


www.ifrc.org
Saving lives,
changing minds.

Palestine Annual Report

 International Federation
of Red Cross and Red Crescent Societies

MAAPS001

06/06/2012

**This report covers the
period 01 January 2012
to 31 December 2012**

*Annual PRCS Disaster Response Camp
training for NDRT in Bani Naim, Hebron
Governorate/PRCS*

Overview



The year 2012 witnessed a major humanitarian crisis in Gaza which requested the prompt response by **The Palestine Red Crescent Society** to respond to the humanitarian needs.

The Palestine Red Crescent Society (PRCS) has started its strategic planning process and developed a first draft of the 2013-17 strategic plan, that was discussed at the end of the year in its Administrative Council. The process is a participatory one, combining bottom-up inputs with the framework of Strategy 2020 (S2020). The new strategic plan will inform and shape cooperation for the next five years and set the direction for PRCS' 7,000 volunteers and youth members supporting vulnerable communities in the West Bank, East Jerusalem and Gaza, as well as for the Palestinian refugees in Lebanon, Syria and Egypt.

The Federation has, during the first part of 2012, focused its support to PRCS in Community Based Disaster Risk Reduction in 16 communities in Jenin, the Jordan Valley (Area C), Hebron and the south of the Gaza strip; and Organizational Development and Capacity Building (Youth and Volunteering, branch development in the Gaza Strip, Logistics, Human Resources).

The Federation regularly took part in inter-agency coordination efforts in Palestine, and actively supported the International Monitor to the MoU between PRCS and MDA.

Working in partnership

During 2012, nine Partner National Societies maintained a presence in Palestine (Danish Red Cross, German Red Cross, Italian Red Cross, Norwegian Red Cross, Qatar Red Crescent, Spanish Red Cross, Swedish Red Cross, Turkish Red Crescent and United Arab Emirates Red Crescent), and several more have been supporting PRCS without direct presence in Palestine (British Red Cross, French Red Cross, Icelandic Red Cross, Netherlands Red Cross).

The International Committee of the Red Cross has been present in Palestine since 1967 and has cooperation programmes in support of PRCS.

The Federation is observer to the Humanitarian Country Team, alongside the ICRC, and regularly takes part to the existing additional coordination mechanisms between donors and humanitarian organizations.

Progress towards outcomes

2012 – 15 (4 years) Goal:

To support PRCS to implement its strategic vision and increase impact at the community level in a challenging and changing environment; to facilitate its cooperation with partners, its positioning in the international community and its contributions to the Federation.

Business line 1: To raise Humanitarian Standards

Outcome 1.1: Humanitarian standards in Palestine are raised.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
By end 2012, PRCS has undergone the self-assessment exercise, and has linked it with the strategic planning exercise and thorough audit by Ernst & Young	0	1	0.3
<ul style="list-style-type: none"> By end 2012, five PRCS staff and volunteers have been supported to join professional development courses By end 2012, 8% of PRCS staff and volunteers have joined the learning platform 	0	5	1
	0	8%	4% (estimated)
By end 2012, the Federation has taken part in the different mechanisms to support the monitoring of the MoU as established by the 2011 statutory meetings	0	3	3

Comments on progress towards outcomes

While no funds have been received to support the inclusion of PRCS staff and volunteers to join professional courses, the Federation has actively supported one person from the Public Relation department to join the online course on Humanitarian Diplomacy. The costs have been born by the Danish RC.

PRCS has provided the first requested information for the newly developed Federation Databank. In addition, the Organizational Capacity Assessment and Certification process has been presented to PRCS. It is foreseen that a person from PRCS will take part to the next training of OCAC facilitators early 2013. At the same time, the process of organizational review with support from Ernst & Young has encompassed the Finance, Administration and Planning divisions.

The learning platform has been promoted to volunteers in a series of meetings at branch level; it seems though that the offer in Arabic language is still reduced. Once the technical problems are solved, the number of people from PRCS accessing such platform should increase.

The Federation Representative has actively taken part following up the progress of the work by

the Independent Monitor on the MoU. Three meetings took place, while the foreseen validation process was suspended for 2012.

