

HANAN



Building Capacity, Building Communities

HANAN MOTHER CHILD HEALTH AND NUTRITION PROJECT





“Hanan is unique as it works with all the concerned people in our community by connecting the community program directly with mothers and children through clinics, kindergartens, and community-based organizations.”

— Fatma Mahmoud Soboh, Community Mobilization Officer, PCHRD, Gaza

For the past three years, Hanan has supported clinic and community responses to improve Palestinian women's and children's health. A collective effort of wide ranging institutions, organizations and individuals, Hanan owes its success to their outstanding contributions, spirit of partnership, and commitment to Palestinian communities.

As Hanan comes to an end, our team dedicates **Building Capacity, Building Communities**, in celebration and thanks, to our partners. Here we present the program strategies and approaches that were used to introduce clinical service quality improvements, mobilize communities, and communicate key health messages for women and children. We highlight what worked well, in the hope that we will encourage others in their work to improve the health and lives of women and children in the West Bank and Gaza, and beyond.

Building Capacity, Building Communities features Hanan's program experience. It is meant as a companion piece to our website (<http://hanan.jsi.com>), where you can access and download Hanan's tools, data, products, and publications for use now and in the future. We hope that you take from this booklet, and the website, insights and inspiration that you can apply in your work.

With gratitude and humility, we hope that Palestinian communities and health organizations might continue and build upon Hanan, in the context of national public health responses.



Anne Scott
Project Director



Building Capacity for the Whole Community

“For my first pregnancy I went to a private doctor, but now it is too expensive. When I came to Abu Hanek’s nutrition clinic Dr. Hind told me about the pregnancy and postnatal services offered. There is also a pharmacy here, a lab, and unlike the private doctor, Abu Hanek is open every day so I can come when I need to. Dr. Hind is more of a sister than a doctor to us.”

— Client at PMRS’ Abu Hanek clinic, Hebron city, Hebron district, West Bank



Dr. Hind Al Za'atary counsels a client on the importance of early postnatal care.

Hanan was designed with an ambitious purpose—to improve access to quality maternal and child health and nutrition services for Palestinian women of reproductive age and children under 5, especially the most vulnerable.

Working in all 16 governorates in the West Bank and Gaza, Hanan and its partners enhanced service quality in 122 clinics and hospitals, mobilized 113 communities, conveyed key health messages through 23 communications products using a range of media, and met emergency procurement needs of 11 hospitals. Over 397,000 women of reproductive age and children under 5 directly benefited from these activities, and an additional 1,306,318 women and children benefited from receiving improved quality services.

Hanan chose proven program strategies from West Bank, Gaza and other settings, with reference to national Palestinian women’s and children’s health data, and conducted complementary focus group discussions with women from West Bank and Gaza communities. Hanan also commissioned original research on key

topics, such as women’s complementary and breast feeding practices, which further shaped Hanan’s strategies as the work progressed.

Guided by this information, Hanan worked through diverse, respected, community-based Palestinian organizations with access to clinic and hospital networks. Community members, business owners, women’s organizations, teachers, actors, and kindergartens—whose role in Palestinian family and cultural life made them natural allies for health—were also engaged heavily in community activities and in the development of health-related communications.

Together with West Bank-and Gaza-based partners, Hanan developed and carried out community action and clinical service quality improvement plans. Using innovative tools developed by the Project, Hanan provided specialized training and technical support as these plans were carried out. Complementary community and linked community-clinic initiatives catalyzed broad-based action to improve health.

Read and learn more at
<http://hanan.jsi.com>.

For example, 39 kindergartens serving hundreds of children across the West Bank and Gaza, adopted healthy food policies and healthy cafeterias serving fresh fruits and vegetable-based dishes in place of potato chips and chocolate. Children exposed to these initiatives have influenced mothers to cook more nutritious meals at home.

