



PROJECT ROZANA

פרויקט רוזנה مشروع روزانا

STRATEGIC PLAN

2022-



MESSAGE FROM THE CHAIR

PROJECT ROZANA WAS LAUNCHED IN 2013 WITH THE OBJECTIVE OF USING THE HEALTH SECTOR TO CULTIVATE EMPATHY BETWEEN ISRAELIS AND PALESTINIANS. TODAY, WE HAVE AFFILIATES IN AUSTRALIA, CANADA, ISRAEL, USA, UK AND GERMANY, AND A REGIONAL OPERATIONS TEAM IN JERUSALEM.

The organization has achieved international standing for implementing effective programs that successfully bring Israelis and Palestinians together in meaningful cooperation through the sharing of knowledge and its practical implementation, and contribute diminishing gaps in the Palestinian healthy sector.

Through our programs, participants are able to look beyond political realities to exchange knowledge and experience and improve access to health, as well as enhance the quality of healthcare in the region.

Over nearly a decade, Project Rozana has gained the trust and support of the Palestinian and Israeli authorities, as well as international governments including Australia, the US, and the European Union, as well as major institutions such as the World Health Organisation (WHO).

In 2020 Project Rozana was able to leverage these strategic relationships to aid the Palestinian Authority's COVID response through the delivery of equipment, services and funding.

The pandemic threw into high relief the current inadequacies of the Palestinian health system and the need for systemic and sustainable change.

Against the backdrop of the pandemic the US government passed the Middle East Partnership for Peace Act (MEPPA), providing seed funding for a multilateral, multimillion dollar reserve to support Palestinian-Israeli peace building and economic development.

Project Rozana, with its focus of building conditions for peace between Israelis and Palestinians using the platform of healthcare, is harnessing the momentum of these two events.

In the following pages, we outline our road map for Project Rozana over the next 5 years. It is a bold and ambitious strategy that will create transformational change not just for us as an organization but more importantly, in the impact we can achieve.

I look forward to sharing this exciting journey with you.



RON FINKEL AM
Founder & Chair



2021-2026 STRATEGIC PLAN OVERVIEW

VISION

To create a reality where Palestinians and Israelis coexist peacefully, with a sense of mutual respect, dignity, and safety for all.

PURPOSE

To cultivate empathy between Israelis and Palestinians through joint initiatives that close health development gaps and provide equal access to healthcare.

VALUES



RESPECT



EQUALITY



INTEGRITY



INCLUSIVITY

HOW WE DELIVER

PARTNER WITH HOSPITALS IN THE REGION TO IDENTIFY HEALTH DEVELOPMENT DEFICITS AND DEVELOP INTERVENTIONS TO CLOSE GAPS.

CULTIVATE EMPATHY BETWEEN PALESTINIANS AND ISRAELIS AT THE LEVEL OF INSTITUTIONS, HEALTHCARE PROFESSIONAL AND AT THE GRASSROOTS AMONG PATIENTS.

EMPOWER VULNERABLE COMMUNITIES WITH TARGETED TREATMENT AND TRANSPORTATION PROGRAMS AND THROUGH THE CREATION OF DURABLE NETWORKS.

STRATEGIC IMPACT GOALS

Palestinians requiring treatments in hospitals within Israeli borders have access to free transportation.

Skills gaps for nurses, physicians and therapists (mental health/physical) are significantly reduced.

Improved health outcomes for Palestinian women and children through increased access to quality healthcare.

Improved access to quality rehabilitation services - particularly for children and adults with disabilities.

Cultivation of empathy between Palestinians and Israelis across different sectors of society.

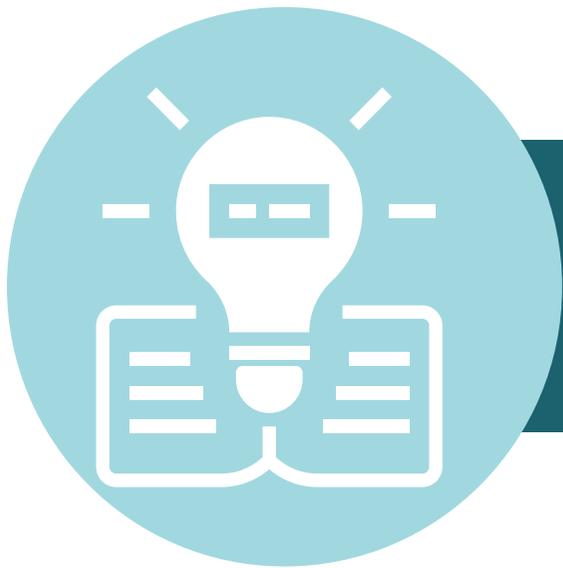
STRATEGIC OPERATIONAL GOALS

We implement pilots and scale up the delivery with a proof of concept to achieve sustainable impact.

