

2014 ANNUAL REPORT

NURTURING HOPE

هؤسسة  
التعاون  
WELFARE ASSOCIATION

2014 ANNUAL REPORT  
**NURTURING HOPE**





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# LETTER FROM THE CHAIRMAN

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**Faisal Alami**  
Chairman

Esteemed colleagues and partners,

2014 witnessed significant developments that had profound impact on the Palestinian people, cascading to civil society organization we serve. This year's events have set a higher threshold for the role of the NGO sector not only in Palestine but also in the Palestinian diaspora. Thus the Welfare Association has been more determined than ever to intensify its efforts and to expand its scope of services and activities, targeting the preservation of Palestinian cultural heritage and identity, and empowering Palestinian individuals, communities, and civil society organizations.

At the outset of 2014, our Strategic Plan for 2014-2016 had been endorsed at all levels of governance at our organization; its programs were built on the cumulative experience of prior plans, the evaluations and impact assessments undertaken, and the innovative management approach adopted. The strategic plan identified our priorities and requirements in light of critical challenges, namely working under oppressive occupation conditions that are oblivious of Palestinian human rights, coupled with declining support for the Palestinian cause at the international level.

2014 is the first year in the fourth decade of the life of the Welfare Association that is witnessing maturity in its planning, governance, operations, and resources. Its third decade witnessed a significant growth in financial resources and operations. Programmatic spending increased from an average of USD 17 million to USD 41 million per year. Organizational performance assessments were conducted to enhance our ability to develop sustainable strategic plans that optimize resource utilization. Our governance structure was enhanced to ensure the active participation of all members; that period also witnessed the transfer of the WA leadership from the founders' generation to the youth generation. This holistic transformation is enabling the organization to develop and grow its pioneering role and achieve its strategic objectives.

Our increased institutional capabilities have been deployed with great efficiency to provide a rapid and sustained response to the brutal 2014 attack against Gaza. The effectiveness of our emergency intervention in Gaza clearly reflects our ability to creatively mobilize resources and efficiently coordinate disbursement on the ground within the context of a highly turbulent and restrictive external environment.

This year also witnessed the institutional elections of a new Board of Trustees, Board of Directors and respective institutional committees for the term 2014 to 2017. All levels of governance have embarked on setting their targets and plans in line with the roadmap set by the Board of Trustees.

With love and admiration WA bids farewell one of the foremost leaders who had become a world icon and a pillar of Palestinian life, our founding member Mr. Said Khoury, who sadly passed away this year. Mr. Khoury's humility and dedication to Palestine and to the WA exemplify his charismatic leadership, business vision and above all his nationalistic commitment in all his endeavors. We will all deeply miss his guidance and tenacity.

Achieving even greater success in the future is the priority of every Association trustee, member and employee. One of our most significant challenges is the need to increase programmatic expenditures in the current sociopolitical turbulence while targeting a decrease of administrative costs; diversifying funding resources when funds are becoming scarcer; and providing innovative approaches and interventions while holding on to our values and heritage. This challenging set of parameters that characterizes the coming period requires a diligent balanced approach we aim to strike.

Institutional development goals include engraining a programmatic approach within the WA, introducing succession plans, sustaining efforts at fully automating day-to-day operations, and adopting ISO quality management systems across all programs. We are diligently working towards creating a sustainable development ecosystem that empowers Palestinians to realize their full potential, and the full potential of Palestine's civil society.

I would like to express my deep gratitude for all those who have contributed to our journey of growing achievements and success in serving our people.

# LETTER FROM THE DIRECTOR GENERAL

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Innovation, partnerships and success are three words that sum up the year 2014 for the Welfare Association. We've continued to grow and empower Palestinians under distress, thanks to the generous and sustained support of partners, members and our vast network of stakeholders.

Together with our partners, benefactors and donors, we focused our efforts on supporting Palestine's vibrant civil society, reviving Palestinians' rich culture, empowering individuals with educational, health and career development opportunities, and supporting Palestinians under attack in their struggle for survival and resilience. We invested more than USD 41 million in the West Bank, Jerusalem, Gaza, 1948 Areas, and refugee camps in Lebanon; dedicating 29% of our expenditures to Culture, 28% to Emergency Relief and Assistance, 25% to Community Development, and 19% to Education.

Our achievements this year were plentiful, and I am especially proud of our ability to rapidly and effectively respond to the brutal attack against Gaza this year. We launched the "Save Gaza" campaign within 48 hours of the attack. Our call for emergency relief through "Save Gaza" successfully raised USD 10 million by mobilizing individual citizens, and private sector and civil society organizations from across the globe. We leveraged the raised amount to offer holistic interventions that supported 500,000 Gazan citizens.

This year also witnessed a multitude of highlights at the institutional level; the most significant of which was the launch of our 2014-2016 Strategic Plan. This phase's plan builds on our 30 years of experience in serving Palestine, and mainstreams the principles of innovation, excellence, and sustainability across our work. We have also taken multiple steps to maintain and enhance our good governance procedures including the full automation of our processes, reaching a partner-base of more than 400 stakeholders, and diversifying our funding resources by reaching out to Arab and Palestinian diaspora in the USA and Europe.

We are always honoured to work with our partners and seek to find the best methods to achieve the sustainable development of Palestine. In this context, I would like to thank all our partners and donors for their generous and continuous support of our work.

I invite you to read this year's report and hope that you will feel the same sense of joy and pride I do as you read about some of our contributions to the empowerment of Palestine and Palestinians.



**Tafeeda Jarbawi**  
**Director General**

# I. ABOUT US

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In 1983, a group of Palestine's most prominent business and intellectual figures met to discuss how to mobilize their social and financial capital to support their country. Their meeting resulted in the establishment of our association, The Welfare Association (WA).

We are an independent non-profit organization that strives to ensure the sustainable development of Palestinians and Palestinian communities in Palestine and in Lebanon.

Three decades from our founders' first meeting, we have become the largest and most prominent Palestinian non-profit organization. We have invested more than USD 550 million in Palestine's development over the past 32 years.

## Our Vision

The Welfare Association envisions the Palestinian people as citizens of an independent, free, and democratic Arab Palestine, living in dignity, prosperity and self-fulfillment, with equitable access to opportunities to realize their full potential with distinction and creativity.

## Our Values

- National commitment
- Independence
- Professionalism

## Our Mission

As a leading non-governmental Palestinian development organization, the Welfare Association strives to make a distinguished contribution toward furthering the progress of Palestinians, preserving their heritage and identity, supporting their living culture and building civil society. It aims to achieve these goals by methodically identifying the Palestinian people's needs and priorities and establishing the soundest mechanisms to maximize the benefits from the available funding resources.

## Our Objectives

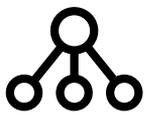
- Empower Palestinians to achieve their goals and aspirations, and to contribute to their economic and social development.
- Empower Palestinians to preserve their heritage and identity and, support their living culture
- Assist civil society institutions to provide services that respond to the needs of Palestinians abiding by the principles of good governance and sustainability.
- Provide rapid and effective responses to emergency situations that may put the life, security, and health of Palestinians at risk.

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We achieve our objectives by focusing on the sectors of **Education, Culture, Community Development, and Emergency and Humanitarian Assistance.**

## Our Current Strategic Plan (2014-2016)

The year 2014 marks the beginning of our fourth decade of commitment to Palestine and the beginning of our current strategic plan. The 2014-2016 plan was developed using the balanced scorecard methodology to ensure efficiency and functionality. The current plan was built around the following principles:



**Good Governance**

Maintaining our thorough governance systems.



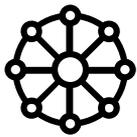
**Excellence**

Fully automating our processes. Expanding ISO quality management systems across our operations. Continuously monitoring and evaluating our performance.



**Innovation**

Integrating the principles of innovation and creativity across all of our programs.



**Social Sustainability**

Continuously engaging our stakeholders. Ensuring equal opportunities to marginalized segments of Palestinian society.



**Financial Sustainability**

Diversifying funding sources and partnerships.



**Environmental Sustainability**

Rationalizing the use of water, paper, electricity, and several other resources.

The current strategic plan's budget is set at USD 127 million, distributed among our sectors of intervention as follows:

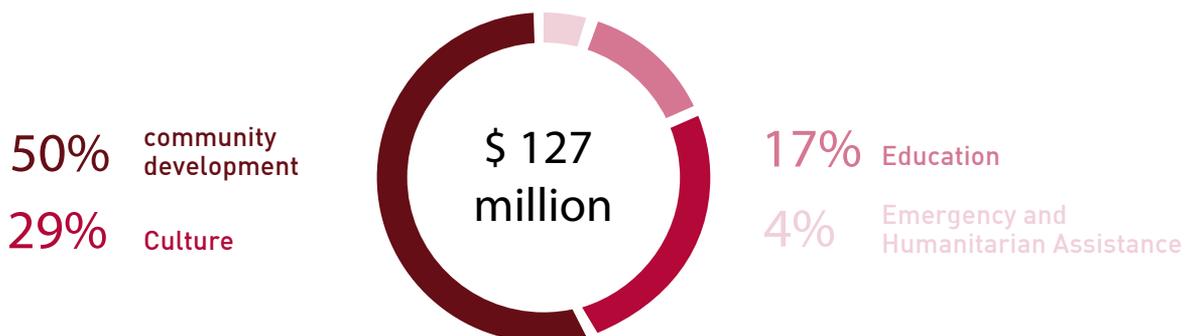


Figure 1: Strategic Plan Programmatic Budget (USD Million)

## II. YEAR IN REVIEW

### Institutional Developments

This past year has witnessed several successful initiatives, enabling us to reach over 1 million Palestinians, half of which are women.



In parallel, we have made significant steps to ensure operational excellence, including:

- Enhancing our digital presence on multiple social media channels.
- Expanding the ISO 9001:2008 certification.
- Fully automating our day-to-day processes using an internal Enterprise Resource Planning (ERP) system.
- Electing a new Board of Trustees and a new Board of Directors.
- Obtaining the Equivalency Determination Certificate, allowing us to accept tax-exempt contributions in the U.S.A.
- Diversifying our donor and partner base to include partners from Europe and the United States of America.



### Ensuring Environmental Sustainability

This year's elections were the first ever to be held electronically, reflecting the integration of technology in our day-to-day operations. To maximize efficiency, we also launched a mobile application that provides access to all our documents, including our Governance Manual. This is being used during board and committee meetings and has resulted in significant paper savings, in alignment with our green-office policy.

### Revenues and Expenditures

#### Revenues

This year witnessed a significant increase in contributions locally, regionally and internationally, from individuals, civil society institutions, and the private sector. Total funds raised reached USD 44.7 million, USD 42.5 million of which were allocated to our programs. In response to the brutal attack on Gaza, we launched the "Support Gaza" appeal, which mobilized an array of stakeholders and successfully raised an additional USD 10 million.

The following figures depict sources of our revenues, and their distribution across our sectors of intervention for the year 2014.

