

بذور للإنماء الصحي والاجتماعي

Juzoor for Health & Social Development



Annual Report



2016

Juzoor for Health & Social Development is a Palestinian non-governmental organization working at the national level, dedicated to improving and promoting health as a basic human right. Juzoor (“roots” in Arabic) was established in 1996 by a group of Palestinian experts and pioneers in various fields, particularly the field of community health.

Juzoor has become a resource for Palestinian institutions through developing creative model programs in the health and social fields that can be adopted and replicated at the community and national levels.

Juzoor believes that in order to make a sustainable and lasting impact on the health of Palestinians it must contribute to the national level policy dialogue, and help affect positive change on the macro level. Juzoor seeks to stimulate policy dialogue among stakeholders by:

- Building alliances with several national bodies that influence the formation and implementation of health and social policies
- Networking with national and regional organizations and institutions as part of numerous consortia, forums and groups that work toward common goals
- Participating as co-founders of the Palestinian Health Policy Forum and Middle East and North Africa Health Policy Forum

Juzoor has 3 main strategies:

1. Continuous Professional Development

(CPD) is an important strategy for quality improvement in the health and social sectors. Juzoor’s CPD Unit contributes to improving the performance of health and social service providers.

2. Community Development

Juzoor tackles critical emerging public health issues through the **Community Development Program**. This program seeks to empower individuals and groups with the skills needed to effect change within their communities. It encompasses prevention as well as intervention from the individual to community level by addressing the social determinants of health, including poverty, gender equity, political dependence, socio-economic equality and education.

3. POLICY and ADVOCACY

- Advocacy for Policy Development is Juzoor’s program that aims to influence and contribute to the development of health and social policies, in line with the needs of the Palestinian community.

Message from the Chair of the Board

It is with great pleasure that I present to you Juzoor's 2016 Annual Report. Founded in 1996, Juzoor remains at the forefront of efforts to improve the lives of all Palestinians and continues to make progress towards health and social development. Two key elements have helped us implement a successful health and social development strategy. The first is our active integration of core values into program initiatives; by ensuring that each initiative reflects our vision and mission, Juzoor remains unique in its holistic, rights-based approach to health. The second is our effective engagement with a range of stakeholders, from community health workers and health providers to Ministry of Health officials and national legislators. The breadth and depth of our work allows us to ensure that national policies reflect the needs of communities.



We have demonstrated time and again that the most successful health and social development efforts are those that actively prioritize, promote, and protect rights and empower people to make informed choices. Our three core programmatic pillars of Community Empowerment, Continuous Professional Development, and Policy Dialogue and Advocacy address health rights, empowerment, and equity through innovative, community-focused, and collaborative approaches. In all our endeavors, we strive to pave the way for health system strengthening and community empowerment, setting the pace for others rather than accepting the status quo.

We are deeply grateful for the support of our funders and partners, whose partnerships are vital to our ability to maintain high quality programs. Finally, our accomplishments were also made possible by the invaluable input and hard work of our dedicated staff and remarkable Board of Directors.

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Saro Nakashian Chair of the Board

Letter from the Executive Director

It is with utmost pride that I present to you Juzoor's annual activities report for 2016. In the midst of political, social, and economic uncertainty, Juzoor continues to spearhead community health and social development initiatives that make a real difference in the lives of Palestinians. As this report demonstrates, Juzoor's health workforce strengthening and community empowerment programs provide much-needed access to healthcare and social development. Our organization is renowned for its unwavering dedication to the well-being of Palestinians, collaborative team dynamics, and high standards of integrity. As a consequence of these attributes, Juzoor remains a leading actor in addressing today's health and social challenges, most notably by offering technical support to other agencies involved in the provision of health services across Palestine.



Throughout 2016, Juzoor remained at the forefront of national and local health sector reform, providing technical support to the emerging health workforce and empowering communities to advocate for their right to health. Through its Community Empowerment program, Juzoor has bolstered women's awareness of their rights to reproductive health and protection from gender-based violence. Similarly, Juzoor has provided youth in vulnerable communities with a platform to voice their perception of Palestinian identity and to participate freely with one another in national dialogue. Juzoor's flagship Continuous Professional Development program continues to provide a number of internationally accredited training programs to improve the professional level of health staff and providers. Finally, noteworthy Policy Dialogue and Advocacy initiatives for 2014 included organization of the Biennial Nutrition Conference, research on risk behaviors among Palestinian youth, and establishing regional networks through the Middle East and North Africa Health Policy Forum).

I am confident that with continuous and steadfast support from our staff, affiliates and partners, we at Juzoor will continue to drive social and health development in Palestine.

Dr. Salwa Najjab Executive Director

Juzoor at a Glance

Welcome to Juzoor's 2016 Annual Report. The following pages aim to highlight our programmatic achievements in the past year as well as to communicate to international partners and supporters our approach to improving the physical and emotional well-being of Palestinians.

Founded in 1996, Juzoor is a Palestinian non-governmental organization dedicated to improving the health and well-being of Palestinian individuals, families, and communities. The name Juzoor ('roots' in Arabic) is evidence of our commitment to addressing the underlying socioeconomic determinants of health and wellness. Our holistic approach to health promotion and disease prevention reflects our belief that health (physical, emotional, mental, and social) is a basic human right for all people.

Juzoor works on multiple levels with community-based organizations, service providers, governmental bodies, international organizations, and the community at large (particularly women, children and youth). We operate in East Jerusalem, the West Bank, and Gaza.

COMMUNITY EMPOWERMENT

Our objectives are:

To raise awareness on key health and social issues

To empower fellow Palestinians to lead healthy lives, who will then support those around them

To build innovative models that can be adopted and replicated locally and regionally

POLICY DIALOGUE AND ADVOCACY

Based on community needs and national indicators, we actively engage in policy dialogue and advocate for policy changes on the national level

CONTINUOUS PROFESSIONAL DEVELOPMENT

Working hand-in-hand with government entities, community-based organizations, healthcare providers, and educators, Juzoor strives to build professional expertise in the health and social sectors. Acting as a bridge between local, regional and international institutions, we facilitate the transfer of knowledge and the exchange of best practices

VISION

***“A Palestinian society where
all individuals enjoy well-being and health”***

MISSION

***“To promote well-being and health as a right for all
members of the Palestinian society by influencing health
and social policies and creating innovative, sustainable
development models”***

