

الإتحاد اللوثرى العالمي في القدس

THE LUTHERAN WORLD FEDERATION

Department for World Service
Jerusalem



THE
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Annual
Report
2015

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Remembering and Celebrating Dr. Tawfiq Nasser

We were deeply saddened by the passing of Dr. Tawfiq Nasser on 16 May 2015. Dr. Tawfiq served as Chief Operating Officer and as Chief Executive Officer at Augusta Victoria Hospital for a total of eighteen years.

In all that Dr. Tawfiq did at AVH, he remained focused on serving those most in need. He embodied the motto of the Lutheran World Federation's Department for World Service, to "uphold the rights of the poor and oppressed."

I saw this in a variety of ways . . . in the way he fought for access to healthcare, in the way he advocated for a patient's right to reach the hospitals in Jerusalem, in the way he challenged himself and those around him to build a strong institution — because he loved his country and believed AVH had a duty to provide the best possible services.

It was an enormous privilege to work alongside Dr. Tawfiq. He was truly a special, gifted individual, deeply committed and passionate, who was equally comfortable giving attention to the smallest details of a project proposal or an architect's drawings, or providing

The late Dr. Tawfiq Nasser spoke on 11 April 2013, during a ceremony unveiling four new departments at AVH: the Radiology Department, the Intensive Care Unit, the Hematology Unit, and the Bone Marrow Transplantation Unit. While CEO of the hospital, Dr. Nasser worked tirelessly to make AVH the center of excellence and specialized medicine it is today. Photo by A. Johnson/LWF



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of Churches

the overarching vision and leadership that would propel Augusta Victoria Hospital to higher levels of service.

Dr. Tawfiq tirelessly emphasized and worked to maintain the dual character of Augusta Victoria Hospital . . . on the one hand, a place that provides the highest standard of diagnostic and clinical services, and, on the other, a place that cares for the whole person, offering comfort and compassion and alleviating suffering, and promoting values that would improve the quality of health for a family, for a community, and for Palestine.

As Tawfiq had a deep affection for AVH, we at AVH and across the whole LWF Jerusalem Program carried a deep affection and respect for him as a colleague and friend, mentor and leader, and as a theologian and musician, and above all as a family man.

We are thankful for and celebrate Dr. Tawfiq's life and witness and give thanks for his wife Sama and children Amin and Jenna for their graciousness in sharing Tawfiq with us, and for their sacrifices along the way. The whole family is an inspiration to us.

(Please see "In Memory of Dr. Tawfiq Nasser" from Bishop Dr. Munib Younan on page 8.)

On 16 June 2015, Augusta Victoria Hospital held a graduation ceremony for the first intake of nursing students in Palestine receiving a Specialized Post Graduate Diploma in Oncology Nursing. Dr. Tawfiq was the inspiration behind this graduating class known as "Dr. Tawfiq Nasser's Cohort." Members of Tawfiq's family were present at the graduation ceremony, including Amin Nasser, Tawfiq's father, who participated in the distribution of the diplomas. (See page 12 to read the article on the next generation of oncology specialists.) Photo by T. Montgomery/LWF



Political Tensions

Many Palestinians, especially in Gaza, are still dealing with the consequences of the hostilities in 2014. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), "At the end of 2015, more than 16,000 families (over 90,000 individuals) remained displaced as a result of the 2014 Gaza-Israel hostilities, which destroyed 11,000 homes and severely damaged or rendered uninhabitable an additional 6,800 homes. The living conditions of these families raise a range of protection concerns, including overcrowding, limited access to basic services, lack of privacy, tensions with host communities, risks due to unexploded ordnance and exposure to adverse weather."

There was a surge in violence in 2015 as well, particularly in the fall. Preliminary analysis of data collected by OCHA indicates that "170 Palestinians and 26 Israelis were killed during 2015 (until 28 December 2015) in attacks and clashes in the occupied Palestinian territory and Israel" and that there were 15,377 Palestinian and 350 Israeli injuries during the year. Most of the fatalities, more than 80%, occurred after the escalation of violence started in October 2015. OCHA states that "Over 90 per cent of the Palestinian injuries were recorded in the West Bank, including East Jerusalem, the vast majority during demonstrations

and clashes. About 56 per cent of the injuries resulted from tear gas inhalation requiring a medical intervention; 25 per cent from rubber (or rubber-coated) bullets; 14 per cent from live ammunition; and the rest from physical assault and other means."

The Israeli policy of collective punishment intensified in 2015. According to the Israeli human rights organization "B'Tselem", since October 2015 "Israel has stepped up its use of home demolitions as a punitive measure." Nevertheless, most of the 539 homes and other Palestinian-owned structures in the West Bank destroyed by Israeli authorities in 2015 were destroyed due to the lack of an Israeli permit, according to OCHA. UN Humanitarian Coordinator, Mr. Robert Piper, said in early 2016, "Most of the demolitions in the West Bank take place on the spurious legal grounds that Palestinians do not possess building permits, but," he continued, "in Area C, official Israeli figures indicate only 1.5 per cent of Palestinian permit applications are approved in any case. So what legal options are left for a law-abiding Palestinian?" Also early in 2016, Peace Now, the Israeli peace group that tracks Israeli settlement growth in the West Bank, reported that Israel's declaration that 2,342 dunums (530 acres) of land south of Jericho is now Government Property is a de-facto confiscation of Palestinian lands for the purpose of settlement and is one of the largest declarations of state land in recent years.

AVH 2015

Cash Crisis

Augusta Victoria Hospital faces on-going cash flow problems as a result of the inability of the Palestinian Authority (PA) to pay on a regular basis the fees for the cancer patients it refers to the hospital. The Lutheran World Federation (LWF), the Augusta Victoria Hospital (AVH), and the AVH board, together with LWF member churches and related agencies, continued their advocacy work in 2015 in order to address the cash flow crisis of the AVH resulting from a delay of payments from the Palestinian Authority (PA) for patient treatments.

The PA continued to refer patients to AVH in 2015 for cancer treatment and other treatment not available in Gaza or the West Bank. Due to the cash surplus carried into 2015 and some small payments from the PA in 2015, AVH was able to operate through May 2015 without utilizing its line of credit with the Bank of Palestine or taking out any other loans.

The EU made a large payment to AVH in late August 2015. The EU PEGASE mechanism collected 25 million Euros for the purpose of reducing the debt that the PA owed to the East Jerusalem hospitals.

Out of this, AVH received 11.98 million Euros in payment for the PA referrals to AVH during the period 15 May 2014 to 31 December 2014.

However, the costs for patients referred to Augusta Victoria Hospital continue to mount at the rate of approximately \$2.5 million per month and US funding for the East Jerusalem hospitals did not arrive in November 2015 as hoped. AVH finished 2015 with millions of dollars in loans and payables to suppliers, while the Palestinian Authority owed AVH more than \$28 million in outstanding receivables. On 8 February 2016, AVH received most of the expected 2015 US funding via the Palestinian Authority in the amount of \$8.6 million, reducing the PA receivables, relieving the AVH cash flow problem, and bringing the AVH bank loans to zero.

Substantial funding from the European Union and the US in 2016 is once again needed to ensure that there is no interruption of treatment for West Bank and Gaza cancer patients and other patients served at AVH and other East Jerusalem hospitals.

The LWF continues to carefully monitor these and other developments affecting the ability of the PA to cover the costs of its referrals to all East Jerusalem hospitals, including AVH, and is encouraging advocacy by friends and partners.

A young patient receives treatment in the pediatric ward at AVH. The Palestinian Authority (PA) continued to refer patients to AVH for cancer treatment and kidney dialysis in 2015. However, AVH suffered from a cash flow crisis when the PA was unable to pay on a regular basis for patients it referred to the hospital for treatment. Photo by K. Brown



AVH

Renovation Projects

Refurbishment of the building housing the AVH Diabetes Care Center was completed early in 2016. (Please see page 19.) Renovation of the AVH surgical theaters and surgical ward was also completed early in 2016. (Please see page 22.)

This door, reflecting the Augusta Victoria tower, is the entrance of the newly refurbished Diabetes Care Center, completed in early 2016. In 2015, a total of 1,600 patients received treatment through AVH's Diabetes Care Center. The renovated center features state of the art examination rooms and specialized screening equipment. Photo by M. Brown/LWF



The renovations of the AVH surgical theaters and inpatient surgical ward were completed in early 2016. The renovated department offers state of the art equipment and sterile environments for surgical patients. In 2015, nearly 2,000 surgeries were performed at AVH. Photo by M. Brown/LWF

Mount of Olives Building Projects

Building permits for the **Elder Care and Palliative Medicine Institute** (ECPMI), to be located in the field to the east of Augusta Victoria Hospital, were not obtained in 2015 as hoped. AVH/LWF management expects that the permits will be available in the latter part of 2016 and, depending on fundraising efforts, construction could begin in 2017. The new building, with 148 beds for elder care and palliative care, would focus on the alleviation of symptoms of serious illnesses and their side effects.

Planning for the **Mount of Olives Housing Project** (MOHP), to be located on the western slope of the Mount of Olives property, is proceeding. The "tatsar" registration was completed in early 2015 and a construction line was obtained for the project, enabling the LWF to proceed with the process toward a final building permit. The proposed project would offer between 85 and 115 affordable housing units, including guest housing, independent living, staff housing, and assisted living.

Vocational Training Program (VTP)

Graduates of the Vocational Training Program celebrate on 8 June 2015 in the Ramallah Cultural Palace. In 2015, 227 students graduated from the VTP and 330 trainees completed 19 short courses in Beit Hanina and Ramallah. Photo by T. Montgomery/LWF

On Monday, 8 June 2015, the Lutheran World Federation Vocational Training Program (VTP) celebrated the graduation of its 63rd class. The class of 227 graduates, including 46 females, joined the ever-growing alumni community of the VTP. (Please see pages 27 –41 for information about the Vocational Training Program.)

Mr. Walid Nammour speaks with a pediatric kidney dialysis patient on one of his regular walks through the AVH departments. "My greatest joy is to see the smile on a child who is being fully treated and who goes back to normal life, who goes back to school." Photo by M. Renaux/LWF

Mr. Walid Nammour AVH Chief Executive Officer



We welcomed Mr. Walid Nammour to the AVH staff on 1 May 2015 as Deputy CEO. After serving as Acting CEO in the months immediately following the death of Dr. Nasser, Mr. Nammour was approved as AVH Chief Executive Officer by the AVH Board of Governance on 4 September 2015. Walid comes to AVH with a wealth of knowledge, experience, compassion and energy and is well-prepared to carry out his responsibilities as CEO. (Please read the biographical information about Walid on page 15.)

Thank you!

Thank you for your solidarity and encouragement over this past year. On behalf of the LWF Jerusalem Program I would like to extend my thanks to friends and colleagues around the globe who supported our diaconal work in 2015.



Rev. Mark B. Brown
Representative

The Lutheran World Federation
Jerusalem



Prayer Vigil for Peace in the Middle East

The LWF and its partners in the ACT Palestine Forum, in addition to offering a wide array of humanitarian services in the West Bank and Gaza, initiated a prayer vigil in 2012 for the Christian communities in Palestine and Israel, for all those who are suffering in the Holy Land, for Palestinians and Israelis, and for peace in the Middle East and the world.

This global ecumenical prayer vigil began on 24 December 2012 and will continue across the globe, on the **24th of every month**, until the Israeli occupation is dismantled, violence in the Middle East ends, and all can celebrate a just and lasting negotiated resolution to the Palestinian-Israeli conflict.

The vigil is coordinated by the ACT Palestine Forum.

Go to www.actpalestineforum.org

and click on "Prayer Vigil for Middle East Peace" for updates and more information.



A mother comforts her son during his dialysis session. AVH is the only place for Palestinian children from the West Bank to receive kidney dialysis. In 2015, AVH provided dialysis services for 62 children. Photo by M. Renaux/LWF



The specialty care centers and departments at the hospital are:

- The Cancer Care Center
- The Hematology and Bone Marrow Transplantation Center
- The Kidney Care Center
- The Surgery and Ear, Nose, and Throat Care Center
- The Community Care and Diabetes Care Center
- The Specialized Center for Child Care
- The Skilled Nursing and Long-Term Care Facility
- The Pathology and Laboratory Medicine Department
- The Diagnostic Radiology Department

AVH Augusta Victoria Hospital

Serious Medicine...Caring Staff

Augusta Victoria Hospital (AVH) is a program of the Lutheran World Federation Department for World Service in Jerusalem. Following the war in 1948, AVH began a partnership with the United Nations Relief and Works Agency (UNRWA) to be the primary medical facility in Jerusalem caring for Palestinian refugees. Continuing in this legacy of serving those who are most in need, many of the patients at AVH today still rely on social assistance as they come to AVH for lifesaving treatment and care.

AVH's specialized care centers strategically focus on treatments that are currently unavailable at a majority of Palestinian hospitals. AVH is the only place for all Palestinians from the West Bank and Gaza to receive radiotherapy treatment, and the only place for pediatric hemodialysis care for Palestinians from the West Bank.

Throughout its many years of serving the local population, AVH has transitioned from a general hospital, to secondary care, and today is becoming a highly specialized center of medical excellence. Complementing the specialized care provided at the AVH Mount of Olives campus, the hospital runs community-based health programs that focus on health education, screening, and early detection reaching rural and otherwise isolated communities.

The next focus of AVH will be to further develop its services to elderly Palestinians in order to meet the needs of the local Palestinian community, and to build upon existing services and expertise available at the hospital.

	2015
Licensed inpatient beds	118
Licensed ambulatory beds & stations	52
Number of staff	353
Number of inpatient admissions	5881
Number of dialysis sessions	16901
Number of chemotherapy sessions	15305
Number of radiation sessions	21146



IN MEMORY of Dr. Tawfiq Nasser

**From Bishop Dr. Munib Younan
Chairperson of the Board of Governance of
Augusta Victoria Hospital**

As Tawfiq was lying on his death bed, I asked him, "What kind of verse would you like me to use in your funeral?" He told me his favorite book of the Bible was the book of James, because it speaks of works, not abstracts. When he told me this, it was clear which verse would honor Tawfiq. From the book of James, chapter 2, verse 18, we chose:

"Someone will say, 'You have faith and I have works.' Show me your faith apart from your works, and I by my works will show you my faith."