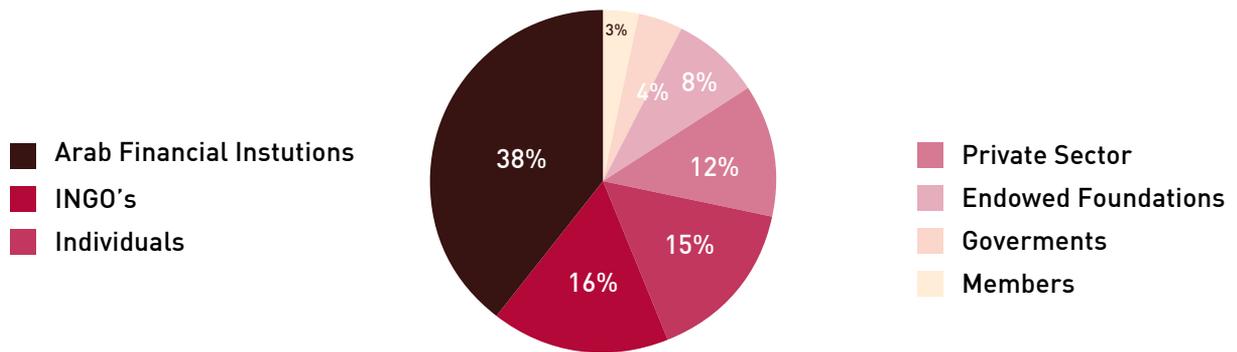


Figure 2: Distribution of 2014 Revenues According to Source of Funding

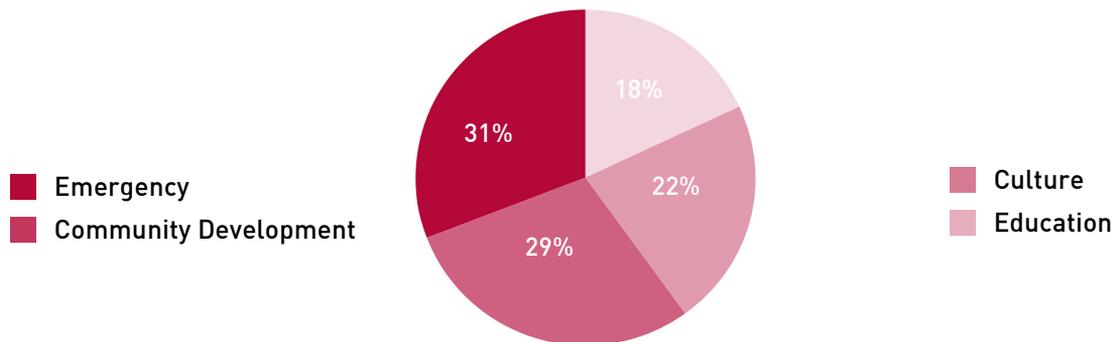


Figure 3: Distribution of 2014 Revenues According to Sectors of Intervention

## Expenditures

Our 2014 expenditures amounted to approximately USD 41.2 million, used to implement over 300 projects across our sectors and areas of operation. Expenditures were disbursed as follows:

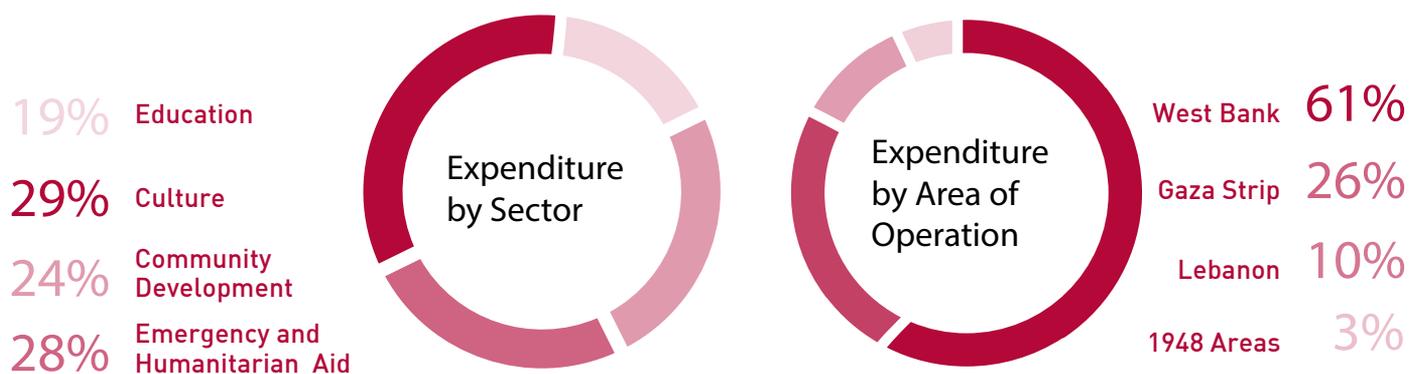


Figure 4: (% of Total Expenditure)

Figure 5: (% of Total Expenditure)

Expenditures in Gaza amounted to 10,000,000 USD.  
 Expenditures in Jerusalem amounted to 10,000,000 USD.

# III. OUR IMPACT

## 1. Education



7.96 MILLION  
USD INVESTED



Naturally, education is at the core of our strategy. We implement a comprehensive set of programs to enhance the quality of education at all levels, from preschool to postgraduate studies.

### (A) Early Childhood Education: Sukkar

Sukkar provides Palestinian children with the world-class early childhood education opportunities they deserve. We do that by enhancing the skills of kindergarten teachers and administrators and upgrading infrastructure. We also work on integrating hands-on art activities into the educational experience. In parallel, we continuously raise parents' awareness around children's physical and mental wellbeing.

#### FROM THE FIELD:



Sukkar's workshop has completely changed my teaching methods. I now look at my work with the children from a totally different perspective, I pay attention to every word they say, I engage them in a lot of hands-on activities, I consider a lot more factors than I used to do in the past.

Waheeba, Teacher at El Salam Kindergarten – BaitDuqqu



### Early Childhood Education: 2014 Achievements



30+

Kindergartens upgraded



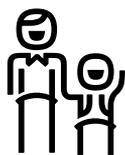
250

Teachers trained



6,000

Children benefit from a higher-quality educational experience.



3,000

Parents awareness raised.



1,000

Children engaged in art activities through the Art Bus.



◆ IN FOCUS: The Art Bus ◆



Children are born creative; nurturing their creativity is essential for ensuring innovation in any society. Art is one of the many tools we use to achieve this and to offer a medium for much-needed self-expression.

**The Art Bus** is fully equipped with colors and materials needed to unleash creativity. Trained volunteers use the bus to roam marginalized areas of our beloved Palestine. **To date, the Art Bus has reached more than 1,000 children.**

One of our most memorable visits was to the MaKassed hospital in Jerusalem to visit children wounded as a result of the latest attack on Gaza. After three consecutive days of arts activities, their despair was replaced by excitement and hope. Our aim is to reach all of Palestine's children, inspiring hope and happiness for a brighter tomorrow.

**The Art Bus has been made possible by the generous contribution of Afifi Busses and several individuals.**

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## (B) Schools of Excellence

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Schools of Excellence works on counter acting the mobility restrictions Palestinians face on daily basis. It implements various components to ensure that children and youth have access to up-to-date knowledge wherever they are. Tafkir ensures exposure to up-to-date knowledge and techniques by integrating technology into education. We developed a technology lab model to train educators on incorporating technology in their teaching methods; our model was adopted by the Ministry of Education, and has been used to upgrade the infrastructure across 27 schools to date. Trained Tafkir educators have successfully designed 55 Arabic educational games that are available online (<http://www.alnayzak.org/lobs/>). The Remedial Education component on the other hand ensures that children continue learning despite school closures and disruptions. We do so by training educators, establishing remedial education centers, and raising parental awareness of the importance of creating a learning environment at home.

### FROM THE FIELD:



**I was getting really low grades at school and that was making me unhappy. I have been attending support classes for some time now, I am now much more satisfied with my school grades... my grades have improved from 55% to 74%!**

Mohammed - a Remedial Education student



Palestinians have to be resourceful to overcome resource and mobility restrictions imposed by the occupation. Creativity is at the core of resourcefulness and this is why we ensure that Palestinian students are engaged in a multitude of extra-curricular activities, ranging from arts to sports to leadership programs. In addition to training educators on integrating extra-curricular activities into education, we connect engaged schools online, allowing them to exchange ideas and projects.

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### Alternative Education

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We supported the founding of a coalition of parents and civil society organizations keen on fostering alternative educational systems in the 1948 areas. The coalition has enabled some schools to adopt an educational model that preserves Palestinian identity, fosters creativity and most importantly, ensures that students continue to speak Arabic, their own mother tongue.

### FROM THE FIELD:



**I attended Hwar up until Secondary School when I transferred to university. After changing schools I realized that Hwar offered me a much more liberal educational experience. It helped me learn how to adapt to new environments; I also developed my own way of thinking at Hwar. Teachers always say that my questions are unexpected and lead to insightful class discussions.**

Marwan, 15 years old – former Hwar School student



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## (C) Universities Program

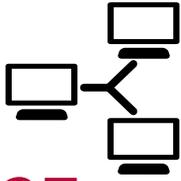
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Support of Higher Education Institutions is at the core of our programs. We launched Zamalah in partnership with the Bank of Palestine to invest in the human capital of Palestinian Higher Education. Zamalah offers university professors professional and academic fellowships outside of Palestine, providing exposure to the latest developments around the world. Zamalah fellows transfer the skills they gain to emerging youth.

We also offer students scholarships and grants, allowing them to complete university degrees in multiple fields at world-class universities.

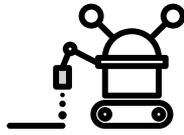
## Schools of Excellence: 2014 Achievements

### Tafkir



27

Technology-enabled schools.



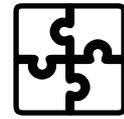
26

Robotics clubs established.



260

Teachers trained.



55

Educational games created.

### Remedial Education



73

Teachers trained.



35,000

Classes offered.



3,000

Students reached.

### Extra-curricular Activities



40

Schools introduced extra-curricular activities.



1,000

Teachers trained on integrating extra-curricular activities into education.



20,000

Students participated in extra-curricular activities.

## Universities Program: 2014 Achievements

\$1m. \$

1 Million Invested

11



Universities Engaged In Zamalah.

75



Zamalah Fellows.

80



University Students On Scholarship.

## ◆ IN FOCUS: Higher Education Scholarships ◆



Omar, 21 years old, was always determined to receive a world-class education. He achieved remarkable results in the SAT tests and got accepted at the American University of Beirut in 2010. Omar could not afford the university's tuition, he applied for and successfully received a full scholarship through our Higher Education program. His four years of academic excellence and civic engagement proved that it was a well-deserved scholarship. Omar graduated in 2014 but his journey for excellence did not stop there: he has applied and been accepted in a Master's program in Health Sciences.

This was made possible by the generous support of Mr. Tayseer Barakat.

## IN FOCUS: Bringing International Scientific Advancements to Palestine: Zamalah



In partnership with



Dr. Khalid Dimyati was the first Zamalah fellow to return home after a research-training visit to India. Dr. Dimyati completed a liver transplantation training course at one of the world's most advanced liver transplantation facilities: the Apollo Hospital in New Delhi. During the fellowship, Dr. Dimyati also visited India's Madanta Institute of Liver Diseases and Transplantation.

During his fellowship, Dr. Dimyati participated in liver transplant surgeries for infants and conducted a joint research project on a new technique to assist the restoration of blood supply after surgery. Dr. Dimyati is currently the Chairman of the Surgery Department at Al Najah University Hospital where he is building on knowledge and advancements he was exposed to during the fellowship.

“ The fellowship program provides immense exposure that is necessary for the development of scientific research in Palestinian universities. ”  
Dr. Khaled Dimyati

## (D) Mustaqbali: From Early Childhood Education to Employment



Founded by



In association with



In 2009, 1,804 Palestinian children were orphaned as a result of the war on Gaza. We partnered with The Abraaj Group to establish Mustaqbali, a holistic and comprehensive 22-year program that provides orphaned children with the skills and opportunities necessary to lead healthy, independent and productive lives.

Mustaqbali caters for the three key aspects of education, health, and career development. This year, Mustaqbali's investment totaled USD 1.2 million.

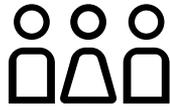
## Mustaqbali: 2010 - 2014 Achievements

### Education and Economic Empowerment



600

Children enrolled in KG.



1,000+

Students receive school supplies and remedial education.



221

Students enrolled in university and 75 graduates.



100+

Youth trained on essential career skills.



67

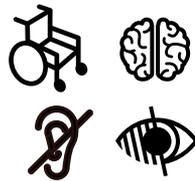
Start-ups established.

### Health



400

Children, and 10 mothers benefited from psychosocial support.



153

Children with special physical and mental health needs received rehabilitation support.

### ◆ IN FOCUS: Mustaqbali's Holistic Approach ◆



Yasmin

Yasmin is a 15 year old who lives with her mother and five siblings in a little house in Gaza. She lost her father during the Israeli aggression against Gaza in early 2009; he was killed on his way to the hospital where he was to undergo a dialysis session. After her father's death, Yasmin started suffering from anxiety and started detaching herself from day to day activities. This all negatively affected her academic performance. When Yasmin enrolled in Mustaqbali, our staff gave her access to the support she needed on both the academic and psychological levels.

