

2025

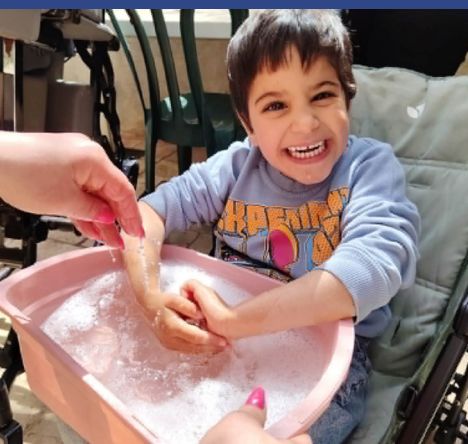


JEMUMA
FOUNDATION

ANNUAL REPORT



**" Truly I say to you, as you did it to
one of the least of these my brothers,
you did it to me " -Matthew 25:40**



Date 08/06/2026

Done by: Lana Zoughbei

TABLE OF CONTENTS

Message	3
Christian Religious Identity of Jemima	3
About Jemima	4
Objectives	4
Helena care departments	5
Eber department	7
Home-Based Intervention Program - Bethlehem	10
Home based intervention (Hindaza):	11
General Jemima	14

Because of the war this year was not easy for anyone, amid humanitarian, psychological, and economic challenges that burdened the entire community, Jemima continued its mission based on dignity, care, and deep commitment to humanity, particularly for children and youth with disabilities, who form the core of our work and the essence of our mission.

The year 2025 was not just a routine working year, but a year of daily resilience, silent efforts, making difficult decisions under pressure, and a continuous pursuit to balance humanitarian needs, available resources, and ethical responsibility toward both beneficiaries and staff.

Throughout this year, we faced complex health and psychological challenges affecting children, staff, and the surrounding environment. Yet, faith in Jemima's mission, team spirit, and continuous support from the Board and partners have all formed a fundamental pillar for persistence and resilience.

– Lana Zoughbei, General Manager



Christian Religious Identity of Jemima

Jemima believes that a humanitarian mission is incomplete without a supportive spiritual dimension, making the Christian faith a fundamental pillar in its work with children and youth.

- Christian values based on love, compassion, unconditional giving, and respect for human dignity directly influence the quality of care provided and help create a safe environment where children feel accepted, included, and at peace internally.
- The Christian spiritual framework helps children face psychological and health challenges, giving them a deeper sense of hope and patience, especially under harsh societal conditions.
- This spiritual aspect also strengthens the team's sense of mission, instilling the understanding that service is a humanitarian calling before it is a job, and enhances commitment and responsibility toward children.

Through prayers, moral values, and human relationships built on respect and love, the association aims to nurture children holistically, considering their physical, psychological, social, and spiritual needs, believing that a spiritually balanced child is more capable of adapting, growing, and building a hopeful future despite all challenges.

About Jemima



Jemima is a Non-Governmental Organization and Christian Foundation located in Beit Jala, Bethlehem that helps Palestinian children and young adults with special needs, with multiple (mental and physical) handicaps since 1982.

Vision

Passionate care and love for the weak in society is our Christian mission. Jesus' words in Matthew 25:34-40 motivates all those that are involved with Jemima: "Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me."

Mission

Jemima primarily focuses on the care for children and young adults with special needs in the Palestinian Territories. Local employees provide care from their Christian concern and professionalism. They cooperate with specialized foreign volunteers.

Strategy

Jemima has three specialties in the care for those with special needs:

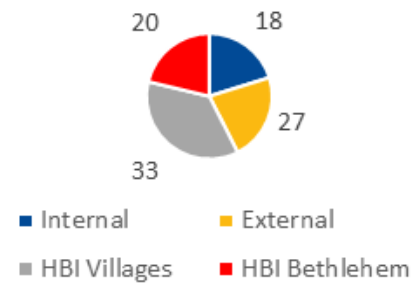
- 1) Living groups in the residential care department.
- 2) Daycare for the residents of Jemima and for external children.
- 3) Home based intervention (HBI) for children with severe multiple learning disabilities.