We become the preferred cross-border peacebuilding /health care provider in the Middle East for government grants.

We improve program quality, monitoring, evaluation and learning (MEL).

We deliver outstanding performance through a committed workforce, dynamic culture and efficient operations.



OUR THEORY OF CHANGE

IF PALESTINIAN AND ISRAELI HEALTHCARE PROFESSIONALS ARE OFFERED A PLATFORM OF MUTUAL INTEREST THAT ALLOWS THEM TO WORK TOGETHER AMID ONGOING CONFLICT, FACILITATED BY A CREDIBLE THIRD PARTY LIKE PROJECT ROZANA:

AND DIALOGUE IS FACILITATED BETWEEN PALESTINIAN AND ISRAELI MEDICAL INSTITUTIONS, HEALTHCARE PROFESSIONALS AND COMMUNITIES; AND HEALTH ACTORS ADAPT SERVICE DELIVERY TO ADDRESS NEEDS;

THEN THEY BUILD OPEN CHANNELS OF PROFESSIONAL COMMUNICATION, AND DEVELOP A NEW UNDERSTANDING OF THE 'OTHER'. THESE NEW RELATIONSHIPS SHOW RESILIENCE WHEN CHALLENGED BY EXTERNAL EVENTS AND PROVOCATION.

AND AS HIGHLY RESPECTED MEMBERS OF THEIR SOCIETIES, THEY BECOME AGENTS OF CHANGE IN THEIR COMMUNITIES AND INFLUENCE DECISION-MAKERS TO SUPPORT INSTITUTIONAL COLLABORATION BETWEEN THE PALESTINIAN AND ISRAELI HEALTH SYSTEMS

AND HEALTH COVERAGE IS MORE UNIVERSAL AND AFFECTED COMMUNITIES ARE MORE LIKELY TO MAKE MEANINGFUL CONTRIBUTIONS TO PEACE AND RECONCILIATION, AND RESIST INCITEMENTS TO VIOLENCE



OUR STRATEGIC CONTEXT



THE LASTING IMPACT OF COVID-19

COVID-19 AND ITS AFTERSHOCKS INCREASED HUMANITARIAN NEEDS, HEIGHTENED SOCIAL AND ECONOMIC INSTABILITY, AND REVERSED DEVELOPMENT GAINS IN PALESTINE.

The already overburdened, under-funded and fragmented Palestinian health system was forced to divert critical resources away from community and primary healthcare services and redeploy staff within the hospital system to COVID isolation wards and ICUs.

The Palestinian Authority (PA) prioritized the critical, short-term goals of containment and treatment of COVID patients thereby inevitably leaving other lives at risk. This has underscored the need to address the medium to long-term goals of building sustainable capacity within the Palestinian health system

Without the benefit of a social welfare safety net, border closures and enforced lockdowns have created an increasing economic burden for the people of Palestine. The economic slowdown triggered by the pandemic is projected to nearly double unemployment levels in the West Bank to 30 per cent, while border closures further diminish opportunities for meaningful interaction between Palestinians and Israelis. At the same time, physical distancing is keeping people away from their normal social support networks, posing a risk to mental health.

While everyone Palestine was affected, several groups were acutely disadvantaged and marginalized by the COVID-19 restrictions, including women and young people.

UNRWA reported an increase in violence against women and children during the lockdown as well as a sharp increase in demand for mental health services. Mental health provision, a low political priority in Palestine, has been further afflicted by COVID due to the redirecting of resources. A case in point is the transformation of the Palestinian National Rehabilitation Center - a major mental health services facility in Bethlehem - into a Covid-19 center, leading to the discharge of at risk patients.

All of these factors have programming implications for Project Rozana.



MULTILATERAL FOCUS ON PEACEBUILDING

THE MIDDLE EAST PARTNERSHIP FOR PEACE ACT (MEPPA) PASSED AT THE END OF 2020 PROVIDED THE NEW BIDEN ADMINISTRATION AND ITS EUROPEAN PARTNERS WITH A VEHICLE FOR MULTILATERAL, LONG-TERM, LARGE-SCALE INVESTMENT IN ISRAELI-PALESTINIAN PEACEBUILDING.