When I think of how this verse from holy scripture relates to Tawfiq's life, I think of how he grew up in an evangelical home. He was brought up in a spirit where he understood very well the meaning of faith. But he also understood that faith is not for show, and neither should faith be dead. Faith, he knew, is shown through the witness of a person's life. It is seen in actions of love for the sake of society. The way a person lives shows his or her faith. For me, this verse summarizes very well the life of Dr. Tawfiq Nasser.

Dr. Tawfiq Nasser showed his identification card and the permits he needed to enter Jerusalem simply to arrive for work at AVH to a delegation of "The Elders" visiting the Lutheran World Federation's campus in Jerusalem on 22 October 2012. The delegation was led by former U.S. President Jimmy Carter, and included former President of Ireland and former UN High Commissioner for Human Rights Mary Robinson (left) as well as former Prime Minister of Norway and former Director-General of the World Health Organization Gro Harlem Brundtland.

Photo by A. Johnson/LWF

The Lutheran World Federation, in consultation with the local Evangelical Lutheran Church in Jordan and the Holy Land, asked Tawfiq to serve as director of operations. However, we soon saw that he had the ability to fill much bigger shoes. It was clear that he was a man with a vision. His vision was: "How can I – and how can my work – serve my people?"

I can think of several instances of when his vision moved the hospital forward in a positive way. For example, it was Tawfiq who, when others were uncertain, stood up and said "Yes, we can and must provide cancer treatment for our people."

When we appointed him as CEO of Augusta Victoria Hospital, we saw that through this position Tawfiq could implement his vision. Under his guidance,

Dr. Tawfiq Nasser welcomed home teams from AVH after their emergency response efforts in Gaza in August 2014. Two medical teams volunteered to provide relief operations in three hospitals throughout Gaza following a devastating war in the summer of 2014. Physicians and nurses from several departments including intensive care, surgery, oncology, gynecology, internal medicine, and pediatrics were sent to help with the relief efforts. Additionally, AVH assisted in evacuating and receiving 12 casualties with serious wounds. Photo by M. Brown/LWF



Augusta Victoria Hospital has become a Palestinian success story. The fact that AVH was led by a Palestinian, and patients were treated by Palestinian doctors and nurses, shows that if Palestinian people are given the freedom to rule themselves, they can truly be successful and professional. This story is a source of pride for me and for all Palestinians. For me, this success story starts with Augusta Victoria and Dr. Tawfiq Nasser.

Tawfiq died young, and from a human point of view he left us much sooner than we had hoped. But Tawfiq left a legacy that most cannot accomplish even through very long lives. Tawfiq built something. He built a thriving institution in Jerusalem, in spite of every difficulty, restriction, and obstacle. This was his work and his faith.

Tawfiq's dreams for Augusta Victoria and for his community live on today. The dream he often shared with me was a vision of the hospital as not only a building, but a village of healing on the hilltop. He saw AVH as a place for not only physical healing, but healing in the full sense of the word.

One part of that dream was that AVH would become sustainable. The proposed Elder Care and Palliative Medicine Institute is part of enacting this sustainable future.

In fact, Tawfiq was fundraising for this project even from his death bed! He was determined that this dream would not die. Today, we are carrying on his vision by planning and working on this project.

Another of his dreams was a college for advanced nursing in the Old City of

Jerusalem. This project is also well underway, and will soon be a reality.

Tawfiq passed away in a time when Palestine needs people like him. Many times he was inspired to work in government, perhaps as Minister of Health. However, his wife and I were always encouraging him that his baby was truly the hospital. We are grateful that AVH benefited from his outstanding gifts, talents, and dreams.

Personally, I will say that I miss Tawfiq immensely. I miss him because he was a friend you could trust. He was a down-to-earth person with dreams that reached the sky. He was an excellent husband and father. He was socially very well-connected. I would say he was a fundraising genius, skilled at attracting not only European and Western donations, but funders from the Arab and Muslim communities as well. I am sorry he left us so soon, but I also look to God, knowing that we humans cannot understand God's ways. Tawfiq's life and work were built on a strong foundation of faith in God. I believe that the God who was by Tawfiq's side through his work at AVH will not leave our side now, nor will he leave the side of his wife, Sama, and his two children, Amin and Jenna.

For all these reasons, and many more, it is time to thank God for the life of Dr. Tawfiq Nasser, and for all he has done for the Palestinian people. On behalf of the AVH Board of Governance and of the ELCJHL, I thank God for his work and for the legacy and vision he left us.

When we remember Tawfiq, let us remember the words of St. James:

"Someone will say, 'You have faith and I have works.' Show me your faith apart from your works, and I by my works will show you my faith."

May the peace of God which passes all understanding guard your hearts and minds in Christ Jesus. Amen.



AVH Sets High Goals for 2016

AVH has set impressive goals for 2016 which include acquiring important equipment to better serve patients, renovating two key AVH departments, and achieving positive reviews from two important quality measures.

In order to better serve oncology patients at AVH, several key pieces of equipment are necessary. The most urgent and important is the need for a new **medical linear accelerator** for radiation oncology. For Palestinians in the West Bank and Gaza, AVH is the only hospital in the Palestinian Ministry of Health system offering access to linear accelerators. In November of 2015, the older of two linear accelerators in use at AVH broke down, greatly compromising the ability of AVH to serve patients in a timely way. Until the machine was serviced, staff faced the difficult choice of putting additional strain on the newer of the two machines, already operating at its fullest capacity, or turning patients away. While overloading the newer machine will compromise its longevity, Mr. Walid Nammour says "If a patient has come from Gaza or the West Bank to receive this lifesaving treatment, we cannot and will not turn them away." In the United States or Germany, a range of 6 to 11 linear accelerators are present for every 1 million people (WHO Global Health Observatory Database). Given the Palestinian population of just over 4.5 million people, the need to increase the capacity of the radiation oncology unit by replacing one of the current machines at AVH and adding a third is great.

Additionally, AVH hopes to acquire its first **Positron Emission Tomography-Computed Tomography (PET/CT)** scanner in 2016. PET scanning makes body changes in organ and tissue function visible, which can assist in the earlier detection of disease. AVH staff persons stress the importance of early detection in much of their community outreach and awareness activities with patients and families, and earlier detection at AVH may increase many patients' chances of successful treatment.

Further exciting plans include the renovation of the AVH **Skilled Nursing and Long-Term Care Department** and the AVH **Outpatient Oncology Department**.

Both spaces need to be upgraded, particularly to expand space to welcome patients and families who are waiting or visiting. Designing spaces to serve the overall needs of patients and their families is part of the AVH mission to care for the whole patient, and treat each and every patient and his or her family with dignity. Better design of both departments will improve the flow of patients, reduce crowding, improve patient privacy, and create a more calm and pleasant place for patients to receive care.

Finally, AVH staff have been preparing for two major quality measurements in 2016: the **International Standardization of Organizations (ISO)** and the **Joint Commission International Accreditation (JCI)**. Two surveyors for the ISO will visit

AVH in early March 2016. The first ISO visit was in 2006, and since that visit, AVH staff have widened the scope of ISO measurements, which now include a survey of many AVH medical departments as well as its facility management.

In 2013, AVH was the first of the East Jerusalem hospitals to achieve JCI Accreditation. In May 2016, the JCI reaccreditation process will take place. In preparation for the JCI reaccreditation, 70 indicators have been tracked on a monthly basis to monitor hospital care and performance; medical file review has been conducted by the quality committee, randomly selecting files from different departments; and the head of the quality committee has consulted and implemented recommendations offered by the AVH Board of Directors. **Mr. Atif Al-Rimawi**, Director of Administration and Human Resources, is especially grateful for the deeper collaboration: "The preparation has been extensive, and we have implemented many systems as we prepare for reaccreditation, so it is helpful to hear their advice and encouragement."

Early in 2016, Raneen Bazbaz described her work, the challenges patients face, and the increasing need for treatment at AVH to the visiting LWF Committee for World Service, an international advisory group for the LWF's Department for World Service. Photo by M. Renaux/LWF



AVH Raises up the Next Generation of Oncology Specialists

In order to maintain the high level of care and expertise at AVH for the next generation, the hospital must address the critical lack of oncology specialists nationally. Currently, the hospital supports crucial training and education programs for healthcare professionals in a number of ways, primarily by providing residency training programs and clinical internship experiences to train doctors and nursing students in various specializations. With rising numbers of patients, and an increasing demand for sub-specializations, AVH must proactively focus on capacity building by educating and training qualified individuals to ensure that the necessary experts will be available in the coming years.

Dr. Yousef Hamamreh, Director of the Cancer Care Center at AVH, has also begun to address this problem by providing fellowship opportunities at AVH, though this has been challenging to implement. With only eight oncology specialists in Palestine, Dr. Hamamreh says: "We need to address this nationally. Training just one or two people at a time might solve the problem now, but we need to establish a system today that will meet the needs of our patients in the next generation." Dr. Hamamreh shared that logistical challenges have been one of the greatest barriers. "We have been waiting several months for the approval of licenses for one of our fellows to be placed at an Israeli hospital. But we will keep trying, since we need them to experience these different settings in order to be the strongest candidates and better serve our patients."

AVH currently has two fellows, and Dr. Hamamreh hopes that a third will be able to be placed soon. Fellows typically serve two years at AVH and one year at an Israeli hospital after completing a three year residency program. Each year, AVH has between 20 and 25 residents going through rigorous training with AVH staff, but only a few choose to continue and sub-specialize.



Rawand Alardah, featured on the cover, is enjoying her third year of residency in internal medicine at AVH. She relishes a challenge of analyzing the body systems and how they work together, but hopes to continue in a subspecialty in oncology. That drive to continue specializing is personal as she lost her mother to cancer. Photo by M. Renaux/LWF

One of these residents is **Rawand Alardah**. Originally from Jenin, Rawand studied at Al Najah University in Nablus, but now lives in Ramallah with her husband. She is currently serving her third year of residency at AVH in internal medicine. She chose internal medicine, "Because I like to think! I like the challenge of thinking about the whole body as a system." As Rawand is reaching the end of her internal medicine residency, she hopes to continue with an oncology subspecialty. The drive for oncology specialization is personal, since she lost her mother to endometrial cancer, and her uncle is currently battling prostate cancer: "Cancer is too common; we lose very many people at a young age." On her impressions after three years at AVH, Rawand says: "I like the commitment to the patient. The structures and rules are strict, but this is good. It makes us stronger, and ensures the best quality for the patient."

In addition to the residency and fellow programs, AVH graduated its first class of oncology nursing students on 16 June 2015. In honor of the late Dr. Tawfiq Nasser's commitment to building a community of oncology specialists in Palestine and his deep involvement with the program, the first class is known as "Dr. Tawfiq Nasser's Cohort". Eleven



Eleven oncology nursing students graduated on 16 June 2015. Known as "Dr. Tawfiq Nasser's Cohort", the nurses completed a two-year program from AVH in collaboration with Betanien University in Norway. This is one of the projects AVH is using to build a community of oncology specialists in Palestine. Photo by T. Montgomery/LWF

students graduated and received a Specialized Post Graduate Diploma in Oncology Nursing in Palestine and will continue to work with the AVH Oncology Department.

The two-year program was in collaboration with the Betanien University in Norway, with classes first beginning in 2013. **Maha Tarayyrah**, the Director of Nursing Development and Education was a crucial part of the program, and **Liv Bervin** of Betanien University served as the main teacher and coordinator of the courses. During the graduation ceremony, Dr. Tawfiq was greatly missed. His father, **Amin Nasser**, handed out diplomas alongside Mr. Walid Nammour, Augusta Victoria Hospital CEO. "Sometimes we feel the tears in our eyes but we prevent them from coming out... This is life represented in moments of sorrow and others of joy," Mr. Nammour said. The Representative of Norway to the Palestinian Authority, **Mr. Hans Jacob Frydenlund** addressed the graduates, honoring their commitment of the graduates to caring for their community.

Rev. Mark Brown encouraged the graduates in their special calling as oncology nurses to remember Dr. Tawfiq's dedication to Palestine. "Dr.

Tawfiq's character, his memory will continue to inspire us and unite us for even greater things. This ceremony today is indeed a stepping-stone to those greater things," he said.

AVH continues to improve the oncology services provided to patients through state of the art technology. However, the quality of the staff is just as important, as Rev. Brown said about the graduates. "They know what service to the community is all about. There probably isn't a more noble profession that better exemplifies the idea of service and giving something back to the community. As oncology nurses, they have made an even deeper commitment to making a difference in someone's life every day that they go to work."

In addition to training the next generation of doctors, nurses and technicians, AVH also works hard to provide continuing education opportunities for staff. Doctors and nurses from around the world visit AVH to consult with and share their expertise, and AVH nominates staff members to participate in international conferences and professional trainings as support is available. Finally, the AVH Academy provides continuing education opportunities for staff, with more than 10 courses offered throughout the year. Combined, these activities expand the educational opportunities available to Palestinian healthcare professionals and build the capacity of staff at AVH.

AVH Patient Assistance FUND

The Augusta Victoria Hospital Patient Assistance Fund helps support the most vulnerable patients that come to receive treatment at the hospital. Because the needs of the population are great, the AVH Patient Assistance Fund (formerly known as the "AVH Fund for the Poor") cannot cover everything, but focuses on three areas not covered by insurance or referrals. By supporting transportation, shelter, and food, the AVH Patient Assistance Fund ensures that patients have access to medical treatment and are cared for with dignity.