With each of its partners, and amongst them, Hanan cultivated a culture of caring, cooperation, openness and accountability. Given the ongoing difficulties and obstacles facing communities day-to-day, this spirit of collaboration anchored the necessary trust for effective program implementation. Communities reached out to forge stronger links with their health facilities. Individuals, groups and organizations from different communities joined forces, often for the first time.

In all these ways, Hanan laid a foundation for sustainably improving Palestinian women and children's health, a legacy that will ultimately be felt as its partners continue the work in the future.



Mothers-in-law and grandmothers are influential in the adoption of positive health practices, and were an important target in Hanan's community program.



“ Many projects have come to Gaza but few have left an imprint like Hanan did. What made this project unique and effective is that the Hanan team focused on both health care providers and the community. They were deeply committed to working side-by-side with us and truly cared about our needs.

“ Because of the Hanan team’s work with us, we started to assess and evaluate our work and asked clients if they were satisfied with our clinic. We discovered that our work was not well perceived and so we changed how we operated. My team and I were very pleased to work with the Hanan team.”

—Tamam Abu Zaid, Senior Staff Nurse,
Beit Hanoun UNRWA Clinic, Gaza



A PCHRD community health worker uses the Hanan's Children's Activity Book to teach children about healthy nutrition.

Feryal Mqat is the Manager of Al Sanabel Al Khadra Kindergarten, Tufah, Gaza. *"I have learned so much through Hanan's child nutrition training. We now offer healthy meals to children and our sessions for mothers on how to prevent anemia in children through nutritious foods has increased the number of admissions to my kindergarten. I can now say that I run a kindergarten that is concerned with the child's overall development."*

Feryal's involvement with Hanan also inspired her to form the Mother, Child Health and Nutrition Committee along with other kindergarten principals and managers. She says, *"My involvement with Hanan has been the most important influence in my entire professional, personal and community life. For the first time we have a committee of kindergartens that discusses the concerns of our community as well as the specific problems of our children. We are very excited to see changes in how children and their families think about nutrition and health."*

Grassroots Movement for Women's and

Hanan identified key partners who were best placed to introduce and support programs within the broader context of women's and children's home and family life. In the West Bank, community-based organizations with longstanding relationships with their leaders, families, and health and education professionals emerged as key partners. By contrast, in Gaza individual community leaders and kindergartens were best placed for this role.

Hanan then reached out to leading Palestinian non-government organizations (NGOs) and together, they trained health workers on community mobilization concepts and approaches. Formal training courses were enhanced by supportive supervision and on-the-job training as health workers carried out activities.

The health workers were drawn from the communities in which they served. Many brought prior health experience and a deep understanding of the issues faced by pregnant and postpartum women, new mothers, and mothers of young children which contributed greatly to the program's successes.

The health workers harnessed the talents and resources of local people and organizations: village councils and municipalities; charitable societies, women's organizations and kindergartens; prominent community members, business owners, community activists and leaders; and health and education professionals. Then, to unleash their great, combined potential, Hanan equipped them with planning, communication, problem-solving, networking and negotiation skills.

Together each community and its health workers developed and took action on concrete plans that responded to health priorities and needs of women and children. A Maternal, Child Health, and Nutrition (MCHN) Committee, comprised of key resource persons, was formed to act as guardian and champion of the plan.

An integral part of community action plans, health workers conducted home visits and individual counseling sessions in women's homes, and group health education sessions in public locations, often offered by village councils or the municipality free of charge. To offer high

“Community mobilization with Hanan has translated discussion into achievable actions on the ground. We now tap into a wide network of people within our community to jointly solve our problems. We can already see the impact of our work with Hanan on the faces of children and women.”

—Kamal Jabarein Abu Ghassan,
Member, El Thahreya Community
Coalition, Hebron district, West Bank

quality basic services, Hanan and its NGO partners created medical kits and home visit monitoring forms used by health workers.

Male and female volunteers conducted door-to-door health awareness campaigns. Health and sanitation messages were reinforced during community clean-up days, which engaged men, and business owners who contributed cleaning supplies, garbage collection trucks, gifts, refreshments and meeting hall space free of charge. Medical days provided access to basic health services, like anemia screening and treatment, especially in remote and cut-off communities.

