

QADER for Community Development



Annual Report 2012

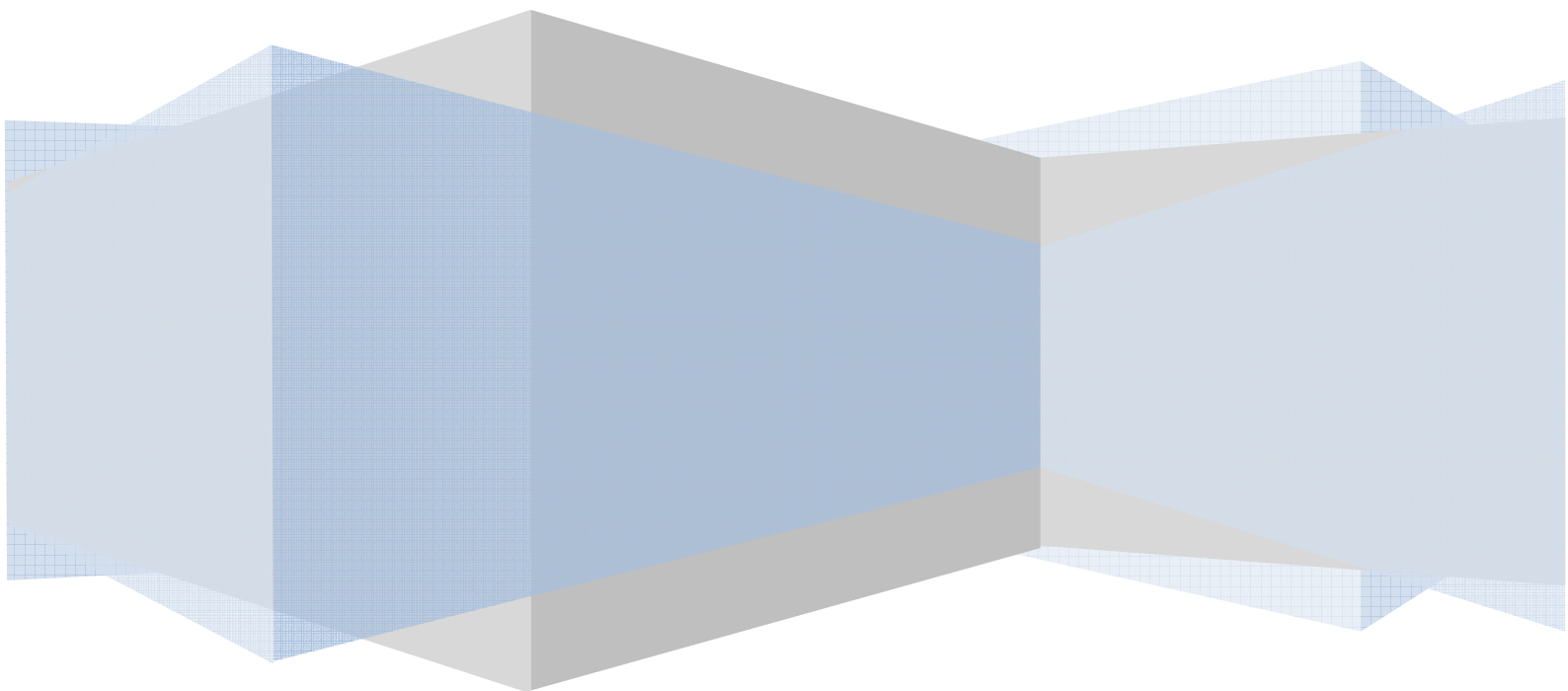


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Introduction

Since December 2010, the Arab region has been undergoing dramatic changes and popular political and social upheavals that have tremendous impact on peoples, countries, policies, alliances, priorities and values. Resulting from the so-called Arab Spring, these changes continue to be characterized by serious social ruptures and international divisions based on political, class, religious, and ethnic grounds, and continue to transform the region into a warzone that is guaranteed to restructure power relations on a regional and international level. These upheavals have resulted in extreme violence accompanied by woes and disastrous consequences on the peoples and resources of the region, and on mankind and his abilities. In spite of the seemingly promising beginnings of these upheavals, the “Arab Spring” continues to threaten the area with regional wars that have serious implications on a global level.

These changes had a clear and vast impact in terms of pushing back the Palestinian situation, despite its significance in the region, from the forefront of events and shifting international and regional concern towards Syria, Egypt and other Arab Spring countries.

While the rest of the world was fixated on these changes, the rightmost government in Israel used the opportunity to practice its policies of settlements expansion, judaization and segregation of Jerusalem, bearing down heavily on the Palestinian people, and exercising the on and off siege and aggression against the Gaza Strip, including the Eight-Day War in November 2012. This situation slammed the doors in the face of the peaceful negotiations process and shrunk the margin of hope and the practical chance for a resolution, not to mention the despair and frustration. Consequently, popular upheavals and public protests against the Occupation increased; in solidarity with the prisoners at times, and in resistance of assaults and the Segregation Wall at others, pushing the Palestinian leadership to obtain the status of non-member observer state at the United Nations, which received support from 138 countries around the world.

These political changes, which yielded economic and social impacts, were accompanied by the continuation of political division in Palestine, as well as the deterioration of the economy, the ongoing rise in prices and the recurrence of the salaries crisis, hence promoting the cause for popular upheavals; whether protesting against the salaries crisis and poverty in the West Bank, or defending political and social freedoms in the Gaza Strip.

These changes, along with all the challenges involved, impose a burden on persons working in the field of development in view of obstacles pertaining to the policies of the Occupation and their ultimate control over the priorities and results of developmental processes, as well as the difficulty in achieving any form of sustainability for developmental programs on a national level, despite the occasional existence of exceptional success stories.

The framework within which developmental programs are implemented, whether on a national level, the local community level, or the organizational level, is irregular and unusual for the planner, the implementer and the recipient alike. Despite the aforementioned, and its repercussions on the priorities of society and decision makers on the various levels, there are still many opportunities before the various sectors, among them civil society, to prove their ability in raising the flags of the largely impaired and marginalized groups, among them persons with disabilities. Although the disability and rehabilitation sector is suffering from a dispersal in services and programs that mainly focus on health and rehabilitation, yet it is aware of the poor efforts directed towards handling environmental and social

obstacles and the poor ways in which advocacy and awareness issues are handled when it comes to persons with disabilities, bearing in mind the efforts set forth by the Palestinian civil society that has been providing services to persons with disabilities during the past two decades.

From here, QADER for Community Development aimed to develop its programs and interventions in accordance with a rights-based developmental perspective, its belief in the importance of developing a model that focuses primarily on the actual participation of persons with disabilities, and a developmental rights-based approach derived from the social model. During 2012, QADER's programs and activities represented an embodiment and application of this nature of work and the strong belief in its achievement.

These approaches were firmly established in 2012 alongside visions that were developed more clearly towards more effective and specific efforts in this complicated and interlinked framework. We hope that such humble contributions would light a new candle in the process of continuous efforts.

Executive Summary

In spite of the intense changes witnessed by the country and all ensuing decrepitude, from challenges confronted by QADER and its team, whether as a result of the Occupation, or due to local challenges resulting from the national rupture, or the regression of the developmental process, or the dispersal of services provided to persons with disabilities and the weakness of institutions responsible for providing them, yet in 2012, QADER managed to realize several achievements, especially in social sector projects implemented in partnership with the local authorities, and also managed to demonstrate a great ability in coordinating and working with various official, nongovernmental and local authorities.

Despite the numerous challenges, QADER managed to promote its standing and reputation among institutions working on the defense of persons with disabilities and handling their cases, and progress continues to be its hallmark.

During 2012, QADER continued its work with six Palestinian municipalities (Jericho, Beit Fajjar, Halhul, Idna, Yatta and Samou') in implementing a model for developing the responsibilities and competencies of local authorities within the social sector. This model aims to promote and develop the capacities of municipalities in dealing with the needs of persons with disabilities. In light of the changes witnessed by municipal councils, from which the election of municipal councils proceeded for the next four years, municipal projects were shadowed, thus, requiring greater efforts from QADER to introduce the elected councils to the concept of the program and the extent of its responsiveness to the needs of the local communities within the six areas. QADER implements periodical technical follow ups that target community centers' employees in order to improve their professional performance, follow up on the needs of centers for equipments and other materials, and develop the administrative process in all centers, which includes the general administration of employees' affairs, follow up on the reporting and documentation mechanism, and follow up on prospects for developing the centers and mobilizing funds. On the financial level, QADER is currently evaluating the work of the centers in terms of revenues received in exchange for services provided, which include revenues from the income generating projects, in order to create a future vision for the sustainability of these centers. This is important for ensuring the commitment of municipalities in placing the employees in these centers on the municipal staff payroll. Throughout 2012, community centers managed, although occasionally, to extend their relationships and raise the level of their activities qualitatively and quantitatively, and began to implement a self-sufficiency plan and build their financial and human capacities by empowering their staff on a professional and administrative level.

In 2012, the preliminary stage of the "Access and Participation of Students with Disabilities in Higher Education" project was completed. The activities of this stage included communication with a number of Palestinian universities, the execution of an exploratory study and the implementation of necessary consultations to present and clarify the project concept to universities. These communications led to the signing of agreements with partners from Hebron and Al-Quds Universities for the implementation of the project. Following the approval of both universities, the implementation of the second stage of the project commenced through the issuance of a call from trainers and consultants to implement the project's various activities.

Social Empowerment & Equality for Persons with Disabilities, which was launched in 2012, included the Teachers' Advisory Manual for Adjusting Students' Attitudes towards Persons with Disabilities. A

memorandum of understanding was signed between the Ministry of Education, Higher Education and QADER for Community Development for the application and dissemination of the manual, which was distributed to all governmental schools across the country in 2012. Furthermore, several coordinated assemblies were held with the Department of Counseling and Special Education at the Ministry of Education to submit the manual to all directorates and government schools, and several other meetings were held with the heads of departments of counseling and special education within the directorates of Nablus, Jenin and Bethlehem, to follow up on the application of the manual within schools.

QADER for Community Development hosted a delegation from MOVE Europe to follow up on the work progress of the MOVE Program for Persons with Severe Disabilities within community centers, whereby a workshop was organized for all MOVE employees working in community centers to complete the program training and capacity building in terms of the application of the methodology. In 2012, the MOVE program and methodology were incorporated in community centers, and a work team was formed in every center to receive the necessary training. Further activities included the issuance of an invitation to bids for supporting equipment for the six community centers, the development of plans for incorporation following the implementation of the MOVE methodological evaluation, and the implementation of periodical intervention plans in all six centers, starting from March until December 2012, under professional supervision.

QADER encouraged employees to participate in training programs and workshops that would assist them in building their capacities in areas they require in order to develop their job performance. Employees participated in several training programs, especially those held in partnership with the Palestinian NGO Development Center.

As a continuation of its efforts in research, documentation and spreading awareness, QADER printed and published a number of report, studies and work tools especially for persons with disabilities, among them a study analyzing the Law for the Rights of Persons with Disabilities; a report about the state of persons with disabilities in Palestinian society; *Needs Assessment report "Situation of PwD and services available to them in southern of West Bank"*. and "the Teachers' Advisory Manual for Adjusting Students' Attitudes towards Persons with Disabilities."

On the occasion of the International Day of Persons with Disabilities in 2012, QADER organized a number of activities and participated in organizing the field day to celebrate the International Day of Palestinian and International Persons with Disabilities, which witnessed a large participation from official and local authorities. Also in 2012, QADER developed a position paper on the subject of accessibility of public spaces, and called upon the formation of a large coalition from representative of organizations concerned with persons with disabilities, representatives from related organizations and concerned ministries, whereby a joint document was issued and signed between the Bethlehem governorate and the mayors and municipal council members of Bethlehem, Beit Jala and Beit Sahur.

Together with the Palestinian Municipalities Support Program (PMSP) and the Italian Association for Solidarity among People (AISPO), QADER organized and held a press conference on the occasion of the International Day of Persons with Disabilities. The conference was attended by His Excellency Dr. Khalid Al-Qawasmi, Minister of Local Governance, the representative of the Ministry of Social Affairs, His Excellency the Consul General of Italy in Jerusalem, Mr. Giampaolo Cantini, and other figures and

representatives of civil society organizations, governmental organizations, media persons and other figures concerned with persons with disabilities.

Historical Background – QADER’s Achievements 2008 – 2012

QADER for Community Development was established and registered in July 2008 through the joint and collaborative effort of a group of Palestinian professionals who have a long experience and extended expertise in the fields of disability, health, rehabilitation, community development and human rights. These professionals had many concerns, mainly the situation of the disability and rehabilitation sector in Palestine in terms of the dispersal of services and programs and their chief focus on health and rehabilitation, the weakness of efforts directed towards the handling of environmental and social obstacles, issues of advocacy and awareness about rights, and other issues. The founders revealed the existence of a gap between available services and programs and the actual needs of persons with disabilities in all areas, and stressed upon the necessity to incorporate the social model of disability in all policies and employ rights-based approach in working with persons with disabilities.

Based on the aforementioned, the founders stressed upon the necessity for creating a new model of intervention that primarily focuses on the effective participation of persons with disabilities and addresses their needs from a developmental rights-based perspective that stems from the social model, to enable persons with disabilities to live in dignity and under suitable living standards.

Following its establishment, QADER commenced its work using an institutional and program-based methodology to implement a two year project to provide support to persons with disabilities and their families within the south region of the West Bank, in partnership with the Italian Cooperation. The work was implemented in two parallel phases: During the first phase, the Livelihood Enhancement of Persons with Disabilities and their Families project was implemented, targeting 34 persons with disabilities living in the Bethlehem governorate. The livelihood of these persons was improved through the support and implementation of five micro income-generating projects for seven disabled persons and their families, the employment of 17 disabled persons within educational and public institutions; and the training of 10 disabled persons in mosaic crafting. During the second phase, the Youth Empowerment and Leadership Project was implemented targeting 14 young men and women with disabilities within the Bethlehem and Hebron governorates. The beneficiaries were empowered and trained to become active leaders in society, part of the movement for persons with disabilities in Palestine. The project lasted for seven months and included training in several basic life skills.

The more important achievement during 2010 was the signing of the cooperation agreement with MOVE Europe with an aim to promote the program in the West Bank and provide training. QADER commenced the implementation and development of the MOVE program to train children with severe disabilities and their families. During the first quarter of 2010, QADER launched the Schoolbook Initiative, which included a mapping study of ideas, dissertations and pictures pertaining to persons with disabilities in all curricula school books within Palestinian schools. The initiative also incorporated the preparation of the Teachers’ Advisory Manual for Adjusting of Students’ Attitudes towards Persons with Disabilities. QADER is working with the Ministry of Education to distribute the manual and employ it in all Palestinian school curricula during the preliminary trial phase.

QADER also launched the project for the amelioration of the situation of students with disabilities in higher education institutions in Palestine, whereby a preliminary study was conducted and included

universities within the West Bank. Furthermore, the first national conference was organized and held to explore and discuss the situation of students with disabilities within Palestinian higher education institutions, in partnership with Bethlehem University and in cooperation with the Ministry of Higher Education.

In 2010, QADER participated in the White Cane Day and the International Day of Persons with Disabilities. During December of the same year, the organization launched the QADER Media Contest for best media works addressing and highlighting the rights and issues of persons with disabilities.

Disability Rights Monitoring project is a pilot project that QADER started implementing in 2012, which aims to provide information and various concepts on violations committed against persons with disabilities and the state of their rights.

In 2011, with funding from the Italian Ministry of Foreign Affairs, QADER launched the project for developing the work of municipalities in the social sector through a new partnership with the municipalities of Jericho, Beit Fajjar, Halhul, Idna, Yatta and Samou'.

These projects focus on creating a new role for partner municipalities in the social sector, whereby a unit for the provision of social services would be established in every municipality for the purpose of analyzing and studying the social needs of persons with disabilities, and developing an institutional framework that encompasses all organizations and concerned authorities to work together in the planning and coordination processes for the sector. In addition, basic social rehabilitation services will be established for persons with disabilities.

