck, Burj el shamali, Albuss and Tyr.

3 HNO OCHA (2020)
4 Palestine Fundraising Market Review (2020)
PRCS Syria Branch (PRCS/S): PRCS hospitals and clinics will be supported in Damascus, Homs, Yarmouk and Latakia. Through PRCS, affected Palestinians, will have access to vital health care services.

PRCS is by far the strongest civil society organization in oPT, and one of the strongest National Societies in the MENA region. It has 4,200 employees in oPT (West Bank and Gaza), Lebanon, Syria, Egypt, and Iraq. In addition, PRCS has a volunteer network of more than 5,000 active volunteers.

Consequently, this plan will serve as a resource mobilisation and advocacy tool for PRCSs activities in oPt and its diaspora branches. Specific activities related to the diaspora branches will be reflected in the IFRC CO plans for Lebanon and Syria respectively.

**Membership coordination**

Coordination of member Red Cross and Red Crescent National Societies is a core statutory obligation of the IFRC, which requires a stronger focus on membership coordination throughout the IFRC Secretariat to fulfil this commitment. The IFRC Secretariat’s stronger coordination with and among its membership will provide opportunities to preserve resources, eliminate duplication and enhance efficiencies for greater impact. Our network will be invigorated with a better coordinated IFRC membership; and, in partnership with ICRC, our network will strengthen the broader Red Cross Red Crescent Movement.

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<td>NLRCs support to PRCS will continue to focus on; financial sustainability incorporating Green Energy building on the Solar Energy Assessment undertaken in 2020. NLRCs will continue to support the Youth and Access to Health programmes, inclusive of WASH.PMER/IM support will be available in 2021.</td>
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<td>SpRC ongoing programmes focusing on support to Primary Health Care and Community Work Department (including CBHFA), EMS, IT/IM, Rehabilitation and will continue throughout 2021-2022. Additional programme support will be based on availability of funds and needs of PRCS. SpRC involvement with the ECHO project will continue with potential engagement in further rounds of ECHO support.</td>
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<td>Support will continue to Gaza with the provision of relief items, support to EMS responders, PHC, Rehabilitation Dept, (&quot;GP1 Gaza&quot;, 2019-2022). Support to PRCS Sexual and Reproductive Mobile Clinic in the Northern Jordan Valley (GPI SRH MC 2020-22) will continue with medical and community activities. DRR in schools support will continue in Hebron, Salfit and East Jerusalem (BMZ SS3 2019-2021). New support to 8 PRCS centers/schools for PwD (Rehabilitation Department WB &amp;GS). FbF in the conflict research phase to finalize during 2021. Additional areas of interest are CASH, EWS/FbA and CEA.</td>
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<td>ItRC will continue its regular support to MHPSS, youth, and volunteers. In 2021 support will also be provided to PwD through the Total Communication Centre (WB) and the Abilities Development College (Gaza). PRCS hospitals in Hebron and Al Birah (WB) and Gaza City and Khan Younis will receive medical support.</td>
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equipment and capacity strengthening of staff and volunteers. PHC centres and community work will also receive support from ItRC in WB/Gaza specifically in MNCH.

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**DRCs support to resilience programming (inclusive of PSS, Youth, HD), will continue throughout 2021, as will engagement with ECHO (EMS, COVID19) with a potential application to be submitted in Q1 (the current ECHO support will end in June), and support to the COVID-19 early recovery. Additional areas of interest are CASH, FBF/FBA, and CEA.**

**Pending the approvals, QRC will continue to support the PRCS EMS, specialised surgery at PRCS Hospitals (Al Bireh and Hebron). Additionally, QRC will continue with the annual support to winterisation activities and support to families throughout Ramadan and Eid Al Adha.**

**During 2021, Turkish Red Crescent will continue to support the PRCS EMS Gaza Branch, finalize support to the Logistics Centre as well as support those affected by COVID-19 during Ramadan and Eid Al Adha.**

**Support in 2021, from SwRC will continue to include working with Community Action Committees (CACs), through the Community Works Department, and to the EMS first responders. CVA, Green Response and Protection, Gender and Inclusion are also areas that SwRC is available to support.**

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**Movement cooperation**

The PRCS hosts regular monthly partners meetings, as well as participating in the HCT, ICCG and clusters meetings including the Health, Shelter. Security meetings are held as required.

**Partnerships**

PRCS continues to engage with the PMO, the OCHA HCT meetings and has actively engaged in the Humanitarian Needs Overview/Humanitarian Response Plan Processes for 2021, joining both the main OCHA & cluster meetings. Focussing on health, EMS and DRR, PRCS currently has the following partnerships at the international level: Polish Center for International Aid (PCPM), UNFPA, UNICEF, and the national level: Ighatha 48, Welfare Association, MAP-UK with the following for local authorities: Ministry of Health, Ministry of Social Development, Ministry of Education, Civil Defense, Ministry of Foreign Affairs -PICA. In addition, ICRC will continue to support the PRCS Hospitals, EMS, contingency planning, and Movement coordination in both the WB & Gaza. A remaining challenge for PRCS in extending partnerships, especially with UN Agencies is the counter-terrorism clause included in most partnering/funding agreements.
B. STRATEGIC PRIORITIES AND APPROACH

Strategic Priorities

Climate and environmental crises
People targeted: 10,000
Male: 5,000
Female: 5,000
Requirements (CHF): 100,000

Rationale and intended results

Assessment and analysis:
Even though climate change is not the most pressing issue for the people in the Palestinian Territories, the climate risks are significant and will compound current and future development challenges. The Palestinian Territories are characterized by both a high biophysical and socio-economic vulnerability to climate change, combined with limited capacity to respond to projected and current effects of climate change. Inhabitants of the West Bank and Gaza are living in areas facing serious challenges in water availability. Recent and projected climate trends indicate that temperatures in the area will rise, precipitation will decrease, and high precipitation events (HPE) will occur.