Objectives:

- Creating a safe environment for people with disabilities.
- Granting daily care and promoting the protection of the rights of persons with disabilities.
- Empowering individuals with disabilities by fostering independence, and confidence and enabling them to rely on themselves.
- Disseminating awareness among individuals in the community regarding persons with disabilities.
- Rehabilitating individuals with physical and mental disabilities in accordance with their cognitive abilities.

	- Residents of the Jemima House - Needs much care, supported by adoption project
	- Daytime activities and workshops - Both people from Care Department and external children
	'Home Based Intervention' - In surrounding villages and Bethlehem

Specialties



Helena care departments

1.Care Groups Distribution:

In care department 18 residents divided in 4 groups. We are taking care of the residents 24/7 and we support the children and the adult in education, medical and social care, ADL and feeling safe.

Jachin / boy's groups:

The place: 3th floor

More description: One entrance for the two departments, in the left side there is Jachin group which contains, in the Right side there is Jachin, 2 bathrooms, one living room, 1 balcony and 5 small rooms and one kitchen

Residents: four residents, Mohamed, Issa, Ra'fat, and Nour

Workers: group responsible: Yousef Kharoufeh

Care workers: Myrna Kharoufeh, Renen Qumsiya, and Hanan helped from Eber department.



Lemuel / children group:

The place: 4th floor

More description: two entrances for the two departments and in the left side there is Lemuel group which contained, 1 Office,5 Sleeping rooms, 3 Bathrooms,1 Living room,1 Store room,1 Cleaning room,1 Laundry room,1 Snooze room,1 kitchen and 1 balcony.

Residents: 5 residents Sameh, Ahmed, Ikram, Ghaida and Shadi as a fixed and two residents Seren and Mohamad come 3 days each one.

Group responsible: Ben (volunteer).

Workers: Nada Janine, Renad Daoud and Marion Alalam.

Ruchama/ girl's group 1:

The place: second floor

More description: Ruchama contains 1 Office, 5 Sleeping rooms, 3 Bathrooms, 1 Living room, 1 Store room, 1 Cleaning room, 1 Laundry room, 1 kitchen and 2 balconies.

Residents: 4 residents, Rasha, Maram, khuld, Rana,

Group responsible: Roghilia Nawaya

Workers: Rula Qumsiye, Muna Kunkur and Randa Musleh.



Kezia / girl's group 2:

The place: 1st floor

More description: Kezia contains 1 Office, 5 Sleeping rooms, 3 Bathrooms, 1 Living room, 1 Store room, 1 kitchen and 3 balconies.

Residents: 5 residents, Nadia, Intisar, Khaula, May, Hanein.

Group responsible: Roghilia Nawaya

Workers: Samira Banoura, Samia Isead and Alice Mura.

2. Beneficiaries' Health Status.

Individual Cases

1. Shadi

- Underwent multiple medical interventions this year, including his third surgical operation in Ramallah.
- Approvals were obtained from the Ministry of Social Development, along with financial contributions to cover operation costs.
- He received continuous medical follow-up after some post-surgical complications.

2. Intisar

- Suffered from high blood sugar levels and general physical weakness.
- Monitored by a specialist doctor and a nutritionist.
- Suffers from rheumatoid arthritis; treatment was adjusted according to her health condition.

3. Kholoud

- Experienced general weakness and severe intellectual delay.
- Tests revealed deficiencies in Vitamins D and B12, treatment began, and her condition improved.

4. Maram

- Faced significant challenges, particularly with aggressive behavior and sleep disorders.
- Medication was adjusted multiple times in consultation with specialists.
- Case remains under continuous follow-up and poses a major challenge to the staff.

3. Vaccinations & Preventive Measures

- Most children and youth in the residential section received the influenza vaccine.
- Preventive measures were implemented to reduce the spread of illnesses, particularly during fever and cold outbreaks.

Eber department

Overall goal

Ensure healthy lives and well-being for handicap people.

Day care center objects

1. That the beneficiary depends on himself according to his/ her mental and physical ability
2. That the beneficiary integrates into his community as much as possible
3. That the beneficiary lives in an atmosphere of love, dignity and safety
4. That the beneficiary lives in a good Christian environment .

