

Investing In Palestinians

Sustainability Report
2016



Taawon (Welfare Association)



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Message from the Chairperson¹

Our success is attributed to sustainable efforts in implementing our well-balanced strategy, optimizing resource utilization and continuous assessment.

Growing Taawon's investments in the wellbeing of Palestinians and nourishing excellence at all levels of organizational and programmatic operations were the two guiding principles that led to Taawon's achievements in 2016. Our success is attributed to sustainable efforts in implementing our well-balanced strategy, optimizing resource utilization and continuous assessment of internal processes and human resources.

The 2014–2016 strategic plan has been of great significance as it marked substantial growth in Taawon's programs, strategic direction and structure. A great step forward was taken, with \$150 million invested in expanding our 7 programs and with over \$123 million raised from our donors, through the work and dedication of the highly committed team and our supporting members, institutional committees and board. Taawon has adopted program-based management structure to gain better focus on development targets, enhance flexibility and growth opportunities, and improve effectiveness through closer follow-up of program teams. Concurrently, work flow processes have been fully automated through the electronic resource planning system implementation, and environment-friendly initiatives have been developed across all programs, integrating them into the organization's policies and practices. To mitigate possible risks, a thorough risk management system has been developed for identifying possible threats, and suitable organizational responses to such risks, whether program-related, operational, financial, or in public relations and media; all these practices have been put in place.

To sustain its operations, Taawon has expanded its fundraising activities by establishing an international fundraising unit to diversify funding sources and increase cooperation with international organizations as well as individuals. With members' support we have increased our self-financing by actively diverting investments, raising the endowment fund to over \$62 million. Taawon operates in a volatile and continuously changing environment, necessitating the adoption of a flexible structure and procedures to help

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us be responsive to the ever-changing needs on the ground without being hindered by rigidity and inflexibility. Taawon has always operated in a spirit of cooperation, as part of its commitment to the continued engagement of all of its stakeholders, whether donors, peer civil society organizations, or government bodies, stemming from a strong belief that this engagement will yield the best implementation of programs, greatest impact, and utilization of resources.

2016 witnessed the inauguration of Taawon's flagship project, the Palestinian Museum, intended to shed light on Palestine and to serve as a hub to connect all Palestinians in the diaspora with their homeland. The May 2016 opening of the Palestinian Museum building and grounds in Birzeit was a culmination of years of works at Taawon and shall be complemented with its exhibitions in 2017. We have also introduced new programs focusing on empowering youth and civil society organizations.

The organization's new strategy (2017–2019) has been approved by the Board of Trustees, and, with our main programs, will ensure our commitment for expanding impact through further engagement with all our stakeholders and ensuring that our operations meet the highest international standards.

Lastly, I would like to express my sincere gratitude to the governments, organizations, foundations, and individuals who continue to support Taawon in realizing its mission and objectives in serving humanity, continuously guiding our work and motivating us to grow and prosper. To all of you, and to all those around the world serving improving human life through different means, we say THANK YOU!

Faisal Alami

Chairperson, Board of Trustees

Message From the Director General²



Taawon's achievements have resulted in local, regional, and international recognition, a direct outcome of the daily efforts of each and every staff member in the Taawon family.

It is my pleasure to put before you Taawon's 2nd Sustainability Report, outlining Taawon's major achievements during 2016 and aligned with the Global Reporting Initiative's G4 Sustainability Reporting Guidelines and the United Nation's 2030 Agenda for Sustainable Development. Taawon has taken significant steps to ensure sustainability by developing its internal capacities, ensuring optimal use of resources, maximizing flexibility and responsiveness to the constantly changing political, social, and economic environment, and directly impacting its beneficiaries.

During 2016, total revenues were around \$40 million and expenditures reached \$50 million on developmental, educational, and cultural projects, through partnerships with 950 local organizations in Palestine and in Palestinian refugee camps in Lebanon. These interventions have benefited over 1 million Palestinians, created 5,073 job opportunities, and generated incomes totaling \$18.6 million. We have also focused on "green environment" interventions to reduce Taawon's carbon footprint and have celebrated Palestinian excellence with five "Achievement Awards" presented to organizations and individuals.

We have launched and expanded main programs throughout our areas of operations. The "Bridge-Palestine" educational program was launched to enhance the capacities of high school students to qualify them to attend internationally renowned universities. We also launched the 5th round of the "Zamala" program benefiting university faculty for the development of higher education in Palestine. The revitalization of the old cities program was expanded from Jerusalem to Nablus and Arraba/Jenin. Spending increased for cultural and educational programs for Palestinians within the 1948 areas, helping Palestinians in the Gaza Strip with restoring houses damaged in the 2014 assault, and empowering 3,900 orphans. In Lebanon, Taawon continued its work in Palestinian refugee camps, restoring homes and opening a new center for kidney dialysis in the north. We also celebrated the inauguration of the Palestinian Museum, a major project that will serve as a hub to connect all Palestinians within Palestine and in the diaspora.

Taawon's achievements have resulted in local, regional, and international recognition, a direct outcome of the daily efforts of each and every staff member in the Taawon family. Ongoing

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revision of strategic and action plans and building on previous successes have provided for the comprehensive development of the organization and its philanthropic work, contributing to efficient performance and the awarding of the ISO certification once again.

A new branding strategy has been adopted, the website updated, and outreach expanded through various social media channels. Taawon also extended its fundraising efforts in the United States and Europe and succeeded in signing several strategic partnership agreements with new international donors.

We have adopted a program-based management approach to best utilize resources and give each program the flexibility to manage its activities in order to be more responsive to the needs of their target sector. Taawon has also continued to invest in its most vital asset—its human resources—through continuous professional development and by fully automating its in-house operations through the use of an electronic resource planning system in all departments.

The new strategy for 2017–2019 has been approved with a budget of \$141 million for the seven core programs: education, culture, community development, youth empowerment, orphan support, the old city of Jerusalem revitalization program, and the Palestinian Museum.

Whether you are a donor, a member, a partner, or an employee, please accept our sincere gratitude in acknowledgement of your role as a contributor to the success of Taawon.

Tafeeda Jarbawi
Director General



Identified Material Aspects and Boundaries³

In the process of developing this report, we conducted a materiality exercise using the Global Reporting Initiative's (GRI) G4 guidelines and NGO sector supplement. In compiling the data and the calculations disclosed in the report, we followed basic international measurement standards. The information that we provide here is extracted from internal interviews, our databases, bills, internal reports and monitoring systems, and externally audited statements. This allows us to cover indicators that are material to our activities, as per the requirements of GRI "core" disclosure. Disclosure labels (ex. G4-1) are included in footnotes throughout the text to facilitate use of the GRI "In Accordance – Core" Content Index at the end of the report.

We published our most recent GRI sustainability report in 2013. GRI G4-related aspects of this report cover January 1, 2016 – December 31, 2016.

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3 G4-18, G4-28, G4-29, G4-30, G4-31, G4-32



ORGANIZATIONAL PROFILE



Taawon (The Welfare Association)⁴

Taawon (The Welfare Association) is a leading independent Palestinian non-governmental organization that was founded in 1983 by a group of Palestinian business leaders and intellectual figures. The organization was established to support the sustainable development of Palestinian people and communities in the West Bank, Gaza Strip, 1948 Areas, as well as the refugee camps in Lebanon. Across the Arab region, the Welfare Association is also known by its Arabic name, “Taawon,” which means “working together, hand in hand.”

At Taawon, we are dedicated to investing in the betterment of Palestinian livelihoods, preserving their heritage and identity, supporting their living culture, and building civil society. We achieve these goals by identifying the Palestinian people’s needs and priorities and establishing sound mechanisms to maximize benefits from the available funding resources. One of our primary stakeholder groups are our beneficiaries, more than six million Palestinians, who are served by Palestinian non-governmental organizations (NGOs), community institutions, and charitable organizations in the West Bank, the Gaza Strip, 1948 Areas, and Palestinian refugee camps in Lebanon. Taawon has offices in Geneva, London, Amman, Beirut, Ramallah, Jerusalem, and the Gaza Strip. We are headquartered in Ramallah and employ a total of 113 employees.

Upon the inception of Taawon in 1983, an endowment was established to ensure our sustainability. We demonstrate our commitment to Palestinian development by supporting Taawon’s operational costs through the revenues of our \$62 million endowment fund. General Assembly members (currently comprising 191 members) also contribute annual fees. Taawon leverages funds from Arab and international donor agencies, governments, foundations, and individual contributions for project funds. In 2016, the revenues generated from donors reached more than 40 million USD, and cumulative spending was valued at 50 million USD. This year sees the conclusion of our 2014–2016 strategic plan, with a total expenditure of 150 million USD and total revenues of 123 million USD, meeting our set targets.

4 G4-3, G4-5, G4-6, G4-7, G4-9

Our Vision

Taawon 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 Mission

As a leading non-governmental Palestinian development organization, Taawon 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 Values

National Commitment, Independence, and Professionalism

Our Strategic Goal

All of our work is guided by our vision, mission, and values. We articulate these long-term goals into strategic plans that are developed, amended, and adopted every 3 years. For 2017–2019, we will be guided by our strategic goal to empower Palestinians both socially and economically across our areas of operation. We build our strategy on the following principles:

- Commitment to Palestine's National Plans
- Adopting many of the 2030 UN Sustainable Development Goals (SDGs) and Principles of Human Rights⁵
- Following institutional values of national commitment, independence, and professionalism
- Launching and expanding high-quality programs to maximize our impact
- Leading high-impact development interventions
- Reaching out to the marginalized and the poor
- Pursuing equality in gender, race, and social class across our areas of operation
- Deepening partnerships with local and international institutions that work for Palestine
- Continuing to engage with international organizations in development interventions
- Proceeding with environmentally conscious initiatives at the institutional and project implementation level.

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PROGRAMS AND INTERVENTIONS



Investing in Palestinians

Palestinians continue to face many challenges. The occupation has created pervasive social, economic, and political obstacles. It has intensified its measures to restrict Palestinian movement and divide the Palestinian community through a series of physical and psychological barriers. Coordinated measures to build the separation wall, expand settlements, install checkpoints, and launch repeated assaults on the Gaza Strip has compounded a severe economic crisis which undermines the living standards and developmental prospects of Palestine. In addition, inconsistent foreign aid and governmental funding has resulted in uncertainty for a young, steadily growing population. Most of the younger generation have grown up entirely under the occupation and carry traumas and face physical restrictions that present challenging prospects for their future. In the face of these challenges, Taawon invests in empowering resilient communities that proudly wear their national identity rooted in their land.

We, at Taawon, are uniquely positioned to build Palestinian resilience and invest in Palestinian communities. Dedicated to implementing interventions for the people, Taawon is an institution trusted for delivering quality services that care about the Palestinian people. Operating in the West Bank, the Gaza Strip, 1948 areas, and refugee camps in Lebanon, Taawon has held itself to high standards of integrity to ensure its ongoing mission to invest in the future of Palestine. Our strategy is forward-thinking by implementing interventions that target children and young people, celebrate national identity, and build Palestinian resilience. Taawon's programs work at the grassroots level. We build and renovate schools, hospitals, parks, community centers, and museums, as well as offer psychological support for victims of trauma, and training programs that inspire an entrepreneurial spirit that dares people to dream big and gives back to their roots. Our holistic approach builds the Palestinian people in body, mind, and spirit. We invest in growing Palestinian resilience. We invest in Palestinians.

Program-Based Management Approach⁶

In 2016, we, at Taawon, restructured operations to fit the program-based management approach in order to expand and deepen our impact. Major operations concerning governance, resource development, finance, human resources, planning, monitoring, and evaluations are maintained within this approach. Responsibility for all of the interventions was reorganized under the following 7 programs:

1. Education
2. Culture
3. Community Development
4. Youth Empowerment
5. Orphan Support
6. Old City of Jerusalem Revitalization
7. The Palestinian Museum.

In this way, we maximize our resources as the 7 program managers are able to manage their programs holistically and focus on each intervention. In addition, each of the programs is able to work closer with implementing partners who understand the needs of beneficiaries in a more intimate way and are embedded in the target communities.

Our programs and the United Nations 2030 Agenda for Sustainable Development

Taawon is committed to the principles of the United Nations 2030 Agenda for Sustainable Development. Our programs follow many of the UN Sustainable Development Goals (SDGs), pursuant of securing the basic human rights of the Palestinian community.