Children's Health

Hanan's community program participants took it forward in new and unexpected ways. Concerns about children's nutrition led kindergartens in the Jenin district, West Bank and communities in Gaza to start a healthy cafeteria initiative. Children exposed to this initiative introduced new, healthier foods into their family meals. An active MCHN committee, representing 21 Gaza kindergartens, is advocating for healthy school cafeteria policies with national government officials. A larger group of Hanan-trained kindergarten principals is integrating health and nutrition education sessions for children and mothers.

From the beginning, Hanan built upon the aspirations and abilities of Palestinians from diverse communities to improve their health. With decision-making power placed in their hands, natural leaders in each community—men, women and children alike—emerged and took ownership of a common vision. Equipped with the skills, confidence and support they needed to realize change, the Palestinian people transformed a program into a grass-roots movement for women's and children's health.

Visit <http://hanan.jsi.com> to download our Community Mobilization tools.



Children are taught the importance of hand washing before they all sit down to a healthy meal at a kindergarten in Rafah, Gaza.

Partnerships to Improve Client Satisfaction

“The Hanan partnership has assisted us in raising the quality of services and client trust and satisfaction.”

The number of hospital clients has increased which has helped to solve the chronic problem of budget shortage. Now our organization is in a good position to support staff and serve the community.”

— Dr. Faisal Abu Shahla, Board Chairman, PFBS, Gaza

Hanan supported increases in service quality with clinics and hospitals in urban and rural areas across the West Bank and Gaza.

Twenty-eight (28) Ministry of Health (MoH) maternal and child health care centers now offer added laboratory services. Sixteen (16) new Ministry community health outposts have been established in communities that previously lacked any access to services.

Staff in four non-government hospitals serving large populations in West Bank and Gaza urban centers now appreciate the importance of providing a first postnatal care visit to mothers and their newborns, and of helping mothers to initiate breastfeeding immediately after birth. They have refreshed their skills in normal delivery and newborn care as well as enhanced infection prevention and control procedures.

Sixty-three (63) clinics operated by NGOs received a more comprehensive package of support. Hanan assessed the services offered by each clinic, adherence



During a medical day organized by the PMRS Abu Taima clinic and PCHRD's community team, lab technician Salem Ishbair runs a hemoglobin test for children at a kindergarten in Khan Yunis, Gaza.

to national maternal and child health protocols, staff skills and training needs, and the availability of essential equipment and supplies, and then developed a support package designed to make complex, lengthy, and predominantly English language, clinical protocols and guidelines more accessible to clinic staff. These included Arabic language supervision checklists, and job aides addressing management of childhood illnesses, child growth monitoring and nutrition, antenatal and postnatal care, delivery, infection prevention and control and clinic management.

Supportive supervision and on-the-job training took forward concepts and information that clinic and organization staff gained from comprehensive formal training courses addressing maternal and child health and clinic management topics. Hanan developed curricula based on relevant national and international protocols, guidelines, standards and best practices for ongoing use.

Hanan provided clinic-specific essential medical equipment and supplies

Visit <http://hanan.jsi.com> to download Hanan's clinic and hospital checklists in Arabic and English.

“The work we did together on the Client Flow Analysis (CFA) was truly noteworthy. It is a valuable and exciting management tool with wide applications in resource constrained organizations. Applying the CFA in our clinics helped us identify problem areas and find solutions that impact both policy decisions and clinic operations. It has grabbed the imagination of our staff and the attention of the different UNRWA field offices.”

—Dr. Umaiye Khamash, Chief of Health, UNRWA, West Bank

for quality maternal and child health services delivery. In some cases, Hanan introduced new appointment systems and systems for keeping medical records. In others, Hanan suggested clinic layout re-design to ease over-crowding or to eliminate obstacles to accessing services. Hanan also facilitated eligible clinics to receive assistance from other USAID-funded projects for needed pharmaceuticals and disposables or clinic infrastructure and water and sanitation improvements. To foster stronger communication among clinic

staff, clients and the wider community, many clinics received exterior and interior signage, display cases for health education materials, and suggestion boxes.