Business line 2: To grow RCRC services for vulnerable people

Outcome 2.1 : PRCS preparedness in Palestine is increased

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
By mid 2012 the pre-agreement in case of conflict and disasters signed, and a simulation exercise done	0	2	In progress
By end 2012 as part of the strategic planning process a PRCS public health in emergencies strategy approved	0	1	In progress
By end 2012 as part of the strategic planning process a PRCS DM policy and a specific strategy are approved	0	1	In progress
By end 2012, both British RC and IFRC Head of Logistic unit have provided technical support to PRCS Logistics	0	2	2

Comments on progress towards outcomes

Despite the fact that the “roles and responsibilities” document was not signed, most of its elements were applied during the recent (November-December) eight days Gaza crisis. The attempt at a coordinated Movement appeal process, interrupted shortly before the ceasefire, indicated the need to continue developing a Movement approach to conflicts and disasters in Palestine.

Due to delays in the finalization of the Strategic plan for 2013-17, PRCS has preferred to postpone the finalization of its sectoral strategies to better accompany the new strategic focus for the next five years. Work started in DM and health in Emergencies, as highlighted to partners during coordination meetings.

During 2012, the Head of the Regional Logistic Unit based in Beirut visited PRCS to better tailor support to the development of a professional Logistic department in PRCS based on recommendations from the evaluation of the response to the 2008-09 Gaza crisis. A report with recommendations was discussed with the management of PRCS, and the IFRC has since provided ongoing distance support to the Head of Logistics. The second follow-up visit, which was planned to take place during the second half of the year at the same time with the planned visit by the British RC consultant, was postponed after the cancellation of the visit by the latter.

In addition to the above, considerable time and energy has been devoted to actively promoting better national coordination in case of a major disaster. As observer to the Humanitarian Country Team, the IFRC has proposed contributed to the coordination among the national authorities, the international community and the Red Cross and Red Crescent Movement in the very special context of Palestine.

A number of partners support PRCS in enhancing its preparedness /response capacities. The list includes the Danish Red Cross, the Italian Red Cross and the Qatar Red Crescent focusing on DM; the British Red Cross supports the development of a professional Logistic capacity; the ICRC and the Spanish RC fund Capacity Building initiatives.

In addition to the ICRC, several Partner National Societies contributed to PRCS emergency appeal in favour of the victims of the eight days war at the end of 2012, namely American RC, Danish RC, German RC, Iran RC, Iraq RC, Netherlands RC, Norwegian RC, Qatar RC, Singapore RC, Spanish RC, Swedish RC, UAE RC,

Business line 3: To strengthen the specific RCRC contribution to development

Outcome 3.1.: More communities are empowered and their specific risks linked to disasters and crisis are reduced within the context of military occupations

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
The 15 identified communities in the Jordan Valley, Jenin and the southern Gaza Strip have a clear community preparedness plan for disasters and crisis and an updated development plan	0	15	16
At least one small scale mitigation micro-project has been implemented in each community on the basis of the priorities of the community preparedness plan for disasters and crisis	0	15	13
At least one person in each family will have been trained in CBHFA	0	3,000	2.400
At least 50% of the people requiring a PRCS service (primary health care, rehabilitation, psycho-social support, youth activities) will have received it	N.A.	50%	35% (estimated)

Comments on progress towards outcomes
<p>The results achieved using the funding provided by DFID and the Global Alliance on Disaster Risk Reduction, have exceeded the initial plans, and PRCS has been able to reach 16 of the most needy communities in Palestine. In one case, the community is placed in the "Seam Zone" between the internationally recognised border (the pre-1967 green line) and the wall, where people cannot access basic services of the West Bank because of the need for a permit to cross the wall, nor services of Israel since it is illegal for them to enter Israel.</p> <p>Most of the micro-projects were finalized before the end of the year, while a few had been approved but implementation was slightly delayed. All have been finalized before end march 2013. All micro-projects have been based on participatory VCA exercises.</p>

Outcome 3.2.: PRCS strategic focus is built on local needs and in line with S2020, and its organization and capacities are enhanced to face the challenges of addressing vulnerabilities in a context of military occupation