High population growth, increasing living standards and rapid industrial growth has led to tremendous energy demand in the Palestinian Territories in recent years. The energy situation in Palestine is highly different compared to other countries in the Middle East due to the non-availability of natural resource, financial crunch, and unstable political condition. Energy is increasingly becoming unaffordable for people living in Palestinian areas due to rampant poverty and widespread unemployment. Ironically, fuel and energy costs for Palestinians are one of the highest in the region. The Palestinian power sector is entirely dependent on imported power supply, 88% from Israel and 3% from Jordan and Egypt. Solar energy can be a major contributor to the future Palestinian energy supply, with its high potential in the area. Palestine receives about 3,000 hours of sunshine per year and has average solar radiation of 5.4 kWh/m². Domestic solar water heating (SWH) is widely used in Palestine where almost 70% of houses and apartments have such systems. In fact, Palestine is one of the leading countries in the field of SWH for domestic purpose. SWH is made locally in the West Bank and Gaza Strip with a production rate of about 24,000 units per year which is sufficient for the Palestinian market (EcoME).

Intended results:

Outcome 1.1: Communities and Red Cross and Red Crescent (RCRC) staff and volunteers undertake urgent action to adapt to the rising and evolving risks from the climate and environmental crises.

PRCS will continue to look for green energy alternatives for PRCS Health Services in Gaza for, building on the support from the NLRC/IFRC solar energy feasibility study which commenced in 2020. PRCS will also introduce FBF / FBA for as part of their preparedness for response to climatic events.

(1.2) # of cities that are supported to adapt to longer-term impacts of climate change, including sea-level rise.

1.1.3: IFRC and National Societies integrate and anticipate short and longer-term impacts of the climate and environmental crises in their programmes and operations.

Activities:
1. Green Energy alternatives sort for health services in Gaza.
2. Disseminate the upcoming Massive Online Open Course (MOOC) covering climate science, community resilience, climate advocacy and compound risks.
3. Work with the PRCS youth to embed youth-led actions and advocacy in RCRC work in climate change.

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*Climate Change Profile: Palestinian Territories (2019)*
Evolving crises and disasters
People targeted: 7,000
Male: 3,500
Female: 3,500
Requirements (CHF): 1,000,000

Rationale and intended results

Assessment and analysis:
In addition to humanitarian needs stemming from conflict-related policies, according to the UN Office for Disaster Risk Reduction (UNSDRR), Palestine is highly vulnerable to natural hazards, mainly earthquakes, floods, landslides, droughts, and desertification. The whole region frequently faces small to mid-scale disasters and is vulnerable to large-scale urban disasters, triggered by seismic activity and climate change. Within recent years there have been several severe weather events, often resulting in flooding (Gaza) or snow (WB), and requiring the DREF to be utilized. Specifically, regarding flooding in Gaza, dozens of low-lying locations have been identified as being at risk of flooding due to rainfall or overflow of wastewater reservoirs and pumping stations. This is driven by the precarious state of the infrastructure, which has undergone minimal upgrading or repair over the last decade, despite rapid population growth and widespread damage from recurrent hostilities, and the chronic electricity deficit, which has undermined the operation of existing facilities. The major drivers of humanitarian vulnerability in the oPt are the protracted occupation, the systematic denial of Palestinian human rights, and continuing conflict, punctuated by frequent outbreaks of violence. In the West Bank, continuing settlement expansion and the lack of a horizon for ending the occupation are major sources of frustration and conflict. The overall context is that of a protracted protection crisis driven by a lack of respect for international law, and a lack of accountability for violations.

Intended results:

Outcome 2.1: Communities take action to increase their resilience to evolving and multiple shocks and hazards.

(2.1) # of people engaged in or supported through, action to ensure disaster risk reduction and mitigation, community resilience, community preparedness for response and recovery – including early action and forecast-based financing (excluding public awareness and education campaigns)

PRCS will continue to support its community-based disaster risk reduction initiatives through the continued training of CAC, staff, and volunteers. PRCS will use media platforms to raise awareness of risks and the appropriate mitigation measures.

2.1.1: At-risk communities receive actionable risk information and are supported to take active steps to reduce their vulnerability and exposure to hazards.

Activities:
1. Support the PRCS with the development and dissemination of risk reduction messages, enhancing community early warning systems.
2. Community mitigation measures in place. (i.e., preparations are made to reduce the impact of severe weather events/earthquakes).

Outcome 2.2: People affected by crises and disasters have their needs met through access to assistance and support that is timely, adequate, flexible and strengthens their agency.

Following on from the CASH Feasibility Study undertaken in 2020, PRCS will introduce CVA as one of its disaster response tools building on the feasibility study that was conducted in 2020. PRCS will build on the collaborative

approach supported by the Movement in oPt in strengthening the capacity of staff to manage CVA. Additionally, support will be given to PRCS to provide regular in-kind assistance to communities in need.

