

PRCS Strategic Framework 2024-2027

Palestine Red Crescent Society

The Palestine Red Crescent Society (PRCS) is an officially recognized independent National Society. It enjoys legal personality and is a member of the International Red Cross and Red Crescent Movement. Operating in Palestine and the diaspora, PRCS is guided by the Geneva Conventions and the International Movement's Fundamental Principles.

The first Red Crescent chapter was set up in Jerusalem, Palestine, in 1910. PRCS, in its current structure, was officially established on December 26, 1968, operating out of a health clinic in a refugee camp in Jordan. On September 1, 1969, it was recognized as a National Society with legal personality at the sixth session of the Palestinian National Council in Cairo. Ever since, PRCS has been a key PLO institution mandated to provide healthcare, social services and relief. Over the years, PRCS was joined and supported by thousands of Palestinian, Arab and foreign volunteers. Its central role and legal status were reaffirmed in Presidential Decrees No. 46 in 1997 and No.12 in 2006. In June 2006, as recommended by the 29th International Conference of the Red Cross and Red Crescent, PRCS was admitted as a full-fledged member of the International Federation of Red Cross and Red Crescent Societies.

PRCS abides by the International Movement's Fundamental Principles, i.e. Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality. It is also guided by the provisions of International Humanitarian Law, respects Palestinian national laws, and plays an auxiliary role to support public authorities in the humanitarian field. The National Society and its staff, volunteers and members maintain their independence in the fulfilment of their official functions.

PRCS 2024-2027 Strategy

PRCS develops strategic plans and guidelines on a regular basis, submitting them to its General Assembly for adoption. The 2024-2027 Strategy shall be submitted to the 13th General Assembly to be held in Al-Bireh, Palestine. The Strategy was formulated following an external environment analysis (political, economic, health and social context), an internal environment analysis (financial and human resources, managerial assets, technical performance), an examination of national and sectorial plans, and a review of the previous Strategy and recommendations. It was also guided by IFRC Strategy 2030. More than 375 staff, volunteers and service recipients from branches in the oPt and the diaspora took part in twelve strategic planning workshops alongside partners and local community leaders. They put forth their best effort and contributed to the creation of a Strategy capable of responding to the new and increasing needs of Palestinians.

Context of PRCS Strategy

The Middle East in particular and the world in general are undergoing major political, social and economic transformations. The multiple and serious crises which unfolded in the Middle East over the past decade have caused a shift in power and in political relations and alliances. They have also aggravated economic and social conditions in most states in the region, causing chronic economic, social and humanitarian crises. These regional developments had a negative impact on the Palestinian people, exacerbating the complexity of the Palestinian context: Israel's settler colonial project has intensified; the peace process has fully collapsed; and the two-state solution has been abandoned. Moreover, internal political divisions have deepened, socioeconomic conditions have worsened, and dependence on declining external aid has increased. As a result, health conditions in general and the mental health of children, youths and marginalized groups, have deteriorated. Young Palestinians exhibit a high degree of disenchantment and are seeking to migrate. Many educated and qualified Palestinians are turning to Israel to work as day labourers and on unskilled jobs.

This cycle of insecurity and instability is likely to continue amid intensifying unrest characterized by an escalation of violence, attacks primarily on the Gaza Strip, settlement expansion, and settler attacks on Palestinians and their properties. Conditions in all PRCS areas of operation will likely become more complex during the period covered by this Strategy.

This Strategy sets forth strategic priorities and enablers to ensure that PRCS is fully prepared to respond to challenges, crises and disasters, including by strengthening the resilience of Palestinian communities, enhancing the Society's preparedness, building the capacities of its staff and developing its financial and managerial systems to enable them to meet the humanitarian, health, social and emergency needs of Palestinians.

KEY FACTS AND FIGURES JANUARY – JUNE 2023

OCHA-oPt

The main drivers of humanitarian needs in the oPt are the use of force, ongoing hostilities, settlement expansion, settler violence, demolitions and seizures as well as access and movement constraints, including the blockade of the Gaza Strip and shrinking civic space. In addition to reducing the ability to respond to needs, these drivers have resulted in a rise in casualties, limited access to livelihoods and basic services, and an increase in displacement and forced evictions. 2022 was one of the worst years in the oPt since 2005 as reflected by most indicators on civilian protection monitored by OCHA. 2023 is on course to be the worst year on record.