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
By end 2012, a new strategic plan 2013 – 2017 for PRCS is available, based on the needs of vulnerable communities and aligned with S2020	0	1	Draft available
By end 2012, specific training sessions on managerial skills, internal communication, delegation of authority, English language and others as	0	20	41

identified have taken place			
By end 2012, the two policies and strategies on youth and volunteering have been adopted by PRCS	0	2	2 (drafts)
<i>By end 2012, at least 60 % of new leaders in branches have received a training in leadership skills</i> REVISED INTO: <ul style="list-style-type: none"> • By end June 2012 the HR planning unit is operating and functioning • By end 2012, the existing HR data base is functioning and providing appropriate information for decision-making • By end 2012, at least 70% of each and all PRCS positions has a revised and aligned Job Description • By end 2012, at least 60% of newly hired staff have been selected with a proper system • By end 2012 at least two branches and two departments have been identified to pilot the new system for annual individual plans and performance management • By end 2012, at least 60 % of the positions have a succession plan • By end 2012, a first draft HR strategy for the period 2013 -17 (based on the priorities of the upcoming 2013-17 strategic plan) is developed • By end 2012, the Key Performance Indicators have been identified for administration, finance and operations 	0	1	1
	0	1	1
	5%	70%	35%
	n.a.	60%	90%
	0	4	3
	0	60%	60%
	0	1	Postponed to 2013
	0	3 sets	3 sets

Comments on progress towards outcomes

The draft strategic plan was presented by PRCS Head of Planning and Development to the PRCS Administrative Council at the end of 2012. The feedback received has since been the subject of analysis in order to include the suggestions received.

The sustained work in support of the five PRCS branches of the Gaza strip has continued throughout 2012 using the support from the Swedish RC. The participatory approach has generated a series of specific activities to respond to the identified needs. These include basic and advanced courses in English language for 32 PRCS middle managers who graduated in February 2013, training sessions on different issues such as management of people, communication skills, team work, time management, participatory problem solving approach and operational planning skills for 17 PRCS middle managers, on the job support for 10 managers of the programmes of rehabilitation and 15 managers in the central administration department of Gaza branch on report writing, delegation of responsibilities, and individual planning.

In addition, upon a specific request and based on the results of a series of participatory needs assessment workshops in each branch, the Federation has supported the Rafah branch to work out its first Annual Operational Plan for 2013. This was done in a highly participatory manner, involving both the Governance and the Volunteers of the branch besides the programme managers. This activity will be extended, in a tailored manner, to the branches of Jabalia, Deir Al Balah, Khan Yunis and Gaza.

A monthly meeting among branch managers and program managers has been started with the support of the Federation; this meeting will be carried out on a monthly basis to monitor plans and activities of the Gaza branches.

The support to the Youth and Volunteering department of PRCS continued and expanded throughout 2012. The model adopted, a delegate seconded to the Federation but at the same time

representing the Danish RC, with the combination of access to technical expertise and networking through the Federation with a multi-year programme support through the Danish RC has proven quite successful.

A total of 2,000 volunteers have been insured through the Federation insurance scheme for volunteers. Besides issuing the paper "The Place of Volunteers in Today's PRCS", the work on youth and volunteering policies and guidelines has continued, highlighting the most important issues for debate and future solution.

Facilitated by a trainer from the French Red Cross and one from the Federation Secretariat, the first Youth as Agents of Behavioural Change (YABC) training of peer educators was held in April 2012, with 28 participants from all PRCS branches. As a result, youth in nine branches have either started YABC specific activities or revised existing activities focusing on the YABC approach.

Upon specific request by PRCS, the support that was initially planned for leadership training was redirected towards supporting the establishment of a Human Resources development approach. During 2012, with engagement of an HR development manager, the database has been activated and some 140 personnel files have been already loaded in the database; the job analysis was done for some 540 positions in the departments of Rehabilitation, Primary health care and EMS, and those employees have by now a revised and updated job description; the overwhelming majority of new assignments have been done following the standard procedures; three departments have been identified and started developing individual plans, and have held performance appraisals; the key managerial positions (Director level) have by now a succession plan; and the work to define the Key Performance Indicators for Administration, Finance and Operations has been commissioned to Ernst & Young and is in progress.