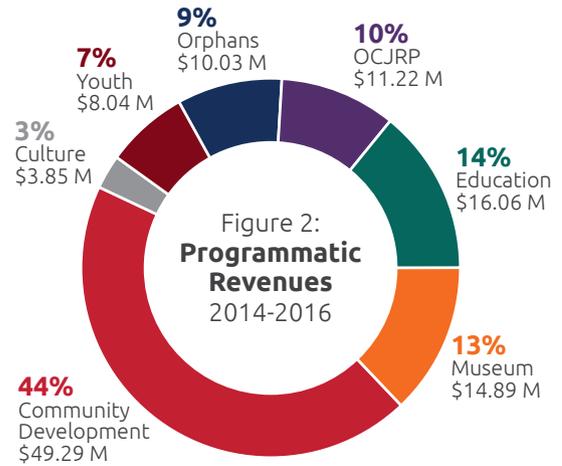
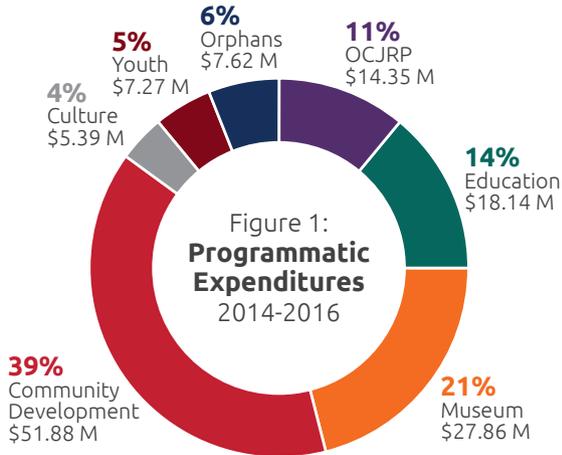
Program	SDG 2030
Education	  
Culture	
Community Development	    
Youth Empowerment	 
Orphan Support	
OCJRP	 
Palestinian Museum	

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FIGURES AND HIGHLIGHTS⁷

Expenditures and Revenues During the Strategic Plan 2014-2016

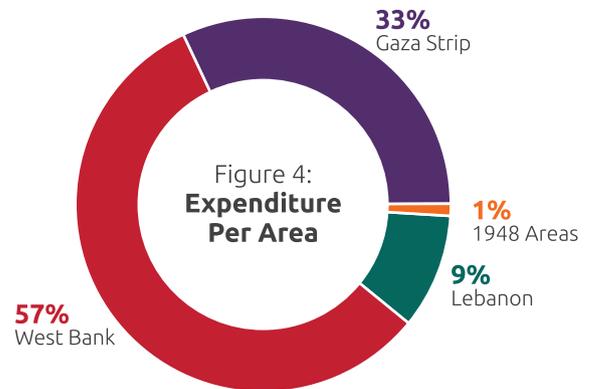
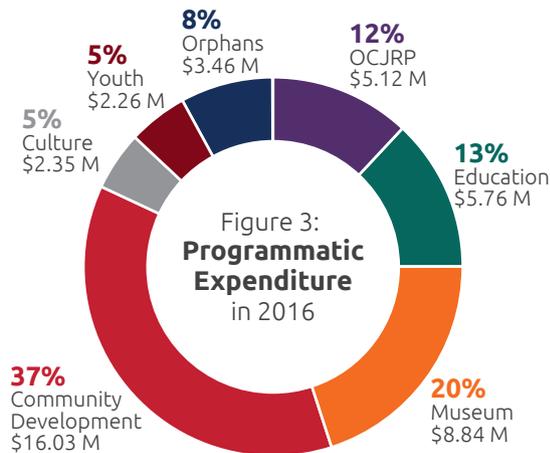
Total Expenditures were around \$150M, with programmatic expenditures reached up to \$133M. Total Revenues were around \$123M, with programmatic revenues reach up to \$113M.



Main Achievements in 2016

Expenditures

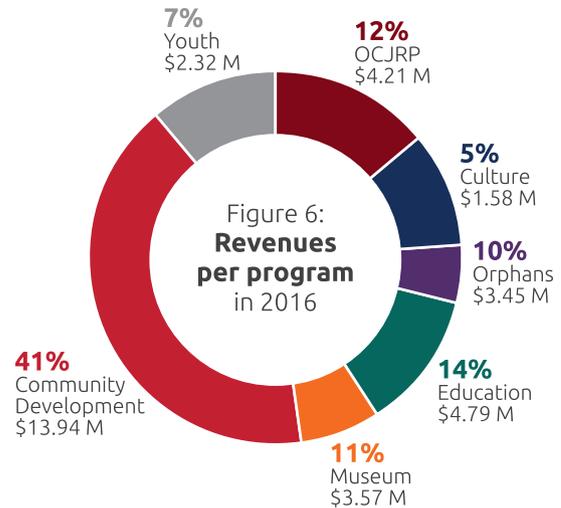
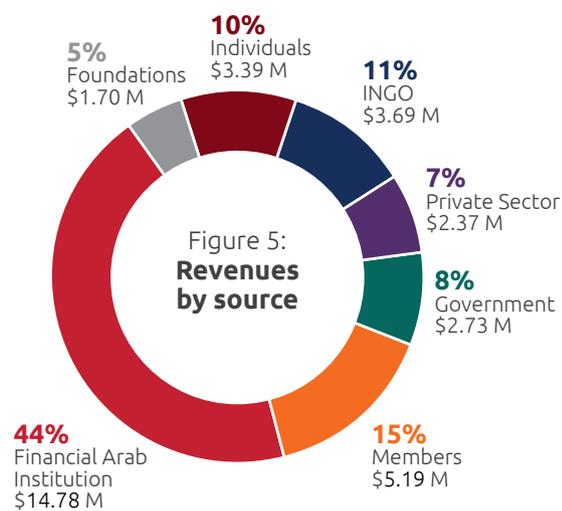
The total expenditures in 2016 were \$50M, while programmatic expenditures reached \$44M.



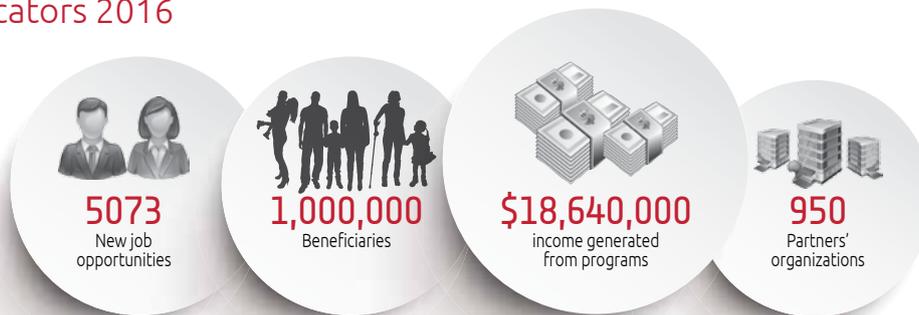
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Revenues

The total revenues in 2016 were \$40M, while programatic revenues reached \$34M.



Main Indicators 2016



Institutional Snapshot

In 2016, Taawon accomplished many institutional milestones. Strategically, we finalized the “2017–2019 Strategic Plan,” developed its action plan, and identified our key performance indicators across all programs and departments. We also developed the “Jerusalem Document,” which lays out plans for implementing a grant of 50 million USD from the Arab Fund for Economic and Social Development towards our education, youth empowerment, community development, and the revitalization of the old city of Jerusalem programs. Moreover, we conducted over 12 evaluation and satisfaction studies for our interventions to inform programmatic improvements for further development. In addition, we launched our new branding, boosted our social media outreach to reach more than 5 million people around the globe, and have been able to document hundreds of success stories as a result of our programs. We have also celebrated the inauguration of The Palestinian Museum which will serve as a hub to connect all Palestinians within Palestine and in the diaspora.

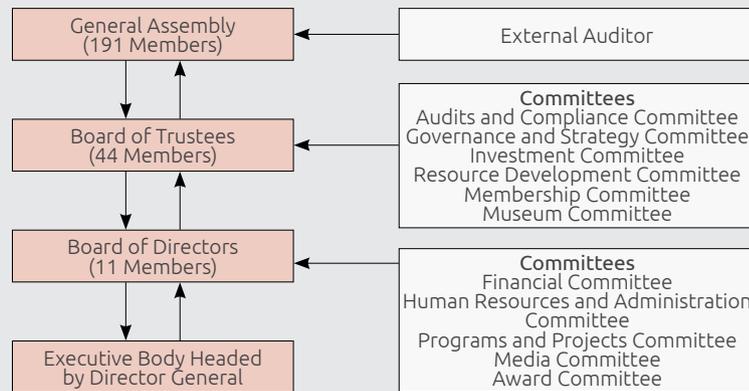
Taawon’s daily administration has also augmented its governance by adopting a program-based management approach, which reorganized the matrix of authorities to empower each of the program units with the autonomy to be more responsive to their beneficiaries. We also developed a risk register for our operations in order to allow us to prepare and monitor contingency plans. We have reflected and automated all of these institutional changes in our enterprise resource planning system.

GOVERNANCE⁸

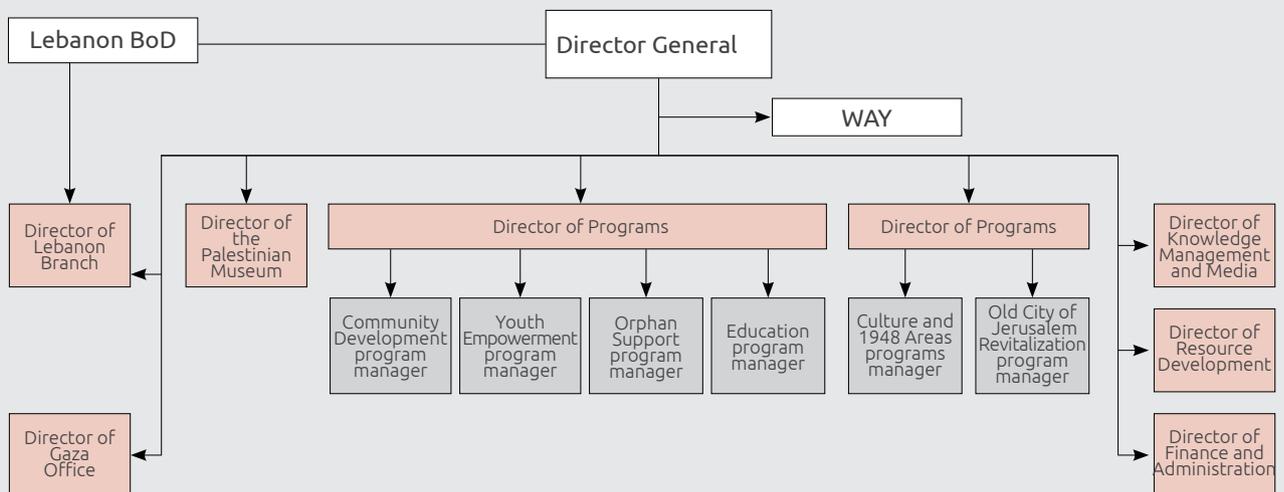
Overview

Taawon is built on a well-defined governance structure that is aligned with international best practices. Taawon is governed by three main governance bodies: the General Assembly (GA), the Board of Trustees (BoT), and the Board of Directors (BoD). The governance structure is illustrated below:

Institutional Organizational Structure



Executive Organizational Structure





The General Assembly (GA)

The General Assembly (GA) is Taawon's highest authority and holds all legislative powers. Members of the GA hold an annual meeting. Extraordinary meetings can be called to convene at least two months from the GA Chairperson's receipt of the relevant request, which must be signed by a minimum of 20% of the GA's members. Extraordinary meetings can also be held based on a request from the Chairperson of the Board of Trustees (BoT). To ensure efficiency and transparency, the Chairperson of the GA is mandated to notify members in writing of regular or extraordinary meetings at least one month in advance of the meeting date, and to share needed documents and the meeting agenda at least two weeks in advance of the meeting date. Minutes of regular and extraordinary GA meetings are kept with Taawon's lawyer. GA members are entitled to attend BoT semiannual meetings as observers. The Chairperson of the GA may also invite guests to the annual meetings as long as none of the other members object to this invitation.

The General Assembly has the authority to do the following:

- Amend internal bylaws and statutes
- Elect members of the board of trustees from among its members
- Elect the chairperson and vice chairperson of the GA
- Ratify financial accounts and annual reports
- Appoint an external financial auditor
- Ratify the membership list and any amendments made to it
- Disband the association

The current GA has 191 members, 17.8% of whom are women.⁹ Active members enjoy all of the authorities listed above. Members with "observer" status enjoy all of these listed authorities, except for the right to elect and nominate board members. Membership of the GA is regulated by a set of

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criteria that have been reviewed and approved by the BoT in 2016. In the case of individuals, these include a willingness to allocate the needed time and resources to Taawon and to participate in its activities, to not concurrently hold a governmental or political position, and to not be a member of any organization with mandates that contradict Taawon's goals, objectives, and values. In the case of organizational membership, criteria also include operating in ethical sectors. Membership is terminated if membership bylaws are violated. In 2017, we will launch an online portal for GA members. The portal will connect members with one another, and act as a centralized platform to notify members of organizational updates, voting, and upcoming meetings.

We have many measures in place to ensure diversity in demographics, and the expertise of our GA. Most of the members of the GA are experts in the fields of medicine, law, engineering, and business. In order to complement their experiences, our "Scholars and Intellectuals Policy" works to increase the proportion of members who are prominent figures in the fields of culture and the liberal arts. Moreover, the majority of GA members are men over 40 years old. Therefore, we have a standing commitment to recruit prospective members who are under 40 years old, and who are women, in order to ensure the accurate and egalitarian representation of leadership in the Palestinian community and to invest in the longevity of the organization.

The Board of Trustees (BoT)

The Board of Trustees (BoT) is responsible for preparing and adopting Taawon's institutional policies, regulations, and strategies. The BoT ensures that Taawon is on the right path in achieving the goals as set by the General Assembly. It is also the entity entrusted with Taawon's funds, and officially representing it. The BoT is composed of a maximum of 45 members. Standards for electing the members of the BoT are clearly outlined in the Bylaws. According to the Bylaws, at least 32 of the BoT members are elected and they nominate an additional 10 members. The chairperson of the BoT is the executive management team's main reference when the Chair of the Board of Directors (BoD) is absent.

BoT members are not allowed to hold other positions at Taawon—except for the treasurer and head of programs and projects committee. BoT members are also not allowed to hold political or governmental positions. The BoT may terminate the membership of any of Taawon's members should they violate membership criteria or engage in activities that conflict with Taawon's goals and values as detailed in the internal Bylaws and Statutes. Terminating membership can only be completed with the approval of at least one third of the BoT's members. Membership in Taawon is suspended when conditions for membership suspension criteria are met. Suspended members lose their BoT membership status if their membership is suspended for two consecutive years.

During its first meeting after elections, the BoT elects a chairperson, vice chairperson, secretary, treasurer, and the heads of the institutional committees. As of 2017, the BoT elections will occur via the online election platform "Simply Voting", to facilitate ballot collection and tabulation. All institutional committees are governed by regulations defining their roles, scope, and powers. A set of permanent BoT sub-committees exists, and additional committees or taskforces are created and dissolved as the need arises.

The BoT meets biannually and is entitled to:

- Endorse endowment policy and investment strategies
- Approve and adopt institutional strategic directions and plans
- Endorse internal regulations governing its own committees
- Endorse fundraising strategies, and receipt of grant policies and mechanisms
- Approve final accounts and annual reports for Taawon in a joint meeting with the GA



- Approve new individuals or organizations for membership
- Endorse the appointment/removal of the Director General based on recommendations from the Board of Directors (BoD)
- Dismiss the BoD as a whole, or individual members of it.