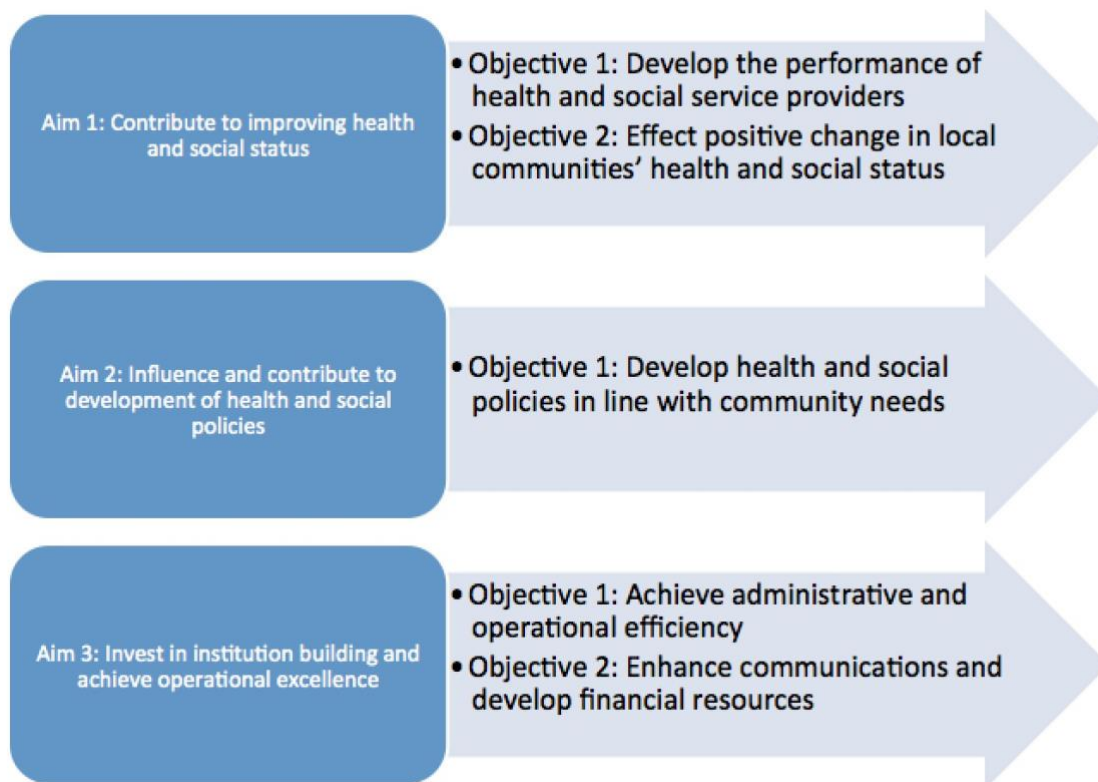
VALUES

In pursuit of its mission, Juzoor endorses a set of institutional values as follows:

- Objectivity and non-bias in serving the community
- Respect for dignity and human rights
- Commitment to, and honoring of Palestinian development priorities
- Excellence and creativity
- Adoption of evidence-based, results-based methodologies
- Implementation of international standards for training and leadership
- Fostering a culture of respect and acceptance
- Belief in partnership at the community and institutional levels
- Independence, progressive ideology, and social justice

Strategic Goals

Juzoor strategic objectives are outlined in the figure below:



PROGRAMS

1. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)



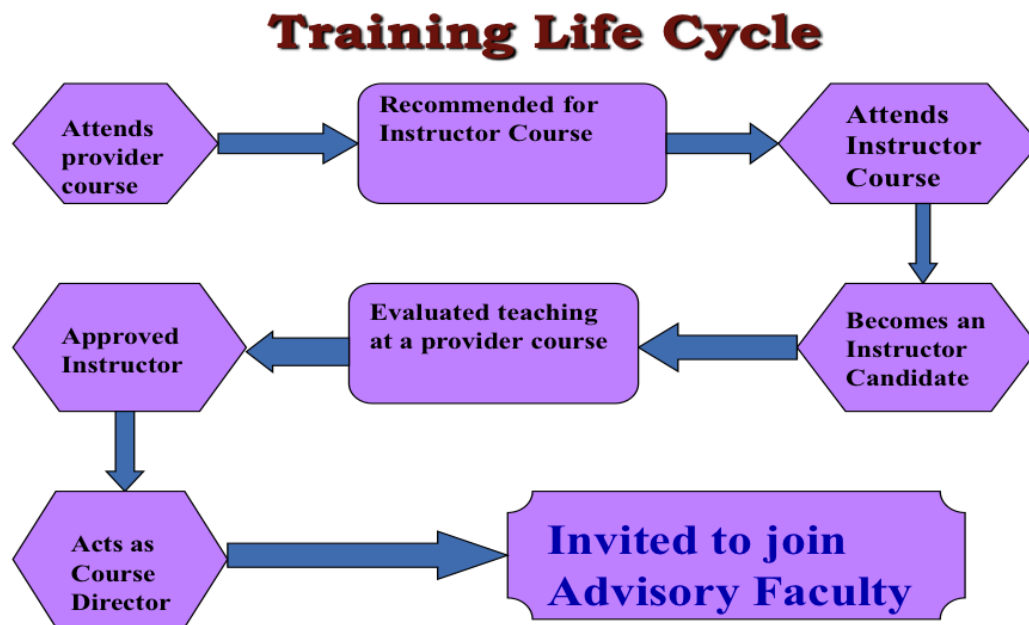
OVERVIEW

A cadre of health professionals trained in the latest evidence-based methods and practices is a key component of a well- functioning health system, one that is adaptable to meet the needs of the population. In line with Juzoor's belief that an effective health system is one that can adapt to meet the needs of the population, the Continuous Professional Development (CPD) Unit was established in 2003 as a strategic instrument to improve health and social services in Palestine. The CPD contributes to performance improvement of health providers through standardizing skills according to evidence-based guidelines and practices, improving access to high quality care, and facilitating interactions and dialogue between Palestinian health providers. Over the last decade, Juzoor has focused on implementing a number of activities in the CPD to upgrade the knowledge base and to improve the technical skills and performance of providers in various service settings throughout Palestine. Juzoor's philosophy is that human resource development is a crucial element in not only developing skills, knowledge, and attitudes, but also in helping to create an enabling environment whereby organizations can perform effectively, efficiently, and in a sustainable manner.

Our programs are based on the latest evidence-based information, delivered with the highest quality, incorporate innovative and dynamic methodologies, and follow a specific lifecycle (see below). All of our courses draw upon adult learning principles and emphasize: practical knowledge, skills-based simulations and drills, group learning exercises, and self-study and preparation (including some online course work).

The Continuous Professional Development (CPD) Program addresses Juzoor's strategic goal of "contributing to supporting and upgrading the health and social status of the Palestinians." Thus, the aim of the CPD Program is to develop the performance of health and social service providers. Specific objectives of the program include the following:

- Enhance the capacity of health and social service providers in their respective fields develop curricula, manuals, job aids, and endorsed protocols for training in various health and social subject



Main Aim of Continuous Professional Development at Juzoor:

Develop the performance of health and social service providers by :

- Enhancing capacity of health and social service providers in their respective fields through offering evidence-based programs that standardize skills and knowledge
- Developing curricula, manuals, job aids and endorsed protocols for training in various health and social subjects
- Developing strategic coalitions and relations with relevant individuals and institutions
- Introducing and sustaining internationally accredited training programs. In 2012, Juzoor became the first American Heart Association accredited training center in Palestine
- Juzoor also provides the American Academy of Family Physicians' Advanced Life Support in Obstetrics (ALSO) training.

Through the implementation of a number of professional development activities, Juzoor aims to upgrade the knowledge base and improve the technical skills and performance of health care and service providers in various settings both in Palestine and the region. The organization's philosophy is founded on the principle that a cadre of health professionals who are trained in the latest evidence-based methods and practices are a key component to a well-functioning health system that is adaptable to meet the needs of the population. Given this, continuous professional development is an important strategic instrument for improving health and social services. CPD contributes to performance improvement of health providers through standardizing skills according to evidence-based guidelines and practices. It also facilitates access to high quality care, improves the quality of interactions between providers, and facilitates dialogue.

Human resource development is considered a crucial element in the development of skills, knowledge and attitudes. It also helps to create an enabling environment whereby organizations can perform effectively, efficiently and in a sustainable manner. As such, since 2003 Juzoor has focused on bringing evidence-based, internationally accredited training programs to the country including: the American Heart Association (AHA) emergency life support courses, the Advanced Life Support in Obstetrics (ALSO) training from the American Academy of Family Physicians, and the Child Health Diploma from the UK's Royal College of Pediatrics and Child Health.