Her counselor not only worked with her to overcome her tragic loss, but also helped her improve her learning techniques. Yasmin also registered in our remedial education program as she was struggling with her Math. At the end of the year, her Math score remarkably reached 100%. Yasmin is now one of Gaza's top students. Her dream is to become a doctor, a nephrologist, to help people that suffer from chronic kidney disorders, like her late father.



We setup technology labs in partnership with Al Nayzak Foundation.



We launched the "Be My Friend" initiative in partnership with the Qattan Foundation and Salam Ya Seghar



## 2. Culture

96%  
West Bank

12.1 MILLION  
USD INVESTED

3%  
Lebanon

1%  
1948  
Areas

We have always recognized culture as a key determinant of preserving Palestinian identity and development. We initiated multiple flagship programs in an effort to nurture Palestine's rich cultural heritage.

### (A) Encouraging Self-Expression: Ta'bir



Artistic expression plays an important role in fostering wellbeing and leadership. Ta'bir enables children and youth to unleash their creativity and to express themselves through drama, music, art and photography to name a few.

Pictured opposite are "Al Sununu", a musical performance of national heritage was held in Jerusalem in partnership with The National Institute of Music and the Elena Rostropovich Association.

### Ta'bir: 2014 Achievements

7  Mobile studios established at 7 schools.

21  Teachers trained on animation development

472  Students trained on animation development.

152  students engaged in theatre activities.

6+  Arts performances conducted by Ta'bir participants.

70  Students trained in puppet making.

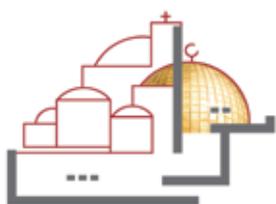
### ◆ IN FOCUS: Ta'bir's Animations ◆

One of Ta'bir's most exciting initiatives is one bringing together educators and students to collaborate on creating animations. As part of this initiative, we train teachers, and they in turn pass the skills on to their students. Trained teachers can interact and exchange their productions on a portal that we specifically created for this purpose: <http://animationineducation.ps/>

Mr. Nasser attended training as part of the program. He subsequently passed his skills to 80 of his students. Mr. Nasser and his students then produced eight animated films; one of these took part in the "Palestinian Inspiration" contest and won first place. The team also participated in the "Belgian Project" contest and won one of its awards. Ahmed is one of Mr. Nasser's students who excelled upon participation in this innovative initiative, while telling Ahmad's story Mr. Nasser told us: "Ahmed was an ordinary student, he never stood out among his peers. During our training sessions, Ahmed's creativity and passion unraveled before my eyes. He actually created a full movie called "Abu El-Arabi" on his own. "Abu El Arabi" embodies his feelings about the repetitive raids of the occupation forces against Al-Jalazoun camp. Ahmed has excelled so much that he has received a job offer to become a trainer at Al Qattan Foundation!"

This program was generously supported through the Jerusalem campaign.

## (B) Preserving Cultural Heritage: OCJRP



The Old City of Jerusalem Revitalization Program (OCJRP) conserves the Old City's rich cultural heritage while simultaneously contributing to Jerusalem's sustainable development, it has been extended to cover the old city of Nablus. We work with craftsmen on restoring historic buildings of Jerusalem and Nablus, creating jobs and providing users of restored buildings with the necessary infrastructural and sanitation needs. To preserve traditional architecture and building techniques, we are also training architects, craftsmen, and developers on techniques to preserve traditional architecture and to generate knowledge. This year, we initiated a documentation study of one of Palestine's most unique buildings: the Mamluk School that overlooks Al-Aqsa Mosque in Jerusalem. <http://ocjrp.welfare-association.org/en>

### OCJRP: 2014 Achievements



8

Historic documentation studies initiated.



100+

professionals trained.



40+

Historic houses preserved and renovated.



10+

Community awareness activities implemented.



20,000

Working days created.

### ◆ IN FOCUS: Burj Al-laqlaq ◆



Burj Al- laqlaq Sports field

The Burj Al-Laqlaq Community Association is located on 4,046 m<sup>2</sup> at the North East side the Old City of Jerusalem. Surrounded by the ancient walls of the Ottoman city, Burj Al-Laqlaq is home to Jerusalem's largest open spaces dedicated to recreational and sports use. With the support of the Arab Fund for Social and Economic Development, we renovated Burj Al- Laqlaq's open spaces, which now host a multitude of youth-centric and sports activities. The association also continues to implement unique programs that engage women and youth in an effort to strengthen community ties and nurture culture. With the support of the Swedish International Development Cooperation Agency, Burj Al-Laqlaq developed an application called "Live Jerusalem" which maps out Jerusalem's historic and cultural sites, promoting the city's history and heritage.

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## (C) The Palestinian Museum

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the  
palestinian  
museum

The Palestinian Museum is a unique virtual and physical space where Palestinians can explore their past, present and future, and most importantly mobilize beyond current uncertainties and fragmentation.  
[www.palmuseum.org](http://www.palmuseum.org)



The Museum's external structure has been completed and construction is ongoing

### Awards:

- Best Logo, International Design and Communication Awards.
- Best Corporate Identity, International Society of Typographic Designers.

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In Birzeit, the external structure of the Palestinian Museum building has finally been completed, and work on stone-cladding has begun. The planting of the Museum gardens with trees and flowers native to Palestine is also well underway. As for the inaugural exhibition, *Never-Part*, over 280 interviews have been conducted with Palestinians living around the globe. The exhibition provides an alternative narrative of the history of Palestine through stories of ordinary Palestinians about their most treasured possessions.

Some of the Museum team's efforts have already been rewarded: in November, the Palestinian Museum won the prize for Best Logo at the 2014 International Design and Communication Awards (IDCA), as well as winning 'Best Corporate Identity' award (typography/logotypes/brandmarks) in a competition organized by the International Society of Typographic Designers in Britain.

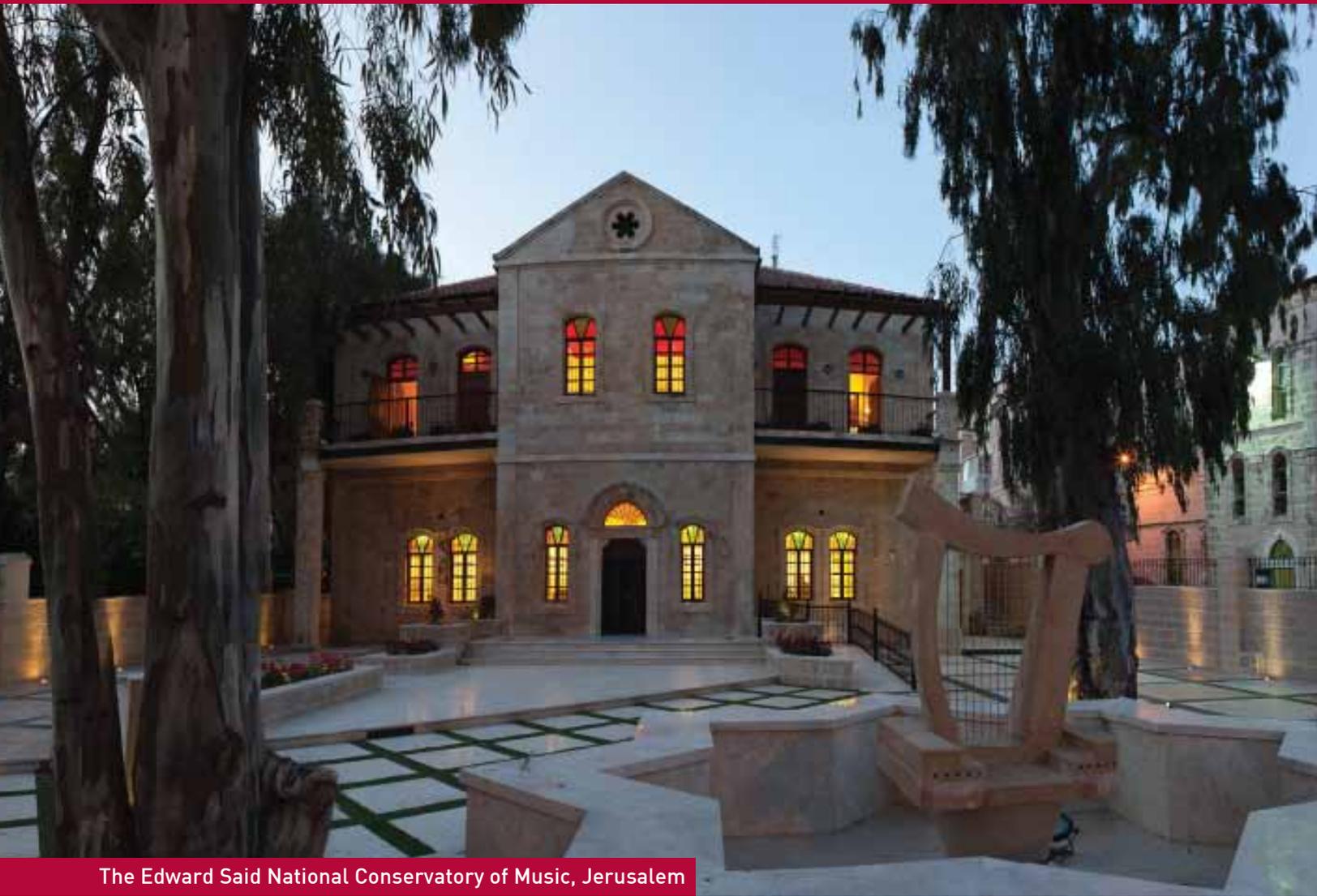
The Museum has also successfully taken part in several key cultural events in Palestine this year. The first was in April, when the Palestinian Museum celebrated the Pope's visit to Palestine with a project called 'In the Presence of the Holy See'. The project decorated Manger Square in Bethlehem with images in which European classical paintings were merged with photographs from the press and the UNWRA archives; they explored the reality of life for Palestinians living in the 'Holy Land' under occupation.

In October and November, the Museum took part in a nation-wide contemporary art biennale, Qalandiya International 2014. The Museum as an institution played a key organizational role in the biennale, titled 'Archives: Lived and Shared', as well as contributing an exhibition called 'Introduction to Palestinian Museums' which highlighted the collections, specializations and role of 39 Palestinian museums.

The 'Family Album' project, meanwhile, was launched seeking out photographic treasures hidden away in the homes of Palestinians, and which constitute a visual history of Palestine and its people. The photographs are being digitized and preserved in an archive, open to the public.

In collaboration with the Institute for Palestine Studies, the Museum is also working to produce an interactive, online timeline of Palestinian history from the mid-nineteenth century to the present day, to be accessible both within the Museum and on its website.

Further, 2014 saw the establishment of a series of workshops for museum employees, in collaboration with the Goethe Institute in Ramallah. In the summer, the Museum participated in the Birzeit Heritage Week and in November it was also a key participant in the 'Science Days' festival.



The Edward Said National Conservatory of Music, Jerusalem



Ta'bir's Animations

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## 3. Community Development

---

70%  
West Bank

5%  
1948 Areas

9.65 MILLION  
USD INVESTED

13%  
Gaza

12%  
Lebanon

Our work in the community development sphere focuses on four main pillars: ensuring food security, empowering communities, ensuring health and wellbeing, and empowering youth.

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### (A) Ensuring Food Security

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Palestinians face daily confiscation and destruction of land and water resources and limitations in electricity supply due to the Israeli settlements, the Apartheid Wall and numerous checkpoints and arbitrary roadblocks. 50% of Palestinians are at risk of food insecurity. The situation is particularly severe in Gaza, where the majority of the population relies on humanitarian assistance. Many Palestinian farmers cannot afford to support their agricultural businesses, resulting in reduced food production. Hasad trains farmers on best practices to achieve high quality produce; Moreover, Hasad connects farmers with new marketing opportunities leading to improved food security. Palestinian Farmers Association is to launch the One Million Trees campaign along with several other partners. The campaign is well underway and 20,000 trees have been planted since its launch in 2012 so far.