(2.2) # of people reached per year with support services, in-kind, cash and voucher assistance for emergency response and recovery

2.2.1: People affected by crises and disasters receive timely and appropriate cash and voucher assistance.

Activities:
1. Promote and strengthen PRCS capacities on the use of cash and voucher assistance, understanding and application of the role of markets and cash to deliver effective cash and voucher programmes.
2. Scale-up the use of cash in PRCS operations, across thematic and sectoral areas.

2.2.2: Where markets and services are disrupted, people affected by crises and disasters receive timely and appropriate in-kind assistance.

Activities:
1. Household survey to assess impact of Covid-19 on Livelihoods and Food Security in coordination with the Livelihoods Reference Centre and IFRC RO.
2. Affected communities receive NFIs.

Outcome 2.3: National Societies respond effectively to the wide spectrum of evolving crises and disasters, and their auxiliary role in disaster risk management is well defined and recognised.

(2.3) # of NS engaged in structured preparedness and capacity building processes (PER, cash preparedness, logistics CB etc).

Building on 2019 gains, PRCS will continue to strengthen its capacity through stronger preparedness mechanisms. This will be achieved in part, through the introduction of CVA programming, pre-positioning of stocks, training of staff and volunteers and contingency planning for both natural and man-made disasters (inclusive of the potential threat of annexation of the West Bank). In addition, the winter preparedness checklist was completed to sensitise the PRCS with parts of the response mechanism utilised systematically in the Preparedness for Effective Response (PER) approach. Building on this experience further PER orientation will be conducted.

2.3.1: National Societies are prepared to respond to crises and disasters (sudden-onset, slow-onset, time-bound and protracted), with increased capacity to analyse and address the needs of people affected by crises and disasters.

Activities:
1. Strengthening PRCS preparedness capacity through adopting the PER approach, with an initial phase of conducting a PER orientation.
2. Strengthening PRCS preparedness capacity through identified PER components that require further investment and prioritisation such as increasing NRT capacities in line with the recent NRT Common.
3. Standards and globally harmonised training package.
4. Supporting the PRCS with sensitisation of the recent guidelines and procedures of DREF tool.
5. Contingency Plan developed (national & regional).
7. To promote anticipatory actions with the PRCS through a training and awareness sessions on the forecast-based financing (FbF).
8. Feasibility study completed on FbF capitalising on previous similar studies and in-line with the Partners in-country who are working on the FbF.
9. FBA included in PRCS programming.

2.3.3: National Societies enhance their coordination and collaboration with key stakeholders including national and sub-national actors, civil society, civil protection mechanisms, the private sector, reference centres and research institutions.
Activities:

1. PRCS continues to participate in PA Civil Defence coordination mechanisms.
2. PRCS continues to engage with the HCT & ICCG coordination mechanisms as well as simulation exercises.

Growing gaps in health and wellbeing

People targeted: 36,000
- Male: 18,000
- Female: 18,000

Requirements (CHF): 1,000,000

Rationale and intended results

Assessment and analysis:
The health system in occupied Palestinian territory (oPt) operates under severe pressure because of the occupation, blockade, rapid population growth, and lack of adequate financial resources and shortages in basic supplies. In the Gaza Strip, years of blockade and movement restrictions on people and materials, including medical resources, compounded by the internal Palestinian divide, have led to a serious deterioration in the availability and quality of health services. In the West Bank, the key concern is lack of access to quality and affordable health services. Many communities, particularly in Area C, face restricted access to basic health care as a result of insecurity due to the presence and actions of Israeli checkpoints and settler violence. Restrictions on the freedom of movement of patients and ambulances is a particular concern for those seeking specialized treatment in East Jerusalem hospitals. In 2020 the outbreak of COVID19 in oPt added further strain to the health sector. The continuity of medical care is threatened by the financial crisis and electricity shortages. Mental health disorders constitute a major medical concern, particularly affecting children.7

The main healthcare provider is the Ministry of Health (MoH)8 supported by public providers, private companies and UNRWA delivering healthcare to refugees; however, the sector is largely donor dependent. A third of the MoH budget is spent on purchasing services from non-state providers of health care. There is a shortage of skills across the sector including doctors, nurses, and midwives. The physical division between the Palestinian territories exacerbates poor access to healthcare and medical supplies9.

An estimated total of 498,77636 adult and children are suffering from mild, moderate, and severe psychosocial distress and mental disorders in oPt: around 299,979 children (50 % girls and 50 % boys) with severe, moderate (9.1%) and mild disorders (13%) and 198,797 adults (45% women and 55% men) with moderate or severe mental health disorders. The need for MHPSS services for persons suffering from mild to moderate and severe mental health problems is on the rise in both the Gaza Strip and the West Bank.10

The PRCS Emergency Medical Services (EMS) in Palestine constitutes an essential service to the public and is the flagship programme of PRCS’s humanitarian response. It provides essential services to the Palestinians, refugees, and other people in need of emergency health care; the services primarily include pre-hospital care and patient transport to advance medical facilities. EMS Teams are operating through 15 stations and 31 substations in the West Bank, including East Jerusalem, the Gaza Strip, and the EMS centre located at the PRCS branch in Syria and Lebanon. The EMS in Syria and Lebanon have a different modus operandi established by the PRCS branches in Syria and Lebanon; the needed support and coordination role is provided by PRCS headquarter in Ramallah. In Palestine, a fleet of 180

7 https://www.acaps.org/country/state-palestine/crisis/complex
9 MENA Study Palestine Fundraising Review (2020)
10 HNO OCHA (2020)
ambulances is currently being operated by EMT stations. The EMS is in need of support as funding is reduced, and the fleet requires replacing and there is a need for additional support to the ongoing operational costs.