Juzoor develops and invests in national teams of trainers in various specialties to deliver training programs according to the latest scientific updates and best practices. Juzoor-affiliated instructors come from diverse backgrounds, representing major stakeholders in the health sector (Ministry, UNRWA, NGOs and private practice), health and teaching institutions (universities, medical schools, nursing colleges and hospitals implementing residency training programs) from all across the West Bank and Gaza Strip. In addition, Juzoor forms strategic alliances on a national basis with bodies such as the Palestinian OB/GYN and Pediatric Societies, the Medical Syndicate and the Palestinian Medical Students' Union, to ensure the sustainability of CPD activities. Finally, we maintain contact with our instructors, and current and former trainees through a database which allows us to organize periodic follow-up activities and distribute updates and new evidence-based information as it becomes available.

In all CPD activities, Juzoor targets providers from various sectors including Ministry of Health, UNRWA, NGOs and private practitioners.

The CPD Unit organizes two main types of training programs: Emergency and Non-Emergency.

Main Achievements January – December 2016:

- **Trained 723 individuals in American Heart Association Courses (AHA)** under our license as an accredited American Heart Association International Training Center
- **Trained 39 doctors and nurses** in Neonatal Resuscitation

- **Trained 20 surgeons in Basic Surgical Skills** in cooperation with the Royal College of Surgeons, Edinburgh
- **Trained 77 community & Health-care Providers** in Helping Babies Breathe (HBB)
- **Trained 8 trainers and 14 providers** in Trauma Team Training in cooperation with McGill University Health Center – Montreal

2016 CPD unit Programs :

Emergency Programs:

- American Heart Association Courses (BLS, ACLS, PALS, HeartSaver)
- Neonatal Resuscitation Program
- Basic Surgical Skills Course
- Helping Babies Breathe
- Trauma & Disaster Team

Non-emergency Programs:

- Palestinian Child Health Diploma
- Infection prevention and control
- Nursing Empowerment in-service training
- Reducing Maternal Morbidity and Improving Quality of Maternity Services

Emergency Courses

A. American Heart Association (AHA)

In December 2016, during the MENA region annual AHA meeting Juzoor participated in the steering committee and presented on its activities in the community. Juzoor` s faculty were also endorsed as territory faculty for BLS and ACLS in Palestine for the MENA region. Enabling Juzoor to endorse and monitor new sites and centers.



AHA training courses offered by Juzoor:

AHA emergency courses are evidence-based course with a standardized skills-based approach that focuses on essential life-saving measures. These courses are integrated into Continuing Professional Development (CPD) systems in countries around the world as important continuing education tools for health providers. All AHA courses are hands-on trainings and involve practical skills training on mannequins.

Heartsaver First Aid CPR (HSFA): Heartsaver First Aid CPR is a comprehensive first aid training course that provides hands-on practice in managing medical emergencies and injuries as well as environmental emergencies for lay people. CPR skills, safe use of AED, and management of choking are demonstrated and practiced in skills stations.

Basic Life Support (BLS): The Basic Life Support training of the American Heart Association (AHA) has been offered by Juzoor as an integral part of hospital and pre-hospital based emergency trainings for health staff. It is designed to enhance the knowledge and skills of a wide variety of healthcare professionals in recognizing several life-threatening emergencies. It provides training in CPR, correct usage of an AED, and how to respond to choking in a safe, timely and effective manner. BLS is a hands-on course which utilizes mannequins and DVD teaching methodology.

Advanced Cardiovascular Life Support (ACLS): ACLS focuses on advanced life support techniques for adult victims of cardiac or other cardiopulmonary emergencies. This course is offered for doctors and nurses working in emergency rooms as well as ICUS and CCUs.

Pediatric Advanced Life Support (PALS): The PALS Course is for healthcare providers who respond to emergencies in infants and children. Participants include personnel in emergency response, emergency medicine, intensive care and critical care units such as physicians, nurses, paramedics. Juzoor believes this course is important to improve children's access to life-saving, specialized emergency care, a need particularly relevant in Palestine given the population demographic.

From January to December 2016, Juzoor was approached by several organizations to organize AHA courses for the following target groups:

1. Teachers
2. Engineers
3. Nurses
4. Doctors

In total, 723 people were trained in AHA courses from January – December 2016.

Of the participants, 637 were healthcare providers, and 86 non-healthcare providers. Courses were held at the Palestinian Medical Complex, Caritas Baby Hospital, Al Najah University, MOH Hospitals, Augusta Victoria Hospital, Al Makassed Hospital. Non- health care providers included community members from different areas in Middle & South Districts, Dan Church employees, Islamic University Gaza and Al Azhar University Gaza students and employees.

AHA courses for healthcare & non healthcare providers

Name of course	number of courses conducted Jan – Dec 2015	number of healthcare providers trained
Heartsaver	6	86
BLS	26	439
ACLS	12	143
PALS	5	55

B. Neonatal Resuscitation in Pediatrics (NRP) Courses

The Neonatal Resuscitation Program (NRP) is a standardized course of the American Heart Association designed to improve providers' knowledge and skills in resuscitation of the newborn.

1- Juzoor, in cooperation with the Palestinian Pediatric Society, sponsored by Latter Day Saints (LDS) Charities through the Brigham Young University (BYU), Jerusalem Center held an NRP course for a total of **22 Doctors & Nurses** from MOH, NGOs, & UNRWA.

2- Dr. Zeina Kiblawi, a regional trainer for the American Academy of Pediatrics volunteered her time to conduct an NRP course at Juzoor for Health & Social Development funded by PCRf. A total of **17 Doctors & Nurses** from PMC , Makassed, Red Crescent Jerusalem , Ramallah & Hebron, Holy Family Hospital, Bethlehem University were trained.

C. Advanced Life Support in Obstetrics (ALSO) Course



ALSO is an evidence-based educational program designed to assist healthcare professionals in developing and maintaining the knowledge and procedural skills needed to manage emergencies that can arise in obstetrical care. The ALSO training curriculum address issues such as: complications of pregnancy, labor and delivery, postpartum hemorrhage, safety in maternity care, and maternal resuscitation. In 2004 Juzoor obtained an exclusive license from the American Academy of Family Physicians (AAFP) to offer this course in the West Bank and Gaza, making Palestine the second country in the Arab world to implement ALSO trainings.

Based on national indicators and need, Juzoor implements the NRP training of the American Heart Association as a one-day training prior to the ALSO training, in order to improve the skills of neonatologists, neonatal nurses, pediatricians, OB/GYNs, OB residents, midwives and nurses working in neonatal, pediatric and labor and delivery wards in the West Bank and Gaza Strip.

D. Basic Surgical Skills Course (BSSC)



The Basic Surgical Skills (BSS) Course is designed to introduce surgical trainees to safe surgical practices utilizing demonstrations and hands-on skills-stations that emphasize proper surgical techniques. It sets the standard for safe, basic surgical techniques common to all forms of surgery including safe abdominal incision and excision of lesions, the suturing of skin, bowel and blood vessels, and tying of knots, handling sutures and surgical instruments. The practical stations involve the use of surgical instruments on animal tissue models.

The Basic Surgical Skills (BSS) Course is endorsed by the Royal College of Surgeons of Edinburgh and is jointly implemented with the Royal College (RC), Juzoor, UNRWA, Augusta Victoria Hospital (AVH) and the Palestinian Surgeons' Society. The sixth BSS course was delivered to a total of **20 health professionals** from MOH and NGO hospitals.

D. Helping Babies Breathe (HBB) Course



HBB is an evidence-based educational program for neonatal resuscitation in resource-limited settings. HBB is an initiative of the American Academy of Pediatrics (AAP) in collaboration with the United States Agency for International Development (USAID), Saving Newborn Lives, the National Institute of Child Health and Development, and the Laerdal Foundation.