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## (B) Open Spaces: Bayyarah

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Open spaces are key to strengthening the community fabric, promoting good health, and allowing children to engage in physical activities. Through the Bayyarah project, we develop playgrounds and recreational facilities where adults can interact and children can play. All of Bayyarah's facilities are accessed free of charge and are designed to accommodate children with disabilities.



18 Bayyarahs have been developed over the past three years. This year, and in partnership with the Bank of Palestine, six Bayyarahs were built in Jenin, Tulkarem, Nablus, Qattanna, Tal El Hawa, and Jabalya. These benefit more than 60,000 residents. To fully utilize the created open spaces, Bayyarah is collaborating with our other programs including Mustaqbali, Sukkar, and the Art Bus.

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## (C) Comprehensive Development: Wadi Gaza

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Wadi Gaza is a fully integrated program that aims to comprehensively develop the village of Wadi Gaza. It achieves this by enhancing residents' quality of life and fulfilling their rights to basic education, healthcare, and infrastructure. Abu Eissa one of Wadi Gaza's residents, applied for financial assistance to start a small business; a small farm to raise livestock. He received livestock and services valued at USD 9,000. We continued to support him by offering veterinary and other services, enabling him to become financially independent and debt-free, only 9 months after starting his business.

“

**“Don't give a man a fish, teach him how to fish. I think it is very important that development organizations start implementing this philosophy because no one wants to be dependent on others. The Welfare Association has given me this opportunity and is the first to do so in Wadi Gaza.” – Abu Eissa**

”

## (D) Fostering Health and Wellbeing

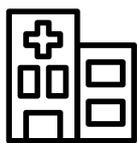


We initiated the Shams program to advance rehabilitation services for individuals with disabilities by collaborating with the community based rehabilitation institutions. With the generous support of Al Fadl New Trust Fund, Shams spearheaded multiple support efforts this year, including constructing and equipping new buildings for the Qaqun Association and the Blind People's Association in the West Bank.

In collaboration with Al Manarah Association, we launched Al Manarah, the first of its kind website and mobile application that offers audiobooks and print Brail books in the Arab world. [www.arabcast.org](http://www.arabcast.org)

Additionally, we support specialized care units in hospitals to provide quality care for critical cases. This year witnessed the opening of the cardiac catheterization department in the Nazareth English Hospital.

### Health & Wellbeing: 2014 Achievements



2 Disability care facilities built and equipped  
1 cardiac catheterization department launched.



**400+**  
children received assistive devices.



**60**  
Braille stories printed.

## (E) Empowering Youth

### Investing in youth, investing in the future...



The transition from education to employment is difficult for young people across the world, but is particularly so for the youth in Palestine. In order to facilitate the transition, we introduced a highly effective and scalable program: The Youth Employment Support (YES) Program. YES targets Palestinian youth aged between 15 to 29, and aims to bridge the gap between the unemployed and the labor market's needs. YES offers youth multiple forms of support including technical training, vocational training and entrepreneurship support. Through the YES portal, job seekers can access paid internship and apprenticeship opportunities that significantly enhance their employability.

We also leveraged the power of technology to scale our youth empowerment efforts by launching an online career-counseling portal in partnership with the Directorate of Education in Jerusalem. "The compass" helps students in Jerusalem identify the ideal career path by matching their interests and backgrounds with existing data about academic institutions and colleges in Palestine. It also offers guidelines for both educators and parents guiding students to the educational path that best suits their future careers. [www.boosaleh.ps](http://www.boosaleh.ps)

## YES: 2011-2014 Achievements



5,000+

Youth supported through YES.



1

Career-counseling portal launched.



2,700+

young people obtained internships.



3,800

Young people trained.



3,600+

young people obtained internships.



41

enterprises seeded 81% enterprises continuing to work.

### ◆ IN FOCUS: Fostering Entrepreneurship ◆

“FastForward” is Palestine’s first startup accelerator. Established in 2013, it provides aspiring Palestinian entrepreneurs with the resources they need to succeed in the global market. Selected startups are given a seed investment of USD 20,000, project-based mentorship from expert business advisors, prime office space and services, a library of educational resources and access to a network of investors. FastForward worked with several unique local startups, including:

**Red Crow Intelligence** provides a security intelligence service that sifts and examines all available raw data and turns it into the concise and invaluable, intelligence, that the client needs to make informed decisions, with an emphasis on new media. [www.redcrow.co](http://www.redcrow.co)

**Bareedee** focuses on improving postal delivery challenges in the MENA region. It offers consumers multiple functions, including the ability to track deliveries online. [www.bareedee.co](http://www.bareedee.co)

**Fadfid** is an online portal that tackles the stigma around seeking psychological support; it connects those seeking support with trained and professional psychological support providers online. [www.fadfid.com](http://www.fadfid.com)

In partnership with:



The OPEC Fund for International Development  
Uniting against Poverty

## (F) The Welfare Association for Youth (WAY)

WAY is a youth network that supports our work; WAY offers young Palestinians the opportunity to be active citizens who utilize their skills and networks to contribute to Palestine's development. <http://www.wa-youth.org/>

### WAY: 2014 Achievements



98,500

USD raised for Gaza.



1,000

Stakeholders  
Engaged In Various  
Activities.

### ◆ IN FOCUS: WAY Youth Mobilize for Gaza ◆



Gazan children studying, captured by Ibrahim Abu Reedah, Khuza'a-Gaza, one of the 'Gaza in your Eyes' contestants.



Welfare Association for Youth  
مؤسسة التعاون للشباب

WAY's members continue to demonstrate the invaluable role that civically engaged youth play in furthering development. In 2014, WAY organized numerous events to raise awareness about local realities in Palestine. These included the International Palestine Marathon, Cycling for Palestine, as well as a screening of the film "5 Broken Cameras" in Dubai.

One of WAY's most notable achievements was in fundraising for Gaza in response to the brutal 2014 Israeli attack. WAY put all its projects on hold and launched several campaigns to raise funds for the people of Gaza in different parts of the world.

WAY also announced the "Gaza in your Eyes" photography contest to empower young talents in Gaza. The winning photos were used for WA 2015 calendar.



We sponsored Palestine's second Marathon in Bethlehem.



Working Life Skills" training in Jerusalem."



WAY youth climbed Mount Elbrus in support of Jerusalem (Hassan El Masri and Samer Abu Daqa)

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## 4. Emergency And Humanitarian Assistance

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15%  
West Bank

69%  
Gaza

11.51 MILLION  
USD INVESTED

15%  
Lebanon

1%  
1948  
areas

Palestinians live in a chronic state of emergency where wellbeing and survival are continuously at risk. In recent years, the access of humanitarian organizations has deteriorated as a result of the proliferation of checkpoints, closures and increasingly restrictive procedures. This is why supporting Palestinians' resilience remains as one of our top priorities. We have the ability to mobilize rapidly and effectively to respond to the needs, especially when Palestinians are under attack. Our efforts in this sphere have two components:

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### Humanitarian Assistance and Health Services

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We respond to the needs of Palestinian families with The Family-to-Family Program; it currently supports 2,000 marginalized families by providing monthly financial assistance.

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### Emergency Assistance

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On the 8th of July 2014, the Israeli occupation waged a brutal military attack against Gaza, killing 1,563, injuring 1,100, and rendering 100,000 homeless. 2,100 children, half of whom were under the age of 6, became orphans as a result of the attack. In response, we immediately launched the "Support Gaza" appeal, an initiative that had a significant impact locally, regionally and internationally. We raised USD 10 million.



Our prompt response to the situation in Gaza led to providing displaced families with needs right from the very day of the aggression. Our strong presence on the ground, wide network of partners, and expertise in coordinating with local and international governmental and international entities helped us to reach more than 500,000 individuals, supplying basic needs, ranging from food and shelter to fuel and medical supplies.

We immediately developed and implemented a comprehensive emergency plan, coordinating with other organizations on the ground, ensuring complementarity and continuity, and avoiding any duplication of effort.



Distributing winter clothes to children whose houses were destroyed.

“ We are providing the basic needs to as many people as we can but the situation here is indescribable and it is only getting worse. People’s expectations have been reduced to a minimum; they simply want a good night’s sleep. Even that has become something they would consider themselves lucky for. We were told to evacuate our homes after many buildings were bombed in our neighborhood. Our only option was to spend the night in one of the shelters. In spite of all of this, we are doing all we can to support people to survive the situation. ”

Maha Muhaisen, Mustaqbali Program Manager

We remain on the ground in Gaza, supporting students’ transitions back into schools, and contributing to the reconstruction efforts. We have launched the initiative “Together for Gaza”, a comprehensive rehabilitation plan, with a budget of USD 40 million.

“ We have been working on the ground since the very start of the Israeli aggression and are continuously improving the services we provide. We might not be able to make our people and children feel safe but we do our best to protect them and reduce their suffering. It is true that many are still suffering but that is exactly why we should continue providing what we can and unite together so we do not feel lost in our own country.”

Fadi El Hindi, Gaza Area Manager

#### FROM THE FIELD:

#### Palestinians displaced from Syria to Lebanon



Ahd

Five-year old Ahd lived in the Yarmouk Refugee Camp in Syria. During conflict in Syria, Yarmouk became a war zone, leading to the displacement of thousands of Palestinians to Lebanon. Among those displaced were Ahd and five members of her family.

They moved to Lebanon where they had no choice but to live in a school that was turned into a shelter for the displaced. Fortunately, Ahd was registered in Ein El Helwa nursery, where she participated in a comprehensive educational program that we specifically formulated for Palestinian children who fled from Syria.

While the nursery was providing Ahd with a safe learning environment but her displacement was still affecting her. Ahd’s hyperactivity hindered her ability to sit still and focus.

One of her teachers came to her help by means of mental games and drawing. During a follow up visit at Ahd’s accommodation, the teacher found out that the whole family shared a single room. She realized that this must be the reason for Ahd’s behavior at the nursery, as the extremely confined family living space severely limits her ability to play. The teachers started providing more time to play, draw, and have fun. This has enabled Ahd to make significant progress, both socially and academically. Ahd now actively participates in class, is scoring higher grades and has developed new friendships at school.

## 2014 Emergency Assistance

### 500,000+ PALESTINIANS ASSISTED

#### Basic Necessities



**23,000**

families received 70,000 mattresses, blankets and pillows.



**3,000**

families received rechargeable lighting sets.



**43,500**

food packs distributed.



**30,000**

Hot meals distributed at 5 Hospitals.



**6,400**

Cubic meters of water provided for house use.



**11**

Drinking water reservoirs installed at 8 shelters within one week of the attack.

#### Health Interventions



**\$700,000**

Worth of pharmaceuticals and equipment provided.



**314,000**

liters of fuel provided to healthcare facilities.



**3**

Mobile clinics operated, serving 6,000+ people.



**450**

Injured people with disabilities received community based Rehabilitation services.



**11**

Psychosocial counseling units created at schools.



**50,000**

Children participated in therapy sessions.



**90**

Hospitalized and wounded gazans receive psychological support.

#### Transitioning Back Into Normalcy



**35**

Educational facilities rehabilitated.



**365**

Houses reconstructed.



**18,300**

Students received school bags.



**35,000**

Children provided with winter clothes during Eid.



Gaza 2014



School Shelter, Gaza

# IV. ENCOURGING EXCELLENCE AND INNOVATION

## 250,000 USD Awarded... 50,000 USD Each

We continuously strive to encourage local innovation and models of excellence. Every year, our series of Awards grants individuals and organizations contributing to Palestine's sustainable development with the recognition they deserve. This year, we have introduced two new awards, the WA Education Award and the WA Gaza Strip Award. All award nominees are evaluated by independent juries thus ensuring a transparent and impartial selection process.

### 1. WA Achievement Award: The Late Abdul Aziz Shakhshir Culture Award "We will get there someday"

The Shakhshir Award is dedicated to excelling organizations contributing to the social, economic, and cultural development of the Palestinian people. This Award was made possible by the generous contribution of Mr. Akram Abdelaziz Shakhshir.

