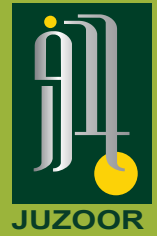


بذور للنماء الصحي والاجتماعي
Juzoor for Health & Social Development



ANNUAL REPORT

2013

Juzoor for Health & Social Development



***“A Palestinian society where
all individuals enjoy
Wellbeing and Health”***

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 a co-founder of the Palestinian Health policy forum and Middle East and North Africa health policy forum.

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 by:

- Enhancing capacity of health and social service providers in their respective fields,

- Developing strategic coalitions and relations with relevant individuals and institutions.

- Introducing and sustaining internationally accredited training programs , for example the American Heart Association (AHA) Training courses (in 2012 Juzoor became the first AHA

To promote the wellbeing and health as a right for all members of Palestinian society by influencing health and social policies and creating innovative, sustainable development models

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.

accredited Training Center in Palestine), and the American Academy of Family Physicians’ Advanced Life Support in Obstetrics (ALSO) training .

Message from the Chair of the Board

It is with great pleasure that I present to you Juzoor's Annual Report 2013. 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 2013. 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, must notably by offering technical support to other agencies involved in the provision of health services across Palestine.

Throughout 2013, 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 conception 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 2013 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

A handwritten signature in black ink, appearing to read 'S. Najjab'.

Juzoor at a Glance

Welcome to Juzoor's 2013 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

We work to raise awareness on key health and social issues, and to empower fellow Palestinians to lead healthy lives and to, in turn, support those around them. We aim to build innovative models that can be adopted and replicated locally and regionally.

POLICY DIALOGUE AND

ADVOCACY We are actively engaged in policy dialogue; we advocate for policy changes on the national level, based on community needs and national indicators.

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”***

Institutional Values

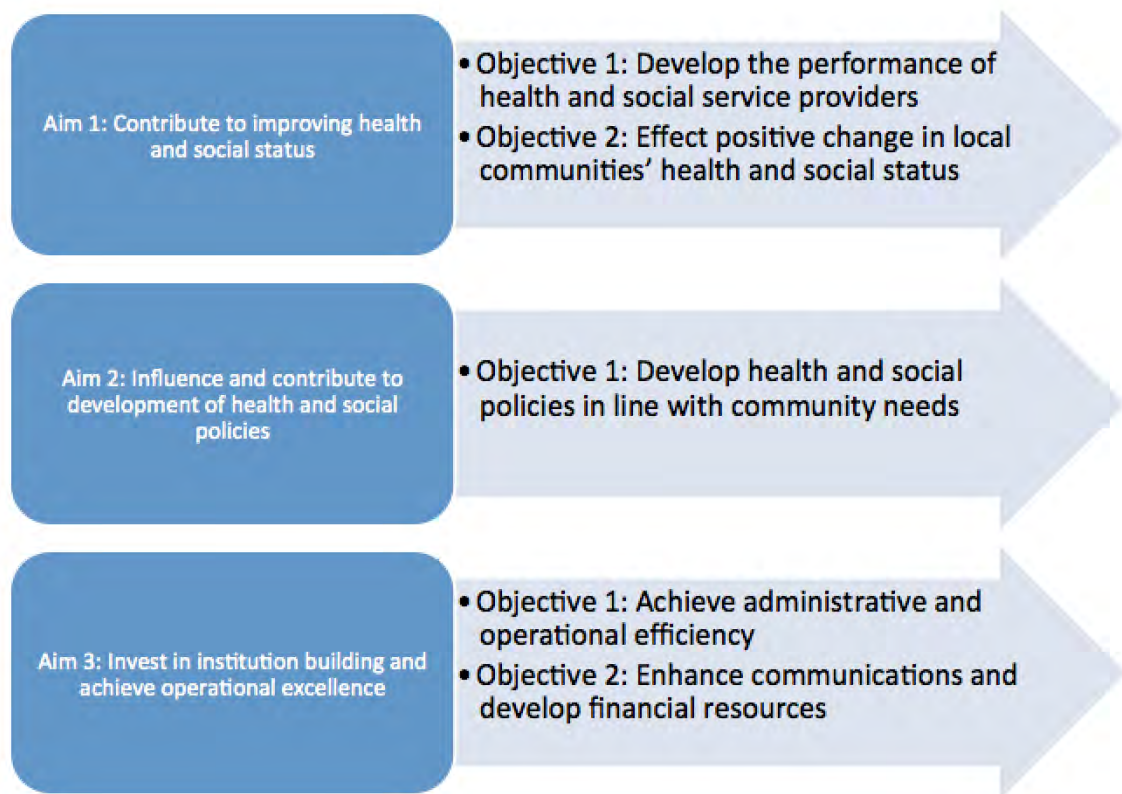
In pursuit of its mission, Juzoor endorses a set of institutional values as follows:

- Objectivity and non-bias in serving the community
- Respect for dignity and human rights
- Attachment to national aspirations and adherence to Palestinian development priorities
- Excellence and creativity
- Adoption of evidence-based, results-based methodology
- Learning from international and regional experiences
- Culture of respect and acceptance of others
- Belief in partnership at the community and institutional levels
- Independence, progressive ideology, and social justice



Strategic Goals

During the period 2012-2015, Juzoor will dedicate all efforts of its staff, resources and management to the achievement of the aims and strategic objectives outlined in the figure below:





PROGRAMS

1. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)



CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)

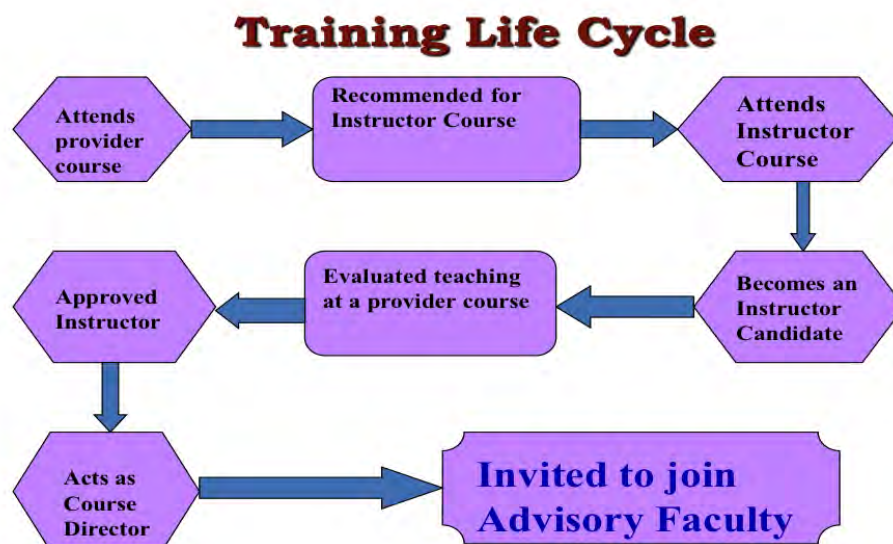
OVERVIEW

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. 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 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, are delivered according to 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 in some courses online work).

