

JUZOOR ANNUAL REPORT 2019



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ANNUAL
REPORT

JUZOOR

2019



"A Palestinian Society where all individuals enjoy the highest standards of well-being and health"

About Juzoor

Juzoor 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.

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.

Juzoor is a Palestinian non-governmental organization dedicated to improving the health and well-being of Palestinian individuals, families, and communities.

OUR VISION

A Palestinian society where all individuals enjoy well-being and health.

OUR 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.

OUR VALUES

- 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
- Evidence-based, results-based methodologies
- Partnership with the community and institutions
- Independence, progressive ideology, and social justice

LETTER FROM CHAIR OF THE BOARD

It is with great pleasure that I present to you Juzoor's 2019 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.

Dr. Saro Nakashian
Chair of the Board



I am pleased to present to you the Annual Report for the year 2019, reporting on some activities that were undertaken before I took up duties in March 2019, but still had a huge impact throughout the year.

I would like to start my letter by thanking Dr. Salwa Najjab, the previous Director of Juzoor who has stepped down from her role and has become our Senior Advisor. She has given me this amazing, at the same time challenging opportunity as the new Director. Thanks to Dr. Salwa for her remarkable work throughout her tenure and her persistence in anchoring Juzoor's work into the social and health sectors and putting us on the frontline of a leading organization working in the West Bank, East Jerusalem and Gaza.

Juzoor is a unique organization working on the social determinants of health and human rights. Despite the tough and complex political, social and economic situation, 2019 was still an expansion year for us. Through our three main programs, we have been working hard on community health and social development initiatives that make a real difference in the lives of Palestinians. 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 2019, 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 Development program, Juzoor has bolstered gender equality and women rights in general, and girls and adolescents in particular, 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 Continuous Professional Development program continues to provide a number of internationally accredited training programs to improve the professional level of health staff and providers.

As you read this annual report, we hope it will remind you of our ongoing successes and energize you for the future as you envision the mission of Juzoor. For those of you who have tirelessly committed time and energy to the success of this organization, specifically our partners, donors, supporters, staff and contributors, I thank you. For the many of you who are new, I welcome you to Juzoor. I look forward to working with all of you in the future.

Welcome to Our Annual Report 2019



Dr. Umaiye Khammash
Director



Contents

5	6	7	10	11
About Juzoor	Letter from Chair of the Board	Letter from the Director	Acronyms & Abbreviations	Our Programs
12	13	20	23	25
Continuous Professional Development (CPD) Program	American Heart Association (AHA) Courses	Additional Accredited Courses	Juzoor's Standard Courses	Scholarship Program
27	28			
Strengthening Emergency Systems	Partnership with East Jerusalem Hospitals			
30	32	35	37	
Community Development Program	Protecting Adolescents from Gender-based Violence Through the Promotion of their Sexual and Reproductive Health Rights	Improving Food and Nutrition Security through Innovative School Canteen Model in Marginalized Rural Communities in the WB	Nutrition Friendly Schools Initiative and Humanitarian Intervention in H2 Zone in Hebron	
40	42	44	47	
Palestine National Diabetes	Diabetes Prevention Program among Pre-Diabetic Refugee Camp Women	Empowering Women in East Jerusalem and Protecting them from Gender based Violence (GBV) through Strengthening Protection Mechanisms and Referral System	Improve Maternal and Infant Health in Marginalized Districts in Palestine "You are Life"	

Contents

54

Policy Dialogue &
Advocacy Program

56

Palestinian Health
Policy Forum

57

Middle East & North
Africa Health Policy
Forum

58

Palestine Adolescence
Health Coalition

59

Advocacy &
Conferences

60

November Diabetes
Awareness Campaign

61

Breast Cancer Awareness
Campaign

62

Our Outreach Highlights
Annex 1

66

Strategic Planning
Workshop
Annex 2

67

Our Researches
Annex 3

68

Our Protocols &
Guidelines
Annex 4

69

Our Video Highlights
Annex 5

71

Our Board of Directors
Annex 6

72

Our Staff
Annex 7

73

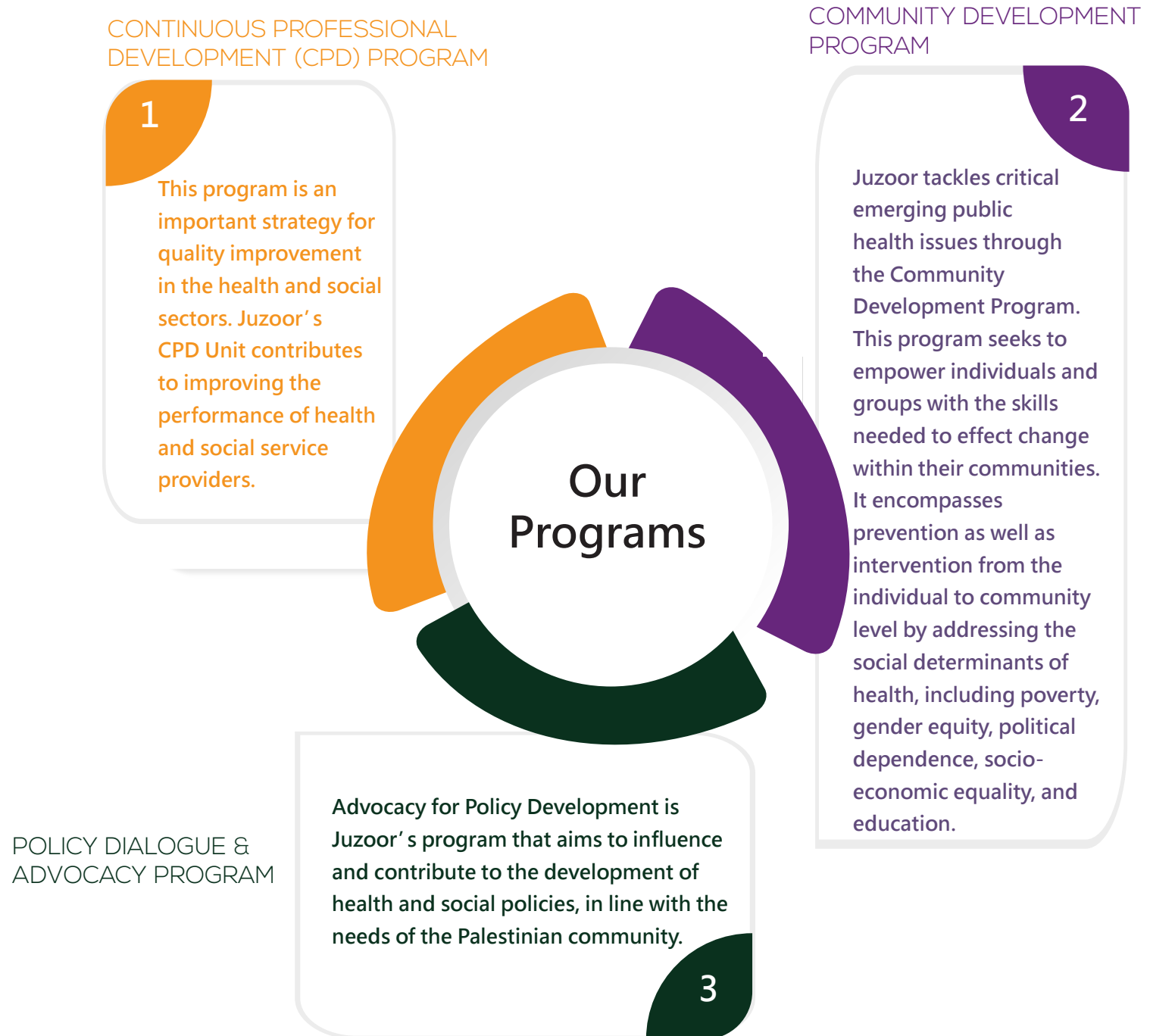
Our Partners
Annex 8

74

Where we work
Annex 9

Acronyms & Abbreviations

ACLS	Advanced Cardiovascular Life Support	MoE	Ministry of Education
ALSO	Advanced Life Support in Obstetrics	MoH	Ministry of Health
AHA	American Heart Association	MoWA	Ministry of Women's Affairs
AVH	Augusta Victoria Hospital	NRP	Neonatal Resuscitation in Pediatrics
AAFP	American Academy of Family Physicians	NCDS	Non-Communicable Diseases
AUB	American University of Beirut	NFSI	Nutrition Friendly Schools Initiative
AED	Automated External Defibrillator	PCC	Palestinian Central Council
BA	Barrier Analysis	PFPPA	Palestinian Family Planning and Protection Association
BLS	Basic Life Support	PHPF	Palestinian Health Policy Forum
BSS	Basic Surgical Skills	PALS	Pediatric Advanced Life Support
CBOs	Community-based Organizations	PEARS	Pediatric Emergency Assessment Recognition and Stabilization
DCA	Dan Church Aid	PDEP	Positive Discipline in Everyday Parenting
ECD	Early Childhood Development	PDET	Positive Discipline in Everyday Teaching
EJHs	East Jerusalem Hospitals	SYFS	Save Youth Future Society
EBF	Exclusive Breastfeeding	SRHR	Sexual and Reproductive Health Rights
FQMS	The Foundation for Al-Quds University Medical School	TDTR	Trauma and Disaster Team Response
HSFA	Heartsaver First Aid CPR	UN	The United Nations
HBB	Helping Babies Breathe	UNICEF	The United Nations Children's Fund
ISO	International Organization for Standardization	UNRWA	The United Nations Relief and Works Agency
ITC	International Training Center	UNFPA	The United Nations Population Fund
ICU	Intensive Care Unit	UHC	Universal Health Coverage
MAP	Medical Aid for Palestinians	WHO	World Health Organization
MoU	Memorandum of Understanding		
MENA HPF	Middle East and North Africa Health Policy Forum		



CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD) PROGRAM

This program contributes to improving the performance of health and social service providers.



With your support in 2019...

564 healthcare providers

were trained in American Heart Association (AHA) Courses under our license as an accredited American Heart Association International Training Center

90 doctors and nurses

were trained in Helping Babies Breathe (HBB)

72 doctors and midwives

were trained in Advanced Life Support in Obstetrics (ALSO)

60 surgeons

were trained in Basic Surgical Skills (BSS) in cooperation with the Royal College of Surgeons, Edinburgh

888 community members

were trained on Hands Only- CPR

20 Intensive Care Unit (ICU) doctors and nurses

were trained in Basic Assessment & Support in Intensive Care

28 healthcare providers

were trained in Trauma & Disaster Team Response (TDTR)

40 Neonate ICU doctors and nurses

were trained in Neonatal Resuscitation (NRP)

29 Healthcare providers

were trained in Ethical Dimensions in Medical and Health Practice

14 Healthcare providers

were trained in Safe Surgery

80 Healthcare providers

were trained in Statistics & Research Methods

16 Healthcare providers

were trained in Communication Skills

We invest in people to create a healthier and safer environment for all ...



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 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.



Juzoor's staff and its training faculty

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.

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 of Health, 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 the Ministry of Health, UNRWA, NGOs and private practitioners.



The First American Heart Association Training Center in Palestine:

In April 2012, Juzoor obtained the American Heart Association (AHA) license, making Juzoor the first ever International Training Center (ITC) in Palestine able to offer AHA accredited courses in Basic, Advanced and Pediatric Advanced Life Support, Pediatric Emergency Assessment Recognition and Stabilization(PEARs) and Heartsaver First Aid CPR. In many countries, these courses are required as basic pre-requisite for practice in healthcare settings and for professional licensure/re-licensure and are integrated into quality licensing standards for institutions (ex: Joint Commission Accreditation).