QADER is considered the local technical partner for assisting municipalities in implementing their projects and developing their performance in the social sector, primarily in providing services to persons with disabilities. In the same context, QADER signed a cooperation and partnership agreement with the Ministry of Social Affairs to develop a joint project for the Palestinian Municipalities Support Program entitled "the Institutional Capacity Building in Favor of General Administration of Persons with Disabilities' Affairs" project, as well as the directorates of social affairs within the areas where the municipal projects will be implemented, in an effort to implement municipal projects and achieve success.

Governance at QADER

During the past years, the governing body at QADER for Community Development worked on establishing a system of good and distinguished governance that enhances mechanisms for monitoring and supervision, effective administration and the competent use of human and financial resources. The Board of Directors at QADER endorsed the practice of transparency, accountability and integrity within the internal and external work environment through the promotion of values that aim to enhance general performance and optimum employment of resources.

In accordance with the Basic Law of QADER for Community Development, the governing body constitutes two main components: the General Assembly and the Board of Directors. The General Assembly comprises 24 members; eight Constituent Body members and 16 other members who joined later on.

The General Assembly is the highest body at QADER, and enjoys authorities set forth in the Basic Law represented in; the election of members to the Board of Directors; discussing issues, general policies and plans pertaining to QADER, and making decisions accordingly; approving the accounts of the financial year ended and approving the budget for the new year; discussing and approving the administrative and financial report of the Board of Directors; amending the Basic Law; and appointing a financial auditor.

On 16 April 2011, the General Assembly held its third annual meeting in the presence of eight members out of 24 registered members, whereby the administrative and financial reports for 2010 were presented, as well as the annual plan and budget for 2011. The second Board of Directors was elected, and included the following nine members: Ahmad Fteiha; Ms. Maha Tarayrah; Mr. Suheil Khaliliyeh; Mr. Nicola Zreineh; Mr. Ibrahim Melhem; Dr. Hala Al-Yamani; Mr. Khalil Shokeh; Ms. Mona Nasser; and Ms. Rana Elayyan.

The first meeting of the elected Board of Directors was held on 25 February 2011, and positions were distributed as follows: Mr. Ahmad Fteiha, as Chairman of the Board; Mr. Khalil Shokeh, as Vice Chairman; Mr. Nicola Zreineh, as Secretary; and Ms. Mona Nasser, as Treasurer.

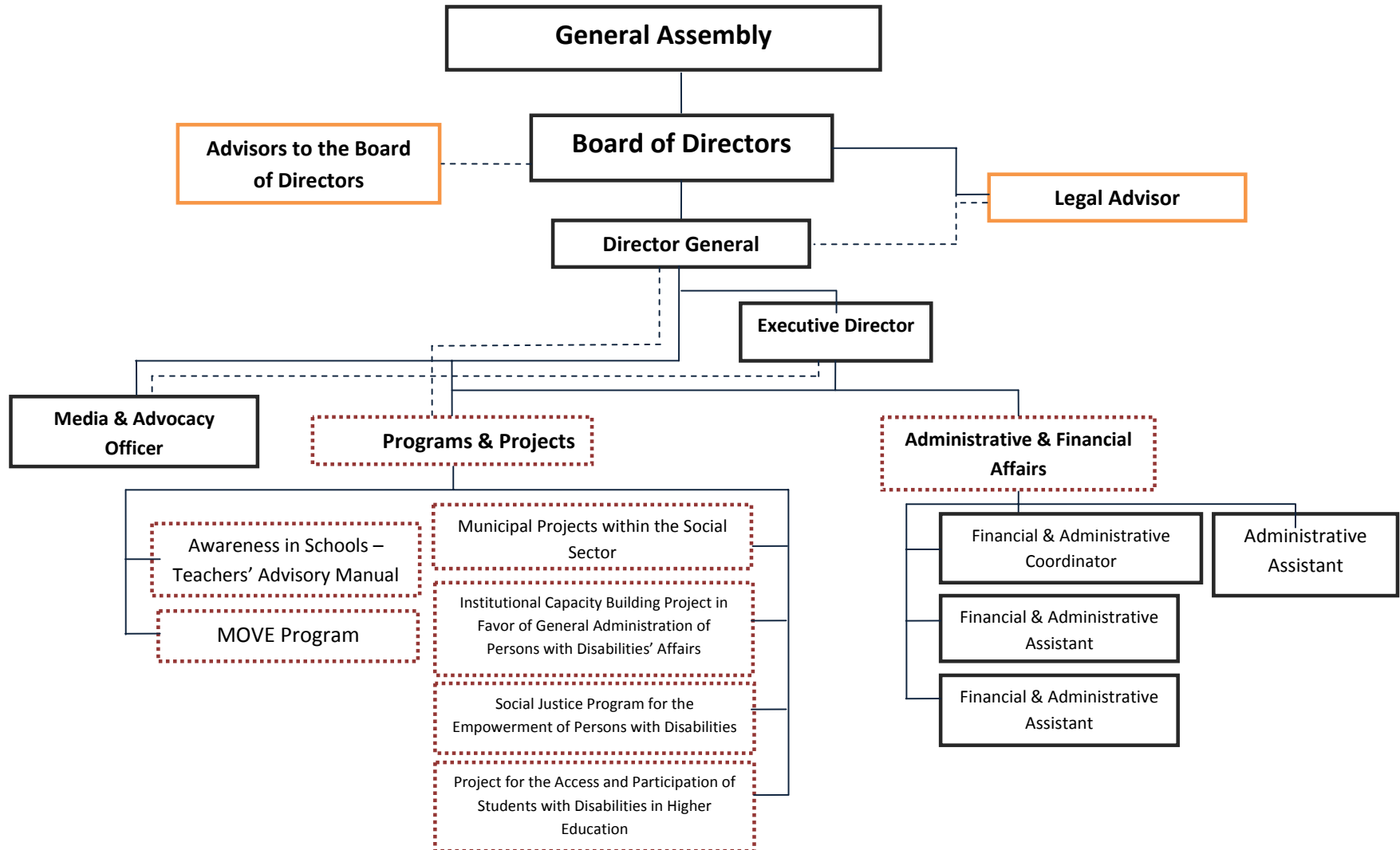
In March 2011, members of the Board of Directors participated in a workshop for the review of the strategic plan, which aimed to review the policies and work strategies of QADER. The said Board also held five meetings during 2011, and four meeting during 2012, as indicated in the following table:

Year	Board of Directors Meetings				
2011	25/2/2011	22/3/2011	2/5/2011	28/7/2011	20/10/2011
2012	27/2/2012	30/3/2012	3/7/2012	11/10/2012	
2013	13/2/2013				

QADER's Team

The QADER team is renowned for its expertise, specializations, capacities and leadership abilities in the various fields related to the work of the organization. It possesses the characteristics of sincerity and commitment to the goals of the organization, including its progress and development in accordance with its vision. The team is also distinguished for its high level of belonging to the organization, and all it stands for in terms of adopting a rights-based approach in dealing with persons with disabilities.

QADER's Organizational Structure



Vision, Mission and Goals of QADER for Community Development

QADER's Vision

QADER seeks that all persons with disabilities living in Palestine enjoy full citizenship and real participation in all areas of life.

QADER's Mission

QADER is an independent Palestinian non-governmental and developmental organization that works with all relevant stakeholders to influence national policies, build the capacities of concerned stakeholders, raise public awareness and provide information based on the priorities and concerns of persons with disabilities in accordance with their national and international rights and the principles of justice and equality.

QADER's Values and Principles

- ✓ **Social Justice and Equality:** QADER believes in full social citizenship, which includes civil, political, economic and social rights. It also seeks to create an inclusive social model that guarantees the provision of income to all, grants shelter and other basic necessities, and eliminates all forms of unjust inequalities.
- ✓ **Human Rights:** QADER is an independent and impartial entity working to attain the human rights of disabled people in Palestine. It is independent of any government, political belief, economic or religious interest. It is committed to human rights that aim to preserve the rights, duties and responsibilities of all persons, and provide tolerance and acceptance to all. It also seeks to achieve international human rights standards unaffected by the interests of any government or group.
- ✓ **Excellence:** QADER is dedicated to delivering and developing effective programs and interventions in accordance with international standards, based on assessments of needs. QADER adopts the rights-based approach, monitors and evaluates programs, benefits from feedback, and measures results according to pre-determined criteria, performance indicators, and accumulated experiences. QADER fosters a participatory approach in dealing with disabled persons and their families.
- ✓ **Integrity:** QADER adopts the equal opportunity approach using clear, adequate and accessible administrative systems. It ensures accountability and integrity in publishing and implementing its programs and interventions. QADER's activities are directly connected to its mission, and its system of maintaining reports, records and all forms of documents is clear and user friendly.
- ✓ **Participation:** QADER believes in the actual partnership of disabled persons, employees, and stakeholders during the planning, implementation, monitoring and evaluation processes, and

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promotes justice, equality, transparency and innovation to become a model and positive agent of change and excellence.

- ✓ **Positive Change:** QADER believes in the creation of positive change through fostering and promoting knowledge, public awareness and responsibility among stakeholders and the community at large. It takes into consideration individual differences, enriches the components that contribute to the community, and enhances public environmental accessibility and mutual culture and language characterized by responsible collective work achieved through the coordination and cooperation of all stakeholders in this sector.

QADER's Strategic Directions

Based on QADER's mission, target group, basic values, strengths, weaknesses, opportunities and threats that are widespread in the internal and external environment of the organization, QADER's Board of Directors, administration and staff will continue, during the upcoming three years, to monitor and evaluate the work environment, and expand and extend the directions of the organization in terms of its performance and various interventions, and during its continuous efforts to promote leadership work with all concerned stakeholders.

QADER's work is guided by Law No. (4) for the Rights of Persons with Disabilities in Palestine and the United Nations Convention on the Rights of Persons with Disabilities, in order to achieve a dignified life for persons with disabilities. QADER adopts a rights-based methodology in dealing with cases of persons with disabilities with an aim to effect change in policies, laws and legislations on a national level, and ensure the use of qualitative and effective standards during implementation.

QADER uses the National Development Indicators in directing various interventions towards "model building", ensuring the importance of actual participation of persons with disabilities and stakeholders, and achieve the full integration of persons with disabilities in ordinary life.

Taking into consideration that it is the only authorized organization in Palestine to publicize and disseminate this methodology and enhance its adherence to the Palestinian context, QADER is responsible for the publication and dissemination of the MOVE methodology on a national level, in order to prepare the ideal living conditions for persons with severe disabilities in Palestine.

Establishing relations with donors and developing new strategic channels of communication with potential donors through a serious commitment from the Board of Directors to ensure funding opportunities that would assist in the development and progress of the organization, taking into consideration the needs of the sector.

QADER seeks to deal with the current changing political state of affairs in Palestine by establishing and publicizing advanced developmental models and facilitating the use of successful models with an aim to promote a motivating educational environment in this sector.

QADER Strategies

QADER adopted the following three main strategies within the framework of its strategic plan for 2011-2013:

1. Empowerment and Capacity Building

QADER realizes the importance of building and developing the capacities of related organizations such as local authorities, universities and other service providers, as well as the importance of enhancing the services and programs of these organizations to respond to the reality and needs of persons with disabilities. QADER is also aware of the importance of working on empowering persons with disabilities, economically and socially, in a manner parallel to other efforts and endeavors, thus contributing to the engagement and involvement of these persons in social life and the job market.

2. Impacting Policies and Legislations

The importance of developing public policies and national legislations is the main step that all concerned stakeholders should take in order to render the rights of persons with disabilities and assist them in benefiting from all resources and services that provide them a dignified life. Based on that, QADER believes that all concerned stakeholders should work accordingly in order to develop public policies in the different sectors, as well as amend related laws to become more compatible with international law and more responsive to the needs of persons with disabilities.

3. Awareness and Provision of Information

Raising community awareness about the rights and issues of persons with disabilities enhances good and positive concepts, practices and approaches towards persons with disabilities. This is achieved by means of adjusting the social and cultural environment within Palestinian society to suit various groups and classes, among them persons with disabilities.

Strategic Goals and QADER's Achievements during 2012

Based on QADER's strategic plan for 2011-2013 and the four strategic goals, most activities implemented during 2012 succeeded in achieving these goals in a direct manner.

Goal: Concerned organizations adopt and implement a strategy and system of policies and procedures that respond to the needs of persons with disabilities based on their national and international rights.

Social Sector Projects in Partnership with Local Authorities

The General Context of the Project

The idea of the project is to address the social needs of persons with disabilities through the development of a new model in the social sphere within the framework of the Palestinian Municipalities Support Program part of the social development sector, with an aim to develop the institutional capacity of municipalities to address the needs of persons with disabilities, establish and provide basic social services that respond to the needs of these persons, and develop and implement an income generating investment activity to support the sustainability of the role of local authorities following the completion of projects .

Project Objectives

- ✓ Realizing the rights of persons with disabilities and responding to their needs in accordance with related laws and legislations.
- ✓ Introducing and developing a main role and responsibility for local authorities participating in the project, in cooperation with all concerned stakeholders, and conduct the operation, planning and coordination processes of the disabilities sector from a rights-based developmental approach on the level of services, policies and laws.
- ✓ Pressing forward the reality of persons with disabilities, upgrading the services provide to them, contributing to their integration in their communities and their access to all opportunities and potentials, granting them their complete rights and a dignified life based on equality with other citizens.
- ✓ Introducing a unit for social services to significantly contribute to institutionalizing the work of local authorities in the social sector.

Monitoring processes on the administrative and policy level of partner municipalities

The changes witnessed by municipal councils, from which the election of new municipal councils for the next four years proceeded, affected the municipalities' project. This situation required greater efforts from QADER in terms of introducing the elected councils to the program concept and the extent of its response to the needs of local communities within the six areas. QADER and its administrative and executive team conducts periodical visits to municipalities on more than one level; on the administrative level, considering that municipalities are the primary reference and the authority responsible for community centers; and on the financial level and monitoring the investment project within

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municipalities, as well as monitoring the revenues of other investment projects. During this stage, it was essential to conduct the monitoring process periodically in order to establish the project concept and emphasize previously signed agreements during the administration of former municipal councils .

Recurring field visits to community centers

On the executive level, QADER conducts periodic technical monitoring that targets community centers employees to improve their professional performance, follow up on the needs of centers in terms of equipment and other material, and conduct administrative development in all centers, which includes the general administration of employees' affairs, reporting and documentation, and monitoring prospects for developing the centers and raising funds. QADER conducts thorough monitoring of the daily work of centers and communicates with the work team to develop quality and professional work. Since the establishment of these centers, operating teams have been under the supervision of professional supervisors who observed the professional performance of employees based on their areas of expertise.

During the current stage, and after the passing of almost one year since the opening of these centers, and taking into consideration the variance of this time period from one center to another, QADER evaluated the work of these centers on many levels, including professional performance and the evaluation of each employee, the evaluation of the work progress, and the level at which services are provided based on the comprehension ability in each center.

On the financial level, QADER is currently evaluating the work of centers in terms of revenues received by the centers in exchange for services, which include revenues from the investment project, in order to draw a future vision for sustaining these centers, which primarily depends on ensuring the commitment of municipalities in placing these employees on the municipal staff payroll.

The Study of “the Situation of Persons with Disabilities’ Needs and the Services Provided to them in the Bethlehem and Hebron Governorates”

As part of the project, a report on the study of the situation of persons with disabilities’ needs and the services provided to them in the Bethlehem and Hebron Governorates was conducted. The project also involved determining the developmental needs of persons with disabilities in partnership with all relevant stakeholders, planning and identifying priorities, and continuously providing basic social services that are integrated with the services and programs available in every area. Within this framework, and proceeding from the first component of the developmental model that was adopted by municipalities to develop the institutional capacity of municipalities to take charge of work within the social sector, several activities were conducted, such as analyzing the situation in every area in terms of available services and programs, and identifying the needs of persons with disabilities through a planning process in partnership with all concerned stakeholders. A preliminary assessment was also conducted on the situation of persons with disabilities based in the results of the 2011 survey on persons with disabilities, which was prepared by the Palestinian Bureau of Statistics and the Ministry of Social Affairs.