The Continuous Professional Development (CPD) program responds to 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:

1. Enhance the capacity of health and social service providers in their respective fields.
2. Develop curricula, manuals, job aids, and endorsed protocols for training in various health and social subjects.



3. Develop strategic coalitions and relations with relevant individuals and institutions.

Juzoor strives to bring evidence-based, internationally accredited training programs to the country, such as 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.

We develop and invest in national teams of trainers from different specialties who deliver training programs according to the latest scientific updates and in accordance with best practices. Juzoor-affiliated instructors come from diverse backgrounds, representing major stakeholders in the health sector (Ministry, UNRWA, NGOs and private practice), and health and teaching institutions (universities, medical schools, nursing colleges and hospitals implementing residency training programs) 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, in order to ensure sustainability of CPD activities. Finally, we maintain contact with our instructors and current and former trainees through a database that allows us to organize periodic follow-up activities and to distribute updates and new evidence-based information as it becomes available.

The CPD Unit organizes two main types of capacity enhancement programs: Non-Emergency and Emergency. CPD 2013 program highlights and descriptions of program activities are presented in the following pages.

HIGHLIGHT OF CPD ACHIEVEMENTS IN 2013

- Trained 942 individuals and 52 instructors in American Heart Association courses (AHA)
- Trained 85 doctors and nurses in neonatal resuscitation
- Trained 38 health providers in Advanced Life Support in Obstetrics (ALSO) and validated 5 new ALSO instructors
- Trained 19 surgeons in Basic Surgical Skills in cooperation with the Royal College of Surgeons, Edinburgh
- Developed a Nursing Empowerment curriculum and trained 32 nurses and 12 leader nurses at Augusta Victoria Hospital

EMERGENCY PROGRAMS

American Heart Association (AHA)
[Licensing since 2012]



**American
Heart
Association®**

**AUTHORIZED
TRAINING
C E N T E R**

Background: For many years, Juzoor has conducted the Heartsaver First Aid/CPR, Basic, Advanced and Pediatric Advanced Life Support courses according to the AHA curriculum. It has always been in the strategic plan of Juzoor to obtain licensure from the American Heart Association in order to offer standardized, accredited courses for health providers and community members in Palestine. Juzoor believes this raises quality standards in training and in the provision of care, while contributing to the establishment of a continuing education system in the health sector.

In April 2012, Juzoor became the first American Heart Association (AHA) licensed International Training Center (ITC) in Palestine. As a licensed ITC, Juzoor is able to offer the AHA accredited basic and advanced emergency courses for health care providers and community members. Recognized internationally for their standard, evidence-based approach, AHA emergency courses are skills-based and focus on essential life-saving measures. These courses are integrated into Continuing Professional Development (CPD) systems in countries around the world and are important continuing education tools for health providers. In 2013, Juzoor's CPD unit offered 4 AHA courses to 942 individuals, ranging from teachers and parents of school children to nurses, doctors, and other health support staff (hospital security guards, administrative staff, etc.).

1. 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, injuries as well as environmental emergencies for lay people. CPR skills, AED techniques, and management of choking are all demonstrated and practiced in skills stations.*

As part of the "Protect the Rights and Improve the Resilience of Vulnerable Communities in East Jerusalem" Project, Juzoor has implemented a package of interventions in 10 selected schools in 5 different areas throughout East Jerusalem. Given the complex geopolitical situation in East Jerusalem, ambulances and Emergency Medical Services (EMS) cannot always access all areas and/or require prior arrangements to enter certain localities (which may take up to one and a half hours). In an emergency, every minute counts, and



community members trained in basic CPR and first aid skills can respond immediately to save lives before medical help arrives. Thus, a major component of the initiative is the provision of AHA's Heartsaver First Aid course to parents and teachers.

In 2013, Juzoor held 22 Heartsaver courses at 10 schools in East Jerusalem. A total of 328 teachers, parents, nurses, university students, and other school administrators participated in these AHA Heartsaver First Aid courses.

2. BASIC LIFE SUPPORT (BLS): *BLS is designed to enhance the knowledge and skills of a wide variety of healthcare professionals, equipping them with the ability to recognize several life-threatening emergencies, provide CPR, use an AED, and relieve choking in a safe, timely, and effective manner. It is a hands-on*



course, which utilizes mannequins and DVD teaching methodology.

Juzoor views BLS as an integral component of hospital- and pre-hospital-based emergency trainings for health staff. In 2013, Juzoor worked extensively throughout the West Bank and East Jerusalem to train healthcare providers in basic life support skills. In total, 22 BLS courses were offered, reaching 383 healthcare providers. In addition, Juzoor certified 23 instructors in BLS, thereby ensuring sustainability of BLS trainings within vulnerable communities.

3. 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 to doctors and nurses working in emergency rooms as well as in ICUs and CCUs.*

Juzoor conducted 8 ACLS courses between January and December 2013, training 79 health providers and certifying 13 instructors.

4. PEDIATRIC ADVANCED LIFE SUPPORT (PALS): *The PALS course is for healthcare providers who respond to emergencies in infants and children. These include personnel in emergency response, emergency medicine, and intensive care and critical care units (such as physicians, nurses, and paramedics).*

Juzoor believes PALS is essential to improving children's access to life-saving, specialized emergency care—a need particularly relevant in Palestine given that 40% of the population is under the age of 15. In 2013, Juzoor held 3 PALS courses, training 26 healthcare providers and certifying 5 instructors.

5. NEONATAL RESUSCITATION PROGRAM: *The Neonatal Resuscitation Program (NRP) is a standardized course of the AHA, designed to improve providers' knowledge and skills in resuscitation of the newborn.*

For the third year in a row, Dr. Bdair Abu Laimoun, a regional trainer for the American Academy of Pediatrics volunteered his time to conduct an NRP course on March 23 and 25, 2013 in Juzoor's office. A total of 17 doctors and nurses from MOH, NGOs, and UNRWA were trained. In addition, with support from the Swiss "Verein Fuer Die Unterst" Association, Juzoor held an NRP course on August 29, 2013 at Ibn Sina Nursing College. A total of 28 doctors and nurses from MOH hospitals (northern and southern districts) completed the August course. Finally, Juzoor held 2 NRP courses in cooperation with the Palestinian Ministry of Health and the Palestinian Pediatric Society on November 27 and 28, 2013. A total of 40 doctors & nurses from MOH hospitals participated in this UNICEF-supported initiative.



Advanced Life Support in Obstetrics (ALSO) Program

[Funder: New Zealand Embassy Ankara]

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 addresses issues such as complications of pregnancy, labor and delivery, postpartum hemorrhage, safety in maternity care, and maternal resuscitation.