WHO	WHAT
Sareyyet Ramallah Ramallah	Sareyyet Ramallah promotes national commitment among Palestinian youth. They introduced the Contemporary Dance Festival, a unique initiative for integrating people with disabilities into society. <a href="http://www.sareyyet.ps">http://www.sareyyet.ps</a>
Mada al-Carmel Haifa	Mada generates diverse research and analyses on the social, economic and historic life of Palestinians in the 1948 areas. <a href="http://mada-research.org/en/">http://mada-research.org/en/</a>

We would like to thank members of the jury: Ms. Faten Farahat, Mr. Iyad Barghouti, Mr. Khaled Hourani, Mr. Mahmoud Hashhash and Mr. Yusri Darwish.

### 2. WA Youth Award: Mounir Kaloti Award "For a better tomorrow, we Innovate"

The Youth Award supports Palestine's innovative entrepreneurs, and it is made possible by the generous contribution of Mr. Mounir Kaloti. This year's five winning initiatives operate across Palestine:

WHO	WHAT
Ayman Musbah, AbdelRahman salem, Iyad Abu Samrah (AAI) Jerusalem	"The Bethlehem E-guide" is a mobile application offering users with a virtual guide of Bethlehem using the Augmented Reality technology. The application will crowd-source images, videos, and information about the city's attractions, and virtually present them to users.
Jamal Khalaf, Tareq Khanfah, Mahmoud Qasarwa, Yasmin Ateeq Nablus	"Nabd" is an affordable English and Arabic Braille printer that operates without a computer; the printer is wireless and can directly print documents transferred to it via a USB dock.
Ahmed Abu Erra Jenin	"The Thermal Pillow" is a pillow with heat sensors that monitors children's body temperature while sleeping. The monitors wirelessly notify another device that is carried by the parents should the child's body temperature exceed 38 C°.
Jerius Barhoum, Hanna Bishara, Rana Tannous Tarsheha	The "Returning to our Roots" group will rehabilitate an abandoned open space in the old city in Tarsheha, transforming it into The Cultural Gallery, where young artists and craftsmen can freely interact and display their work.
Yasser Mostafa Gaza	"Bidak Hada" is an online portal that connects free-lancers and those seeking their services. The portal allows free-lancers to post their portfolios and qualifications, and allows those seeking a particular service to filter and identify the appropriate service provider.

We would like to thank members of the jury: Ms. Hania Bitar, Mr. Nabil Awad, Dr. Safa Naser Eddin, Eng. Tareq Thabet and Mr. Waleed Namour.

### 3. WA Jerusalem Award: The Late Ragheb Kaloti Award “For Jerusalem, we work”

The Kaloti Award is dedicated to empower community development efforts in Jerusalem; it is made possible by the generous contribution of Mr. Mounir Kaloti.

WHO	WHAT
Palestinian Vision (PV) Jerusalem	PV empowers youth to collectively act towards Palestine’s socioeconomic development. <a href="http://www.palvision.ps">www.palvision.ps</a>

We would like to thank members of the jury: Mr. Ahmad Shurafa, Dr. Baker Awawdeh, Mr. Munir Kleibo, Mr. Sami Al Yousef and Ms. Shifa Jayousi.

### 4. WA Education Award: Nabil Hani Qaddumi Award “Excellent schools for a better future”

The Education Award aims at encouraging excellence in education through implementing creative community education efforts. The award specifically encourages educational innovations in the fields of technology, arts, and social impact. It is named in honor of Dr. Nabil Hani Qaddumi in appreciation of his invaluable efforts and dedication to Palestine and the Welfare Association. This year’s winners are:

WHO	WHAT
Hewar – The Arab Association for Alternative Education Haifa	Hewar was founded by a group of parents and activists who felt it was imperative to establish an alternative educational framework for Palestinian children in Haifa.
Light and Hope School for the Blind Gaza	The school works to empower children with visual impairment by providing educational and psychological support services.
Jerusalem Princess Basma Center for Disabled Children Jerusalem	The center works on the integration and empowerment of children with disabilities, with a focus on autistic children, their families and communities through: physical rehabilitation, inclusive education, and influencing policy and legislation.

We would like to thank members of the jury: Eng. Aref Hussein, Mr. Hazem Abu Jazar, Ms. Lubna Katbeh, Dr. Naser Saafeen and Ms. Rana Diab.

### 5. WA Gaza Strip Award: Falak and Abdel-Kareem Kamel El Shawa Award “For Gaza”

The Shawwa Award is devoted to civil society organizations’ achievements in the Gaza Strip. It is made possible by the generous contributions of the sons of the late Ms. Falak and Mr. Abdel-Kareem Kamel El Shawa.

WHO	WHAT
Atfaluna Society for Deaf Children (ASDC) Gaza	ASDC provides people with hearing impairment quality education, rehabilitation and job training, empowering them to become socially and economically independent.

We would like to thank members of the jury: Mr. Ahmad Sourani, Mr. Amjad Shawwa, Eng. Jamal Aref, Dr. Mona El Farra and Ms. Reem Abu Jaber.

## V. OUR DONORS AND PARTNERS

We are grateful for the invaluable and longstanding support of the Arab Fund for Social and Economic Development, the Arab Monetary Fund and the Islamic Development Bank across all sectors of our work.



### BILL & MELINDA GATES foundation

The Bill & Melinda Gates Foundation, USA, designated USD 2 million dollars for building libraries in the West Bank, Gaza and camps in Lebanon.



The Kuwaiti Red Crescent Society contributed USD 3.1 million to the “Support Gaza” appeal.



Salam Ya Seghar Association, UAE, contributed for USD 1 million in response to dire humanitarian needs in the Gaza Strip.



Kanadil, Turkey, contributed USD 140,000 to support schools and NGOs in Jerusalem.



Drake and Scull Staff, UAE, annually contribute USD 31,500 for 30 of Mustaqbali’s orphans in Gaza; they have also contributed another USD 34,000 in support of the 2014 “Support Gaza” appeal and the Sukkar program.



The Arab Community Center for Economic and Social Services (ACCESS, USA) has supported the Fostering Leadership for Young Palestinians (FLYP) program in Gaza.



Bank of Palestine, Palestine, has invested around \$1 million in multiple of our programs over the past 2 years; including Mustaqbali Bayarah, Zamalah, YES and the “Palestine in the Heart” campaign for Gaza.



Palestine Islamic Bank supports Tafkir program and the 2014 “Support Gaza” appeal totaling to USD 70,000.

## Donors

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### Members

Abbas Abdel Jalil	Khaled Kaloti	Rabea Ataya
Abbas Zuaiter	Late Said Khoury	Raed Kanaan
Abida ALSayeh	Luay Khoury	Raghdah Nabulsi
Adalat Nakkash	Marwan Al Sayeh	Rami ELNimer
Adel Afifi	Mazin Al Khatib	Rami Malhas
Adnan Soghaier	Misha'l Abu Shkhaidem	Rana Sadik
Ahmad ALHatti	Mohamed Abu Issa	Randa Salti Huneidi
Akram Shakhashir	Mohammad Saffouri	Riad Kamal
Ali ALRadwan	Mohammed Ali Yasin	Rula Alami
Ali Hammad	Khaldoun Tabari	Sa'd Abdul Hadi
Amer Hashem	Khaled Kaloti	Saleh Jallad
Anis Kassim	Late Said Khoury	Samer Khoury
Ayman Hijjawi	Luay Khoury	Samir Abdul Hadi
Azmi Abdulhadi	Marwan Al Sayeh	Sawsan ALFahoum Jafar
Bisher Jardaneh	Khaldoun Tabari	Sawsan Asfari
Dar Al Handasah	Khaled Kaloti	Suheil Sabbagh
Fahmi Al Hussein	Late Said Khoury	Taima Khoury Kawar
Faisal Alami	Luay Khoury	Tarek Sakka
Farid Khalifeh	Marwan Al Sayeh	Tayseer Barakat
Fatima Abu Ghazaleh	Mazin Al Khatib	Wael ALGhalayini
Fouad Dajani	Misha'l Abu Shkhaidem	Wahbe Tamari
Gamal Abouali	Mohamed Abu Issa	Yousef Asad
George Abed	Mohammad Saffouri	Yusef Abu Khadra
Ghiath Sukhtian	Mohammed Ali Yasin	Yusuf Alami
Hani ALKalouti	Munib Masri	Zade Zalatimo
Hashim Shawa	Nabil Qaddumi	Zina Jardaneh
Huda Kitmitto	Nada Al Nashif	
Husam Khoury	Nora Al Shawwa	
Ibrahim Jalal	Omar Abdul Hadi	
Jawdat Al Shawwa	Omar ALQattan	
Khaldoun Tabari	Omar ALShawwa	

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### Institutions

A.M. Qattan Foundation	Kuwaiti Red Crescent Society
Al Mobarrakoon Young Society	La Fortuna Foundation /Lina Dwaik
Al Nour Charitable Foundation	Munib R. Masri Development Foundation
American University of Beirut Alumni Club / Jordan	OCHA-UN Office for the Coordination of Humanitarian Affairs
Bill & Melinda Gates Foundation	Open Society Institute (OSI)
Canadian Embassy -Lebanon	Palestinian Arab Women League / Lebanon
Channel Foundation	San Francisco Foundation
Charities Aid Foundation (CAF)	Skoll Foundation
ElHawakeer Association	Social Solidarity Family Society
European Union (EU)	Swedish International Development Agency (SIDA)
Executive Office of HH Sheikha Jawaher Bint - Mohammad ALQasimi /Salam Ya Sghar	The Arab Cultural Society - Nazareth
Goethe-Institut Ramallah	The Arab Cultural Society (ACS)
Government of Sharja	The Jerusalem Forum / Amman
Jordan Hashemite Charity Organization	The New ALFadel Trust
Kanadil Kalkinma Ve Yardimlasma De	The Women's Museum of Denmark
Khalaf Ahmad Habtoor Foundation	United Nations Education, Scientific and Cultural Organization (UNESCO)
	Welfare Association - UK

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## Private Sector

Abraaj Group  
Al Daleel Establishment  
AL Eqbal Investment Co.  
AL Eqbal Investment Co. Employees  
Al Fakher Trading Co.  
AL Habtoor Group  
Al Hani Construction & Trading Co.  
Al Hayat Medical Co.  
Amman Chamber of Commerce  
Al Nabulsi & Al Amad Company  
Al Quds Bank  
Al Romouz for marketing services and organizing exhibitions  
Al Sager National Insurance Company  
Al Wataniya Mobile  
Amman Bacculaureate School - ABS  
Arabia Industrial Valves Manufacturer IVM  
Arabtec Construction  
Aramex International Ltd  
Azmi Abdulhadi & Sons Holding  
Bank of Palestine  
Dallah Al Baraka for Car Rentals  
Dar Al Handasah  
Dozan O Awtar Group  
Drake & Scull International PJSC  
Elia AlNims Co  
Union Bank of Switzerland UBS.  
Bayt.com  
Biolab Medical Labs Employees  
Bir Zeit Pharmaceutical Company (BPC)  
Computer Media Centre Ltd (C.M.C)

Consolidated Contractors Company (CCC) Consolidated Contractors Company  
(CCC) Employees)  
Fitness First Members & Employees  
Fresh Fruits Company  
Gezairi Transport SAL – Employees  
Grand Stores  
Gulf Spic Trading & Contracting Company  
Jordan Commercial Bank Employees  
.Khatib & Alami Co  
Milani Gallery PTY  
National Engineering Bureau  
(National Insurance Company (NIC  
PADICO HOLDING  
(Palestine Investment Fund (PIF  
(Palestine Investment Fund (PIF  
Palestine Islamic Bank (PIB  
(Palestine Monetary Authority (PMA  
Employees  
Philip Morris International  
Projacs International  
Rasim Nshashibi Group  
Reliance Company  
Riyadh Pharma  
Southampton Row Trust Ltd  
(The Arab Potash Company (APC  
The Jordan Ahli Bank Employees  
.Wael Adeili and Khaled Said Co  
Yellow Pages  
Zain - Jordan Employees