The current BoT is composed of 44 members, 22.7% of whom are women.¹⁰ The Chair of the BoT is the prominent businessman and philanthropist, Faisal Al Alami. Current BoT committees are:

- The Audit and Compliance Committee
- The Investment Committee
- The Strategy and Governance Committee
- The Resource Development Committee
- The Membership Committee
- The Palestinian Museum Committee

All committees include a representative of the executive team who reports to and seeks the guidance of the committee/taskforce and the BoT at large.

The Board of Directors (BoD)

The Board of Directors (BoD) oversees and monitors the implementation of regulations, institutional policies, and the strategies and directions set by the BoT. The BoD fulfills its mandate by approving and adopting Taawon's operational policies and action plans, as well as overseeing Taawon's executive body through the Director General. The BoD is composed of 11 members, including the chair, treasurer, head of the programs and projects committee. BoD members are also not allowed to hold political or governmental positions. All board members are independent, and they do not have financial interest in or hold executive functions at Taawon.

The BoD elects a vice chairperson and a secretary from among its members, except for the head of the programs and projects committee and Treasurer "Head of the financial committee" by the BoT. BoD members meet at least once every three months and present the BoT with written reports on work progress during the period prior to their meeting. The BoD also presents and discusses an annual report and financial accounts with the BoT during a joint meeting held in adjacency with

¹⁰ G4-LA12

the BoT's annual meeting. The Director General attends but does not enjoy voting rights in BoD meetings. The BoD's authorities, roles, and responsibilities can be summarized as follows:

- Appointing the Director General of Taawon
- Coordinating with BoT committees on all matters relating to institutional performance
- Communicating BoT decisions to the executive branch
- Overseeing the executive body's performance to ensure excellence and adherence to implementing adopted plans
- Adopting and approving
 1. The executive body's structure
 2. The strategic programs plan, including their fundraising and media plans
 3. Detailed annual budget
 4. Financial and administrative systems
 5. Forming sub-committees relating to its respective roles and responsibilities.

The current BoD is composed of 11 members (of whom 2, or 18%, are women)¹¹ and is chaired by prominent civil society expert and leader, Sawsan Al Fahoum Jafar. The BoD currently has the following committees:

- The Financial Committee
- The HR and Administration Committee
- The Programs and Projects Committee
- The Youth Engagement Committee
- The Media Committee
- The Award Committee

The Director General (DG) is held accountable for the overall performance of the executive body. The DG provides regular reports to the BOD and its subcommittees including the routine progress reports, development initiatives, potential risks along with related means of mitigation and seeks needed advice. The BOT is responsible for overseeing the BoD's performance and ensuring that institutional committee Key Performance Indicators (KPIs) are met.

Good Governance and Integrity¹²

The governance of Taawon is regulated by a set of complementary documents, which ensure a clear distinction between the different constituencies of the governance structure:

1. Articles of the Association

2. Statutes and Bylaws

Rules and regulations covering institutional and the executive functions and specifying the mechanisms for appointing and electing members, decision-making processes, meeting frequency, and the roles and responsibilities of the three governance constituencies—namely the GA, BoT, and BoD.

3. Matrix of Authorities

This matrix systematizes the authorities, roles, responsibilities, and accountability of each of the GA, BoT, BoD, institutional committees, and the executive body. It also governs the workflow of project authorization and implantation for each one of Taawon's processes

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4. Code of Ethics

Commitment to a code of ethics holds all who work for Taawon to high standards in serving the marginalized in the Palestinian community, working independently of donors and governments, adhering to the laws of the areas in which the organization operates, to non-affiliation with political parties, and non-discrimination on the basis of race, ethnicity, political loyalties, national origin, religion, or gender.

5. Conflict of Interest and Disclosure of Interests and Whistle Blower Policy

All members and leaders of the Taawon must comply with the Conflict of Interest and Disclosure of Interests Policy. The Policy outlines the comprehensive definition of conflicts of interest, and the mechanisms for disclosing and dealing with any such conflicts. As per the policy, should any Taawon members or staff have, or be suspected of having, any conflict of interest with relation to any decision or contractual agreement, they are required to disclose the details about the existing conflicts to a special committee on conflicts of interest. The committee deals with the instance and ensures that the member is not involved in any related decision making processes.

EDUCATION



Taawon is committed to investing in inclusive and equitable quality education (SDG 4) that improves economic prospects (SDG 8), encourages societal cohesion (SDG 11), and fosters national identity.

2016 Achievements

Early Childhood Development

- Trained 200 teachers and administrators in innovative early-childhood pedagogies.
- Worked with 40 kindergartens in a comprehensive approach, benefitting more than 8,000 children and more than 3,800 family members.

Basic Education

- Built and renovated more than 10,000 m² of schools in the West Bank including Jerusalem.
- Built 30 technology labs, introduced a flagship Robotics educational program (Logo League Robotic Education) in 9 Jerusalem schools, developed 54 educational Apple applications, trained 440 teachers, and benefitted 14,500 students and faculty in the Tafkeer “Thinking Technology” program.
- Trained 150 students from 6 schools in Jerusalem through the “Nahj” leadership and entrepreneur project.
- Provided vocational training for 300 students in useful trades and job skills through supporting and developing new programs at the vocational schools in Jerusalem.
- Inaugurated the second year of the “Bridge Palestine” program, with 207 high-school students receiving English classes, science and technology modules, and pre-college counseling to prepare for applying for renowned universities overseas.
- Offered remedial education for 150 students at risk of dropping out of school with the Learn, Inspire, Focus, and Engage (LIFE) program, which engages youth, parents, and educators.

Higher Education

- Offered 600 undergraduate scholarships for needy students in local universities in Palestine and Lebanon.
- Continued to support international fellowships for 120 faculty members from 13 universities in the West Bank and the Gaza Strip.

LIFE Skills – Lebanon

Ahmad (grade 8) entered the LIFE program as a very shy and quiet student with lots of potential. At first, Ahmad was hesitant to participate in class. His learning environment was not ideal, and he did not receive the quality of attention needed for him to excel. However, after participating in the LIFE program, he gained significant self-confidence and grew to love learning and became more outgoing. The LIFE program provided Ahmad, and many other students, with an ideal learning environment that allowed them to excel and become outstanding students. This project was supported by Taawon internal funding.



Students from different Palestinian camps in Lebanon participating in the LIFE program (Beirut, Lebanon 2016)



Morning exercise during Bridge summer-camp activities - West Bank.



Bridge Palestine is a national initiative to empower outstanding Palestinian students to enroll in prominent international universities. The program offers the students multi-level and multi-year capacity building activities, aiming to develop future leaders equipped to represent their community. It instills in participants a culture of educational excellence by connecting them with role models from the Palestinian community around the world. In the first year, 400 10th grade students from all over Palestine joined the program. The students benefitted from English language classes, exposure to university entrance exams, and modules emphasizing the importance of critical thinking, science, technology, innovation, and community initiatives. In addition, the program launched its first summer school in 2016, which focused on life skills, and career counseling and guidance. Taawon implements Bridge Palestine with the help of Al Nayzak and AMIDEAST as part of their ongoing efforts to empower Palestinian youth.



Participants from the Gaza Strip in a workshop on communication at one of Bridge Palestine's summer schools.

Khalil Fahjan – from the Gaza Strip

“ The Bridge summer school has enabled me to learn about the cultural and historical aspects of Palestine and to develop strong leadership skills.”



The Farah Center offers educational support for students with learning difficulties in Jerusalem and its suburbs. The center was funded by the Arab Fund for Economic and Social Development and is a part of the Collège des Frères in Jerusalem. In the past year, the Farah Center’s 17 teachers, who are specialized in alternative education, served about 150 students from 6 Jerusalem schools. The center also hosted the conference, “Supporting Students with Learning Difficulties in Jerusalem: Experiences and Challenges.”



The idea for the Zamala Program was initiated by the Bank of Palestine to improve higher education teaching methods in Palestinian universities and harmonize the needs of the job market with community development. The program covers the expenses of Palestinian academics pursuing fellowships for training and research projects at prestigious higher education institutions around the world. After their time abroad, beneficiaries are expected to return to Palestine to share their experience with their home universities. The project is funded by the Bank of Palestine and the Arab Monetary Fund through the Islamic Development Bank.

To date, the Zamala Program has benefitted 120 professors and lecturers from 13 Palestinian universities, and disbursed 1,570,000 USD. The fund benefits scholars in a number of disciplines including business management, economics, financial sciences, banking, health sciences, telecommunications engineering, and law. The fellows have published 42 research papers and have presented their work around the world.

Zamala, a pure Palestinian initiative.

Dr. Saida Afouneh- An- Najah University

“ Zamala fellowship program is different than any other program because it is genuinely funded and managed by Palestinians. It has a positive impact on building international partnerships, production of research and articles and exchange of knowledge to be transferred in Palestine.”



Zamal around the world

CULTURE



Taawon understands that without preserving Palestine's identity and cultural heritage, it would be difficult to ensure the overall survival and sustainable development of Palestine. Enriching the human experience through connecting to previous generations of Palestinian narrative, discourse, literature, music, dance, theater, and visual art is essential to promote healthy and sustainable communities (SDG 11) that work together to support one another.

2016 Achievements

Increasing Awareness about the Palestinian Identity

- In the “Art of Work” seminar, trainees in the 1948 Areas learned how to fundraise, advertise, and bring their products to market.
- Increased awareness of Palestinian issues through “Connect Palestine,” a project designed to educate US citizens, academics, journalists, lawyers, etc., about injustice in Palestine, and provide opportunities for them to gain first-hand experience in Palestine through meeting and interacting with people from the various strata of Palestinian society.
- Participated in the “Palest’In and Out Festival,” which toured cities throughout Palestine and featured upcoming and renowned artists working to change the usual clichés about Palestinian culture and highlight a more contemporary interpretation of Palestine.
- Taught 270 children from Beirut how to play instruments in “the Music Therapy” project, which aims to provide psychotherapy to young children through music.
- Held a summer camp in Beirut for 55 children, providing intensive music lessons. Many cases have been recorded on the improvement of the mental well-being of the participating children.

Libraries: A Gateway for Empowering Local Communities

- Modernized 40 libraries in Palestine and 7 libraries in Lebanon with multimedia and digital equipment, through funding from the Bill and Melinda Gates Foundation.
- Increased the number of visitors to libraries by 30% in the first year, with an expected 100% increase by the end of the project.
- Hosted 22 trainings and 260 community social activities.

Libraries: A Gateway for Empowering Local Communities – “Where do birdies go during war?”

During the 2014 assault on the Gaza Strip, a young girl asked her mother “Where do birdies go during war?” Her mother sent the question to the library in Beit Furik in the West Bank, where a group of children chose to answer the question in a short film called “The Little Birdie Girl.” Fikri, one of the children working on the film, said, “We want to show the world how children live during wars and that animals and birds are affected by wars too.”



Children in the Gaza Strip taking part in artistic activities at Hilal Library in the Gaza Strip

Maged Kiyal, the Artistic Works Project, the 1948 Areas, Acre

“*The visual arts writing course taught me a new language for discussing all that is seen—disassembling symbols, understanding their contexts, deciphering their historical and sensory meanings. The intellectual references of the course enriched the writing process and gave the course a dimension often missing from the Palestinian cultural scene, which often shies away from interpretation.*”

COMMUNITY DEVELOPMENT



The Community Development programs work to combat hunger (SDG 2), provide quality education (SDG 4), improve health and well-being (SDG3), utilize renewable energy (SDG 7), and provide clean water (SDG 6) for Palestinians in all of Taawon's areas of operations. By building resilience at the grassroots level and providing for the basic needs of Palestinians in various communities, our interventions lay the foundation for individuals to lead dignified daily lives that work for a more equitable and just future.

Promoting Health and Well-being

- Produced and distributed 78 wheelchairs in the West Bank towns of Salfit, Nablus, Qalqilya, Tulkarem, Jenin, Tubas, and Hebron.
- Provided more than 320 wheelchairs, canes, and artificial limbs to the disabled in the Gaza Strip.
- Provided hearing and sight examinations for more than 5,000 children in the Gaza Strip.
- Implemented 6615 remedial education sessions for 260 students with Down's syndrome to improve their inclusion in the community, in the Gaza Strip.
- Implemented more than 35,000 sessions of physical therapy, occupational therapy, psychological therapy, and audiology therapy in the Gaza Strip.
- Established and equipped 6 psychological units in schools in the Gaza Strip.
- Opened a new center for kidney dialysis to continue providing services for Palestinian refugees in Lebanon.

Agriculture and Food Security

- Established 18 chicken farms and 7 egg farms in Wadi Gaza.
- Reclaimed 528 dunums of farmland from land laid unplanted after the 2014 assault on the Gaza Strip.
- Extended 8,500 meters of irrigation pipelines in the Gaza Strip.
- Empowered 209 small-scale farmers by distributing their crops to poor families during Ramadan through the "From Poor Farmers to Poor Families" project.

Developing Civil Society, Community Services, and Infrastructure

- Finished construction of a water reservoir at Birzeit University, benefitting 10,000 students.
- Improved basic infrastructure of Wadi Gaza village by providing 3 landfill machines, adding 6.5km of sewerage network, widening streets, and completing a health care center.
- Completed 27 children's playgrounds (bayyaras), and installed solar power in 2 public parks in Gaza, thus securing a renewable source of energy to ensure a safe and enjoyable space for children to play.

Humanitarian Aid

- Provided psychological support for nearly 100 children and their families in the most heavily affected areas of the conflict in Jerusalem.
- Distributed 12,000 baskets of fresh vegetables, meat, and eggs to 4,000 families in the Gaza Strip during Ramadan.
- Renovated 1,477 homes, rebuilt 77 homes, as well as rehabilitated 42 educational and health centers in the Gaza Strip.

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Mohammed Al Mahmoud, kidney dialysis patient- Lebanon

“I can’t afford treatment in private hospitals, so this service is my last resort. I come 3 days a week. Every treatment session lasts between 4 to 5 hours. Myself, and patients like me, face many problems. The unit provided a radical solution for Palestinian patients in Lebanon.”