In 2004 Juzoor obtained the exclusive license from the American Academy of Family Physicians to offer the Advanced Life Support in Obstetrics (ALSO) course, making Palestine the second country in the Arab world to implement ALSO trainings. Through ALSO courses, Juzoor aims to improve the skills of neonatologists, neonatal nurses, pediatricians, OB/GYNs, OB residents, midwives, and nurses.

In April 2013, Juzoor held an ALSO Instructor course as well as an ALSO Provider course.



- **The instructor course** —held on April 19th— was conducted in accordance with the methodology and materials provided by the American Academy of Family Physicians. Five individuals, who had successfully passed the ALSO provider course (per AAFP requirements) and who had been identified by ALSO faculty as potential trainers, were selected to participate in the course. Using hands-on teaching with mannequins, case-based discussions, and role-modeling sessions, the course aimed to train instructors on the teaching methods of ALSO provider courses.
- **Two ALSO provider courses** were conducted in 2013. Between April 24th & 25th a total of 33 health professionals (doctors and midwives) from MOH, NGO, UNRWA and private hospitals from the northern districts of Nablus participated in an ALSO provider course. The two-day course involved case-based lectures and scenarios, practical stations, and hands-on training. In November 2013, a second training was organized for 5 UNRWA Qalqiliya Hospital staff members in Ramallah. The four-session course reinforced core concepts and gave participants sufficient time to practice acquired skills.

Basic Surgical Skills Course

[Funder: Arab Fund for Economic and Social Development]

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



Juzoor, the Royal College of Surgeons of Edinburgh (RC), UNRWA, August Victoria Hospital (AVH), and the Palestinian Surgeons' Society jointly implement the BSS course. The third BSS course in Palestine was held at Augusta Victoria Hospital May 21-22, 2013. Six local volunteer surgeons as well as the course coordinator from the Royal College provided teaching assistance and supervision during the course. A total of 19 health professionals (MOH and NGO hospital providers) from the West Bank and Gaza Strip completed the course.



Helping Babies Breathe (HBB)

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 U.S. Agency for International Development (USAID), Saving Newborn Lives, the National Institute of Child Health and Development, and the Laerdal Foundation. The methodology focuses on basic resuscitation and support techniques for babies who struggle to breathe at birth and emphasizes assessment, temperature support, stimulation to breathe, and assisted ventilation (as needed), all within "the Golden Minute" after birth.

In 2013, Juzoor, in cooperation with the Palestinian Pediatric Society, facilitated the HBB course. The Latter Day Saints Charities (through the Brigham Young University Jerusalem Center) sponsored the course. Two HBB courses were held in the West Bank, one in Ramallah and the second in Bethlehem; participants included 75 healthcare providers from MOH, NGO, UNRWA, colleges, and universities. As a result of this course, participants acquired the skills necessary for newborn resuscitation and learned how to integrate resuscitation in a wider plan of essential care for all newborns.

NON-EMERGENCY PROGRAMS

Palestinian Child Health Masters Course (formerly the Diploma course)

The Diploma in Palestinian Child Health was first established in 2007 and is the first of its kind in Palestine. The program was created to enhance the competencies of Palestinian doctors and nurses working in pediatric health-care, with the ultimate goal to improve the health of Palestinian children. The diploma program is organized by Juzoor and jointly accredited by Al Quds University and the Royal College of Pediatrics and Child Health (RCPCH). Tutors from all three institutions as well as qualified tutors from other Palestinian institutions are involved in the program. Since its inception, a total of 50 health professionals have completed the course and approximately 180,000 children benefit annually from improved care (provided by trained course graduates).

In 2012, the diploma course was developed into a master's degree at Al-Quds University and accredited by the Palestinian Ministry of Higher Education. Starting in January 2013, 12 students enrolled in the master's program, and Juzoor secured scholarships for 6 of these students. Juzoor remains actively involved in the technical organization of the program and Juzoor continues to teach certain course modules.

Infection Prevention and Control Program

The goal of the Infection Prevention and Control training is to improve the quality of health care and to enhance patient safety by changing health workers' knowledge, skill-sets, and attitudes regarding infection prevention and control.

In 2013, Juzoor trained 139 MOH staff members from 5 districts (Salfeet, Jenin, Qalqiliya, Hebron, and southern Hebron) in infection prevention and control, as part of the Flagship contract first implemented in 2012. Trainings continued into March of 2013, and 10 follow-up visits were conducted in the Jenin (5 health centers), Toubas (5 health centers), Qalqiliya (5 health centers), Hebron (6 health centers) and southern Hebron (5 health centers) districts. The aim of these visits was to evaluate the application of training knowledge and skills in participants' work settings, to provide on-job support to promote implementation of new skills and knowledge learned in the training, and to assess the challenges that health staff face in implementing infection prevention and control practices.

Nursing Empowerment In-Service Training

[Funder: Augusta Victoria Hospital]

The Nursing Empowerment Program is a custom-designed orientation program that provides nurses with updated information regarding nursing practices in quality of care, right of access to care, patient assessment, medication management, and family and patient rights. The program incorporates both in-class and bedside training, and Juzoor staff follow-up with program participants following the training course.

In 2013, Juzoor offered two nursing empowerment courses at Augusta Victoria Hospital (AVH), reaching 32 newly hired nurses. Juzoor also developed a Clinical Leadership Competency Framework (CLCF) training course for nursing managers at AVH: the purpose of this course is to help nursing managers develop the skills needed to manage quality nursing services as well as to create a new cadre of hospital-based nursing managers and leaders to serve as mentors to other nurses. Twelve nursing managers participated in this course.

Reducing Maternal Morbidity and Improving Quality of Maternity Services

[Funder: World Bank]

This project aimed to reduce maternal morbidity and to improve the quality of maternity services by combining applied operational research with targeted health system level interventions. In 2013, Juzoor partnered with

UNRWA to implement this capacity-building initiative at the UNRWA Qalqiliya Hospital and Primary Health Care Center. Juzoor also worked with local women's societies at the community level, empowering them to communicate their reproductive health rights and needs to healthcare providers. Qualitative and quantitative indicators were developed through baseline research; these benchmarks monitored the impact of the intervention on health workforce capacity and community awareness regarding maternity care. Ultimately, these interventions vastly improved the quality of maternity care in Palestine, sharply reducing the rates of cesarean sections and episiotomy over the course of 2013:

- **Enhanced Health Provider Capacity:** Juzoor provided 13 trainings to health workers (midwives, nurses, residents, specialists, and technicians) operating in hospitals in Qalqiliya. In addition to normal childbirth protocol training and postpartum care training, the participants also benefited from training that focused on communication skills, quality improvement, and leadership development. These trainings significantly influenced health workers' knowledge, attitudes, and skills vis-à-vis cesarean sections and episiotomies.
- **Community Awareness Sessions:** Over the course of the year, Juzoor worked with local women's societies in Qalqiliya to run 3 health awareness campaigns and 20 awareness sessions. Health providers from the Qalqiliya maternity department (midwives and residents) and other health centers in Qalqiliya conducted the health education sessions; these sessions covered different topics such as women's rights in the delivery room, nutrition, and preconception services. In total, 204 women and 92 men attended these events.

