

التعاون
Taawon



Capability Statement

2020

The Beginning

Taawon is a non-profit, civic organization launched in Geneva in the year 1983, upon the initiative of a group of Palestinian and Arab economists and intellectuals. The organization has become one of the largest organizations operating in Palestine and the diaspora camps in Lebanon, whereby it touches the lives of more than one million Palestinians on an annual basis, with half of these beneficiaries being women. Since its establishment, Taawon has invested funds reaching nearly US \$800 million, dedicated to development and relief programs.

Taawon's record over the past 37 years reflects a journey full of achievements and reinforced by strong partnerships. Taawon's long and rich experience has enabled it to overcome obstacles and difficult conditions that the country faces as a result of the Israeli occupation and also, has enabled it to find innovative and creative solutions to these challenges, particularly in times of crises – thereby making Taawon's programs more responsive to needs despite social and economic instability. Taawon maintains a presence in Palestine, Jordan, Lebanon, Switzerland, and in Great Britain through its sister organization; interventions are implemented to reinforce the steadfastness of Palestinian citizens in Palestine and the refugee camps in Lebanon.

Vision

Taawon seeks to enhance the steadfastness of the Palestinian people as citizens of an Arab Palestine that enjoys independence, freedom, democracy as well as dignity, prosperity, and progress. Citizens are provided opportunities to reach their full capabilities with excellence and creativity.

The Message

Taawon aspires to be the leading Palestinian development civic organization that contributes with distinction to developing the capabilities of the Palestinian individual, while preserving their heritage and identity. Taawon supports the Palestinian living culture and building civil society, by systematically defining the needs and priorities of the Palestinian people, in addition to working to find proper mechanisms to maximize the benefits from available funding sources.

Values

National commitment, independence, professionalism



Goal

Taawon aims to empower Palestinian individuals and civil society institutions both socially and economically, in addition to strengthening their identity, the values of freedom and democracy as well as all human values. Taawon works to preserve the cultural heritage, highlighting its unique position, and unleashing the creative energies of youth, women, and children. Taawon provides equal opportunities for various segments of Palestinian society to unleash all their capabilities with excellence and creativity, even despite the most difficult circumstances.

Taawon works to achieve these goals in partnership with various civil society organizations through purposeful planning and outlining policies that hold high professional standards; this process is guided by the policies that humanity has achieved in its field of expertise, particularly the Universal Declaration of Human Rights and other relevant international laws issued by the United Nations Educational and Scientific Organization Relevant Culture (UNESCO) and its Universal Declaration on Cultural Diversity, in addition to the SDGs 2030.

Effectiveness and Sustainability of Programs

Taawon adopts a continuous participatory and consultative approach. A comprehensive approach in working with relevant authorities and partners in the process of setting program direction ensures the effectiveness and sustainability of these programs over the long-term. This approach begins from the earliest stages of design to implementation of the program and continuing through monitoring and evaluation and lessons learned. Taawon stays open to the possibility of expansion and innovation in programming to the utmost extent possible, in line with country needs and resources availability.

Taawon demonstrated its commitment to Palestinian development by supporting the organization's operating expenses, in addition to financing a number of projects through Taawon's endowment revenues, which account for approximately US \$65 million. Taawon's General Assembly members contribute to the sustainability of the organization and development of its programs by covering their annual membership fees. The organization also benefits from funds provided by various Arab and international supporters, private sector institutions, Arab and foreign governments, Arab and foreign institutions, in addition to individual contributions to finance projects.



Sustainable Economic and Social Development in Palestine

Taawon's work is based on the 2030 Sustainable Development Goals and focuses its efforts on addressing the manifestations of marginalization and poverty by working in partnership with beneficiaries, local and international development institutions, as well as government funding agencies. Taawon mobilizes resources and operates according to the "theory of change" by implementing needs-oriented, financially efficient programs, with measurable outputs.

Over the course of the past 37 years, Taawon supported thousands of projects, reaching a value of more than US \$800 million targeting various relief and development sectors primarily education, culture, the old cities revitalization program, and community development that includes health, agriculture, enterprise development, orphan care, economic empowerment of youth and women, humanitarian and emergency aid.