Modelled on the International Fund for Ireland (IFI) which helped to create conditions for peace in Northern Ireland, the initial seed funding of US\$250M over 5 years from the US government will be distributed to programs focused on cross border economic activity (55%) and cross border people to people activity (44%). The second category is where Project Rozana is active. It is anticipated that the UK, EU, Australia and others, will match (at least partially or fully) the US government's contribution, creating a pool of funding which could potentially reach as high as \$200M per year in support of game-changing social and economic peacebuilding initiatives.

The stated aim of the Act is to create a fund for “[P]rojects to help build the foundation for peaceful co-existence between Israelis and Palestinians and for a sustainable two-state solution,” MEPPA §8004(a);



[T]HE UNITED STATES MUST INVEST IN A LONGER-TERM EFFORT TO REBUILD SUPPORT WITHIN ISRAELI AND PALESTINIAN SOCIETY FOR COEXISTENCE AND NEGOTIATIONS....THE STRATEGY SHOULD ALSO FOCUS ON PEOPLE-TO-PEOPLE ENGAGEMENT, WHICH SHOULD INCLUDE THE \$250 MILLION PARTNERSHIP FUND FOR PEACE [MEPPA].
Center for a New American Security, December 2020 report



HEALTHCARE'S DIGITAL REVOLUTION

MEPPA speaks to a growing multilateral appetite for funding bottom-up peace building efforts - a strategy which is reaching consensus among a critical mass of analysts and policymakers. The MEPPA bill authorises the head of the U.S. Agency for International Development (USAID) to establish a "People-to-People Partnership for Peace" fund.

The fund will support projects to help build the foundation for peaceful co-existence between Israelis and Palestinians, and can also be used for organisations bringing together Arab and Jewish citizens of Israel.

If the Partnership for Peace Fund matches the largesse of the International Irish Fund, it has the potential to lift investment on person to person peace-building projects from its current level of US\$1.50 per year for each Israeli and Palestinian, to \$44 per year.

Project Rozana is ideally positioned to meet the objectives and funding criteria of MEPPA and other global initiatives with similar objectives. Our offices in the US, Canada, UK and Israel, and Australia, are all potential funding applicants.

WHILE DIGITAL HEALTH HAS BEEN WITH US FOR SOME TIME, INFRASTRUCTURAL, OPERATIONAL AND CULTURAL CHALLENGES WERE ALL HURDLES TO WIDESPREAD ADOPTION. COVID-19 HAS CATALYSED HEALTHCARE TRENDS AND SEEN A SURGE IN THE USE AND UPTAKE OF TELEHEALTH THAT IS ONLY PREDICTED TO INCREASE IN THE POST-COVID PERIOD.

From being a far-fetched concept for the care of remote areas, the dire need to protect medical professionals and other patients from the virus has seen the uptake of remote technologies skyrocket since the onset of the pandemic.

Israel, has long been at the vanguard of digital health technology development. The nation internalised the great potential of telemedicine, making it a national priority through its *Digital Health as an Engine for Growth* program. The initiative has provided US\$250M in funding, encouraged collaboration between health organisations, research institutions, start-up companies and independent researchers.

Even more importantly, it has brought six government ministries together to ensure the passing of regulations which will see telemedicine become fully integrated into Israel's health system. While COVID has accelerated the adoption of telemedicine, this is a trend that is expected to continue beyond the pandemic as its efficiency, affordability and convenience leads to substantial growth in home-based care.

The pandemic has served to speed up the entry to market for many of the new technologies in development.

Currently, more than 500 digital medicine companies operate in Israel, along with around 500 medical device companies that have digital applications for home use. Among the innovative products that are now being developed and patented in Israel are digital tele-systems that allow for:

- Early detection of diseases
- Robots that help treat patients remotely without risking medical staff
- Home medical devices and applications capable of performing blood and urine tests
- Remote medical examinations of the lungs, heart, throat, ears, etc.

Both the rapid adoption of increasingly sophisticated telemedicine technologies throughout the Israeli health system and the potential for the technology to scale-up remote healthcare delivery have far reaching implications for Project Rozana's cross border health training and capacity building projects.

"The use of digital technologies for health is a transformative agent in low-income settings, where mobile connectivity has reached unprecedented penetration and ubiquity.

The current digital health transformation provides an excellent accelerator for reaching the health-related Sustainable Development Goals (SDGs)".