Consequently, IFRC will continue to support PRCS in realising its strategic objectives in health specifically with support to; pandemic response, EMS services and HIMS.

Intended results:

**Outcome 3.1:** National Societies capitalise on their auxiliary role to ensure their position on relevant country level public health strategy, advocacy and policy platforms and mechanisms.

(3.9) # of countries that formally recognize the National Society’s auxiliary role in the area of public health, within relevant law, policy and/or agreements.

PRCS will continue its engagement with MOH, bilaterally and through the health cluster enhancing its reputation as a lead health service provider and coordinating its activities. PRCS will also use these platforms to advocate on behalf of Palestinian communities who experience movement restrictions and have limited access to health care.

3.1.2: National Societies are officially recognised, appropriately positioned and active members of relevant public health emergency preparedness and response coordination platforms.

**Activities:**

1. PRCS continues its participation in both health and civil defence coordination platforms.

3.1.3: National Societies are included in relevant national plans, strategies, policies and/or laws related to epidemic and pandemic preparedness and response.

**Activities:**

1. PRCS continues its participation in the PMO coordination mechanism for COVID19.

**Outcome 3.2:** The health and wellbeing of communities are protected and improved through access to sustainable, affordable, appropriate, and quality health services across the life course.

(3.1) # of people reached by National Societies with contextually appropriate health services.

PRCS will continue to deliver quality health services through its hospitals, clinics, and mobile teams, throughout oPt and the diaspora.

3.2.1: National Societies are supported to deliver evidence-based and impact-driven, effective, appropriate health promotion, disease prevention and community-based care activities, focusing on the people in situations of vulnerability in all contexts

**Activities:**

1. PRCS continues to provide community outreach through its multi-disciplinary teams
2. Support provided to the completion of the HIMS project in Gaza
3. Support to PRCS EMS provided

3.2.4: National Societies are supported to expand the reach, quality, and modalities of their first aid activities, including training of volunteers, staff, and the public across all contexts

**Activities:**

1. Staff & volunteers receive refresher FA training
2. Staff & volunteers provide community FA services

3.2.6: National Societies are supported in their efforts to meet the mental health and psychosocial support needs of communities, as well as volunteers and staff
Activities:
1. MHPSS resource centre supported through capacity strengthening.
2. PRCS continues its engagement in the MENA MHPSS network.

Outcome 3.3: The health and dignity of communities in emergencies are maintained by providing access to appropriate health services.

PRCS has a lead role through MENA as a NS providing quality PSS services through its resource centre and its community based multi-disciplinary teams and volunteers. PRCS is an active member in the regional MHPSS network and will continue to provide PSS services both in oPt and the diaspora, during both emergencies and regular programming.

(3.3) # of people reached by National Society psychosocial and mental health services.

3.3.3: National Societies are supported in their efforts to respond to mental health and psychosocial needs effectively during emergencies.

Activities:
1. PRCS volunteers are trained in PFA.

Outcome 3.5: Communities at risk from pandemics and epidemics have increased access to affordable, appropriate, and environmentally sustainable water, sanitation, and hygiene services

(3.7) # National Societies included in national epidemic/pandemic preparedness and response frameworks

3.5.1: National Societies are supported to provide communities and key structures at risk from pandemics and epidemics improved access to adequate water, sanitation, and hygiene services in emergency settings.

In the case of OPT the National Society will focus upon monitoring of equitable access to sustainable and appropriate WASH facilities (safe water, sanitation, and hygiene promotion) and advocate with the relevant authorities and implementing partners that needs of vulnerable groups are met. Although this in principle is related to WASH infrastructure which will not be provided directly by the National Society, the National Society however will continue and expand its efforts in ensuring hygiene promotion and hygiene kits are provided to vulnerable groups. The NS staff and volunteers will continue to engage with vulnerable groups in monitoring their access to WASH facilities in the different health facilities through focus group discussions and participatory engagement methods such as outreach to adults and children on the importance of hand washing, personal hygiene and taking precautionary measures to contain or reduce COVID-19 transmission and water borne diseases.

Activities (WASH):

1. PRCS volunteers are trained in monitoring WASH access and the use of PPE.
2. Undertake refresher training for staff and volunteers who are delivering WASH software (mainly hygiene promotion).
3. Deliver Hygiene kits include PPE, and IEC materials for WASH software.
4. Engage with key informants to reinforce key WASH software messages and monitor access to WASH infrastructure (water supply and sanitation facilities).
5. Meet regularly with government authorities and implementing agencies to advocate for sustainable WASH coverage for vulnerable groups (particularly in areas under threat of annexation in the West Bank).
Migration and identity
People targeted:
Male:
Female:
Requirements (CHF): Budget included in above activities.

Rationale and intended results

Assessment and analysis:
Nearly one-third of the registered Palestine refugees, more than 1.5 million individuals, live in 58 recognized Palestine refugee camps in Jordan, Lebanon, the Syrian Arab Republic, the Gaza Strip and the West Bank, including East Jerusalem (UNRWA), additionally thousands of Palestinians throughout the occupied Palestinian territory have been forcibly displaced or are at risk of forced displacement, which has immediate and longer-term physical, socio-economic and psycho-social impacts on Palestinian families, particularly on children. In the West Bank, displacement is primarily driven by occupation-related policies, including the inability to obtain building permits and related demolitions, residency status issues and the impact of the Barrier.