As part of its strategic approach Juzoor aims to build the capacity of individuals and institutions in providing quality emergency care by investing in training faculty and sites. It is in the process of certifying two training sites at Augusta Victoria Hospital in East Jerusalem. By growing the network of qualified health providers and trainers Juzoor contributes to the strengthening of the health care system in Palestine.

To maintain its status as an AHA Training Center Juzoor strives for excellence in the training courses it provides in addition to the compliance with AHA standards and regulations; ensuring that each trainee acquires the competencies and skills necessary for certification. At the end of each training course, participants undergo a skills and knowledge exam that measures their ability to successfully master the skills and competencies intended by the course.



In December 2019, during the MENA region Annual AHA meeting, Juzoor's AHA Faculty participated for the fourth year in the steering committee. Juzoor's BLS & ACLS faculty were also endorsed for the fourth year as territory faculty for BLS and ACLS in Palestine for the MENA region. Enabling Juzoor to endorse and monitor new sites and centers.

1 American Heart Association (AHA)

AHA training courses offered by Juzoor:

AHA emergency courses are evidence-based courses 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. Below are the AHA courses offered by Juzoor:

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 the automated external defibrillator (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.

Pediatric Emergency Assessment Recognition and Stabilization (PEARS):

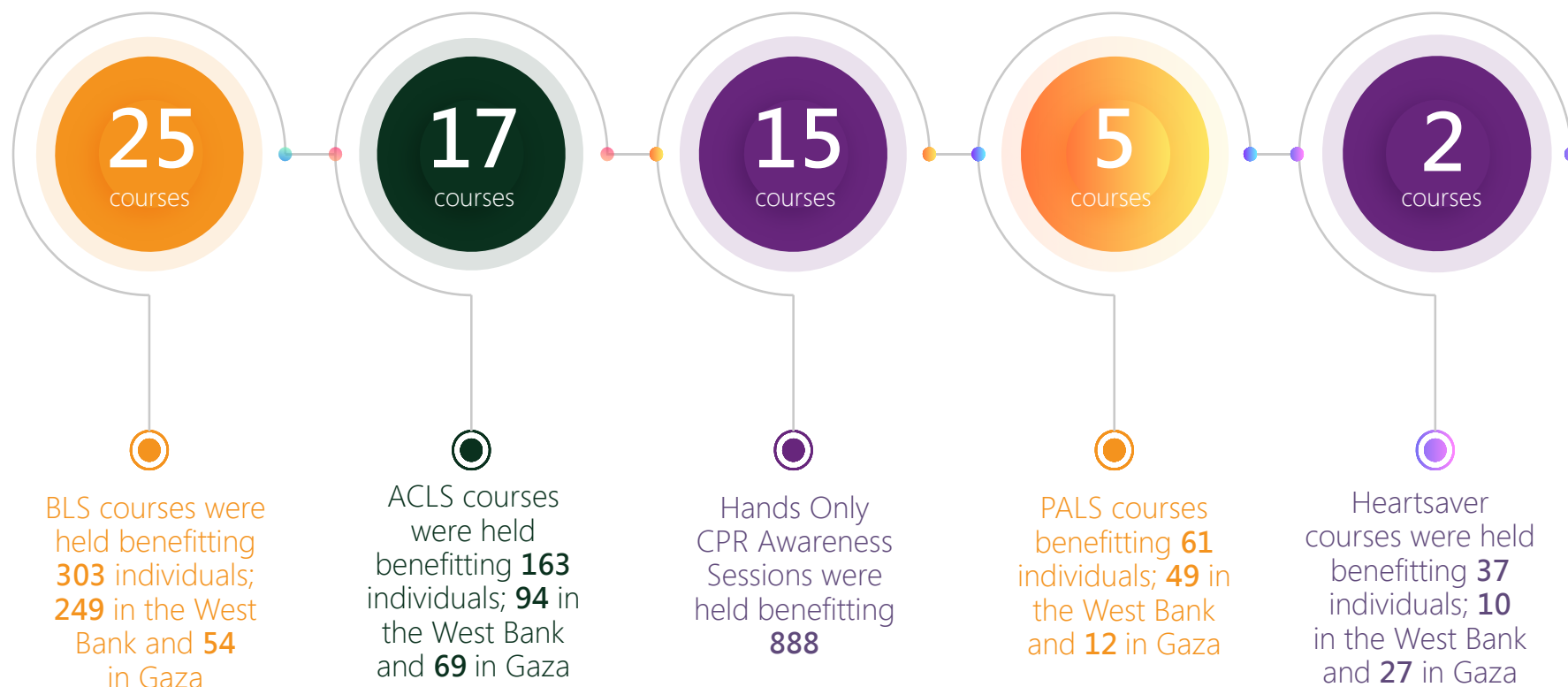
The PEARS Course aims to improve outcomes for pediatric patients by teaching students to assess, recognize, and manage respiratory emergencies, shock, and cardiopulmonary arrest until the child or infant is transferred to an advanced life support provider.

Hands-Only CPR Awareness:

Almost **70%** of cardiac arrests occur at home and only **45%** of cardiac arrest victims receive CPR from bystanders. The AHA offers a variety of programs that Instructors can offer communities and schools to teach them about the importance of learning CPR and acting quickly in an emergency.



With your help, we were able to conduct **64 AHA courses** for healthcare and non-healthcare providers in the West Bank and Gaza. Below are the AHA courses conducted in 2019:



The beneficiaries included 527 healthcare provider and 37 non-healthcare provider.

The courses were in partnership with the Palestinian Medical Complex, British Council, Augusta Victoria Hospital, Arab Fund for Economic and Social Development, Taawon, IMET 2000, Wafaa, MSD, UNRWA, Red Crescent Hospital in Ramallah, Makassed Hospital, Comitato Internazionale Per Lo Sviluppo Dei Popoli (CISP), and Islamic University of Gaza, benefitting healthcare and non-healthcare providers in the West Bank and Gaza.



2

Each year, we provide additional accredited courses to help strengthen the health system in Palestine . For this reporting period, below are the additional accredited courses we provided:



Advanced Life Support in Obstetrics (ALSO) Course:

Under the MSD and Wafaa Projects, Juzoor held **3** ALSO courses in West Bank and Gaza for a total of **72** health-care providers.

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.



Basic Surgical Skills Course (BSSC):

This year under the Wafaa, British Council, Arab Fund and Taawon, Juzoor held **1** BSS course in Gaza and **2** BSS courses in West Bank. This course is endorsed by the Royal College of Surgeons of Edinburgh and is jointly implemented with Juzoor, Augusta Victoria Hospital (AVH), Palestinian Surgeons' Society, and the Palestinian Medical Council. A total of **60** surgeons from MoH and NGO hospitals in West Bank & Gaza benefitted from this course.



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.

Helping Babies Breathe (HBB) Course:

With funding from the Islamic Development Bank, and in cooperation with Wafaa and CISP, Juzoor held **3** HBB courses in Ramallah and Gaza Strip for a total of **90** health-care providers.

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.

Neonatal Resuscitation in Pediatrics (NRP) Course:

With funding from the Arab Fund and in cooperation with Taawon, Juzoor held **2** NRP courses for a total of **40** Doctors & Nurses for Rafidia and Alia Hospitals.

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.



Trauma and Disaster Team Response (TDTR):

With funding from the Arab Fund and in cooperation with Taawon, Juzoor held a TDTR course in December 2019. This course is endorsed by McGill University - Canada and is jointly implemented with Juzoor, and the Palestinian Medical Council. A total of **28** healthcare providers from MoH and NGO hospitals attended the course this year.

Trauma and Disaster Team Response is a low-cost course designed to teach a multidisciplinary 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 of care provided to the injured patient. The course includes didactic component skills workshops and team building exercises simulation and case studies.

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



Basic Assessment & Support in Intensive Care:

Juzoor, with funding from the Islamic Development Bank and in partnership with Wafaa, held critical care courses benefitting a total of **20** healthcare providers from MoH and NGO hospitals throughout the West Bank and Gaza.

The aim of the BASIC course is to teach participants to rapidly assess seriously ill patients and provide initial treatment and organ support. Topics the course covers include airway management, acute respiratory failure, mechanical ventilation, and management of shock, severe sepsis.



3 Additionally, during 2019, Juzoor continued to offer its standard, quality courses in the following areas:

Ethical Dimensions in Medical and Health Practice Workshop

As part of its effort to build the capacity of the health cadre in non-technical domains, Juzoor held a workshop of “Ethics Rounds” covering ethical dimensions in medical and health practice for the Pediatrics Residency Program in the West Bank and for the Pediatrics and Surgery residents in Gaza. One workshop was held in the West Bank and one in Gaza benefitting a total of **29** residents. The workshop was conducted by Dr. Douglas Brown, the ethics educator at the Department of Surgery at the Washington University in St. Louis School of Medicine and chairman of the ethics committee at the university hospital.

The workshop clarified the significance and meaning of key ethical concepts and offered a conceptual framework useful for ethical analysis of medico-moral problems in a variety of professional contexts; the participants also got the opportunity to articulate their current medico- moral attitudes, and explore reasoned arguments that challenge their existing assumptions and ethical stances. Tools used for decision making in ethical cases were translated into Arabic and adapted for the Palestinian context and shared with participants.

This course is offered annually as part of Juzoor’s overall training plan.

Communication Skills for Internal Medicine Residents

With funding from the Islamic Development Bank and in partnership with Wafaa, Juzoor held **1** Communication Skills course in West Bank for a total of **16** Healthcare Providers.

Communication Skills course for Internal Medicine Residents focused on effective communication and interpersonal skills for physicians. Communication Skills enabled participants to communicate clearly verbally and non-verbally as well as enhanced their interpersonal skills with patients and colleagues in the hospital.

Statistics and Research Methods

With funding from the Islamic Development Bank and in partnership with Wafaa, Juzoor held **2** courses in West Bank and **2** courses in Gaza Strip for a total of **80** Healthcare Providers.

Statistics and Research Methods course improves the capacity of health care professionals to understand and apply basic statistics. The course gives an overview and introduction to statistics and health research methods. The training also allows the healthcare provider to better understand and critique published research.

Statistics and Research Methods introduce participants to different research topics, including selecting research question, study design, data collection, and basic data analysis through a combination of lectures, and class exercises using Statistical Package for the Social Sciences (SPSS) software for data analysis.

Safe Surgery

With funding from the Islamic Development Bank and in partnership with Wafaa, Juzoor held **1** course in West Bank for a total of **14** Healthcare Providers.

Safe Surgery Course aims to improve standards of operating room care and better health outcomes for Palestinian people, by introducing the use of the World Health Organization (WHO) surgical safety checklist, upgrading the quality and safety standards of practice in operation rooms in the Ministry of Health hospitals through introducing evidence based policies and procedures for perioperative care in line with the WHO surgical safety standards, and develops the capacity of the health professionals working in the operating rooms within the Ministry of Health hospitals through training on quality and safety standards.

4 Scholarship Program – Subspecialty Training for Palestinian Doctors and Nurses

Juzoor, funded by the Arab Fund for Economic and Social Development through Taawon and the Palestine International Institute (PII) is facilitating the medical specialty and subspecialty and Nursing Training for Palestinian Doctors and Nurses in various countries. These countries include the UK, Lebanon, Jordan and Canada through joint partnerships with the Foundation for Al Quds University Medical School (FQMS), and the American University of Beirut (AUB). The program offers opportunities for training in vital areas where there is a shortage in specialists in aiming to support the development of human resources in the health sector and ensure the availability of trained, qualified medical specialists in Palestinian health institutions.