Kidney dialysis center in al Hamshari hospital in Saida, southern Lebanon offers free treatment to around 80 Palestinian patients



Solar Energy in the Gaza Strip

Amidst the chaotic problems that the energy sector faces in the Gaza Strip, the “Use of Alternative Energy in the Gaza Strip” project was an initiative to improve public awareness on energy consumption and the use of solar power. The project’s outputs included solar-powered systems to light public parks, busy road intersections, and utility buildings.

The Return of Nightlife to the Kateeb and Barcelona Parks in the Gaza Strip

In the evenings in the Gaza Strip, the power cuts leave many public areas dark. The lack of electricity has prevented people from enjoying the popular Kateeb and Barcelona Parks in the evenings. However, after Taawon installed solar batteries to light the parks, the two gardens have been reinvigorated as vibrant spaces of public life, even after sunset. People in the neighborhood are happy with the improvement and hope the project will continue in other places. The project was implemented by the University College for Applied Sciences, funded by the Arab Fund for Economic and Social Development.

The next generation of fishermen learn how to make boats in the Gaza Strip



Fifteen young adults learnt how to make and maintain wooden fishing boats in this training program funded by the Bank of Palestine. The training lasted several weeks and included the theoretical foundations of boat building, carpentry, and safety procedures. Trainees then built their own boats with the supervision of specialized trainers and the Fisherman’s Guild.

The profession of making wooden fishing boats is considered one of the endangered fields in the Gaza Strip due to the restrictions imposed by the occupation, the economic downturn, and the scarcity of resources. However, this professional training program allows Palestinians the opportunity to preserve their cultural heritage and provides employment opportunities to support their families.



Cleaning the Port of Gaza

This environmental initiative spread awareness amongst fisherman and longshoremen about the importance of keeping the Port of Gaza clean. The project, funded by Bank of Palestine, cleaned the docks, installed waste containers made from recycled tires, and provided aesthetic refinements to make the space more inviting. Part of a series of programs implemented to build the professional capacity of the next generation of fisherman in the Gaza Strip, this initiative looks to protect Palestinian heritage, preserve the environment, and provide decent incomes.

YOUTH EMPOWERMENT



Taawon's interventions target young people at a crossroads point in their life by offering programs that encourage and enable them to complete quality education (SDG 4) and to find decent and fulfilling employment (SDG 8), in addition to starting their own businesses and small companies.

2016 Achievements

- Continued to provide life skills and vocational training to 200 students at risk of dropping out of school in Jerusalem.
- Supported more than 21,400 job seekers registered in the online job placement portal that matches job seekers to more than 2,480 employers in Palestine.
- Funded and oversaw startup accelerators and incubators across Palestine, including: Mobaderoon, based at the Islamic University in Gaza, which has incubated over 90 tech startups; Hebron Business incubator, based in the Hebron Chambers of Commerce; the Business Development Center in Jerusalem, which supports a variety of companies, especially in tourism, and pays particular attention to empowering women in entrepreneurship; and the Fast-Forward Accelerator in Ramallah which has supported 12 startups.

Greencake made it to the Semi-final of MIT Enterprise Forum Pan-Arab Competition

Greencake is a female-run startup in the Gaza Strip, led by Rawan Abdul Latif and Majed Al-Mashharawi. It works to develop an alternative type of building block for construction, and to solve the lack of such resources in the blockaded Gaza Strip by using ash as a substitute for cement to make bricks.



Majd inspecting their alternative type of building blocks.

WAY

Welfare Association for Youth
مؤسسة التعاون للشباب



- Supported "Cycling for Palestine" in Jordan and Palestine, where hundreds of cyclists joined in support of projects in Jerusalem.
- Launched the photography contest "Palestine in Your Eyes" to support projects for the empowerment of women.
- Participated and supported the Palestine Marathon, "Right to Movement."
- Supported Ramadan iftar events for orphaned children in the Gaza Strip & Amman.

The Hebrothon



The event, held in Hebron, brought together traditional industries with the technology sector to create tech-savvy solutions for business problems.

3D Printing Art Startup



Mohamed uses a 3D printer to make artificial limbs for people with disabilities. It is one of 20 startups that have been incubated in Mobaderoon's third cohort.

ORPHAN SUPPORT



Thousands of children were orphaned after the 2008/9 and 2014 assaults on the Gaza Strip. Many households lost their primary breadwinner, endangering the well-being of thousands of families and crippling the Gaza Strip's economy. In light of this, we developed the Mustaqbali and Wajd programs to provide holistic support for the orphaned children and their families, and to reduce the inequalities (SDG 10) facing orphans in the Gaza Strip.

2016 Achievements

- Continued to support 3,943 orphans in both programs.
- Introduced new health components, and reached over 1,600 children in psychological interventions; improved the health and nutrition of 1,600 young orphans.
- Improved the education of 2,000 students in primary and secondary schools. Of those, 94.6% passed their yearly exams and 227 students went on to university.
- Supported 98 orphans to enter the workforce, and 28 families to establish their own startups, as well as supporting various activities for motherhood empowerment.
- Supported 15 orphans in orphanages.



Wajd Professional Training: Khalil Al-Yaziji, "Do what you love"

"Carpentry is part of who I am, and was passed down to me by my late father. We have a small workshop that reupholsters sofas. The Wajd training program gave us a chance to expand our operations and be self-reliant."





Ahmad Portraying hope in the faces he draws – Wajd

Ahmad, 12 years, is an orphan from Gaza and beneficiary of the Wajd Orphan Support Program. The co-curricular activities held by Wajd, gave Ahmad the chance to express himself through arts and uncovered his amazing talent for drawing portraits. Ahmad is receiving a holistic array of services including education support and health care from Wajd which will continue to support him until he is 22 years old. 'Wajd' is funded by Qatar Fund for Development, Bank of Palestine and the Haj Hashim Al-Shawa Charitable Fund.

Ahmad said, "I wish everyone would see my talent and how it improved. I am so happy and I will keep learning until I become an important artist."





From School to Work with Mustaqbali's Support

Dalia and her 9 siblings lost their father in the 2008/09 assault on the Gaza Strip. The Mustaqbali program helped Dalia and her siblings complete their studies by providing them with co-curricular and financial support. When Dalia, the eldest, finished high school, she needed help to realize her dream of completing a university education. The Mustaqbali program provided her with experiential training and the funds needed to complete her education. After graduation, she joined a group of teachers who work for Mustaqbali. She is one of 24 young university graduates and 3 mothers who benefitted from and now work for the program. Dalia is happy in her new position and is able to provide for her family. "Since we lost our father, Mustaqbali has stood by our side. I am very happy to be serving my community with the program that helped me," she said.

Dalia, a beneficiary of the Mustaqbali program who now teaches in the program herself.



THE OLD CITY OF JERUSALEM REVITALIZATION PROGRAM (OCJRP)



The project invests in building long-term cultural resilience by preserving material centers of history and by allowing Palestinians to stay in their homes (SDG 9). OCJRP makes communities more sustainable by improving the quality of life of beneficiaries and by giving them quality spaces that can support community engagement (SDG 11).

Restoring of Historical Buildings and Infrastructure

- Provided shelter and improved the living conditions for 54 families in Jerusalem and Nablus.
- Restored 10 buildings which serve 400 users and around 1,630 residents of the old cities of Jerusalem, Nablus and Arraba.

Capacity Building Training

- Implemented 7 training courses in the fields of preserving architectural heritage, conservation of historic buildings, and public safety, for 100 engineers and specialists.
- Held two workshops about the construction and restoration sector in Jerusalem, and coordination between ecosystem players.

Community Awareness

- Partnered with a grassroots association (Massar Cultural Center) in Jerusalem and organized a summer camp for 51 young people (ages 9–15) called “Homeland is my tale.” The camp’s concept was to spread cultural and historical awareness to children through plays, stories, tours, and models.
- Partnered with the Palestine Writing Workshop in a program to produce 5 children’s stories, and to work with mothers in historic centers to train them in reading out loud to their children.

Research and Documentation

- Continued to build a comprehensive database of historical sites in the old cities of Palestine.
- Published a book, entitled Al-Madrasah Al-Sallamiya: History and Restoration, about the history and restoration methods of a Mamluk building in the Old City of Jerusalem.
- Finalized two research projects, in preparation for publication, on “The Jewish and Moroccan Quarters of the Old City of Jerusalem,” and “Archeological Sites and Historic Buildings in Nablus.”
- Finalized a comprehensive survey of the physical conditions of 300 housing units in the Old City of Jerusalem, and published the report.





OCJRP in 20 Years

Restoration

- Restored 820 family houses inside historic cities
- Rehabilitated 72 buildings for use by community-based organizations, which now serve a constituency of more than 100,000 individuals

Job creation

- Provided 275,000 working days for local workers and generated income of around 47 million USD from restoration works

Capacity building and awareness

- Conducted around 105 community activities with more than 1,500 participants
- Provided on-the-job training for 55 local professionals
- Hosted 60 training courses that will serve over 500 course participants

Research and documentation

- Created two databases of historical sites
- Completed two master plans for the Old City of Jerusalem and Nablus city
- Produced 16 publications and audiovisual materials

Rehabilitating the Saint John Eye Hospital in the Old City of Jerusalem

Taawon rehabilitated the Saint John Eye Clinic near the Church of the Holy Sepulcher in the Old City of Jerusalem. The building consists of 3 rooms, a bathroom, and a kitchen. The space was previously unusable due to poor structural conditions and deterioration. Now that the clinic has been restored, new alarm systems installed, and phone lines modernized, the building can now provide ophthalmic, emergency, and first aid services to more than 40,000 residents of the Old City.

Rehabilitating “Hoosh al Imam” entrance in the Old City of Jerusalem

The entrance is located in the Bab Hutta area, a few meters away from the gates of the Aqsa Mosque, and is home to four families. Taawon has restored the area and reinvigorated the steadfastness of its residents who are facing an unprecedented process of Judaization.

“ I was not able to live in the house because it lacked basic necessities. I was always staying with my family and only returned to pay the bills. Now, I have returned to my house that I was married in decades before, and it is more beautiful than before, thanks to Taawon. ”

Aisha A-Shweiki - Jerusalem



THE PALESTINIAN MUSEUM



In 1997, members of Taawon had the idea of creating a museum dedicated to the memory of the Nakba in order to document the catastrophe that shaped the history of modern Palestine as a result of the expulsion from their homeland of more than 60% of the country's Arab inhabitants. Over time, however, this idea has evolved so that the Museum no longer only focuses on the Nakba, but is now planned as an institution that can celebrate Palestine's culture more broadly (SDG 11).

The Palestinian Museum is an independent institution dedicated to supporting an open and dynamic Palestinian culture, nationally and internationally. The Museum presents and engages with new perspectives on Palestinian history, society, and culture. It also offers spaces for creative ventures, educational programs, and innovative research.

The Palestinian Museum aims to contribute to a vibrant Palestinian cultural scene with a national and international presence, capable of strengthening the bonds between Palestinians and those interested in their culture and history. The Museum focuses on promoting Palestinian culture in the Arab world and internationally, creating the environment for free and innovative intellectual and creative endeavor, advocating the use of cultural tools for educational purposes, strengthening a sense of unifying national identity, and fostering a culture of dialogue and tolerance.

The Palestinian Museum was designed as a transnational institution, capable of overcoming geographical and political boundaries to reach Palestinians within historic Palestine and beyond. Its digital collections and online platforms, alongside its network of local and international partnerships, will allow for the sharing of skills, resources, programs, and exhibitions, with individuals and institutions worldwide.

2016 Achievements

- Inaugurated a new building for the Museum in Birzeit in an official opening ceremony in May 2016. A special guide was published that includes a general description of all the plants in the Museum's gardens.
- Opened the first satellite exhibition in Beirut entitled "At the Seams: A Political History of Palestinian Embroidery", accompanied by the publication of a catalogue featuring research essays.
- Participated in Qalandiya International 2016 in a series of symposia, tours, and workshops with school children.
- Participated in the training course for writing in the visual arts, along with other partner cultural institutions.
- Announced a 3-year plan that includes the launch of the Museum's inaugural exhibition in Palestine.

Palestinian Journeys and the Digital Archive

At the heart of the Palestinian Museum's research projects, Palestinian Journeys and the Digital Archive, is a keen commitment to making available critical knowledge and unearthed accounts about the question of modern Palestine, and ultimately to enhance Palestinian identity. Thus, the Palestinian Museum aims, in cooperation and partnership with other Palestinian institutions, to create an archival center of Palestinian identity.

Many voices will be heard and many stories will be enriched by the views and experiences of the projects' different users. This platform will empower users to take part in the real-time production of history by sharing their stories and audiovisuals, and through a process that will ensure that the production of knowledge is a two-way mechanism.

A diversity of topics, including economy, culture, and society, will enrich Palestinian histories by feeding in content relating to the landscape of archaeology in modern Palestine—such as archeological expeditions, colonial policies, thefts, and topographical distortions.

At the Seams: A Political History of Palestinian Embroidery Exhibition

"At the Seams: A Political History of Palestinian Embroidery", the Palestinian Museum's first satellite exhibition, was launched at Dar el-Nimer for Arts and Culture, Beirut, in May 2016. The exhibition was a great success and had wide media coverage. The exhibition concerns the political history and contemporary significance of Palestinian embroidery, costume, and identity. The Palestinian Museum will bring the exhibition "home" to Palestine. This is an opportunity for the Museum to continue its investment in top-quality art historical research, exhibition making, and global museum-standard production, and to bring a show that had such success in Beirut to its main site.

“ Positive energy is important in our current climate of cynicism and indecision, in a country that's under occupation, where there's little self-value or self-confidence. We wanted to make a statement that we're here to stay.”

Omar Al-Qattan, The Guardian, 17 May, 2016

TAAWON AWARDS FOR EXCELLENCE AND INNOVATION

USD 250,000

For the past 10 years, Taawon has endorsed a series of Achievement Awards to recognize and honor outstanding donors, NGOs, and other individuals who are tangibly contributing to the development of Palestinians. We also aim to raise awareness of some of the distinguished actors in Palestine's thriving civil society sector.