(Nb. With specific regard to those migration activities these may be managed through the PRCS branches present in the diaspora i.e., Lebanon & Syria with the support of the respective IFRC Country Office, however IFRC oPt will continue to advocate on behalf of the diaspora branches.)

Intended results:

Outcome 4.1: Migrants and displaced persons have access to humanitarian assistance and protection at key points along migratory routes as well access to durable solutions when appropriate.

4.1.1. The assistance and protection need of vulnerable migrants, whatever their status, are addressed through effective access to essential services, including through the establishment of Humanitarian Service Points (HSP)

Activities:
1. Supporting PRCS in providing health services to refugees both in oPt and in the diaspora through its network of community services and hospitals / clinics.
2. Capacity development trough trainings and webinars based on NSs needs

4.1.2 Joined-up Movement humanitarian assistance and protection services to migrants, displaced people and their families are provided and promoted through engagement with local and national authorities, host communities and affected people, in partnership and collaboration with other relevant organizations.

Activities:
1. Supporting PRCS in coordination and interaction on migration and displacement issues with ICRC and other relevant organizations such as UN Agencies and/or local and International NGOs

4.1.3. The assistance and protection need of IDPs, and host communities are addressed, aligned with Movement policies and resolutions, including in urban internal displacement contexts, and through access to protection during displacement and durable solutions.

Activities:
1. IFRC provides technical support to PRCS in addressing assistance and protection needs of IDPs

4.1.4. National Societies are assisted to undertake effective advocacy in support of migrants’ and displaced persons’ access to essential public services.

Activities:
1. Support to PRCS in advocating for the needs of Palestinian refugees in oPt and the diaspora.

**Outcome 4.2:** National Societies can engage with migrants, displaced persons, and host communities to assess, understand, and respond to their priority needs more effectively.

4.2.3 The IFRC supports global and regional networks such as the Movement Leadership Group, the Global Migration Task Force, the Movement Reference Group on IDPs, the Asia Pacific Migration Network (APMN) in Asia/Pacific, the Sahel+ technical group on migration and PERCO in Europe, to facilitate learning and information sharing and establishes coordination mechanisms, including those that support a route-based approach.

**Activities:**
1. Support PRCS engagement in the Red Cross / Red Crescent MENA Migration Network
2. Facilitate the exchange of information and good practices between the components of the RC/RC Movement
3. Support PRCS in attending global meetings and relevant fora on migration and displacement

**Values, power, and inclusion**

**People targeted:** 1,600
- Male: 800
- Female: 800

**Requirements (CHF): 500,000**

**Rationale and intended results**

**Assessment and analysis:**
PRCS places special emphasis on the physical and psychological well-being of People with Disabilities (PWD). In both the West Bank and the Gaza Strip, PRCS has established primary health care centres, emergency stations and hospitals, and it also runs rehabilitation facilities, special education schools, and other psycho-social support programs for the injured and disabled. PRCS recognizes that despite the national inclusive education policy, dedicated schools and tailor-made education are still needed in the short to medium term, especially for those with complex needs.

**Intended results:**
**Outcome 5.2:** National Societies promote and support equitable access to quality education for all boys and girls affected by disaster, crisis, or displacement.

(5.3) **# of schools and educational institutions in which NS staff or volunteers carry out educational interventions**

IFRC support will include, though not be limited to, continuing the work from 2020 in raising awareness of the importance of the services that the "Palestine Red Crescent School for the Education and Rehabilitation of the Deaf" provides, and sourcing where possible funding support. The purpose of the "Palestine Red Crescent School for the Education and Rehabilitation of the Deaf" is to accommodate the learning needs of deaf Palestinian school students. PRCS has used its own funds and the allocation of land from the municipality to commence construction. While construction commenced in 2018, there is still a need for resources to cover (equipping the centre and providing assisted devices and equipment to carry out hearing tests).

**Activities:**
1. Funding and ongoing in-kind support is provided to the Total Communication Centre (TCC).

**Enabling approach**
IFRC will work with PRCS to continue to develop and extend its network of humanitarian actors both within and outside the Movement. This in part will be achieved through building on previous; partnership development engagement, the preparation of the resource mobilization plan and identifying innovative approaches through digital transformation.
Additionally, is the importance of ensuring the recognition of PRCSs auxiliary role in oPt, and their capacity for engagement with other influential partners, in particular the private sector.

**Security**

In close coordination with the ICRC and PRCS, the IFRC will seek to engage with the PRCS on security where possible and useful to support the development of their security capacity. To enable the IFRC to support National Society programmes, IFRC security will be strengthened by ensuring it has allocated a budget to:

i. Fulfil its HR needs in terms of security
ii. Allow for security travel to facilitate security assessments as needed
iii. Facilitate the completion of identified security trainings

Furthermore, the following outlines the expected outcomes and outputs specifically with respect to security:

**Outcome - The IFRC enhances its effectiveness, credibility, and accountability in security**

**Output - Staff security is prioritised in all IFRC activities**

1. Monitor and ensure compliance with IFRC Minimum Security Requirements (MSR)
2. IFRC (and PRCS) operations have improved security awareness through regular reports, analysis and lessons learned, as applicable, to strengthen its ability to respond in dynamic security contexts in a timely manner.
3. Enhanced capacity of IFRC (and PRCS) operations through the establishment and maintenance of sound operational security management structures and procedures, strengthened through increased security training.
4. Effective working partnerships established and maintained with other agencies and organisations to provide increased access to security information and resources.