Training in the UK is in partnership with Al-Quds Foundation for Medical Schools in Palestine (FQMS) and follows the framework of the Royal Colleges Medical Training Initiative (MTI) for international medical graduates.

The MTI scheme allows for training in the UK in many (but not all) subspecialties for a maximum period of 2 years, whereby the Colleges provide a certificate of sponsorships for approved candidates. Training in Lebanon follows the framework of the American University of Beirut (AUB) and the training in Jordan is supported by PII following the requirements of Jordanian medical institutions.

Dr. Najib Salameh

Graduated from the University College London Hospital in 2019

"I had the opportunity to be trained under the most experienced doctors in London and hope I can reflect this on the women's' healthcare in Palestine, despite the lack of resources."

Scholarships granted in 2019:

UK Scholarships: **Four (4)** physicians were supported to obtain sub-specialty training in orthopedic surgery, laparoscopic abdominal surgery, pediatric cardiology, oncology gynecology, and hematopathology at UK hospitals including King's College Hospital, Southampton General Hospital, University College London Hospitals, and Southmead Hospital. Two doctors are still currently abroad finishing their sub-specialty training in oncology gynecology and interventional radiology, and **three (3)** doctors have been granted scholarships and are pending placement.



Dr. Maha Akkwai

Graduated from Bristol University - UK 2019

"I aspire to support the Palestinian health sector by employing the high quality education I acquired through my fellowship. Juzoor helped me achieve my dream of serving the under-resourced Palestinian health care system in my community."

The scholarship program supports participants by covering fees, travel cost, including entry visas, accommodation fees, and a monthly stipend.

Areas of sub-specialties identified thus far as needed in Palestine include, but are not limited to: Adult Oncology, Pediatric Hematology, Nephrology (pediatric and adult), Interventional Radiology, and Intensive care, both pediatric and adult

Jordan Scholarships: **Eight (8)** doctors and **four (4)** nurses were supported to obtain short-term (1-2 months) specialty training and 8 doctors obtain long-term (1-4 years) specialty training at Jordan hospitals. Nine doctors are currently finishing their specialty training in Jordan hospitals.

Nazareth English Hospital: **Five (5)** doctors are currently finishing their specialty training at the Nazareth English Hospital in Nazareth in orthopedic surgery, radiology, and general surgery.

Makassed Scholarships: **Six (6)** doctors are currently finishing subspecialty training, three doctors were supported to obtain their subspecialty training in Hematology-Oncology, Rheumatology, and Hepatobiliary and Liver Transplant Surgery at the Jordan University Hospital, and **three (3)** doctors are currently finishing their subspecialty training in Cardiology, Rheumatology, and Neonatal Intensive care at Makassed Hospital.

Lebanon Scholarships: Supported **one (1)** physician to obtain a five-year scholarship to the American University of Beirut (AUB) to specialize in diagnostic radiology.



Dr. Ahmad Itmezeh

Graduated from University of Jordan in 2019

"This experience definitely added to my knowledge. Now, I am transferring what I learned to my students at Al-Quds University."



Dr. Alaa Abed

Graduated from University of Jordan in 2019

"Juzoor gave me this opportunity that was not possible before due to financial reasons. In return, I am dedicated to give my best to my people the way Juzoor did for me."

Strengthening Emergency Systems

The health care system in Palestine is strained to the breaking point with population health needs outpacing system resources. Emergency departments draw a large, young patient population with high levels of critical illnesses and mortality, and are under-resourced, minimally organized, and often staffed by providers with no specialized training in emergency care. This combination of large volumes, high acuity, and low quality makes a compelling case for investing in emergency care, with several examples showing that dramatic improvements in health outcomes can be achieved and measured with targeted interventions.

With support from its partners during 2019, Juzoor implemented a series of training and capacity building interventions to support the emergency system in Palestine, including:

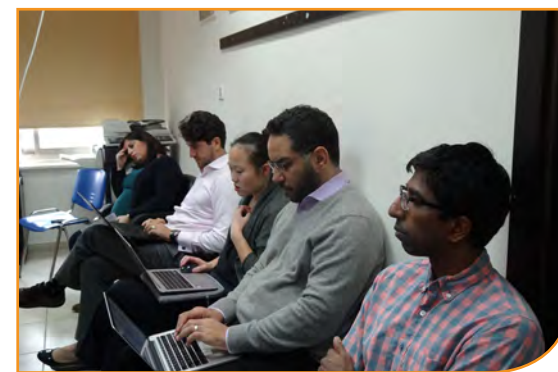
Improving triage and trauma care in emergency rooms: With support from the World Bank Group and Yale University, Juzoor conducted an assessment of the Ministry of Health emergency departments in the West Bank and Gaza to determine areas of needed support and interventions. The assessment was based on an instrument that primarily collected hospital administrative data and patient data from medical records and patient observation. Data collected and analyzed served to design an intervention that focused on improving emergency triage at major emergency care centers in Palestine and to implement checklists for medical and trauma. Juzoor implemented a series of meetings, training activities, and monitoring and support visits to ensure that the intervention is implemented and integrated within the emergency departments.



Data training for the data collectors for the assessment.



Juzoor meets with the World Bank to discuss the assessment.



World Bank and Yale University group monitoring the assessment process.

Partnership with East Jerusalem Hospitals

Juzoor has a long-standing and strong partnership with East Jerusalem Hospitals (EJHs). EJHs are long-established institutions for Palestinians living in Jerusalem, the West Bank, and Gaza and constitute an essential part of the Palestinian health care system as the main providers of tertiary care. They consist of five non-profit charity hospitals and one rehabilitation center and vary in complexity of care and specializations offered. Since 2000 WHO has been involved in supporting the hospitals to embark on a quality improvement process that led to a certification granted by the International Organization for Standardization (ISO) for most administrative and medical services. The goal is to lead all 6 East Jerusalem hospitals to international accreditation, 3 have achieved accreditation and the others are pursuing it. Juzoor supports East Jerusalem Hospitals in line with Joint commission international accreditation standards for Emergency room and OR staff in providing quality emergency services by providing training for health staff on Basic Life Support and Advanced Cardiac Life Support. Both of these courses are AHA accredited

To further solidify the partnership, Juzoor signed memoranda of understanding with Al Makassed and Augusta Victoria hospitals outlining mutual areas of interest and support that include short and long term training and technical support, with Juzoor providing AHA courses to staff as well as scholarship opportunities for specialization in reputable training centers in the region and globally.



The Launching of the National Neonatal Protocol developed by Juzoor, held at Al Makassed Hospital in Jerusalem





COMMUNITY DEVELOPMENT PROGRAM

This program seeks to empower individuals and groups with the skills needed to effect change within their communities.

With your support in 2019...

260 parents, counselors, and students

were trained in Sexual and Reproductive Health Rights

20 teachers

were trained in the Positive Discipline in Every day Teaching (PDET) model focusing on positive behavior

45 parents

were trained in the Positive Discipline in Everyday Parenting (PDEP) model focusing on positive behavior

10 Women CBOs

received training and capacity building on GBV, referral pathways, and women rights

20,000 school children

were reached through campaigns and activities under the the healthy lifestyle program

12,500 people

benefited from diabetes our awareness campaigns and NCDs held in universities, schools, banks, and clinics

2,000 people

participated in the national marathon to raise awareness on the prevention of diabetes

524 health care providers

were trained on diabetes prevention, screening, and management

12,700 people

were screened for diabetes

1,500 families

received nutritional awareness to prevent anemia

150 Pre-diabetic women

directly benefitted from our diabetes prevention program

1,000 school children

received awareness through our activities conducted about child protection, sexual harassment and physical activities



We invest in people to create a healthier and safer environment for all ...

OVERVIEW

Juzoor's Community Development 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 Development 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. Below are our projects and achievements in 2019:

1 **Protecting Adolescents from Gender-based Violence Through the Promotion of their Sexual and Reproductive Health Rights (SRHR) Program**

Juzoor, with funding from Save the Children and in partnership with Qader, DCA and Maan, started this project in 2009. A Memorandum of Understanding between Juzoor and the MoE was signed in 2019 giving a five-year window to facilitate and implement joint SRHR activities.

Targeting Tubas, Jenin and Hebron areas, this project aims to enhance the protection of children and adolescents between the ages of **10-17** from GBV and harmful practices, through promoting their SRHR rights and improving the quality of child/adolescent friendly SRHR information and services and improving policymaker and stakeholder support for child and adolescent-centered SRHR information and services.



Through this project, we also aim to increase responsiveness and willingness of duty-bearers to enforce provisions of laws in relation to corporal punishment /physical and sexual abuse and Child Protection. The interventions address the systemic nature of violence (corporal punishment/physical and humiliating behaviors, physical and sexual abuse) against children by using the tools available within the country to engender change in parental, caregiver, teacher, and decision-makers' acceptance of such violations, ensuring that such violations are reported, documented, and addressed, and violators are held accountable, and by supporting positive discipline approaches within society.

Our main achievements under this project for 2019 are:

- **A National Conference on Sexual and Reproductive Health and Rights Intergration into Primary Healthcare** was held, in partnership with the MoH, UNFPA, and PNPHI to highlight the importance of adolescent sexual and reproductive health and rights in Palestinian schools. Despite the deepened rapid social transitions that threaten the Palestinian society under the influence of the Israeli occupation ramifications socially and politically, this project assists to address risky behaviors by providing the knowledge, and positive skills to empower the children/adolescent self-initiation, perseverance and leadership.
- **A Palestinian Adolescent Health Coalition** was formed in partnership with the Ministry of Education (MoE) to ensure the importance of increasing the access of the SRH and rights for adolescents and provide them with the knowledge, and positive skills that empowers self-initiation, perseverance and leadership to address risky behaviors. It is composed of Palestinian organizations working with adolescents, UN agencies dedicated to improve the lives of adolescents and International organizations with adjacent missions towards adolescents.
- **Sharia Court** will adopt the SRHR and Positive Discipline concept as a preparatory phase for the pre-weds as it forms a base of a successful marriage life; building a mutual understanding with the couples will create a healthy community that respects children' s rights and develop mutual respectful relationships to protect children from all forms of violence.
- **Mixed-gender summer camps for children** were held to discuss their sexual and reproductive health and rights.

- **On the regional level**, Juzoor held **10** trainings on SRHR for UNRWA staff in Lebanon, Syria, Jordan and opened networks between the partners.
- **On the national level**, **15** trainings were held in the West Bank and Gaza and Juzoor has expanded by building partnership with MoE, MoH, private and special needs schools including SOS and Dar Al-Amal.
- **Educational materials, modules and summer camp guidelines** for children were prepared to include messages on SRHR.
- **Male engagement** is limited, however, through this project, we were able to reach **70** males through summer camps and trainings with counselors.
- **More than 90,000 children and 30,000 parents, service providers, and community members** were reached since the start of the project in 2010.



Four SRHR manuals were produced about SRHR rights for adolescents and children, GBV and early marriage, protection against sexual abuse for adolescents and children, and cyber safety.



A highlight of a few of our educational and promotional materials that were printed and distributed.