A key concept of HBB is The Golden Minute: within one minute of birth, a baby should be breathing well or should be ventilated with a bag and mask. The Golden Minute identifies the steps that a birth attendant must take immediately to evaluate the newborn and stimulate breathing. Participants in this course become proficient in skills for handling newborn resuscitation and learn to integrate resuscitation into a wider plan of essential care for all newborns.

Juzoor, in cooperation with the Palestinian Pediatric Society, sponsored by LDS Charities through the BYU Jerusalem Center, and under UNICEF's project targeting community, held 5 HBB courses in Ramallah, Dora, Al Thahiriyyeh, and Birzeit for a total of **77 community members and health-care providers**.

F. Trauma & Disaster Team (TDT) Course



In cooperation with 3 trainers from McGill University Health Center, Montreal, Juzoor held a Training of Trainers course, and a course for providers, funded by Palestinian International Institute. A total of **8 trainers** attended the Training of Trainers course, and **14 trainees** attended the Provider course.

Trauma and Disaster Team Response is a low-cost course designed to teach a multi-disciplinary team approach to trauma evaluation and resuscitation. Through an inter-professional approach this course aims to improve teamwork skills and clinical practice relevant to trauma management. It highlights efficient use of resources and improvements in care provided to the injured patient. The course includes didactic component skills workshops and team building simulation exercises, and case studies.

The general course objective is to create effective and competent trauma teams in emergency departments in resource-poor health centers. After this training, each team should be able to call on individuals to perform specific skills and manage the injured patient.

The Palestinian Health Capacity Project

A 5-year, USAID funded project implemented in 2013 in partnership with IntraHealth

Objectives:

- Strengthen human resources for health (HRH) systems to improve the quality of health care in the West Bank
- Reduce the cost of tertiary medical referrals to facilities outside the Palestinian MOH without compromising quality of care for patients
- Make significant contributions to building national capacity in HRH planning and management
- Align training, deployment, and utilization of health workers with national health priorities.
- Improve pre-service and in-service education
- Develop and implement a mechanism for licensing and certification of health workers

Outcomes:

- Developed a full curriculum package for the critical care course for undergraduate nurses at the Bachelor of Science in Nursing level (implemented standards)
- Adult Critical Care Nursing Curriculum endorsed and disseminated by the Accreditation and Quality Assurance Commission (AQAC) under the umbrella of the PMOH
- Critical care nursing orientation/education program developed which targets nurses in Intensive Care and Coronary Care Units.
- Evidence-based nursing training program provided to new and existing employees, aimed at increasing productivity and morale
- On-going monitoring of three online resource centers (ORCs) in PMOH hospitals
- Roll out of seven additional ORC's (which include access to a wealth of important information, including 31 evidence-based courses on the moodle)
- Assessment of key players and CPD/IST data tracking systems for PMOH workforce; (this assessment will be used as a baseline to plan and initiate the Continuous Professional Development (CPD) electronic tracking system in the PMOH)
- CPD national taskforce approved by the PMOH to establish a CPD system in the country (these efforts will support the PMOH to promote the professional development of their work force)
- Engaged with the PMOH, Palestine Medical Council, and other key stakeholders to implement the revised General Surgery Curriculum

- Piloted the curriculum in four hospitals, by using the Quality Improvement Collaborative (QIC) approach
- Developed a board exam manual for examiners and applicants
- Based on the success of the revised general surgery curriculum, the Pediatric Medicine curriculum was revised
- National accreditation criteria for residency training sites reviewed and compared to the international accreditation standards

The efforts under this objective will strengthen specialist licensing processes and contribute to stronger medical education programs, ultimately improving the quality of care within the PMOH and reducing the need for outside referral services.



Training abroad program:

In 2012 Juzoor established relationships with institutions in Jordan, Germany and the United Kingdom (UK). Arrangements were made for the short and long-term placement of Palestinian health professionals at institutions in these countries.

- **Sub-Specialty Training program for Palestinian Doctors:**
- **[Funder: Arab Fund]**

In Partnership with the Al-Quds Foundation for Medical Schools in Palestine (FQMS); Juzoor facilitates postgraduate subspecialty training programs in the UK for Palestinian doctors committed to working in Palestine. These doctors have a legally binding agreement to work with a Palestinian institution upon their return. The program is in line with the Palestinian National Health Strategy and with the missions of both Juzoor and FQMS (to focus on building the capacity of the Palestinian national health workforce, ensure high quality care, a sustainable healthcare system and to minimize the burden of referrals abroad). Furthermore; there is a significant lack of well-trained general practitioners, and a shortage of subspecialists in both the West Bank and Gaza Strip.

In phase one; four (4) among thirty eight (38) candidates from West Bank and Gaza were selected through an open competitive process for postgraduate medical training in the UK under the Medical Training Initiative Scheme (MTI); in the fields of the Orthopedic Surgery, Advanced Laparoscopic Surgery, Pediatric Cardiology, and Gynecological Oncology.

In 2016, 27 candidates (14 from West Bank, and 13 from Gaza Strip) were interviewed. Three were chosen from West Bank for postgraduate medical training in the fields of Pathology Hematology, Laparoscopic Gynecological Surgery, and one year in the field of Interventional Radiology.

- **Capacity-building for Palestinian Health Professionals:**



[Funder: Palestine International Institute (PII)]

In cooperation with Palestine International Institutes (PII), since 2012, Juzoor has worked to facilitate short and long courses/ post medical training programs for doctors and nurses in both Palestine, and Jordan.

A. Post Medical Graduate Training/ Residency programs:

- In 2015, 2 female doctors, (Dr. Ala Abed and Dr. Amani Hajah) started their residency training in the field of ophthalmology specialty at the University of Jordan Hospital. The training period ranged from 3-4 years. Moreover; PII sponsored the last year (5th year) of Dr. Anas Hoshiyeh residency training at Al Makassed Hospital in the field of Orthopaedic specialty.

B. Short Courses

In 2016, Juzoor facilitated the short courses in West bank and Gaza Strip.

Gaza Strip Courses:

Course	# of Courses	# of trainee
Advanced Cardiovascular Life Support – ACLS- Provider course	3	32
ACLS Instructors' course	1	4
Pediatric Advanced Life Support -PALS	1	14
Basic Life Support - BLS	1	14

West Bank Courses

Course	#of Courses	# of trainee
Basic Life Support - BLS	4	60
Trauma Training of trainer course-ToT.	1	9
Trauma Provider Course	1	14



Gaza 2020: Health Matters:

Is designed to contribute to improved preparedness and response capabilities as well as access to health care in Gaza and the West Bank. The interventions include: a) coordination and collaboration with communities and health facilities to improve disaster management preparedness and response; b) funding to support an emergency response in the event of a manmade or natural disaster/crisis; and c) grants for private, non-governmental, and community-based organizations implementing health-related programs. The project focuses on mapping services, providers and community needs at the onset in order to develop the right competencies and address appropriate gaps through sub-grants to local CBOs and NGOs. The expected outcomes are as follows:

- ✓ Emergency response plans at the community and facility level are in place to mitigate the impact of man-made and natural disasters and reflect the different needs of men, women, boys, girls, and marginalized/vulnerable persons
- ✓ CBOs/NGOs deliver targeted and complementary prevention and treatment programs for nutrition, gender-based violence (GBV), mental health and psychosocial support (MHPSS), rehabilitation services, and other primary health care (PHC) needs – thereby strengthening the continuum of care from community to health facility with special attention paid to the needs of men, women, boys, girls, individuals with disabilities, and older persons.
- ✓ Capacity of existing NGO hospitals will be increased, which in turn will reduce the percentage of cases referred out of Gaza for specialty care

Juzoor's main accomplishments under the Gaza 2020 project include:

- Developed the training needs assessment tool as part of the Health Facility Audit in collaboration with consortium partners, led by IMC
- Provided a report on the training needs assessment for the PHC targeted partner organizations
- Conducted an Internal Assessment tool of Organizations providing emergency trainings in Gaza
- Delivered first aid and CPR training for consortium partners



- Presented trainings in a form of package for various target groups to the consortium partners to meet the needs as
- Performed field visits to partner organization settings and meetings to explain ER courses and approach
- Actively participated in contingency plan meetings and reviews
- Conducted the First Emergency Training Package – the Maternity training Package on December 5th-8th 2016. The 4 day training included one day Basic Life Support, one Day Helping Babies Breath and two days of Advanced Life Support -17 participants attended (12 females and 5 males)

Strengthening Emergency Care in Palestine

Funded by World Bank

The Health, Nutrition, and Population Global Practice at the World Bank Group is leading a new activity aimed at developing and applying a module to improve Emergency care outcomes in Palestine and to contributing to the knowledge base, which will allow this work to be replicated across relevant FCV settings.