The WHO, Digital Health Virtual Round Table with Civil Societies and NGOs, September 2020



OUR APPROACH



PERSON TO PERSON PEACE BUILDING

People-to-people (P2P) peace building, is defined by the US Agency for International Development (USAID) as “bringing together representatives of conflicting groups to interact purposefully in a safe space” with the aim of “breaking down the barriers between the groups by re-humanising the other, fostering empathy and mutual understanding, building trust, and creating relationships.”

We believe the health sector provides a unique platform for broadening and deepening areas of cooperation and trust between Israelis and Palestinians. Our mission is to create opportunities for broad-scale, grassroots engagement by facilitating cross-border projects aimed at increasing Palestine’s healthcare capacity. We consider that solutions to health issues not only positively affect the region’s state of health, but serve to impact its social and economic stability, as well as being key to gender equality.



COMPLEMENTING INTERNATIONAL FRAMEWORKS

Creating conditions for peace and tackling persistent inequities in health outcomes requires synergistic efforts. Our programs complement the United Nations Sustainable Development Goals (SDGs), aimed at improving the quality of life for less developed nations - particularly SDG 3 (Health) and SDG 16 (Peace) and align with the identified key priorities of the WHO to strengthen and build the resilience of the Palestinian health system and progress towards universal health coverage.

Further, our Strategic Plan aligns with the WHO’s priorities to address the rise in Non Communicable Diseases through training, and to close the gap in Maternal Child Healthcare delivery.

Project Rozana acknowledges the pivotal role that women play in peacebuilding, as enshrined in the UN Security Council’s unanimously adopted Resolution 1325: Women Peace and Security (WPS) agenda.



PUTTING WOMEN AT THE CENTER OF OUR PROGRAMS

We recognise that gender equality and the status of women are, together, the single most reliable indicator for conflict prevention. That is why advancing gender equality and women’s empowerment is at the heart of our Strategic Plan.

Our programs address barriers to healthcare that have created entrenched inequality for women and children. We put resources and decision-making into women’s hands, while targeting social norms and structural barriers that limit women’s health choices and freedom.

We do this by focusing on connecting women to accurate information and quality, respectful services for reproductive and maternal health, while providing a platform for women to increase their confidence, exercise leadership skills, form social networks and engage in collective action.



LOCAL INPUT FOR GREATER IMPACT

Project Rozana understands that creating sustainable change in a nation’s health system requires government commitment and cooperation. This Strategic Plan leverages our proven ability to secure cross-border buy-in for our programs from the Palestinian and Israeli Ministries of Health and Foreign Affairs, as well as Israeli and Palestinian hospitals, and healthcare providers. All of these parties have committed to addressing health inequities through mutually beneficial cross-border healthcare cooperation.

In addition, we work with established local and international NGOs and communities and grassroots groups to identify and prioritize needs and implement projects. We explore ideas and opportunities with our local partners, working with them to increase their capacity and improve their governance and financial oversight.



GOALS TO INCREASE IMPACT

To create a reality where Palestinians and Israelis coexist peacefully, with a sense of mutual respect, dignity, and safety for all.

At a time when 90% of Palestinians and 79% of Jewish Israelis do not trust the other* Project Rozana draws inspiration from the ethnic and religious diversity within Israel's healthcare workforce and within our regional operations team, where Muslims, Jews, Druze and Christians work in mutual respect towards a shared goal: saving lives.

While strengthening and building capacity in the Palestinian health system, we bring Israelis and Palestinians together through cross border, health-sector based training, treatment and transportation programs.

Project Rozana believes this model can go beyond the domain of health.

***Alliance for Middle East Peace**

OUR STRATEGIC IMPACT GOALS

All Palestinians requiring treatments in hospitals in Israeli borders have access to free transportation

As we build long-term healthcare capacity in Palestine, we will meet immediate needs for specialty healthcare access by working with local partners to gauge and meet demand for our Wheels of Hope transportation program over the next five years.

We will integrate to fixed bus lines to reduce waiting times and ensure safety for patients and their caregivers, while also allowing Palestinian and Israeli drivers to share experiences and facilitate the faster border 'hand-over' of patients. We will organize more formal and informal gatherings for Israeli and Palestinian volunteer drivers and patients and their families to meet socially and consolidate relationships.