Humanitarian Development and Relief Support

Taawon's strategic plans are based on a comprehensive study of the social, economic and political environment, in addition to continuous consultation with the relevant parties to assess priorities and define trends. Interventions focus on the following:

- Empowering Palestinian individuals and Palestinian communities to achieve their goals and aspirations, as well as contributing to social, and economic change.
- Empowering local institutions and assisting them in providing educational, health, social and environmental services.
- Providing a rapid and effective response to emergency situations that may endanger the lives, security or health of Palestinians.
- Encouraging the preservation of Palestinian culture and identity.

Responsiveness to New Global Trends Towards Positive Change

Taawon continues to keep abreast of global changes and trends taking place and works to harmonize its systems and programmatic interventions in a manner that is consistent with these trends on the one hand while preserving Taawon's values and work principles on the other hand. Taawon also pursues continuous development towards achieving a digital transformation through promoting the use of technology and automation in its work system and programs.



Institutional Body

The General Assembly holds the highest authority in the institution, and it consists of 200 members including various national, economic and intellectual personalities. The General Assembly holds an annual meeting to review the institution's work and approve its strategies, plans and budget. It is also entrusted the authority of issuing the institution's regulations, amending the basic law, and approving reports issued by the external auditor. The General Assembly elects a Board of Trustees every three years which consists of 42 members. The Honorary President is a member of the Board of Trustees, bringing the total number of members to 43; the board meets twice annually to formulate the institution's policies and strategies and to review its performance. The Board of Trustees oversees the institution's activities through an elected Board of Directors that consists of 12 members, from which various specialized committees emerge including resource development, media, investments, and membership. Members contribute to enhancing good governance, expanding the organization's outreach, and improving its results on the ground. Taawon is keen on ensuring proper gender representation, as well as diversifying age group representation within its membership and executive staff. Members of the General Assembly range between the ages of 35 and 90 and include 45 women, 12 of whom are members of the Board of Trustees. The executive team is also headed by a woman, who is the Director General of Taawon. Women represent 45 percent of the Taawon staff, and 50 percent of these women hold positions in the top-tier of management.

The Executive Body

Taawon encompasses four key departments: Programs, Financial Resource Development, Research and Development, and the Finance and Administrative Department.

The Taawon team has extensive experience in grants management, needs assessment, feasibility studies, budget review, as well as financial management. Taawon manages significant external resources by implementing projects and managing grants with minimum operational expenses while maximizing communication and impact.



Taawon's Qualitative Value

Top notch operating standards

Taawon has been at the forefront of international best practices and gained international certification in several areas. Accreditation for administrative and financial systems and procedures was received in accordance with ISO9001: 2008 quality management standards. Auditing is conducted for externally funded projects and reports are submitted directly to the Board of Trustees to ensure that all procedures are implemented in accordance with program protocols, as well as financial and legal compliance. Taawon imposes strict regulations regarding acceptance of donations, grants and distribution of funding. There are clear guidelines for providing assistance to donors and grantees to ensure compliance with international standards, as well as developing, monitoring and periodically updating a registry of risks. An automated resource management system is implemented as part of a program-based management approach to increase productivity and enhance performance. Taawon has in place a quality control mechanism of its administrative and programmatic performance that takes place through internal audits, risk management, and performance quality enhancement. Taawon also focuses on best practices in the field of environmental protection and seeks to obtain ISO certificate for a green environment.



Taawon's Qualitative Value

International Standing

Taawon is respected and recognized at the local, Arab and international level, due to its many achievements attributed to excellence in programming and institutional performance, as well as a high level of responsiveness to the needs of the Palestinian people in a creative, efficient and transparent manner. This performance has helped establish Taawon's credibility with Arab, Islamic and international donors. In recognition of this continuous and distinguished contribution, the organization has won many acclaimed international awards, including:

- The Agha Khan Award for Architectural in 2004, for renovation of a historic building in the old city of Jerusalem.
- The "Campden Middle East" Charity and Philanthropy Award – Abu Dhabi in 2012, in the capacity of local institution for that year.
- Taawon obtained an "A" rating for the Global Initiative Reporting in 2013.
- Equivalency Determination ("ED") certification as a general charity organization according to American law since 2014.
- Global Reporting Initiative certification- Sustainable Development Goals Mapping Certificate for 2016.
- Green environment certification for the Palestinian Museum, 2017.
- Mahatma Gandhi Award for Social Work in New York, 2018.
- Asia Sustainability Award 2018 in Singapore for the category "Asia's Best Stakeholder Reporting."
- Mahatma Gandhi Award for Social Work in New York, 2019.
- Ockendon Prize for best project (LIFE project in Lebanon), 2018.
- Palestinian Museum received the Agha Khan Award for Architecture, 2019.

Taawon continues to renew ISO9001:200 certification on an annual basis since receiving certification in 2005. This certification has been expanded to include the entire organization and its operations.



Partnerships and Implementation Mechanisms

Taawon possesses the ability and expertise to enter into effective partnerships with more than 200 partner institutions, foundations, funds, and societies in the field of international development. Taawon's structure has allowed for partnerships with a wide network of local institutions to implement these interventions where all projects and programs are subject to a thorough evaluation based on Taawon's own policies for approval and implementation of grants, ensuring that they comply with international best practices. Taawon also has an expansive network of donors and supporters that exceeds 150 partners and 500 individual supporters, particularly consisting of members of the General Assembly that are considered primary supporters and a key source in the field of fundraising and networking for the various programs and activities of the institution. In addition, Taawon maintains a comprehensive database of all non-governmental organizations working in Taawon's area of business with details regarding specific capacities and specializations of each NGO. It is worth noting that Taawon has supported the formation of several regional and international networks and coalitions aimed at enhancing the capacities and capabilities of civil society and working to preserve their environment. Taawon aims to expand membership in these coalitions and networks.

Partners and Supporters in the Arab region

Arab funds are considered Taawon's primary source of funding, reaching a total value of US \$250 million over the past eight years. These funds have supported Taawon's programs and projects and also helped fund projects and programs implemented by Taawon partners while giving Taawon management primary responsibility for these funds. Some of these donor institutions include: the Arab Fund for Social and Economic Development, the Arab Monetary Fund, the Kuwait Fund for Development, in addition to the Al-Aqsa Fund grants through the Islamic Development Bank, the Qatar Development Fund and the Saudi Development Fund. Other supporters include the Kuwaiti Red Crescent Society, the Al-Noor and Al-Fadel Foundation, and the Hajj Hashem Ata Al-Shawa Fund to sponsor orphans. There is also close cooperation with the Big Heart Foundation- Ya Seghar which is affiliated with Her Highness Sheikha Jawaher Bint Muhammad Al Qassimi, the spouse of His Highness the Ruler of Sharjah and Chairman of the Supreme Council for Family Affairs.



Partnerships and Implementation Mechanisms

Foreign Partners and Supporters

The United Nations Development Program (UNDP), the United Nations Children's Fund (UNICEF), UNESCO, the Al-Khair Foundation- Britain, Penny Appeal, Human Appeal, the European Union, the World Bank, the British Ministry of International Development, the French Development Agency, and the Swiss Cooperation for Development, in addition to the Swedish International Development Agency, the Austrian Development Agency, the Korean Cooperation Office, the OPEC Fund for International Development, the Relief and International Development Fund, the Danish Islamic Relief Foundation, the Open Society Organization, the British Council, the Linbury Trust, and the Arcadia Fund.

Local and International Private Sector Partners and Supporters

Taawon receives support from a wide range of partners and supporters in the private sector, both at the local and international level including: Consolidated Contractors Company (CCC), Al Eqbal Investment Company, the Phillip Morris Company, the Novartis Company, Bayt.com, Bank of Palestine, Ooredoo Palestine (Wataniya Mobile), Palestine Islamic Bank, and many others.

Funding Contribution

Taawon dedicates a portion of its own resources to support and implement various priority projects that are in need of immediate intervention, in addition to programs that share a common ground with some of the donors for the purpose of maximizing impact.



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