Patients who benefit from this funding are usually determined on a case by case basis thanks to the dedicated psycho-social staff team. AVH staff consult with patients and their families to determine their specific needs. To provide for those families that have to travel long distances for treatment at AVH, 50 beds are reserved on a daily basis at a nearby hotel. Every month in 2015, AVH exceeded the number of beds that were reserved and required anywhere from 40 to 580 extra beds over the course of a month. Another financial challenge for those who must

travel great distances for treatment is the high cost of transportation to and from AVH. A bus is available to assist those patients and staff traveling from the West Bank, but additional transportation is often arranged to assist patients and companions coming to and from Gaza. Finally, the AVH Patient Assistance Fund helps subsidize the cost of the hospital's food service, ensuring that patients and families have access to affordable, nutritious meals over the course of their stay in Jerusalem.

Donations from individuals and churches to the AVH Patient Assistance Fund provide these necessary services to AVH patients. "Thanks to these people, patients can focus on what brought them to the hospital in the first place, instead of worrying that they might place a burden on their family," says Mr. Walid Nammour, AVH CEO. "There is greater need than the Fund can accommodate, but we will not turn patients away."

Shoushan Franji leads the dedicated psychosocial staff team at AVH. One role of the psychosocial team is to assist patients with finding transportation, accommodation, and other necessary arrangements during their stay in Jerusalem. In addition to attending to the needs of families dealing with economic hardships and the trauma of continued conflict and violence, the psychosocial staff also addresses the myriad of challenges that patients and their families face when given a severe disease diagnosis. Photo by M. Renaux/LWF



Mr. Walid Nammour was named the new CEO of Augusta Victoria Hospital in September 2015. He brings more than 25 years of healthcare management expertise and abounding compassion for the patients treated at AVH.

Photo by M. Renaux/LWF



AVH Welcomes the New CEO, Mr. Walid Nammour

In September 2015, the Augusta Victoria Board of Governance named Mr. Walid Nammour as the new CEO of the hospital. A Palestinian refugee born in the Old City of Jerusalem, Mr. Nammour brings more than twenty-five years of healthcare and hospital executive and strategic management analysis expertise to Augusta Victoria Hospital.

His education includes a degree in health management. He was a Fulbright student at George Washington University in Washington, D.C. for more than two years. Mr. Nammour also trained in England and France. He has held various leadership positions in the public sector in Palestine and in many NGOs, and has an in-depth understanding of the healthcare sector in Palestine and its multi-faceted components.

"We are delighted that Walid Nammour is the CEO of AVH. He's come on to the staff with a tremendous amount of energy, lots of experience, and lots of background related to hospital management," said Rev. Mark Brown, LWF Representative. "He's really the perfect person to come on board at this time."

Beyond his expertise, Mr. Nammour's kind heart and ever-present humor are a welcome addition to the AVH staff. His infectious laughter can often be heard throughout the halls, although his deepest commitment is to the patients who walk through the doors of AVH daily. "When I really need inspiration, I go and visit the patients. Seeing them and hearing their stories motivates me," he said. "My greatest joy is when I see people coming back to joy and to active life."

Mr. Nammour has been a healthcare and strategy-development consultant for numerous international agencies, including the UN, the EU, United States Agency for International Development (USAID), and Britain's Department

for International Development (DfID). Additionally, Mr. Nammour has been a consultant for the Palestinian Legislative Council and ministries of the Palestinian Authority, particularly the Ministry of Health. In 2005, he served as a member of the Inter-Ministerial Committee for Health Reform and Development.

Between 2002 and 2007, Mr. Nammour was the Director of the Birzeit University Center for Continuing Education. During his tenure as director, he also led the Palestinian team on the DfID project, Public Administration and Civil Service Reform. Mr. Nammour also served on the project's steering committee responsible for the Palestinian technical inputs, and was directly involved with the reform efforts in the Palestinian Ministry of Health.

Several organizations have consulted Mr. Nammour for their strategic plans. In 2008, he helped to develop a strategic plan and restructuring process for the Treatment and Rehabilitation Center for Victims of Torture in Ramallah. In 2011 and 2014, he was further involved in follow-up reviews. He has also provided strategic management support to the Foundation for Health and Social Development, Juzoor, in Ramallah. Mr. Nammour has contributed to multi-level capacity development and support for several organizations, which included management training to the Senior Medical Team and Nurses in UNRWA's Health Department.

AVH PATIENT CHALLENGES

Isak Abu Sbieh has been a patient at AVH for two and a half years and receives dialysis three times a week. Although he lives in a Jerusalem neighborhood, Kafr 'Aqab, he must pass through the Qalandiya checkpoint between Ramallah and Jerusalem to reach the hospital.

His trip to the hospital can take him between one and a half to three hours, depending on the checkpoint. Despite the difficulties he faces reaching AVH and complications with his disease, Isak makes sure to have a positive outlook. Without having hope, he says it is much harder for him to cope with the daily aspects of being sick.



Isak is very grateful for the treatment he receives at AVH. **"I want to say all my respect to the hospital itself. The way they provide the services is excellent. The nurses and doctors and staff are excellent, and also the administration tries to help us in every possible way,"** he said.



THE
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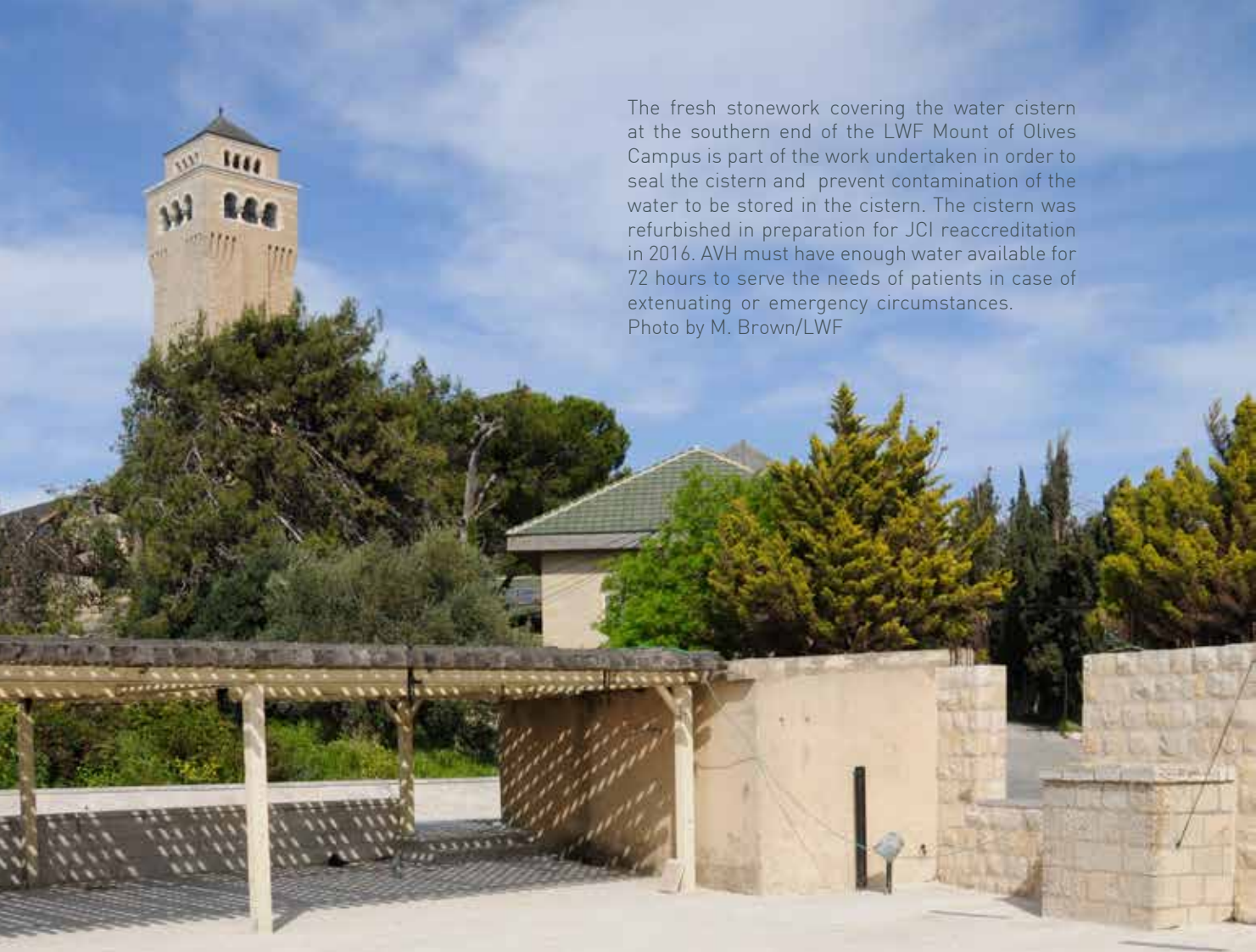
Photo by T. Montgomery/LWF

Fifteen-year-old Amani has been receiving dialysis treatment at AVH since she was ten. She and her mother come from Bethlehem to the hospital four times a week for treatment. Each session takes three and a half hours. Amani has three sisters and four brothers at home, and her mother admits that it is hard work to raise eight children and manage Amani's treatment follow up. Unfortunately, one of Amani's sisters will soon need dialysis as well.

Amani loves to draw and create things with her hands. The psychosocial support she receives at the hospital is crucial, and included a celebration of her 15th birthday. The caring staff at AVH, such as **Tareq Mufareh** who is pictured with Amani, help to make her treatments more enjoyable. Tareq has worked at AVH for 20 years, and started working in the children's dialysis ward 10 years ago.



Photo by M. Renaux/LWF



The fresh stonework covering the water cistern at the southern end of the LWF Mount of Olives Campus is part of the work undertaken in order to seal the cistern and prevent contamination of the water to be stored in the cistern. The cistern was refurbished in preparation for JCI reaccreditation in 2016. AVH must have enough water available for 72 hours to serve the needs of patients in case of extenuating or emergency circumstances.
Photo by M. Brown/LWF

AVH Refurbishes Clean Water Reservoir

In May 2015, AVH began the task of refurbishing an old cistern on the southern end of the campus in order to increase the amount of water stored on the campus and to bring the hospital up to modern Israeli and international accreditation standards. Without the additional water storage, the hospital had a backup supply that would only last for about 6 hours. Thus, AVH needed to expand the storage capacity beyond the three existing tanks. The project is almost complete, but has been briefly delayed while waiting for approval from the Israeli Ministry of Health for the installation of a chorine filtration system. AVH anticipates the completion of the project sometime in early spring of 2016.

In preparation for the **Joint Commission International (JCI)** reaccreditation process in May 2016, AVH is working to ensure that it has a 72-hour backup water supply to serve the needs of patients in case of extenuating or emergency circumstances in which water access might be restricted or cut. AVH staff identified the southern cistern as the best site to renovate for this purpose.

Joint Commission International accreditation is the most rigorous and comprehensive international accreditation process. JCI accreditation assures that patients are receiving the highest quality care and most effective treatment as well as ensuring that health care facilities are managed with the highest professional standards. AVH was the first of the East Jerusalem Hospitals to achieve JCI accreditation in 2013, and anticipates reaccreditation in 2016.



Before (below) and after (right): The AVH Diabetes Care Center staff prepares to move into their newly refurbished space on the Mount of Olives Campus. In order to ensure that patient treatment was uninterrupted during construction, treatment was offered in a makeshift space within the hospital. Photos by M. Brown/LWF

AVH Opens Newly Refurbished Diabetes Center on Mount of Olives Campus

Early in 2016, AVH proudly opened the much anticipated and newly refurbished Diabetes Care Center on the Mount of Olives campus. The newly renovated space features state of the art examination rooms and specialized screening equipment for eye and foot care, patient consultation and educational space, staff offices, and a sunlit waiting room and conference space for families and patients. The improved facility will make it much easier for AVH staff to accommodate the needs of patients and their families, and assist them so that they can better manage their disease.

Throughout 2015, a total of 1,600 patients relied on services from the AVH's dedicated Diabetes Care Center staff. Despite the challenges during the refurbishment, the AVH Diabetes Center continued to operate and offer uninterrupted care for patients by utilizing a makeshift space within the hospital. Both type 1 and type 2 patients



were served in the interim space; 46% were men and 54% were women. The average age of type 2 diabetes patients was 59 and the average age for type 1 diabetes patients was 16.

At the AVH Diabetes Care Center, staff use the hemoglobin A1c (HbA1c) blood test to obtain the most accurate measure possible of the progress that patients are making in the control and management of their disease. The HbA1c test demonstrates average blood sugar levels over the course of 8-12 weeks, giving a much more accurate picture of disease management over time for each patient. This allows staff to better understand and serve the needs of each individual and measure their overall progress. AVH staff set a goal to achieve an average HbA1c reading of 7% or lower for diabetes patients who come to AVH. Though the AVH Diabetes Care center still has a ways to go, the number of patients coming to AVH with a reading of 8% or higher (which is considered uncontrolled) decreased by 14% in 2015.

Diabetes remains a major public health problem for Palestinians, and shares many common risk factors with other non-communicable diseases. AVH staff are committed to treating the comprehensive needs of diabetes patients so that they can better manage their disease and avoid unnecessary complications, therefore making it possible for them to continue to work and care for others at home.

AVH

Mobile Mammography & Mobile Diabetes Units

Served 70 New Communities in 2015

In 2015, the AVH Mobile Mammography Unit and the AVH Mobile Diabetes Unit served a total of 154 communities, 70 of which were new for AVH. The AVH Mobile Unit staff strategically targets rural and otherwise isolated communities and cooperates closely with nearby Palestinian Ministry of Health Clinics and staff in order to refer patients who might need further care.

On a daily basis, these visits make high quality AVH care available to new patients and communities in key locations in the West Bank. Screening services offered by the Mobile Mammography Unit reached 5,900 women in 2015, a 33% increase from 2014. Overall, breast cancer is the most common cancer reported in Palestine, and for women, it has the highest mortality

rate. The Mobile Mammography Unit stresses the importance of screening as a preventative measure in order to detect abnormalities as early as possible. With early detection, patients have more options and a greater chance of successful treatment. Women who come to the AVH Mobile Mammography Unit are offered screening services and taught self-screening practices. Additionally, AVH staff share information about breast cancer awareness and the importance of early detection in order to encourage more women to come forward for screenings and fight local stigma connected to breast cancer.



