

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. The National Society, which operates in Palestine and the diaspora, 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. The PRCS, in its current structure, was officially established on December 26, 1968, with the first 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 and relief services. Throughout its growth PRCS was joined and supported by tens of 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. And it is guided by the provisions of International Humanitarian Law, Palestinian national laws, and plays an auxiliary role to support the 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 strategic guidance on a regular basis, submitting them to its General Assembly for adoption. The 2023-2027 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 guided by IFRC Strategy 2030, and a review of the previous Strategy and recommendations. 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.

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 as well as 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 escalation of violence and attacks primarily on the Gaza Strip as well as 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 provides a framework of 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.

Vision:

PRCS seeks to be the leader of Palestinian humanitarian work, operate in a transparent manner, respect the fundamental principles of the International Movement of the Red Cross and Red Crescent, and work in close partnership with local communities as well as with all the components of the International Movement.

Mission:

To provide humanitarian aid as well as health and social services to Palestinians wherever they may be and at all times; to alleviate human suffering, protect life and health, uphold human dignity in times of peace and during armed conflicts, crises, disasters and emergencies, prevent disease and promote health, social care 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 in their local community's;
- IV- Providing protection and conducting comprehensive community interventions.

GOAL 1

Promoting public health in the oPt and the Diaspora:

- Enhancing & developing the Primary and Secondary Health Care services in the oPt and the Diaspora, with a special focus on the Gaza Strip and refugee camps in Syria and Lebanon;
- Developing 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 (e.g. Israeli assaults and pandemics), and building community capacity for prevention and curative care.
- Developing community mental health and providing psychosocial support services to the most vulnerable groups of children, women, the elderly and people with disabilities in non-emergency cases, and providing psychological first aid services: the supportive humanitarian response to people who are exposed to suffering in emergency situations.

GOAL 2

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 enhancing the Society's ambulance fleet to respond to increasing needs, building staff capacities, strengthening relief services and adopting response approaches that safeguard dignity, humanity, safety and safer access;

- Enhancing PRCS role as a local disaster response 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

Promoting community inclusion for people with disability in their local community's;

- Developing rehabilitation and curative services offered to people with disability 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, and improving community inclusion;
- Developing services 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 community inclusion of people with disability;
- Lobbying, advocating and harnessing Humanitarian Diplomacy to promote the rights of people with disability.

GOAL 4

Providing protection and conducting comprehensive community interventions:

- Developing comprehensive community interventions in the fields of health, psychosocial, relief and social support with a view to increasing individual and community resilience; and enhancing community engagement and accountability.
- Providing mental health and psychosocial support services within the community interventions at all times, and emergency interventions in particular. Implementing mitigation projects, special safe places for children (Corners), and a psychological support program for Student Affected by Armed Conflict CABAC) usually based on basic schools, as well as care givers programs (Love Bridge)
- Developing and broadening programs aimed at disseminating International humanitarian law (IHL) and promoting PRCS principles and values; improving the skills and knowledge of staff and volunteers working in the community action field to achieve community development;
- Mainstreaming the Protection, Gender and Inclusion approach into all PRCS programs and community interventions, including by conducting programs aimed at combating Gender-Based Violence, educating young refugees about irregular migration and drug addiction.

ENABLING STRATEGIES

- Volunteering with PRCS
- Ensuring Organizational Development and Digital Transformation on all levels
- Enhancing the organizational capacities of branches
- Promoting partnerships and harnessing Humanitarian Diplomacy
- Mainstreaming Protection, Gender and Inclusion into all PRCS operations
- Enhancing service quality, and efficient performance

Enabling Strategy, I:

Promote volunteering 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 sub-branches attract new volunteers;
- Recruit new skilled volunteers, including retiree and young volunteers, improve their skills and knowledge, and harness them for effective community development.

Enabling Strategy II:

Ensure continuous Organizational Development and Digital Transformation at all PRCS levels

- Promote Results-Based Planning; formulate guiding principles and organizational policies that 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, and prepare Qualitative & efficient reports to reflect PRCS achievements.

Enabling Strategy III:

Enhance the organizational capacities of branches to ensure continuous community service

- Establish a sound legal framework with regular branch Board elections to reflect the needs and aspirations of local communities, enhance the contribution of young people and foster their creativity;
- Develop the planning and management capacities of branches by streamlining and disclosing financial and management procedures; enhance branch operational and technical capacities for implementation and follow-up; engagement and help them respond to needs.
- Set up specialized committees within Boards to enhance the role played by Boards, increase them.

Enabling Strategy IV:

Promote partnerships and invest in 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; Diaspora
- Conduct agreements signed with ministries and movement & non-movement partners in oPt and the Diaspora.

Enabling Strategy V:

Mainstream Protection, Gender and Inclusion into all PRCS activities

- Develop a 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 intervention.
- Employ 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.

Enabling Strategy VI:

Enhance service quality, and efficient performance

- Strengthen 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 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.

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