Juzoor's main accomplishments under the World Bank Project include:

Completing **Phase 1: instrument design & pilot**: An instrument was designed to two hospitals in the West Bank to identify areas for intervention in Palestinian Emergency departments. The instrument was collected from hospital administrative data and patient data from medical records and patient observation. The pilot was completed and data was uploaded and sent to partner organizations to analyze and report on the findings. In the next phase of the project, the baseline study will be conducted on a larger number of emergency departments to identify the modules for intervention and improvement for the emergency departments in the West Bank.

COMMUNITY EMPOWERMENT



OVERVIEW

Juzoor's Community Empowerment Program responds to the strategic aim of "contributing to supporting and upgrading the health and social status of the Palestinian people" through working on the following:

- Promoting healthy lifestyles to enhance quality of life and prevent non-communicable diseases
- Enhancing family protection by focusing on violence prevention, care and referral
- Empowering Palestinian society, especially youth to advocate for health and social rights

The Community Empowerment Program stresses the importance of youth and women's empowerment, supports marginalized communities, and protects families against gender-based violence through the promotion of sexual and reproductive health rights. Juzoor works directly with community members to develop solid community –based models that empower women, engage youth, and promote healthy nutrition.

Protecting Adolescents from Gender based Violence Through the Promotion of Their Sexual and Reproductive Health Rights

Funded by Save the Children:

In January 2010, Juzoor partnered with Save the Children, KAFA ('Enough'), Violence and Exploitation in Lebanon, and Community Based Rehabilitation Association for Children with Special Needs in Yemen, to launch a regional project, entitled, 'Protecting Adolescents from Gender based Violence through the Promotion of their Sexual and Reproductive Health Rights in Yemen, Lebanon and Palestine'. The project was funded by the European Commission (EC). Its aim was to enhance the **protection of children and adolescents** (10-17 years) from gender based violence (GBV) and harmful practices, through promoting their right to **Sexual and Reproductive Health Rights** (SRHR). The project had a **threefold objective**: (1) Improving the quality of child/adolescent friendly SRHR information and services; (2) Increasing the access of children and adolescents to quality information; and (3) Improving policymaker and stakeholder support for child and adolescent-centered SRHR information and services.

After the successful completion of Phase I (2010-2013), Save the Children and its partners decided to pursue **Phase II (2013-2015)**. Due to its positive impact and innovative nature, the regional project was granted funding from the Swedish International Development Agency (SIDA) to improve, expand and implement the project over a further three years.

Upon the successful completion of Phase I &2 (2010-2015), Save the Children and its partners decided to pursue **Phase 3 (2016)**. In 2016, Juzoor worked on two CP sub-themes and outcomes

Sub-theme 1: Protection of Children from Violence

Outcome 1: *Children in the oPt are protected from Physical and Humiliating Punishment (PHP) in the home and in school*

Outcome 2: *Children in the oPt are protected from sexual violence*

Juzoor had continued to implement positive discipline in everyday parenting (PDEP), The program is for parents of children of all ages. It addresses common issues that arise between birth and the end of adolescence, and to help parents to react to their children's needs in a non- violence approach. Juzoor and in

cooperation with the UNRWA had continued implementing the PDEP in the targeted locations, Dura, Aqbat Jaber camp, Aida camp, Asskar camp, and Al Fara'a camp, through targeting project staff and partner staff, a total of 39 facilitators had been trained on PDEP for two training courses, 5 days each course, and the PDEP facilitators had conducted parents' groups in the community, 5 groups had been conducted and new groups were formed..

SC had conducted a training workshop for the country trainers on positive Discipline for everyday teaching, and it aimed to build the capacity of the teachers to address children and students in a non-violent approach. As the training materials are finalized, teachers will be trained on Positive Discipline in Everyday Teaching (WB). On other hand, awareness raising sessions had been conducted the targeted communities, about PDEP, in order to promote for the PDEP methodology in daily parenting life. Awareness materials had been prepared and printed as well shared with parents groups in order to emphasize on the concepts and values of the PDEP program as a core concept in our work.

Juzoor proceeded in the implementation of activities of SRHR in the targeted locations, as training for the services providers had been done, a total of 40 participants were trained, peer groups were formed and conducted its activities with them based on the SRHR modules and CtC approach, a total of 950 children had been directly targeted and involved aiming to increase their knowledge through awareness activities and non-formal activities. Parents' groups, the third component in providing a comprehensive approach for the child protection project continued with a total of 90 mothers were participating in the parents' groups' activities.

In 2015, SCI had finalized module 3 (sexual violence against Children) and it was translated to Arabic. The pre final version had been piloted in the west bank and Gaza in training for the counsellors, and the comments and feedback on the manual raised from the groups had been integrated in the module and it is finalized. The training and implementation of the module will be continue as part of Juzoor work and commitment in the theme of child protection.



Increase Women's Access to Protection in Palestine Project

Funded by USAID

Objectives:

- To promote and protect women's rights through raising awareness in the community on women's rights and access to health, social and protection services
- To empower individuals to act as change agents
- To activate systems and processes that are already in place to protect women from violence
- To provide women with the services and support they need
- To build the capacity of community workers and local CBOs to provide and maintain social protection for women
- To combat social stigma of gender based violence as a violation of human rights
- Increase awareness and access of women to the health, social and protection services available to victims of violence

Outcomes

The project was piloted in the Jenin, Toubas and Ramallah governorates in women's centers, village councils and women's societies

- 19 community and health workers trained
- 35 participants from the targeted CBOs trained on gender based violence and the national referral protocols
- Community awareness sessions held by the community workers and CBOs members

SO 1: build the capacity of 20 community workers in the targeted locations on the referral protocols as guiding protocol for access to justice and protection)

SO 2: Empower local CBOs to act as guiding and referring centers for women to the health- social and protection sectors, in their communities and the surroundings using the .national referral tools and protocols.



SO 3: Increases the awareness of women and men in the targeted location about women's rights and services provided to women's victims of violence through community awareness sessions and workshops.

The Role of Women's Organizations in the Implementation of the

Referral System Project

Funded by the Italian cooperation

Although referral protocols were endorsed by the Palestinian cabinet in January 2014, on the grass-roots level, women's and civil society organizations are not aware of the referral protocols and their importance for women who are victims of violence.