Patients await appointments with the AVH mobile clinic; in 2015 the mobile units served 154 communities, 70 of which were new sites. Photo by T. Montgomery/LWF



A routine patient consultation with AVH Mobile Mammography staff ensures that patients fully understand each part of the screening process.

Photo by T. Montgomery/LWF

The mobile units are particularly effective at reaching and serving women. In 2015, 64% of diabetes patients served by the Diabetes Mobile Unit were women, and only 36% were men. For comparison, at the AVH Diabetes Center, the percentages were split more evenly, 54% of patients were women and 45% were men. Because both units are mobile, highly effective AVH care becomes more accessible to women who are in rural or geographically isolated communities who would not have easy access to transportation to reach treatment services. Many of these women are home during the day to provide care to family members, so providing treatment close to home is essential for them to sustainably manage their diabetes, or to screen for breast cancer.



Camaraderie provides mutual support among local women waiting outside the Mobile Mammography Clinic. AVH staff is dedicated to bringing the mobile unit services into otherwise isolated areas to ensure that women have access to breast cancer screening services and receive education about the importance of early detection in successfully treating the disease. Photo by T. Montgomery/LWF

AVH Opens Refurbished Surgical Unit



Dr. Shukri Odeh and Nurse Mustafa Ishtaya go over notes in the surgical department. The newly refurbished space opened in early 2016 greatly improves the conditions for staff and patients. In 2015, the department performed over 1900 surgeries. Photo by K. Brown

In 2015, AVH's surgical department was given a much needed renovation. The completely refurbished operating theaters, recovery rooms, and sterilization rooms were completed giving the surgical department access to some of the latest technology and state of the art design. The operating theaters are spacious, giving ample room for equipment and staff to move effectively and efficiently through the space. Warmly lit hallways lead into the large operating theaters. A clean and light color pallet throughout the department infuses the space with a calm and pleasant atmosphere for staff and patients.

For the past decade, AVH's surgical department has specialized in oncology related surgery and ear, nose and throat surgeries. The surgical department is a critical part of the comprehensive cancer care available to patients who come to AVH for treatment.

One important new feature is an improvement in layout. The sterilization room is now directly above the operating theaters, meaning that sterilized equipment and materials can be delivered directly below before they are used, streamlining the process for staff and ensuring high quality care for surgical patients. This is a vast improvement, considering the busyness of the

department. In 2015, the department performed 1,982 surgeries.

The short distance between the operating theaters and recovery rooms makes the transition simple for the staff and safer for patients. The adjoining recovery rooms are quiet and clean, and allow room for staff to remain close, so that they can closely monitor the condition of each patient as they come out of anesthesia.

The new and improved Surgical Department will allow AVH to offer a higher level of care to patients requiring surgical services.



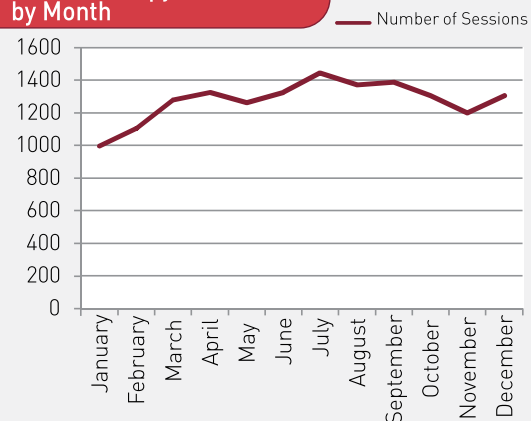
The completely refurbished operating theaters, recovery rooms, sterilization rooms, and surgical inpatient ward were completed in 2015. Warm, sunlit areas offer comfort to patients, while advanced technology and a convenient layout provide a sterile environment critical for recovery. Photo by M. Brown/LWF

AVH

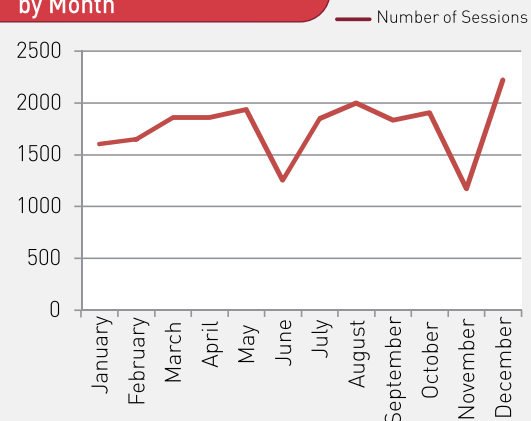
STATISTICS

2015

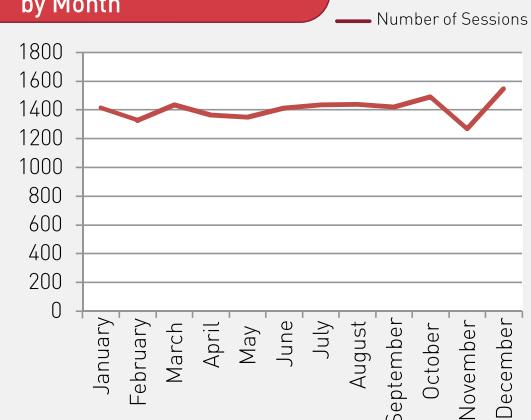
Chemotherapy Treatment by Month



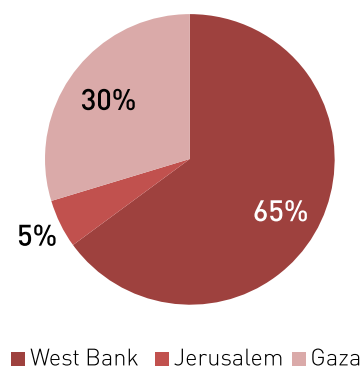
Radiotherapy Oncology by Month



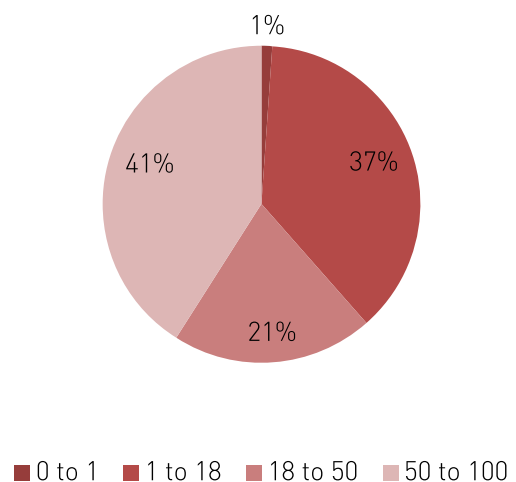
Dialysis Treatment by Month



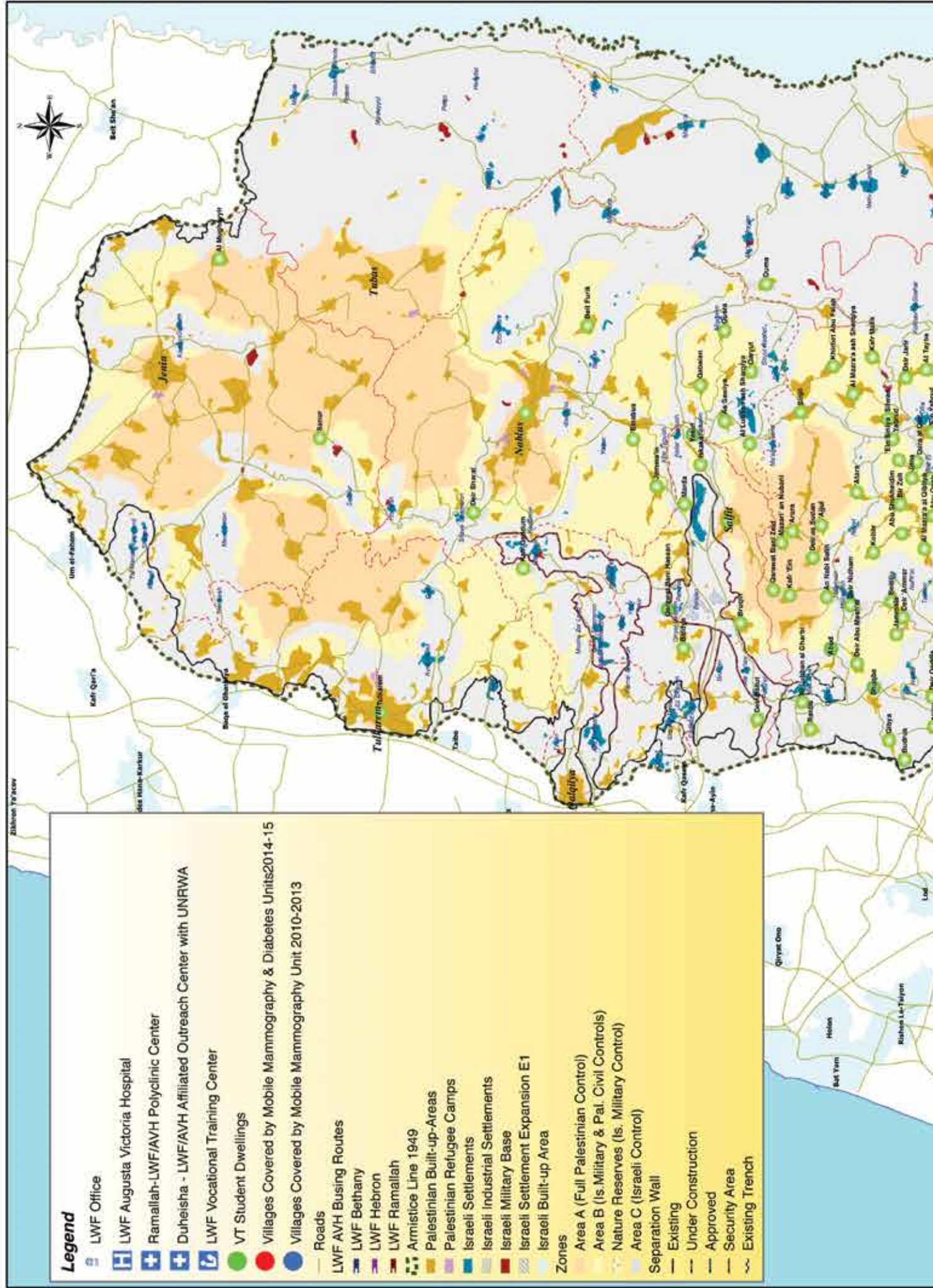
2015 Chemotherapy and Radiotherapy Sessions by Area

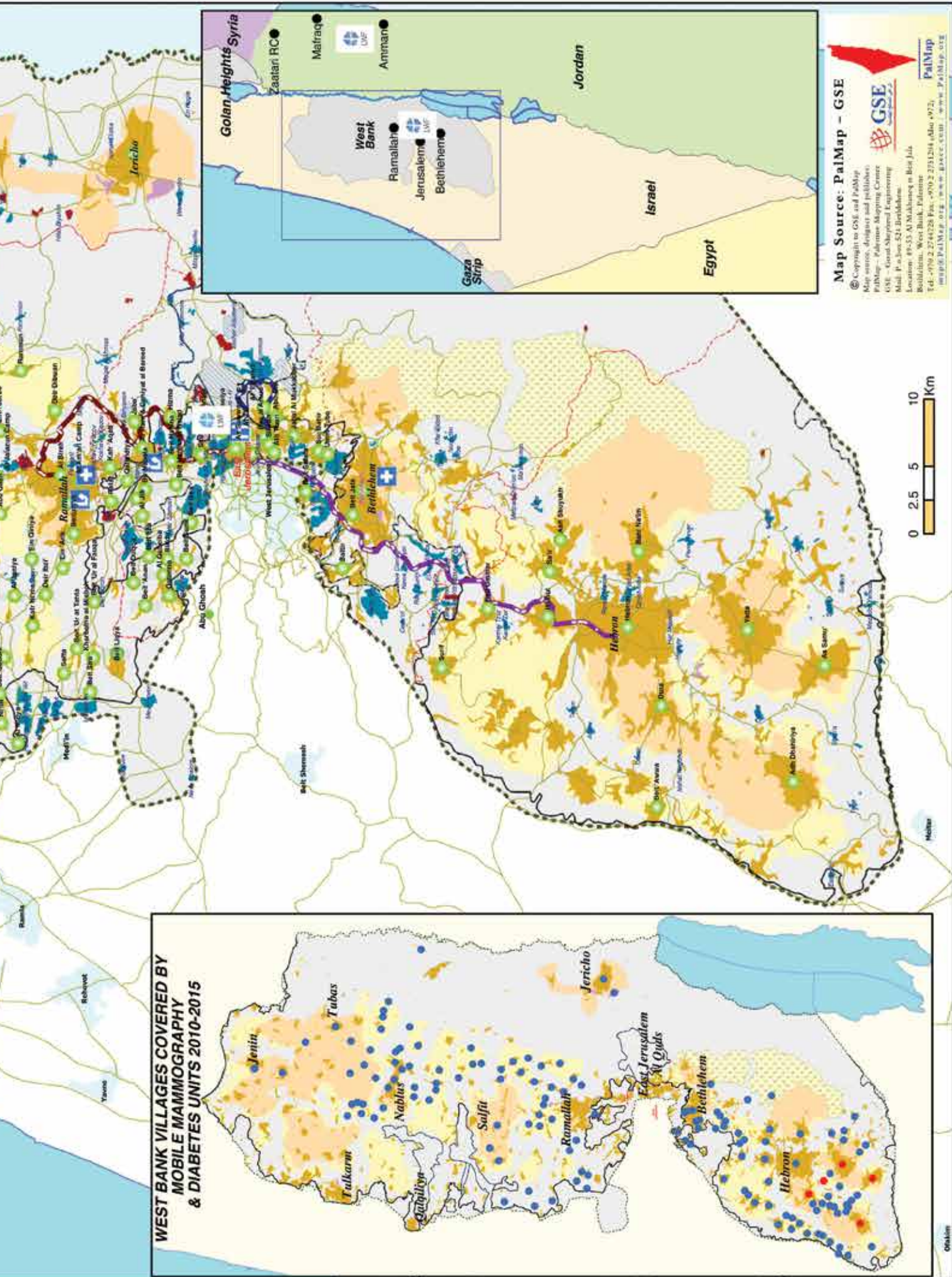


2015 Dialysis Sessions by Age



LWF JERUSALEM PROGRAM ACTIVITIES 2015





The Lutheran World Federation

AVH – Board of Governance



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Mr. Alex Kuttub	Chief Financial Officer, Augusta Victoria Hospital
Mr. Walid Nammour	Chief Executive Officer, Augusta Victoria Hospital
Ms. Caroline Tveoy	Program Officer, Middle East and North Africa LWF Department for World Service



Rasha Abu Rahmeh prepares samples under a chemical hood for testing in the Bone Marrow Laboratory. The laboratory was refurbished in 2014 and is part of one of the most extensive laboratory medicine departments in Palestine, including a general clinical lab, a histology lab, a cytology lab, a genetics lab, a molecular lab, and an acellular lab.

