**STRATEGY 2018-2020**

# Vision

NORWAC shall contribute towards ensuring that entire populations, including refugees and other exposed groups, in countries and areas with humanitarian needs have access to basic, safe health services of high quality. NORWAC’s work shall support national health authorities, local institutions and individual health workers’ efforts to sustain the provision of necessary health services to minimize consequences of war and humanitarian crises.

# Values

NORWAC’s core values are: ***solidarity, respect, equity and impartiality***

# Approach

* NORWAC’s work shall be based on humanity, impartiality, independence and neutrality as well as medical ethical guidelines. Local co-operating partners and beneficiaries of their services shall receive support based on needs, irrespective of ethnical, political or religious affiliation.
* NORWAC’s work is based on commitment and voluntarism, keeping the target groups’ needs and wishes at the center of the work. Bureaucracy shall be kept at the lowest justifiable level.
* NORWAC shall support health infrastructure and training of health personnel, primarily through existing and established systems like public health services or established voluntary organizations.
* The support shall have a stable and long-term perspective where building of independent communities is central even in times of emergency and crisis.
* NORWAC supported projects are mainly implemented by local partners. The contents of the co-operation shall be based on local needs and initiated by local partners.
* Norwegian and international experts should preferably be used in training, and only exceptionally as service deliverers.

# Partners

* NORWAC selects co-operating partners based on need. NORWAC’s partners shall be socially and politically integrated in the communities in which they operate.
* NORWAC’s partners can be health authorities, local or international voluntary organizations.
* NORWAC’s Norwegian hospital and health institution partners offer competent staff. This makes it possible to recruit health personnel for educational and training purposes as well as emergency assistance.

# NORWAC’s unique contribution

* NORWAC is a small and flexible organization able to respond rapidly to emergencies. This is a highly suitable model in areas affected by frequent crises and changing circumstances.
* NORWAC’s established relationships with all partners across political, religious and ethnic divides provide unique access to vulnerable groups and opportunity to cover needs that no others respond to.
* NORWAC and their partners base their work on intimate local knowledge and understanding of the communities in the operational countries. This ensures that the work is integrated, needed and accepted locally.
* NORWAC’s country directors have varying professional health backgrounds. Their experience from and affiliation to the Norwegian health sector is, together with thorough local knowledge, fundamental for NORWAC’s ability to provide relevant support

# Overall Objective

NORWAC’s overall objective is to secure health services for people in need. This is achieved through provision of support in:

* Sustaining critical health services in areas of conflict and war
* Sustaining health services to refugees and vulnerable groups
* Strengthening national and local institutions’ ability to provide health services

NORWAC’s geographical core areas are Palestine, Lebanon and Syria. Other areas with arising needs may be eligible, provided that NORWAC is particularly well positioned to meet such needs. Goals for each operational country vary according to population needs and their health services variably functioning infrastructure. The country-specific goals are found below.

## Palestine

* Contribute to MOH’s ability to deliver critical health services in Gaza.
* Contribute to the development of local health staff competence and preparedness for emergencies.

## Lebanon

* Contribute to retain and develop secondary healthcare services for Palestinian refugees and other vulnerable groups.
* Develop and give access to mental health services.
* Give access to reproductive health and primary healthcare services to refugees and the host community in the old town of Saida.
* Ensure rehabilitation services and specialized treatment for refugees and Lebanese with physical disabilities and spinal cord injuries
* Support the education of Palestinian health personnel.
* Ensure life-saving treatment for Syrian and Palestinian refugees with chronic diseases
* Give access to fundamental healthcare services to refugees and the host community in Arsal.

## Syria

* Contribute to retain primary healthcare services.
* Contribute to retain secondary healthcare services.
* Retain basic diagnostic services and blood banks.
* Provide life-saving treatment to patients with chronic diseases.
* Support physical rehabilitation services.

## Organization

* NORWAC is a professional and sustainable organization.
* Staff and consultants have a common NORWAC identity.