Palestinian Health Capacity Project

[Funder: IntraHealth - Timeframe: 2013-2017]

In 2013, Juzoor partnered with IntraHealth International on the Palestinian Health Capacity Project (PHCP). PHCP is a 5-year, USAID funded project focusing on strengthening human resources for health (HRH) systems to improve the quality of health care in the West Bank. The PHCP aims to make significant contributions to building national capacity in HRH planning and management and working to align the training, deployment, and utilization of health workers with national health priorities. There are five objectives that frame the PHCP:

1. Strengthen MOH governance capacity to serve as the steward of the health sector
2. Strengthen the capacity of the MOH to assess, plan for and recruit the health workforce
3. Improve the deployment, utilization, management and retention of the health workforce
4. Improve pre-service (PSE) and in-service education (ISE)
5. Develop and implement a mechanism for licensing and the certification of health workers.

As IntraHealth's only local partner, Juzoor has been providing technical assistance primarily in support of objectives 4 and 5.



Training Abroad

In line with CPD Unit's Objective 3 to "establish strategic coalitions and relations with relevant individuals and institutions", in 2013 Juzoor established relationships with institutions in Jordan and Germany to arrange for short and long-term placement of Palestinian health professionals.

- Sub-Specialty Training for Palestinian Doctors: The aim of this program is to facilitate postgraduate subspecialty training in the UK for Palestinian doctors committed to working in Palestine. Participants sign a legally binding agreement to work with a Palestinian institution upon their return.
- Capacity-building for Palestinian Health Professionals: In cooperation with Palestine International Institutes, Juzoor worked in 2013 to facilitate short and long courses for doctors and nurses in Jordan and Germany.

1. King Hussein Cancer Center in Jordan:

- One pediatrician from Makassed hospital was selected to participate in a two-year training program in the field of pediatric care.
- Two nurses (Makassed and Holy Family Hospital) were selected to participate in short-term course training in Jordan in the field of respiratory therapy.
- One nurse from UNRWA was selected to participate in short-term course training in the field of echocardiography.

2. Trinity Hospital in Lippstadt, Germany:

- One surgeon from UNRWA (Qalqiliya hospital) was selected to participate in short-term course training in Germany in the field of vascular surgery.

Building the Capacities of Community Health Workers and Pediatricians to Promote, Protect, and Support Breastfeeding in the State of Palestine [Funder: UNICEF]

Breastfeeding is critical to the healthy growth and development of infants; it is also an integral part of the reproductive process and has profound implications for the health of mothers. However, affordable and comprehensive breastfeeding support services are not universally available to Palestinian women. In response to the need for improved breastfeeding support services, Juzoor partnered with the Community Health Workers syndicate, the Palestinian Pediatricians Society, and UNICEF in order to build the capacity of community health workers (CHWs) and pediatricians to promote breastfeeding in Palestine. The aim of the project was to promote breastfeeding practices based on informed choices (free from commercial, medical and political pressure), social recognition of the value of women's role as caregivers and nurturers, and the implementation of maternity protection for working-women in the formal and informal sectors.

Over the course of the year, Juzoor and its partners held trainings for health providers, conducted community awareness activities, and worked with the Pediatricians Society to promote the National Breast Milk Substitutes Law (NBMSL):

- Over 60 community health workers completed the training course on breastfeeding counseling, which included practical training within their communities. The three-day training for CHWs covered WHO/ UNICEF breastfeeding protocols and equipped them with the skills needed to interact with new mothers, pregnant women, and the families of new mothers.
- Juzoor worked with the Paediatricians' Society to publish the NBMSL on the society's website, thereby informing over 260 paediatricians' about the law and its implications.

- Juzoor organized a workshop on the NBMSL code and the breast milk substitutes Palestinian law. In total, 28 paediatricians, obstetricians, and midwives attended this workshop; as a follow-up to this workshop, Juzoor worked with these health providers to publish a newsletter about the law in Al-Quds newspaper.





PROGRAMS

2. COMMUNITY EMPOWERMENT

COMMUNITY EMPOWERMENT

OVERVIEW

The Community Empowerment Program responds to Juzoor's strategic aim of "contributing to supporting and upgrading the health and social status of the Palestinian people," with specific focus on the following objectives:

- Promoting healthy lifestyles to enhance quality of life and prevent non-communicable disease.
- 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 engages in youth and women's empowerment initiatives, supports marginalized communities, and protects families against gender-based violence through the promotion 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.



YOUTH ACTIVITIES

Jerusalem Youth Parliament (JYP)

[Funder: Representative Office of Norway
Timeframe 2007-2013]

First launched in 2007, the Jerusalem Youth Parliament (JYP) aims to foster leadership development and community building and to provide youth with knowledge and skills relevant to their growth and maturity. Specifically, JYP is designed to actively engage young Jerusalemite Palestinians ages 12 to 17 (as well as their parents and teachers) in active citizenship and to raise awareness of their Palestinian identity.



The JYP remains active in a number of schools in east Jerusalem and engages students in multiple forums, ranging from elections within their respective schools and conflict management, to cultural and physical fitness activities, workshops on human rights, environmental issues, media, health, and other topics of interest.

The JYP is unique in that it provides an autonomous framework for youth to develop social skills and to engage with their communities. For example, students choose student councils in a democratic manner, and this JYP-elected student body not only represents the needs of students but also acts as a bridge between the wider student body, administration, and local community. Tailored entirely to the needs of young Palestinians, the JYP continues to encourage the independent thinking and socio-political initiatives of young people and facilitates the learning of crucial social and professional skills. It also creates platforms for political debate, intercultural encounters, political educational work, and the exchange of ideas among young people.

Hiwar / Dialogue Youth Project

[Funder: European Union]

[Timeframe January 1, 2013-December 31, 2014]

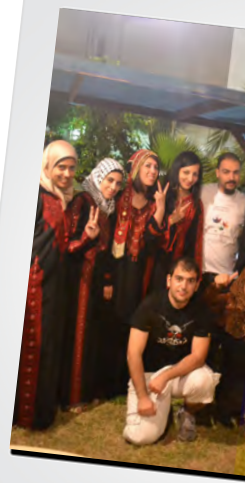
Conceived of the perceived, urgent need to promote dialogue and mutual understanding for conflict resolution among Palestinians, the "Palestinian Youth Promoting National Reconciliation between Conflicting Parties in the West Bank and the Gaza Strip by Advocating for Internal Dialogue and Mutual Understanding" project adopts a human rights approach to strengthen youth's right to freedom of expression.