Photo by M. Renaux/LWF

The Lutheran World Federation

Vocational Training Advisory Board




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LWF Staff

Ms. Randa Hilal	Vocational Training Consultant
Mr. Alex Kuttub	Director of Administration and Finance LWF Jerusalem Program
Mr. Yousef Shalian	Director, LWF Vocational Training Program

* Mr. Arne Naess-Holm completed service on the VTAB in 2015 and Ms. Liv Snesrud joined the VTAB



Auto-mechanics trainees study an engine mechanism during class at the VTC. In 2015, over 90% of VTP graduates had found employment within 6 months of graduation, compared to the national average of only 31.6%.
Photo by M. Renaux/LWF

A student at the Vocational Training Center Ramallah practices using a computer program as part of her training in the vocational secretarial department. Since it was started in 2012, over 60 women have graduated from the program. The VTP continues to improve its outreach to young women through the catering, craftwork, and vocational secretary programs.
Photo by K. Baldrige/LWF



VTP Vocational Training Program

Empowering Youth, Building Civil Society

The Vocational Training Program (VTP), one of the most long-standing projects in the LWF Jerusalem Program, has provided vocational training to Palestinian youth since 1949. The VTP began on the grounds of Augusta Victoria Hospital, originally offering young men a three-year training program in carpentry and metalwork. In 1964, the VTP moved from the LWF Mount of Olives campus to a new and larger facility in Beit Hanina, a northern neighborhood of Jerusalem, where the Vocational Training Center (VTC) thrives today.

In 2000, the VTC became a co-ed institution and began training women in the profession of telecommunications. Since then, over 500 women have graduated from the VTP.

The VTP expanded in 2004, adding a new training center in the industrial zone of the West Bank city of Ramallah. The Vocational Training Center in Ramallah (VTCR) addresses the need for additional training programs accessible to Palestinians living in the West Bank who are isolated from Jerusalem and Israel by the Israeli-built separation wall. The LWF established the VTCR with a focus on the concepts of apprentice training and satellite outreach to small and isolated villages.

In 2012, the VTP began a new chapter in its history with the opening of three new departments (catering and craftwork departments at the VTC and a vocational secretary department at the VTCR) and a third center in downtown Ramallah. These new departments and the additional center have significantly increased the VTP's outreach to women.

LWF VTP by the Numbers in 2015

- 919 students received training through the LWF Vocational Training Program
- 227 students graduated from the VTP
- 116 second-year trainees continued courses at the VTC in Beit Hanina
- 246 new students enrolled for the 2015-2016 school year
- 330 trainees participated in a short course or upgrade course offered by the VTP
- 133 female trainees were served by the program
- Students training year-round in the VTP can choose from ten courses of study: aluminum work, auto-electronics, auto-mechanics, carpentry, catering, craftwork, metalwork, plumbing and central heating, telecommunications, and vocational secretary skills

The Right Rev. Dr. Munib A. Younan, Bishop of the ELCJHL and LWF President, congratulated the 63rd graduating class of the VTP in Ramallah on 8 June 2015. The 227 graduates were welcomed into a strong VTP alumni community, whose skills and entrepreneurship play an important role in the future of Palestine.
Photo by Almanar Studio



LWF Vocational Training Program

Friends and Family Celebrate 227 Graduates

On Monday, 8 June 2015, the Lutheran World Federation Vocational Training Program (VTP) celebrated the graduation of its 63rd class. The class of 227 graduates, including 46 females, was welcomed into a community of over 3,000 alumni.

The commencement ceremony took place at the Ramallah Cultural Palace, where dignitaries such as the **Right Rev. Dr. Munib A. Younan**, Bishop of the Evangelical Lutheran Church in Jordan and the Holy Land (ELCJHL) and LWF President, and Mr. Samer Salameh, the Assistant Deputy Minister of the Palestinian Ministry of Labor congratulated and applauded the accomplishments of the graduates.

Mr. Yousef Shalian, Director of the LWF Vocational Training Program opened the ceremony by welcoming the graduates and their families. He thanked partners for their support and cooperation, including those in the private sector and the Palestinian Ministries of Education and Labor, and donors from around the world. He particularly thanked the efforts of his colleagues, the teachers and staff of the VTP, for their tireless work to make the program a success. Bishop Younan also honored the staff and programs offered at the VTP, expressing how valuable programs for vocational training are for the futures of Palestinian youth, and in creating a skilled workforce. Mr. Salameh spoke about the importance of the work of the VTP in the Palestinian labor market and that the LWF is providing quality vocational training to Palestinian youth.

Rev. Mark Brown, LWF Representative, spoke of the history of the VTP, which started with 30 graduates in 1949. The program has steadily grown through the decades in both the number of courses offered and the number of trainees graduating each year. He noted the hard work of the 2015 graduates and celebrated their achievements despite the challenges they faced as students. Rev. Brown reminded the graduates that they are not only part of a long-standing legacy, but are the future of Palestine.

"What you accomplish going forward is just as important as what has been accomplished by your peers in the past," he said. "As you continue to grow and develop your skills, remember that it is your professionalism, your creativity, and your passion that helps to change the world around you."

On behalf of her fellow graduates, **Fatima Zaita** expressed her gratitude towards the VTP trainers and staff and stated her deep appreciation for the training she received through the VTP. As students were called forward individually to receive awards and diplomas, proud families and friends cheered.



Rami Muhlwes graduated from the VTC Telecommunications program in 2015, and now runs his own shop. Within six months of graduation, 92% of VTP graduates are employed or self-employed. Rami has been grateful for the advice his former teachers have given him about owning a business, and he is excited to host apprentices once his shop expands.

Photo by K. Baldrige/LWF

Recent Graduates of the LWF Vocational Training Program Secure Sustainable Livelihoods

Throughout Jerusalem and the West Bank, graduates of the Vocational Training Program are applying their skills in stores, garages, and workshops.

Rami Muhlwes sits in his small shop, tucked in a corner just off the street near the Old City of Jerusalem. On the bright orange walls hang mobile phone cases and accessories. His computer rests on a desk behind him, and his bright smile warmly greets anyone who passes his shop.

From Ras Al-Amud, a neighborhood in East Jerusalem near the Mount of Olives, Rami chose the Vocational Training Center Telecommunications program “because I heard it was the best,” he says matter-of-factly.

Although he graduated in June 2015, Rami already owns his shop. During his training, he was an apprentice in another shop. After he graduated, the shop hired him, and he saved enough money to open his shop. After working in both shops for a few months, he decided he wanted to focus on his own shop.

“I like owning my shop. I can arrange everything the way I want, and run

things the way I think they should be run. You have more freedom,” he says.

With that freedom comes room to fail, which he has already experienced. Rami said he tried to have too big of a shop too quickly. The expanded shop failed and he had to start again.

“I knew I needed to take the advice of my teachers, but I didn’t. I know better now and have learned what I need to do,” he says.

The VTC programs include basic business classes since most students go on to open their own businesses. Even after graduation, students find support and advice from former teachers. Rami expressed his deep gratitude for the continued encouragement of his teachers and looks forward to the day he can give back to the program. Once he is able to open a larger shop, he intends to have apprentices from the VTC to continue training them.

North of Jerusalem, in the industrial district of Ramallah, **Fady Sa’d** is hard at work in a garage. He jokes with a customer while he works to fix a light on the side of a car. As he quickly moves throughout the garage,



Fady Sa'd works to fix an exterior light for a car. Fady graduated from one of seven short courses at the VTCR in 2015 and is now employed full-time in a Ramallah garage. Short courses are designed to provide trainees with enough basic skills to enter the work force with the intention to learn more on the job or continue their training through a program. Fady hopes to complete advanced training in diagnostics by computer. Photo by K. Baldrige/LWF

picking up the tools he needs, another customer comes up. The strange beeps emanating from the hood indicate the horn needs some work.

From traveling to and from Birzeit daily, Fady knew he wanted to find a reliable job working with cars. After asking about different programs, graduates of the Vocational Training Center in Ramallah told him the VTCR program would give him quality skills.

Fady enrolled in a short course car electronics program and graduated with 44 other students in April 2015. During his training, he learned in the classroom and was placed in an apprenticeship.

"Training in both places really benefitted me," he said. "We learned theory in the center and then I was able to apply it in the garage. I feel it gave me a lot of experience before starting my job."

Today, Fady is very happy in his job at the garage. He loves his work and likes to serve the customers that come into the garage. The owner trusts his work enough to leave him alone in the garage, even during busy times. Fady looks forward to complete advanced training in order to diagnose electronic problems in cars by computer.



The VTC continues to reach out to young women, and Ghadeer was one of three female telecommunication graduates in 2015. Consequently, she is the only woman working in the mobile phone shop. But that does not bother her. "I find happiness in my work," she says, "It doesn't matter the number of men or women I work with in the store. We all work together." Photo by K. Baldrige/LWF

In a mobile phone shop along the main road in the Jerusalem neighborhood Beit Hanina, Ghadeer Altawil is in the middle of her work day.

Ghadeer graduated from the Vocational Training Center Telecommunications Program in June 2015. When picking a vocational training program, she knew she wanted to utilize her interest in electronics.

"I was always playing with radios and old phones when I was little. I liked to see how they worked and wanted to try building new ones," she says with a shy smile.

In the store, Ghadeer's main job is to fix damaged phones. Her workplace is piled high with phones awaiting her attention, and has many tools of her trade within reach. During her two year program at the VTC, Ghadeer learned how to diagnose and repair damaged mobile phones. Above her, a computer she uses to fix software problems hums. A smartphone with a shattered screen sits next to the heat gun as she uses a microscope to fix a small chip in another phone. Throughout a workday, she is able to fix six or seven phones.

Ghadeer enjoys meeting and working with people. By repairing their phones, she feels she is able to help people within her community. Although this job is her first, she is already planning for the future. She would like to continue her studies by taking specialized courses and is looking for programs in other countries.

"I hope to do more than fix phones. I hope to own my own shop someday."

The middle child of four brothers and three sisters, Ghadeer says she has always been supported by her family. Her parents are proud that she is working hard in pursuit of her passion. The number of careers socially acceptable for women is limited, but that is changing slowly. The VTC continues to reach out to young women, and Ghadeer was one of three female telecommunication graduates in 2015. Consequently, she is the only woman working at the store. But that does not bother her.

"I find happiness in my work," she says, "It doesn't matter the number of men or women I work with in the store. We all work together."

VTCCR Leaves a Legacy In Beit Liqya

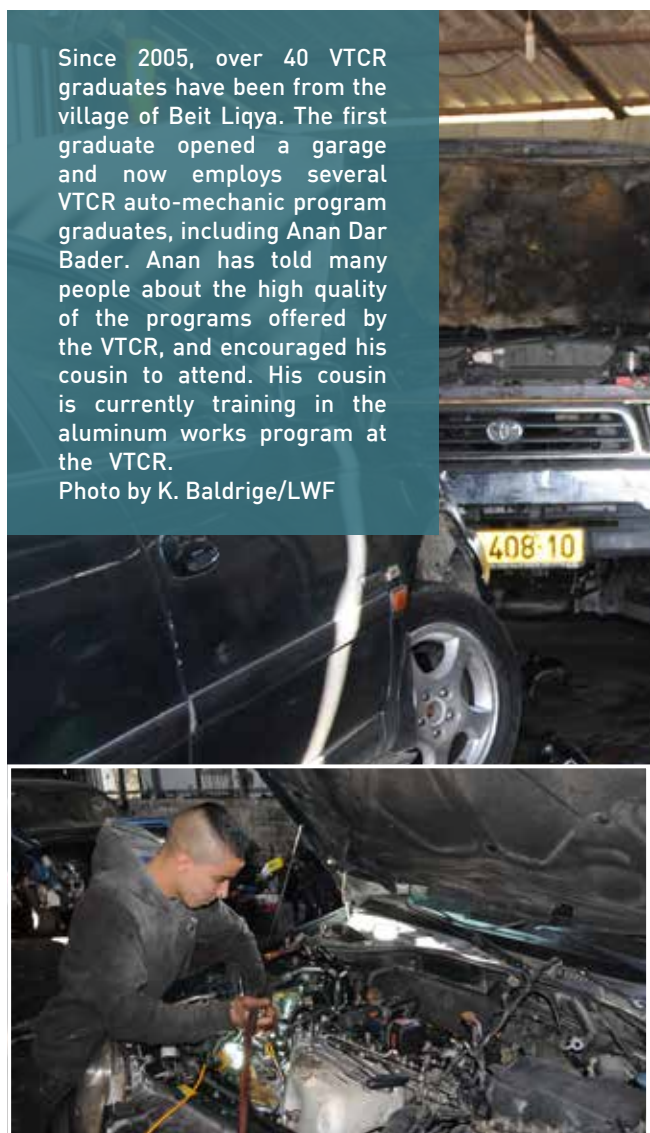
Tucked into a valley about 15 kilometers southwest of Ramallah, the village of Beit Liqya finds itself home to 43 graduates of the Vocational Training Center in Ramallah.