Vision

PRCS seeks to enhance its role as the premier Palestinian humanitarian actor, promote respect of the fundamental principles of the International Red Cross and Red Crescent Movement, and work in close partnership with local communities and with all the components of the International Red Cross and Red Crescent Movement.

Mission:

To provide humanitarian aid as well as health and social services to Palestinians wherever they may be and at all times; to reduce human suffering, protect life and health, respect and uphold human dignity in times of peace and during armed conflicts, crises, disasters and emergencies, prevent disease and promote health, social development and voluntary service.

Strategic Priorities

- I- Promoting public health in the oPt and the Diaspora;
- II- Responding to crises, disasters, emergencies and climate change;
- III- Promoting community inclusion for people with disability;
- IV- Building community resilience and enhancing protection via comprehensive community interventions.

GOAL 1

Increasing PRCS contribution to public health in the oPt and the Diaspora

- Developing and enhancing Primary, Secondary and Tertiary care in the oPt and the Diaspora, with a special focus on the Gaza Strip and refugee camps in Syria and Lebanon;
- Implementing community health programs and enhancing their complementarity, including programs that promote health education, Community Based First Aid (CBFA), chronic disease care, school and reproductive health, care for elderly persons and Home Visits;

- Strengthening the Public Health in Emergencies Program by boosting readiness to respond to the health consequences of disasters and protracted crises, including Israeli attacks and pandemics; building community capacity for prevention and curative care;
- Developing community mental health and delivering psychosocial support to the most disadvantaged groups including children, women, elderly persons and people with disability in non-emergency situations; delivering psychological first aid as part of the humanitarian response aimed at supporting persons in distress during emergencies.

GOAL 2

Enhancing PRCS contribution to efforts aimed at responding to crises, disasters, emergencies and climate change

- Promoting the Disaster Risk Reduction Program with a view to increasing community engagement and building resilience, including by adopting an early warning system and working with Civil Society Organisations and schools, *inter alia*. Combatting climate change and environmental degradation shall form an integral part of this program, and activities shall be developed in cooperation with relevant actors;
- Improving preparedness and effective response by building the Society's ambulance fleet to respond to increasing needs, developing staff capacities, strengthening relief services and adopting response approaches that safeguard dignity, humanity, safety and safe access;
- Enhancing the auxiliary role played by PRCS as a disaster response and management actor by improving response tools and approaches, harnessing data for better decision-making, and using advocacy to influence practices and promote the implementation of the International Disaster Response Law.

GOAL 3

Enhancing PRCS contribution to the inclusion of people with disability in their communities

- Developing rehabilitation and curative services offered to people with disability at PRCS hospitals and centres;
- Developing educational programs to support and meet the needs of persons with disability, including by offering higher education programs for educators and service providers (Ability Development College in the Gaza Strip), providing formal education to persons with hearing/speech impairments and promoting a community-centred learning environment to ease their transition into higher, vocational or technical education; building inclusive communities;

- Developing rehabilitation programs offered by PRCS to people with disability including children with hearing and speech impairments, persons with mild to moderate intellectual disability, and persons with physical disability;
- Promoting community-level interventions including early disability and developmental screening, education and inclusion of people with disability with the help of professional staff and trained volunteers;
- Lobbying, advocating and harnessing Humanitarian Diplomacy to promote the rights of people with disability;
- Ensuring the inclusion of people with disability in all PRCS programs and activities as well as in local communities.