Objectives

- To enhance the role of women's organizations in the implementation of the referral protocols
- To conduct awareness trainings for women's organizations
- To increase the knowledge of women's organizations about referral protocols, mechanisms and documentation
- To conduct a multi-sectoral services providers workshop to bridge, connect and exchange of services and roles. These workshops aimed

- To Clarify the roles of the main services providers in the different sectors for the women's organizations and the role of women's organizations in the framework of the referral system
- To clarify the referral pathways between services providers and women's organizations and the feedback on both sides and to create a network among the different organization and formal bodies to facilitate the referral pathway for the victims of violence and achieving the best interest for them.
- To develop an advocacy plan aim to adopt and implement the referral protocols on the organizational level and grass root level.
- To implement activities according to the agenda of the various women organizations
- Outcomes
- 21 Awareness and services providers workshops conducted
- Inclusion of the community awareness session in the advocacy plans for the women organizations and CBOs
- Takamol conference (joint conference with WCLAC) entitled "National Referral System for Women Victims of Violence" Prospects and Opportunities for Development and Complementarity
- Partners and stakeholders from all governmental and NGOs, international organizations and UN agencies attended the conference
- Charter of principles disseminated to all participants in the conference.



Palestinian type II diabetes prevention pilot

Funded by The Portland Trust

The Overall Objective of the Program is to reduce the risk of the on-set development of T2DM among program participants through lifestyle adjustments focusing on nutrition and physical exercise. The lifestyle intervention is predicated on the National Diabetes Prevention Program (NDPP), which has been developed by the Centers for Disease Control (CDC) in the U.S. The program consists of nutritional and physical exercise sessions and disease-management guidelines. The Goal for the participants is to achieve a healthier lifestyle — namely, 5-7% reduction in body weight, and a minimum of 150 minutes of weekly physical activity.

Juzoor's main accomplishments under the Portland trust Project include:

- The selection of 20 women from Al-Jalazon Refugee camp that fit the selection criteria
- Conduct 16 core nutrition sessions (once a week) on how to implement a healthy lifestyle.
- Conduct 16 yoga sessions to release stress for the targeted women
- Formation of walking groups to conduct 150 minutes of physical exercise per week
- Approximately 80% of the participants have shown a reduction in their Body Mass index.



Success Stories:

- *“I was a physical education trainer and since my son died during the Israeli clashes I stopped. I gained a lot of weight... With this project I regained my self-confidence and became comfortable with myself and I can now look at the mirror. Now, I am back to training individual on physical education.”*
- *“I have cut back on sugar in beverages: tea, coffee, juice and Cola, I have changed a lot in my life, but especially cola and bread. My family is also making change, not just me.”*
- *“I was a physical education trainer and since my son died during the Israeli clashes I stopped. I gained a lot of weight... With this project I regained my self-confidence and became comfortable with myself and I can now look at the mirror. Now, I am back to training individual on physical education.”*

Stop Early and Forced Marriages

Funded by Canada Fund:

The overall objective of this project is to empower young girls and women to their *right to choice*. The sub objective of this project will ensure that the community especially men are aware of the women's rights to choice of marriage and proper marriage age. It will also encourage girls to seek their educational potential.

The main activities of the project:

- Capacity building of young activists to support the prevention of child, early and forced marriage (CEFM). This is undertaken through a series of workshops, peer to peer approach, and advocacy skills.
- Awareness campaigns in the targeted three locations on child early and forced marriage.(including parents, men, service providers, CBOs)
- Development of a documentary to be aired on the consequences of child, early and forced marriage.
- Support mothers and daughters initiatives to combat early marriage

Juzoor's main accomplishments under the Canada Fund – Stop the Child Early and forced marriage Project include:

- Capacity building of young activists to support the prevention of child early and forced marriage (CEFM). Juzoor has prepared the training material to conduct a three day training in Dora-Hebron and Akbet Jaber – Jericho

The First 3 day training was conducted in Jericho (27, 28 and 30th of January) where the first two days were focused on training mothers of the risks of early marriage. In Dora, the training was conducted on February 3rd, 4th and 6th. Both trainings were conducted successfully and feedback from the trainers was positive.

- Awareness Campaigns in the targeted three locations on child early and forced marriage
- The first campaign was conducted in Jericho on the 22nd of February- at the Cultural Center in Akbet Jaber- All related age groups classes were invited from the school, the agenda included a theatrical play from a professional team and a speech by a respectable person and a lawyer from the community to discuss the importance of preventing child and forced early marriage. About 140 participated in the event which included interactions with the speakers and actors.
- The campaign in Dora also included a theatrical show with respectable person from the community to conduct a speech. The Campaign was conducted in the Cultural Center in Dora. Where 350 participated in the event and a higher percentage of interactions was noticed in Dora.
- Development of a documentary to be aired on the consequences of child, early and forced marriage.
https://www.youtube.com/watch?v=ay_salmI5qw
- Support Mothers and Daughter initiatives to combat early marriage
- The first two initiatives in Akbet Jaber –Jericho, were conducted on the 11th and 13th of February. The first one includes a play produced by the mothers and daughters conducted in the Girls school in Akbat Jaber on Early marriage 110 mothers and daughters participated. The second Initiative was conducted at the women's association in Akbet Jaber- where families with history of early marriage are invited to an open discussion with a doctor on the risks of early and forced child marriage 15 women were targeted. The third initiative was held on the 18th of February, where the trained women went from neighbourhood to neighbourhood and targeted specific families with trends of early marriage and discussed the health, psychological and social risks of early marriage. The women were able to reach about 35 women.



- In Dora, the First initiative was conducted by the trained mothers and daughters in the women's association in Dora –Bint al reef- to train 15 additional mothers and daughters on the materials they received, to spread the knowledge in their community. The second initiative in Dora was a visit to the boys school to discuss the risks of early marriage and how it should be prevented and the third initiative was a visit to the girls school in Dora to prevent early marriage by raising awareness about the risks associated with it. A total of 160 participants have been noted in both initiatives



Tailor Made Training: Effective Monitoring and Evaluation (M&E) for a greater result and impact on tackling the Food security issues – BELink Consultancy – Nuffic

The tailor-made training was designed to improve the:

Sustainable Business Model Development

- Improve the capacity of management staff on how to design, develop and implement a sustainable business model in order to generate income and ensure sustainability of the organization.
- Improve the capacity of the staff on how to become a learning organization based on the international standards
- Enhance the capacity of 6 staff members to review, adjust and improve the strategy of the organization on stakeholders involvement
- Information Management System
- Improve the capacity of 6 staff members on effective M&E
- Enhance the capability and capacity of the staff on how to develop and implement an IMS
- Enhance the capacity of 6 staff members on effective project management
- **Juzoor's main accomplishments under the Tailor made training Project include:**
- A one week training in Dubai for 10 staff members of Juzoor on business model development, Strategic planning for Juzoor, and a fundraising strategy for Juzoor



Supporting women's economic empowerment through the establishment of viable food production business in refugee camps

Funded by French consulate

Overall Objective:

- Contribute to women's economic empowerment.

Specific Objectives:

- improve 15 vulnerable women's technical capacities in food production and business, marketing, and management, and
- Enable 20 women to gain sustainable income through the establishment of viable school canteen business and small-scale processing businesses.
- Improve the health status of 350 students participating the baseline



Empowering Women in Marginalized East Jerusalem communities.

Funded by the US. Consulate Jerusalem

Project Goal:

Empower marginalized women to participate and develop leadership in the economic, social, and community life of East Jerusalem.

Project Objectives:

- Objective 1: Enable 120 women to gain skills, confidence, and means to become strong leaders in their communities.
- Objective 2: Strengthen the capacity of 12 community based organizations (CBOs), including women's associations, to foster women's leadership.

Results:

(1.1) *Select and train 120 Women Leaders.*

(1.2) *Support to 6 community-level women's empowerment initiatives*

(2.1) *Support 12 CBOs to use digital community communication resources to promote women*

(2.2) *deliver 3 days technical centralized training to 12 CBOs on women leadership, 2 participants from each CBO*

POLICY DIALOGUE AND ADVOCACY

Advocacy for Policy Development is Juzoor's program that aims to influence and contribute to the development of health and social policies, in line with the needs of the Palestinian community.