The work on a specific HR strategy has been delayed due to the delay in the strategic planning process, in order to match the HR challenges contained in the new strategic plan.

It has to be mentioned that PRCS has requested and obtained the support of the Swedish RC to establish a comprehensive approach to Planning, Monitoring, Evaluation and Reporting, which will enable PRCS to fill a crucial gap in its organizational capacities.

In addition, six PRCS (from Palestine and Lebanon Branches) staff attended a 3 day workshop on PMER in Beirut in December 2012, where existing Monitoring and Evaluation practices have been reviewed and plans to improve the system has been set.

In addition, a number of partners supported PRCS in this area, namely the German Red Cross, the Swedish Red Cross and the Norwegian Red Cross in Disaster Risk Reduction; the Danish Red Cross in OD and DM; the German, Swedish and Norwegian RC support PRCS's Community Based Health and First Aid; the Spanish RC supported Primary Health Care; the Qatar Red Crescent supported the rehabilitation programme and a number of projects on health, water and sanitation, while the Turkish Red Crescent supported several projects on health, water and sanitation, livelihood; a consortium of PRCS together with the Danish, French, Icelandic and Italian RC in addition to ECHO supported the Psycho-Social support programme; several donors, including the Agence Française de Développement, supported PRCS in secondary health care; the ICRC supported PRCS Emergency Medical Services (ambulances); the Norwegian and Swedish RC continued supporting PRCS OD programme; the Danish RC Youth supported PRCS in Youth programmes.

Business line 4: to heighten RCRC influence and support for our work

Outcome 4.1 : PRCS capacities to influence, in a strategic and structured manner, decision-makers on specific humanitarian issues are increased

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
By end 2012, PRCS has approved the HD strategy and identified two HD actions	0	1	Underway early 2013
A 2012 RM plan in use in 2012, and a 2013 plan ready by end 2012	0	2	1
Status agreement, in line with standard one, signed with the PLO before end first quarter 2012	0	1	Ready for signature

Comments on progress towards outcomes
<p>The announced technical support to PRCS by a Partner National Society to enable the development of a HD strategy was postponed several times and finally cancelled due to upcoming professional commitments. The Federation has since identified an alternative resource to support PRCS in this aspect, and the mission is now planned for the first quarter of 2013.</p> <p>While PRCS has postponed the approval of its strategic plan for 2013, the Emergency appeal it launched for the Gaza complex crisis at the end of 2012 was accompanied by a Resources Mobilization plan and follow-up that granted a coverage of more than 60% of the appeal.</p> <p>The status agreement, ready for signature in July 2012, was delayed for technical problems. After the recognition of Palestine as non-member observer state by the UN General Assembly, the Ministry of Foreign Affairs has since requested that the agreement be signed with the State of Palestine.</p>

The Danish RC contributes to the Humanitarian Diplomacy support.

Business line 5: To deepen our tradition of togetherness through joint working and accountability

Outcome : The overall Red Cross and Red Crescent Movement work in favour of the vulnerable people in Palestine is more efficient, consistent and coherent

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
<ul style="list-style-type: none"> By end 2012, PRCS has held regular Movement operational meetings in Gaza and Lebanon, regular Movement coordination meetings in Ramallah, three sectoral meetings cycles, one annual partnership meeting and one Friends of PRCS meeting By end 2012, at least four participatory sessions for PRCS and its Movement partners on aspects of cooperation 	8	10	6
	0	4	Delayed

<ul style="list-style-type: none"> By end 2012, new strategic partnership agreements in support to the Strategic plan 2013-17 have been established between PRCS and its partners 	0	10	Delayed
<ul style="list-style-type: none"> Regular tripartite quarterly meetings have taken place 	0	4	2
<ul style="list-style-type: none"> A Movement Cooperation agreement(MCA) has been agreed upon by mid 2012 	0	1	0
<ul style="list-style-type: none"> At least 50% of PNSs present in Palestine have signed a Declaration... as annex to the MCA by end 2012 	0	4	0

Comments on progress towards outcomes

Much of the energy of PRCS during 2012 was devoted to the development of the new Strategic Plan for the period 2013 -17. The process has taken more time than initially planned, and this has resulted into the postponement of some of the related foreseen activities, including the reflection on cooperation and the establishment of a common strategic partnership framework based on the new strategic plan. This is now foreseen for 2013. Similarly, the annual partnership meeting and the Friends of PRCS meeting have been postponed.