Hanan's focused technical and procurement support and training program, outlined in tailored quality improvement plans, was jointly developed and monitored by clinic staff, organization management and the Hanan team. In many cases, client demand for services, service satisfaction, and trust in the service delivery organization increased as a result.



Mohammad, a 7-month old baby, is brought to the clinic by his mother for routine growth monitoring and check-up.

“I consider Hanan as a capacity building project for the whole community. The cooperation between the community health workers, coalition, health center, and the community promoted better health practices and improvements in health center services.”

—Mohammad Raba'a, Member, Al Thahreya Municipality, Hebron district, West Bank



ARTISTS AS CHANGEMAKERS

George Ibrahim, General Director, Al-Kasaba Theater and Cinematheque, is no stranger to innovation. His work with Hanan, however, stretched his imagination about how music and song can influence change in areas like women's and children's health.

"As an artist, the experience of creating plays for radio and writing lyrics on topics like the importance of early antenatal care and breastfeeding exclusively for six months was an exciting challenge," says George. "I learned that drama and music can be written for anything and it pushed the limits of what I thought myself capable of."

"I felt very much a part of the whole Hanan team, and I was excited to be part of a new experiment in Palestine."

Experiments in Communication

Hanan and its partners developed new and creative health communications products. Their approach ensured that the products could touch the lives of women and children, and inspire them to healthy practices.

Through in-depth qualitative research with women of reproductive age and mothers of children under 5, as well as with mothers-in-law and grandmothers—who strongly influence mothers' practices—Hanan learned what women knew about their health, what their current practices were, and how they used available health information.

With input from a range of partners, Hanan developed a unified set of key health messages related to Palestinian women's and children's priority health needs, current knowledge, and practice. Designed to be straightforward, understandable and memorable, the messages could be conveyed and reinforced through a series of linked communications products developed by Hanan.



Community health workers like Raeda educate while entertaining children and mothers (left) through a puppet show on good hygiene practices and ways to prevent diarrhea.

Hanan worked closely with leading Palestinian creative agencies, who knew how to use different national and local media and communication channels to emotionally engage, inform and entertain women and children. Four visually

Visit <http://hanan.jsi.com> to learn more and see Hanan communications products.

“The Hanan health education booklets are the best ever produced by any organization. The information is complete, comprehensive and answers frequently asked questions.”

—Dr. Khalid Dhaydel, Manager, Aboud PMRS-MOH Joint Clinic, Ramallah district, West Bank

appealing health booklets providing comprehensive information on early antenatal care, through postnatal and infant care, to care of young children were made widely available in health facilities and communities. Original songs and a radio play series were broadcast on stations throughout the West Bank and Gaza. A children's activity book, which encouraged children and their mothers to learn together about nutrition and healthy eating, was distributed widely through kindergartens and at local theatre performances.

Women said they found the use of radio to broadcast plays a “new and different way” of communicating messages that “stays” with them; the plays themselves are “very real” and “suitable for all ages”; the topics are “close to the hearts and minds” of women; and, that they have “personally benefited” from listening to the plays.

One woman who had attended health education sessions and had also received a CD, reported that her son enjoyed listening to the plays. He told his mother that he had learned a lot from the plays and took the CD to school so that his friends and classmates could also hear and benefit from them.

A post-intervention study of Hanan's communications products showed that these materials achieved substantial success, reaching a large audience and leading many women to adopt healthy practices.

Partnerships with kindergartens were central to reaching and engaging children, who were an important audience for Hanan's communications products and activities.



Providers Act Locally in the Face of Emergencies



Following Hanan's emergency and humanitarian interventions, mothers and children have increased access to quality emergency health care throughout Gaza and the West Bank.