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## Individuals

Abdelraouf Albitar  
Abdul Hafidz from Malaysia  
Abdul Hameed Jafar  
Abdul Muhsen Abu Shkhaidem  
Abdulbadea Sharkawi  
Abdullah Rizeq  
Abla and Samer Majali  
Abla Asfour  
Abu Saoud Family  
Adnan Awad  
Ahmad AlAnsari  
Ahmad Farah  
Ahmad Jabr  
Ahmad Khayyat  
Ahmad Kobrosi  
Ahmad Marei  
Ahmad Sinan  
Aisha Desai  
Ala' Turshan  
Alia Alami

Alia Qutami  
AlKamanjati Concert - Lebanon  
Allam Kanaan  
AlShihabi Family  
Amal Tarazi  
Amir Abu Ghazaleh  
Amjad Al Rasheed  
Amjad AlAydi  
Ammar Alul  
Ana Gracie  
Anwar Abu Ammash  
Ashraf Abu Issa  
Awni Farsakh  
Ayman Abu Ghazaleh  
Aziz Al Sajdi  
Baher Zamamiri  
Banan Abu Ghoush  
Basem Doudin  
Bashir Alami  
Clients of Bank of Palestine

Deema Ershaid  
Deema Hasouneh  
Donia Jarrar Concert Donors  
Donors through online donations  
Dua'a Bseisu  
Durgham Soghaier  
Eddie Farah  
Elia AlNemis  
Eyad Younis  
Fahmi Abu Shaaban  
Family of Late Haitham Mouquet  
Family of Late Mohammad  
Saadeddin  
Family to Family Committee Dubai  
Family to Family Committee  
Lebanon

Fatima ALHusseini  
Fatima Asfour  
Ferial Abu Osbaa  
Feryal ALMohtadi  
Fida El Zabri  
Fridtjov Ruden  
Ghaith Abu Laban  
Ghaith Abu Laban  
Ghassan Shakhshir  
Ghazi Jamous  
Hadil Kamal Aker  
Hadil Madi  
Haidar Ataya  
Hala Faraj  
Hammam AlShawwa  
Hana' Asfour  
Hani Al Qasem  
Hatem Kamal  
Hatem Khaleifeh  
Lina Jardaneh  
Linda Farah  
Linda Shawa  
Louwa, Leah and Tala Soweid  
Mageda ALShaka'a  
Maha Abu Issa  
Maha Alami  
Maha Sader  
Maher Abu Issa  
Maher Awartani  
Mahira and Mohammad  
Abu Ghazaleh  
Mahmoud Qaysieh  
Mais Abu ALRub  
Manal Tubeileh  
Manhal Lolas  
Maram Al Jazeera  
Mariam Awad  
Marwan Younis  
May Khawaja  
Mazen Dajani  
Mohamad Abu Ghazaleh  
Mohammad ALMansour  
Mohammad ALSiddah  
Mohammad Dawood  
Mohammad Hamoush  
Mohammad Hanbaly  
Mohammad Naja  
Mohammad Saeed  
Mohammad Sameeh Barakat  
Mohammad Sinan  
Mona Alami  
Muawia Suhweil  
Mughith Sukhtian  
Muna Hamdan  
Muna Saifi Amr  
Muna Tubeileh  
Munir Khoury

Muntaha Sayyad  
Muntaha Suhweil  
Mustafa Miqdadi  
Nabil Habayeb  
Nadia Tahboub  
Nadia Takriti  
Nafez Husseini  
Nawal Mulla  
Neelam Kilani - Pakistan  
Nicole Rimawi  
Nidal Kamal  
Nidal Kawasmi  
Nidal Salameh  
Nora ALSayeh  
Rudaina Halabi  
Rula Abu Issa  
Rushdi Ghalayeni  
Sa'd Khayat  
Saeed Al Montafiq  
Sahar and Nabil Batayneh  
Said Alami  
Said Haj Hasan  
Salah Algoul  
Salmo Kilani - Pakistan  
Samar Alami  
Samar Zuaiter  
Sameh and Nadia Abboushi  
Sameh Mughrabi  
Samer Abdulhad  
Samer Abu Issa  
Samer Fakhoury  
Sami ALHusseini  
Sami Kabariti  
Sami Kaddeh  
Samia Bushnaq  
Samia Jaber  
Shadia Touqan  
Samia Bushnaq  
Samia Jaber  
Shadia Touqan  
Sheikh Sultan Bin Saqer ALQasimi  
Siham ALAsali  
Siham ELKhatib  
Silvana Karami  
Sons of Late Dr. Ibrahim Khaldi  
Sons of Late Yousef Mohammed  
Alami  
Suad Husseini Juffali  
Subhie El Ma'ani  
Suha Abu Issa  
Sumaya Abu Ghazaleh  
Tafeeda Jarbawi  
Taleb Darwazeh  
Family of Late Shakour Abu  
Ghazaleh  
The Family of Late Tayseer Nabulsi

Wael ALSajdi  
Wael Habibi  
Wael Nasralla  
Wafa' Abu Ghazaleh  
Wafa Elder  
Waleed Al Ghafari  
Wassef Masri  
Welfare Association for Youth  
Yasmina Al Sayeh  
Yousef Ismail  
Yusra Marouf  
Zein Lattouf  
Ziad Qasem  
Ziyad Alami  
Zuheir Alami

**In addition to many donors who have chosen to remain anonymous; we thank you all for your invaluable contribution to our journey. None of this could have been achieved without your generosity and continuous support.**

**Thank you.**

## Partners

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### Education

Al Majed Rehabilitation Institution – Gaza • Al Nayzak for Supportive Education & Scientific Innovation – Ramallah • Al Quds University – Abu Dies • Al- Ibrahimieh Community College – Jerusalem • Al-Aqsa University –Gaza • Al-Azhar University –Gaza • AL-Mosaddar Society for Rural Development- Gaza • Al-Najah National University – Nablus • Al-Rihyah Local Council - ALHilal Sport Club – Gaza • Altufula Center / Nazareth Nursery Institution – Nazareth • Aqaba • Rural Women Society – Tubas • Arab American University – Jenin • Arab Cultural Society – Nazareth • Arab Orphan's Committee – Jerusalem • Armenian Patriarchate of Jerusalem – Jerusalem • Bethlehem University – Bethlehem • Birzeit University – Birzeit • Dar El-Tifl Al-Arabi-Jerusalem • Early Childhood Resource Center – Jerusalem • Elhawakeer - Association for Society, Agriculture & Environment Development – Nazareth • Faisal Hussein Foundation – Jerusalem • Freres School – Jerusalem • Future Foundation – 1948 Area • Hebron University – Hebron • Hewar - The Arab Association for Alternative Education – Haifa • Industrial Islamic Orphanage- Jerusalem • Islamic University – Gaza • Jerusalem Society for Directing the Family – Jerusalem • MA'AN Development Center- Gaza • Ministry of Education and Higher Education – Gaza • Palestine Polytechnic University – Hebron • Palestine Save the Children Foundation – Gaza • Palestine Technical University – Khadoury • Palestinian Vision – Jerusalem Public Aid Society – Gaza • Roman Catholic Patriarchate – Bethlehem • Silwan Charitable Society – Jerusalem • Society of Islamic Sciences Cultural Committee – Jerusalem • Tamer Institute for Community Education Ramallah • Union Charitable Societies North Governorates of West Bank- Nablus • University College of Applied Sciences – Gaza • Women's Center- Shu'fat Camp •

### Culture

A.M. Qattan Foundation – Ramallah • Al-Kasaba -Theatre & Cinematheque- Ramallah • Al-Mada for Arts - Based Community Development – Ramallah • Al-Qasemi Academy – 1948 area • Alsebat Association for Heritage Preservation – Naqab • Altufula: Pedagogical Centre – Nazareth Nurseries Institute • Ashtar for Theatre Productions & Training – Ramallah • Association Elena Rostropovich • Beit AL Musica- Shefa Amr • Burj AL-Luqluq Social Center Society - JerusalemCentre for Jerusalem Studies - Al-Quds University • Dar El-Tifl Al-Arabi-Jerusalem • French • Consulate General-Jerusalem • Hebron Rehabilitation Committee – Hebron • Jenin Municipality –Jenin • Ministry of Culture – Ramallah • Mr. Adel Al-Budeiri on Behalf of Al-Budeiri Waqf – Jerusalem • Popular Art Center – Ramallah • Silwan Athletic Club- Jerusalem • The Edward Said National Conservatory of Music – Jerusalem • The Palestinian Museum – Ramallah • Yabous Cultural Center – Jerusalem • Yes Theatre for Communication Among Youth – Hebron • Young Artists Forum – Ramallah •

### Community Development

Agricultural development Association (PARC) – Ramallah • Ahli Alquds Club – Jerusalem • Al-Haq "Law in the Service of Man" – Ramallah • Al-Iradah Group • Al-Najah National University – Nablus • Aliradi Group – Jenin • Association for Arab Youth - Baladna- Hifa • Association of the Child – 1948 Area • Augusta Victoria Hospital –Jerusalem • Bank Of Palestine • Care for Children with Special Needs Society – Nablus • Central National Committee for Rehabilitation- Jerusalem • Dar El-Tifl Al-Arabi-Jerusalem • Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) • East Jerusalem Young Men Christian Association – YMCA – Jerusalem • Federation of • Chambers of Commerce, Industry & Agriculture • Friends' Society of the Islamic Orphanage School – Jerusalem • Gaza Sport Club – Gaza • Hebron Rehabilitation Committee – Hebron • International Labor Organization (ILO) • International Youth foundation • Islamic University – Gaza • Jenin Municipality –Jenin • Jerusalem Center for Human Rights – Jerusalem • Leaders Organization – Ramallah • Leaders Organization – Ramallah • Mabarah - The Islamic House Of • • Mercy for The Old – Jerusalem • Makassed Islamic Charitable Hospital-Jerusalem • Ministry Of • Agriculture – Ramallah • Nablus Municipality – Nablus • Palestine Monetary Authority – Ramallah • Palestine Red Crescent Society- ALBireh • Palestine Red Crescent Society - Jenin Branch • Palestine Technical University – Khadoury • Palestinian Development Fund • Palestinian Investment Fund • Palestinian Olympic Committee (POC) Palestinian Red Crescent Society Hospital-Jerusalem • Patients Friend Society- Abu Raya Rehabilitation Center – Ramallah • Qabatia Municipality – Qabatia •