The village of Beit Liqya is the largest in the Ramallah district, with a population of over 9,500 in 2015¹. Almost 90% of the town's land area is designated as Area C, completely under Israeli security and administrative control. The majority of the land in Area C is used for agriculture or is simply open. Part of the village's land has been confiscated for the building of the Israeli Separation Wall². Most of the town's population now resides within the remaining 10% of the land.

In 2010, the unemployment rate in the village was about 40%². One fourth of the employed population worked in the Israeli labor market,

Since 2005, over 40 VTCCR graduates have been from the village of Beit Liqya. The first graduate opened a garage and now employs several VTCCR auto-mechanic program graduates, including Anan Dar Bader. Anan has told many people about the high quality of the programs offered by the VTCCR, and encouraged his cousin to attend. His cousin is currently training in the aluminum works program at the VTCCR.

Photo by K. Baldrige/LWF



1 http://www.pcbs.gov.ps/Portals/_Rainbow/Documents/ramallah.htm
 2 http://vprofile.arij.org/ramallah/pdfs/vprofile/Beit%20Liqya_tp_en.pdf

unable to benefit their own economy. But graduates of the VTCR are starting to help boost their village's economy and encourage other youth to get vocational training.

The first VTCR graduate in Beit Liqya graduated in 2005 and opened an auto-mechanic garage at the entrance of the village. **Sameeh Mafarjeh** currently employs several VTCR graduates, including **Anan Dar Bader**. The VTCR is well known in this garage. Current and former employees completed or had family members complete the auto mechanics program. News of the quality of the programs and success of the graduates soon spread throughout the village.

Farther into the village, the spacious workshop owned by **Mustafa Dar Kidees** is alive with activity. New pieces of aluminum are being carried in, saws

whirr, and finished projects are loaded into a waiting truck. Older men from the village chat in the sunshine, drinking coffee and throwing jokes at the workers. Mustafa graduated from the aluminum works program at VTCR in 2011. When he first started, Mustafa opened a small workshop. But as his skills and experience grew, his workshop flourished. Known for his work ethic and effective instruction skills, he has taken on several students from the VTCR.

"I love to have apprentices in my workshop," he says proudly. "I like that I can help continue their training."



Beit Liqya VTCR aluminum works graduates and trainees from left to right: Mustafa Dar Kidees, Alla Assi, Idrees A'aj, and Kathem Bader. Mustafa graduated from the VTCR aluminum works program in 2011 and now owns a workshop. He employs two recent VTCR graduates, Alla and Idrees. Kathem is currently training at the VTCR and is an apprentice at the workshop. The reputation of quality training programs is well known throughout Beit Liqya. Photo by K. Baldrige/LWF



Currently, Mustafa has two VTCR graduates and one apprentice working with him. **Alla Assi** and **Idrees A'aj** both graduated from the one-year aluminum works program in 2015, and **Kathem Bader** is a current student who expects to graduate in 2016. Kathem heard about the VTCR from his cousin Anan Dar Bader, who now works in Sameeh's garage.

Alla is happy to be working in Mustafa's workshop. He says his apprenticeship and now his job gives him more experience on different machines and how to interact with customers.



Alla (L) works on installing components in a window while Mustafa (R) looks on. The VTCR programs include apprenticeships, giving students like Kathem (below) the opportunity for hands-on learning. Alla apprenticed with Mustafa, and now is a full-time employee. Mustafa takes every opportunity to continue teaching the VTCR graduates and apprentices in his shop. Photo by K. Baldrige/LWF

"It is good for me to have a chance to train and expand my skills in aluminum through working. But it was also important for me to get a good certificate from the Center," Alla states with a broad smile.

While working, Mustafa makes sure to use every opportunity possible to teach his workers something new. He asks Alla to cut pieces of aluminum according to a sketch posted above a table saw. After letting Alla set everything up and cut the first piece, Mustafa steps in to give advice on how to improve his techniques. Gently repositioning his hands and giving alternative methods of squaring up the piece, Mustafa lets Alla try again. He watches until he is satisfied and leaves Alla to complete the needed cuts.

"I have some of the newest equipment available for aluminum, and being here gives the students a chance to train on new equipment immediately," Mustafa explains.

From the first graduate to current students, the VTCR continues to provide youth in Beit Liqya with vocational training and the ability to build their village's economy. Mustafa is proud to be a graduate of the VTCR. His certificate of graduation sits next to his license from the Palestinian Authority and he is happy to show off the photos from his graduation day.

"It gave me a career," he says gratefully. "I can be an effective person in society. My workshop is good for the village's economy, and it builds the economy in Palestine."

In 2015, 90% of VTP graduates found employment within six months of graduation, compared to the Palestinian national average of only 31.6% for the same age group. Mustafa is proud to be a graduate of the VTCR. "It gave me a career," he says gratefully. "I can be an effective person in society. My workshop is good for the village's economy, and it builds the economy in Palestine." Photo by K. Baldrige/LWF





Vocational Training Program teachers and staff, joined by LWF staff, enjoy an end of the year picnic. Trainees from the Catering Department prepared and served food with the help of the head of the catering department, Ameer Babeesh (left). In 2015, the VTP held 19 short courses, including 2 catering short courses. These programs introduce youth to the Vocational Training Program, and encourage trainees to continue their vocational training. Photo by T. Montgomery/LWF

VTP Short Courses Give Hope to Palestinian Youth

In response to staggering rates of unemployment among Palestinian youth, the Vocational Training Program is broadening the depth and breadth of its outreach courses and short courses. In 2015, the VTP reached out to and engaged school dropouts, unemployed and unskilled youth to offer nineteen short courses at the Vocational Training Center in Beit Hanina and the Vocational Training Center in Ramallah. The trainees came from refugee camps, villages, and cities throughout Palestine. A new short course for men's hair dressing was added to the VTP in partnership with the **Youth Development Department-Arab Studies Society (YDD)** and funded by the **Arab Fund for Economic and Social Development** through the Welfare association. Additionally, **Cooperazione Internazionale (COOPI)** through the EU project helped the VTP to conduct an upgrade course in Electronic Building Management Systems.

2015 VTP Short Courses:

- One air conditioning course (VTCR) **17 trainees**
- One auto-mechanics course (VTCR) **14 trainees**
- Two auto-electrics courses (VTCR) **45 trainees**
- Two electrical installation courses (VTCR) **25 trainees**
- One mobile maintenance course (VTCR) **13 trainees**
- One men's hair dressing course (VTC) **20 trainees**
- One electronic building management systems upgrade course (VTC) **14 trainees**
- Two catering courses (VTC) **53 trainees**
- One building maintenance course (VTC) **30 trainees**
- Two auto-mechanics courses (VTC) **32 trainees**
- One air conditioning course (VTC) **17 trainees**
- Two auto-electric courses (VTC) **33 trainees**
- One carpentry course (VTC) **5 trainees**
- One aluminum work course (VTC) **12 trainees**



VTC trainee Ahmed Miqawi cuts a client's hair while his classmate Mahmoud Abu Kweder looks on. The VTC, in partnership with the Youth Development Department-Arab Studies Society, is working to address youth unemployment. The new men's hairdressing course was one option offered to 150 East Jerusalem youth who had dropped out of school. Photo by K. Baldrige/LWF

Spotlight: Men's Hair Dressing in Jerusalem

Classmates **Mahmoud Abu Kweder** and **Ahmed Miqawi** are currently apprentices at a salon in A-Tur, a neighborhood of East Jerusalem. They participated in a short course in which the VTC partnered with the Youth Development Department-Arab Studies Society supported by the Arab Fund for Economic and Social Development through the Welfare Association. The project trained 150 East Jerusalem youth who had dropped out of school. Their short course features extensive training in the field to gain hands-on training, and experience the daily operations of a salon. Although both are in the same course, their skills are at different levels. Mahmoud is more advanced in his technical skills, but knows that he has much to learn. He says his time in the salon is teaching him lessons he is not able to learn in the classroom. Interactions with customers and how to run a successful business are skills he builds daily at the salon.

Mahmoud heard about the VTC short courses from his brother who is friends with the salon owner. The owner said it is very helpful to have training in a classroom before trying to start a new business. Since he had no formal training when he started, he is particularly happy to share advice with new students. He has been impressed with his first two apprentices from the VTP, and Ahmed is grateful for the opportunity to be an apprentice in such a successful salon.

"The training comes in two steps. The first must come from classes, and the next step is to continue in the market," Ahmed said.

Both Mahmoud and Ahmed have hopes to open their own salon in the future, but are worried about the challenges they face in Jerusalem. The salon they are training in is required to pay high taxes to the Israeli government. Both young men and the salon owner have been questioned many times by Israeli soldiers about their purpose, and now must carry papers from the VTP to show they are students completing their training. All three shrug these occurrences off as part of daily life, but the worry lingers in their eyes. Knowing they are working towards building a better future for themselves and their community lights them up with hope.

LWF Vocational Training Program

Data 2015 (LWF-VTP)

LWF VTC, Jerusalem: 2-Year Apprenticeship Training Program

Department	Year the department was established	No. of Trainees 2015/2016 ¹		No. of 2015 Graduates ²
		First Year	Second Year	
Auto-Mechanics	1964	20	19	19
Auto-Electronics	2003	20	18	21
Carpentry	1950	19	19	19
Electronics/Telecommunications (Female)	2000	8	6	3
Electronics/Telecommunications (Male)	2001	16	14	16
Plumbing & Central Heating	1988	21	19	19
Metalwork (Welding, Forging and Aluminum Works)	1950	21	21	17
		125	116	114

LWF VTC, Jerusalem: 1-Year Apprenticeship Training Program

Department	Year the department was established	No. of Trainees 2015/2016 ³	No. of 2015 Graduates ⁴
Craftwork (Female)	2012	11	7
Catering (Female)	2012	14	14
Catering (Male)	2012	9	5
		34	26

LWF VTCR, Ramallah: 1-Year Apprenticeship Training Program

Department	Year the department was established	No. of Trainees 2015/2016 ⁵	No. of 2015 Graduates ⁶
Auto-Mechanics	2004	19	19
Carpentry	2004	13	17
Electronics/Telecommunications (Female)	2004	10	7
Electronics/Telecommunications (Male)	2004	10	10
Aluminum Works	2005	16	19
Vocational Secretary (Female)	2012	19	15
		87	87

1 All trainees for the 2015/2016 scholastic year as of Dec 2015

2 2014/2015 graduates, graduated June 2015

3 All trainees for the 2015/2016 scholastic year as of Dec 2014

4 2014/2015 graduates, graduated June 2015

5 All trainees for the 2015/2016 scholastic year as of Dec 2015

6 2014/2015 graduates, graduated June 2015

Ceramic Creations at the VTC



In 2012, the Vocational Training Center in Beit Hanina opened the craftwork department as part of an effort to increase female enrollment. In 2015, all seven graduates were female. Although the students study various craftwork skills, ceramics are the highlight of the program. The VTC students learn all steps of the process, from direct work with the clay to final painting and design work. All pieces are displayed in the craftwork department at the VTC and can be purchased on site. An online store will be available mid-2016 to purchase pieces as available. Please support these young women entrepreneurs during your visit to the VTC!

Photos by K. Baldrige/LWF

Tasty Treats of the VTC



In 2012, the Vocational Training Center in Beit Hanina opened the catering department as part of an effort to increase female enrollment. Nineteen trainees graduated from the catering program in 2015, fourteen of whom were female. The one year course prepares students to cook for large events, or small, gourmet meals. Students also learn ways to accommodate dietary needs, such as preparing vegetarian meals. Part of the coursework includes catering meals for LWF events such as board meetings and hospital picnics. Contact us if you are interested in having the VTC cater your next event!

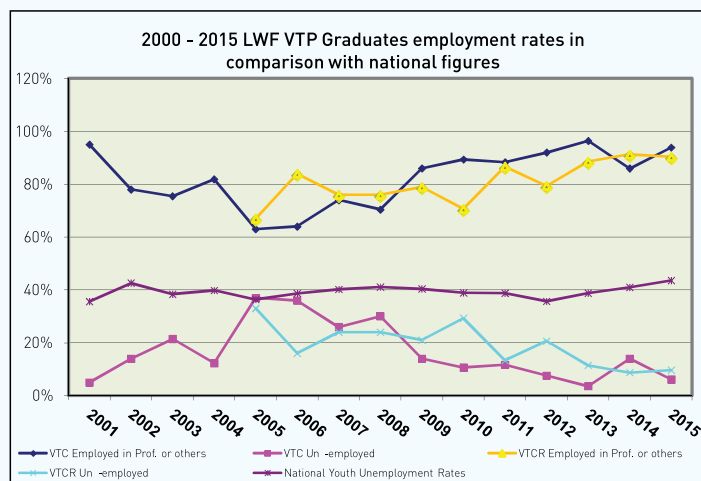
Photos by A. Babeesh/VTP LWF

LWF-VTP 2015 Graduates Employment Statistics¹:

Analysis by: Randa Hilal, LWF-VTConsultant

This year the LWF-VTP 2015 employment rates have continued to reach remarkably high percentages compared to previous years, in addition to being way ahead of national youth employment rates. Overall, 92% of all VTP graduates are employed or self-employed within six months of graduation (93.89% of VTC graduates and 90.36% of VTCR graduates), in comparison to the 59% employment rate among all youth of the same age in Palestine.

The Labor Force Participation Rates (LFPR) or the percent of all persons actively engaged in work or in seeking work, reached 92% among VTP graduates, compared to 31.6% of Palestine's youth in the same age group².



As the graph above indicates, the VTC graduate employment rates remained over 85% for the seventh year in a row, jumping to over 90%. These high rates are largely achieved due to an increased link between training and the local market, achieved through adopting the apprenticeship system in the VTC in the year 2009 following successful experience of the VTCR. 2012 marked the first group of graduates from all professions to be placed in an apprenticeship, the implementation of ongoing systematic monitoring of trainees during their placement, and the adoption of support measures post-graduation during the last three years, based on the developed 2013-2018 strategic plan.