In the heart of the community program lies the effort to promote healthier lifestyles for all Palestinians in order to prevent non-communicable disease including diabetes and heart disease. We work with community organizations and members to raise awareness and provide tools for health promotion to improve nutrition and exercise.

Initiatives under this program include:

2 Improving Food and Nutrition Security through Innovative School Canteen Model in Marginalized Rural Communities in the West Bank

This is a 3-year project which started in May 2017, funded by the Netherlands and in partnership with the MoE and local Community-based Organizations (CBOs). Through this project, we aim to empower areas in Area C and marginalized communities in Halhoul, Beit Fajar, Bidia, and Toubas. The project is designed to simultaneously address two critical problems:

1. Effect and risk of double burden of malnutrition of school children (boys and girls);
2. Improve the low empowerment of rural women

The aim of the project is to contribute to women's economic empowerment through improving vulnerable women's technical capacities in food production and business, marketing, management and enable women to gain sustainable income through the establishment of viable school canteen businesses and small-scale processing businesses. This project also aims to improve school canteens to become more effective in providing healthy foods for students in the targeted schools.



Through this project, Juzoor was able to:

1. Renovate and fully equip four women organizations, benefitting **100** working women by providing capacity building and training to enhance their the technical, financial, managerial, and organizational capacities, as well as to train them in food production, processing, hygiene, and food preparation.

2. Renovate and upgrade **20** school canteens in governmental school, creating a healthier school environment. **7,500** school children aging from **6 - 18** years old benefitted from this project.

3. Conduct **60** lifestyle modification awareness activities for school children, benefitting **20,000** people.

Some of the projects successes include:

- The school children, teachers and parents have all expressed their interest in the project and their readiness to be part of the activities' preparation. Juzoor has received phone calls from several other governmental schools requesting to be included in the project for 2020. Juzoor have also received a few faxes from other women organization in the South, North and Center of the West Bank to work with them and help them upgrade their school canteen.
- The project's intervention and continuous follow up from Juzoor's field coordinators with the women in the organizations have strengthened the women, built their self-esteem, and have been provided a platform for them to exchange ideas, opinions and complaints. Juzoor also received continuous feedback from the "Whatsapp groups" where they shared their experiences and satisfaction, and reflected on the trainings they received and their new skills.
- For the first time ever, the private sector, in specific Bank of Palestine, provided training to **41** women according to their agenda in empowering Palestinian women. Additionally, a total of **41** women in the **5** women organizations we are working with received a day of training on financial empowerment and banking.

Due to the projects promising results and achievements, it helped pave the way for other school initiatives, specifically the Nutrition Friendly Schools Initiative.

3 Nutrition Friendly Schools Initiative (NFSI) and Humanitarian Intervention in H2 Zone in Hebron

In the recent years, Juzoor, along with its partner UNICEF, have been working hard in the area of nutrition and healthy life style. Nutrition-related health problems in our children are increasing and are causing significant catastrophic outcomes. With only about **6%** of families accessing enough food according to the H2 household survey, addressing nutritional needs has been identified as a priority.

As undernutrition continues to be a major problem in Palestine, the problem of overweight and obesity have reached epidemic proportions. In Palestine, the epidemic of obesity sits alongside continuing problems of undernutrition, creating a double-burden of nutrition-related ill health among the population, including children.

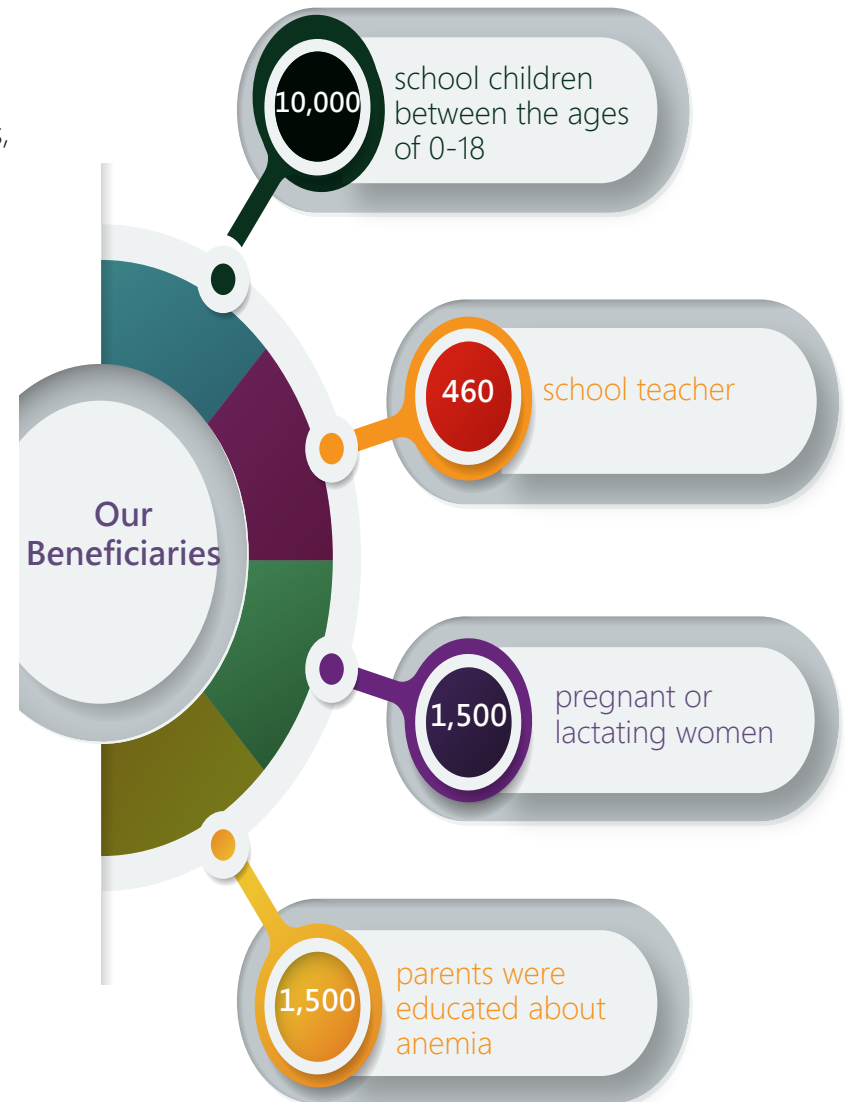


This project responds to the humanitarian situation in Hebron through multi-sectoral interventions in the areas of health and nutrition, education, WASH and child protection to provide critical services to families in the H2 area and Hebron city to address growing needs as a result of deteriorating socio-economic conditions. Based on the principle that effectively addressing the increasing health problem of the double-burden of nutrition-related ill-health requires common policy options, the NFSI was developed as a result.

The main aim of the NFSI is to establish healthy dietary habits including physical activity, preventing malnutrition as anemia, overweight, and other NCDs, improving nutrition among adolescent girls and boys, and finally to provide a framework for school based programs. This is done so that in turn all targeted children have better nutritional status and opportunities for their growth, academic achievements and better potential earning later on in life.

With UNICEF funding and in partnership with the MoH and MoE, we were able to:

- Establish a NFS strategy which was later adopted by the MoE
- Renovate and upgrade of **20** schools' environment including canteens, creating a healthier school environment
- Procure and deliver electronic and physical activity items to **20** schools
- Establish and strengthen the school health committees
- Screen more than **3,000** children under **5** to assess their hemoglobin levels and anthropometry indicators
- Conduct **60** awareness sessions reaching more than **1,500** caregivers of the targeted malnourished children. Raising awareness on infant and young child feeding practices, complementary feeding and diet diversity
- Conduct more than **60** cooking demonstration sessions to targeted families reaching more than **1,500** pregnant lactating women
- Support the government's efforts in modeling and implementing a school based multi-sectoral approach
- Provide an enabling environment for promoting health and nutritional wellbeing of children and as a result to contribute to their improved learning and academic achievements
- Establish close links with parents, local community and health services in order to promote health and nutritional wellbeing of children
- Establish accredited Nutrition Friendly Schools

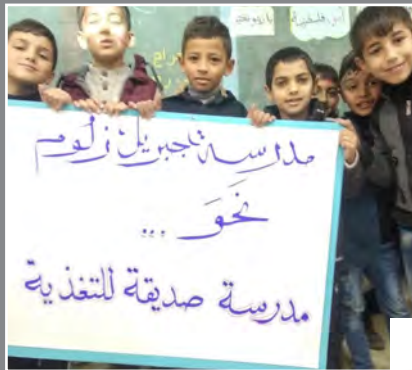


Since the project showed promising results, the National Committee to Combat Obesity and Overweight among schoolchildren adopted our NFS initiative into its strategy and the Minister of Education will implement the NFSI into the MoE governmental schools' strategy in the near future.

Through this project, many families were screened and a number of mothers and children were found to be anemic and were in need of awareness on this issue and learn how to treat/prevent it through supplementation. This intervention has reached and supported more people than expected despite the extreme political instability in the H2 zone in Hebron.

To ensure optimal effectiveness of this project, a Facebook page was created to connect all schools to enable them to exchange their experiences and activities.

Access to the facebook page here: <https://www.facebook.com/groups/nutritionfriendlyschools/?ref=bookmarks>



Informational materials that were distributed to our beneficiaries.



4 Palestine National Diabetes Project



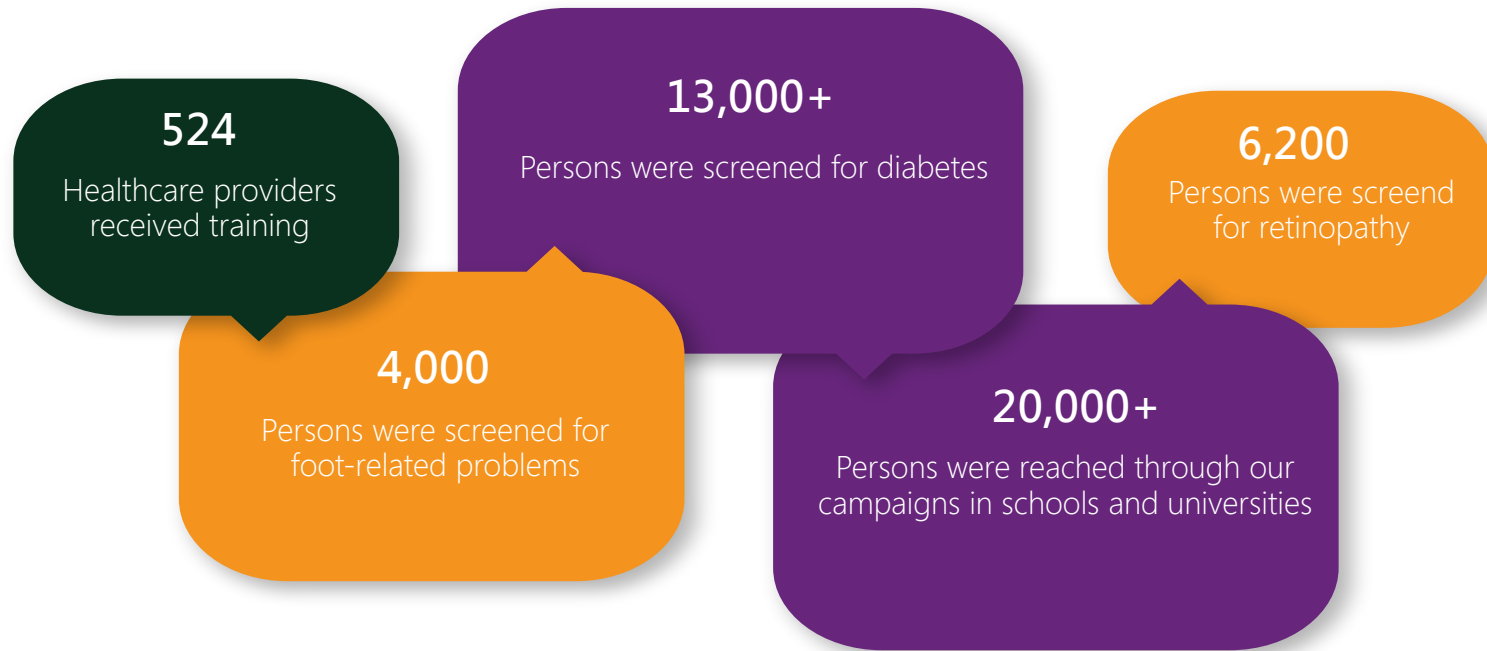
We have been focusing on preventing diabetes by working on the national level with multiple stakeholders including the Palestinian Ministry of Health, UNRWA, Dan Church Aid (DCA), and Augusta Victoria Hospital (AVH). Through a three-year project funded by the World Diabetes Foundation aiming to implement the Diabetes Comprehensive Care Model in East Jerusalem (Beir Nabala MoH Clinic), Tulkarem clinic, and the UNRWA clinic in Qalqilya. The goal of the project is to implement a national community- based approach to diabetes care and prevention, adopting a holistic approach to building communities' capacity to address NCDs, specifically diabetes.