The study also involved identifying the organizations that provide services and support to persons with disabilities in the southern governorates though identifying the governance and ambitions of these

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organizations, the services they provide, their financial and human resources, their relations as clarified in the conceptual framework (explained in the following chapters), and assessing available human and financial resources within the work boundaries of municipalities.

Introducing a social services department in every municipality, integrating it with the municipal structure and identifying its responsibilities and specializations

The main goal of the project was established, and involved the new role of the local authority in the social sector and the preparedness of the municipality to institutionalize this role. In 2011, units for social services were established and introduced in the six municipalities and integrated to the organizational structure of each municipality. This step was documented in the strategic plans and budgets of municipalities and made public in the local community and through the public media. During the last quarter of 2012 and the first quarter of 2013, QADER held intensive meetings with the elected mayors and municipal councils to update them on the development of the project and its commitments at all levels.

The establishment of community centers pertaining to the six partner municipalities

The second main component of the project is to establish community centers that provide direct services to citizens with disabilities and their families, and attract other community segments through various services and programs that respond to their needs in a direct and indirect manner, and contribute to improving their quality of life.

It is worth mentioning that QADER conducted monitoring operations in all areas where community centers were established, whereby it cooperated with municipalities in preparing all related documents, mainly those related to building and finishing works implemented by the engineering departments within municipalities, as well as monitoring financial, technical and administrative issues between municipalities and their various departments and the technical assistance offices pertaining to the program in support of relevant municipalities and ministries.

The work philosophy of community centers in providing direct services to persons with disabilities and their families

The work conducted by community centers depends on the model and social concept of disability. These centers believe that persons with disabilities are the ones who suffer from a long term disability that is either physical, mental, psychological or sensory, which through interaction with the different obstacles, might hinder their actual and complete participation in the community on an equal basis with others.

Consequently, this department aims to incorporate the issue of persons with disabilities as part of the priorities of intervention, development, environmental access, the job market, etc. Thus, as part of their framework and entity, these centers ensure that persons with disabilities obtain their rights to appropriate qualitative services through cooperation and coordination with all relevant stakeholders and organizations on many levels, mainly the following:

1. Changing stereotypes about persons with disabilities through the implementation of awareness programs.

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2. Facilitating the access of persons with disabilities to all places through the provision of an appropriate accessible environment in all areas and places.
3. Providing qualitative services that respond to the needs of persons with disabilities and their families, in coordination with all organizations operating in the area.

Direct Services Provided in Community Centers

#	Type of Services Provided	Beneficiaries Age Groups
1-	<p>Children with severe disabilities</p> <p>This department provides services to children with severe disabilities according to a new methodology known as MOVE, which is based on the principle that “movement is the cornerstone to learning, and we learn by exploring the world around us.” The MOVE program assists children and adults with severe disabilities in attaining the following:</p> <ol style="list-style-type: none"> 1. Acquiring the widest range of skills necessary to sitting, standing and walking, thus, increasing the ability to move and depend on oneself. 2. Improving health and increasing communication with others in a manner that ensures personal dignity. The aim of the program is to provide movement opportunities to children and adults and consequently expand the scope of the world around them and transform it into a motivating environment filled with opportunities and choices. 	<p>Children suffering from severe physical disabilities. Aged 3-15 years</p>
2-	<p>Special education and learning</p> <p>Every child is diagnosed by a specialist who examines his/her mental abilities to determine the degree of disability.</p> <p>A preliminary evaluation is conducted on job performance, the abilities and skills of daily life (personal care skills and independence skills), communication skills, and social skills to determine the abilities of the child.</p> <p>An educational plan is prepared for the children, pertaining to the achievement of a number of secondary goals that lead to the realization of the main goals part of the individual education plan, in addition to a behavior modification plan.</p> <p>The aim of this program is to teach children and provide them with training so that they are able to depend on themselves and able to integrate in ordinary government schools and in society.</p>	<p>Children suffering from low level and medium mental disabilities. Aged 6-10 years. This group includes low level and medium disabled children able to learn and receive training.</p>
3-	<p>Speech-Language therapy</p> <p>This domain specializes in issues related to conversation, communication and swallowing among children and adults. It is considered a relatively new field in medicine, especially in the Arab World, as it was first practiced in the middle of the last century. Speech and conversation specialists are considered among the health services specialists who provide support to those who work with beneficiaries and their caregivers, in addition to teachers, doctors, nurses, physiotherapists and occupational therapists.</p> <p>A speech-language therapist is available in the center to evaluate, diagnose and treat children with communication, language and speech problems suffering from</p>	<p>All age groups both males and females.</p>

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#	Type of Services Provided	Beneficiaries Age Groups
	<p>the following issues:</p> <ul style="list-style-type: none"> • Difficulty in Understanding • Difficulty in Expressing Themselves • Difficulty in forming and structuring sentences • Difficulty in pronouncing letters and words • Difficulty swallowing • Hearing Difficulties • Problems with cleft lip (cheiloschisis) or harelip • stuturing 	
4-	<p>Physical/Natural Therapy</p> <p>This is considered among the most important practices in medicine. It provides services to individuals to develop, maintain and restore their movement to the maximum and increase their occupational abilities in all stages of life. Services are provided under circumstances when movement is threatened due to ageing, injuries, diseases, or environmental factors. Physiotherapy involves determining and improving the quality of life and the ability to move through the employment of prevention, intervention, habilitation and rehabilitation methods. Two physiotherapists (male and female) are available in the center to provide services to children with disabilities, as well as physiotherapy to community members who are referred to the center by specialized doctors. The service is provided to men and women and all age groups.</p>	All age groups both males and females.
5-	<p>Psychosocial support</p> <p>Scientific knowledge and experience taught us that the birth of a newborn in the family poses a challenge at all levels, but the birth of a baby with a disability poses double the challenge for the disabled in particular and the parents and the family in general. This family might suffer from many difficulties, some of which might arise from the inability to provide the basic needs of family members, or from a lack in services provided by national organizations and other organizations in the community. This is in addition to problems arising from social isolation or social stigma that accompany some forms of disorders and disabilities, especially mental disability, which in turn adds up to the burdens of the family to a point it might pose a threat to its unity and survival.</p> <p>Therefore, mental and social support to persons with disabilities and their families becomes a need and a necessity because it contributes to maintaining their dignity and preserves their right to obtain the necessary services. Through mental and social support and guidance, families are provided with the needed information and skills that allow them to deal with the experience of disability in a more positive and adaptive manner.</p> <p>Social and mental support can move persons with disabilities and their families from isolation to integration and from dependence to independence and productivity. It may also contribute to the creation of a new form of awareness in the community towards persons with special needs and marginalized individuals, and play a role in promoting social responsibility towards dealing with individuals, families and groups in need of support.</p>	Persons with disabilities and their families. All age groups both males and females.

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Indirect Services

- ✓ Implementing various training, educational and awareness raising activities and programs that target persons with disabilities and persons without disabilities.
- ✓ Providing supporting mechanisms, tools and equipment for various types of disabilities to facilitate the integration of persons with disabilities in society and enable them to overcome problems and performs their daily duties and activities.
- ✓ Preparing the appropriate infrastructure for persons with disabilities, making public spaces and building accessible to them, and providing assistance in housing adjustments.

During 2012, QADER continued its work with six Palestinian municipalities (Jericho, Beit Fajjar, Halhul, Idna, Yatta and Samou') in the implementation of a model for developing the duties and responsibilities of local authorities in the social sector. This model aims to develop the capacities of municipalities to respond to the needs of persons with disabilities through the provision of basic social services and through the accessibility and development of policies and procedures to become more equitable to citizens with disabilities and enhance their ability to attain their various rights.

QADER also provides technical assistance to partner municipalities to implement and apply this model through separate projects designed for each municipality and funded by the Italian government through an overall estimated budget of half a million Euros per project.

Achievements in Figures

Table 1

Item	Month (during 2012)									
	3	4	5	6	7	8	9	10	11	12
Number of children who received MOVE services according to month										
Jericho	-	-	-	2	3	1	4	8	8	9
Biet Fajjar	-	-	7	7	7	7	7	4	5	6
Halhoul	·	·	4	5	6	7	13	15	15	14
Idna	·	·	4	3	5	13	15	15	14	16
Yatta	-	-	6	7	10	9	11	11	9	9
Samou'	-	5	9	12	11	11	12	11	13	13
No. of children who received MOVE services according to month	0	5	30	36	42	48	62	64	64	67
Number of children who received special education services according to month										
Jericho	-	-	-	3	2	2	7	10	11	11
Biet Fajjar	-	-	5	8	9	10	12	12	11	12
Halhoul	-	-	5	8	7	8	16	14	16	16
Idna	-	-	2	6	8	10	13	9	10	15
Yatta	-	-	8	8	7	7	8	11	11	13
Samou'	-	5	6	6	5	8	6	11	13	13
No. of children who received special education services according to month	0	5	26	39	38	45	62	67	72	80
Number of persons who received physiotherapy (outside the center)										
Jericho	-	-	-	2	1	2	3	1	-	1
Biet Fajjar	-	4	9	6	4	5	3	4	5	6
Halhoul	-	-	10	16	13	9	5	8	8	7
Idna	1	1	3	2	4	3	8	4	6	12
Yatta	5	14	12	9	14	11	17	10	9	10
Samou'	-	12	26	21	14	13	16	14	12	15
Number of persons who received speech therapy (outside the center)										
Jericho	-	-	-	-	-	-	1	-	1	1
Biet Fajjar	-	11	11	6	9	1	4	3	1	4
Halhoul	-	-	20	14	12	9	8	9	9	7
Idna	3	11	11	12	6	7	11	10	7	13
Yatta	4	15	10	12	12	4	11	9	9	8
Samou'	-	9	17	8	4	3	5	4	5	5
Number of physiotherapy sessions										
Jericho	-	-	-	3	1	11	10	4	-	1
Biet Fajjar	-	6	46	32	23	38	25	8	23	37
Halhoul	-	-	63	82	83	30	27	52	54	57
Idna	1	5	13	5	14	25	30	23	37	63
Yatta	17	48	49	55	112	54	116	74	77	107
Samou'	-	24	120	68	69	50	78	61	44	64
Number of speech therapy sessions										
Jericho	-	-	-	-	-	-	9	-	4	4
Biet Fajjar	-	48	48	32	43	13	25	26	14	22
Halhoul	-	-	47	62	62	39	47	46	62	70
Idna	3	52	52	40	26	15	32	27	24	34
Yatta	9	42	60	66	64	75	74	68	72	74
Samou'	-	14	38	22	14	10	15	15	17	16

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Table 2: Number of children who received the MOVE service according to month, The chart illustrates the frequent increase in the service provided from the moment it was offered until the end of the year.

Month (during 2012)	3	4	5	6	7	8	9	10	11	12
# children who received the MOVE service according to month	0	5	30	36	42	48	62	64	64	67

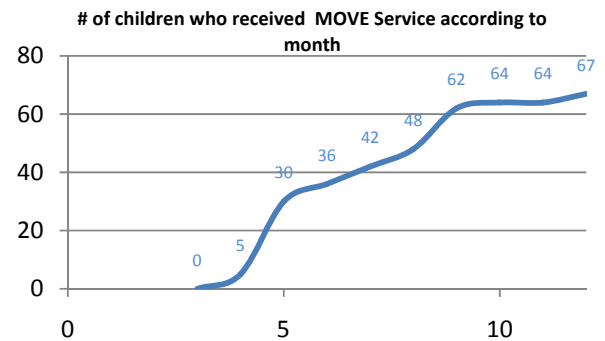
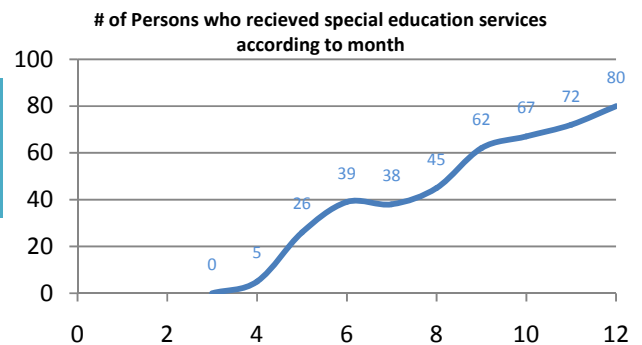


Table 3: Number of children who received training in special education, according to month, The chart illustrates the frequent increase in the service provided from the moment it was offered until the end of the year.

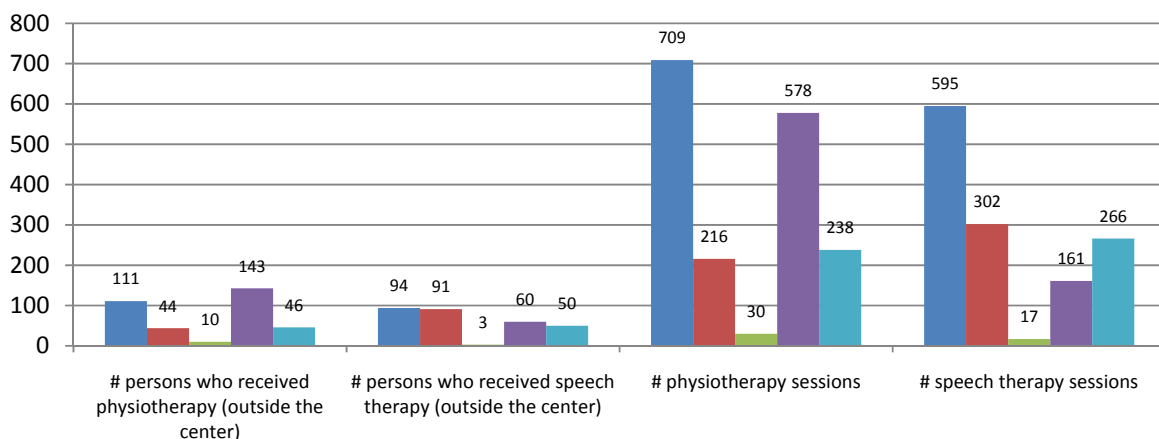
Month (during 2012)	3	4	5	6	7	8	9	10	11	12
# children who received special education service according to month	0	5	26	39	38	45	62	67	72	80



Type of Service	Yatta	Idna	Jericho	Samou'	Biet Fajjar	Total
# persons who received physiotherapy (outside the center)	111	44	10	143	46	308
# persons who received speech therapy (outside the center)	94	91	3	60	50	248
# physiotherapy sessions	709	216	30	578	238	1533
# speech therapy sessions	595	302	17	161	266	1075

■ Yatta ■ Idna ■ Jericho ■ Samou' ■ Biet Fajjar

Table 4



Community Centers – Activities, Figures and Indicators

In the next chapter of the report, QADER provides a summary on the activities of community centers located in six Palestinian municipalities (Jericho, Beit Fajjar, Halhul, Ithna, Yatta and Samou’), where a model for the social field was developed within the framework of the strategy for the Palestinian Municipalities Support Program in the social development sector. The aim of the model is to develop the institutional capacity of municipalities in managing the needs of persons with disabilities. The aim stems from QADER’s belief in the importance of demonstrating the overall picture of the program, its achievements, general impacts and the challenges confronted by this model.

Since QADER is one of the authorities that established these centers, it continues to be a professional reference and plays a major role in building the capacities of work teams and conducting the administrative and professional supervision of employees working in these centers. It also conducts periodic technical monitoring that targets employees in the community centers, which involves improving their professional performance, monitoring the needs of centers in terms of equipments and other material, conducting administrative development in all centers, including the general administration of employees’ affairs, preparing reports and the documentation mechanism, following up on possibilities for developing these community centers and raising funds for their operations and activities. On the financial level, QADER conducts financial technical interventions that aim to assist partner local authorities in evaluating the work of centers in terms of revenues received in exchange for services provided, including revenues from the investment project, in order to draw a future vision for sustaining these projects.