Due to a worsening economic and security situation that emerged in 2006, Hanan and its partners mobilized training capacity and other available resources to equip lay and professional health providers to respond to medical emergencies arising in their communities.

Nearly 300 providers from communities throughout the West Bank and Gaza received a qualification to provide pre-hospital emergency medical services. Each of them also received a medical kit to support their work. An additional 150 kits were given to other providers who, through USAID's Maram Project, had previously received this qualification.

One hundred and eighty (180) West Bank medical professionals with experience of delivery, upgraded their skills to encompass Advanced Life Support in Obstetrics and neonatal resuscitation. To reinforce emergency response capacity in communities, Hanan distributed 100 emergency delivery kits through its national network of clinic and hospital partners.



Looking Towards the Future

Hanan's care and attention to equal partnerships, its holistic and creative approach to reaching women and children, its review and commissioning of technical and community-generated research and its consistent focus on transferring skills underpinned its original vision at the outset: Palestinians themselves are best



<http://hanan.jsi.com>

“Hanan has influenced the Palestinian health sector in many ways, but most importantly through a systematic community mobilization approach to reach and mobilize communities around their needs. As a result of our work with Hanan, PMRS is a stronger community-driven organization.”

—Dr. Jihad Ma’shal, General Director, PMRS

positioned to determine what they need, and take action on their own behalf for improvements in health.

The talents and determination of Hanan’s partners and the hundreds and thousands of women, men, young people, and children were Hanan’s inspiration and it is to them that Hanan looks to write the next chapter of Palestine’s story of improved health.

To respond to increased service demands facing already under-resourced hospitals, Hanan procured urgently needed medical equipment and spare parts necessary for essential maternal and child health service delivery. In all, 11 hospitals in the West Bank and Gaza were assisted.

Through these training and procurement activities, Hanan enabled providers to immediately address humanitarian and emergency cases, within the communities and health facilities where they live and work.



A resident of Burkeen, Jenin district returns home after a visit to the Ministry of Health’s well baby clinic.

Hanan Partners

JSI Research & Training Institute, Inc.

Emerging Markets Group (EMG)

American Near East Refugee Aid (ANERA)

Adam Printers

Al Ahli Arab Hospital

Al Amal Hospital

Al Arabi Printers

Al Injili Hospital

Al Itihad Hospital

Al Jorh Al Falastini

Al Mahawer Charitable Society

Al Makassed Hospital

Al Nashir Technical Services

Al Nay Advertising Company

Alaqa Charitable Society

Alpha International

Ard El Insan

Augusta Victoria Hospital

Beit Awwa Municipality Emergency Center

Caritas Baby Hospital

Caritas Jerusalem

Center for the Development of Primary Health Care (CDPHC)

Dar Al Arqam Printers

Global Management Consulting Group

Heart-to-Heart Family International Community Services

Holy Family Hospital

Idkedik Printers

Juzoor Foundation for Health & Social Development

Kasaba Theatre & Cinematheque

Lutheran World Foundation

Near East Council of Churches

New Vision

Palestinian Center for Human Resource Development (PCHRD)

Palestinian Medical Relief Society (PMRS)

Palestinian National Authority Ministry of Health (MOH)

Palestinian Red Crescent Society (PRCS)

Patient Friends Benevolent Society (PFBS)

Rihiya Charitable Society

Sheikh Zayed Hospital

Shepherd's Field Hospital

Sky Advertising

Studio 1

Thahreya Municipality Clinic

United Nations Relief and Works Agency (UNRWA)

USAID American Near East Refugee Aid Emergency Water and Sanitation Project (EWAS)

USAID Care International Emergency Medical Assistance Program (EMAP)