Through the project, **3** health centers were upgraded to be centers of excellence in the North and center to act as referral centers, including **6** intermediate clinics (primary care) that became Diabetes Comprehensive Care Models. These centers are now serving tens of thousands of people in the area. Through the centers, health care providers were trained to Provide diabetes care, management and screening for complications and were able to screen **12,000+** persons and raise awareness of preventive measures for diabetes and NCDs within the community. Private and public sector organizations, universities, schools, women CBOs, patients at UNRWA and MOH clinics were all targeted. Medical equipment related to diabetes screening and management was procured and delivered to the targeted clinics and are functioning to serve diabetic patients.

In this reporting period, a number of campaigns took place in schools, universities and clinics. Additionally, a national marathon in Ramallah was organized and two others in the North and South aiming to raise awareness about diabetes screening and adopting a healthy lifestyle. Participants came from public organizations, UNRWA, MOH, women CBOs, universities, and schools.

Additionally, Juzoor runs a yearly campaign, in partnership with Bank of Palestine, aiming to increase awareness within the Palestinian society about lifestyle modification, diabetes, and NCDs. This is a one of a kind partnership between the private sector and an NGO. You can see more details and photos of our campaign on page **60** in our Policy Dialogue and Advocacy section.

Through the project, we reached:



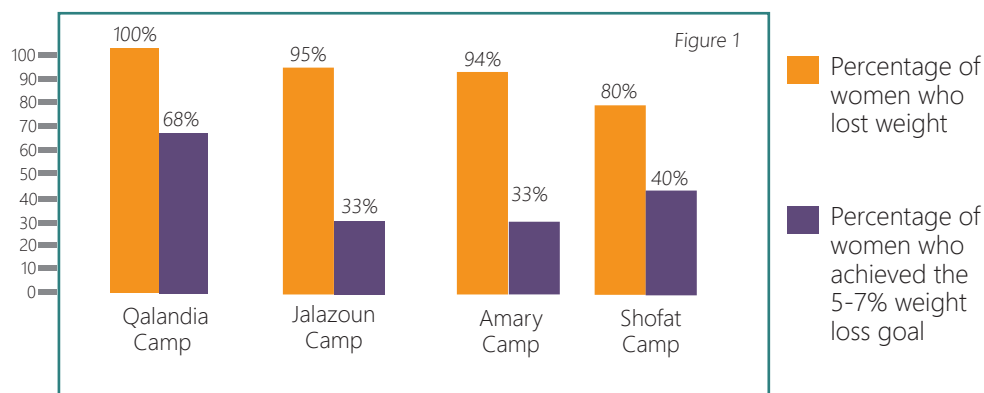
As a result of the screening test, 300 cases of gestational diabetes were detected and referred.



5 Diabetes Prevention Program among Pre-Diabetic Refugee Camp Women

Continuing the efforts to combat diabetes, Juzoor in cooperation with Bank of Palestine, Portland Trust and UNRWA, started a pre-diabetes prevention program in Palestine. Juzoor worked closely with UNRWA clinic staff members to identify and contact the pre-selected women participants. All the participants went through a full screening process and completed all the necessary tests at the UNRWA clinics. This program is being implemented on the national level with strong partnerships with stakeholders within the Palestinian health system. The main goal of the project is to reduce the onset of Diabetes Type 2 among **150** pre-diabetic women through healthier lifestyle modification by **5-7%** reduction in body weight among participant women and a minimum of **150** minutes of physical activity per week.

This program has been carefully designed to help the targeted women in four refugee camps of Amary, Qalandia, Jalazoun, and Shofat and Beit Sureek village to change their lifestyle. To ensure positive outcomes, the lifestyle coach in each camp keeps track of the participants weight, fitness activities, and what they eat. Shown in figure 1 are the weight loss percentages per camp. The orange bars indicate the percentage of women who lost weight during the **14** weekly core sessions. The purple bars show the percentage of camp women who have actually achieved the **5-7%** weight loss goal by week **14**.



The women are working together to help each other reach their goals to develop healthier eating habits, lose weight, and be more active. It is expected that all the participants will reach the **5-7%** weight loss goal by the end of the program in 2021.

Together with the partners, Juzoor is developing a free phone application that will be accessible to all participants. The application will contain physical activity videos, healthy recipes, weight tracker which will be connected to Juzoor's data system and chatting room for women to be able to share their experiences.

To enhance outcomes on a national level, the partners are committed to expanding this initiative to reach other areas in Palestine to help reduce/prevent the epidemic of diabetes.

The program focuses on specific parameters to maintain the Lifestyle Modification, including: healthy eating habits & physical activity, weight, Body Mass Index (BMI), Hemoglobin A1c (HbA1c)

The main achievements of our diabetes prevention program:

- The participants have become ambassadors of healthy eating among their families and friends
- Strong bonds have been created between participants and Juzoor's team which is very important for the sustainability of the program
- Women are losing weight, that some participants have reached the **5-7%** weight loss goal of their original weight first nine months of the **3** years program and are looking forward to achieve extra healthy weight loss.
- Women practice physical activities at the women's center at each camp; using the fitness equipment that Juzoor provided through the program, or they walk together in the camp's football playground.
- Through this life style modification program we are targeting all other non-communicable diseases risk factors.
- This program is the first Social Impact Bond success.
- UNRWA is considering adopting this program and integrating it into their system as a prevention program that will affect their budget positively by reducing the number of diabetic patients and the costs of their treatment.

Below are a few activities that are done under our diabetes prevention program among pre-diabetic refugee camp women:

Healthy Cooking.

Participants explore tips on food preparation, recipe modification and meal planning.



Follow-up sessions. After the completion of the core sessions, we conduct monthly follow-up sessions. It is a two-hour session per month throughout 6 months for 3 years.



Fitness Exercises. The participants go for a walk together in a playground in each camp to complete the required 150 minutes of physical activity per week.



Acknowledgment: To encourage the participants, after the completion of each phase the women are acknowledged for their hard work and persistence.



6

Empowering Women in East Jerusalem and Protecting them from Gender based Violence (GBV) through Strengthening Protection Mechanisms and Referral System Project

With funding from the Canada Feminist Fund, Juzoor completed this project in 2019. During the course of the project, Juzoor worked closely with different stakeholders and partners, including the Ministry of Women's Affairs (MoWA). This was a huge step for the project as it formulated a national workshop focusing on women's status and protection needs in Jerusalem, which resulted in national and set recommendations for actions.

The main goals of the project were to contribute to the empowerment of women and girls in marginalized communities in East Jerusalem through protecting their right to live free of GBV and when to seek help in case of violence.

The main achievement of our "Empowering Women in East Jerusalem and Protecting them from Gender based Violence (GBV) through Strengthening Protection Mechanisms and Referral System" project are:

East Jerusalem Protection Network is activated to function as referral network for women victims, or at risk of GBV.

The establishment of a referral system for women victims of violence in Jerusalem was built based on the strategic plan for the women protection network in Jerusalem which was done in a collaborative approach between the members of the network through multiple discussions and feedback. The action plan was developed based on the strategic plan and goals and it was circulated to all the members to fill in their responsibilities and activities.

Additionally, a directory was developed which includes relevant women's rights organizations, service-providing institutions, including shelters, legal aid, and police which is used to refer women that are victims of, or at risk of GBV. This directory aimed to be used with CBOs as well Jerusalem protection network members' beneficiaries.



CBOs, in collaboration women's rights organizations, are mobilized and emboldened to campaign against GBV locally.

Ten (10) training sessions for CBOs were conducted focusing on the definition of GBV and the various forms and shapes of violence, socioeconomic and cultural factors affecting GBV, impact of violence on women and children, services (health, social, legal, and protection) provided to women and girls' who are victims of violence, and the different organizations working with women and how to seek help. The three-day training benefitted **17** members from **9** CBOs. Additionally, **20** awareness sessions to inform women in their communities were conducted in the targeted CBOs.

This project has added to the activation of the women's protection network in Jerusalem through coordination and collaboration with the leading organizations through building the referral pathways and supporting the action plan for the protection network. The referral pathways were introduced to all members who had agreed on it as a mean of unifying efforts and work between all women right organizations.

Finally, this project contributed to the empowerment of women and girls in marginalized communities in East Jerusalem by increasing their awareness and knowledge in order to protect their rights, status and safety, and to help them to know the services provided at various organizations working in East Jerusalem and the governmental sector. Working with different CBOs and women's right organization also contributed to increase its effectiveness in providing GBV prevention, protection, and response services to women in East Jerusalem. The awareness and mobilization sessions have added to the women and girls information and knowledge that will increase their access to protection and services that will eventually decrease the negative impact of violence and abuse.



A poster with safety tips was developed, printed and hung on the walls at out targeted CBOs for all women to see.



A brochure about violence against women which contains information about violence, cycle of violence, impact of violence, safety steps to protect oneself, and tips for women to ask for help from services providers was produced and distributed to our beneficiaries.

7 Improve Maternal and Infant Health in Marginalized Districts in Palestine "You are Life"

In full consultation with the Ministry of Health and UNRWA, Juzoor launched the **"You are Life"** project aiming to reduce maternal and infant mortality and morbidity by decreasing the numbers of high-risk and unwanted pregnancies and reducing obstetric complications and case fatality rate in women in three clusters: Toubas and Jericho Governorates (Jordan Valley) in the West Bank and among the Internally Displaced People [IDP] in North Gaza. The project concept is based on collaboration and networking among health stakeholders to mobilize skills, resources, and innovations, drawing upon best practices.

The project will contribute to quality MHC, and will introduce best practices, well-tested quality improvement approaches, and innovative technology-based methods.