The Movement coordination meetings and the sectoral meetings took place during 2012, and some ad hoc coordination mechanisms were set up, like in the case of Disaster Management.

Two tripartite meetings took place among PRCS leadership, the Head of Delegation of ICRC and the Federation Representative. These meetings have not taken place in the second part of the year, but it is by now recognised that their regularity is important to continue providing an opportunity for open communication on all strategic issues related to the RC/RC Movement in Palestine. The discussion on a common Movement cooperation agreement has also been postponed.

Stakeholder participation and feedback

- The Community Based Disaster Risk Reduction is clearly anchored in the VCA and participatory community prioritization. The involvement of the 16 communities through their forms of organization has been extensive. The micro-projects implemented clearly reflect community expressed needs.
- The Youth as Agents of Behavioural Change (YABC) programme is based on a direct participation by youth.
- The support to the PRCS branches in Gaza is based on the Participatory Problem Solving approach, which is based on the identification of needs by the participants (in this case, senior and middle managers at PRCS branches in Gaza). All successive steps have been based on the results of the “self-assessment” done by the individual groups and the branches.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
War in Gaza late 2012	H	The 8 days war in Gaza implied focusing on the support to PRCS's response and diverted some time and energy. At the same time it highlighted the need to further invest in Movement coordination.
Limited funding	H	While funding for 2012 was almost fully covering the needs, for 2013 the picture is different and there is a need to prioritize Palestine in Zone RM plan

Lessons learned and looking ahead

The year 2012 closed with the eight days intense war in Gaza and followed by a ceasefire, the re-election of President Obama and the vote at the UN General Assembly recognising Palestine as a non-member observer state to the UN. Despite all these events, very little has changed on the ground and the hope for a just and viable solution to the Palestinian issue continues fading away. In the absence of a political solution, the humanitarian consequences of this political crisis will deepen, while it will be necessary to revise all context analysis in light of the developments of the Syrian crisis and its implications for the region.

PRCS remains possibly the only independent Palestinian humanitarian organization able to work with full respect of the Fundamental Principles in the West Bank, in Gaza, in East Jerusalem and for the refugees in Egypt, Syria and Lebanon. In the prevailing high uncertainty about the future of Palestine and the whole region, 2013 represents a key year to conjugate PRCS's commitment to improvement and community resilience, expressed in its 2013-17 strategic plan still under finalization, with the strategic partnership of the Red Cross and Red Crescent Movement.

Financial situation

The year 2012 ended with full compliance with all financial indicators and almost 100 % expenditure versus budget, with small amounts of funding brought forward for already committed activities.

The year 2013, on the contrary, starts with a clear need for support: expected coverage is at an estimated 60 %. We strongly encourage donors to support the Federation presence in Palestine.

Click below to go directly to the financial report.

http://www.ifrc.org/docs/LTPF%20Process/LTPF/2012/SP681PSLTPF_12arf.pdf .

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.

www.ifrc.org
Saving lives, changing minds.



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.

Find out more on www.ifrc.org

Contact information

For further information specifically related to this report, please contact:

- **In the Palestine Red Crescent Society:**
 - Dr Khaled Joudeh, Director General, ; phone +972 2 2406515/6/7; Fax: +972 2 2402108; Email joudehk@palestinercs.org
- **In IFRC Palestine oPt Office:**
 - Giorgio Ferrario, Federation Representative; ; phone and fax +972 2 2400484 / 5. Email giorgio.ferrario@ifrc.org

In the IFRC MENA Zone:

For Resource Mobilization and Pledges:

- **In IFRC MENA Zone:** Samah Hassoun, Senior Resource Mobilization Officer, Phone: + 961 70 480 488, Email: samah.hassoun@ifrc.org

For Performance and Accountability (planning, monitoring, evaluation and reporting enquiries)

- **In IFRC Zone:** Nadine Haddad, Senior PMER Officer, MENA zone, Mobile +961 70 802 775, Email: nadine.haddad@ifrc.org .