The aims of the project are four-fold: to promote internal dialogue within the Palestinian community, to promote a culture of mutual understanding, to raise awareness of the importance of national reconciliation, and to create youth initiatives to support the national dialogue.

In 2013, Juzoor, in partnership with youth centers, community centers, and municipalities across the West Bank, worked with 400 youth in Gaza and Ramallah to promote national dialogue. Juzoor and its partners held trainings and sessions for youth to equip them with community mobilization and public awareness raising techniques. Specific activities included the following:

- Youth training groups: 200 youth across the West Bank participated in 50-day trainings where youth discussed and learned about conflict resolution, team building, advocacy, the history of the Palestinian community, social media, initiatives, and communication and leadership skills.
- Public awareness sessions: Juzoor and its partners organized 65 public awareness activities in schools, universities, and public places. Between October and December 2013, these awareness campaigns targeted more than 4400 community members, including children, adolescents, women, men, and local officials.



- Creative writing workshop: Juzoor organized 8 youth writing workshops in the summer of 2013. Youth participants produced advocacy posters during these summer workshops, and ultimately organized a poster exhibition, which was attended by over 200 community members.
- Research study: A research study was conducted at the beginning of the project (prior to the intervention) to evaluate the impact of internal division on youth behavior and identity.

A blog of Hiwar activities can be found at:
<http://together4reconciliation.blogspot.com/>



Arab Spring Also Available in 2013

[Funder: European Union]

[Timeframe: October 2012 - April 2013]

Inspired by the Arab Spring revolutions, the Arab Spring Also Available in 2013 initiative aimed to provide youth with a better understanding of the principles of active youth participation and to raise awareness about the Palestinian situation. Youth representatives from across EuroMed region participated in the one-week training course in Jericho. Countries that sent youth representatives to the training included: England, Poland, Malta, Germany, Spain, Portugal, Lithuania, France, Belgium, Italy, Morocco, Tunisia, Egypt, Jordan, and Palestine.

Upon completion of the course, 27 participants learned how to harness youth participation to initiate and complete community-based projects. In addition, participants organized three local advocacy action sessions in their respective countries in order to raise awareness about the Palestinian cause.

“ The project was awarded Best Youth Training Course in EuroMed at the EuroMed Youth Awards in June 2013 ”



FAMILY PROTECTION PROGRAM ACTIVITIES

Protecting Adolescents from Gender Based Violence through the Promotion of their Sexual and Reproductive Health Rights

[Funder: Save the Children]

[Timeframe since 2010]



The Sexual and Reproductive Health Rights (SRHR) project works to protect children and adolescents (10-17 years) against gender-based violence (GBV) by promoting their SRHR, improving the quality of information about SRHR, increasing the accessibility of SRH information, and building stakeholder support for SRHR. Forms of GBV in Palestine are varied, ranging from early marriage to sexual abuse of children.

The initiative targeted beneficiaries in refugee camps across the West Bank, including Bethlehem (Ayda camp and Al Aroub camp), Hebron (Dura City), and Jericho (Ain Al Sultan and Aqbet Jaber camps). Participants from the camps participated in both phases of the initiative; in the second phase, these beneficiaries worked with project staff to implement “peer education” and “mother to mother” methods—an

approach where one mother in the area leads others and serves as a reference to provide other mothers with information about their children’s sexual and reproductive health. 2013 was an exciting year for this project, as Juzoor expanded these initiatives to cover UNRWA camps in the northern communities of Palestine (including the Jenin, Tulkarem, Nour Shams, Al Faraa, Balata, and Askar camps).

A major component of the SRHR project involves the revision of school curricula to integrate materials related to SRHR, thereby ensuring accessibility of information to children through their teachers and school counselors. This year, Juzoor supported UNRWA in creating an educational committee to work on this school curriculum, and also established an advocacy conference for SRHR. NGOs, ministries, UNRWA, and Juzoor staff participated in this conference, where participants provided input on the first phase of the project and feedback on the results of the post-KAP study (conducted to measure the knowledge, attitude, and practices of the beneficiaries who participated in the 3-year project).

Combating Violence Against Women

[Funder: Open Society Foundation]

[Timeframe: 2013 - 2015]

Juzoor is committed to combating violence against women (VAW) in the West Bank, and has been working for several years on VAW prevention at the national and district levels. The Open Society project aims to protect women against violence by strengthening the delivery of legal, health, and social services to victims of violence and to those at-risk of violence.



In collaboration with governmental and civil society organizations, Juzoor worked in 2013 to update referral protocols, provide training workshops for multi-sector service providers (health and social service providers as well as police), inform lawyers and judicial system representatives of existing protocols, and promote advocacy and media campaigns:

- **Updating referral protocols:** In cooperation with national stakeholders and partners, Juzoor worked to include women with disabilities in the referral protocols. This was seen as a critical step in protecting women against violence, as this population is particularly vulnerable to and

subject to different forms of violence. Five referral protocols were updated: the Health Sector Referral Protocol, the Social Sector Referral Protocol, the Police Family Protection Units Referral Protocol, the Ethical Code, the Organizational Mapping Manual, and the Need Assessment for the Inclusion of Women with Disabilities. In addition, the technical committee produced three papers, including a review of the national strategy for combating violence against women (from perspective of women with disabilities) and a paper regarding international agreements pertaining to women with disabilities.

- **Building target group capacity to provide services for victims of violence:** Juzoor and its partners held 4 training workshops for service providers, lawyers, and police officers in 8 governorates across the West Bank. These workshops aimed to equip service providers with the knowledge and skills necessary to provide female victims of violence with the services that best meet their needs.
- **Mobilizing stakeholders:** Throughout 2013, Juzoor worked with national organizations and local partners to adopt the national referral protocols through national media and advocacy campaigns. Relevant stakeholders included the Ministry of Women's Affairs (MoWA), the Ministry of Social Affairs (MoSA), and the Women's Center for Legal Aid and Counseling (WCLAC). Leveraging the power of media to raise awareness about the issue, Juzoor also developed two radio spots and produced two brochures about GBV prevention for mass distribution.
- **Community awareness campaigns:** The final component of the project involved raising community awareness about GBV through campaigns across the West Bank. Specifically, Juzoor conducted community awareness activities around Ramallah (Neilin and Betein), Bethlehem (Zatara and Aroub camps), and Jericho (Aqabat Jaber camp). These locations were selected for awareness campaigns in order to build upon previous GBV work conducted in these locations, thereby ensuring sustainable dialogue about these important issues.