While QADER provides this intensive summary on the work of community centers in partner local authorities, it does not attempt to attribute the completion of activities to itself, but rather contributes to highlighting the overall experience and attempts to join together results, effects and outputs of the experience in a general and comprehensive manner, and link them to the nature, content, and type of intervention conducted by QADER in this field.

Yatta Municipality Community Center

Within the framework of the program for managing the social needs of persons with disabilities through local authorities, a ceremony was held to celebrate the inauguration of the community center in Yatta and the Dynamometer investment project granted to ensure the continuity and sustainability of services. The ceremony was held in the presence of Dr. Salam Fayyad, Mr. Kamel Humeid (Governor of Hebron), Dr. Khalid Al-Qawasmi (Minister of Local Governance), H.E. Mr. Giampaolo Cantini

(the Consul General of Italy in Jerusalem), QADER for Community Development, and other figures from representatives of official and nongovernmental organizations and prominent figures from Yatta city. The community center is Yatta serves persons with disabilities in Yatta. It represents a true symbol and example on the joint cooperation between the Ministry of Local Governance, social affairs, Yatta



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municipality and QADER for Community Development in providing services to the most marginalized groups in society, especially persons with disabilities. This attribute ensures the success of the work strategy pertaining to the Palestinian Municipalities Support Program to serve the social sector and provide social services to persons with disabilities through the centers available in some Palestinian cities and towns. The community center offers a range of basic social services and rehabilitation to persons with disabilities in Yatta through the MOVE program, which offers services to persons with compound and severe disabilities, special education to persons with mental disabilities, speech therapy, physiotherapy, psychological and social support, in addition to various community activities and programs.

The most important activities implemented by the center in 2012 and their impact on the local community

Following the signing of job contracts with employees and regulating working hours at the center, the mission of the center and the municipality towards persons with disabilities was confirmed and the new MOVE work methodology was discussed concerning the nature of work with citizens and providing them outpatient services such as physiotherapy, speech/language therapy, and mental support. In addition, a pricing was set for services provided in conformity with the economic situation, while enhancing the value of these services in view of their continuity.

Mother of S. Abu Samra: "I never expected to see a modern and fully equipped center in Yatta. The center has a professional work team that is continuously progressing and advancing. It is a great achievement when my daughter leaves the house every day and heads to the center."

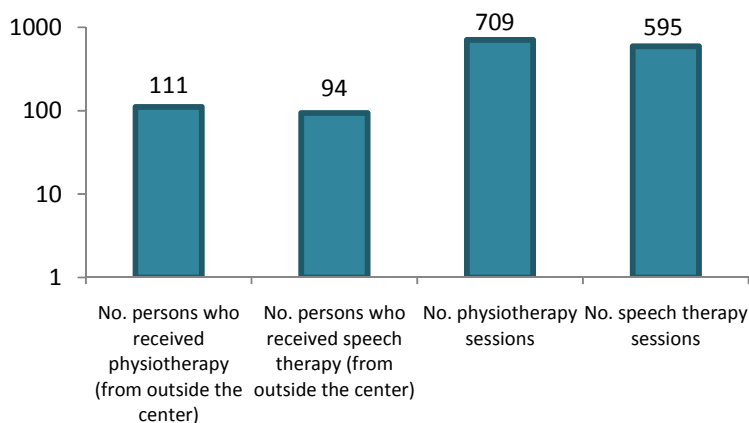
- ✓ Networking and coordinating with organizations in the city of Yatta. It was agreed that a coordinating committee be formed to coordinate operations in a manner that comprehensively serves persons with disabilities and ensures non-duplication of services provided to beneficiaries, in order to respond to the needs of persons with disabilities. Also, communication with international organizations was established to fund projects that support persons with disabilities and empowers their families economically.
- ✓ Dozens of workshops were held for families of persons with disabilities to raise their awareness and increase the level of communication.
- ✓ A workshop was organized at the municipal community center in the presence of representatives from QADER for Community Development, the Ministry of Social Affairs, and the Department of Social Affairs in Yatta, to introduce families of persons with disabilities to the variety of services provided by the Ministry of Social Affairs to persons with disabilities and their families.
- ✓ A central festival was held for the areas of Yatta and Samou" on the occasion of the International Day of Persons with Disabilities, in coordination with governmental, nongovernmental and private sector organizations. During the festival, speeches were delivered by the mayors of Yatta and Samou', the Hebron governor, and head of the Ministry of Social Affairs, and an entertainment event was organized by Al-Hara Theater for children with disabilities and normal children.
- ✓ A businessman from Yatta Provided a bus to transport children to and from the center.

Statement by the head of Yatta Community Center: *“This is a qualitative project marked by four important points: for the first time, the local authority is working on responding to the social needs of persons with disabilities; the second point is the MOVE methodology in dealing with children with severe disabilities and providing solutions that meet the expectations of families; the third point is the investment project to ensure the continuity of the project in providing services at the end of the funding cycle; and finally, the fourth point is QADER’s technical supervision of employees in all community centers, to ensure a better understanding of the methodology in all centers and its application in the most appropriate manner, as well as the application of the training received in preparing employees to work in the community centers.”*

Statement by the Mayor of Yatta: *“This center is a great achievement. I want to express my gratitude to the donors and to QADER for Community Development. We will do our utmost best to maintain it, as many persons with disabilities in Yatta in a desperate need of such projects.”*

A digital distribution of services provided by Yatta community center

Type of Service	Quantity
No. persons who received physiotherapy (from outside the center)	111
No. persons who received speech therapy (from outside the center)	94
No. physiotherapy sessions	709
No. speech therapy sessions	595



Project impact on the target group, their families and the municipal council

The Mayor and Municipal Council have placed the issue of disability among the priorities of the municipality in the development process, especially the investment project that is connected with the social services department.

For the first time, the parents of children with severe disabilities feel that there is a possibility to rehabilitate their children and educate them about life in a scientific approach. The parents of these children gave positive statements, especially vis-à-vis the MOVE methodology.

Given the number of persons with disabilities and their families who approached the center and requested the addition of more services, dealing with the issue of disability from a social perspective has made the issue of the realization of the rights of persons with disabilities more feasible.

Mother of A. Abed Rabbo: *"I am so happy about the opening of the center. My daughter was isolated from society, and now she could go to the community center and receive the services she needs. My life has changed to the better."*

Mother of M. Abu Sabha: *"My daughter has changed completely after joining the community center. I used to avoid going out with her because of her behavior that used to embarrass me, and her brothers and sisters avoided her because she used to beat them up. Now she has become more sociable, and stopped hurting her brothers and sisters. I am very comfortable with the existence of this center because my daughter can go there every day, just like her siblings go to school."*

Idna Municipality Community Center

Idna community center, which is part of the social services department at the municipality, was inaugurated in the presence of former Prime Minister, Dr. Salam Fayyad; Hebron Governor, Mr. Kamel Hmeid; Minister of Local Governance, Dr. Khalid Al-Qawasmi; Assistant Undersecretary of Social Affairs, Mr. Anwar Hamam; The Italian Consul General, Mr. Giampaolo Cantini; Director of the Palestinian Municipalities Support Program, Mr. Antonio La Rocca; Director General of QADER for Community Development, Mrs. Lana Bandak; and other figures, representatives of organizations, and crowds from the residents of Idna.

The most important activities implemented at the center

- Coordinated with several local organizations working in the field and invited them to visit the center and check out the services provided, as well conducted visits to kindergartens and schools in the city.
- Organized a number of workshops inside and outside the center.
- Organized a number of workshops about the issue of disability, as well as workshops with kindergartens and schools. Several meetings were also held with parents and individuals from the local community, where gifts were distributed on children in the center.
- Organized a workshop with parents of beneficiaries where supervisors explained the nature of work and activities at the center.
- Coordinated cases of external transfers to institutions and doctors; approximately 30 children were transferred to specialists in the field.
- Organized six medical days in cooperation with the Medical Relief, and based on the evaluation

"I would like to express my thanks and gratitude to your organization for the great efforts you conduct in servicing these innocent individuals who were once marginalized in this city and nearby villages. I value all the individuals who consciously and whole heartedly played a significant role in nurturing persons with disability, providing them services and rehabilitating them at all levels so that they are able to participate in life more effectively. The significant progress that my son has achieved within a short period of time is a dream". **Fuad Itmizi, father of one of the beneficiaries in Idna**

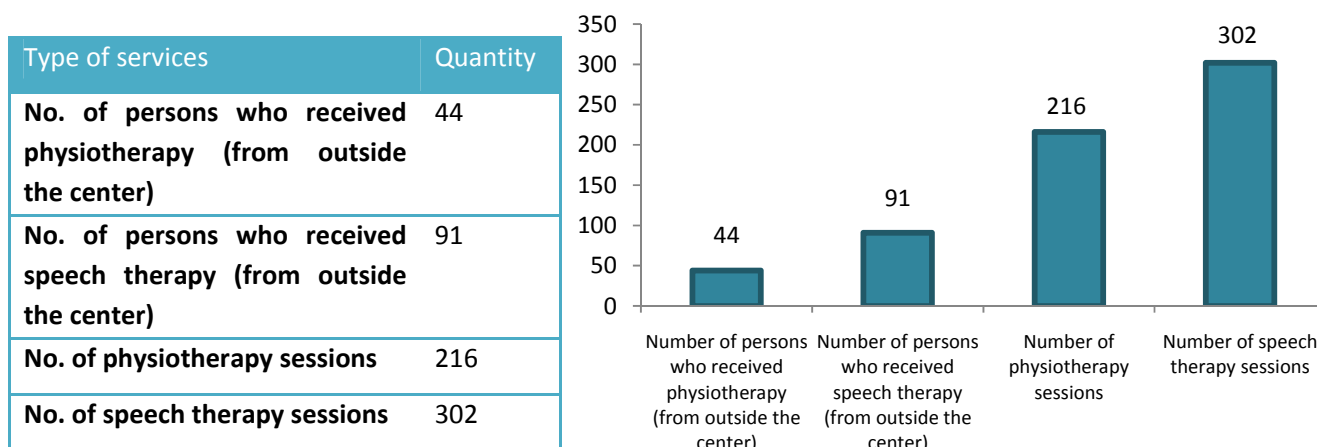
I noticed that since Ayham and Lujein joined the community center in Idna, they have been demonstrating continuous progress, especially in daily practices, such as washing their hands, saying hello, eating, memorizing verses, and reciting numbers. I hope that their development continues and that they would learn to read and write. They have going to the center, and this indicates the good treatment they get there from all the employees." **ana' Shalalfa, mother of a beneficiary.**

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conducted, essential assisting equipments were distributed.

- Organized festivals and entertaining activities, and celebrated the International Day of Persons with Disabilities, in cooperation with the Department of Social Affairs.
- Organized a celebration that was held at the center’s venue (the investment project) for beneficiaries and members from the local community, in partnership with Al-Masrah Theater on the occasion of the International Day of Persons with Disabilities.

Table for the number and type of services at Idna community center



Jericho Municipality Community Center

The community center in Jericho was established in May 2010 as part of the framework of the project for “managing the social needs of persons with disabilities through local authorities,” with an aim that this project would mark the beginning of a change that would open new prospects for working with persons with disabilities and their families, and provide various and unique services to persons with disabilities. This project is implemented by the Jericho municipality in partnership with QADER for Community Development within the framework of a methodology to develop the work of a handful of local authorities. The project was funded by the Italian government through the Palestinian Municipalities Support Program and the Ministry of Local Governance. The funding of the project came in light of the twinning project between the Jericho municipality and the municipality of San Giovanni Valdarno, which donated 70,000 Euros for the implementation of this project.

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Coordination and cooperation

The establishment of principles that ensure coordination and integration between various health stakeholders in Jericho city; that provide high quality health services in a facilitated and wholesome manner that avoids duplication and waste of resources; that ensure a just system in the distribution of health services; that coordinate with health stakeholders and related sectors to ensure the implementation of national programs that contribute to enhance the health of city citizens. In this context, coordination was established with a number of specialized and related organizations, such as the department of mental health in the city of Jericho, which is considered the first place that people turn to in order to obtain a mental diagnosis for their children, as well as other examinations, such as an IQ test. Based on that, children are admitted to the appropriate department that responds to their needs and diagnosis. At the same time, the center coordinates with SIRA and other schools with an aim to introduce the services provided at the center and open channels of cooperation. The center managed to build professional relationships that reflect an understanding of specializations of organizations and the various roles they play in a manner that serves individuals and their needs. Also on the level of coordination, these services contributed to building partnerships between related organizations, such as the Ministry of Social Affairs; a partnership that paved the way for support and coordination by providing direct support through a MOSA accredited program to procure services for registered children with social cases, as well as refer cases in need to the lists of MOSA, to be evaluated at a later stage.

The work implemented by the center marked achievements in coordination and cooperation, and in this framework, the goals and services of this center represented the main basis for these coordination and cooperation efforts between concerned stakeholders.

Training and Awareness

On more advanced work stages of the project, supervision and technical support are provided to employees working in various departments at the Jericho community center. This stems from our belief in the importance of providing a unique work team that is qualified and able to deliver high quality services in community centers, and the significance in responding to

Abla Sa'id :“My son receives unique services that are not available anywhere else, and he made tremendous improvement. This center is highly important for providing services to children with disabilities.”

one of the main goals of the project, which is to monitor the work of these teams at all developmental levels pertaining to the enhancement of the quality and professionalism of services provided to citizens with disabilities. The work teams at the Jericho community center include special education teachers, the MOVE department, the mental and social support department, the speech therapy department, and the physiotherapy department. All these departments receive specialized training and are supervised by experts in various fields who provide guidance to employees and monitor their performance. On the level of administrative development, an information system was established for the purpose of developing internal reports, internal evaluation forms, and evaluating the performance of employees to develop, support and empower teams working in the various departments. This came in response to organizational and administrative needs to conduct proper documentation and evaluation and rectify performance. These steps were taken during the formation stages of the project, and were carried on

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until teams were able to depend on themselves in establishing high quality administrative and professional systems.

On the level of implementation, the Jericho community center, in partnership with the vocational training center / Oqba Jaber, participated in the psychological support team program, whereby an overview about the center and its most significant services were provided. In addition, a specialist at the center made several house visits to parents of children with disabilities, and several activities, including visits and dissemination of informative bulletins, were conducted to introduce the center's services to the local community and create networking with organizations working in Jericho.

Internal activities at the center

A free medical day was organized for doctors, including an entertainment event on the occasion of *Al-Fiter* feast, where gifts were distributed on beneficiaries from the center and some families in need. Furthermore, monthly meetings were held for parents of children with disabilities, which aimed at establishing communication and building bridges of partnerships.

Cooperation was established with the Palestinian private sector to provide an *iftar* meal to students in the center in addition to mineral water on a regular basis. During *Al-Adha* feast, food commodities were distributed among some families, and a luncheon for all beneficiaries was held at the center.

Participation in public and national events

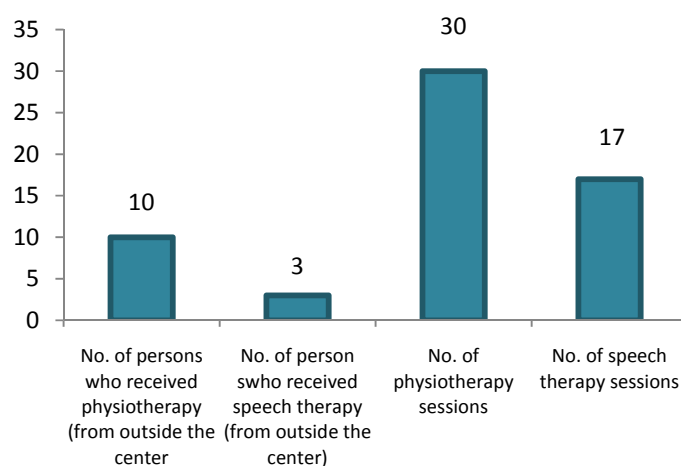
The center, together with the Disabled Persons Union and the Red Crescent, participated in a march on the occasion of the national week for youth. Another event was held for the center beneficiaries at the Spanish park on the occasion of the International Day of Persons with Disabilities, and a march was set from the park to the city center. On the same occasion, a field day was held for children at the center with the participation of the mayor and some members and parents. This event featured an episode by Al-Hara Theater, and gifts were distributed among students.