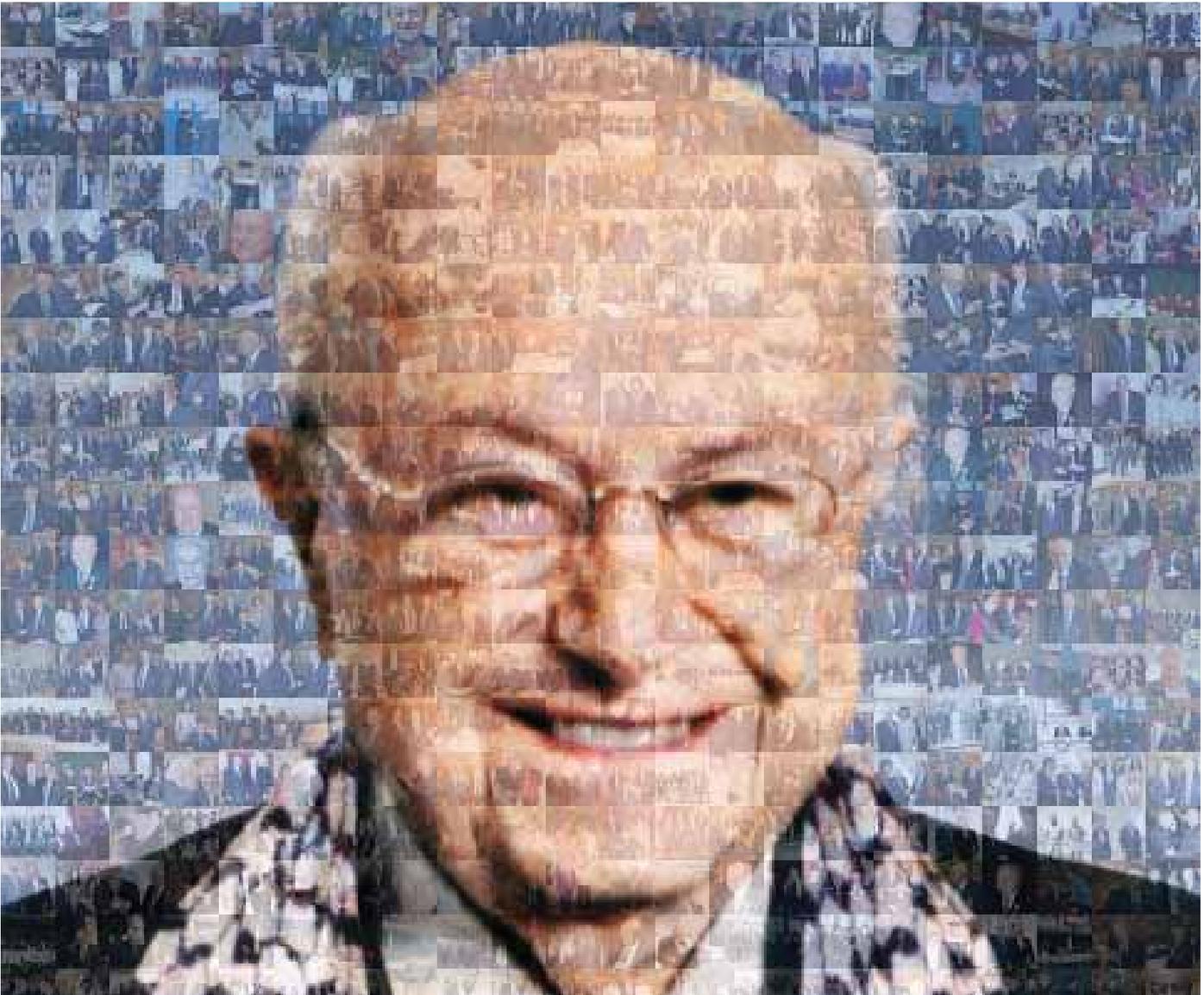
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Qaqoun Charitable Organization • Qatanna Local Council – Ramallah • Silatech • St. John Eye Hospital – Jerusalem • St. Joseph Hospital – Jerusalem • The Arab Chamber of Commerce & Industry – Jerusalem • The Arab Chamber of Commerce & Industry – Jerusalem • The Asfari foundation • The Central National Committee for Rehabilitation-Jenin • The Charitable Organization for the Blinds • The Jerusalem Princess • Bassma Center for Disabled Children – Jerusalem • The OPEC Fund for International Development(OFID) • Tulkarem Municipality – Tulkarem • Union of Health Work Committees – Gaza • United Nation Relief and Works Agency for Palestine Refugees (UNRWA) • United Nation Relief and Works Agency for Palestine Refugees (UNRWA), & UNDP – Ramallah • University college of Applied sciences – Gaza • Women's Center- Shu'fat Camp • Yabous Cultural Center – Jerusalem • Youth Development Department- Jerusalem

### **Emergency And Humanitarian Assistance**

A.M. Qattan Foundation – Ramallah • Ahli Arab Hospital-Gaza • Al-Wafa Charitable Society – Gaza • Alwea'am Charitable Society – Gaza • Artificial Limbs & Polio Center- Gaza Municipality • Beit Lahia Development Association – Gaza • Canaan Institute of New Pedagogy – Gaza • Central Blood Bank Society – Gaza • Co-Operative Agricultural Association of Beit Hanonun – Gaza • Dar Essalam Society - Dar Essalam Hospital • Gaza Community Mental Health Program • Gaza Cultural and Development Group – Gaza • Give Palestine Association - Gaza Islamic University – Gaza • Ma'an Development Center- Gaza • Mercy Society for Relief & Development – Gaza • Ministry Of Health –Gaza • Nazareth Academic Institute • Nour El Marifa Association – Gaza • Palestinian Association for Development and Reconstruction - (PADR)- Gaza • Palestinian Counseling Center- Jerusalem • Palestinian Medical Relief Society-Gaza • Patient • Care Charitable Society – Gaza • Patient's Friends Benevolent Society in Gaza • Public Aid Society – Gaza • Red Crescent Society For Gaza Strip • Society of Women Graduates in Gaza Strip • The Islamic Society – Rafah • The Mercy Association for Children-Gaza •The National Society for Rehabilitation-Gaza • The Palestinian Early Childhood Programs - Jerusalem Union of • Agricultural Work Committees – Gaza • Union of Health Work Committees – Gaza • University College of Applied Sciences – Gaza • Yaboos Charity Society – Jerusalem •

## VI. OUR FAMILY



### Paying Tribute to Mr. Said Khoury

It is with deep sadness that the WA family bid farewell to one of its founders, Mr. Said Khoury who passed on October 15th 2015. Mr. Said Khoury was a visionary, an entrepreneur and a dedicated philanthropist. For over thirty years, he remained a pillar and an inspiration in our organization. We honored his memory at an event held in Amman on December 5th 2014. This was attended by members of his family, a large number of our members, friends and dignitaries from across the area.

“After a journey of hard work, resilience and perseverance, we bid farewell to one of Palestine’s greatest figures— Mr. Said Khoury. His journey started in Palestine in 1923 and came to an end in Lebanon, a country he has always loved. I say his journey ended but in reality it has not and cannot end for he left a legacy that will forever live in our hearts. A legacy that is rejuvenated by all the memories he left with those who knew him, and all the accomplishments he has left behind.”

-Fouad Seniora, Former Prime Minister of Lebanon

“Let us take a moment to remember one of the most prominent figures in Palestine – the great Said Khoury who has passed this year. He was one of the founders of Welfare Association, an eminent businessman and a model citizen committed to his people; a humble man who worked all his life for Palestine.”

-Faisal Alami, Chairman of the Board of Trustees, Welfare Association

# Governance Body

## BOARD OF TRUSTEES (BOT) 2014-2017

### Honorary Chairmen

Abdul Mohsen Al-Qattan,  
Munib R. Masri

### Chairperson

Faisal El Alami

### Vice-Chairmen

Marwan ALSayeh  
Samir Abdelhadi

### Treasurer

Yusuf Alami

### Secretary

Yousef As'ad



## BOT MEMBERS

Abdul Mohsen Al-Qattan  
Abdulaziz Al Mulla  
Abida Alsayeh  
Adalat Audeh Nakkash  
Amjad Al Dwaik  
Bassam W. Kanaan  
Bisher Jardaneh  
Eddy "Abbas" Zuaiter  
Fatima Abu Ghazaleh  
Gamal Abouali  
Hani Alkalouti  
Hatim Zu'bi  
Jawdat Al Shawwa  
Khaled Kaloti  
Luay Khoury

Mamdouh Aker  
Misha'l Abo Shukhaidem  
Munib R. Masri  
Munir Kaloti  
Nada Al-Nashif  
Nora Shawwa  
Omar Al-Qattan  
Omar Abdulhadi  
Rabea Ataya  
Rami El-Nimer  
Rana Sadik  
Randa Salti Huneidi  
Rasheed Khalidi  
Riad Kamal  
Sa'd Abdul Hadi  
Sabi Kanaan

Saleh Jallad  
Samer Khoury  
Samir Jarrad  
Sawsan Asfari  
Sawsan Alfahoum Jafar  
Suheil Sabbagh  
Yusef Abu Khadra  
Zina Jardaneh

## BOT WA-LEBANON (7 MEMBERS)

Fouad Bawarshi, Chairperson  
Faisal Alami, Ghassan Abu Sitta, Nada Al Nashif, Rami El Nimer, Samir Jarrar, Wafa Yassir.

## BOT WA-UK (7 MEMBERS)

Baroness Tonge, Chairperson  
Clare Short, Hanan Al-Afifi, John McHugo, Julia Helou, Mona Mohtasseb.

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## **BOARD OF DIRECTORS (11 MEMBERS)**

Sawsan Al-fahoum Jafar, Chairperson

Abdulaziz Al Mulla, Bassam Kanaan, Gamal Abouali, Jawdat Al Shawwa, Khaled El Kaloti, Luay Khoury, Omar Abdel-Hadi, Sa'd Abdul Hadi, Yusuf Alami, Zina Jardaneh.

## **Strategy & Governance Committee (10 Members)**

Bisher Jardaneh, Chairperson

Bassam Kan'an, Gamal Abouali, Ismail El-Zabri, Karim Tahboub, Khalil Othman, Nabil Qaddumi, Rawya Shawa, Safwan Masri, Yousef As'ad.

## **Membership Committee (9 Members)**

Marwan AlSayeh, Chairperson

Huda Kitmitto, Mohamed Ayash Mulaheem, Nabil Qaddumi, Omar Al-Qattan, Riad Kamal, Samir Abdelhadi, Suheil Sabbagh, Yusuf Alami.

## **Programs And Projects Committee (18 Members)**

Omar Abdel-Hadi, Chairperson

Azzam Shawwa, Bashar Ayash, Fatima Abu Ghazaleh, Fouad Bawarshi, George Tawil, Kamalain Sha'ath, Karim Tahboub, Khaled Kaloti, Khalil Hindi, Mamdouh Aker, Munzer Khalidi, Nada Al-Nashif, Rawya Shawa, Samir Jarrad, Wael Al Ghalayini, Wafa Yassir, Yousef Hanoun.

## **Award Committee (7 Members)**

Khaled Kaloti, Chairperson

Abida AlSayeh, George Tawil, Huda Kitmitto, Luay Khoury, Mamdouh Aker, Nafez Hussein

## **Youth Engagement Committee (9 Members)**

Jawdat Al Shawwa, Chairperson

Atallah Kuttab,, Karim Tahboub, Mazen Masri, Misha'l Abo Shukaidem, Nora Shawwa, Rabea Ataya, Sanaa Ouda, Tayseer Barakat

## **Investment Committee (10 Members)**

Yusef Abu Khadra, Chairperson

Abbas "Eddy" Zwaiter, Abdulaziz Al Mulla, Hani Alkalouti, Misha'l Abo Shukhaidem, Mohammed Saffouri, Nabil Hamadah, Omar Masri, Raed Kanaan, Yusuf Alami.

## **Media Committee (11 Members)**

Zina Jardaneh, Chairperson

Hussam Khoury, Khaled Kaloti, Mona Hammami, Nabil Qaddumi, Rabea Ataya, Randa Salti Huneidi, Rula Alami, Sa'd Abdul Hadi, Saleh Jallad, Samir Abdulhadi.

## **Resource Development Committee (17 Members)**

Samir Abdelhadi, Chairperson

Abdul Halim Muwahid, Adalat Audeh Nakkash, Atallah Kuttab, Bashar Ayash, Ismail El-Zabri, Khaled Sifri, Marwan AlSayeh, Nabil Qaddumi, Rami El-Nimer, Randa Salti Huneidi, Riad Kamal, Samer Khoury, Samir Ashour, Samir Jarrad, Suheil Sabbagh, Zina Jardaneh.

## **Audit And Compliance Committee (5 Members)**

Saleh Jallad, Chairperson

Bassam Kanaan, Ismail El-Zabri, Munzer Khalidi, Yousef As'ad.

## **Museum Taskforce (25 Members)**

Omar Al-Qattan, Chairperson

Abida AlSayeh, Gamal Abouali, Huda Kitmitto, Karim Tahboub, Khalil Hindi, Khalil Othman, Luay Khoury, Mamdouh Aker, Marwan AlSayeh, Mazen Qubti, Mohammed Saffouri, Nabil Qaddumi, Nafez El Hussein, Nora Shawwa, Rami El-Nimer, Randa Salti Huneidi, Rasheed Khalidi, Rula Alami, Sa'd Abdul Hadi, Samer Khoury, Sawsan Alfahoum Jafar, Suheil Sabbagh, Tarek As'ad, Zina Jardaneh.