HEALTH PROMOTION AND DISEASE PREVENTION ACTIVITIES

Protect the Rights and Improve the Resilience of Vulnerable Communities in East Jerusalem

[Funder: EU and OXFAM Novib]

[Timeframe June 1, 2012-May 31, 2015]

Implemented in partnership with a consortium of Palestinian organizations in Jerusalem, the "Protect the Rights and Improve the Resilience of Vulnerable Communities in East Jerusalem" project aims to protect the social, political, and economic rights of Palestinian community members in East Jerusalem. The initiative targets students, teachers, and parents who reside in the communities of the Old City, Wadi El-Joz,



Isaaweyyeh, Silwan, and Sour Baher. Ultimately, the goal of this project is to contribute to the protection of rights and empowerment of marginalized communities through the reconstruction of school infrastructure (for the safety of school children), first aid and resuscitation for parents and teachers, positive parenting training, and the establishment of a community-based network of trainers in first aid and positive parenting.

In 2013, Juzoor trained 400 parents and teachers on first aid and CPR at 10 schools in East Jerusalem. To ensure a healthy and safe environment for students, Juzoor also worked with partners to maintain the infrastructural integrity of these schools. This infrastructure work included removing mold from classrooms, improving the sanitation departments, and removing risk spots (such as broken windows, holes in the ground, or mold) to reduce the risk of injury. Rails for staircases and anti-slippery tape were also added, and broken windows were repaired.

Juzoor has also started the third component of the project, entitled Positive Parenting. The goal behind these workshops is to assist children and parents to live healthier lifestyles despite the worsening situation in East Jerusalem. The Directorate of Education nominated 20 psychologists and health workers to attend the Positive Parenting training and teach their gained expertise in each of the 10 selected schools. After the training, the psychologists and health workers conducted 3 workshops in each school. Each workshop is tailored to the needs of the school—some workshops focus on drug abuse, while others emphasize positive communication skills between parents and teenager or prevention of child abuse and violence. Each school counselor selects the most appropriate topic. In the final year of the project (2013), psychologists and health workers conducted 3 additional trainings at each school. In total, 18 “positive parenting” workshops were conducted over the course of the three-year project, reaching a total of 213 parents.

Support of Integrated Services for Chronic Disease Management

[Funder: Welfare Association]

[Timeframe 2012 - 2013]



In 2013, Juzoor partnered with the World Lutheran Federation and the Ministry of Health to enhance the quality of services provided to patients with diabetes. Given the rising prevalence of the disease, Juzoor recognizes the imperative need for diabetes services to be integrated into health care services at the local community level. This holistic approach to disease management aims to improve quality of care by ensuring that services are well coordinated and that healthcare organizations clearly define terms of accountability and responsibility (as they relate to diabetes) for each provider.

The specific objectives of the initiative included enhancing the health and experience of patients with chronic diseases (especially diabetes), preventing adverse chronic drug reactions for diabetic patients, and elevating community awareness of chronic diseases (especially diabetes) and of the importance of early detection. Juzoor worked with patients and providers in the villages of Ni’leen and Beiteen (Ramallah area); Qalandia; Jerusalem; Za’tara village; and ‘Aida, Azzah, Duheisheh, and Al’Arroub camps (Bethlehem).

At the national policy level, Juzoor worked over the course of the year to form a national technical committee through which to draft and update protocol pertaining to diabetics. The Ministry of Health has officially adopted this protocol, and Juzoor is now working with national stakeholders to develop a model for comprehensive service provision.

Active Mothers and Daughters: Encouraging Physical Fitness and Nutritional Well-Being

[Funder: U.S. Consulate - Jerusalem]

[Timeframe: 2012 - 2014]

Women and girls are particularly vulnerable to non-communicable diseases, due mainly to poor dietary habits, obesity, and sedentary lifestyle. Given socio-cultural norms, girls in particular are more likely to experience a decline in physical activity as they move through their adolescent years. In socially conservative rural areas, for example, girls are considerably less likely to participate in physical activity than boys. Furthermore, girls and young women suffer from the lack of culturally appropriate fitness facilities and limited access to nutrition information in Palestine.



Following the Active Mothers and Daughters project of 2011, Juzoor and the US Consulate General in Jerusalem collaborated in 2013 to expand the model to additional locations in the West Bank. This initiative aims to empower disadvantaged women and girls living in rural villages of the West Bank to lead healthy lives and to participate in the development of their community. The purpose of the project is to promote healthy lifestyle and culture, through enhancing the knowledge, attitudes and practices of mothers and daughters regarding nutrition and physical exercise.

In 2013, Juzoor continued to work closely with women in the three villages of Beitin, Ni'lin and Zatarah, while expanding the model to other areas of the West Bank. Furthermore, Juzoor included new activities in the 2013 initiative, such as working with gym teachers in local girls schools and bringing US sports and yoga experts to engage in mutually beneficial exchange of experience and knowledge. A major component of the project involved empowering the trained women to share their knowledge with other local women's societies, ultimately promoting sustainability of the model.





PROGRAMS

3. POLICY DIALOGUE AND ADVOCACY

Juzoor's Advocacy for Policy Development program 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 developmental organization, Juzoor works closely and regularly with all relevant institutions in Palestine—primarily the Ministry of Health—in helping to shape the national strategy for development of the Palestinian health sector. Over the past years, Juzoor has also worked closely with UNRWA health programs (UNRWA is the main provider of health and social services to a large segment of the Palestinian that which resides in refugee camps). Juzoor attaches great significance to health and social policy development, advocating for policy development through the following mechanisms:

- 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

MAJOR ACTIVITIES

1. Reforming Primary Health Care in Palestine Symposium

In 2013, Juzoor organized and held an international symposium entitled "Reorienting Primary Health Care (PHC) in Palestine: The Family Health Team Approach." The Family Health Team approach was based on the UNRWA model and adapted to national level needs.

The basic premise of the symposium was that the health system in Palestine is ever evolving, bringing new challenges and opportunities that require innovative and flexible ways of providing health services to meet the health needs of the Palestinians. As such, it has become imperative that the health system adapts to respond to the demographic and epidemiological transitions, the increasing burden of non-communicable diseases, and the health needs of the people in light of the financial crisis. The impact of such a re-orientation of primary health care (PHC) would be manifested in the following ways: Good access to PHC services; high quality maternal health care; reduced maternal mortality; reduced infant and child mortality and morbidity; control over communicable diseases; and better quality health services infrastructure.

The Family Health Team model provides comprehensive PHC services based on the notion of holistic care of the family and through a multi-disciplinary team of service providers. Such an approach aims to improve the comprehensiveness and quality of care through the prevention and management of non-communicable diseases (NCDs). At the same time, this approach provides a multi-faceted platform from which to address cross-cutting issues such as diet and physical activity, education, gender-based violence, child protection, poverty and community development. This UNRWA health center model can serve as a learning opportunity for the Palestinian health system and a basis for further discussion and analysis of primary health care reform at the national level can take place.