As a national development organization, Juzoor works consistently and closely with the relevant institutions in Palestine (primarily the Ministry of Health, which leads the national strategy for development in the Palestinian health sector). Over the past several years, Juzoor has also worked closely with UNRWA health program, the main provider of health and social services to a large segment of the Palestinian society in refugee camps and other areas where Palestinian refugees live. Juzoor prioritizes health and social policies and advocates policy development in these sectors via:

- Development of white papers on specific policies
- Participation in regional and international conferences and advocacy campaigns
- Preparation of research and development of reliable sources of information
- Involvement in policy dialogue

ACTIVITIES

National and Regional Networking:

Juzoor partners with a wide network of national and regional organizations and institutions and is a part of numerous consortiums, forums and groups that work toward common goals. Juzoor helped establish a national health policy forum to engage in focused discussions on critical health policies and challenges facing the Palestinian health system. In addition, Juzoor has served as an advisor to the Ministry of Planning, helped lead the Population Forum, and is part of the Health NGOs consortium for ESCOW, Middle East Health Policy Forum, Arab Social Forum, and part of the Jerusalem NGO coalition. Juzoor enjoys a strong working relationship with the Ministry of Health and its different departments. It has implemented several projects with the Ministry, including: capacity building and training, development of guidelines, organizing joint workshops and conferences, supporting the midwifery program, and implementing a psychosocial program. As part of its involvement in national and regional networks, Juzoor has participated in numerous conferences and workshops held by organizations such as the American Public Health Association, ALSO International, the World Health Organization, UNRWA, the Palestinian Ministry of Health, Birzeit University, Bethlehem University, Al-Quds University, USAID, and a number of local NGOs. The organization contributes to conferences (which are held on a variety of topics) through writing position papers, providing expert opinion, and conducting presentations. Apart from attending conferences organized by other groups, Juzoor also organizes conferences and workshops in cooperation with local and international groups on various subjects including: nutrition in emergency situations, pediatric emergencies, breastfeeding and natural childbirth, among others. These workshops and conferences give health providers and the wider public the opportunity to be kept abreast of the latest updates on health issues, meet other professionals and laypeople who share an interest in the subject, and network with international consultants and guests.

Health Policy Forums

Juzoor is a member, co-founder and hosting organization of two national and regional health forums:

- **Palestinian Health Policy Forum**



Juzoor helped create the Palestinian Health Policy Forum and has been hosting the Forum since its inception in 2005. Juzoor believes that Health is a basic human right, and not only a biological state focusing on disease and patients, but a social, economic, and political issue that is directly connected to national development and affected by multiple factors, it is a crucial indicator of national prosperity and the degree to which a society is participating in public discourse, and the commitment of national and civil society institutions to human rights. On that basis, a group of health and development stakeholders established the Palestinian Health Policy Forum. The purpose of the forum is to strengthen and support national health policy in a manner consistent with human rights, social justice, so as to influence decision makers to adopt policies and strategies suitable for the Palestinian development context and respond to the needs and aspirations of people ensuring universal access to quality health care.

The vision of the PHPF is to contribute to the creation a Palestinian health system that is able to respond to the health needs of the Palestinian people and to the challenges of the current context in an equitable manner. Further, to focus on the importance of public participation in planning, implementation, and evaluation of strategies; to adopt an evidence based approach to choosing interventions and health programs, including the provision of quality health care in a manner that is sustainable and contributes to the improvement of the health situation of the Palestinian community in coordination with other development sectors.

Despite extensive initiatives, programs, and the good intentions invested in improving the Palestinian health system, the current system remains below developmental expectations. It has not improved in a manner commensurate with the size of interventions and investment in spending. Health services continue to be of low quality with variation between geographical areas. There has been an increase in spending on curative and secondary health care at the expense of strengthening preventive and primary care. The system suffers from the lack of internal coordination between key stakeholders, and external coordination with stakeholders from other sectors. Health programming is heavily influenced by donor priorities and lacks financing policies; the system also lacks reliable health information and research to support decision making. As well, there is fragmentation and chaos in the private and non-governmental sectors; a decline in the performance of the public sector and a shortage of qualified human resources. All of the above factors continue to be a burden on the health sector and to threaten its future.

The founders of the PHPF have found an opportunity to contribute to the reform of the health sector and to revitalize public debate related to health policies and programs in a way that is consistent with Palestinian national interest.

The formulation of health policies must be based on research, data, evidence, and public debate. Achieving health for all requires a tremendous effort: public participation, a high degree of transparency, and cross-sectoral strategies. Keeping in mind that change takes time, and requires public awareness and the formation of coalitions among stakeholders to advocate and influence the health sector, the PHPF seeks to build an extensive and dynamic network of decision makers, stakeholders, and community leaders from the public sector, the Ministry of health (MOH), and legislative council, CSOs, international and national NGOs, media, youth, and others. The goal is to create a meaningful and effective public debate that contributes to affecting and creating health policy and improving the Palestinian health system.

The Ministry of Health will be involved in various stages of the policy dialogue, however, the intent of the forum is to mobilize and activate civil society organizations and citizens to engage in debate in order to inform public policy and to advocate for health reform and system improvement with the MOH. The PHPF is an independent body that seeks to support the MOH in developing health policies that better serve the Palestinian people; involving MOH will be crucial and will be handled delicately in order to avoid a conflict of interest.

- **Middle East and North Africa Health Policy Forum**

Dr. Salwa Najjab, the Executive Director of Juzoor, is the Chair of the Board of Trustees of the MENA Health Policy Forum (MENA HPF) which was established in 2008 as an independent, non-profit organization, with membership drawn from health policy researchers and experts from the MENA countries. Its mission is to contribute to the development of effective, efficient, equitable and sustainable policies that improve health and that mitigate adverse consequences of ill health, particularly for those who are most disadvantaged. The Forum is currently the only independent non-governmental health policy network in existence in the MENA region.

HPF is now in its ninth year of formal operation. Over the last year ,the Forum has doubled its membership to over 100 health policy experts and researchers ,These experts/researchers come from a range of relevant disciplines, from both middle and lower income countries in the region, as well as from actual and potential sponsors.

Central to MENA HPF's mandate is to serve as a knowledge broker on health policy research, reform, and systems. Under this objective, MENA continues monitoring and identifying existing research and research gaps to inform health policy options. This year, MENA HPF focused on the following activities:

Developing Health System Governance Assessment: country report (Egypt)

Following up with the WB to develop a standardized framework to act as a regional monitoring tool, to be followed by capacity building workshops on the utilization of the tool.

Analytical and comparative studies

The studies involved a number of output that addressed emerging and important topics in the region:

- Given the regional threat of the Ebola virus, a working paper was written that addressed risk assessment and directives for preparedness.
- In 2012, MENA HPF held a symposium addressing health system governance in the region. Following the meeting, specific recommendations for different countries were identified to strengthen governance. As a follow-up and to gain a better understanding of future directions, the Forum conducted 2 studies to assess efforts to strengthen.

governance and the role of stakeholders and challenges they face in some countries 1- A glance at Governance in MENA Region; 2- Case studies from Egypt.

- The MENA HPF has developed two scoping studies addressing the political economy of primary and preventative healthcare in the MENA region. As a follow-up, two policy notes were developed. March 2015.
- A study assessing and identifying research gaps in health systems and policy research was undertaken.
- A discussion paper is written on harmonizing youth reproductive health services in the region.
- A mapping study for SRH policies was done compiling results from 11 Arab States in collaboration with UNFPA ASRO. Where Juzoor conducted the Mapping for Palestine and Dr. Salwa presented the result in a regional meeting in Egypt.