Taawon Jerusalem Award 2016: The Late Ragheb Kaloti Award, "For Jerusalem ...We Work"

This award is a generous contribution from Mr. Munir Kaloti to encourage Palestinian NGOs located and operating in Jerusalem to improve the community services provided to Palestinian residents of Jerusalem.

The winner of this award was "the **Jerusalem Legal Aid and Human Rights Center**" for its "Improving the Social and Economic Conditions of Jerusalemites" program.

Members of the 2016 Jury were Dr. Badie Sartawi, Dr. Abdullatif Hussein, Dr. Safa Abu Assab, Ms. Terry Boullata, and Mr. Ahmad Shurafa.



Taawon Youth Award 2016: The Munir Kaloti Award for Palestinian Young Entrepreneurs, "For a Better Tomorrow ... We Innovate"

The Youth Award is a generous contribution from Mr. Munir Kaloti to support young innovators and entrepreneurs, with the view that a society can only thrive with its youth, and a country can only prosper at the hands of those who defend and protect it.

This year, the following five innovative initiatives won the award:

- "**Coal natural production from agricultural waste products**" initiative - Mary Zayed- Gaza
- "**Arz**" initiative - Mahmoud Barham - Jenin
- "**Kanaan**" initiative – Masma Sallaq – Gaza
- "**Palcase**" initiative – Rami Issa and Ziad Habab – Nablus
- "**Liz Custom Bows**" initiative Elizabeth Dabbah - Jerusalem

Members of the 2016 jury were Dr. Yasser Ela'alem, Mr. Ibrahim Barham, Mr. Khalil Frangi, Mrs. Amal Daraghme Al Masri, and Mr. Ashraf Yazouri.



Taawon Education Award 2016:
The Nabil Hani Qaddumi Award,
"Schools of Excellence for a Better Future"

This award contributes to encouraging innovation and the self-development of schools. It is named in honor of Dr. Nabil Hani Qaddumi, in appreciation of his invaluable efforts and dedication to Palestine.

The award was given equally to, and shared between, two schools:

- **Anabta Girl's Secondary School**, for the initiative "The Young Programmer."
- **Hebron Basic Boys' School**, for the initiative "Strengthening the role of the Student Parliament in reducing the rate of child labor in the School."

Members of the 2016 Jury were Dr. Yahya Hijazi, Mr. Marwan Bakeer, Ms. Ruba Masrouji, Dr. Munir Sarhan, and Mr. Jawdat Sisan.



Taawon Gaza Strip Award 2016:
The Falak and Abdel-Kareem Kamel Shawwa Award,
"For Gaza"

This award is a generous contribution from the Sons of Falak and Abdel-Kareem Kamel Shawwa and is dedicated to civil society organizations that improve community services in the Gaza Strip, with its dire need of further efforts to enhance its steadfastness and empower its people for a better life and future.

The winner of this award was "**the Gaza Community Mental Health Program**", for their "Emergency response and crisis intervention in the Gaza Strip" program.

Members of the 2016 Jury were Dr. Ammar Dwaik, Dr. Muneeb Abu-Ghazaleh, Mr. Mamoun Besaiso, Ms. Samah Abu Lamzy, and Mr. Omar Majdalawi.



Taawon Achievement Award 2016:
The Late Naim Abdul Hadi Culture Award,
"We Will Get There Someday"

This award arises from a generous donation from Messrs. Samir and Omar Naim Abdul Hadi and is dedicated to the institutions that have excelled and contributed to the social and cultural development of the Palestinian people.

The winner of this award was "**the Arab Resource Center for Popular Arts in Lebanon**", for its "Spreading Culture and Building Capacity" program.

Members of the 2016 Jury were Mr. Khalid Farraj, Mr. Adnan Tarabshi, Mr. Nabeel Anani, Dr. Muna Khalidi, and Ms. Iman Hammouri.

MAIN EVENTS



Taawon's Chairman Mr. Faisal Alami with Qatar Charity CEO Mr. Yusuf bin Ahmed al-Kuwari, and Qatar Fund for Development General Director Mr. Khalifa bin Jassim al-Kuwari sign a new partnership agreement



Mr. Abdul Mohsen Al-Qattan, Honorary Chairman of Taawon, meeting with the team in Ramallah during his visit to Palestine



Bank of Palestine donates one million USD to support the Palestinian Museum



Taawon Board of Trustees member Munir Kaloti meets with Youth Award winners in Ramallah



Taawon honors the Palestinian teacher, Hanan Horoub, winner of the Global Teacher Prize award 2016



Arab Idol winner Mohammed Assaf celebrates new "bayara" in his hometown of Khan Younis

Participation in International Conferences

Taawon participated in the 10th annual Arab Foundations Forum meeting in Tunis, and the 7th Annual conference on Effective Partnership & Information Sharing for Better Humanitarian Action in Bahrain and the Clinton Global Initiative in New York.



THE BIRTH OF THE PALESTINIAN MUSEUM



Human Resource Management

We at Taawon believe that in order to be an organization that is committed to investing in the resilience of the Palestinian people, we must set an example by maintaining justice, transparency, and sustainability across our Human Resource (HR) operations. We hold ourselves to the highest standards of transparency and labor fairness in all of our HR policies and procedures. We also abide with labor law in our areas of operation. By adhering to our institutional principles and complying with national and international benchmarks, we strive to respect and empower our employees.

Recruitment and Hiring

We announce publicly all vacant positions, internally and externally. Taawon assesses the suitability of candidates based on relevant experience, education, and character references. To facilitate screening, we have upgraded our recruitment process by deploying an online application form that has led to a more efficient screening process. Relevant managers interview selected applicants, and the Director General approves final candidates for hire.

Upon approval, HR sends a job offer to the candidate, with the job description, location of operation, duration of contract, and remuneration. New hires also receive a standard contract adherent to the labor laws of the employee’s area of operation. HR provides employees with an HR manual that fully covers all rights and duties, health and safety protections, and policies against corruption, nepotism, and other unethical risks.

Salaries and Benefits¹⁴

Taawon’s salary scale governs all remuneration in the organization. The BoD approved the salary scale in 2014, and the matrix is regularly updated to reflect changes in the organization and in response to economic need. The table below reflects the ratio of average male and average female salaries per area of operation and employee category:

	Full-Time	Part-Time
Palestine	1.89	*Note there are 2 female part-time employees in Palestine and no male part-time employees
Jerusalem	0.63	NA
Jordan	2.92	NA
Lebanon	0.94	NA
Palestinian Museum	0.96	NA

In addition, Taawon affords both permanent and fixed term employees all the relevant benefits and protections mandated by the labor laws in each area of operation. Regardless of area of operation, permanent employees benefit from a comprehensive health and dental insurance for employees and their immediate family members. Taawon also enrolls permanent employees into a provident fund to which employees contribute 5% of their monthly salary, and the organization matches this with 6% of the monthly salary payment.

Senior executives do not receive performance-based or equity-based pay and are not afforded deferred or vested shares of the organization’s assets. They do not receive sign-on bonuses, recruitment incentive payments, or clawbacks. Incentives are based on performance and all employees, regardless of rank, are allotted the same retirement packages. Employees are not covered by collective bargaining agreement but covered by the labor laws of the area of operation.

Training¹⁵

Taawon designs an annual staff training plan in order to improve its operations. Recent topics have included risk management, change management, quality management, and environmental management. Employees are free to request trainings on topics of interest, and management will work to integrate the requests into the thematic objectives of the year. Upcoming plans include holding training on crowd funding mechanisms, social investments, and specialized training on technical matters. In addition, staff are encouraged to participate in various specialized webinars so that they can be up to date with their skills and knowledge.

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 15 G4-LA9, G4-LA10

We also administer ad hoc in-house training as we implement new policies and procedures. In 2016, for example, all employees received training on utilization of the enterprise resource planning system and Taawon’s “Help Desk,” the internal electronic platform for IT support.

For our staff, the average training hours were around 32 hours per staff member, with 30 hours for males and 33 hours for females. Top management were given around 50 hours, and middle management benefited from around 32 hours of training. For our volunteers, approximately 100 volunteers joined our projects through our implementing partners. These volunteers were trained by the partners for the activities they performed. The average in-service training was around 10 hours per volunteer. The majority of the volunteers were females.

Staff Satisfaction and Grievances¹⁶

Maintaining staff satisfaction is vital for Taawon. Senior management maintains an open door management policy and conducts annual performance reviews to foster a collaborative and transparent work environment. In addition, Taawon annually issues a survey to the employees to assess work satisfaction, including pay and benefits. HR submits recommendations to an HR BoD subcommittee for review and final approval. In 2016, 90% of Taawon’s staff expressed satisfaction with the organization.

Financial Transparency

Taawon is primarily a grant-making organization. Transparent and ethical practices in resource development and grant disbursement are crucial to maintaining Taawon’s reputation as a trusted organization serving the Palestinian community. We make sure to approach organizational finances in an ethical and innovative way so as to ensure the longevity of our assets and maximize their use.

New Fundraising Strategies

Palestine continues to face an economic crisis. In addition, various international donors, including the UN, have reduced funding to Palestine-specific projects in order to pivot their funds toward regional initiatives. Taawon has responded by exploring new revenue streams to ensure diversification and the continued growth of the endowment, and cover operational expenditure. Taawon is expanding its donor base and is reaching out to more donors in new geographical areas, seeking support for additional funds and attracting more members. Taawon has created a new fundraising unit that targets donors in the United States and Europe. Many Palestinians who live in the diaspora in these regions, and others who are committed to supporting the Palestinian people, have shown their willingness to give. In addition, we are developing our capacity to raise funds online, where donors around the world can contribute small, medium, and larger gifts.

Due Diligence Policy

Projects are not donor driven, and we take the utmost care to ensure that secured funds are pursuant to our vision and mission. As such, Taawon employs a range of due diligence tools to ensure that granted funds are received and used in support of its goal to create lasting positive change for the lives of Palestinians in need. These tools aim to minimize the risk of its granted funds being used for purposes that are not planned by Taawon, or which are against its objectives and mission. The same policy is also applied when considering, and prior to approaching, potential donors. The

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policy is in line with international best practices for ensuring accountability and transparency in operations. The policy is frequently reviewed and updated by competent international lawyers. The Director General, upon the approval of the executive body and the Chairman of the Board of Trustees, can reject any donation that is potentially high risk and that is not within the vision, mission, and strategic plan of Taawon.

Funds are almost always received via bank transfers. However, before donor funds are deposited, the receiving bank also conducts its own due diligence and compliance process to assure that funds are sourced ethically. The accounting officer checks resource development accounts daily and compiles and sends a list of donations to the “Fund Control” group, which is composed of program managers, directors, and the Resource Development team for additional oversight. The Resource Development team logs the donation into the ERP system for the Finance department to officially post as a received donation.

To date, there have been no complaints or breaches of standards for fundraising in relation to the rights of stakeholders. We do not contribute financial or in-kind donations to political causes, and Taawon has not faced any fines or non-monetary sanctions in the reporting period.

Taawon’s top five donors during the 2014–2016 period were:

Donor organizations	Private sector	Individuals
Arab Fund for Economic & Social Development	Consolidated Contractors Company (CCC)	Suad Hussaini Al Jafali
Kuwait Fund for Arab Economic Development	Abraaj Group	The late Mrs. Laila Miqdadi and Mr. Abdul Mohsen Al-Qattan
Islamic Development Bank	Bank of Palestine	Munir Kaloti
Qatar Development Fund		Sawsan Alfahoum Jafar
Welfare Association - UK		Ihsan Abu Ghazaleh

Institutional Management

We strive to manage the organization with efficiency and with sensitivity to social, environmental, and economic impact. Conscious of the interconnectivity of our operations, we pursue this mission at the institutional, programmatic, and community level. The highest ethical standards guide our policies and challenge our management approach to be responsive and proactive.

Risk Management

Taawon conducts an annual risk management assessment. The process begins with a workshop that identifies and assesses initial risks. A subcommittee reassesses and categorizes risks as high, moderate, and watch-list. Relevant stakeholders develop and implement action plans that are continuously monitored throughout the year. Risk management policy and related standard operating procedures (SOPs) are approved. Risk management measures find implementation across institutional operations and inform the 3-year strategic plan. Future plans include developing risk registers for each program and operation.

Environmental Impact Management

Taawon is committed to reducing harmful environmental impact by promoting green initiatives and by internally allocating resources in a resource-conscious way. Connection to the land of Palestine is the foundation to our national identity, and conservation of our natural resources and preservation of our ecosystem is a responsibility of every Palestinian. Taawon works to set an example of best practices in environmental impact management in order to contribute to a more sustainable future.

Many of Taawon's programs encourage environmentally friendly practices. For example, the Palestinian Museum is Palestine's first Leadership in Energy and Environmental Design (LEED) certified building for its use of local materials and sustainable energy. Community Development interventions have also installed solar power lamps in many public spaces like parks, and the Education program has emphasized the importance of recycling to school students. In addition, Taawon has also put into place many measures to reduce energy consumption and improve waste management at the institutional level.

Firstly, we have reduced energy consumption. For example, Taawon maintains a set of cars to facilitate business-related errands. Every 6 months, Finance and Administration evaluates usage of the cars and adjusts the fleet size so as to reduce the number of floating cars maintained by the organization. We also encourage staff to carpool whenever possible. Coupled with initiatives to reduce electricity consumption in the office, Taawon has reduced its energy consumption by 35%. Taawon has not been required to seek remediation of any environmental grievances for the past 9 years.

We are also working to reduce waste. In Taawon's offices, purified water dispensers requiring plastic jugs have been replaced by faucet filters. There are no plastic or paper cups provided in the offices to encourage staff to use reusable glasses. Also, sharing documents electronically is a common practice in an effort to reduce reliance on print. This year, Taawon spent 2,285 USD on waste management. However, although finding proper service providers is difficult in Palestine, there are plans to implement recycling at Taawon's offices. We are also working to get the Environmental Management System ISO 14001:2015 certificate by June 2017, and training and adherence to environment-friendly practices are being in place. Special indicators are being developed and monitored to measure our environment footprint, including consumption of electricity, fuel, and paper. Moreover, Taawon enforces a Green Environment policy with our implementing partners through signed Grant Implementation Agreements (GIAs).