Maha Sabri Amara: *“Malak could not stand, and now she is able to. She could not walk, and now she is able to with a little help. She was unable to socialize with anyone or react to anything, and now she releases sounds to express her needs.”*

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Number and type of services at Jericho community center

Type of Service	Quantity
No. of persons who received physiotherapy (from outside the center)	10
No. of person who received speech therapy (from outside the center)	3
No. of physiotherapy sessions	30
No. of speech therapy sessions	17



Samou' Municipality Community Center

Activities implemented at the center

- ✓ Several meetings were held with the parents of children participating in the MOVE program, whereby an account on the MOVE methodology and the children's development through this methodology was provided. Meetings were also held with parents of children enrolled in the special education program to discuss their problems and needs and solve the issue to transportation.
- ✓ A workshop was conducted on the reality of persons with disabilities in Samou', in the presence of the disabilities department at the department of social affairs, the director of the general union of persons with disabilities, the Independent Commission for Human Rights, civil society organizations working in Samou', the mayor of Samou'' and parents of children with disabilities.
- ✓ The impact of activities was apparent on the children; many of them succeeded in moving the smallest muscles in their hands and fingers, others demonstrated and increase in sensory and motor coordination, while some marked an increase in their concentration and distinction levels. Also, significant improvement was noticeable in the way children communicated and interacted with each another, which was reflected in the locomotive activities they practiced. All these activities enabled children to participate in leisure programs, enhanced their mental health and taught them the proper way of eating and drinking.
- ✓ The effect of activities on beneficiaries and the community: communication with the parents of children to achieve the goals set out for each child; provision of various services to persons with disabilities; implementation of awareness programs that aimed to increase community awareness about the issues and rights of persons with disabilities; preparation of parents to work with their children based on the MOVE methodology and special education program; increase of parents' care for their disabled children; realization of some achievements in terms of preparing the proper home environment for children.

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- ✓ Community opinion about the center and the services provided: the recurrence of parents to the center indicates the importance of services provided, which was apparent in the improvement of beneficiaries' situation, the development of their abilities and their continuous desire to receive these services.

The municipality looks positively at the quality of work at the center, the services provided, and the teamwork spirit, and hope to circulate the work mechanism among its other departments.

Success story on the MOVE methodology

Majdi is an eight year old boy suffering from the following: cerebral palsy in his four limbs; severe strain in all his limbs; difficulty moving his upper and lower limbs; inability to hold objects; severe pain while moving tendons; severe imbalance while sitting; average neuro-motor coordination; difficulty in moving small muscles; permanent dependence on someone to perform his daily activities such as eating, drinking, going to the bathroom, and getting dressed; severe salivation; apparent weakness in his speech muscles; severe weakness in imitating sounds; plaque in his teeth and molars; and bleeding from the mouth. Majdi was referred to an orthotics and prosthetics specialist. He is continuously absent from the center because of its distance from his house and due to lack of transportation. His mother is unable to provide him with health care due to her poor economic condition.

After Majdi's case was evaluated according to the MOVE methodology, the following goals were set, that he would be able to stand next to a table using one of his hands within eight months; that he would be able to express his needs using pictures within 12 months; that he would be able to use a pacer and walk from the classroom to the gate of the center within six months.

Majdi was placed on a wheelchair, and was trained to sit on a regular classroom chair while under permanent supervision. He was also trained to use a stand bar after wearing a leg brace, and then trained to stand at the edge of the table with back support from MOVE specialists. Afterwards, he was trained to use a pacer with full support for the legs, the knees, the feet and the hands.

After eight months of hard work, Majdi was able to sit on his own on a normal chair; move unassisted to the center's main door using a pacer; stand with little support using a physioball; control his hand movements; sit on the classroom chair on his own; stand on a table with little support from the back; eat on his own using a spoon; effectively participate with children in the focus activity; carry a glass but unable to hold it still; and chew and swallow better than before. Furthermore, his salivation decreased tremendously; he could blow a candle; and he could certainly release sounds. His language skills also improved, and he could imitate sounds and words; he could differentiate the basic colors (red, green, yellow and blue) and geometric shapes (circle, triangle, square and rectangle); he developed an ability to implement complicated commands in three steps, and express his needs slowly and softly in a single word.

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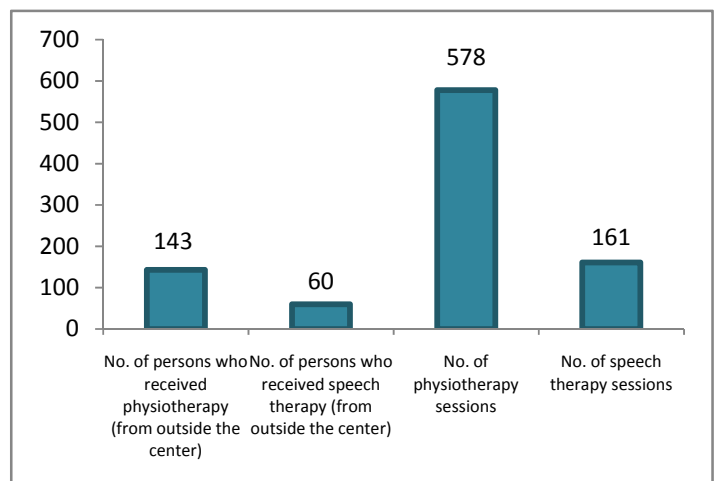
Partnership experiences with the private sector

Through networking with private sector organizations, the center managed to raise the following:

- A total of 12 wheelchairs and one walker.
- A donation of \$7,000 for air-conditioning units from a local businessman who was hosted at the center.
- Sponsorships for 10 children from the center for a period of one year, donated Al-Aqsa Society for the Disabled.
- Full sponsorships for three children, donated by the SOS.
- The provision of 250 food aids, through coordination with the Islamic Relief. The aids were distributed among families of children with disabilities undergoing poor economic conditions.
- The provision of clothes and shoes to 100 persons with all types of disabilities, in cooperation with local and Hebron-based clothing retailers.

Number and types of services at Samou' community center

Type of Service	Quantity
No. of persons who received physiotherapy (from outside the center)	143
No. of persons who received speech therapy (from outside the center)	60
No. of physiotherapy sessions	578
No. of speech therapy sessions	161



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Beit Fajjar community center

Several activities were organized at Beit Fajjar community center, which include numerous awareness programs and activities, hosting local and foreign delegations, and recreational activities for children. Training participations that aim to build the capacity of the work team were also encouraged, and they include the following:

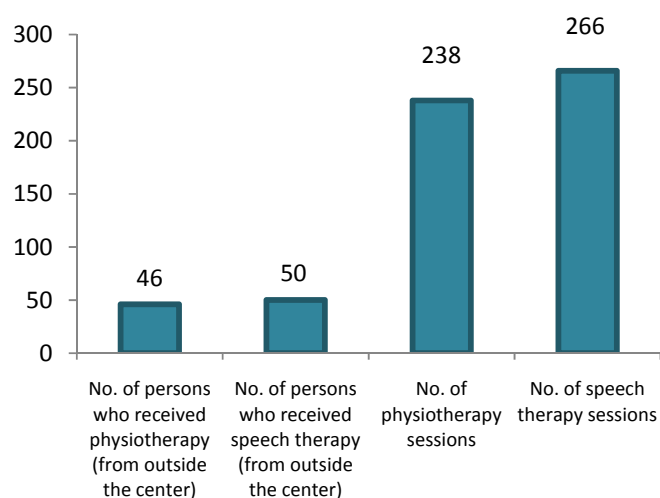
- ✓ A **workshop** was organized in Bethlehem and Hebron for the preparation of a study on persons with disabilities. Teachers in special education participated in a training course on the use of play in working with children, organized by Al-Haq foundation.
- ✓ An **open meeting** was held with the local community and the participation of QADER for Community Development, the Department of Social Affairs, the General Union of Persons with Disabilities, and the Independent Commission for Human Rights, to discuss the reality of persons with disabilities and the services provided to them.
- ✓ An awareness raising meeting was held in cooperation with Akka School for Boys in Beit Fajjar to discuss the protection of children from molestation and sexual abuse.
- ✓ **Coordination Activities:** Coordinated meetings were held with the Independent Commission for Human Rights and the General Union of Persons with Disabilities, featuring a delegation from MOVE Europe.
- ✓ **Recreational activities:** A two-day joy and fun activities were organized; the first in cooperation with the Local Council for Youth through CHF for the center's children and children without disabilities, and the second in cooperation with the Red Crescent. Furthermore, a joint *Iftar* was held during the month of Ramadan for center beneficiaries and their families, as well as children with disabilities from outside the center. Another recreational day was organized in cooperation with Al-Harah Theater on the occasion of the International Day of Persons with Disabilities.
- ✓ **Capacity building of the center's work team:** A course in first aid was completed by employees working in the department and a number of activists in the local community. The social specialist at the center participated in a training course implemented by the Women's Center for Legal and Social Guidance.
- ✓ Teachers in special education participated in a conference on educational issues, by invitation from Ibdah' organization in Ramallah. The conference featured a success story about one of the center's beneficiaries.
- ✓ The director of the department participated in an international training course entitled "towards a safe environment for Arab children with disabilities," in cooperation with the Arab Council for Childhood and Development.



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Number and type of services at Beit Fajjar community center

Type of service	Quantity
No. of persons who received physiotherapy (from outside the center)	46
No. of persons who received speech therapy (from outside the center)	50
No. of physiotherapy sessions	238
No. of speech therapy sessions	266



Halhoul Municipality Community Center

Following preliminary arrangements for organizing activities and regularizing working hours at the Halhoul community center, the mission of the center and the municipality towards persons with disabilities was confirmed, and the framework stipulated addressing the social needs of persons with disabilities through local authorities.

The center's most significant activities during 2012, and their impact on the local community:

- ✓ The inauguration ceremony for the Halhoul municipality community center, in the presence of: the Minister of Local Governance, Mr. Khalid Al-Qawasmi; the Hebron Governor, Mr. Kamel Hmeid; the Minister of Social Affairs, Mrs. Majida Al-Masri; the Consul General of Italy, Mr. Giampaolo Cantini; the Director of the Palestinian Municipalities Support Program, Mr. Antonio La Rocca; the Mayor of Halhoul, Dr. Ziad Abu Yousef; members of the Municipal Council and municipal staff; the Director of QADER for Community Development, Mrs. Lana Bandak; directors of official and nongovernmental organizations in Halhoul; mayors of neighboring cities; public figures; and a large crowd of Halhoul residents.
- ✓ Reception and preliminary registration of over 200 beneficiaries from Halhoul and nearby areas. During 2012, a total of 435 therapeutic sessions were conducted for speech and language, and 448 physiotherapy sessions. Also, special education was provided for 22 children with low level and medium disabilities; training and rehabilitation were provided to 20 beneficiaries with motor disabilities using the MOVE methodology; and a total of 86 individual guidance and mental and social support sessions were provided for families of children with disabilities.
- ✓ A meeting was organized for the families of beneficiaries for the purpose of introducing the services provided at the center, identify the needs and priorities of parents, and familiarize them with their rights, duties and commitments towards their children.
- ✓ Coordination and networking were established with several organizations and stakeholders to introduce them to the services provided by the center; a workshop on disability and its source was also organized and involved the participation of 20 mothers; participation in the activities of the

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National Youth Week; a march was held from the center to the municipality with the children enrolled at the center; and a workshop entitled “the rights of persons with mental disabilities” was organized.

- ✓ The center organized a free medical day for children for the purpose of conducting medical examinations for the feet, artificial limbs and assisting equipment.
- ✓ A recreational visit to Isa'd Al-Tufuleh center was organized for children beneficiaries.
- ✓ Participation in a series of training courses to build the capacities and skills of the center's staff and social work team.
- ✓ The director of the center participated in a training session dealing with the integration of persons with disabilities in the job market. The training was provided in cooperation with the Center for International Training, part of the International Labor Organization in Torino, Italy.
- ✓ The assistant teacher participated in the practical training held at the center for persons with disabilities in the French city of Hennebont, based on the twinning agreement between Halhul and Hennebont municipalities.
- ✓ On the occasion of the International Day of Children with Disabilities, a Joy and Fun day was organized for children with disabilities in Halhoul, and about 100 children participated. On the same occasion, another festival for children with disabilities was held at the Graduates Association venue in cooperation with the Ministry of Social Affairs in Hebron. Several organizations participated in the event, where the center was granted accolade for efforts conducted for persons with disabilities.
- ✓ The center, in cooperation with QADER for Community Development, participated in a workshop that was held at the Halhoul municipality for the purpose of identifying a work plan for local authorities participating in the project for addressing the social needs of persons with disabilities through local authorities in Halhoul, Yatta, Idna, Samou” and Beit Fajjar. Several organizations working in the Hebron and Bethlehem governorates participated in the two-day workshop.
- ✓ The center, in cooperation with QADER for Community Development, participated in a workshop to about the eradication of disability in the Palestinian Territories for organizations working in the disability sector in the Bethlehem and Hebron governorates. The workshop was organized by the Ministry of Social Affairs and held the city hall in Halhoul.
- ✓ The center hosted a French delegation from the French city of Hennebont and officials from organizations in Halhoul who were introduced to the various facilities at the center and the services provided to citizens.

Success stories of children who received services at Halhoul community center

- ❖ **Lu'ay** is an eight year old boy suffering from mental retardation, problems in his pituitary gland, and a low sugar level. He has mobility issues, and is unable to stand. He constantly cries, and covers his ears when he hears sounds. Lu'ay was admitted to the MOVE program, and the necessary evaluation was conducted. The first step was to make him stand and walk, and use a glass instead of the bottle that he used for drinking his milk and juice, and before falling asleep. He was also trained to stop crying and covering his ears, and to accept the sounds around him. After two months of training, Lu'ay was able to do all this. When his grandmother saw that he was able to stand and take a few steps, she was filled with tears of joy. For the first time in eight years, her grandson was standing and walking step by step.

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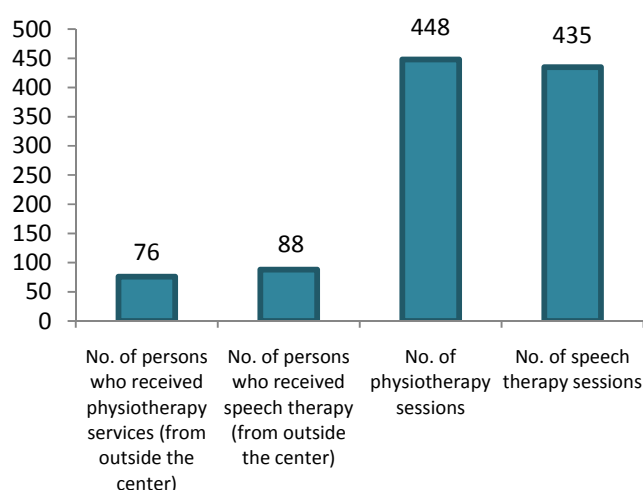
- ❖ **Rawand Kafafi** is a nine year old girl suffering from autism. She has language and speech retardation and talks very fast when she speaks, and her receptive and expressing language is slow. The necessary evaluation was conducted on her, and it appeared that she was unable to make a distinction between shapes, colors and numbers, and her body awareness was limited to the eye and hands. After five months of continuous efforts, Rawand developed awareness for some organs; her speech slowed down; her words became clear and comprehensible; and she was able to make a distinction between shapes and colors. On the level of daily life skills, she was able to take care of her personal hygiene, and able to point out and name her facial features. When her mother witnessed this progress, she expressed so much joy and happiness, and told us that her daughter is asking to go to the center every day. Rawand's behavior towards others improved, and she is overwhelmed with happiness, and looks forward to going to the center every day to learn and spend time with her friends.