GOAL 4

Conducting comprehensive community interventions to enhance PRCS contribution to building community resilience and ensuring protection

- Developing and expanding comprehensive community interventions in the fields of health, social and psychosocial support, and relief aid, with a view to increasing individual and community resilience, enhancing community engagement and promoting accountability;
- Providing mental health and psychosocial support via community-level interventions especially during emergencies and in their aftermath; implementing mitigation projects, providing safe spaces (corners) for children, carrying out a school-based mental health support program for Children Affected by Armed Conflict (CABAC), and conducting Caregivers Support Programs (Love Bridge programs);
- Enhancing the scope of the IHL dissemination program and developing other programs which promote PRCS principles and values; improving the skills of staff and volunteers working in the community action field to help build community resilience;
- Mainstreaming the Protection, Gender and Inclusion approach into all PRCS programs and community interventions, including through programs aimed at combating Gender-Based Violence; educating young people about irregular migration and drug addiction.

To enable PRCS to carry out its mission and respond to increasing needs resulting from external factors, particular attention was given to developing effective systems, policies and procedures, promoting an organizational culture and increasing the Society's overall efficiency and effectiveness. A number of enabling strategies will help achieve this end:

ENABLING STRATEGIES

- Promoting volunteerism and youth development;
- Ensuring Organizational Development and Digital Transformation;
- Enhancing the organizational capacities of branches;
- Promoting partnerships and harnessing Humanitarian Diplomacy;
- Mainstreaming Protection, Gender and Inclusion into all operations;
- Enhancing service quality and performance efficiency.

Enabling Strategy, I

Promote volunteerism and youth engagement as a bridge between communities and PRCS

- Expand PRCS volunteers' network by improving volunteer recruitment, management and monitoring; adopt incentives to help branches and chapters attract new volunteers;
- Recruit new skilled volunteers, including retirees and young volunteers, polish their skills and knowledge, and harness them for effective community development;
- Empower Palestinian youths, develop their capacities and skills, enhance their role in community development, and promote volunteerism in support of PRCS programs.

Enabling Strategy II

Ensure continuous Organizational Development and Digital Transformation at all PRCS levels

- Promote Results-Based Planning; formulate strategic guidelines and organizational policies to increase program complementarity;
- Establish an accountability system that promotes integrity and transparency by adopting a management approach that leads to decentralization, increases accountability, and helps streamline policies, strategies and financial and management processes;
- Invest in technology and digital transformation to ensure valid and timely data for rapid decision making; prepare reports to accurately reflect PRCS achievements.

Enabling Strategy III

Enhance the organizational capacities of branches to ensure continuous community service

- Establish a sound legal framework with regular Board elections to reflect the needs and aspirations of local communities; enhance the contribution and foster the creativity of young people;
- Develop the planning and organizational capacities of branches by streamlining and disclosing financial and management procedures; enhance the operational and technical capacities of branches to implement and monitor projects;
- Create specialized committees to enhance the role and increase the engagement of Boards.

Enabling Strategy IV

Promote partnerships and harness Humanitarian Diplomacy

- Strengthen local, national, regional and international partnerships;
- Promote full-fledged partnerships with local communities throughout the planning, implementation, evaluation and impact assessment cycle;
- Implement agreements signed with relevant ministries as well as with partners from within and without the International Movement.

Enabling Strategy V

Mainstream Protection, Gender and Inclusion into all PRCS activities

- Develop a PRCS-relevant Protection, Gender and Inclusion approach;
- Ensure an enabling organizational environment conducive to mainstreaming Protection, Gender and Inclusion into all PRCS activities;
- Institutionalize community engagement and accountability by developing the tools and approaches that promote confidentiality, integrity and transparency in order to enable community members to communicate with PRCS and to assess its services and interventions;
- Harness Humanitarian Diplomacy at the community, national and international levels to influence attitudes; harness the Society's support function to governmental bodies to influence local policies and legislation, and implement the Advocacy Program to promote the rights of vulnerable groups.

Enabling Strategy VI

Enhance service quality and performance efficiency

- Strengthen overall program management by developing policies, procedures and tools that promote quality and performance measurement;
- Develop approaches to streamline, implement and monitor technical protocols;
- Enhance and increase the effectiveness of PRCS Monitoring & Evaluation process;
- Develop a Society-wide systematic approach to risk management with a view to enhancing performance;
- Build staff and volunteer capacities and conduct regular evaluations with a view to improving their performance.