**Operational Risk Assessment**

Risk management is one of the cornerstones of IFRC’s governance and management structures and provides a framework through which our objectives are managed and delivered. Risk identification is done at planning stages to highlight the key threats that may hinder the success of the operational plan and to inform prioritization of risks based on a selected criterion. Identified risks are documented on a risk register, monitored, and reported on periodically. The following are key threats identified as having the potential to hinder the successful delivery of the operational plan.

The Covid-19 pandemic continues unabated in the Westbank and Gaza and the increase in numbers places a further burden on the Palestinian Health system that is already overstretched and under resourced. Deterioration of the security situation may result in suspension or delay of implementation of the operational plan. This also creates direct threat to the safety of staff.

In response to the above top threats, mitigations put in place include:

1. Staff and volunteers continue to be briefed on COVID-19 mitigation measures and have been provided with appropriate level of PPE and sanitizers.
2. IFRC staff have a high degree of situational awareness and are up to date with contextual developments. Additionally, a security plan is in place and daily monitoring of the political context is done.

**Enabler 1: Engaged - with renewed influence, innovative and digitally transformed**

6.1: National Societies and the IFRC Secretariat have strengthened their engagement with partners within and outside the network to work collectively on the key challenges facing communities.

PRCS will continue to engage in networks both within and outside the Movement, specifically through strengthening its cooperation with regional and global reference centers, MHPSS, Youth, etc.

(6.6) # of NS engaged in global/regional advocacy networks.

6.1.1: IFRC Secretariat supports country-level planning processes for all involved RCRC Movement network actors to ensure alignment with the goals of the National Society.
Activities:

1. IFRC engages and supports PRCS in various Movement coordination meetings and discussions such as Movement Strategic Planning, Movement Operation Coordination Group, Movement Program Support and Movement Technical Working Groups.

6.1.4: IFRC Secretariat assists and accompanies interested National Societies to substantially widen their involvement and leadership of civil society and other coalitions at the national and local levels

Activities:

1. Strengthen the visibility and resourcing for PRCS networks on key themes at the regional and global levels.
2. Assist and accompany PRCS to substantially widen their involvement and leadership of civil society and other coalitions at the national and local levels.

6.2. National Societies and the IFRC network are effective advocates, influencing both public behavior and policy change at the domestic, regional, and global levels.

(6.2) # of NS that develop and/or actively implement a strategy for strengthening their auxiliary role.

PRCS continues to raise its profile as a lead humanitarian actor in oPt through the development of promotional / dissemination materials. Additionally, simple and tools and advice will be provided to ensure that programming and communication aimed at public behaviour change (in public health, resilience, inclusion, etc.) are informed by science and data and integrated with Community Engagement and Accountability (CEA) initiatives.

6.2.1: National Societies are supported with communications and public advocacy resources and advice to increase their impact, public trust and understanding of their role and activities.

Activities:

1. IFRC supports PRCS in developing key messages for humanitarian diplomacy engagements such as Ambassadorial round tables and other high-level events, and bilateral dialogue with Governments.

6.2.2 External (UN) partners of National Societies are persuaded to accord National Societies full public credit for their activities.

Activities:

1. PRCS continues to engage and raise its profile through the HCT / ICCG / cluster system.
2. Provide training and peer support to National Societies (including volunteers) in influencing skills, data literacy and strategy development.

6.2.3 Key representatives of humanitarian and development agencies and relevant ministries in each country are well informed about the role and activities of NS and the IFRC network.

Activities:

1. PRCS develops and disseminates promotional materials highlighting its and mandate and role in the community.

6.2.4 National Societies are supported and accompanied as needed to strengthen their auxiliary role, positioning and voice in humanitarian and development fora.

Activities:

1. Assist PRCS (as requested) in negotiations to strengthen the recognition of their auxiliary role, in their positioning and in raising their voice more consistently in humanitarian and development fora.
6.2.5. National Societies are supported with opportunities for training and peer support in influencing skills, data literacy and strategy development, guided by governance-approved HD priorities based on the five priority areas.

Activities:

1. Provide training and peer support to PRCS (including volunteers) in, influencing skills, data literacy and strategy development.

6.2.8. The IFRC network builds its leadership in key areas of humanitarian and development policy, and influences decisions and outcomes in intergovernmental and inter-agency forums on questions related to the five priority areas, according to a global HD strategy that has been agreed with member NS to ensure a collective approach.

Activities:

1. Develop persuasive evidence, particularly with National Society-derived data and experiences, for humanitarian diplomacy and influencing public behaviour.

6.4: The IFRC network undergoes a digital transformation

Building on the achievements of 2020, PRCS will continue to digitally transform its operations, through the enhancement of its communications, EMS dispatch center and through participation in the IFRC Regional ICT Network. Support too will be provided through the SpRC IM project to the Rehabilitation Dept.