Media Outreach and Public Relations

A comprehensive Communications Strategy and a Communications Policy govern all of Taawon's internal and external communications. The pillars of this policy are to define, affirm, and strengthen Taawon's institutional identity, both internally and to external stakeholders. The purpose of this policy is to ensure that communications across Taawon are well coordinated, effectively managed, and responsive to the diverse information needs of the internal as well as the external audiences. The policy outlines all aspects related to communications, including main audiences and our communication obligations to them, guidelines for internal and external communication, and our brand identity. These guidelines are applied to our printed and social media outlets.

The ERP System

Since 2013, Taawon has been developing and implementing an Enterprise Resource Planning (ERP) system. ERP is an organizational process management software that allows organizations to use a system of integrated applications and modules to manage the organization and automate many functions under one environment. To date, the ERP system has been fully launched across all operations and governs monitoring of all KPIs and financial transactions. The system has improved the process of decision-making by providing a centralized platform to monitor the organization's activities. It has also enhanced the accuracy of information and produced timely reports.

Taawon's ERP system integrates all operational functions and their workflows. Each ERP application and module is focused on one area of business processes, such as strategy development, programs development, budget, annual plan, project management, donations management, financial management and transactions, and others.

The goal of using the ERP is to provide one central repository for all information, in order to improve the flow of data across the organization. In addition, by implementing an ERP system, organizations can consolidate operations into one process, which facilitates administration in several areas.

All users, based on a maintained security matrix, can access the related modules to do the needed inquiries and approvals, and reports are customized per user to make it easier in terms of decision-making. Moreover, staff members can check the information logged in the system, thus streamlining monitoring and evaluation. The ERP also helps Taawon to identify the gaps in its processes and functions and to improve its processes at a later stage.

ISO

Currently, the finance and administration department, along with OCJRP and the Programs Department, have ISO 9001:2008 Quality Management certification.¹⁷ ISO bases this standard on a host of quality management principles, including strong customer focus, motivation of top management, and having processes for continual institutional improvement. We are in the process of applying to extend the credential over the whole organization. Upon upgrading, Taawon will be the first fully ISO 9001:2015 certified organization in Palestine.

We are also in the process of applying for ISO 14001 to be awarded to organizations with satisfactory environmental management systems. Taawon works to reduce harmful environmental impacts at all levels of the organization. Governing bodies are held to reducing carbon footprint KPIs, supply chain management is held to strict environmental criteria, and implementing partners are held to the same policies as the organization.

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Project Selection Process

We choose our implementing partners based on both open and closed solicitations. For the open solicitations, all organizations are invited to submit proposals anytime of the year through our online portal. Selected proposals that can be funded through the open solicitation process are considered based on their merit and on meeting a set of published criteria. Taawon receives an average of 40 proposals per month through this channel. On the other hand, and for certain grants that require a specific set of expertise and capacity, we invite selected partners to submit project proposals through announcing a closed solicitation via a request for proposals (RFP).

Received proposals are assessed based on a set of technical and financial criteria that are input into a score card. All proposals must pass a pre-assessment committee (PAC) and a technical assessment committee (TAC) composed of our directors. Once a project proposal is cleared through both committees, it moves on to the Programs and Projects Committee (PPC), which meets quarterly, for final approval. Each PPC cycle receives 10–15 proposals on average. If necessary, proposals move on to Resource Development to secure needed funding in close cooperation and with the participation of the proposing partner.

Once funding is secured and prior to signing a grant agreement with the partner, Taawon employs a screening process designed to ensure that the grantee has the capacity to manage the approved funds, has a transparent and democratic governance structure and decision making processes, and will implement the proposed initiative in partnership with and with the adequate involvement of the communities it will serve. The entire screening process is documented and kept at Taawon for 10 years, along with the original project application and all other official documents the applicant is required to submit, such as last audited financial statements and registration certificates.

If there is concern about any of the submitted legal documents, Taawon applies an extra verification measure by verifying the submitted documents with the related authorities. This process can be waived for second time applicants, depending on the time span between applications and the validity of existing documents on file, unless information is identified that raises the risk of this entity and thus requiring the status to be reviewed. Furthermore, all would-be partners are subject to a rigorous Due Diligence Procedure.

Project Approval and Implementation

Once all of the aforementioned processes are over, partners receive a standard Grant Implementation Agreement (GIA) to sign. This contract specifies the rights and duties of the implementing partner, as well as the payment plan and the various rules and conditions of the grant. Included in the GIA are high standards for safety, environment preservation, the upholding of human dignity, and sound procurement requirements. During project implementation, Taawon staff ensure continuous monitoring and evaluation through conducting periodic field visits to funded interventions, scrutinizing received progress and financial reports, and ensuring overall compliance with Taawon's operation principles.

Upon completion of the project, the grantee submits a final report that includes a synthesis of what was achieved, supported by financial and other necessary documents. The grantee also furnishes Taawon with a copy of the audited financial statements, which include the project or activity financed by the grant, either at the end of the organization's fiscal year or at the end of the project, whichever occurs first. Taawon uses both internal and external auditors to ensure that appropriate monitoring of grants is in place and that there is strict compliance with grant conditions.

Supply Chains Management¹⁸

Taawon's procurement policy governs all institutional purchasing. All tenders are assessed based on financial, technical, and ethical standards and are approved by the Director General. All suppliers have been screened with the procurement policy in the reporting period. In cases where there is doubt about the quality of prospective suppliers, we assume a precautionary approach and table the tender.

After the delivery of goods, or the submitting of the service by the vendors or consultants, the department who received the goods or services fills out a vendor evaluation online form. Payments are processed after completion of this form. Vendors' evaluations are refreshed continuously to reflect satisfactory and dissatisfactory service. Our procurement procedure complies with ISO9001:2008.

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Assessments

We conduct a number of assessments of programmatic performance before, during, and after project implementation. Reports are to ensure that operations continue to be in line with the 3-year strategic plan, as well as with Taawon’s mission, vision, and values. Major reports are as follows:

Report Type	Description	Objective
Internal monitoring	Every quarter, program heads must submit a report tracking their financial and implementation progress. In particular, reports must keep track of meeting the KPIs of the program’s strategic plan.	Maintaining transparent operations for the organization’s stakeholders; room to plan development / remedial plans to enhance performance
Internal Audits	Taawon conducts internal audits of institutional management and programs by the internal auditor. Internal audits are submitted to the BoT for review.	Maintaining transparent operations for the organization and its stakeholders.
External Audits	Taawon is subject to external audits in line with international practices through the engagement of prominent auditing firms. In 2015, Taawon was audited by Ernst & Young. External audits are submitted to the GA for review and approval.	Maintaining transparent operations in the international community
Audited Program Reports	Some programs / projects are audited separately by external auditors based on the donor’s request.	Monitoring grant implementation is transacted in accordance with Taawon’s and international standards
Needs Assessments	Before developing any program, we conduct a needs assessment in order to determine the viability, urgency, and feasibility of an intervention. Needs assessments include desk reviews, field visits, partner consultations, and community focus group discussions. Needs assessments are conducted by Taawon’s team or by external consultants.	Guiding program development, grant disbursements, and project efforts to areas with maximum potential impact
Area Evaluation Reports	Taawon produces reports of each area of operation in order to take a more holistic view of program operations and their impact. These reports in particular elucidate how components interact and identify potential gaps for future interventions per area of operation. Evaluations have included interviews and surveys with end beneficiaries, focus groups, and in-depth interviews with the partner organizations, key informants, and Taawon staff. Area evaluation reports are conducted by external consultants.	Evaluating a community’s holistic experience of Taawon’s interventions and measuring impact of interventions
Annual and Sustainability Report	Each year, we produce an annual report that revisits highlights of the year’s accomplishments. Our annual reports are available on our website (www.taawon.org). In 2013, Taawon also completed a Global Reporting Initiative (GRI) G.3.1 sustainability report, for which we achieved the level A and the Equivalency Determination (ED) certificate in 2014. This year, the two reports are combined in order to inform stakeholders of Taawon’s progress both institutionally and programmatically. Sustainability reports are conducted by external auditors.	Providing an overview of Taawon’s institutional and programmatic operations for stakeholders
Long-term Impact Reports	Every 5 years, Taawon conducts an institutional impact report that evaluates operations over the previous 5 years. In addition, Taawon conducts programmatic impact reports 7 years after a program intervention is completed.	Evaluating the ongoing impact of Taawon’s projects post-implementation

Beneficiary Privacy

We hold beneficiary privacy in utmost regard and have strict procedures to ensure that Taawon and our implementing partners protect beneficiary information and disclose only with discretion. All employees are signatories to the HR handbook, which includes a strict non-disclosure policy to protect the proprietary nature of Taawon’s work and the personal information of our beneficiaries. We do not share any names, contact information, or photos of beneficiaries without their prior consent. To date, there have been no breaches in beneficiary privacy.

STAKEHOLDER ENGAGEMENT¹⁹



Over time we have developed operating frameworks that are highly inclusive of our different stakeholders, based on degrees of materiality to them. We have an open door policy to receive stakeholder feedback, respond to all inquiries in writing, and pass on relevant and actionable feedback to the proper channels. Internally, we believe that being inclusive and accountable to both our employees and our governance body is crucial to devising efficient strategies and goals. Our commitment to the engagement of peer civil society organizations, our donors, and relevant governmental entities stems from our belief in the role partnerships play in achieving the utmost impact with the available resources in Palestine and regionally. In addition to engaging representatives from all of these groups in a stakeholder consultation which reviews this 2016 sustainability report, we engage each group in the following ways: (see table on the following page)

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Stages and Methods of Engagement

A. Governance Body

- Quarterly annual meetings, reporting and feedback on operations and strategic directions.
- In-depth individual discussions with members of the governance body as part of developing the 2017–2019 strategic plan and our last impact evaluation study.

B. Employees and Trainees

- Annual performance appraisals and satisfaction surveys.
- Executive team representation on the governance body.
- In-depth individual interviews with members of the executive management team, and surveys with employees conducted as part of developing the 2017–2019 strategic plan and our last impact evaluation study.

C. Local Communities

- Needs assessment visits and focus groups held as part of program design approach.
- Focus groups, interviews, etc. conducted as part of monitoring and evaluation efforts.
- End beneficiary satisfaction survey.
- Focus groups with participants in programs implemented/funded by Taawon conducted as part of developing the 2017–2019 strategic plan and our last impact evaluation study.

D. Donors

- Progress and financial reporting.
- In-depth individual interviews with selected donors conducted as part of developing the 2017–2019 strategic plan and our last impact evaluation study.
- Annual donor satisfaction surveys.

E. Peer Civil Society Organizations

- Workshops, focus groups, and individual meetings held at the program design phase.
- Field visits, meetings, and reporting mechanisms used as part of our M&E framework.
- In-depth individual interviews conducted as part of developing the 2017–2019 strategic plan and impact evaluation study.
- Annual partner satisfaction survey targeting all Taawon grantees.

F. Volunteers

- Relevant training when needed to implement a project.
- Follow-up with volunteers included in program reporting.

G. Local & National Governmental Authorities

- Relevant local and national governmental units are engaged at the program design phase through workshops and meetings.
- Taawon complies with government rules and regulations and shares information as requested.

H. Public at Large

- Public communications in the form of our website, newsletters, reports, newspaper reports, interviews with the press and social media are produced to engage friends of Taawon at large.
- Organizes conferences and workshops and engages with stakeholders in local and international conferences

Expressed Concerns / Priorities	Our Efforts
<ul style="list-style-type: none"> Continued diversification of funding resources. Establishing a social investment fund. 	<ul style="list-style-type: none"> Fundraising online and in the US and UK. Started implementation of the resources diversification plans.
<ul style="list-style-type: none"> Transitioning to a program-based approach. Concerns with regards to professional development paths. 	<ul style="list-style-type: none"> Restructuring and reevaluating teams to meet the adjusted management style and workload. Linking incentives to performance results to encourage excellence. Developing a clear matrix of authorities, succession, and career development plans in place.
<ul style="list-style-type: none"> Taawon is receiving growing requests from local communities for wider involvement in various national programs. Participatory needs assessments are vital to relevant program design and meeting development objectives. 	<ul style="list-style-type: none"> While exerting all efforts to serve local communities, we continue to raise the awareness that Taawon's role complements, and does not replace, governmental programs and initiatives. To continue and strengthen efforts to enhance partnerships with local communities. Communities were more involved in the development of the Strategic plan 2017–2019.
<ul style="list-style-type: none"> The need to continue to widen our integration/cooperation with the donor community. 	<ul style="list-style-type: none"> Taawon believes that diversification of donors is a key to the sustainability of operations and will continue to network and build positive relations with the donor community through international networks, alliances, sector working groups, and task forces in Palestine and abroad.
<ul style="list-style-type: none"> Further focus is needed on building the capacity of Palestinian civil society organizations. 	<ul style="list-style-type: none"> Taawon introduced changes in the NGOs' capacity building program design in order to cater for the specific needs of each organization. In parallel, Taawon will continue striving to forge implementation partnerships with key civil society organizations. Taawon encourages organizations' capacity building through the various Awards of achievements conducted on a yearly basis.
<ul style="list-style-type: none"> Need to expand volunteering beyond 100 participants. All volunteers contribute less than 30 hours a week. 	<ul style="list-style-type: none"> Standing call for all programs to engage communities by recruiting and maintaining volunteers.
<ul style="list-style-type: none"> Continuous coordination is needed on the ground, besides related Strategic Planning development activities 	<ul style="list-style-type: none"> Taawon continuously coordinates with local and national governments on the field and through attending regular coordination meetings and signing/adhering to coordination MOUs. Some of Taawon's staff are members of various national thematic committees.
<ul style="list-style-type: none"> Need to expand online efforts to reach more potential donors, partners, and beneficiaries. 	<ul style="list-style-type: none"> Our social media outreach has connected with 5.5 million people through written content and 38 short films about our programs. Our success stories, in 6 general newsletters, reach our mailing list of over 10,000 in both English and Arabic. Strengthening of our online donations through various platforms for crowd funding.