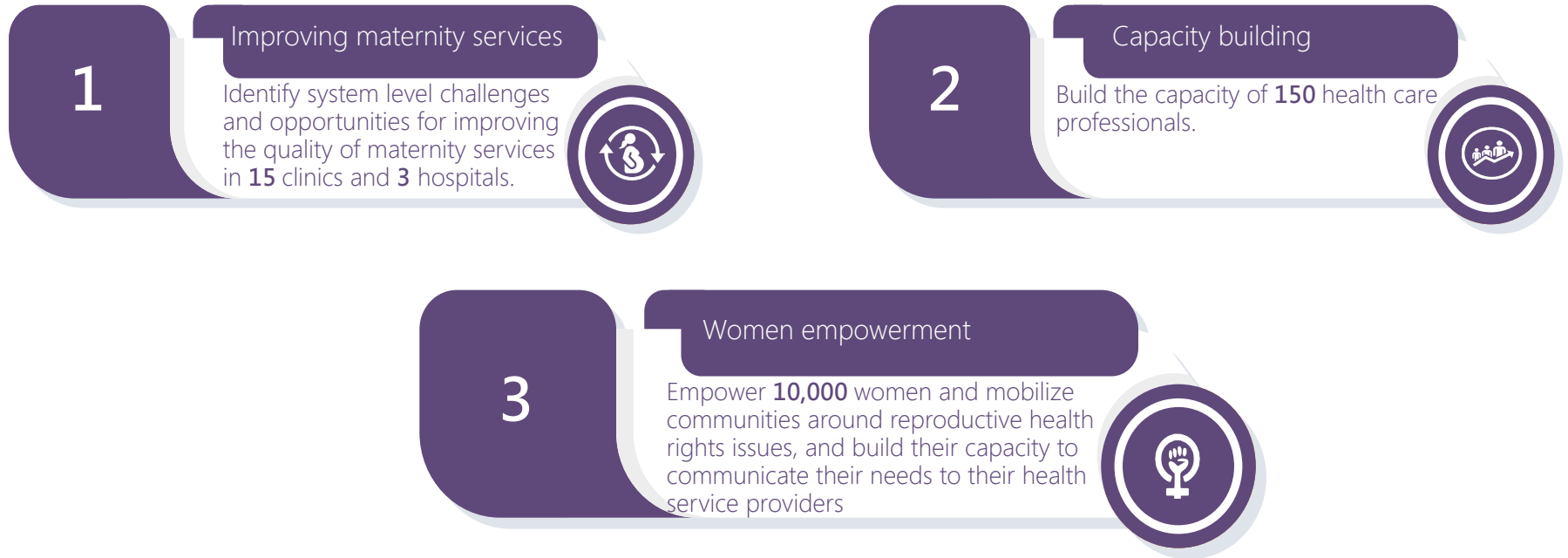


This year, Juzoor developed a National Preconception Protocol (more details on page 68) to be used by all healthcare providers to ensure optimal Maternal and Child Health as it is a cornerstone of public health as well as social and economic development. The project demonstrates a comprehensive approach to improving MCH by promoting community mobilization around maternal, neonatal, and infant health issues. Using Behavior, Communication, Change (BCC) approaches and stimulating community self-help, it will enable community leaders, women's groups, and interested parties to be active partners in promoting their own health.

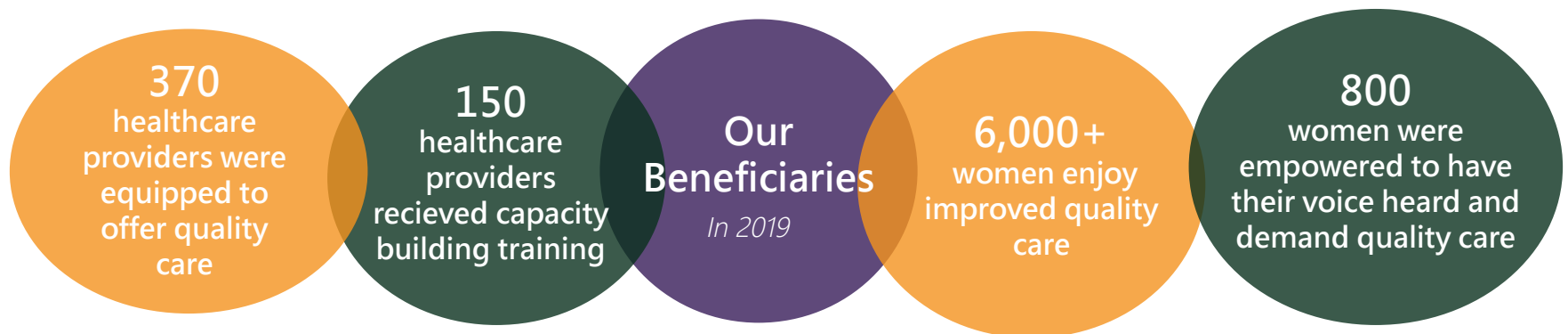
This project is funded by MSD, a pharmaceutical company that aims to make a difference in the lives of people globally through our innovative medicines, vaccines, and animal health products, and in partnership with the MoH, UNRWA, the Health Work Committees, Palestinian Medical Relief, and the Red Crescent in Gaza.

Several campaigns took place under this project including breast cancer awareness and winter/summer camps for pregnant women and young girls.

The "You are Life" project's main objectives include:



The project demonstrated high results at its main achievements are to ensure that health service providers are using best practices and adhering to protocols and international standards, have access to a well-managed inventory of essential supplies, equipment and pharmaceuticals, and can refer clients to more specialized care as needed.



A glance at the "You are Life" project's successes through the eyes of our beneficiaries:

Community Mobilizers and Empowering Women - Telling their Story:

Mobilizing a community to get involved in efforts to improve healthcare for mothers, infants and children is not an easy task. In Jericho, one of the districts that benefited from the project, the process is nevertheless well under way with one more year left to the project. **"It is impossible to improve health care quality only from the side of the provider. Individuals, families and communities have to participate too,"** says Fayda Waqad, one of the six active members/volunteers in Jericho.

To help the community specifically in Ein El-Sultan refugee camp in Jericho that has a population of **4,500**, Juzoor follows an internationally accepted set of tools for improving maternal, newborn, infant, and young child health and nutrition that is the basis for training, community mobilization, and educational messages. The essential actions were the promotion of optimal nutrition for women, adequate intake of iron and folic acid, optimal breastfeeding during the first 6 months, optimal complementary feeding starting at **6** months with continued breastfeeding in **2** years of age and beyond, etc. To be more specific, the community mobilizers attended trainings about preconception care, antenatal care, postnatal care, home visits and health education activities were also conducted.

Seated around the table were the six active members/volunteers of the project in their community.

Fadya Waqad, a mother of three, talked about the of this project. **"I had such horrible pregnancies; I was on home rest with all of my pregnancies, this is because I had no knowledge on the importance of optimal nutrition before, during and post pregnancy."** Her situation is not unique. Most women in these rural areas lack adequate knowledge as well as training, and tools, especially about the mental and social problems that many women face today. **"There are many problems for mothers both during and between pregnancies where they think they just get pregnant, arrive at the hospital and give birth to a live baby,"** explains Fadya. She adds, **"I advise and advocate for all women to take these workshops three months before they even decide to get pregnant, and to continue with us after. There is a lot of work to go in all the three stages and right now my main goal is to raise awareness on this issue"**



Muyassar Waqqad, a 30 year old mother of four and the Head of Jericho's Womens' Center, talked about her experience when she had her last child. **"I tried to commit suicide two times. I had serious depression during and after my pregnancy. I even left my house when I was pregnant because I couldn't take it anymore."** For Muyassar, this experience haunts her till this day. Now, she is working hard to reach out to all the women in Ein El-Sultan refugee camp and surrounding areas to make sure this does not happen to other women. She adds, **"People in such closed communities do not take this matter serious and try to minimize it by saying that the woman is just crazy or spoiled. It is a taboo to even talk about this here and unfortunately most people do not understand the severity of this matter."**

As these women underwent a lot of training, they took it a step further by creating positive messages about breastfeeding, vaccination, good hygiene, and nutrition to promote good child and maternal health.

During our meeting, the active members explained that they are expanding this initiative to reach other groups like adolescents, children and men. Fadya adds, **"We face a lot of challenges to get the community on board at times because this is not something that people here are used to and the topics are a bit sensitive in our culture, nonetheless very important."**

Below are some activities that were conducted in 2019 by the community mobilizers:

Workshops: Many workshops were held in schools, kindergartens, centers on several critical topics like sexual harassment, integrating disabled persons into the society, breast cancer and diabetes awareness, early marriage, and etc.

Summer Camps: Focused on school girls to teach them about the changes that happen to their bodies during their teenage years. Their mothers also attended this summer camp.

The Development of a New Focus on Mother and Child Health at Jericho Hospital - Telling their story:

Juzoor Staff visited Jericho Governmental Hospital and talked to the practitioners, mid-level managers mainly Mother and Child supervisors that were trained under this project. The trainings included, but not limited to, Infection Prevention, Advance Life Support in Obstetrics (ALSO) for doctors and midwives, Neonatal Resuscitation Program (NRP) for neonate doctors and nurses, Helping Babies Breathe (HBB) for health care providers in both obstetrics and neonates wards, Advance Cardiac Life Support (ACLS) for doctors and nurses in hospitals, Helping Mothers Survive for midwives and practical nurses, and the importance of sterilization and medical ethics.

After the trainings, an effective new tool for assessing the quality of hospital care for mothers and children is being implemented in Jericho. Pinpointing strengths and shortcomings with precision, it also serves to guide staff in their future work.

"We are not here to criticize people's work but to help them do their job better," says Quality Control Officer Ammar Baboly, as the day's work begins. Seated around the hospital director's office are the heads of three units, the Nursing, Midwives and the Quality Control units.

The aim is to show how the hospital compares to international standards, explains the Quality Control Officer, and by putting the result together with those from assessments done in previous phases, and to give the Ministry of Health a clear indication of which areas need improvement.

"The problem is that the staff is unaware of their malpractices – they are all convinced they are doing the right thing," comments Ammar Baboly. He explains that not only are these trainings beneficial for the practical work, but also for ethical work. **"Not too long ago, one of the doctors entered the operating room without wearing a surgical mask,"** he adds. Before these trainings many of the nurses were scared to speak up about some wrongdoings they witnessed from the doctors. **"The trainings really helped our staff identify key problems. The nurses are more vocal now when they see mistakes. She informed higher management about this incident and the doctor handled the consequences."**



Ammar Baboly explains the guideline signs that were recently hung in the maternity unit.



From the left is the head of the Nursing Unit, Majdoleen Juma, Quality Control Officer Ammar Baboly, and Head of the Midwives Unit, Mukkaram Jalayta.

In addition, to make sure the hospital staff follow protocols and nothing is forgotten; guideline signs were printed and hung around the maternity unit.

"I have been working here for 22 years, but now I have a clearer idea of how to organize my work," says Mukkaram Jalayta, who is the head of the midwives Unit at the hospital. "The workshops were very practical, and we were free to share ideas and learn from the experiences of the facilitators."

Mukkaram adds, **"A lot of the trainings were a much needed refresher for me. However, we took a lot of what we learned from these trainings, reflected it to other staff members and built a whole new system."** She continues, **"For example, we now have a system in place for the sterilization of the medical tools. Everything gets sterilized, packaged and documented with the time and date."**



Midwife, Mukkaram Jalayta, documents the sterilized medical equipment.



POLICY DIALOGUE & ADVOCACY PROGRAM

This program aims to influence and contribute to the development of health and social policies.