Way of working

Each beneficiary of Jemima has a file for his information about general information, medical history and goals.

The goals for each child put through all specialist in Jemima with the families to work all of them in one line, these goals put after evaluation of the child through all the specialist and after the counseling with the families.

Each goals need a different way of activities and tools to be achieved where each child in Jemima use the special room according to his/her weekly program.

1. Educational Program:

in this department we have 8 classes, each class contain 4 beneficiaries under the responsibility of teacher, the main goals of this program to development of the child's mental abilities in terms of remembering, understanding, perception, and imagination and development of the muscular / neurological compatibility of the minor and major muscles of the child.



2. Physical Therapy Program:

In this department we have special room for gross motor exercises under the responsibility of physical therapist and the main goals for this department to increase range of motion of join, to increase the muscle strength, to maintain the flexibility of the joint, to improve balance and to provides gait training and posture correction.



3. Occupational Therapy Program:

In this department we have special room for fine motor exercises under the responsibility of occupational therapist and the main goals for this department to developing, recovering, or maintaining the daily living and working skills of people with physical, mental, or cognitive impairments, to help people of all ages to overcome any permanent loss or lack of physical, sensory, mental or communication function, and to help people improve their ability to function as independently as possible so that they can participate in activities are meaningful and important to them.

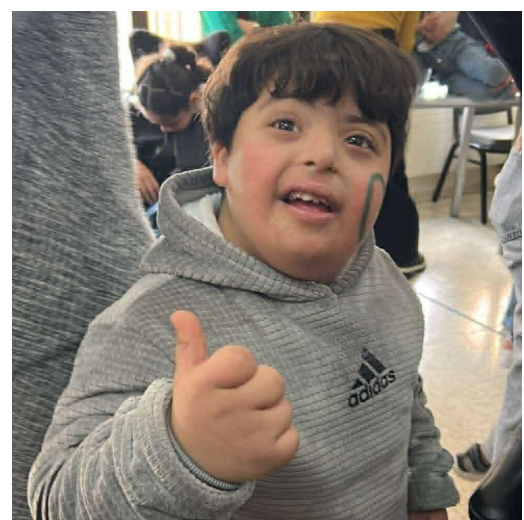


4. Speech Therapy Program:

In this department we have special room for speech exercises under the responsibility of speech therapist and the main goals for this department to Provide augmentative and alternative, communication (AAC) systems for individuals with limited or non-verbal communication and to Interaction activities with the child to stimulate language development and better communication skills.

5. Social Program:

In this department we have special room for social exercises under the responsibility of speech therapist and the main goals for this department to Educating parents about their families and the results related to treatment, helping the child to integrate into his environment, to educating the community about disability, its causes, and how to treat it.



6. Workshop Program:

In the work shop will be 13 beneficiaries their age between 18 and 43 with 4 teachers. We have special rooms for vocational exercises under the responsibility of teachers and the main goals for this department to give the beneficiaries an opportunity to do daily activities, to Helping the beneficiaries to feel their importance within their community, to help them to use their muscles and sensory abilities. We are doing recycling paper and Planting.



7. Olive wood program:

We have an Olive Wood Workshop where Baha, one of our beneficiaries, works five days a week. Baha crafts olive wood products, which are sold at Eber and in the Netherlands. This initiative not only supports Baha's personal development but also helps generate funds that support the program's costs and provide opportunities for other beneficiaries.



8. Animal therapy program:

We have an animal therapy in Jemima; the children get individual session and group session to improve their mental and physical abilities. We have very small animals who help the children to feel more comfortable in the place.



Home-Based Intervention Program - Bethlehem



1. Continuity of Work and Building Trust

- Continuous home visits for all families without interruption.
- Strengthened communication and trust, building solid professional relationships intertwined with deep human bonds.

2. Medical Follow-up and Children's Health

- Agreement with Caritas Children's Hospital for free medical treatment for children with disabilities.
- Several children were admitted to the hospital (George, Safia, Marina) with full coordination to ensure care without financial burden.
- Significant reduction in hospital admissions due to preventive measures and improved feeding.