Project impact on the community

The positive impact of the project is apparent through several indicators, particularly in responding and contributing to the needs of persons with disabilities in their local community. The community center in Halhul was opened after there was an apparent augmentation of persons with disabilities, and the lack of space in existing center, which led parents to take their children to center in nearby cities. The center mainly targets persons with disabilities and offers them an amalgamation of essential services. It has become the first center of its kind to provide comprehensive social, rehabilitative, educational and mental services to the local community through its specialized staff. The center also implements various training, educational, and awareness raising programs and activities that target organizations and the local community, with an aim to enhance attitudes and public awareness, promote the participation of persons with disabilities and integrate them in the community.

Number and types of services provided at the Halhoul community center

Type of Service	Quantity
No. of persons who received physiotherapy services (from outside the center)	76
No. of persons who received speech therapy (from outside the center)	88
No. of physiotherapy sessions	448
No. of speech therapy sessions	435



Institutional Capacity Building in Favor of General Administration of Persons with Disabilities' Affairs Project – Ministry of Social Affairs

Through the joint project between QADER for Community Development, and within the framework of the municipalities support projects in the social sector in the beginning of 2011, the Ministry of Social Affairs received a financial grant from the Palestinian Municipalities Support Program (the Italian government) through the Ministry of Local Governance, to implement a project entitled “Institutional Capacity Building in Favor of General Administration of Persons with Disabilities' Affairs” project. The project incorporates two main components: the first involves supporting the general administration to monitor and facilitate the implementation of a model for developing the responsibilities and duties of local authorities in several municipalities in the Hebron, Bethlehem and Jericho governorates; while the second involves the institutional capacity building in favor of general administration on the level of organization and programming, based on the comprehensive development plan set forth by the Ministry of Social Affairs, and the social prevention sector strategy.

In this framework, 2012 witnessed a continuation of the partnership and cooperation agreement between the General Administration of persons with disabilities and QADER for Community Development for the application of this model and the necessity for the existence of official cooperation with the Ministry and the General Administration as a main partner for following up on the model and monitoring its application and impact on the developmental work strategy in the social sector.

Following the development and adoption of a model that consolidates services provided to persons with disabilities in municipalities, the director of the Palestinian Municipalities Support Program and the Minister of Social Affairs agreed on the important role played by the General Administration of persons with disabilities in promoting and applying the proposed model according to the strategy of the municipalities support project in the social sector, which is based on the centralization of planning and the decentralization of implementation.

It was also agreed that the Ministry of Social Affairs should effectively maintain the municipalities' project through the General Administration of Persons with Disabilities in Ramallah and its branches in the Hebron, Bethlehem and Jericho governorates. During 2012, a project coordinator was appointed to represent the General Administration of Persons with Disabilities in communicating with all relevant municipalities and community centers throughout the project implementation stages, and take charge of following up and promoting the strategy upon which the project is based in order to facilitate its implementation in other areas across the nation.

The general goal of the project

The goal is represented in two main aspects: to contribute to improving the living standard of persons with disabilities, promote their social, economic, cultural and political reality, and contribute to the development and institutionalization of the work of the social sector to serve persons with disabilities.

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Project expected results

After the end of the project is expected to achieve the following results:

First pillar: active participation of the Ministry of Social Affairs and the General Administration of Persons with Disabilities in implementing the model in the Bethlehem, Hebron and Jericho governorates.

Second pillar: developing the abilities and capacities of the General Administration of Persons with Disabilities and its branches in the Hebron, Bethlehem and Jericho governorates, in creating a strategy for the implementation of the decentralized model.

Project activities in the first pillar:

Communication was promoted with the directors of integration and disability in the departments of social affairs within the three governorates to monitor the work of community centers. Also within the framework of this program, exchange field visits were organized to community departments and centers, led by the directors of the integration and disability departments. Furthermore, all departments participated in setting the work plans for community centers, promoting joint communication with mayors and continuously following up on the latest developments in the centers.

During the series of meetings that were held, core and central issues were proposed concerning the following:

1. The Ministry's procurement of services from community centers.
2. The exchange of information about the children's database in a systematic manner.
3. The exchange of information about beneficiaries of social cases who are followed up by the Ministry.
4. The aid provided by the World Food Program and the opportunity of community centers to benefit from it.
5. The transportation of beneficiaries of services provided by community centers.

In this regard, related departments at the Ministry of Social Affairs were contacted to follow up on a number of issues and prepare for their implementation. Community centers were also provided a database on persons with disabilities according to targeted work areas, and exchange of information pertaining to these cases took place between the directors of integration and disabilities departments and the directors of community centers.

Furthermore, the role of community centers towards the families of persons with mental disabilities was enhanced, and their awareness was raised vis-à-vis the rights of their children and their integration in the local community. Several awareness meetings were held with the parents concerning the services provided by the Ministry of Social Affairs, and the parents were also invited to participate in community activities organized by the centers.

The department of psychological and social support at community centers organized several consultation sessions to discuss obstacles and social and community impact that families of persons with disabilities are confronted with. During these sessions, parents were encouraged to contribute to the

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continuity of services provided to their children by community centers, considering the positive impact they have on target groups.

During the second half of 2012, the Ministry of Social Affairs facilitated communication with the World Food Program so that community centers could benefit from services provided by this program in a direct manner. Further discussions were held concerning the provision of internal transportation for beneficiaries from services provided by community centers, and attaining practical solutions for this issue.

Project activities in the second pillar:

Activities implemented as part of the second pillar of the project pertained to developing the institutional capacity of the General Administration on the level of organization and programming based on the comprehensive developmental plan of the Ministry of Social Affairs and the strategy of the social protection sector. Accordingly, a call for contracts was issued during the second half of 2012, whereby the Ministry of Social Affairs formed a steering committee that included members from its related departments, members from the General Administration of Persons with Disabilities, and members from QADER for Community Development.

The Ministry of Social Affairs signed a contract with a consulting agency that specializes in institutional capacity building for working with the General Administration of Persons with Disabilities to develop a comprehensive plan that incorporates the goals, strategies and activities necessary for the development of an organizational structure and systems for administration, human resource management and financial management. The aforementioned mission particularly aims:

1. To develop the organizational structure of the General Administration of Persons with Disabilities and all affiliated departments and branches, including the review of duties and specializations of each department and section, and the development of job descriptions for main positions at the General Administration.
2. To determine capacity building and training needs of employees at the General Administration and affiliated departments and branches.
3. To review and develop a policy system and accredited laws and procedures for the provision of services, including the procurement of services from the civil society and private sectors.
4. To study logistic needs and identify developmental priorities based on the physical environment of the General Administration and its various departments and centers.

Following are the expected results from the consulting agency based on approved missions:

Mission (1): To conduct an assessment review of the organizational structure of the General Administration and affiliated departments and sections.

Mission (2): To develop a proposal for the restructuring of the General Administration and affiliated departments and sections in accordance with the Ministry's social protection plan, and prepare and develop duties and specializations of the General Administration and affiliated departments and sections.

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Mission (3): To review and develop the job descriptions of the main positions at the General Administration and affiliated departments and sections.

Mission (4): To assess and determine the training and capacity building needs of employees at the General Administration and affiliated departments and sections, based on the Ministry's social protection plan and strategy, and accordingly develop a plan for training and capacity building.

Mission (5): To determine quality standards for the Ministry's services provided to persons with disabilities, and the conditions of these services.

Mission (6): To evaluate and develop the policies and procedures manual, accredited by the Ministry of Social Affairs.

Mission (7): To determine service entitlement standards for persons with disabilities.

Mission (8): To propose a developmental plan for the work environment, including needs for equipment, furniture, electronic programs, office equipment, rooms, offices, etc.

Mission (9): To prepare an executive work plan for the General Administration of Persons with Disabilities based on the 2011 - 2013 work strategy of the Ministry of Social Affairs and the aforementioned development proposals.

Goal: Policy dialogue and networking with related stakeholders to develop national policies, programs and legislations that promote social equality and justice for persons with disability in accordance with the international system.

Access and Participation of Students with Disabilities in Higher Education Project

This project aims to enhance the access and participation of students with disabilities in higher education, and work on responding to the needs of these students to join the educational process, in addition to offering them learning opportunities equal with other students, thus achieving comprehensive education for all in Palestinian society.

The project was designed as a result of a study conducted by QADER for Community Development to investigate the needs of students suffering from various disabilities enrolled at Palestinian universities. It also stemmed from the recommendations of a conference held by QADER and Bethlehem University in cooperation with the Ministry of Higher Education.

❖ The preliminary stage:

This stage involved the preparation of an exploratory study through communication with several Palestinian universities and gathering information about the situation of students with disabilities and the services provided to them by these universities. It also involved conducting the necessary

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consultations concerning the presentation and clarification of the project concept to universities. The following results were achieved during this stage:

Firstly: There appeared to be first round initiatives from administrative stakeholders to assist and support students with disabilities at Al-Quds University and Hebron University, but these efforts were not part of an official framework.

Secondly: These efforts should be part of a sustainable methodology with a timeframe and organizational dimension that ensures comprehensive work.

Thirdly: Al-Quds University and Hebron University need to develop a comprehensive project that deals with the subject at hand.

❖ **Agreement with partners:**

A series of meetings and consultations were conducted with some Palestinian universities, and consensus was reached with Al-Quds University and Hebron University to set in motion the implementation of the project concept. Memorandums of Understanding were signed with both universities to take effect at the beginning of 2013. The MOUs stipulated the formation of Disability Affairs Committees to deal with the affairs of students with disabilities at both universities and take charge of researching and following up on all issues related to students with disabilities on the academic, cultural and social levels, and all issues pertaining to the situation and circumstances of students with disabilities in accordance with the universities' specializations and work areas.

Among the main project basis that were agreed upon was: the formation of a disability affairs committee; reviewing and amending the universities' policies to meet students with disabilities' rights in achieving higher education; developing plans that reflect partner universities' visions in dealing with the rights and needs of students with disabilities; establishing a resource center provided with equipments and supplies needed to facilitate university life for students with disabilities; raising awareness on persons with disabilities' issues and rights in higher education; and empowering students with disabilities.

Accordingly, a contract was signed with a private consulting agency to implement the review process in a direct manner through the consultation and partnership with related departments at both universities, thus it was agreed that all developmental proposals in this regard were accepted, provided they do not conflict with the general guidelines and policies of the partner universities.

❖ **The implementation stage:**

The building of this project is based on raising the awareness of students and the university community towards the issue of disability and the rights of students with disabilities to access higher education. This outreach was conducted through a series of workshops, meetings, training courses and other activities set forth in the approved project work plan. The contribution of universities in this project as a main partner in providing a space for cooperation between QADER for Community Development and all university facilities, whether on the level of students, academicians and all university employees, including the revision of university policies and proposing models, is considered an advanced and supportive step to assist students with disabilities inside the university campus.

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The Disability Affairs Committee established at each university is considered the primary reference for the project team and all students with disabilities. The main duties of this committee were agreed upon: to help the project team in organizing work with students with disabilities and provide assistance in the revision of university policies and laws pertaining to the admission, registration and provision of necessary assistance to students with disabilities.

Several workshops and meetings were conducted for the purpose of identifying the priorities and responsibilities of committees and their nature of work inside the university campus. Consequently, these committees have become the permanent address for students with disabilities and a professional reference for the university in handling any issue vis-à-vis disability. A handful of consultants and specialists in the field of disability conducted a workshop and a training course for students with disabilities and other students from various major fields to empower and allow them to acquire various skills that contribute to the formation of a knowledge base about the unlimited capabilities of students with disabilities, and the role of partner universities in defending the rights of students with disabilities, and assisting them in participating in the various activities held at the university.

The Disability Affairs Committees participated in several workshops that aimed at organizing the process of assisting students with disabilities in the university and determine their main priorities and duties, part of the responsibility assigned to them by the university administration. As disability committees participating inside the university, they are responsible for selecting the equipment for the resource center, providing assistance in the revision of policies and laws that regulate the role of students with disabilities inside the university, and identifying ways to support them during the various learning stages, starting from their registration and payment of university fees, and ending with their graduation and attainment of a degree.

University students participating in the project implementation stage will propose youth initiatives that contribute to expressing their role towards the situation of students with disabilities and alleviate the existing gap between these students and the university environment. Two unique initiatives will be selected from each university to be implemented in cooperation with the university administration and student pioneers. In addition, an extensive media campaign will be launched by students with disabilities inside the university to involve the participation of all students, where a tent would be set to feature films on disability, hold discussion sessions, as well as awareness raising sessions and open dialogue about the situation of students with disabilities within Palestinian universities. This initiative will target all students and host prominent figures, as well as persons with disabilities who occupy distinguished positions in the community, and who will discuss their experiences and the challenges they were confronted with.

A national convention is expected to be held at the end of the project to put the finishing touches to the project outputs and the most important achievements, present the accomplishments of student initiatives and their impact on students with disabilities, as well as the impact of the project on students and the education process vis-à-vis the situation of students with disabilities. The project also endeavors to build a strategic plan for every university aimed at setting significant priorities towards assisting students with disabilities, adopt policies that make university buildings and establishments accessible to

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students with disabilities, and find appropriate ways to facilitate the academic process for students with disabilities inside the universities.

Goal: The rights of persons with disabilities are enhanced through the monitoring and documentation of violations, taking legal action, raising awareness and providing information relevant to the rights and issues of persons with disabilities.

Social Justice Program for the Empowerment of Persons with Disabilities 2012-2013

The Teachers' Advisory Manual for Adjusting Students' Attitudes towards Persons with Disabilities

This initiative was launched by the Advocacy and Empowerment Unit at QADER for Community Development, and involved the development of a manual that assists in achieving a number of goals that are directly connected with raising community awareness. The Teachers' Advisory Manual, which was prepared by QADER in 2009, in cooperation with the Ministry of Education, was developed within the framework of a project implemented by the Italian organization AISPO, and funded by the Italian government. It was tested in a number of schools, and was preceded with a handful of trainings and workshops prior to its launch. In addition to the Advisory Manual, a study was conducted on the standing of persons with disabilities in the school book curriculum for all classes at the Palestinian Ministry of Education.

Within the framework to prepare for the dissemination of the Advisory Manual on all schools in the West Bank, preliminary meetings were held between QADER for Community Development, the Ministry of Education and AISPO, where it was agreed that the Manual be distributed along with two letters written in Arabic; the first signed by the Ministry of Higher Education, and the second signed by the Italian Consul General.

The Memorandum of Understanding between the Ministry of Higher Education and QADER for Community Development stipulates the application of the Manual and the complete commitment of the Ministry to disseminate it in all government schools. Consequently, an official decision was issued by the Ministry of Education on circulating the employment and application of the Manual in all government schools within the West Bank governorates at the beginning of the school year 2012-2013. The Ministry of Education's instructions and directives to all West Bank departments emphasized the importance of applying the Manual, considering its significance in raising the awareness of teachers and students. The Ministry also assured that this Manual would open new horizons for teachers and assist them in creating activities that are compatible with the conditions and reality of the school and local environment. It also stressed that the Manual is considered an effective tool in assisting teachers in schools in cultivating and promoting good principles and attitudes among school students towards persons with disabilities, pointing out its success in raising awareness in the education sector and the importance of building on this experience and convey it to others.