AUDITED STATEMENT OF FINANCIAL POSITION²⁰



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Independent Auditor's Report to the General Assembly of Welfare Association (Taawon)

Opinion

We have audited the financial statements of the Welfare Association (Taawon), which comprise the statement of financial position as at December 31, 2016, the statement of activities and changes in net assets and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Taawon as at December 31, 2016, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Taawon in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, 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. In preparing the financial statements, management is responsible for assessing Taawon's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Taawon or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing Taawon's financial reporting process.

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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Taawon's internal control .
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Taawon's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Taawon to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young - Middle East
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Saeed Abdallah

Ernst + Young

Sa'ed Abdallah
License # 105/2003

Ramallah - Palestine
April 16, 2017

Welfare Association

Statement of Financial Position

As at December 31, 2016

	Notes	<u>2016</u> U.S. \$	<u>2015</u> U.S. \$
Assets			
Non-current Assets:			
Property and equipment	3	495,215	479,580
Property of Palestinian Museum	4	23,850,963	-
Project in progress	4	-	17,880,007
Investment properties	5	<u>6,909,223</u>	<u>6,374,245</u>
		<u>31,255,401</u>	<u>24,733,832</u>
Current Assets:			
Contributions receivable	6	35,290,060	43,017,657
Other current assets	7	1,859,159	1,127,526
Financial assets held for trading	8	50,835,652	49,653,040
Cash and deposits at banks	9	<u>10,683,107</u>	<u>12,049,412</u>
		<u>98,667,978</u>	<u>105,847,635</u>
Total Assets		<u>129,923,379</u>	<u>130,581,467</u>
Net Assets and Liabilities			
Net Assets:			
Unrestricted net assets		1,700,058	1,698,596
Endowment fund	10	<u>60,091,420</u>	<u>57,441,244</u>
Total Net Assets		<u>61,791,478</u>	<u>59,139,840</u>
Non-current Liabilities:			
Provision for employees' benefits	11	2,717,484	2,303,648
Deferred revenues	4	<u>13,600,500</u>	<u>12,377,696</u>
		<u>16,317,984</u>	<u>14,681,344</u>
Current Liabilities:			
Bank overdraft	12	5,561,439	-
Accounts payables and accruals	13	1,820,961	2,038,743
Deferred contributions	14	<u>44,431,517</u>	<u>54,721,540</u>
		<u>51,813,917</u>	<u>56,760,283</u>
Total Liabilities		<u>68,131,901</u>	<u>71,441,627</u>
Total Net Assets and Liabilities		<u>129,923,379</u>	<u>130,581,467</u>

The attached notes 1 to 23 form part of these financial statements

EMPLOYEE DEMOGRAPHICS

The tables below provide a breakdown of Taawon's staff by age, gender, and region of operation. Additional tables include tabulations of part-time and permanent employees, new hires, and employee turnover. Figures cover 2016 in Taawon's major areas of operation: Palestine, Jordan, and Lebanon.²¹

Taawon Employee Overview

Region	Female Employees	Male Employees
Jordan	2	2
Palestine	36	63
Lebanon	6	4
TOTAL	44	69

Age	Number of Employees	Gender	Number of Employees
20-30	29	Male	69
30-40	40	Female	44
40-50	26	TOTAL	113
50-60	16		
60-70	2		
TOTAL	113		

Region	Number of Employees
Jordan	4
Palestine	101
Lebanon	8
TOTAL	113

Employees on Fixed Term Contracts

Age	Number of Employees	Gender	Number of Employees
20-30	20	Male	26
30-40	9	Female	9
40-50	4	TOTAL	35
50-60	1		
60-70	1		
TOTAL	35		

Permanent Employees

Age	Number of Employees	Gender	Number of Employees
20-30	9	Male	43
30-40	31	Female	35
40-50	22	TOTAL	78
50-60	15		
60-70	1		
TOTAL	78		

New Hires

Age	Number of Employees	Percentage of New Hires Per Age Bracket
20-30	9	65%
30-40	31	29%
40-50	22	3%
50-60	15	0%
60-70	1	3%
TOTAL	78	100%

Gender	Number of Employees	Percentage of New Hires Per Gender
Male	22	65%
Female	12	35%
TOTAL	34	100%

Region	Number of Employees	Percentage of New Hires Per Region
Jordan	1	3%
Palestine	31	91%
Lebanon	2	6%
TOTAL	34	100%

Employee Turnover

Age	Number of Employees	Percentage of Left Per Age Bracket
20-30	8	32%
30-40	8	32%
40-50	7	28%
50-60	0	0%
60-70	2	8%
TOTAL	25	100%

Gender	Number of Employees	Percentage of New Hires Per Gender
Male	13	52%
Female	12	48%
TOTAL	25	100%

Region	Number of Employees	Percentage of New Hires Per Region
Jordan	0	0%
Palestine	25	100%
Lebanon	0	0%
TOTAL	25	100%

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OUR DONORS

Individuals

Abdel Qader Khatib	Fayez Tarawneh	Maher Abu Ghazaleh	Sami Salman
Abdul Muhsen Abu Shkhaidem	Fouad Al Jamal	Manal Tbelieh	Samih Issawi
Abdullah Bashir	Feryal Al-Mohtadi	May Khawaja	Samir Jarrar
Ahmad Bashir	Fuad Aghabi	Manhal Lolos	Sanaa Marrouf
Ahmad Kobrosi	Ghalia Bushnaq	Mazen Abu Ghazaleh	Sereen Abu Ghazaleh
Ahmad Maarouf	Ghanem Bibi	Mazen Dajani	Shamis Al Dhaheri
Ahmed Shehadeh	Ghassan Alami	Mazen Nour El-Dine	Sheikh Nhayyan B. Al Nhayyan
Ala Alaeddin	Ghazi Jamous	Mazin Al Khatib	Siham Budeiri
Ali & Rasha Al Farouqi	Hadil Kamal	Mohammad & Mahira Abu Ghazaleh	The sons of the late Yusef Mohammed Alami
Ali Hajjaj	Hala Yasin	Mohammad Hakim	The sons of the late Ms. Falak and Mr. Abdulkareem K. El Shawwa
Ali Hammad	Hanan Abu Ghazaleh	Muhannad Sandouka	Suha Dajani
Allam Kanaan	Huda Budeir	Munir Haidar	Sumaya A. Abu Ghazaleh
Aly Howeedy	Huda Jardaneh	Munir Khoury	Sumaya Al Jabsheh Abu Ghazaleh
Amer Bisat	Huda Nabulsi	Mustafa Miqdadi	Sumaya Mohammad Abu Ghazaleh
Amir Abu Ghazaleh	Humam Mufti	Nabil Habayeb	Tafeeda Jarbawi
Annie Kanafani	Ibrahim Hirzallah	Nada Sherief	Tala Ashour
Asriyeh Al Nabulsi	Ihab AlKhatib	Naila Handoush	Tareq Abdulla
Ayman Abu Ghazaleh	Ihsan Abu Ghazaleh	Nariman Abu Ghazaleh	The family of the late Shakour Abu Ghazaleh
Azmi Al Masri	Intisar Jardaneh	Naser Nabulsi	The family of the late Tayseer Nabulsi
Azzam Salous	Jaafar Hijawi	Nisreen Abu Deil	The heirs of the late Subhi Ishaq Al Shihabi
Banan Abu Gosh	Jalal Yaeish	Osama Abu Ghazaleh	The family of the late Bashir Alami
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Fatimah Fahmy	Maher Awartani	Said B. Said	
Fatmeh Ziadah	Mahjabeen Iqbal	Sami Albashiti	
The family of the late Haseeb Sabbagh and the late Said Khoury	Maisa' Abu Hijleh	Samia Jaber	

Institutions

Al Aqsa Fund	Penny Appeal
American Federation of Ramallah Palestine	Qatar Development Fund
American Near East Refugee Aid (ANERA)	Saudi Fund for Development
Arab Fund For Economic & Social Development (AFESD)	Swedish International Development Agency (SIDA)
Arab Monetary Fund	Tabari Endowment - Foundation
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Lebanon Group	Welfare Association for Youth
OPEC Fund for International Development (OFID)	

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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.

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1948 Areas

Al-Mashghal, the Arab Culture Association	Hewar, The Arab Association for Alternative Education
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GRI DISCLOSURE TABLES

Sustainability Management Approach Summary

The below table summarizes Taawon’s management approach to the general categories of sustainability-related disclosures determined by the GRI G4 Guidelines. A detailed table with each GRI G4 Aspect, its materiality and aspect boundary can be found below:²²



Performance Category	Management Approach & Materiality
Economic	We work for the economic empowerment of Palestinians in all of our interventions. We strive to implement programs that build resilient incomes for beneficiaries and develop Palestine’s economic capacity.
Environmental	We adopt the utmost environmental standards throughout our operations. On an institutional level, we work to reduce our energy consumption across the board and train our staff in environmentally friendly practices. At the programmatic level, we hold our partners and suppliers to strict standards of environmental responsibility and monitor their performance in iterative evaluations during and after project implementation.
Labor Practices & Decent Work	We believe that as an organization working toward fostering dignified life in Palestine, we must lead by example in the way we work with our staff. We continuously invest in our employees’ professional development and overall work satisfaction, while ensuring they have a safe and supportive work environment. Throughout our operations, we respect the rights of all of our employees.
Human Rights	We have a zero tolerance policy for violations of human rights including but not limited to children’s rights, labor rights, and indigenous rights. We believe in upholding human rights wherever we have the means to do so and working towards practical solutions as needed.
Society	We uphold a mission that is society-focused, where the benefit of the society lies at the heart of everything we do. Globally, we are committed to the principles of the UN SDGs and international best practices that aim to improve the global community.
Product & Client Responsibility	We hold our beneficiaries at the heart of all of our work. We aim to ensure the delivery of high-impact, sustainable, and responsible interventions to our target communities. We respect the dignity of each of our beneficiaries and make sure that our work is privacy and context sensitive.

Aspect Materiality & Boundary²³

The table below provides an overview of GRI Aspects and their materiality in relation to Taawon. It complements the summary table above and includes each aspect’s materiality and the aspect boundary for material aspects.

Materiality indicators:

- Indicates an indicator that is *Not Material* to Taawon
- Indicates an indicator that is *Material* to Taawon

Boundary indicators:

‘Inside’ – indicates that the aspect has impacts that occur inside Taawon

‘Outside’ – indicates that the aspect has impacts that occur outside Taawon

²² G4-DMA

²³ G4-19, G4-20, G4-21

Performance Category	Aspect	Aspect Materiality	Aspect Boundary	
Economic	Economic Performance	●	Inside / Outside	
	Market Presence	●	Inside	
	Indirect Economic Impacts	●	Inside / Outside	
Environmental	Procurement Practices	●	Inside / Outside	
	Materials	●	-	
	Energy	●	-	
	Water	●	-	
	Biodiversity	●	-	
	Emissions	●	-	
	Effluents and Waste	●	-	
	Products and Services	●	-	
	Compliance	●	Inside / Outside	
	Transport	●	-	
	Overall	●	-	
	Supplier Environmental Assessment	●	Inside / Outside	
	Environmental Grievance Mechanisms	●	Inside / Outside	
	Social: Labor Practices & Decent Work	Employment	●	Inside
		Labor/Management Relations	●	Inside
Occupational Health & Safety		●	Inside / Outside	
Training & Education		●	Inside	
Diversity & Equal Opportunity		●	Inside	
Equal Remuneration for Women and Men		●	Inside	
Supplier Assessment for Labor Practices		●	Inside / Outside	
Labor Practices Grievance Mechanisms		●	Inside / Outside	
Social: Human Rights		Investment	●	
	Non-discrimination	●	Inside	
	Freedom of Association & Collective Bargaining	-	-	
	Child Labor	●	Inside / Outside	
	Forced or Compulsory Labor	●	Inside / Outside	
	Security Practices	●	Inside / Outside	
	Indigenous Rights	●	Inside / Outside	
	Assessment	●	-	
	Supplier Human Rights Assessment	●	Inside / Outside	
Human Rights Grievance Mechanisms	●	Inside / Outside		
Social: Society	Local Communities	●	Inside / Outside	
	Anti-corruption	●	Inside / Outside	
	Public Policy	●	Inside / Outside	
	Anti-competitive Behavior	●	Inside / Outside	
	Compliance	●	Inside / Outside	
	Supplier Assessment for Impacts on Society	●	Inside / Outside	
	Grievance Mechanisms for Impacts on Society	●	Inside / Outside	
	Social: Product Responsibility	Customer Health & Safety	●	-
		Product & Service Labeling	●	-
Marketing Communications		●	Inside / Outside	
Customer Privacy		●	Inside / Outside	
Compliance		●	Inside / Outside	

GRI CONTENT INDEX

This report has been prepared in accordance with the GRI G4 reporting guidelines at the 'Core' level. The table below presents the GRI G4 Content Index for this sustainability report.

There have been no omissions in compiling the report.