# General Assembly

Abbas Abdeljalil	Hashem Hashem	Rawya Shawa
Abbas F. "Eddy" Zuaiteer	Hashim Shawa	Riad Kamal
Abdel Rahman Simreen	Hatim Zu'bi	Rula Alami
Abdul Halim Muwahid	Huda Kitmitto	Sa'd Abdul Hadi
Abdul Kader Askalan	Hussam Khoury	Sabi Kanaan
Abdul Mohsen Al-Qattan	Ibrahim Jalal	Saedeldeen Akashah
Abdulaziz Al Mulla	Isam Dahmash	Safwan Masr
Abeer Audeh	Isam Salfiti	Sahar Huneidi
Abida Al Sayeh	Ismail EL-Zabri	Said Baidas
Adalat Nakkash	Issam Habbas	Saleh Jallad
Adel Afifi	Jamil Jadallah	Salman Abbasi
Adnan Soghaier	Jawad Khawaja	Sameh Kanaan
Ahdaf Soueif	Jawdat Al Shawwa	Samer Khoury
Ahmed Alhatti	Kamalain Sha'ath	Samer Khalidi
Akram Shakhshir	Karim Tahboub	Samir Abdelhadi
Ali Hammad	Khaldoun Tabari	Samir Ashour
Ali Radwan	Khaled Kayyali	Samir Jarrad
Ali Saadeddin	Khaled Kaloti	Sana Odeh
Amer Hashem	Khaled Sifri	Sawsan Asfari
Amjad Al Dwaik	Khalil Hindi	Sawsan Alfahoum Jafar
Ammar Alkurdi	Khalil Othman	Shafeeq Alghabrah
Amr Ben Halim	Leith Masri	Suad Amiry
Anis Kassim	Lina Dweik	Suheil Sabbagh
Atallah Kuttub	Luay Khoury	Taher Kanaan
Ayman Hijjawi	Majda Mishlawui Labadi	Taima Kawar
Azmi Abdulhadi	Mamdouh Aker	Tarek Asad
Azzam Shawwa	Marwan Alsayeh	Tarek Sakka
Bank Of Jordan	Marwan Shawwa	Tayseer Barakat
Bashar Ayyash	Mazen Masri	Waddah Barkawi
Bashar Nahawi	Mazen Qupty	Wael Al Ghalayini
Basim Faris	Mazin Al Khatib	Wael Kanaan
Bassam Kanaan	Misha'l Abo Shukhaidem	Wafa Yassir
Bassem Hashem	Mohammad Dahmash	Wahbe Tamari
Bisher Jardaneh	Mohammad Abu Issa	Walid Kayyali
Camille Mansour	Mohammed Sadiyyah	Walid Hajj
Dar Al Handasah	Mohammed Ali Yasin	Yasser Hashem
Dina Bseisu	Mohammed Mulheim	Yousef As'ad
Dina Kaloti	Mohammed Saffouri	Yusef Abu Khadra
Fadi Abuali	Mona Hammami	Yusuf Alami
Fahmi El Hussein	Muhannad Kamal	Yusuf Hannoun
Faisal Alami	Munib R. Masri	Zade Zalatimo
Farid Khalifeh	Munir Kaloti	Zina Jardaneh
Fatima Abu Ghazaleh	Munzer Khalidi	
Fawaz Ghanem	Mustafa Beidas	<b>Honorary Members</b>
Fawaz Zu'bi	Nabil G. Sarraf	Abdelatif AlHamad
Faysal Rasoul	Nabil Hamadeh	Basel Aql
Fouad Dajani	Nabil Qaddumi	Hanan Ashrawi
Fouad Bawarshi	Nada Al-Nashif	Sabih Al Masri
Gamal Abouali	Nafez Hussein	Soad Al Sabah
George Abed	Nazik Al Hariri	
George Tawil	Nora Shawwa	<b>Deceased Members</b>
Ghiath Sukhtian	Omar Al-Qattan	Said Khoury
Haitham Aljawhari	Omar Abdulhadi	
Hamid Jabr	Omar Al-Shawwa	
Hani Alkalouti	Omar Kamal	

# MANAGEMENT AND EMPLOYEES

## Senior Management

**Tafeeda Jarbawi**  
Director General

**Baher Zamamiri**  
Director of Finance

**Fadi Hindo**  
Internal Auditor

**Rana Khatib**  
Director of  
Research and Planning

**Khaled Daoudi**  
Director of  
Program  
Operations

**Mohammad  
Naja**  
Director of  
Administration

**Naser Aloul**  
Director of Resource  
Development &  
Communication

**Jack Persekian**  
Director of the  
Palestinian Museum

**Shadia Touqan**  
Director of the Technical Office (Old  
City of Jerusalem Revitalization  
Program)

**Fadi El Hindi**  
Gaza area Manager

**Salma El-Yassir**  
Lebanon Country Director

**Abdallah Abu Kishk**  
1948 area Manager

**Caroline Qutteneh**  
Director, UK Office

**Rula Dajani**  
International Outreach Advisor

## EXECUTIVE TEAM

### Ramallah

Abdallah Abu Kishk  
Ahmed Hmeidan  
Ala' Turshan  
Ali Shamasneh  
Amal Daoud  
Amal Tarazi  
Amin Juaidi  
Ammar Ammar  
Anwar Abu Ammash  
Ashraf Abdul-Rahman  
Ayed Al-Masri  
Deema Ershaid  
Doris Awwad  
Ghassan Amayra  
Ghassan Shakhshir  
Hadil Madi  
Haitham Hammouri  
Haneen Saleh  
Helwa Bazzar  
Jamil Abdelmuhdi  
Khaled Jarrar  
Lina Harami  
Maha Sader  
Mahmoud Al-Lulu  
Mahmoud Nazzal  
Mai Abu Hashhash  
Mohammad Dasht  
Mustafa Obeidi  
Nakhleh Al-Qare  
Nermen Badarneh  
Nihad Saleh  
Nijad Ghannam  
Nisreen Tabanja  
Osama Barahmeh

Ouf Awadallah  
Rasha Dar-Taher  
Rasha Musleh  
Ruba Odeh  
Rula Dajan  
Saliba Shehadeh  
Samar Al-Husary  
Samar Ammouri  
Samer Farah  
Sani Alam  
Tareq Dawoud  
Thaher Qasem  
Yousef Mash'al

### Jerusalem

Ahmad Abu Lafi  
Ahmad Bakri  
Amal Abulhawa  
Bashar Al•Husseini  
Deema Ameerah  
Fida Touma  
Hazem Quneibi  
Lina Al•Dissi  
Mohammad Tarawi  
Nabil Al Muaquet  
Nour Anabtawi  
Rasha Jaber  
Saber Abul•Hawa  
Samer Rantisi  
Wafa' Al•Der  
Zuhdi Bali

### Gaza

Abdel Aziz Abu Hassira  
Abdul•Rahman Abu•Nada  
Atef Al•Ghussein  
Eyad Balawi  
Fadi El•Hindi  
Fahmi Abu•Shaaban  
Freih Al•Najjar  
Haytham Al•Attar  
Maha Muheisin  
Mohammad Al•Muqaeid  
Mohammed Abu•Ramadan  
Mohammed Al•Jaro  
Mohammed Hasanin  
Rana Abu•Mugheissib  
Riham Al•Eita  
Samar Al•Batroukh

### Amman

Ala' Sinan  
Amjad Al•Aydi  
Dalal Salameh  
Khaled Shaka'a  
Malek Faqeeh  
Nisreen Yassin

### Lebanon

Adnan Dbouk  
Ameena Hasanain  
Jamal Husami  
Mohammad Zouri  
Mohammed Al  
Hourani  
Salma AlYasir  
Sireen Fattoum  
Wafaa Kasseem

### Palestinian Museum

Abir Qasem  
Dirar Abi Kteish  
Hala Shrouf  
Haneen Makho  
Husam Al•Aref  
Lena Soboh  
Nisreen Natour  
Obour Hashash  
Orwa Al•Ahmad  
Rana Anani  
Raneen Kirresh  
Ruba Saleh  
Saleem Azar  
Saed Ameerah  
Yara Saqfalhait

# VII. FINANCIAL STATEMENT



Ernst & Young  
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PADICO House Bldg.  
Al-Masyoun  
Ramallah-Palestine

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Fax: +972 2 242 2324  
www.ey.com



## Independent Auditors' Report to the General Assembly of Welfare Association (WA)

We have audited the accompanying financial statements of the Welfare Association (WA), which comprise the statement of financial position as at December 31, 2014, the statement of activities and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Welfare Association as at December 31, 2014 and the results of its activities and cash flows for the year then ended in accordance with International Financial Reporting Standards.

### Other Matters

The financial statements of WA for the year ended December 31, 2013 were audited by another auditor whose report dated April 27, 2014 expressed an unqualified opinion on those financial statements, before the restatements described in note (23) to the accompanying financial statements.

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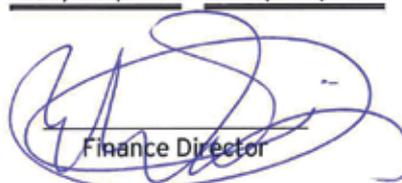
May 11, 2015  
Ramallah - Palestine

Welfare Association

Statement of Financial Position  
As at December 31, 2014

	Notes	Restated Note (23)		
		2014	December	January
		U.S. \$	31, 2013	1, 2013
		U.S. \$	U.S. \$	U.S. \$
<b>Assets</b>				
<b>Non-current Assets:</b>				
Property and equipment	3	528,038	476,916	465,890
Project in progress	4	6,955,980	1,937,100	605,413
Investment properties	5	6,307,342	2,000,000	2,000,000
		<u>13,791,360</u>	<u>4,414,016</u>	<u>3,071,303</u>
<b>Current Assets:</b>				
Contributions receivable	6	25,026,805	31,695,039	32,847,689
Other current assets	7	123,835	168,366	169,593
Financial assets held for trading	8	56,746,494	60,722,781	53,532,650
Cash and deposits at banks	9	12,427,382	10,632,745	12,860,453
		<u>94,324,516</u>	<u>103,218,931</u>	<u>99,410,385</u>
<b>Total Assets</b>		<u>108,115,876</u>	<u>107,632,947</u>	<u>102,481,688</u>
<b>Net Assets and Liabilities</b>				
<b>Net Assets:</b>				
Unrestricted net assets		1,657,165	1,640,769	1,664,175
Endowment fund	10	57,353,343	56,614,053	50,287,618
<b>Total Net Assets</b>		<u>59,010,508</u>	<u>58,254,822</u>	<u>51,951,793</u>
<b>Non-current Liabilities:</b>				
Provision for employees' benefits	11	1,982,770	2,775,319	2,379,930
Deferred revenues	4	6,955,980	1,937,100	605,413
		<u>8,938,750</u>	<u>4,712,419</u>	<u>2,985,343</u>
<b>Current Liabilities:</b>				
Accounts payables and accruals	12	930,023	974,965	755,510
Deferred contributions	13	39,236,595	43,690,741	46,789,042
		<u>40,166,618</u>	<u>44,665,706</u>	<u>47,544,552</u>
<b>Total Liabilities</b>		<u>49,105,368</u>	<u>49,378,125</u>	<u>50,529,895</u>
<b>Total Net Assets and Liabilities</b>		<u>108,115,876</u>	<u>107,632,947</u>	<u>102,481,688</u>

  
Director General

  
Finance Director

The attached notes 1 to 24 form part of these financial statements



## Contact us

### JERUSALEM

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Fax: (+972-2) 627-2125  
E-mail: [welfare@jwelfare.org](mailto:welfare@jwelfare.org)  
P.O. Box 25204, Shu'fat, Jerusalem

### RAMALLAH

Tel: (+970-2) 241-5130  
Fax: (+970-2) 297-5984  
E-mail: [welfare@jwelfare.org](mailto:welfare@jwelfare.org)  
,Al Nahda Square, Canada St  
Ramallah-Palestine  
P.O. Box 658, Ramallah

### GAZA

Tel: (+970-8) 286-9881  
Fax: (+970-8) 283-7757  
E-mail: [welfare@jwelfare.org](mailto:welfare@jwelfare.org)  
El-Mena, Behind Monetary Authority  
P.O. Box 5018 Gaza

### AMMAN

Tel: (+962-6) 585-0600  
Fax: (+962-6) 585-5050  
E-mail: [welfare@jwelfare.org](mailto:welfare@jwelfare.org)  
Zahran St, Bld. No. 127  
P.O. Box 840888  
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