3. Psychosocial Support for Families

- Activities for siblings to enhance family bonds and improve intra-family relationships.
- Intensive support for mothers on fair distribution of time and attention among all children.

- Psychological and spiritual support to address fear of the future, particularly regarding the care of children after the mother's passing.
- Gradual involvement of fathers in home visits to help share family responsibilities.

4. Activities Conducted During the Year

- Regular home visits, therapeutic sessions, and psychosocial support.
- Recreational trip to a swimming pool in Bethlehem, including children swimming for the first time.
- Workshops for mothers on the types of therapies and services provided at Yemima, fostering experience-sharing and guidance.

Home based intervention (Hindaza):

1. Executive Summary

The Hindaza Program is one of Jemima's most significant interventions in recent years, responding to urgent and complex needs in the Hindaza area, a marginalized community near Bethlehem. The program addresses the lack of specialized educational, therapeutic, and psychosocial services for children with disabilities and learning difficulties, while simultaneously supporting families and promoting social inclusion.

Since its launch in 2021, the program has provided integrated educational, therapeutic, and psychosocial services to children with disabilities, resulting in measurable improvements in children's academic, behavioral, emotional, and daily life skills. In 2025, the program served 33 children through individual therapy sessions and 12 children through daily academic classroom services.



In October 2024, Jemima Foundation rented a separate, independent building comprising several rooms designated for the provision of different services. Comprehensive renovation and maintenance works were carried out to fully rehabilitate the building and ensure it meets safety and quality standards, creating a secure and child-friendly environment.

The rehabilitation process included necessary structural repairs, safety enhancements, and the installation of air-conditioning and ventilation systems to ensure a healthy and comfortable atmosphere. In addition, the facility was fully furnished and equipped to meet the developmental, educational, and therapeutic needs of children, ensuring the space is suitable, welcoming, and supportive for all beneficiaries.

2. Therapeutic Services

The center includes a physiotherapy room and a speech therapy room. Qualified therapists provide individualized sessions tailored to each child's abilities and needs. Each child receives 2–3 therapy sessions per week, based on professional assessment and progress monitoring.



3. Educational Services

The educational component consists of three classrooms, each staffed by a qualified and experienced teacher specialized in working with children with disabilities. Each classroom includes only four children, ensuring an optimal learning environment and allowing for both group-based and individualized instruction.

4. Psychosocial and Social Work Services

A psychologist provides individual and group sessions for mothers to help them cope with daily stressors related to raising a child with a disability and to strengthen their emotional resilience.

The center also conducts regular meetings with parents to support home-based follow-up of educational and therapeutic plans. Home visits are

carried out to assess the family's economic and social conditions and to understand their impact on the child's development.

5. Child Development and Outcomes

The multidisciplinary team developed structured and individualized intervention plans for each child, addressing emotional, motor, speech and language, behavioral, and academic development. Appropriate strategies and tools were implemented according to each child's needs and abilities.

Regular assessments conducted by the team indicated significant overall improvement across all developmental domains.

Observed outcomes include:

- Improved ability to write and recognize personal names.
- Acquisition of basic numeracy skills applicable to daily life.
- Reduction in aggressive behavior, dishonesty, and emotional outbursts.
- Improved independence in daily living skills such as eating, drinking, handwashing, tooth brushing, and personal hygiene.

6. Social Inclusion and Community Integration

Promoting community integration is a core objective of the Hindaza Program. The team organized multiple community-based activities, including visits to schools, elderly homes, factories, and workplaces such as blacksmith and carpentry workshops, police stations, and civil defense departments. Recreational activities were also conducted to enhance social participation and self-confidence.

7. Trauma Support Program

A specialized trauma support program was implemented through weekly sessions facilitated by the Executive Director, Lana Zoughbi, in partnership with the occupational therapist, Renad. The program aimed to help children process psychological trauma resulting from family and community experiences, including persistent bullying. Children were encouraged to share their experiences, strengthen their coping mechanisms, and build internal and external support systems. Activities included art, music, and movement-based exercises, which proved highly effective, particularly in supporting emotional regulation. The program also fostered a sense of agency and giving back. During a visit to Jemima House, children participated in teaching others about oral hygiene. One child expressed this experience by writing: “I love helping everyone in the world.”