(6.17) # of IFRC and NS personnel (staff and volunteers) receiving digital and/or data training

Activities:

1. PRCS develops a digital strategy/guideline.

6.4.1. Data use and bridging digital divide: NS and IFRC have the foundational IT digital systems to efficiently run and ensure accountability in their daily operations and are ‘data ready’ for engagement with their staff and volunteers, operational decision-making, and business intelligence. Leaders use and understand data in their work, drawing on evidence and research to guide humanitarian action.

Activities:

1. PRCS prioritizes resources and skills to support digital transformation within every unit to support the rapid and inclusive digital changes

6.4.3. Enhance data protection: Data protection best practices and information security measures are adopted and implemented in ongoing and new operations.

Activities:

1. PRCS staff are trained in data protection and security measures.
2. Information classification policies are in place.
3. Tools to prevent data breaches in place

Enabler 2: Accountable - with an agile management and a renewed financing model

The IFRC oPt will increase its focus on quality in the delivery of services. This will mean continuously prioritizing policies, procedures, tools, and guidelines to mainstream across the organization and ensure implementation as a united and agile Secretariat. It is an opportunity to constantly improve our work, and to take stronger actions on safeguarding assets, managing effectively and efficiently the financial resources. IFRC oPt will work with PRCS, when requested to further enhance its management systems i.e., though not limited to; web-based systems, PMER etc.
7.1: The IFRC secretariat is working as one organization globally, delivering what it promises to National Societies, volunteers, and the communities they work with, as effectively and efficiently as possible

IFRC will maintain high levels of accountability and, strong risk management will be prioritized and addressed. Additionally, staff will continue to be trained and familiarised with IFRC tools, guidelines, and procedures, ensuring compliance with IFRC systems.

(7.8) # amount of unearmarked funding mobilized by the IFRC.

7.1.1. IFRC secretariat develops the talent of staff at all levels.

**Activities:**

1. Work with PRCS to develop the talent of staff at all levels, and volunteers at all levels, maintaining a strong culture on gender, diversity, and inclusion.

7.1.3. Financial resources are safeguarded and managed effectively, efficiently, and transparently.

**Activities:**

1. IFRC financial management in oPt meet all KPIs.

The IFRC Secretariat contributes to the enhancement of the internal controls of the National Society through the assessment, recommendations, and sharing the best practices.

7.1.4. IFRC Secretariat develops an effective management framework with transparent and inclusive processes that are understood by all stakeholders.

**Activities:**

1. IFRC works receives an unqualified opinion in its audits of appeal financial statements.

7.1.5. The IFRC has organizational risk management across the global network, addressing risk management culture at all levels, with a clear link to accountability and quality assurance.

**Activities:**

1. The IFRC Secretariat provide technical advice to the National Society regarding the enhancement of effective risk management practices.

7.1.7. IFRC Secretariat ensures that its web-based systems are accessible at all levels and a new web-based system supports globally integrated processes for finance, PMER, HR, logistics and PRD (ERP).

**Activities:**

1. Ensure that the IFRC’s web-based systems are understood, and where possible/appropriate accessible to PRCS).

7.2: The IFRC Secretariat has renewed partnership with the membership and a developed a new financing architecture to increase financial resources for the benefit of National Societies

(7.9) # of donors and partners providing regular or unearmarked funding to the IFRC

The IFRC, when requested, with the support of the regional finance team, will provide technical and material support to the PRCS to enhance its financial systems, through capacity enhancement, and establishment of an ERP.

7.2.1. IFRC secures increased unearmarked funding in partnership with National Societies, to reduce its dependency on programme funding.
Activities:

1. IFRC advocates for and secures unearmarked funding for PRCS.

7.2.2: IFRC develops multi-year and sustainable partnerships in partnership with different stakeholders and partners (multilateral partners, IFIs, international private sector, NSs, etc.) for the benefit of NS programming including securing funding only available to international organizations and piloting innovative and social financing partnerships and digital global fundraising campaigns to mobilize resources.

Activities:

1. IFRC aims to undertake a thorough mapping of donors for Palestine, with the aim to diversify income sources for its support to PRCS programming, aiming for multi-year and more flexible funding (IsDB and other multilateral partners)

7.2.4. IFRC Secretariat generates global fundraising business insights for the secretariat and the membership, manages a global platform for fundraising knowledge sharing and a mechanism for investment in National Societies’ resource mobilization development in emerging markets, with the Virtual Fundraising Hub.

Activities:

1. Work with PRCS to develop multi-year and sustainable partnerships in partnership with different stakeholders and partners (multilateral partners, IFIs, international private sector, NSs, etc.).

Enabler 3: Trusted, owned and valued by the membership

At the request of PRCS the IFRC will work with PRCS to strengthen capacity and systems, including financial sustainability, to maintain quality services for communities and support them to identify and secure sustainable income streams to maintain regular services and operations. This also includes supporting their long-term strategies, organizational models, accompanying their change management process and reinforcing their engagement with stakeholders.

8.1: The IFRC Secretariat effectively supports National Societies in their development to become the trusted partner of choice for local humanitarian action with the capabilities to act in the global network

IFRC continues to support the strengthening of PRCS capacities as requested, though building on the progress achieved in 2020, with specific reference, to IT, PRD, Comms and Logs.

(8.7) # of National Societies annually reached with capacity building initiatives for their institutional systems and structures that are aligned with their strategic and development priorities

8.1.1. National Societies assess their development needs, revise their legal base and plan through strategic and development plans to better address service sustainability, making their local branches robust and diversifying their volunteer base

Activities:

1. PRCS develops an annual Operational Plan, inclusive of a one NSD country plan addressing the PRCS development priorities identified by PRCS

8.1.2. National Societies improve their financial sustainability through investment in its three pillars (accountability and systems development; resources mobilization; vision and mandate).