This was reflected in employment within same place of training in industry, as rates indicated that 46% of the VTC graduates who are now employed within their professions are working in the same place where they trained. Similarly, 18% of the VTCR graduates employed in their professions are working in the same place where they trained. The increase from 28% to 46% in VTC graduates working in same place of training contributed to the 6% jump in VTC employment rates this year.

Additional elements of support started in 2013 following the 2013-2018 Strategic Plan directions, including post-training support provided to trainees through either a first job placement matching fund³, through financial support to start their own self-employment⁴ business, or through income generation opportunities. This support has increased employment of both male and female graduates after graduation, as 21% of the VTC graduates are working in same profession after graduation due to this support. This percentage has increased to 36% for females. The support was not granted this year to VTCR graduates, which lowered the employment in profession taught for graduates, especially for female graduates, which dropped by 6.7% from 2014.

¹ Annual tracer study is done for graduates within six-months to 1 year of graduation, 99% filled the survey

² Source for national figure is the PCBS, Labour Force Survey, Annual Report 2014

³ Matching fund initiative for first job experience is providing 3-6 month employment opportunity through paying part of the salary, while the employer pays the other part. Initiative to support VTC graduates is through Chambers of Commerce intervention supported by Welfare association, while the VTCR did not receive such support this year, which has lowered their employment rates, especially for women. In 2014 VTCR received support through the Canadian Lutheran World Relief (CLWR) through the Manitoba Government Matching Grant Program (MGMGP), administrated by the Manitoba Council for International Cooperation (MCIC).

⁴ Initiative to start their own self-employment is supporting graduates to start their own business, or self-employment opportunities through loans, COOPI has provided support for this year handicraft graduates

With regard to graduates' employment or self-employment in the profession taught, percentages were 77.1%, 79.52%, and 78.3% of the VTC, VTCR and overall respectively. The VTC employment in profession taught increased this year compared to last year, which highlights the importance of the apprenticeship program and support provided. Increasing VTC graduate employment rates are a positive trend as the VTC graduate employment rates are negatively affected by the East Jerusalem socio-economic and political context, as studies on East Jerusalem revealed⁵.

Graduate follow-up has indicated that withdrawal of employment in profession taught for graduates from the West Bank is often due to lower pay. It was found that most graduates working in the West Bank are paid less than the minimum wage, in line with national findings⁶, indicating the need for advocacy for just labor laws, worker protection, and monitoring of the work environment. The 2013-2018 adopted VTP strategy includes an element related to these advocacy needs.

Employment Statistics by Profession:

This year has marked the ongoing graduation from three new market-relevant professions that attracted female students: Catering and Handicrafts in the VTC, and the Vocational Secretary Program at the VTCR⁷. Such additions have increased the access of women to the VTP to more than double, and increased the access of women graduates to the labor market by more than 1.5 times.

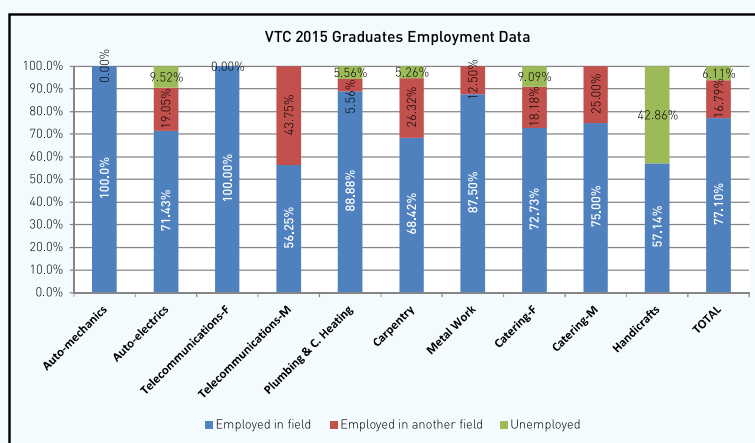
The employment in profession taught statistics over the past three years has indicated the positive effect of the telecommunication training program review for both the VTC and the VTCR. The review, supported by COOPI, resulted in changing the program in the VTC to Electronic Building Maintenance Systems (EBMS) using the basics of electronics, and adding relevant market skills needed through a process which included conducting labor market assessment⁸ and developing relevant curricula according to the TVET Palestinian Curricula Development Guideline. Nevertheless, employment rates of male students in profession taught dropped in 2015 compared to 2014. Graduates indicated a need for financial support to start their own businesses in the field.

Graphs below indicate the employment per profession for 2015 and the progress over years for all the professions.

Auto-Mechanics, followed by Plumbing and Central Heating, and Metal Works were the highest employed in the field taught professions in the VTC, and were among the highest taught profession during the previous years.

A Drop was witnessed this year among Carpentry and Telecommunication/

EBMS for males, although an increase was noted in female employment in the Telecommunication/EBMS field. While Handicrafts had the highest unemployment,



5 Hilal, R. 2013. Labour Market Analysis and Skills Surveys in East Jerusalem. COOPI

6 PCBS has found that quarter of Palestinian working in PT receives less than the minimum wage; according to Palestinian Central Bureau of Statistics, Annual Labour Market Survey, 2013

7 Professions were based on Training Needs Assessment carried in 2008/2009, as well as development of market relevant curricula. and was possible through funding of Church of Sweden

8 Hilal, R. 2013. Labour Market Analysis and Skills Surveys in East Jerusalem. COOPI

most of the women working in the profession are self-employed and work occasionally. For some female graduates, self-employment suits the social status and constraints she faces, but for others not enough income is generated through self-employment, and the work requested is unstable.

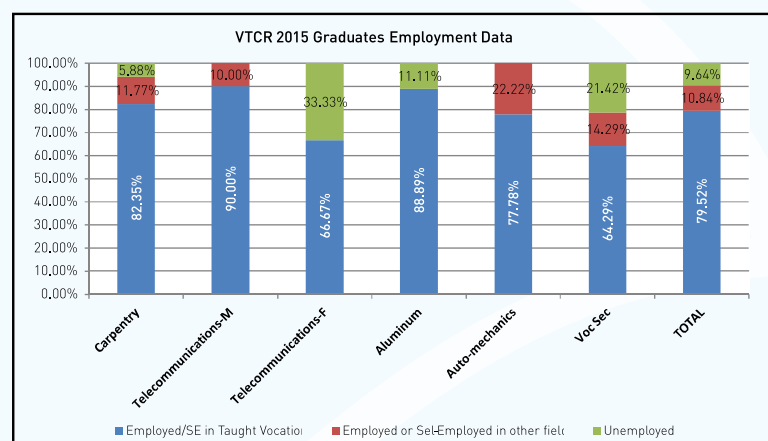
The decreased rates of graduate employment in Catering and Handicrafts is also related to the drop in tourism in East Jerusalem during the period of the survey, following the deteriorating status in East Jerusalem, beginning in October 2015 and continuing through the end of 2015, as indicated by graduates.

It was recorded that most of the graduates who are not employed in profession taught were either employed in family business or have left the profession for better pay, indicating further need for guidance and counseling for potential and fresh graduates. 6% of graduates recorded starting their own business or shared with others. More graduates emphasized that they are planning to open their own businesses, and some emphasized the need for support.

The VTCR graduate employment data shows that the highest rates of employment in profession taught are in Telecommunications, Aluminum, Carpentry, followed by Auto-Mechanics, while the female professions had lowest employment rates, as the graph below illustrates.

The employment rates of VTCR female graduates have been among the lowest rates

witnessed, and lower than the last two years' employment rates. In Telecommunications, employment rates reached 66.7% compared to 80% and 87.5% in 2014 and 2013 respectively, and is lower than that of males. The employment rates of female graduates from the newest market relevant vocation, the Vocational Secretary Program, were also lower than the previous two years at 64.3%, as compared to 77.8% and 71.4% in 2014 and 2013 respectively. The effect of support before and after graduation was apparent in the VTCR results for female graduates. In 2015, support for training after graduation was not provided, and only 23% of the 2015 graduates were employed in the same place trained, as compared to 55% of the 2014 graduates. Nevertheless, rates showed improvement over the years of 2010-2012, as the addition of the new vocations for females, support provided, and training program review completed between 2012-2014 effected female graduates' employment rates for the VTC and the VTCR. All the aforementioned measures were part of the 2013-2018 Strategic Plan.



A new study by Mercy Corps has indicated the need to continue the technology update in each profession to meet the current and near future market demand. Additionally, the study indicated a need for the continued cooperation with the labor market for training students in apprenticeships, and financial support for graduates, particularly females and graduates located in East Jerusalem, for the success of all VTP graduates.

From Tree to Table Olive Oil



Olive Oil from the LWF Jerusalem Campus Supports Augusta Victoria Hospital

Even after being severely damaged, an olive tree's deep reaching roots are able to send up new shoots in the spring. A historic part of the landscape, the humble olive tree stands as a symbol of hope and peace. For many Palestinians, the olive tree represents their resiliency in the face of hardship.

Each year, groves of olive trees continue to sustain Palestinian communities and families with their fruit. When the olives are ripe, families join together to pick the fruit from the trees, many of which have been handed down through families over hundreds of years. The olives are preserved or pressed into oil, to be used throughout the coming year. The olive harvest tradition spans generations, and is one which the LWF continues.

Over 800 olive trees grace the slopes of the Lutheran World Federation campus on the Mount of Olives. For about six weeks beginning in mid October, the LWF staff is joined by volunteers from Augusta Victoria Hospital, the Vocational Training Center, and from international visitors to harvest the olives. The handpicked olives are pressed into flavorful oil, a staple in any Palestinian kitchen. Some of the oil is used in the Augusta Victoria Hospital kitchen to feed patients, family members, and staff. The rest is used in kitchens around the world by friends and visitors of the LWF, whose donations to the AVH Patient Assistance Fund (previously the AVH Fund for the Poor) contribute to the continuation of Augusta Victoria Hospital's life-saving work.

Support AVH Through the Olive Tree!

Through the olive tree, you can support the work of the LWF and Augusta Victoria Hospital. All donations go toward the AVH Patient Assistance Fund (formerly the Fund for the Poor) which helps to cover the costs of transportation, housing, and psychosocial care. All of these services are crucial to ensuring access to the healthcare patients need. Individuals, churches, and organizations can have a tree planted on the Mount of Olives along with a commemorative plaque. Please contact us for details.

Order Olive Oil

When shipped through the mail, olive oil can be ordered in the amounts listed below, for a minimum donation of \$300.

	Cost in USD
250 mL olive oil in a plastic bottle	15
750 mL of olive oil in a plastic bottle	35



Members of the LWF Jerusalem central office and Augusta Victoria Hospital senior staff gathered to harvest olives on the LWF Campus. The annual harvesting day has become a tradition for the LWF staff who gather in the olive grove each fall to support the hospital and enjoy a time of celebration and friendship. Photo by M. Brown/LWF

Donate an Olive Tree

For a donation of \$1,000 or more, an olive tree will be planted on the LWF Mount of Olives campus. The donation will be commemorated with a personalized plaque in the LWF Jerusalem central office.

Volunteer for the Olive Harvest

Tourists, pilgrims, students and others who are in Jerusalem during the harvest season are welcome to donate a half-day or more picking olives in the LWF grove. It is a marvelous experience and we invite you to be a part of it.

To make a donation for olive oil or an olive tree for the campus, or to make a contribution generally to the LWF Jerusalem Program, please send a check made payable to **"The Lutheran World Federation"** to:

Rev. Mark B. Brown
The Lutheran World Federation
P.O. Box 19178
Jerusalem 91191, Israel

Contact us at:
Email: info@lwfjerusalem.org
Phone: +972-2-628-2289
Fax: +972-2-628-2628

Donations from the USA and Canada:

Due to our experiences in 2015 with long delays in the mail service and even undelivered mail, donors in the USA and Canada are encouraged to send checks (payable to "The Lutheran World Federation") to the Lutheran Church in Maryland and the church will ensure delivery to the LWF Jerusalem Program:

Hope Lutheran Church
Attention: LWF Jerusalem Program
4201 Guilford Drive
College Park, Maryland 20740



Visitors 2015

In 2015, the LWF Jerusalem Program received hundreds of visitors who came to witness the LWF's work in the region. Many of them toured Augusta Victoria Hospital and the proposed sites of the Elder Care and Palliative Medicine Institute and Mount of Olives Housing Project, traveled to see the Vocational Training Centers in Beit Hanina and Ramallah, or helped in the Olive Harvest.