8. Psychosocial Wellbeing and Life Events

The team identified that most children had never celebrated their birthdays within their families. In response, a birthday initiative was launched, including a visual board displaying children's photos and birthdates. Each child's birthday is celebrated collectively at the center, with the children preparing a cake together. Although simple, this initiative has had a profound emotional impact, enhancing children's self-worth, joy, and sense of belonging.

9. Recreational and Experiential Activities

The program implemented a series of experiential learning and recreational activities, including:

- Barbecue day at the center
- Visits to public parks
- Swimming pool visits (first-time experience for some children)
- Visits to workplaces such as blacksmiths, carpenters, police stations, civil defense departments, and factories
- Visit to Jemima House to celebrate Christmas and participation in animal-assisted therapy activities in Beit Jala
- Practical money-handling activities through supermarket visits
- Restaurant visits and ordering from menus
- Visits to animal farms

General Jemima



1. General Activities during the year 2025:

- Organizing educational and recreational trips for children.
- Organizing a staff trip to Jericho to reduce psychological pressure and strengthen team spirit.
- Holding regular meetings for mothers.
- Staff participation in external health activities (awareness and check-ups).
- Educational visits, such as visiting Gala Factory.

2. Human Resources

- Significant challenges in attracting qualified staff for residential departments.
- Resignations and staff change during the year.
- Temporary reliance on Eber staff to cover some shifts in care department.
- Hiring new workers through various employment projects (Bible College and Bethlehem University).

3. Staff Training and Development

- Continuous encouragement for higher education and postgraduate studies.
- Educational achievements: completion of two Master's degrees, beginning Master's studies, and enrollment in specialized diplomas.
- Participation in courses and workshops on psychological trauma, epilepsy, sensory issues, and disability care.
- Internal workshops organized by staff.

4. Child Protection Policy

All staff members received training on Jemima's Child Protection Policy, developed by the general manager, Lana Zoughbi, as part of her doctoral research and based on the Dutch child protection model.

The policy ensures a rights-based approach that protects children from all forms of abuse—emotional, verbal, or physical—and guarantees their right to live with dignity and safety.

5. Maintenance and Projects

- Comprehensive maintenance in multiple facilities.
- Delivery of the fourth-floor project and gradual use.
- Working on the new kitchen project in phases.
- Following engineering report recommendations.

6. Financial and Insurance Affairs

- Settlement of all financial obligations and invoices.
- Salary scale adjustment and cost-of-living raise.
- Renewal of all insurance documents (fire, staff, children, elevators).
- Signing a new agreement with the Ministry of Social Development and increasing the monthly allocations for beneficiaries.
- Receiving financial installments from the ministry.

7. External Relations and Visits

- Hosting local and international delegations.
- Visits from the Ministry of Social Development and Social Affairs.
- Building partnerships with new centers and institutions.
- Field visits to families as part of support programs.

8. Success story:

Zein is an eight-year-old girl who initially joined Jemima through the outpatient therapy program before being gradually integrated into the center's educational classrooms, based on professional assessments and her developmental progress. At the time of her enrollment, Zein experienced severe mobility challenges and significant speech and communication difficulties. She was not attending school and remained at home while her peers went to school, as she was not accepted into mainstream schools due to her limited cognitive abilities at that time.

Through Jemima integrated therapeutic and educational intervention—which included physiotherapy, speech therapy, and individualized educational support—along with continuous follow-up by teachers and specialized staff, Zein demonstrated remarkable and comprehensive progress across multiple developmental domains.

Today, Zein is able to walk with support by holding onto a wall, and has shown substantial improvement in her speech and communication skills. She has also made significant progress in her cognitive and academic abilities, enabling her to integrate into the classroom environment, participate in group activities, and build positive interactions with her teacher and classmates. Zein's story highlights the powerful impact of early and holistic intervention, and underscores the importance of providing children with disabilities access to specialized, inclusive educational and therapeutic services that enable them to reach their potential.