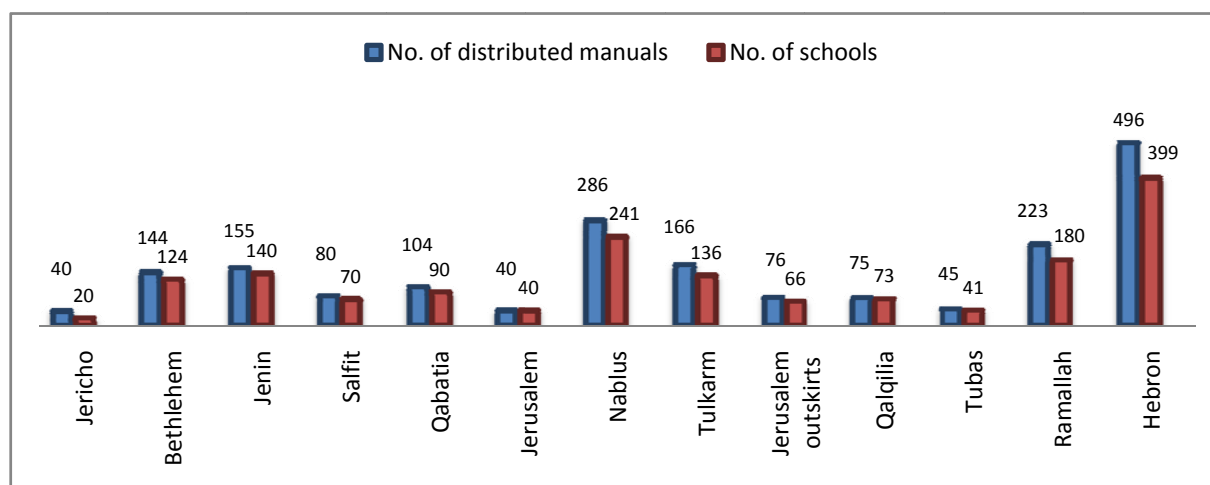
At the beginning of 2012, after approving the distribution of the Manual on all West Bank departments, several coordination meetings were held with the Department of Counseling and Special Education at

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the Ministry of Education to plan the distribution of the Manual on all departments and government schools. It was agreed that the responsibility be shared between the Ministry of Education, which would submit the Manual to nine departments, and QADER for Community Development, to six departments. Several other meetings were held with the directors of the Counseling and Special Education Departments in Nablus, Jenin and Bethlehem to monitor the application of the Manual in schools and implement its activities. These directors would then follow up with QADER on selecting a sample school based on several principles, among them the existence of a resource room in the school, the possibility to accommodate persons with disabilities, or that the school environment includes a percentage of persons with disabilities, all of which would generate real change among students towards the issue of disability and persons with disabilities.

A table clarifying the activities, meetings and Manual distribution plan

Item	Jericho	Bethlehem	Jenin	Salfit	Qabatia	Jerusalem	Nablus	Tulkarm	Jerusalem outskirts	Qalqilia	Tubas	Ramallah	Hebron
No. of distributed manuals	40	144	155	80	104	40	286	166	76	75	45	223	496
No. of Schools	20	124	140	70	90	40	241	136	66	73	41	180	399



Movement for learning and Life - MOVE Program

The MOVE methodology helps children and adults with severe disabilities or complex needs. It is based on acquiring the maximum skills necessary for sitting, standing and walking, thus increasing mobility and independence, improving health, developing communication with others, and enhancing personal dignity.



The aim of MOVE is to offer opportunities to children and adults with disabilities, opening up the world around them and transforming it from a hostile environment to one that is accessible, interesting and filled with opportunities and choices.

The results of the MOVE program are the fruits of collaborative work with children or adults so that they are able to learn, acquire or regain mobility skills that enable them to interact in life and their communities.

MOVE puts a structure around the work of specialists, and collects and coordinates this work to encourage collaboration at all levels. In this way, MOVE gives equal worth to the input of every team member since the caretakers and the individuals themselves have the best knowledge of their needs, hence, MOVE ensures their full involvement in developing their individual MOVE program.

Since the signing of the partnership agreement with MOVE Europe in 2008, which involves the circulation and publishing of this methodology in Palestine, QADER for Community Development provided training to countless specialists and employees in the field of rehabilitation and disability, especially persons with severe disabilities, on the MOVE methodology, its work mechanisms and its benefits to persons with severe disabilities. Undoubtedly, all specialists who received this training admitted that it is the most comprehensive and advanced among all the modern methodologies employed worldwide.

During 2012, QADER for Community Development hosted a delegation from MOVE Europe who conducted monitoring and evaluation of the work progress of MOVE within community centers of Halhul, Idna, Beit Fajjar, Jericho, Yatta and Samou”, which were established as part of the framework of the project for “managing the social needs of persons with disabilities through local authorities,” funded by the Italian government (The Palestinian Municipalities Support Program), through the Ministry of Local Governance.



During the second half of 2012, QADER for Community Development implemented the second international training course on the MOVE methodology, in partnership with the municipalities of Halhul, Idna, Beit Fajjar, Jericho, Yatta and Samou”. The training was provided for the second group of employees (a total of 40 curers and teachers) in community centers pertaining to partner municipalities,

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who work directly with the services provided to children with multiple and severe disabilities. An international trainer from Disability Partnership UK (partner with MOVE Europe) conducted the training that aimed to provide participants the knowledge and skills necessary for managing persons with disabilities, especially children with compound and severe disabilities, and train them on mobility, enhance their independence, and practice their rights to live and move like other children their age, thus improve the quality of their life.

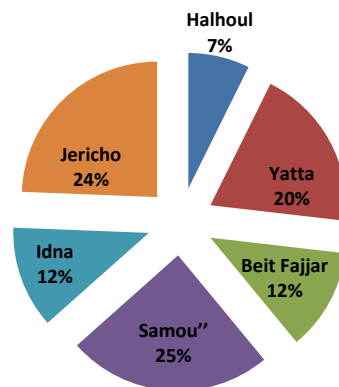
The MOVE delegation visit also involved the organization of a workshop at Beit Fajjar community center for all MOVE employees to complete the training program and build capacities for applying the methodology. QADER accompanied the delegation on a field visit to community centers to observe the work there, take notes from the teams and discuss the obstacles they were confronted with during the application of the methodology.

As part of QADER's efforts to publish the MOVE methodology in other centers and organizations on a national level, who work in the field of providing services and care to persons with severe disabilities, coordination and cooperation was established with the Orthodox Charitable Shelter in Bethany, through the project for "Social Justice and Empowerment of Persons with Disabilities" 2012 -2013, funded by the Italian Cooperation. The shelter works with 70 beneficiaries with severe disabilities, both adults and children. The MOVE methodology was used to work with children at first, and then work with adults. The MOVE methodology based training was implemented by QADER during the first half of 2012 over a period of two days, and provided to the shelter's work team (20 specialists in physiotherapy, vocational therapy, and nursing).

Table clarifying methodological activities and the MOVE program implemented at community centers pertaining to partner municipalities.

Center	No. of MOVE methodology trainees	No. of training hours	No. of methodology trainees	No. of training supervision hours	No. of children beneficiaries
Halhoul	3	16	3	40	17
Yatta	8	16	4	40	15
Beit Fajjar	5	16	3	40	10
Samou'	10	16	4	40	16
Idna	5	16	4	40	17
Jericho	10	16	3	40	10
Total	41	96	21	240	85

Methodology activities and MOVE program at community centers pertaining to partner



Empowerment and Capacity Building

QADER for Community Development strongly believes that the human capacities of any organization form the basis and starting point for achieving goals and objectives and establishing an organization that is competent and effective. Based on that, QADER created a strategy to build general capacities on the level of human resources, and on the administrative and financial levels.

Capacity building philosophy

Skills and information may be obtained in several ways, and the doors should always be open for learning, acquiring knowledge and skills, or recruiting employees and volunteers. Enhancing approaches for achieving this through the development of an environment for learning and exchanging experiences between administrative bodies, employees and partnerships, impacts the capacity building of target groups through learning, organizing, networking and experience transfer between organizations and individuals working in this sector or building the capacity of the organization itself.

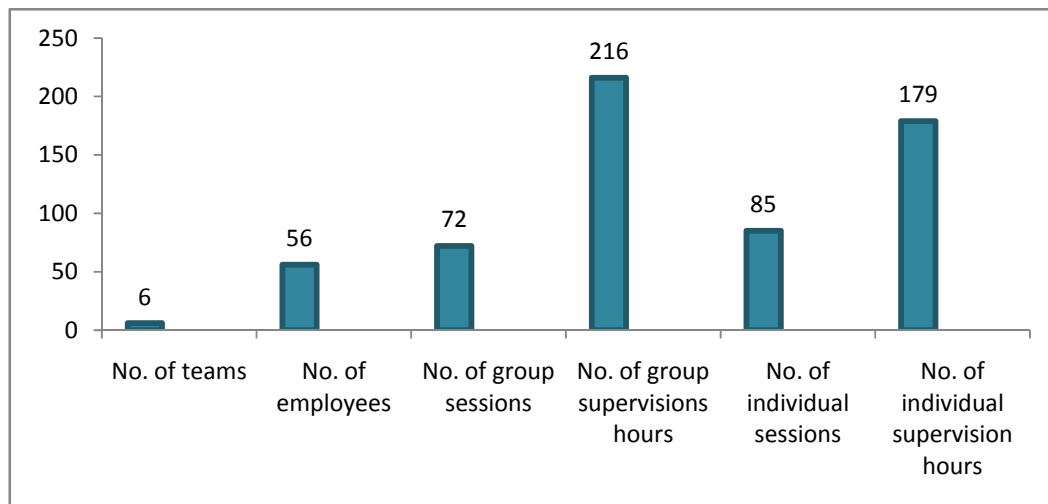
Supervision and technical support

This is a professional administrative mechanism that QADER provides, through qualified supervisors with vast experience outside the realm of administration, for the teams working on various programs. This mechanism is based on periodic individual and group meetings to provide continuous support to employees in confronting challenges and problems they experience daily at the workplace. It also assists them in realizing their capacities and strengths and provides them mechanisms to overcome the challenges before them. Through the social sector projects, QADER offered individual and group sessions for six team that include 56 workers in community centers, among them specialists in special education, speech therapists, and physiotherapists, in addition to the MOVE program teams and administrative employees.

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The following table clarifies digital information about supervision activities and technical and professional support.

No. of teams	No. of employees	No. of group sessions	No. of group supervision hours	No. of individual sessions	No. of individual supervision hours
6	56	72	216	85	170



A written testimony by specialist Huda Al-Hawamda from Samou' community center

"I had little experience when I started working in the field of disability. We were facing many difficulties, especially on the level of organization, and thus it was necessary to organize work within a framework of carefully planned scientific mechanisms, which was the role of supervision, whether on the work level or on the personal level. On the work level, mechanisms were set for the work of the specialist using well-thought out scientific methods and designing several models for practical work. The essence of this effort was the creation of an organized work plan. The achievement of the aforementioned made me comfortable and confident and I was able to participate in experience exchange and achieve accomplishments. On the personal level, while paying a visit to one of the families suffering from mental disabilities and undergoing a very difficult economic and social situation, I was very affected. This visit was a transformation point in my life and work, and made me extremely depressed and confused. Owing to supervision, I learned a great deal from this experience, which benefited me tremendously during intervention cases with individuals and families. I would like to take this opportunity to express my gratitude to QADER for Community Development, the supervisors, and Samou' community center."

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Capacity building of QADER's staff

QADER for Community Development encouraged its employees to participate in training programs and workshops that assist them in building their capacities in areas they need to develop their professional performance. QADER's staff participated in several training programs; particularly those that were held in cooperation with the Palestinian NGO Development Center (NDC) entitled *"the Financial Development of Non-Profit Organizations."* Another training course covered accounting skills in non-profit organizations, and methods for managing various grants and recording and documenting their expenses. The course was provided by Mr. Mirabu Shammass, and lasted for three days. A total of 20 trainees from various organizations participated in this course, which had positive impact on the development of financial systems at QADER.

Another training course was on *"designing and developing websites."* Two candidates were selected from QADER to participate in this course that was organized by NDC during March 2012. The training was over a period of two days, and one of its outputs was the development of a new website for QADER.

Another training course was held by NDC, in cooperation with ABC Consulting, entitled *"planning, monitoring and evaluation."* Two employees from QADER participated. The training was provided by Professor Jamal Athamneh, and covered subjects such as the logical framework and its components, monitoring and evaluation, and monitoring and supervision.

Application and utilization of international advocacy in the field of human rights

The capacity building framework for human rights organizations / good governance is implemented by Tatweer Center through a four-day training course, which is implemented by trainer *Diana Butto*. The training was about the application and utilization of international advocacy in the field of human rights, and was attended by QADER office for media and advocacy. The training was mainly aimed at providing partner organizations the necessary tools for integrating, incorporating and developing an international advocacy component within their job framework, by developing staff skills and enabling them to create plans for advocacy campaigns and monitor their implementation. The training also aims to provide an opportunity to manage constructive dialogue with decision makers.

Staff members from QADER also participated in a workshop organized by the Catholic Relief Services (CRS) in Ramallah. During the workshop, CRS introduced its financial reports, covered project administration and introduced its financial and accounting models.

Stemming from CRS's goal in promoting the administrative capacity of partner organizations, the quarterly meeting, held for the third year in a row, was organized for all CRS partner organizations. During the meeting, a description about the Civic Participation Program was provided, and participating organizations introduced. During the meeting, mechanisms for using the media to develop means for accessing all segments of society were discussed, and then emphasis was made on the role of the media in promoting programs and projects supported by CRS.

In accordance with its partnership with CRS, QADER also participated in an external evaluation for its administrative and financial performance, whereby several individual and group meetings were held with employees and beneficiaries of projects and programs. The outputs of the meetings included a

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detailed report and a handful of recommendations that were integrated into the work systems and mechanisms, and the financial guide for the organization’s work systems was partially integrated in 2012, to be completed in 2013.

Program title	Financial development for non-profit organizations	Design and development of websites	Advocacy and financial mobilization	Planning, monitoring and evaluation	Application and utilization of international advocacy in human rights	Workshops with CRS	External evaluation of administrative and financial performance
Time period in hours	14	14	14	14	28	14	18
No. of direct beneficiaries	2	2	2	2	1	3	5

Articles and Publications

- As a continuation of its research, documentation and awareness raising efforts, QADER for Community Development printed and published a series of reports, studies and work tools pertaining to persons with disabilities and their issues. QADER believes that achieving a dignified life and providing equal opportunities for persons with disabilities begins by setting legislative and legal principles and establishing rules for the social model of disability and for the rights-based developmental approach. Accordingly, QADER set out to conduct a study and analysis of the Law on the Rights of Persons with Disabilities No. 4 for the year 1994. The QADER Youth Delegation, which is a group of youth with disabilities took on the project, which aimed to introduce citizens to the flaws and gaps within the law, highlight contradictions between the Palestinian law and the International Convention on the Rights of Persons with Disabilities (2008) and provide the necessary suggestions to achieve harmony between both laws, and put forward the case of amending the law on the agenda of decision makers. QADER published this study and disseminated it to organizations, individuals and concerned stakeholders.
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- Within its efforts in monitoring violations committed against persons with disabilities, and its conviction that the rights of persons with disabilities form an integral part of human rights, QADER published a report that was prepared during 2010 – 2011, about the state of persons with disabilities in Palestinian society. The report addressed the international legal framework for the protection of persons with disabilities, the various international declarations on the rights of persons with disabilities, as well as related Palestinian laws. Chapter three of the report addresses the reality of persons with disabilities in terms of health, education, work and right to marriage and formation of a family, in addition to a handful of recommendations that assist decision makers in taking several decisions that contribute to protecting the rights of persons with disabilities. Analytical study: QADER conducted a needs assessment study entitled “*Situation of PwD and services available to them in southern of West Bank*”. The study is one of the projects that fall under the

umbrella of the Palestinian Municipalities Support Program, its strategic partners, the Ministry of Local Governance and the Ministry of Social Affairs, and are directly implemented by the municipalities of Beit Fajjar, Halhul, Idna, Yatta, Samou'' and Jericho, in partnership with QADER for Community Development. The analytical study project is considered a developmental model for projects that involve the development of local authorities within the social sector, particularly the disability sector. The study contains five main chapters: the first presents the main characteristics and categorizations of persons with disabilities in the Bethlehem and Hebron governorates in terms of numbers, types, age distribution, gender, social characteristics, and the most significant environmental and financial obstacles. The second chapter presents the general features of organizations working in favor of persons with disabilities in the Hebron and Bethlehem governorates. It presents the results of investigating these organizations in terms of their geographical distribution in accordance with the type of population, their affiliated branches and centers, in addition to the type of the main services they provide. The chapter also presents the beneficiaries of these organizations, their human resources, financial resources and physical resources, which include equipment, tools, infrastructure, and the nature of cooperation, coordination and networking between organizations and active stakeholders, as well as the problems and obstacles they are confronted with. The third chapter presents the needs of persons with disabilities and pays special attention to the population in Yatta, Halhul, Samou'', Idna and Beit Fajjar. The fourth chapter presents the main conclusions and summarizes those pertaining to the characteristics and reality of persons with disabilities in the Bethlehem and Hebron governorates, as well as conclusions pertaining to organizations and the services they provide, in addition to the problems that persons with disabilities face. The fifth and last chapter presents the general framework of the work plans of community centers, and the main components of a proposed work model for the development of the general structure of plans for community centers. Finally, the chapter includes appendices for the names and descriptions of the organizations mentioned in the study, including the semi-regular interviews with these organizations, and the names of persons who participated in the workshop.