Activities:

1. The IFRC Secretariat supports the National Society in the development of an indirect cost recovery mechanism which will contribute to the National Society sustainability.
8.1.4. National Societies have guidelines, tools, and mechanisms (including fraud and corruption policy, PSEA policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks.

Activities:
1. PRCS Develop and adopt guidelines, tools, and mechanisms (including fraud and corruption policy, PSEA policy, non-discrimination, harassment, child safeguarding policy) to prevent, manage and address integrity and reputational risks.

8.2: IFRC network prioritizes volunteering development and youth action as critical catalysts of behavioral change and local action, ensuring access and nurturing trust in all contexts

PRCS continues to remain an active member of the MENA Youth Network, with support from IFRC through peer-to-peer exchange, mentoring and training. Importantly too is the support to volunteers in times of crisis, with specific support to insurance mechanisms.

(8.10) # of National Societies volunteer network that reflects the country’s diversity (gender, disability, age, local languages, cultures, marginalized groups, sexual and gender minorities among others)

8.2.1: Youth, volunteers and young community-based drivers of change contribute to decision-making, innovation and strengthening the domestic network

Activities:
1. Ensure that the needs of young people from all backgrounds are well understood by leadership and are accurately reflected in the strategic and operational plans and programme delivery of PRCS

8.2.3. Volunteer base reflects the diversity of communities, with attention to gender, local languages and cultures, marginalized groups and influential members of communities and institutions

Activities:
1. PRCS continues to expand and develop its volunteer base, though not limited to, i.e. adopting the volunteer/youth policy within its statutes, volunteer management workshop

8.2.4. Strengthened mechanisms protect volunteers, promote psychosocial wellbeing, and provide greater support to those killed or injured in the line of duty, and their families

Activities:
1. PRCS volunteers are insured.
2. PRCS develops fund to support volunteers who are not covered through regular volunteers' insurance.

8.3: The IFRC network steadily renews its leaders to foster a more diverse leadership embodied in increased volunteer and youth involvement, gender parity and equitable geographic representation

(8.11) # of National Societies that have created and implemented youth engagement strategies

When requested IFRC will support PRCS to identify, develop and mentor young leaders in preparation for potential leadership roles, contributing to strengthened capacity within PRCS and to the IFRC MENA.

8.3.1. The talent management strategy is implemented to identify and promote professionals to foster age and gender equality, diversity, and cultural and geographic inclusion

Activities:
1. Support PRCS to ensure that training and mentoring programmes prepare a new generation of leaders that foster gender equality, diversity, and cultural and geographical inclusion.

8.3.2. Systematic intergenerational dialogue reduces generation gaps within the IFRC network
Activities:
1. Support PRCS to institute an inter-generational dialogue as regular mechanism to reduce generation gaps within the IFRC network

Outcome 8.4: Membership Coordination is a core part of the IFRC Secretariat’s work and has led to a changed mindset within the Secretariat under the new Federation-wide approach, resulting in greater trust from the membership and greater efficiency and effectiveness of our humanitarian actions.

Outcome 8.5: The IFRC will deliver on its priorities for Movement Coordination and Cooperation, as established in the Council of Delegates meeting in 2019.

Activities:
1. IFRC will work with PRCS & ICRC to finalize the “Roles & Responsibilities Matrix for Natural & Manmade Disasters.”

8.6: People and communities, vulnerable to and affected by crises, are empowered to influence decisions affecting them and trust the RCRC to serve their best interest

(8.23) # of NS who report that they have integrated and institutionalised the Movement-wide commitments for Community Engagement and Accountability in their policies, operations, and procedures (with clear benchmarks).

8.6.4 Scale up support to National Societies in strengthening and setting up mechanisms within programmes and operations to generate quality social data to inform action and actively collect, analyze, and respond to community feedback, perceptions, concerns, and insights.

Activities:
1. NS to conduct CEA assessment with the community to understand the preferred channels to communicate feedback

C. FUNDING REQUIREMENTS

<table>
<thead>
<tr>
<th>Strategic Priority/Enabler</th>
<th>Total in CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP1 Climate and environmental crises</td>
<td>100,000</td>
</tr>
<tr>
<td>SP2 Evolving crises and disasters</td>
<td>1,000,000</td>
</tr>
<tr>
<td>SP3 Growing gaps in health and well-being</td>
<td>1,000,000</td>
</tr>
<tr>
<td>SP4 Migration and Identity</td>
<td>0</td>
</tr>
<tr>
<td>SP5 Values, power, and inclusion</td>
<td>500,000</td>
</tr>
<tr>
<td>E1 Engaged</td>
<td>50,000</td>
</tr>
<tr>
<td>E2 Accountable</td>
<td>550,000</td>
</tr>
<tr>
<td>E3 Trusted</td>
<td>257,808</td>
</tr>
<tr>
<td><strong>TOTAL:</strong></td>
<td><strong>3,457,808.00</strong></td>
</tr>
</tbody>
</table>

Contact information

For further information, specifically related to this operational plan please contact:

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Reference documents

- Click here for:
  - Previous operational plans and reports.
  - Emergency Appeals and DREFs in the country

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 Humanitarian 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.