Overview

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 and the Ministry of Education, and Ministry of Women's Affairs). 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**

Making sure areas in Palestine that are most neglected, specifically areas in Gaza and Jerusalem, Juzoor has consistently maintained its work in both areas and has strived to scale up and expand its presence there. Through maintaining an office and a team of capable staff and consultants, as well as a good network of partner NGOs, Juzoor has been able to provide quality interventions to support the fragile health system in Gaza. The focus of our work in Gaza ranged from providing emergency system support and training to improving infection prevention practices, providing specialization scholarship opportunities to physicians, and assessing postnatal care services.

Building networks and alliances

Believing in the value of working in partnerships and building alliances to ensure sustainability and longevity, Juzoor expanded its network of partners this year by working with multiple leading organizations in the Palestinian health and social development sectors.

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

Palestinian Health Policy Forum (PHPF)

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.

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 Minister of Health, Dr. Mai Khalieh meets with the Palestinian Health Policy Forum and Juzoor to discuss national health policies, including ways to enforce policies to achieve Universal Health Coverage.



Middle East and North Africa Health Policy Forum

Dr. Salwa Najjab, Juzoor's senior advisor, is a Board member of the MENA Health Policy Forum (MENA HPF) established in 2008 as an independent, nonprofit 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.



Palestine Adolescence Health Coalition

In 2019, Juzoor, in partnership with the MoH and UNFPA, the first Palestine Adolescence Health Coalition was formed as a response to the recommendations of the national SRHR conference held in May 2018. The coalition consists of representatives from PFPPA, UNFPA, Thalassemia Palestinian Friends Society, Sharek Youth Forum, Palestinian Child Institute, Juzoor, Palestinian Central Council (PCC), World Vision, Tomorrow's Youth, UNRWA, MAP UK, War Child, Women's studies center, Palestinian Medical Relief Society (PMRS), Save the Children, Save Youth Future Society (SYFS) Gaza, Nafs For Empowerment, Birzeit University, Palestinian Health Policy Forum, and the Ministries of Health and Education.



The launching of the coalition was held on September 1, 2019. Following the launching event. Additionally, Juzoor created specialized subgroups consisting of the members, one for SRH and the other covering mental health that will operate under the umbrella of the coalition. Through this coalition, a meeting for the Sexual Reproductive Health subgroup was held on September 5th to discuss the importance of integrating of SRHR into primary health care and the gaps that are addressed in the educational and health system. The results of this meeting was to meet with key stakeholders within the Ministry of Health and especially the Minister herself and discuss the importance of SRHR within Primary Health care and how it is essential in achieving Universal Health Coverage.

Under the coalition and Juzoor organized a workshop, in partnership with the Palestinian Association of Family Medicine. The topic was adolescent health titled "An in-depth view into Adolescents", led by the physician Dr. Hatim Omar. 42 members of the coalition organization, the Ministry of Education and the Ministry of Health attended this educational day. The topics discussed were eye-opening towards new addictions and risky behaviors adolescents globally are facing, the importance of Mental health and its integration as a cross-cutting topic within all interventions, sexual and reproductive health education and its vital implications on a society such as Palestine.

A coalition meeting took place on December 30th to discuss the strategy and the process of its implementation. In addition, the meeting focused on the capacity needs among the members and the need to design a capacity development plan.

Advocacy and Conferences

As part of its mission, Juzoor continues to advocate for and promote health for all the Palestinian people through conducting national conferences, introducing new concepts, shedding the light on critical issues, and transferring new technology. Below are a few highlights of our conferences/workshops that were held for this reporting period:

A National Workshop on the Intergration of Sexual and Reproductive Health and Rights into Primary Healthcare

A National Workshop on Sexual and Reproductive Health and Rights Intergration into Primary Healthcare was held on October 7th, 2019, under the Minsitry of Health and in partnership with the Palestinian Health Policy Forum and UNFPA. The workshop highlighted the importance of adolescent sexual and reproductive health and rights in Palestinian schools. The workshop had participants with representation from stakeholders in the public, private, and NGO sectors to discuss the present situation regarding SRH integration into PHC within the national SRH strategy, review the existing services and gaps, and identify opportunities to facilitate SRH integration into PHC.

First Task Force Meeting to Integrate Family Medicine into Primary Healthcare to Achieve Universal Health Coverage

Under the leadership of the Ministry of Health, Juzoor organized the first task first meeting on Family medicine in 2019 and has been working on integrating family medicine into the national system ever since. This meeting came after a series of meetings and consultations with the World Health Organization (WHO), UNRWA, Foundation for Family Medicine, other UN organizations, MAP and the Palestinian Health Policy Forum. It is seen as a national priority for the aforementioned organizations to support the vision of the Ministry of Health in implementing the Family Medicine Program to achieve Universal Health Coverage in Palestine.

The goal is to establish comprehensive national provision of family medicine across the Palestinian Occupied Territories in the West Bank and Gaza in line with the Ministry of Health needs.



November Diabetes Awareness Campaign

“صحتي وصحتك أحلى من السكر”

A yearly campaign takes place each November to raise awareness about diabetes prevention and management. Juzoor, in partnership with the Bank of Palestine, Augusta Victoria Hospital and Ramallah Municipality held this campaign under the National Diabetes Program. Through this campaign, **400** adults were screened and **500** school children benefitted from a play about promoting healthy lifestyle modification.



Breast Cancer Awareness Campaign

Juzoor organized a month long national breast cancer awareness campaign where it conducted several activities to educate women and girls on breast cancer and healthy eating. Juzoor also created a support group with the survivors to help support the women diagnosed with breast cancer. The group provides information and education on what to expect and how to cope with the treatment. This group also encourages the participants to share their feelings.

Additionally, in partnership with Tubas governorate, Juzoor organized a national breast cancer marathon to support those affected and to raise awareness.



In 2019, Juzoor has been building on previous success demonstrated by a sharp increase of outreach activities to have the people's voice heard and meet national needs. Juzoor continued promoting dialogue, conducting national meetings and with key stakeholders, in order to help ensure that policies promoting health are invested in the Palestinian people's needs, while at the same time are inline with the national health strategies.

Throughout this reporting period, Juzoor has significantly strengthened its role and influence on the national level and with key stakeholders and has been recognized on numerous occasions. Please see below a few of our highlights for 2019:



Meeting with Minister of Education, Dr. Marwan Awartani, to discuss joint projects.



Meeting with the Minister of Labor, Dr. Nasri Abujaish to discuss the occupational health concept.



Minister of Health meets with the PHPF to discuss national health policies, including ways to enforce policies to achieve Universal Health Coverage.



MoH National Health Committee meeting. The Director of Juzoor, Dr. Umaiye, is part of the committee.



Dr. Salwa Najjab and Dr. Umaiye meet with the Minister of Health, Dr. Mai Khalieh, to discuss health policies.



Juzoor, in partnership with Al Najah University, organized the International Conference on Early Childhood Development (ECD).



Dr. David Mc Ray, Professor at the University of Tennessee, conducts an annual visit with his resident students for joint training programs for Palestinian resident doctors.



Juzoor hosted a delegation from the Swedish Parliament to provide an overview of the women health in Palestine.



Juzoor meets with the Prime Minister, Dr. Mohammad Shtayeh.



Juzoor staff meet with Rashida Talib, a US Congresswoman and lawyer, to advocate for Palestinian women rights.



Juzoor's management, Board and General Assembly honor Dr. Salwa Najjab for her remarkable work as the Director of Juzoor for 12 years.



The Armenian Society honors Juzoor for its work and efforts in strengthening their resilience as a vulnerable group in Jerusalem.



Meeting with Dr. Hans House, Professor and Vice Chair for Education in the Department of Emergency Medicine at the University of Iowa, to discuss emergency training opportunities.

Meeting with WHO/EMRO to discuss Universal Health Coverage.



Juzoor meets with Dr. Laila Ghannam, the Governor of Al-Bireh and Ramallah.



Juzoor honors Dr. Rima Salah for her remarkable work in protecting children's rights. She is an inspiring Palestinian woman who advocates for the rights of children and one of the most influential woman in the world who made a difference in the lives of children.



Juzoor signs an MoU with IMET to conduct trainings for healthcare providers.



Dr. Umaiye'h's opening speech at the International Family Medicine Conference in Bethlehem.



Under Juzoor's Continuous Professional Development Program, Juzoor invited Dr. Harb Harb, a medical doctor from USA, to conduct trainings for Palestinian doctors.



In partnership with the Danish House, Juzoor hosted students in the health field from Demark for their annual study tour to Palestine.



Juzoor meets with Dr. Wael Shiekh, the Director of Ramallah and Al-Bireh Health Directorate.



International Labor Organization (ILO) visit to Juzoor to discuss the Occupational Health Concept.

As part of our mission for excellence, Juzoor organized a three-day workshop in November for all its staff to develop Juzoor's strategic plan for 2020 - 2025. The key points that were discussed were:

Vision: Where are we going?

Mission/purpose : Why do we exist?

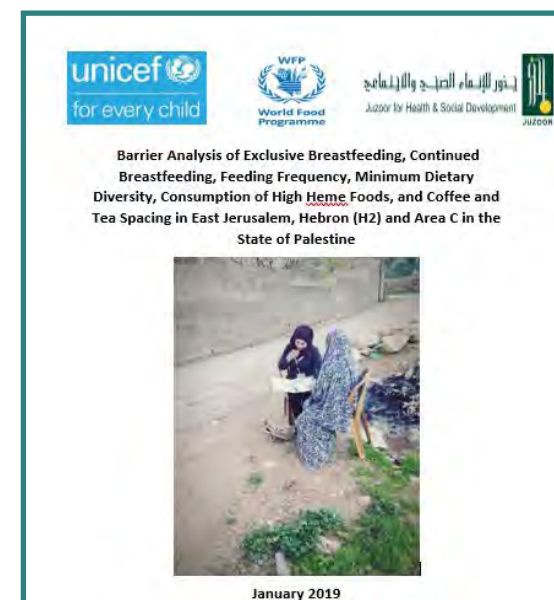
Strategic Priorities: What do we need to focus on to achieve our vision?



IN 2019...

Barrier Analysis of Exclusive Breastfeeding, Continued Breastfeeding, Frequency, Minimum Dietary Diversity, Consumption of High Heme Foods, and Coffee and Tea Spacing in East Jerusalem, Hebron (H2) and Area C

Juzoor, jointly with UNICEF and World Food Programme, conducted six Barrier Analysis (BA) studies in the West Bank to examine determinants of six key behaviors that have been promoted among Palestinian women, yet require improvement to ensure improved maternal, neonatal, and child health and nutrition. These behaviors focused on: 1) Exclusive Breastfeeding (EBF), 2) Continued Breastfeeding, 3) Minimum Dietary Diversity, 4) Feeding Frequency, 5) Consumption of High Heme Foods, and 6) spacing of Coffee and Tea consumption. UNICEF has been promoting EBF, continued feeding, feeding frequency, and minimum dietary diversity, while WFP was promoting consumption of iron rich food and spacing of coffee and tea consumption.



Baseline study of maternal care and newborn care amongst vulnerable population in Jordan valley, and internally displaced people (IDP) in North Gaza

In partnership with Ministry of Health and MSD, Juzoor conducted an assessment study among **15** clinics and **3** hospitals serving vulnerable population living in Jericho area, Tubas, and in North Gaza in February 2019. Based on the study, despite all Ministry of Health and other stakeholders' efforts to improve maternal and newborn care in clinics and hospitals, there is a room for substantial improvement in health services for vulnerable populations.



In 2019...