The visiting individuals, churches, delegations, and groups included:

The Rev. Dr. Christine Keim from the United Evangelical Lutheran Church of Germany and the German National Committee of the Lutheran World Federation • Seminarians and pastors led by Rev. Dr. Lamontte Luker of the Lenoir-Rhyne University School of Theology; South Carolina • Bishop Leonard Bolick of the North Carolina Synod • Assistant to the Bishop Beth Kearney of the North Carolina Synod • Chinese Christian group led by Rev. Dr. K. -K. Yeo of the Peking University; China • St. Olaf group led by Kathy Tuma, Associate Director of International & Off-Campus Studies and Dr. James Hanson, Associate Professor of Religion; Minnesota • St. John's Lutheran Church group led by Pr. Marvin Henk; Mamaroneck, New York • Evangelical Lutheran Church in America Delegation led by Presiding Bishop Elizabeth Eaton; Chicago, Illinois • Trinity Lutheran Seminary group led by Rev. Dr. Walter Taylor; Ohio • Lutheran School of Theology at Chicago "World of the Bible" tour led by Dr. Esther Menn, Dean and Vice President for Academic Affairs and Rev. Dr. Barbara Rossing, Professor of New Testament; Illinois • Bishop Murray Finck of the Pacifica Synod; California • ELCA Peace Not Walls group from the La Crosse Area Synod led by Pr. Cassie Anderson and Cheryl Schmidt; USA • Lutheran Study Tour led by Pr. Bobby Morris; South Carolina • Living Stones group led by Ms. Jo Simister, Vice Chair of the Living Stones of the Holy Land Trust; United Kingdom • International Theologians group sponsored by the Swedish Theological Institute; Jerusalem • Spouses of UN Personnel; Jerusalem • Kaiserin Auguste Victoria-Stiftung Delegation; Germany • Evangelical Lutheran Church in Northern Germany Delegation led by Presiding Bishop Gerhard Ulrich; Germany • Danish group led by Helle Bundgaard Poulsen; Denmark • Northgate Church group led by Pr. Wayne Skaff; Ramsey, Minnesota • St. Olaf Alumni group led by Rev. Bruce Benson; Minnesota • Hope Lutheran Church group led by Pr. Paul Finley; Westminster, California • Queenstown Lutheran Church group led by Pastor Fredric Lee; Singapore • Tom Brook, Community Relations Officer at Canadian Lutheran World Relief; Canada • ELCA Peace Not Walls group from Region 7 led by Trena Montgomery, Dustin Wright, and Melanie Ferraro; USA • Church of Sweden Delegation led by Rev. Kjell Jonasson; Sweden • Educational tour led by Rev. Steven Martin, NCCCUSA; USA • Mennonite Central Committee Delegation led by Dan Bergen • Finnish Directors of Church Communication group led by Eeva-Maria Stayton; Finland • Pr. Sa'id and Helen Ailabouni; Illinois • John Nduna, ACT Alliance General Secretary; Switzerland • Waterloo Seminary group; Canada • Carina Johansson and Göran Rask; Sweden • Anna Hjälm, Jerusalem Inter-Church Center; Jerusalem • Friends of Sabeel-Colorado delegation; Colorado • Diocese of Lund, Church of Sweden group; Sweden • ELCA Peace Not Walls group from the Indiana-Kentucky and Rocky Mountain Synods led by Anna and Benjamin Sloss, and Natalie Walter; USA • Swedish Theological Institute study tour; Jerusalem • Joanna Mantello, USAID Middle East Bureau, Desk Officer for West Bank and Gaza, and Casey Redmon, USAID Middle East and Asia, Congressional Liaison Officer; USA • Augsburg College delegation including President Paul Pribbenow, Dean of Global Education Eric Canny, and Bishop Emeritus Mark and Ione Hanson; USA • Group led by Dr. Michael Spath, Indiana Center for Middle East Peace; Indiana • Concordia University group led by Dr. Mark Meehl; Nebraska • David Brook and Barbara Gamrath; Washington • Delegation of German Journalists; Germany • Bishop Michael Rhyne of the Allegheny Synod; Pennsylvania • Bishop-elect Matthew Illgen of the West Virginia-Western Maryland Synod; West Virginia • Bishop John Roth of the Central/Southern Illinois Synod; Illinois • Bishop Shelley Wickstrom of the Alaska Synod; Alaska • Bishop David Zellmer of the South Dakota Synod; South Dakota • Pastor Jeff Thiemann, CEO of Portico Benefits Services; Minnesota • ELCA Peace Not Walls group from the Minneapolis Area Synod led by Bryna Godar and Miriam Samuelson-Roberts; USA • Seminarians led by Rev. Dr. Lamontte Luker of the Lenoir-Rhyne University School of Theology; South Carolina • Tantur Continuing Education group; Jerusalem • First Lutheran Church group; Onalaska, Wisconsin • Midvale Community Lutheran group led by Pr. Blake Rohrer; Madison, Wisconsin • Lord of Life Lutheran Church group led by Pr. Peter and Pr. Karen Geisendorfer-Lindgren; Maple Grove, Minnesota • ELCA Peace Not Walls group from the Metro Chicago Synod led by Ulysses Burley and Janelle Neubauer; USA • Educational tour led by Pr. Lee Rozen; California and Texas • Warren Clark, Director of Churches for Middle East Peace, Hope Clark, and Nate Hostler; Washington, DC • St. Stephen's Lutheran Church group led by Pr. Thomas Olson; Bloomington, Minnesota • Immanuel Lutheran Church group led by Pr. Susan Weaver; Eden Prairie, Minnesota • Salem Lutheran Church group led by Pastor David Asendorf; Catonsville, Maryland • Dr. David Odde; Minnesota • St. Andrew Lutheran Church group led by Pr. Peter Johnson; Eden Prairie, Minnesota • St. Olaf Alumni and Friends group including Greg and Lisa Buck, Barry and Cindy Carlson, Theo Page, Steven Fox, Pr. Loren and Kristin Davis, and Robert and Dorothy Tengdin; Minnesota • ELCA Peace Not Walls group from the North West Lower Michigan and Arkansas-Oklahoma Synods led by Laura Gerstle and Meredith Harber; USA • Lutheran group led by Martha Monson Lowe; Minnesota •



A delegation from the Evangelical Lutheran Church in America led by ELCA Presiding Bishop Elizabeth Eaton visited the Augusta Victoria Hospital in Jerusalem on 12 January 2015. Accompanied by the hospital's Chief Executive Officer Dr. Tawfiq Nasser and Rev. Mark Brown, LWF Representative in Jerusalem, the delegation visited several upgraded departments in the hospital.

Dr. Tawfiq Nasser explained the use and benefits of a medical linear accelerator in the treatment of cancer to Presiding Bishop Eaton (second from right), ELCA Global Mission Desk Director for Europe, the Middle East, and North Africa Bishop (ret.) Cindy Halmarson, and other members of the delegation. This radiation therapy system, donated by USAID, strengthened the role of AVH as a comprehensive cancer treatment center and reduced the cost of cancer treatment by lessening referrals abroad. Photo by D. Hudson/ELCJHL

MATERIAL AID

Since the late 1940s, the Lutheran World Federation has served as a distribution center for material aid resources sent from donor organizations to assist Palestinian refugees. Today, much of the Palestinian population remains in need of basic materials, and the LWF continues to distribute such aid.

The LWF works with contacts in the West Bank to distribute goods to communities, families and individuals most in need.

Throughout 2015, nearly 500 quilts donated by Lutheran World Relief (LWR) and Canadian Lutheran World Relief (CLWR) were distributed to elderly care centers, community centers, and schools.

The LWF was also able to provide uniforms and warm-up outfits for the Palestine Volleyball Association. The Palestine Volleyball Association supports 42 clubs in the West Bank, and 25 clubs in Gaza. The Singel Club in Ramallah will be playing in Arab Club Championship in Tunisia in February 2016 with some of the donated uniforms.

SCHOLARSHIPS

As part of its commitment to protecting the rights of those most marginalized, the LWF promotes access to higher education through educational loans and grants awarded to Palestinian youth. In 2015, the LWF Jerusalem Scholarship Program awarded financial aid to 28 youth – 17 women and 11 men – to attend university. The students were from Jerusalem and across the West Bank.

A total of 17,528 Euros was awarded in 2015. The recipients are studying at Palestinian universities in the fields of accounting, archaeology, dentistry, education, engineering, language, law, mathematics, medicine, medical technology, nursing, occupational therapy, pharmacy, physics, and science.



INDIVIDUAL AND GROUP DONORS 2015

The LWF is grateful to the many groups and individuals who have supported Augusta Victoria Hospital, the Vocational Training Program, the Mount of Olives Housing Project, and the other projects of the Jerusalem Program in 2015. These supporters include:

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THE LUTHERAN WORLD FEDERATION

DEPARTMENT FOR WORLD SERVICE - JERUSALEM PROGRAM

Donations Received Through Geneva: (in Euro)	
Bread for the World - Protestant Development Service	0
Canadian Lutheran World Relief	185,831
Church of Sweden	348,900
Evangelical Lutheran Church in Great Britain	1,420
Evangelical Lutheran Church In America	311,368
LWF Staff	969
GNC-HA Deutscher Hauptausschuss	54,600
Nederlands Luthers Genootschap voor In-en Uitwendige Zending	1,000
Simon Benninga	2,100
Sub Total	906,189

Income Received Locally: (in Euro)	
Arab Fund - CSSD	137,963
Arab Studies Society, Jerusalem	41,993
Barry George	5,201
Barry George	13,097
Bread for the World - Protestant Development Service	68,000
Bread for the World - Protestant Development Service	107,829
Canadian Lutheran World Relief	78,656
COOPI International	3,000
Custodia Di Terra Santa F.F.H.L.	10,354
DanChurchAid	22,345
Daniel Sullivan & Annelisa Steeber	26,603
Deutsche Gesellschaft Fur Internationale	91,846
DW International	750
Ministry of Education	382,288
Norwegian Church Aid	38,456
Norwegian Church Aid	335,160
Permanent Qatar Committee	6,437
Permanent Qatar Committee	12,875
Productivity Inc.	12,000
Representative Office of Finland	50,000
United Nations Development Programme	15,332
United States Agency for International Development (USAID)	351,216
United States of America Embassy	34,255
Sub Total	1,845,657

COMPARATIVE FINANCIAL DATA (in Euro)					
	2015	2014	2013	2012	2011
Revenues					
Vocational Training Program	1,340,026	1,183,631	968,649	958,165	942,366
Scholarship Program	21,388	24,763	22,343	21,598	17,981
Augusta Victoria Hospital (Operations	34,258,817	25,055,293	21,946,578	16,447,549	16,131,607
Village Health Clinics	112,689	97,067	65,641	100,312	99,918
Emergency through ACT	0	0	0	0	44,585
(121 LWF-Jordan (ACT Appeal SYR	0	0	2,256,330	804,271	0
Expenses					
Vocational Training Program	1,340,026	1,183,631	968,649	958,165	942,366
Scholarship Program	21,388	24,763	22,343	21,598	17,981
Augusta Victoria Hospital	29,997,520	20,837,970	18,538,042	16,447,549	15,815,273
Village Health Clinics	112,689	97,067	65,641	100,312	99,918
Emergency through ACT	0	0	0	0	44,585
(121 LWF-Jordan (ACT Appeal SYR	0	0	2,256,330	804,271	0



The Lutheran World Federation

Department for World Service

JERUSALEM PROGRAM SENIOR STAFF

(Senior Staff as of 31 December 2015)

I. LWF CENTRAL OFFICE

Mark Brown	Representative
Alex Kuttab	Director of Administration and Finance

II. AUGUSTA VICTORIA HOSPITAL (AVH)

Walid Nammour	Chief Executive Officer
Alex Kuttab	Chief Financial Officer
Badi'a Bajjali	Deputy Chief Financial Officer
Nidal Saifi	Chief Medical Officer
Atif Al-Rimawi	Chief Operating Officer
Jihad Khair	Chief Nursing Officer
Ahmad Abu-Halaweh	Director, Department of Community Programs & Diabetes Center
Kholoud Ashhab	Director, Department of Pharmaceutical Services
Muhammad Khweis	Director, Department of Public Services, Buildings & Grounds
Maha Tarayyrah	Director, Nursing Development and Education
Siham Awwad	Deputy Director, Nursing Development and Education

III. VOCATIONAL TRAINING PROGRAM (VTP)

Yousef Shalian	VTP Director
Thaer Shqair	VTP Quality Controller
Randa Hilal	Vocational Training Consultant

VOCATIONAL TRAINING CENTER - BEIT HANINA (VTC)

Mahmoud 'Adarbeh	VTC Deputy Director; Department Head - Theory
Munir Qreitem	Department Head - Auto Mechanics
Mahmoud Khatib	Department Head - Boarding
Saliba Bannoura	Department Head - Carpentry
Ameer Babeesh	Department Head - Catering
Muhammad Tbakhi	Department Head - Craftwork
Gabi Kamel	Department Head - Metalwork & Aluminum
Rafat Dies	Department Head - Plumbing & Heating
Majdi Bakri	Department Head - Telecommunications
Peter Jahshan	Workshop Coordinator

VOCATIONAL TRAINING CENTER - RAMALLAH (VTCR)

Thaer Shqair	VTCR Deputy Director
Amer Khalaf	Short Courses Coordinator

IV. SCHOLARSHIP PROGRAM

Suad Freij	Supervisor
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The Lutheran World Federation has been serving the needs of Palestinian refugees in the Palestinian Territories for more than 65 years. As a major Christian presence on the Mount of Olives, the LWF/DWS Jerusalem Program provides essential health care, vocational training, scholarships and material aid, and promotes justice, peace and reconciliation. This service, or “**diakonia**,” is the embodiment, through human actions, of God’s love for the world, and it is the very essence of what it means to be the church in a place of suffering from poverty and injustice.



Front Cover:

Rawand Alardah is a third-year internal medicine resident at Augusta Victoria Hospital. From Jenin, Rawand plans to continue with a three-year fellow program to sub-specialize in oncology. She is part of the AVH effort started by the late AVH CEO Dr. Tawfiq Nasser to ensure there will be enough medical oncology specialists in Palestine for the rising number of cancer patients. According to Dr. Yousef Hamamreh, Director of the Cancer Care Center at AVH, “We need to address this nationally...we need to establish a system today that will meet the needs of our patients in the next generation.” (Please read the full story on Page 12.)

Photo by M. Renaux/LWF



Back Cover:

Two LWF Vocational Training Center craftwork students in Beit Hanina add tiles to a mosaic of the LWF logo. Since 2000, the LWF Vocational Training Program has focused its outreach on women. The craftwork department was opened in 2012 to provide young Palestinian women with marketable and entrepreneurial skills. Seven women graduated from the craftwork department in 2015.

Photo by M. Brown/LWF

actalliance is an alliance of more than 140 churches and church-related organizations that work together in humanitarian assistance and development. The alliance works in over 100 countries, supported by 25,000 staff, and mobilized USD 1.5 billion annually in its work for a just world.

LWF Jerusalem 2015 Annual Report

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The Lutheran World Federation (LWF)

is a global communion of Christian churches in the Lutheran tradition. Founded in 1947 in Lund, Sweden, the LWF now has 145 member churches in 98 countries all over the world representing over 72 million Christians.

The Lutheran World Federation Department for World Service (DWS) is the relief and development arm of the LWF. Drawing on a firm commitment to uphold the rights of the poor and oppressed, DWS works in 33 countries with local and international partners to alleviate suffering, combat injustice and poverty, and lay the foundation for a life in dignity for all.

The LWF is a founding member of the ACT Alliance (Action by Churches Together).

actalliance



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THE
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