USAID CHF International Emergency Jobs Program

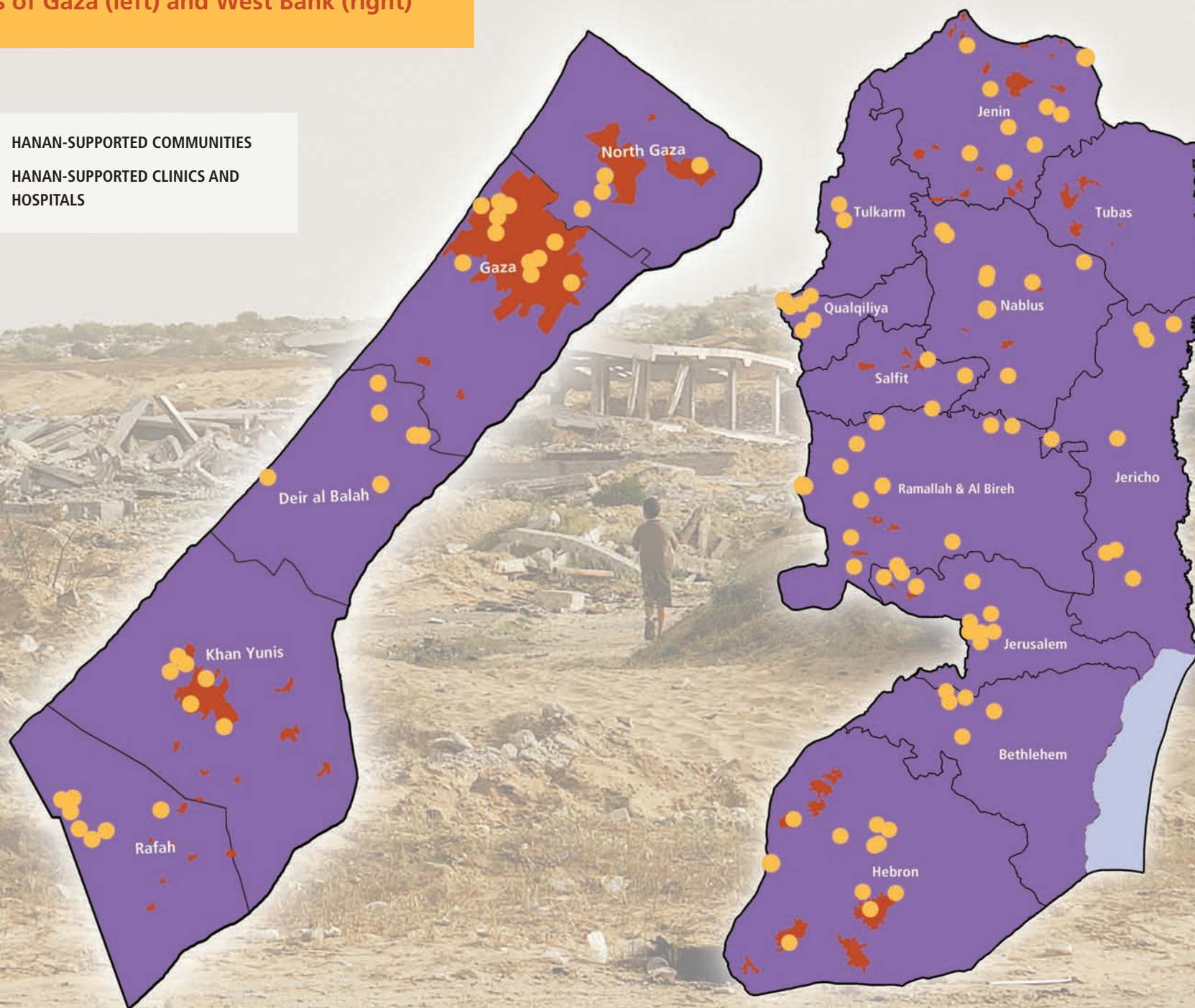
V and V Marketing Communication

Women's Health Center, Bureij

Yatta Charitable Society

Maps of Gaza (left) and West Bank (right)

- HANAN-SUPPORTED COMMUNITIES
- HANAN-SUPPORTED CLINICS AND HOSPITALS



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