Targets:

Year on year increase in:

- **Number of remote area patients served in the West Bank and Gaza**
- **Number of drivers recruited**
- **Number of individual patients transported**
- **Number of patient trips**
- **Number of social events organised**
- **Number of participants per event**

Skills gaps for nurses, physicians and therapists (mental health/physical) are significantly reduced

Palestine is experiencing a rapid increase in the burden of chronic diseases due to dramatic changes in the population's lifestyles. Meanwhile, the Palestinian health system lacks sufficient trained specialists and support staff in fields such as cardiovascular disease, oncology and rehabilitation to meet the growing demand for services.

We will provide Scholarships in identified areas of need for Palestinian doctors to train in Israeli hospitals. These Fellows will be part of a longer term plan that will see them returning to pre-arranged work in the Palestinian health network. They will in turn provide training in their new areas of expertise to other Palestinian health professionals. This will be fully supported by the PA MoH and key hospitals in the Palestinian non-government sector. Gaps in support staff will be met through a sustainable model of short training programs and cross-border virtual training. We will continue to develop the Binational School of Psychotherapy to bring together Palestinian and Israeli mental health experts to build cross-border relations and gain training in best practice paediatric PTSD treatment.

Targets:

- **Gaps in the local delivery of sub-specialty medicine decreased**
- **Significant decrease in number of Palestinians seeking treatment in Israel for selected NCDs**

Improved health outcomes for Palestinian women and children through increased access to quality healthcare

Palestinian women continue to have limited access to primary and reproductive health. Project Rozana's *Peacebuilding through Health* is a four-year program that will be rolled out in 2022 to tackle unmet women's health needs in Palestine through a blended community health mobilizer and mobile health clinic model, while also supporting P2P peacebuilding between Israelis and Palestinians at the community level.

This model empowers local women by training them as 'Community Health Mobilizers, connecting local patients with nearby Palestinian and Israeli hospital partners via integrated digital solutions that include telehealth, hospital based electronic medical records and mobile point of care diagnostics, thus ensuring seamless care delivery.

Targets:

- **Demonstrate a sustainable model for the provision of women's health in remote areas of the West Bank**
- **Increased treatment uptake and treatment compliance for primary stakeholders**
- **Improved health outcomes for primary stakeholders**

Improved access to quality rehabilitation services - particularly for children and adults with disabilities

Project Rozana believes that it is the right of every child - regardless of the challenges with which they have been presented - to achieve the best possible quality of life. Lack of quality rehabilitation services for children and adults with acquired and congenital disabilities is a preventable barrier. It restricts them from reaching their physical potential and optimising their functionality and independence. This in turn prevents their equitable inclusion in all aspects of society.

Project Rozana will work with current rehabilitation providers in the West Bank and East Jerusalem to provide their multi-disciplined medical and clinical staff with access to professional development and best practice cross-learning capacity building and training.

We will also provide funding to up-skill health workers at specially chosen community health centres in the West Bank and Gaza so that they can provide the community-based continuation of care that will help rehabilitation patients so desperately need.

Targets

- **Increased capacity to provide post-hospital care in the community**
- **Increased number of patients reaching their physical potential, thereby increasing opportunities for integration into society**

OUR STRATEGIC IMPACT GOALS CONT.

Cultivation of empathy between Palestinians and Israelis across different sectors of society.

Our strategy is based on belief in the power of people-to-people (P2P) peacebuilding. That working cooperatively towards a common goal across many programs together and overtime "may add up to peace-writ-large, - wide-spread, deep, lasting, and positive peace which is more than the simple absence of violence."

We will contribute to a bottom-up approach to peace in the Middle East by strategically building, shaping and advancing alternative visions for Israeli/Palestinian relations on an individual level via cross-border training and knowledge exchange in the health space, institutional relations between major health centers, and at the grassroots, patient level being treated the "other", and improved healthcare outcomes.

We will promote greater understanding and acceptance of diversity between communities, thereby reducing sectarianism and fear of the "other", using programs of scale to create a 'constituency for peace'.

Targets

- Increased cross-border contact, dialogue, sharing and integration
- Measured and sustained attitudinal change, mutual understanding, and positive interaction

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A GENERATION OF ISRAELIS AND PALESTINIANS HAS GROWN UP SEPARATED.

90% OF PALESTINIANS AND 79% OF JEWISH ISRAELIS DO NOT TRUST THE OTHER.”

Alliance for Middle East Peace
Report: Harnessing Multilateralism
to Create the Conditions for Peace





GOALS TO IMPROVE THE WAY WE WORK

The need for sustainable peace in the Middle East and improvement in healthcare for the Palestinian people has never been greater. For Project Rozana to play the most effective role possible in creating sustained change, we also need to change - by building on our experience and evolving rapidly.