Five areas were addressed during the symposium: the national vision of family health in Palestine; policy, system and structure; enabling processes including developing diplomas or residency programs and faculty development; training and continuous education; and health information.

The first part of the symposium explored lessons from family health team models: local, regional and international experiences. At the local level, symposium participants highlighted the UNRWA model. Favorable family health regional models included those of Tunisia and Bahrain, while international-level models included those in Canada, Brazil, and the United States. The second half of the conference built upon these lessons to create a shared vision of the values of a Family Health Team in Palestine—the role of such a team, the competencies of family health staff, education/training program—and to develop a cadre of family health faculty.

2. Research on Palestinian Youth and Health-Risk Behaviors

[Funder: RAND Cooperation]

[Timeframe: 2011 - 2014]

In 2012, Juzoor began working on research considered the first of its kind on Palestinian youth and health-risk behaviors. In collaboration with RAND Cooperation, a non-profit research firm leader in household survey design and research; the Alpha International for Research, Polling and Informatics; and the Population Council; Juzoor aims for this research to provide policy makers with the ability to target appropriate prevention programs to those at high risk. The research concept grew out of a strong need—recognized by international agencies (World Bank 2005; UNAIDS 2008), researchers and Arab governments—for an understanding of the patterns and causes of youth HIV- and other health-risk behaviors. The proposed research will collect nationally representative survey data on approximately 3,000 young people ages 15-24 living in the occupied Palestinian territories (oPt) including the West Bank, East Jerusalem, and Gaza. The survey will be the first of its kind in the OPT and in the region to gather representative data on both HIV-related perceptions and engagement in health risk behaviors of youth.

Researchers are using Audio Computer Assisted Self-Interview (ACASI) to obtain sensitive information on behaviors and employ recently developed approaches to elicit young peoples' subjective assessments of risk and their expectations about the future. The research aims to improve understanding of the determinants of young men's and women's attitudes toward and engagement in risk behaviors such as smoking, drug use and sexual behavior; the determinants of their mental health and expectations for the future; and the impacts of prolonged violence and economic trauma on risk perceptions, expectations, and risk-taking behaviors. Knowledge of these psychological and health-behavioral responses will provide insights into youth populations in many other countries and regions that have been subject to long-term political or communal violent conflict. The survey will also serve as a baseline for future surveillance of youth behavior and well-being in the OPT.

The **specific aims** of this research are three-fold:

Specific Aim 1: Investigate the epidemiology of HIV risk behaviors, other self-destructive behaviors (smoking, substance abuse, violence), and mental health problems in a random sample of Palestinian youth. Identify subgroups of youth -- by location, characteristics or behavior -- that are at particular risk for HIV and identify 'gateway' patterns or behaviors (e.g., age at first use of tobacco or drugs) associated with later HIV and other health risks.

Specific Aim 2: Investigate the formation of Palestinian youths' perceptions of the risks and benefits of potentially harmful behaviors and their subjective expectations about future life chances. Elucidate the relationship of exposure to violence, psychological trauma and economic hardship to young Palestinians' mental health (depression, anxiety, and PTSD) and future orientation, and to their engagement in HIV-related and other high risk behaviors.

Specific Aim 3: Identify risk factors and protective factors (at individual, peer, family, and community levels) for mental health problems and self-destructive behaviors, including HIV related behaviors. Explore the interaction of risk and protective factors and identify which are likely, in the context of Palestinian (and more generally, Arab) culture and society, to be modifiable through interventions.

3. National and Regional Networking

Juzoor has 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, has helped lead the Population Forum, and is part of the Health NGOs consortium for ESCOW, Middle East Health Policy Forum, Arab Social Forum, and Jerusalem NGO coalition. Juzoor enjoys a strong working relationship with the Ministry of Health and its different departments and has implemented several projects with the Ministry such as capacity building and training, health policy guidelines development, joint workshops and conferences, support the midwifery program, and the 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, World Health Organization, UNRWA, Palestinian Ministry of Health, Birzeit University, Bethlehem University, Al-Quds University,

USAID, and a number of local NGOs. The Foundation contributes to these conferences (conferences cover a variety of topics) by 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 learn the latest updates on different health issues, meet other professionals and laypeople that 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. The Forum engages in focused discussions of critical health policies and challenges facing Palestinian health.

- [Middle East and North Africa Health Policy Forum](#)

The MENA Health Policy Forum (HPF) 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 nongovernmental health policy network in existence in the MENA region.



HPF is now in its fifth year of formal operation. Over the last year, the Forum has doubled its membership to over 70 health policy experts and researchers; these experts/researchers come from range of relevant disciplines, from middle and lower income countries of the region, and from actual and poten-

tial sponsors. Dr. Salwa Najjab, the Executive Director of Juzoor, is the Chair of the Board of Trustees of the Forum.

The HPF supports policy-relevant research and analysis, regional and country-level capacity building for policy-making, and networking and knowledge exchange in health policy. To this end, HPF seeks to influence policy development and dialogue by commissioning and disseminating high quality original policy-relevant research and analysis; by building the national and regional capacity for sound independent policy relevant research and analysis; and by facilitating networking and exchange of ideas and experiences amongst those with an interest in health policy.

On November 23, 2013, the MENA HPF convened its annual regional meeting in Istanbul, Turkey. The meeting provided an opportunity to reflect on and discuss the core functions and activities that HPF will prioritize in 2014-2018, based on the challenges and opportunities of the current historical juncture in the MENA region. The meeting had four main objectives: (1) To understand the future of health system strengthening in the MENA region, and clarify MENA HFP's role (2) To develop new insights and understanding in health policy research within the current political economy context (3) To discuss opportunities and challenges related to creating a research policy evidence hub in the region; and (4) To identify priority areas of focus for MENA HPF's core functions in research, analysis, and networking.

FINANCE & ADMINISTRATION UNIT

Financial and Administrative Affairs

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.

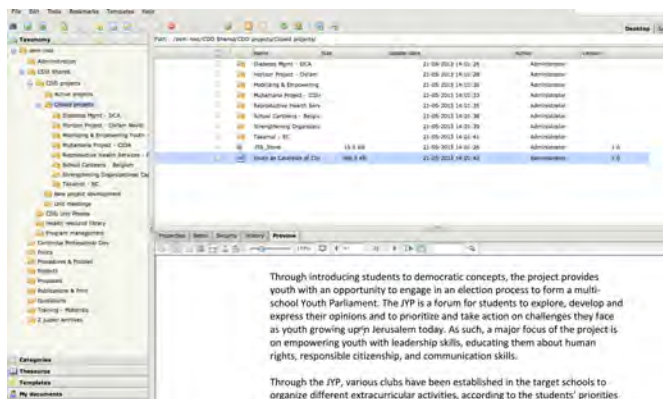
Financial and Administrative Affairs Department includes the following sections:

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



Information Technology at Juzoor

- **Social Media:** In recognition of the importance of social media in raising awareness about health promotion and disease prevention, the IT team focused on Juzoor's Facebook page and created a twitter account for Juzoor. Through these online platforms, Juzoor regularly added posts about Juzoor's activities through 2013, involving Juzoor's fans whenever possible.
- **Database:** In 2013, an online PHP based database was created to host information for the Continuous Professional Development department. The database houses information on trainers, courses, trainees, and training events. American Heart Association (AHA) information was also added to the database.
- **Document Management System (DMS):** In 2013, Juzoor began phase I of the DMS initiative, purchasing equipment and programming a DMS. The completed DMS will allow all staff to go to an online web portal to store, view, and manage documents (with multi document versions), and to archive files of all sorts. Juzoor anticipates that the system will be up and running by the beginning of 2014.