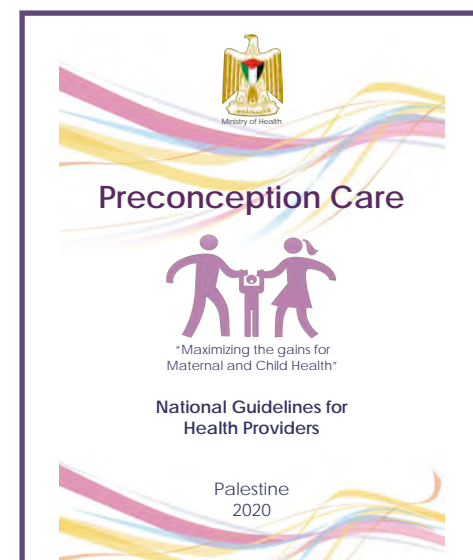
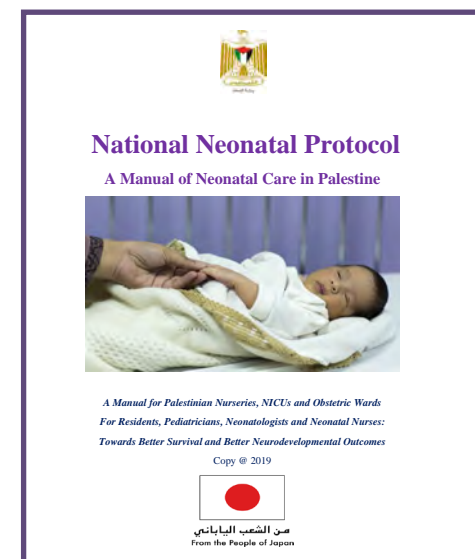
National Neonatal Protocol: A Manual of Neonatal Care in Palestine

Palestine has a high neonatal mortality due to inadequate and poor quality health services. As such, Juzoor placed an increased emphasis on the need for standards of care, as well as mechanisms which address the barriers to provision and use of quality care. Evidence suggests that explicit, evidence-based guidelines improve the process and outcomes of health care when appropriately implemented. In addition, characteristics of the guidelines, the process used in their development and a clear implementation strategy supported by effective monitoring and supervision influence the impact of practice guidelines. By updating the national neonatal care protocol, this will help health care providers make appropriate health, nutrition and development management decisions about sick young infants and infants with developmental delays or difficulties. They will also guide national policy-makers in ministry of health, program managers, and development partners and will inform revisions to current training and reference materials. **The new protocol produced by Juzoor was adopted and endorsed by the MoH, the Paediatric Association and approved by the Palestine Medical Council to be integrated in the residency programme.**

National Preconception Protocol: A Manual of Preconception Care in Palestine

Under the MoH, the Preconception Health Care Guidelines were developed to assist health care providers in the primary health care settings to deliver the standard PCC services complementing, and not replacing, the existing content of the preventive care services.

Juzoor taking the lead in the development of this national guideline, in partnership with the Women Development Directorate, the Institute of Public Health, the World Health Organization, UNFPA, UNRWA, UNICEF, Health Work Committees, and the National Committee, this national guideline was made available and to be implemented in each health facility by all health providers.



WATCH: A video highlighting our diabetes awareness campaign activities as part of our National Diabetes Project.

Watch Juzoor's Videos Here:

www.juzoor.org/en/about-juzoor-for-health/video-library

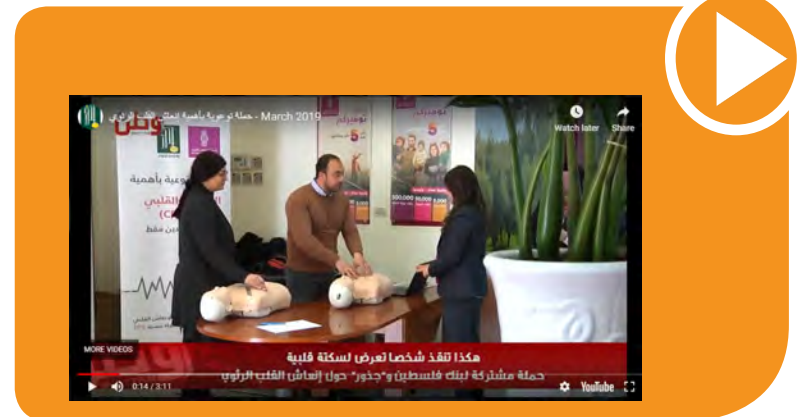


WATCH: A video published by Wattan TV about the updated neonatal protocol developed by Juzoor, in partnership with UNICEF and the Government of Japan.

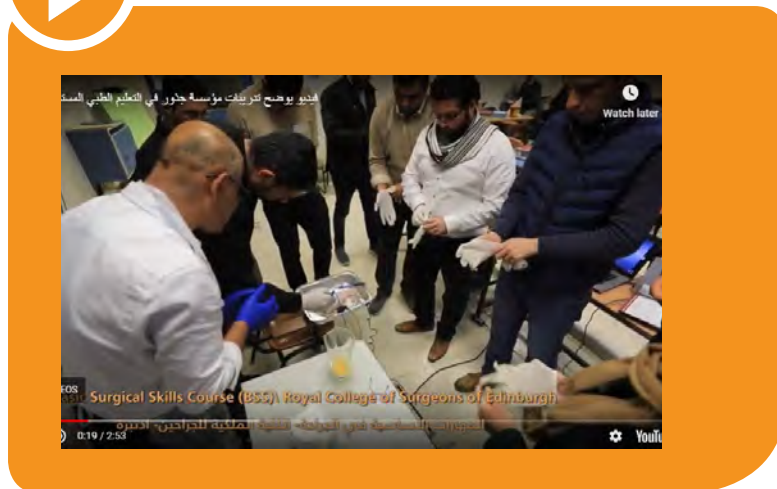
WATCH: A video about our Healthy School Canteen Project.



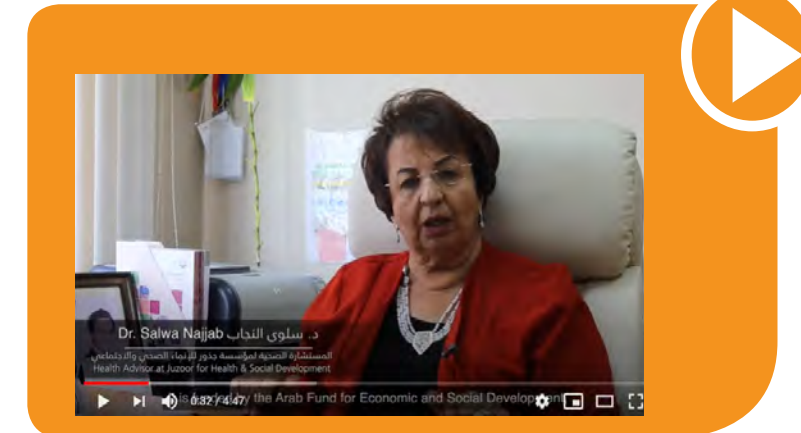
WATCH: A video published by Wattan TV about our joint campaign with Bank of Palestine on Hands-only CPR.



WATCH: A video highlighting our Basic Surgical Skills Course (BSS), in partnership with the Royal College of Surgeons of Edinburgh.



WATCH: A video highlighting our Medical Subspecialty and Nursing Training Scholarship Program for Palestinian Doctors and Nurses, funded by the Arab Fund for Economic and Social Development, through Taawon Organization.



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World vision

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Birzeit University

American University of Beirut, School of Medicine

Arab Resource Collective, ARC, Beirut

Arab Coalition for Adolescent Health

MENA Health Policy Forum

Lions Club

The Foundation for Al-Quds University Medical School (F.Q.M.S.)

Bank of Palestine

Palestinian Health Policy Forum

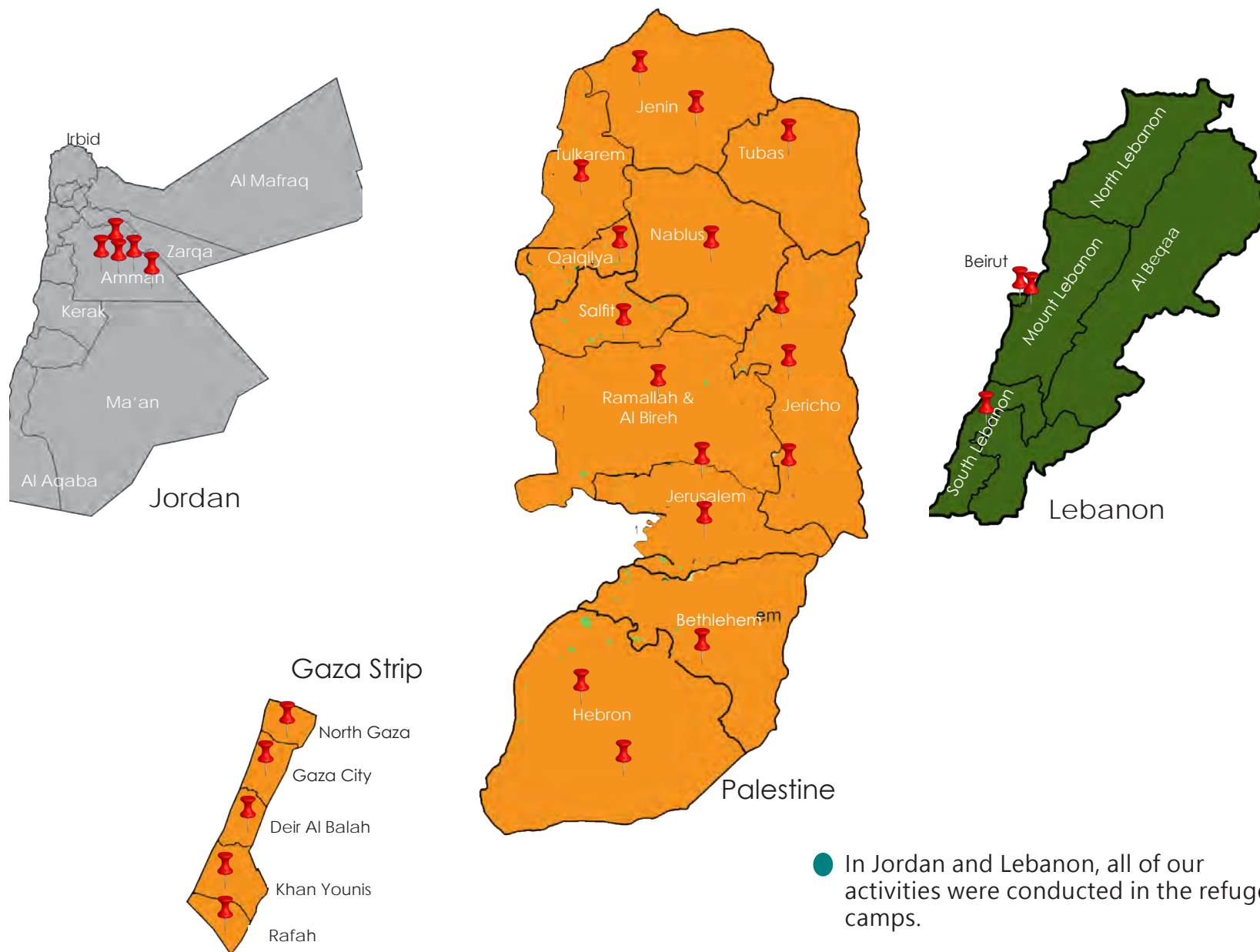
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