The Teachers' Advisory Manual for Adjusting Students' Attitudes towards Persons with Disabilities.

The Teachers' Advisory Manual was prepared in 2009 by QADER for Community Development, in cooperation with the Ministry of Education. It falls within the framework of a project implemented in partnership with AISPO and funded by the Italian Cooperation. The Manual was tested in a number of schools, and in 2012, the Ministry of Education decided to adopt and distribute it to all schools across the nation. The Manual was reviewed by a handful of professionals and experts in the fields of education and disability. It provides a vast range of information and basic knowledge about the various issues related to persons with disabilities, their rights and ways to communicate with them. It also provides several activities that assist in enhancing the level of awareness, and adjusting students' attitudes and behaviors towards persons with disability.

The Study of “the Situation of Persons with Disabilities’ Needs and the Services Provided to them in the Bethlehem and Hebron Governorates” .

Through the project, a study was prepared to analyze the situation of persons with disabilities’ needs and the services provided to them in the Bethlehem and Hebron governorates, identify the developmental needs of persons with disabilities in partnership with all concerned stakeholders, plan and identify priorities, and establish and provide continuous and comprehensive basic social services based on the services and programs available in each area. The first component of the developmental model that was adopted by municipalities for developing the institutional capacities of municipalities to take charge of the work in the social sector, involves analyzing the situation in each area in terms of available services and programs, as well as the needs of persons with disabilities, through a planning process implemented in partnership with all related stakeholders. A first evaluation on the state of persons with disabilities was conducted based on the 2011 survey of persons with disabilities prepared by the Palestinian Bureau of Statistics and the Ministry of Social Affairs.

The study also determined organizations that provide services and support to persons with disabilities in the southern governorates, through identifying the authorities and ambitions of these organizations, the services they provide, their financial and human resources, and evaluating their human and financial capacities within the work boundaries of municipalities.

Other activities

Bethlehem As Model for Accessibility Campaign

This campaign is planned by organizations concerned with persons with disabilities in Bethlehem. It aims to develop a Palestinian model for the comprehensive application of the right to access and mobility of persons with disabilities, in accordance with the section stipulating the accessibility of public spaces for persons with disabilities, set forth in the Palestinian Law for the Rights of Persons with Disabilities (No. 4, 1999). The law essentially aims to ensure the independent mobility and access of persons with disabilities, and their right to move within a safe and appropriate environment of spaces and public facilities. Based on that, QADER developed a position paper that included a general background on the situation of persons with disabilities and the Palestinian laws pertaining to the issue of accessibility of public spaces. QADER also called upon the formation of a wide coalition comprised of representatives of organizations for persons with disabilities, representatives of organizations working in favor of these persons, and related ministries to issue a joint document declaring that it was high time to cease the construction of any public facilities that are inappropriate with the standards and specifications that ensure freedom of movement to persons with disability. Accordingly, the signatory organizations, headed by the Bethlehem governorate, call upon the mayors and municipal councils of Bethlehem, Beit Jala, Beit Sahur and Al-Doha to adopt clear and concise policies and procedures that ensure the right of movement and mobility of persons with disabilities in buildings and public facilities, and to take all necessary measures to ensure the modification of existing buildings and public facilities and the existence of specifications and standards applied in any future the construction of buildings and public facilities in these cities.

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Within the framework of this campaign, the following activities were planned:

Firstly: To develop a pledge to foster the right of access and freedom of mobility to persons with disabilities:

Local authorities and all their departments pledge to: design and foster comprehensive policies based on alleviating the marginalization and exclusion of persons with disabilities; to incorporate the issues and rights of persons with disabilities in rights-based developmental approaches; to translate these policies and directions into real practical programs and practices; and to seek the assistance of persons with disabilities and their representatives to plan and evaluate these policies and programs.

In an effort to transform the Bethlehem governorate into a positive and civilized model that matches its religious standing and valued tourism, the following steps need to be implemented:

- To establish systems and mechanisms that monitor the commitment of owners of public buildings and concerned bodies to plan and implement the construction of public facilities and public spaces in accordance with the Palestinian Law on the Rights of Persons with Disabilities and the law for engineering standards and specifications pertaining to accessibility, and establish strict mechanisms for monitoring and evaluation prior to, during and after the provision of building licenses and implementation.
- To form a committee or appoint a qualified employee to coordinate with related official and private bodies and stakeholders to follow up on their adoption of technical standards and specifications during the construction of public buildings, government departments, public service institutions, and public facilities, that match accessibility and ensure the right of persons with disabilities to practice their rights and duties and participate entirely and effectively.
- To foster and implement motivating policies that contribute to the creation and enhancement of developmental approaches between civil society organizations, so that their systems, practices and program are more effective in enabling persons with disabilities to practice their rights.
- To coordinate with related stakeholders and organizations to achieve the stipulations set forth in this document, and pledge, within the boundaries of their authority, to facilitate the work of these organizations to attain a friendly physical and legal environment for persons with disabilities on the level of awareness and practical work.

Secondly : design and disseminate a commercial poster

To design and disseminate a commercial poster illustrating the significance of the rights of persons with disabilities, especially the accessibility of public buildings. The poster was printed in 1,000 copies and distributed to organizations and individuals. The poster campaign will be launched in 2013.

Commemorating the International Day of Persons with Disabilities

- In partnership with the Ministry of Culture, the Ministry of Education, the Bethlehem governorate, and a handful of organizations working in the field of disability, QADER celebrated the International Day of Persons with Disabilities on 3 December 2012. The celebration joined the presence of officials and decision makers from Bethlehem, and representatives of organizations working in favor of persons with disabilities and their families. The celebration also featured the delivery of several speeches (by the Governor of Bethlehem, the Union for the Disabled, the Ministry of Culture and

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one of the organizations that organized the event) and a number of artistic shows, among them a play that addressed the issue of accessibility for persons with disabilities. One of the most important outputs of the celebration was the signing of the pledge and agreements with the mayors of Bethlehem, Beit Sahur, Beit Jala and Al-Doha, members of other councils, representatives from the Ministry of Culture, the Ministry of Education, and the General Union of Persons with Disabilities, in the presence of the media and related organizations. Also during the event, an announcement was made concerning the launch of the accessibility campaign under the patronage of the Governor of Bethlehem, Mr. Abdul Fattah Hamayel.

- Part of its activities and contribution to commemorate the International Day of Persons with Disabilities, QADER cooperated with its strategic partners, the Palestinian Municipalities Support Program, the Italian Consulate General in Jerusalem, AISPO, and the Italian Cooperation in organizing a press conference in Ramallah during December 2012. The press conference joined the participation of the Italian Consul General in Jerusalem; the Minister of Local Governance, Dr. Khalid Al-Qawasmi; Deputy Minister of Social Affairs, Mr. Muhammed Abu Hmeid; Deputy Minister of Education, Dr. Jihad Zakarneh; director of the Department of Education; directors of related departments; the Department of Joint Councils; the General Administration of Persons with Disabilities; and the General Administration of Counseling and Special Education. The press conference featured the contributions of QADER in the disability sector; an analytical study of the service sector in the southern West Bank governorates and organizations that provide services to persons with disabilities. While the second contribution involved the circulation of the Teachers' Advisory Manual across all government schools in the West Bank, by decision from the Minister of Higher Education.

Obstacles and challenges

Like any other civil society organization, QADER for Community Development was confronted with a handful of challenges in the work space, most significantly the political situation and the Israeli occupation under which Palestinians live, including the tension, constraints and political instability, which all have a negative impact on the work process in general and developmental programs in particular. In spite of all this, QADER managed to overcome and achieve considerable success in the field of disability. Following are the most important challenges:

The instability and dramatic political transformations endured by the region, and the absence of prospects on the level of Palestinians have had negative impact on stakeholders working in the fields of community development and the rights of persons with disabilities, since they are confronted with a great deal of difficulties and obstacles that are increasing with each passing day. The presence of the financial crisis, the tight cash flow, and the seasonal and periodic crisis confronted by the developmental sector, to name a few, contribute to raising the levels of concern and tension and intensifying sentiments of loss and uncertainty towards the directions of the developmental process and its indicators, especially since issues pertaining to persons with disabilities are not at the forefront of the agendas of decision makers or their list of concerns, plans and budget, thus increasing the burden over the shoulders organizations working in favor of this sector.

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The absence of stable funding for the organization and its main dependence on projects has had negative impact on its operations, activities, internal relations, and relations with beneficiaries. Despite all the efforts conducted by QADER to organize its priorities and focus on unique and effective projects and programs, the absence of assurances for sustainability and funding affected the work team, leading the organization to hire employees on a temporary basis, and raised the level of challenges before administrators to compensate for the constant turnover of employees or their temporary contracts, which complicated the ability to form a consistent team.

Despite that fact that changing negative attitudes towards persons with disabilities is considered one of the major steps for change, it still poses a serious challenge that leaves a great impact on all modes of operations and creates big challenges for the organization, its programs and teams. This problem especially arises due the absence of an appropriate mechanism for communication and exchange of opinions and information between official and nongovernmental organizations vis-à-vis the various efforts conducted by organizations in this field, and the weakness and fallback of collective mechanisms for coordination, planning and information exchange.

The absence of coordination and a consolidated vision, the regression on the level of coordination between organizations working in the field of rehabilitation, and the absence of an appropriate tool to identify the directions for each stage and field of rehabilitation has posed a big challenge and led to a delay in building a consolidated national vision for this sector. Furthermore, the interference of many stakeholders in the work of this sector in the absence of a consolidated vision, a comprehensive agenda, and the widespread mentality of individuality and competition instead of cooperation and integration, left a clear impact on competition, and strongly affected the ability to achieve change on a national level and on the level of policy making. This also coincided with the regression of the movement of persons with disabilities on a national scale and the failure of policy makers to manage pending issues in this sector.

Future Prospects

During the last few years, QADER managed to acquire cumulative experience in its line of work, and received accolades and distinction from the community and concerned stakeholders whose expectations were highly met.

QADER strives to maintain a methodology of continuous work, learning and development, in addition to building and developing a capable, harmonious and receptive work team that is able to take on the responsibility of achieving future endeavors that respond to the needs of its duties and role, and enable it to contribute to increasing community and organizational movements that support the disabled. QADER also strives to transform the issue of disability into a social movement that is effective and able to continuously form lobbies that aim to ensure a dignified life and equal opportunities for persons with disabilities.

QADER contributes to activating the role of organizations working in favor of persons with disabilities and their families in raising the level of their impact, organizational structure and capacities and assisting them in regaining confidence and control so that they are able to lead efforts that advocate the rights of persons with disabilities and their families and effectively contribute to overcome the challenges they are confronted with.

QADER contributes to the development of successful models for sharing social responsibility between the government, local councils, local organizations and organizations working in favor of persons with disabilities and their families, and ensuring the equal distribution of services and their access to disadvantaged areas, especially in the north and south.

QADER strives to firmly establish, expand and circulate the project for the access and participation of students with disabilities in higher education to ensure a university education for all persons with disabilities and allow them to regularly enjoy their rights and services in a friendly university environment, so that they are granted real participation in academic life and an opportunity to earn the appropriate academic achievement.

QADER seeks to become a specialized information and resource center through its electronic database and other resources from news items, studies, articles, agreements and documents for all stakeholders concerned with the rights and issues of persons with disabilities.

QADER seeks to contribute to the process of monitoring violations committed against persons with disabilities in order to improve the lives of these persons, achieve justice and restore their dignity, as well as contribute to the provision of information about the state of persons with disabilities to concerned stakeholders.

QADER also seeks to contribute to developing the role of the local media in focusing on the reality of persons with disabilities in a manner that responds to their rights, create joint programs, raise the level of their involvement in defending the rights of persons with disabilities, highlight policies that discriminate against, neglect and marginalize persons with disabilities, and discuss the various achievements in the field of disability, among other issues.

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QADER seeks to develop its relations with national stakeholders and specialized networks through a framework of cooperation, coordination and integration to ensure that their work is in line with the targeted goals. It also seeks to develop its relations with international monitoring bodies concerned with persons with disabilities, in addition to building a partnership for the exchange and publication of information and experiences.

QADER's significant achievements during 2012

The year 2012 was marked by success in the implementation of planned activities alongside the launch of several new initiatives. QADER continued to communicate and interact with various stakeholders in the developmental field and with persons with disabilities, and managed to attain even more success, especially in social sector projects that were implemented in partnership with local authorities. These projects were transformed into a developmental model that attracted the attention of persons with disabilities, their families and local communities, thus raising the challenge before the organization and its efforts that contribute to the success of this model. QADER also managed to demonstrate its strong capacity to coordinate and work with various official, nongovernmental and local stakeholders.

The teachers' advisory manual for adjusting students' attitudes towards persons with disabilities attributed to the awareness raising process and placed it on a new step that assisted in escalating transformation on a national level and across generations, especially the enthusiasm expressed by the Ministry of Education, the teachers and educational advisors towards this manual.

Despite the life-size challenges confronted, the constant feedback received from activists and stakeholders in the field is that QADER for Community Development is beginning to acquire standing among organizations working in the field of defending persons with disabilities, and the speedy progress it managed to achieve continues to make a difference.

Gratitude and Appreciation

QADER for Community Development would like to extend its gratitude to all donor organizations mentioned in this report. Their generous contributions are considered a true partnership for building a developmental model that responds to the needs of the local community in dealing with the issues and rights of persons with disabilities, especially in the Palestinian context.

Without these donations, QADER would not have been able to achieve its mission and continue in the course of its work to achieve the desired goals. QADER would also like to extend its appreciation to all official stakeholders in Palestine, especially the Ministry of Local Governance, the Ministry of Education and the Ministry of Social Affairs, for their cooperation in building a partnership based on real work and responsibilities to achieve the national goals of all segments in Palestinian society.

QADER would also like to extend its gratitude to all its local partners from the municipal councils of Yatta, Idna, Samou'', Halhul, Beit Fajjar and Jericho to the Hebron National University and Al-Quds University and all their administrative staff, teachers and students, for their cooperation in the project for the access and participation of students with disabilities in higher education. It also likes to thank its partners in the Palestinian Union for the Disabled and the various organizations working in favor of persons with disabilities. Special thanks go to our staff in the administration, the General Assembly, the Board of Directors and volunteers, for their continuous efforts and work to transform QADER's dream into reality.

On this occasion, we pledge our complete dedication to QADER's mission and goals and our commitment to continuously work on achieving and attaining the full rights of persons with disabilities.