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	SDG Linkage
STRATEGY AND ANALYSIS		
G1-4	p. 7-4	
ORGANIZATIONAL PROFILE		
G4-3	p. 10-11	
G4-4	p. 13	
G4-5	p. 10-11	
G4-6	p. 10-11	
G4-7	p. 10-11	
G4-8	p. 14	
G4-9	p. 10-11, p. 14	
G4-10	p. 63 (Note that there is not a significant number of self-employed or seasonal workers.)	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
G4-11	p. 49	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
G4-12	p. 55	
G4-13	p. 13 (Aside from adopting a program-based approach, note that there have been no other significant changes as per the aspect)	
G4-14	p. 55	
G4-15	p. 5, 53	
G4-16	(Note that there is no significant membership of associations and national or international advocacy)	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	p. 60-62	
G4-18	p. 8	
G4-19	p. 71-72	
G4-20	p. 71-72	
G4-21	p. 71-72	
G4-22	(Note that all content in this report is original to the report and there are no external references)	
G4-23	p. 13	

STAKEHOLDER ENGAGEMENT		
G4-24	p.57-59	
G4-25	p.57-59	
G4-26	p.57-59	
G4-27	p.57-59	
REPORT PROFILE		
G4-28	p. 8	
G4-29	p. 8	
G4-30	p. 8	
G4-31	p. 8	
G4-32	p. 8	
G4-33	(Although Taawon pursues yearly external auditing and has been audited pursuant of the ISO 9001:2008 Quality Management Certification, the contents of Investing in Palestinians: 2016 Sustainability Report have not been externally audited.)	
GOVERNANCE		
G4-34	p. 16-21	
ETHICS AND INTEGRITY		
G4-56	p. 20	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
SPECIFIC STANDARD DISCLOSURES		
DMA and Indicators	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	SDG Linkage
CATEGORY: ECONOMIC		
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	p. 71 (Taawon works to invest in Palestinians, and there are many layers of value creation. On an institutional level, we strive to make sure that our labor practices and wages are fair and just to allow our staff to participate in the economy. On a programmatic level, our interventions are the cause of great direct and indirect economic production. Each fiscal quarter, each of Taawon's 7 programs must complete an evaluation of the revenue and employment opportunities created by the respective interventions. We aggregate the quarterly findings into our annual reports and work to meet increased targets each year.)	
G4-EC1	p. 14	SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG 5: Achieve gender equality and empower all women and girls; SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all; SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation

MATERIAL ASPECT: MARKET PRESENCE		
G4-DMA	p. 71 (Taawon holds itself to the highest standards of employment practices looking to build the resilience of Palestinians throughout its operations. Our hiring practices and remuneration aim to provide a dignified life for local Palestinians who work and serve their community. As such our HR policies adhere to the labor law of the area of operation as well as are motivated by the philosophy of providing dignified work.)	
G4-EC6	(Note that Taawon’s senior management is the executive body operating in each of its areas of operation are local Palestinians)	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-DMA	p. 71 (Taawon’s interventions have many direct and indirect impacts. In order to assess indirect impacts, metrics are developed before interventions, monitored during implementation, and reevaluated after a pre-determined period of time after the project’s completion. Internal and external assessments return feedback used to improve future programming to maximize positive and minimize negative impact.)	
G4-EC7	p. 29	SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG 5: Achieve gender equality and empower all women and girls; SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all; SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable
MATERIAL ASPECT: PROCUREMENT PRACTICES		
G4-DMA	p. 71 (As a primarily grant-making organization, Taawon takes great care to vet its suppliers and empower local firms whenever possible. Supplier tenders are evaluated on a series of financial and technical criteria as well as sustainability standards like locality and community engagement in order to secure a more long-term local engagement.)	
G4-EC9	(Note that Palestinian suppliers are almost always preferred over non-local suppliers. Almost all of Taawon’s suppliers are Palestinian.)	SDG 12: Ensure sustainable consumption and production patterns
CATEGORY: ENVIRONMENTAL		
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	p. 71 (As much of Taawon’s environmental impact is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high environmental standards when implementing programs in order to receive funding.)	
G4-EN29	(Note that there have been no fines or non-monetary sanctions for non-compliance with environmental laws and regulations)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT		
G4-DMA	p. 71 (As much of Taawon's environmental impact is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high environmental standards when implementing programs in order to receive funding.)	
G4-EN32	(Note that all suppliers were screened using environmental criteria and monitored via vendor evaluations during the reporting period.)	
MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS		
G4-DMA	p. 71 (As much of Taawon's societal impact is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high societal standards when implementing programs in order to receive funding.)	
G4-EN34	(Note that there have been no grievances about environmental impacts during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
CATEGORY: SOCIAL		
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK		
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	p. 71 (Taawon directly employs 113 staff members. HR makes sure that employees are privileged with all of the rights and responsibilities entitled to them by the labor law of the respective area of operation and Taawon's ethics policy. Internal operations are recursively evaluated by external and internal auditors, and the salary scale and benefits are reevaluated based on best practices that respond to the economy and needs of employees.)	
G4-LA1	p. 63	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
G4-LA2	p. 49	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
G4-LA3	p. 63	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
MATERIAL ASPECT: LABOR/MANAGEMENT RELATIONS		
G4-DMA	p. 71 (Taawon maintains a regimented matrix of authority that governs all operations. The schema enumerates the chain of command and avenues for redress for each institutional operation. In addition, managers keep an open door policy to receive feedback from employees as well as communicate institutional changes from up the chain of command.)	

G4-LA4	(Note that employees are notified of significant operational changes as soon as possible. Typically staff receives notice of a potential change upon its formal written proposal pending approval from governing bodies.)	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	p. 71 (Taawon's interventions take staff and project implementing partners across our four areas of operation in and around Palestine. In order to ensure interventions do not unnecessarily place personnel at risk, pre-project evaluations and risk registers are developed to identify possible health and safety hazards. In addition, Taawon works to find local partners and engage experts in each specific intervention to manage the risks associated with engaging a new community.)	
G4-LA7	(Note that no Taawon employee was involved in occupational activities in high risk of disease during the reporting period.)	SDG 3: Ensure healthy lives and promote well-being for all at all ages; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-DMA	p. 71 (Taawon is a constantly evolving organization that has taken many leaps forward in automating and systemizing its operations in the reporting period. Training programs as designed by senior managers or suggested by staff members are constantly incorporated into work life as to maintain the organization's efficiency and develop its staff.)	
G4-LA9	p. 49-50	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all
G4-LA10	p. 49-50	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
G4-LA11	p. 50	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	p.71 (Taawon aims to improve the lives of those in Palestine and in turn works to reflect the identity of Palestine in its workforce and governing bodies. The governing bodies have a standing order to actively recruit and empower women, young people, scholars and intellectuals in order to bring the diversity of experience to represent Palestine).	
G4-LA12	p. 17, 19, 20, 63	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN		
G4-DMA	p.71 (Taawon strives to be an organization that offers equal opportunity to men and women as part of its mission to respect the dignity of each Palestinian. As such, hiring and remuneration policies are based on merit criteria like education and years of experience as well as guided by our non-discrimination policy.)	
G4-LA13	p. 63	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all; SDG 10: Reduce inequality within and among countries
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES		
G4-DMA	p. 71 (As much of Taawon's labor practice is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high labor practice standards when implementing programs in order to receive funding.)	
G4-LA14	(Note that all suppliers were screened using labor practices criteria and monitored via vendor evaluations during the reporting period.)	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
MATERIAL ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS		
G4-DMA	p. 71 (Taawon directs its HR efforts to respecting our employees and acting transparently in order to be a model employer in the Palestinian community. As such, all labor grievances must be formally submitted in writing and are addressed by the salient senior managers. If necessary, Taawon seeks equitable and impartial remediation of labor grievances by the law of the area of operation in which the issue was filed.)	
G4-LA16	(Note that there was one case filed concerning severance pay during the reporting period. The case was filed formally with Taawon's HR and litigated in court. The ruling decided in Taawon's favor.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
SUB-CATEGORY: HUMAN RIGHTS		
MATERIAL ASPECT: NON-DISCRIMINATION		
G4-DMA	p. 71 (Taawon works to respect the dignity of all people. As such, Taawon's non-discrimination policy holds that the organization does not discriminate against an individual on basis of race, ethnicity, political loyalties, national origin, religion, or gender. Infractions to this policy are in breach of our HR manual, contrary to the values of the organization, and are met appropriately.)	
G4-HR3	(Note that there have been no incidences of discrimination during the reporting period)	SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all; SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

MATERIAL ASPECT: CHILD LABOR		
G4-DMA	p. 71 (Taawon respects human dignity and works to build sustainable economic opportunities that ensure a resilient Palestine. As such, our interventions encourage children to complete their educations and enter the workforce with vocational skills or advanced degree. Interventions that engage in child labor and that work against our long-term vision for youth are treated accordingly.)	
G4-HR5	(Note that all Taawon employees must be over 18 years old. Our policies also do not permit child labor, and we are a signatory to UNICEF's code of conduct. Should instances be discovered in partner operations, the partnership would be re-evaluated for suspension.)	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all; SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: FORCED OR COMPULSORY LABOR		
G4-DMA	p. 71 (Taawon respects human dignity and works to build sustainable economic opportunities that ensure a resilient Palestine. As such, any interventions that take advantage of people in our areas of operation are against our mission. Interventions that engage in forced or compulsory labor are treated accordingly.)	
G4-HR6	(Note that Taawon does not engage in forced or compulsory labor. Our ethics policies do not permit coerced labor of any kind. Should instances be discovered in partner operations, the partnership would be re-evaluated for suspension.)	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
MATERIAL ASPECT: SECURITY PRACTICES		
G4-DMA	p. 71 (Taawon respects human rights and takes care to be particularly sensitive to issues of security and uses of force. Security guards are vetted for their professionalism and ethical integrity in order to be respectful of the people with whom they work, protect, and host.)	
G4-HR7	(Note that Taawon employs two security guards at the Ramallah office, one guard at the Gaza office, and 18 guards at the Palestinian Museum. All of the security personnel are informed of Taawon's policies and principles regarding upholding human rights and there are plans for formal human rights protection training. There have been no incidences of human rights violations by security guards during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: INDIGENOUS RIGHTS		
G4-DMA	p. 71 (Taawon is a Palestinian organization in which much of its areas of operation are under occupation. Respecting the rights of Palestinians and empowering them in their communities motivates our work. All of our interventions work to protect the rights of indigenous Palestinians and see their rights to fruition.)	
G4-HR8	(Note that there have been no incidences of violations involving rights of indigenous peoples during the reporting period.)	SDG 2: End hunger, achieve food security, and improved nutrition, and promote sustainable agriculture
MATERIAL ASPECT: ASSESSMENT		
G4-DMA	p. 71 (As much of Taawon's human rights imprint is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high human rights standards when implementing programs in order to receive funding.)	
G4-HR9	(Note that all of Taawon's programs and operations are sensitive to human rights.)	

MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT		
G4-DMA	p. 71 (As much of Taawon's human rights imprint is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high human rights standards when implementing programs in order to receive funding.)	
G4-HR10	(Note that all suppliers were screened using human rights criteria and monitored via vendor evaluations during the reporting period.)	
MATERIAL ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS		
G4-DMA	p. 71 (Taawon works to protect human rights in all of its operations. Human rights grievances can be filed at any point in writing and are passed up the chain of command for appropriate response.)	
G4-HR12	(Note that there have been no grievances about human rights during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
SUB-CATEGORY: SOCIETY		
MATERIAL ASPECT: LOCAL COMMUNITIES		
G4-DMA	p. 71 (Taawon works to empower local communities. Before, during, and after each intervention, community stakeholders are engaged to collect feedback about the project. Notes are aggregated and taken into consideration for future interventions and follow-up.)	
G4-SO1	p. 57-59	
MATERIAL ASPECT: ANTI-CORRUPTION		
G4-DMA	p. 71 (Taawon maintains rigorous ethics policies to ensure transparent operations. Taawon's Code of Ethics and Conflict of Interest and Disclosures of Interests Policy governs each governing body, the executive body, and Taawon's staff. Infringing on these policies is treated accordingly.)	
G4-SO5	(Note that there have been no incidences of corruption during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: PUBLIC POLICY		
G4-DMA	p. 71 (Taawon is not a political organization and maintains this identity in order to serve all in its areas of operation. As such, a strict distinction is retained between Taawon's operations and politics.)	
G4-SO6	(Note that Taawon does not make monetary or non-monetary political contributions.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOR		
G4-DMA	p. 71 (Taawon is motivated by the principle of joining donors, organizations, and individuals together for the mutual benefit of Palestinians. Guided by cooperation, Taawon does not engage in any activities that could deleteriously affect the operations of peers in the Palestinian ecosystem.)	

G4-SO7	(Note that there have been no incidences of competitive behavior during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	p. 71 (As much of Taawon's societal impact is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high societal standards when implementing programs in order to receive funding.)	
G4-SO8	(Note that there have been no fines or non-monetary sanctions for non-compliance with laws and regulations)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
G4-DMA	p. 71 (As much of Taawon's societal impact is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation make sure that our partners are held to high societal standards when implementing programs in order to receive funding.)	
G4-SO9	(Note that all suppliers were screened using criteria for impacts on society and monitored via vendor evaluations during the reporting period.)	
MATERIAL ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY		
G4-DMA	p. 71 (Taawon works to protect human rights in all of its operations. Human rights grievances can be filed at any point in writing and are passed up the chain of command for appropriate response.)	
G4-SO11	(Note that there have been no grievances about impacts on society during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
MATERIAL ASPECT: MARKETING COMMUNICATIONS		
G4-DMA	p. 71 (Taawon keeps a Media department pursuant of protecting the brand identity of Taawon and respecting that of its donors and implementing partners. In order to maintain the relationships necessary for the organization's work, the utmost marketing and communications practices are upheld.)	
G4-PR7	(Note that there have been no incidences of non-compliance with regulations and voluntary codes concerning marketing communications during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: CUSTOMER PRIVACY		
G4-DMA	p. 71 (Taawon's beneficiaries are at the core of the organization's work. Respecting their privacy is an extension of respecting the dignity of each Palestinian. As such, all of Taawon is held by a non-disclosure policy that protects proprietary practices and beneficiary information.)	

G4-PR8	(Note that there have been no incidences of violations of beneficiary privacy during the reporting period.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
MATERIAL ASPECT: COMPLIANCE		
G4-DMA	p. 71 (As much of Taawon's societal impact is executed by our implementing partners and suppliers, we make sure to build a rigorous system of screening and evaluation of the organizations who work with us. The Grant Initiation Agreement and Supplier Rehabilitation make sure that our partners are held to high societal standards when implementing programs in order to receive funding.)	
G4-PR9	(Note that there have been no significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.)	SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



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