Our evolution as an organization, our use of cutting edge technology, our skills in working with diverse stakeholders, how we secure and spend our income and how we hold ourselves accountable will all need to adapt to the challenges that present themselves over the next 5 years.

STRATEGIC OPERATIONAL GOALS

We implement pilots and scale up the delivery with a proof of concept to achieve sustainable impact.

During the course of this Strategic Plan period, Project Rozana is aiming to implement an ambitious range of transformational shifts.

We will expand the organization to increase our on the ground presence in the region, building the infrastructure we need to deliver programs of effectiveness and scale. At the same time, we will increase our professional fundraising base in Australia, the US, the UK, Germany, and Canada.

We will pilot program and then use proven, evidence-based approaches to refine and scale these programs based on best practices that leverage technical innovations to achieve scale.

Strategies to scale up our programs will be incorporated into all current programs and future pilot programs using resources such as those produced by ExpandNet/WHO.

Targets:

- Regional team expanded to provide the infrastructure needed for large-scale program delivery, management and monitoring, evaluation and learning (MEL).
- Professional fundraisers added to Australia, US, Canada, Germany and UK offices.
- Scaling-up strategies developed for existing programs and pilot projects.

We become the preferred cross-border peacebuilding /health care provider in the Middle East for government grants.

As world governments, led by the US, focus on harnessing multilateralism to create conditions for peace in the Middle East, Project Rozana aims to leverage its growing reputation for achieving impact to become the preferred partner for government granting bodies.

We will expand our existing suite of programs to create projects of scale that will match the funding criteria of MEPPA and other government initiatives.

At the same time, we will work to ensure our organization is financially resilient, with a diverse income base able to navigate a constantly shifting economic landscape. We will achieve this by increasing donations (both restricted and unrestricted) from existing and new non government sources including individuals (cash donors, major givers and bequests) and foundations.

Targets:

- Maximize government funding by developing innovative, effective programs, based on best practices.
- Expand community fundraising for unrestricted income, based on analysis and fundraising plans.
- Maximize individual giving: Enable and drive best practice for high net-worth and cash donors.

We improve Program quality, monitoring, evaluation and learning (MEL)

Project Rozana understands that continually enhancing program excellence through monitoring, evaluation and learning (MEL) is key to achieving greater impact. At the same time, we believe that accountability is closely linked to program quality, enabling us to earn and maintain the trust of communities in which we work, our donors and other stakeholders.

We will use MEL to identify the most transformational approaches and use innovation and learning to increase the quality and impact of our work.

We will build a culture of accountability, acknowledging that it is fundamental to the development of effectiveness and the trust we enjoy as stewards of public funds.

We will ensure that sector-wide standards, such as ACFID's, become the benchmarks for assessing program quality. Where necessary, we will train our own and partner teams to design, implement and evaluate programs that reflect and advance the goals and objectives of this Strategic Plan.

Targets:

- Policies, guidelines and tools to enhance accountability and learning processes created and implemented.
- Training for internal and partner teams implemented.

We deliver outstanding performance through a committed workforce, dynamic culture and efficient operations

Project Rozana recognises that its human capital is its most valuable asset. New approaches mean new skills, and the goal of investing in people will be central to delivering this Strategic Plan. The diverse and rich expertise of our staff and our volunteers, including the members of our governance bodies, is our greatest strength. We will build shared understanding, a shared culture and make it easier for staff to work together effectively.

We will design and provide solid training and development programs to boost staff performance to meet high quality objectives. Project Rozana will provide an organizational culture that is aligned with Project Rozana's values and brand, including our commitment to advancing gender justice, diversity, being an equal opportunity employer and ensuring the safety of all staff and volunteers.

Targets

- All staff are well managed through robust performance management practices and processes, with employee satisfaction as a hallmark of the organisation.
- Staff and volunteers feel part of Project Rozana.
- Our operational efficiency is maximized with integrated sustainability, legal, risk and compliance approaches.



THE VALUES THAT HELP US ACHIEVE OUR MISSION



RESPECT

We see respect as the basis for every interaction we engage in and facilitate, including the individual and collective experiences of the people in the regions.



INTEGRITY

We are committed to upholding the highest standards of professional conduct and ethical behavior.



INCLUSIVITY

We are dedicated to including all voices in the conversation and to creating an open and welcoming environment, within our partnerships and within our organization.



EQUALITY

We believe in equality of access to healthcare services, regardless of race, religion, or ethnicity.