- **World Bank - Civil Society Consultative Group on Health, Nutrition and Population**



As part of Juzoor's policy work, Dr. Salwa is a member of a global group under the World Bank management called Civil Society Consultative Group on Health, Nutrition and Population. The joint WBG-Civil Society Consultative Group on Health, Nutrition and Population (the Group) was formed in 2011 in response to the call from CSOs for a more structured mechanism for Bank-CSO engagement at the global and national level.

Representatives are selected jointly by a civil society-Bank selection committee, from applications received from a global call for nominations. The civil society representatives are based in different parts of the globe, selected on the basis of their expertise and their capacity to network with different civil society constituencies in the HNP sector. The Group is not intended to represent global civil society as a whole. Members serve for three years, in a voluntary capacity, with recruitment of new members staggered at approximately 18-month intervals to ensure some continuity. Currently, the Group consists of 14 civil society experts on issues related to HNP in different regions, from both national and international organizations.

The Group design their interventions by a monthly call discussing different policy papers and global issues such as Universal Health Coverage. They meet twice a year for a face to face meeting in Washington DC, in the United States. Dr. Salwa participated for the third year in a row.

- **OIC RMNCH Network**

Juzoor participated in the first expert meeting of the OIC Network on Population and Reproductive, Maternal, New-Born and Child Health that was held in Ankara, Turkey in November 2015. Juzoor is now a member in the OIC RMNCH Network.

FINANCE & ADMINISTRATION UNIT

The Financial and Administrative Affairs Department is the backbone of all the fiscal and human resources operations at Juzoor. It provides professional and effective financial and administrative services to all staff and promotes meaningful relations with Juzoor's constituencies. It also delivers cost effective financial processes and is responsible for Juzoor's financial position and strategy, while providing different logistic and administrative requirements. In short, the Financial and Administrative Department underpins Juzoor's professional vision and assists in achieving its goals and maintaining its position.

Financial and Administrative Affairs Department includes the following sections and functions :

1. Human Resources
2. General Services
3. Accounting
4. Public relations
5. Fundraising
6. Information Technology
7. Procurement & Supplies

- **Strategic Planning workshop**

In 2016, Juzoor went through a development needs analysis process, which culminated in a 5 day organization development and direction workshop in Dubai. The training took place in October, and was attended by Juzoor's directors and top management under the auspices of

The Nuffic awarded to Belink Consultancy, based in the Netherlands.

The development needs analysis process took several months and included document analysis by Belink, Juzoor presenting on assumed areas of concern, and an analysis of those areas. Next, there was a summary of development needs, and finally the five day training which focused on addressing the needs, and capacity building. At the end of the training, goals for 2017 were established and a 5 years strategy was developed.



- **Capacity Building for Employees**

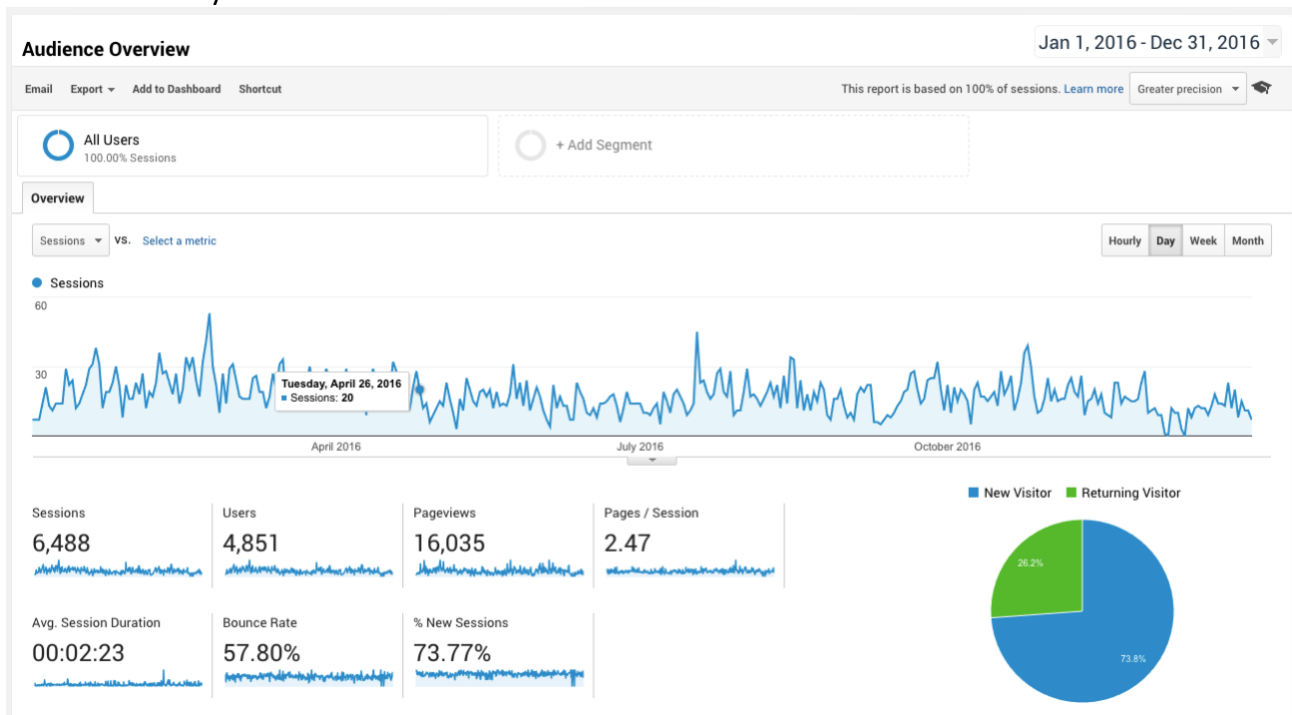
Juzoor works on building the capacity of its employees through different methods of trainings in house and abroad trainings, In May of 2016, two of Juzoor`s employees, Majd Hardan and Ahmad Khaled participated in a 5 day leadership program with the American Express Leadership Academy at the Thunderbird School of Global Management in Glendale, Arizona, USA.

The goal of the Leadership Academy is to help emerging leaders from NGO`s develop their leadership skills and build the organizational capacity of their organizations. Hardan and Khaled have utilized the skills they learned in the program. Says Hardan, “this is the best training I ever had as it provided me with the fundamental leadership skills that I need for better serving my organization.”



Website and Social Media:

Here is a quick analytics snapshot of website statistics from Jan 2016 – Dec 2016. Juzoor had **16,035 page views** within 6488 sessions averaging around 2:47 minutes on the website site. It is important to note that Juzoor will be doing a complete design of the website in 2017 for a modern and user friendly website.



It is also important to highlight that 39% of Juzoor's traffic is organic search from search engines such as google and yahoo while 55% are direct visits and others visit the site through referrals from social media pages.

On Facebook, we have around 5200 likes while on Youtube we have around 28 videos from projects and press. We also have a animation (Stop-motion) Youtube page with well over 47 subscribers and 20,850 views.

<http://www.juzoor.org>

<https://www.facebook.com/juzoor>

<https://www.youtube.com/user/Juzoor>

<https://www.youtube.com/user/AnimateIT5/>

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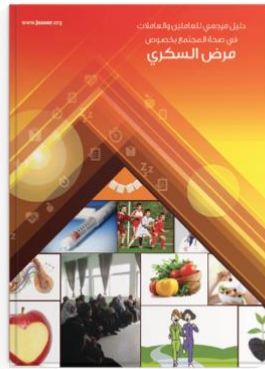
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