<http://www.youtube.com/user/AnimatelT5>

- **SRHR Film:** In 2013, Juzoor worked on filming, editing, and finalizing a short 10-minute video on the three-year Sexual and Reproductive Health Rights (SRHR) project.
- **Stop Motion-Animation:** Juzoor worked on many Stop Motion Animation projects and worked on finalizing films created with logos, messages, and English translation. In 2013, there were over 8500 views on our Animation YouTube channel
- **Graphic Design:** Juzoor worked on many designs for projects in 2013, from graphic design to printing specifics.
- **Hardware procurement:** Juzoor worked on setting specifications, obtaining quotations, and analyzing results with the procurement committee.

Public Relations at Juzoor

- **Press releases:** Juzoor published approximately one press release per month in local Palestinian newspapers. These press releases have drawn much attention to Juzoor's accomplishments at the community level.
- **Radio and TV talk shows.** Several radio and TV talk shows have provided Juzoor with a platform to expand its community outreach program. Talk show topics included GBV and child protection, nutrition, among others.
- **Donor meetings:** Juzoor conducted several meetings in 2013 with potential donors and maintained relations with existing donors.
- **Publications:** Juzoor's numerous project publications have been informative and educational.



BOARD OF DIRECTORS

Mr. Saro Nakashian

Chair of the Board: General Director, Palestinian Education for Employment Foundation (PEFE).

Dr. Yahya Abed

Vice Chairperson: Associate Professor of Epidemiology, Founder of School of Public Health, Al-Quds University.

Ms. Vera Pano

Treasurer: Health Education Supervisor, UNRWA.

Dr. Bassam Abu Hamad

Board member: General Coordinator of Public Health Programs, School of Public Health, Al-Quds University

Ms. Amani Al-Omari

Board member, Grants Coordinator, Chemonics International

Dr. Jumana Budieri

Board member: MPH, Public Health MSc, Medical Relief Society

Mr. Ragheb Budeiri

Board member: Director of Programs & Projects, Palestine Monetary Authority

Ms. Joyce Jubran

Board member: International Relations Officer, Palestinian National Authority, Ministry of Finance

Ms. Manal Warrad

Board member: Programs Director, Jerusalem Media and Communications Center/

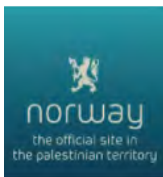
JUZOOR STAFF

1	Salwa Najjab	Executive Director
2	Lama Hasan	Director, Finance & Administration
3	Stephanie Hansel	Director, Continuous Professional Development (CPD) Unit
4	Samar Awwad	Director, Community Development Unit (CDD)
5	Ahmad Khaled	Finance & Administrative Manager
6	Majd Hardan	Public & International Relations Officer
7	Bayan Shobaki	Accountant
8	Mohammad Yaseen	Accountant
9	Mosab Abass	Project Manager
10	Dana Nuseibeh	Program Coordinator
11	Faten Tannous	Program Associate / Event Manager
12	Marina Zayed	Project Coordinator
13	Shadi Zatara	Project Coordinator
14	Shaban Mortaja	Training Coordinator
15	Maha A Khatib	Training Coordinator
16	Jennifer Dabis	Team Leader
17	Yousef Rabah	IT & Website Officer
18	Enass Shuaibi	Head of Procurement department
19	Khadrah Dweib	Field Coordinator
20	Yusra Aburameileh	Field Coordinator
21	Sami Mustaklem	Field Coordinator
22	George Aburdeneh	Field Coordinator
23	Ramzi Al Massou	Field Coordinator
24	Ameed Al-Asali	AHA Marketing Coordinator
25	Abeer Jaber	Field Worker
26	Istiqlal Hanani	Field Worker
27	Dina Nasser	Technical Advisor
28	Rihab Sandouka	Technical Advisor
29	Omar Turk	Technical Advisor
30	Nancy Zitawy	Secretary
31	Mo'ath Hajji	Office Support
32	Sara Shawamreh	Office Support
33	Arafat Shnaina	Driver

JUZOOR'S 2013 PUBLICATIONS



AMONG JUZOOR'S SUPPORTERS





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INDEPENDENT AUDITOR'S REPORT

**To the Board of Trustees of
 JUZOOR for Health and Social Development
 Ramallah**

We have audited the accompanying financial statements of JUZOOR for Health and Social Development (Not for Profit Organization), which comprise of the statement of financial position as at December 31, 2013, the statement of activities and change in net assets and cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the United States of America Statements on Financial Accounting Standards No. 117 applicable to not for profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to Juzoor's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Juzoor's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of JUZOOR for Health and Social Development as of December 31, 2013, its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the United States of America Statements on Financial Accounting Standards No. 117 applicable to not for profit organizations.

Deloitte & Touche (M.E.)

Ramallah

May 31, 2014

Statement - A

Juzoor for Health and Social Development
Statement of Financial Position
As of December 31, 2013

Assets	Note	December 31,	
		2013 USD	2012 USD
Current Assets			
Cash on Hand and at Banks	3	140,822	400,515
Grants Receivable	4	264,357	290,337
Advances to Employees, Suppliers and Others	5	35,880	63,127
Prepaid Expenses		36,141	25,800
Total Current Assets		477,200	779,779
Property and Equipment	6	151,108	94,021
Land	7	87,500	87,500
Total Assets		715,808	961,300
Liabilities and Net Assets			
Liabilities:			
Accounts Payables and Accruals	8	78,174	35,911
Deferred Grants	9	-	97,338
Reserve for Severance Pay	10	214,960	190,579
Total Liabilities		293,134	323,828
Net Assets:			
Unrestricted (Statement-C)		(78,533)	43,747
Temporary Restricted (Statement-C)	12	262,599	412,204
Investment in Property, Equipment and Land (Statement-C)		238,608	181,521
Total Net Assets		422,674	637,472
Total Liabilities and Net Assets		715,808	961,300

The Accompanying Notes Constitute an Integral Part of These Statements

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