

# Taawon's 2019 Sustainability Report

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Transformation and New Beginnings



Annual Report 2019

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Taawon's 2019

Transformation and New Beginnings

Sustainability Report

Report

2019

Sustainability Report



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Taawon

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## MESSAGE FROM THE CHAIRMAN<sup>1</sup>



**Faisal Alami**  
Chairman, Board of Trustees

Taawon has always been, and continues to be committed to empowering Palestinian individuals, and Palestinian institutions. Our journey started in 1983, and we have been walking a well-thought out strategic path towards creating a world-class, future oriented, and highly impactful institution ever since. Stemming from this commitment, we have recently enacted Taawon 3.0 framework, which focuses on adopting a series of strategic goals and interventions that provide smart solutions at the corporate governance level and increase the impact of our programs.

Taawon 3.0 has been initiated with an even greater emphasis on stakeholder engagement and participation, which is why we launched "Taawon Day" in April 2019, with the aim of creating an open platform for interaction and dialogue between all the Taawon members, their friends and the executive body to develop the future strategic approach of Taawon in line with global development.

Building on the realities and insights of our key stakeholders, the new Strategic Plan for 2020-2022 aims at taking our work and impact to the next level. Our strategy is simple – we are working towards the provision of smart solutions on the governance, programmatic and implementation levels to ensure that the people of Palestine can flourish and live the life they deserve. The strategy's pillars are based on global developments and indicators, including the 2030 Sustainable Development Goals, as well as human rights principles, which are embedded in every program. Our programmatic planned budget of USD 130.5 million is distributed across our four major programs: education, culture,

community development (including economic empowerment and orphan support), and the Old City of Jerusalem Revitalization program. Furthermore, we have been pursuing additional support to enable the launch and introduction of further strategic interventions.

In 2019, our total revenue was approximately USD 65 million, of which USD 61 million were dedicated to programs. Our total expenditures amounted to USD 57 million, including USD 53 million for programs, particularly to our interventions in Jerusalem by means of the Arab Fund for Economic and Social Development grant. The size of our endowment has been stable and growing as a result of effective investment mechanisms and support from our members. I am pleased to share a synopsis of our work and its impact throughout the year 2019, and hope that you will be as proud and grateful as I am for what Taawon has become.

I would like to express my sincere gratitude to the governments, institutions and individuals who continue to support Taawon in achieving its mission and goals in the service of humanity in the most genuine and impactful manner. I also hope that our journey and evolution will act as an inspiration for all those dedicated to a more just and peaceful world. Your support and dedication, and our collective will for a better future, is what nurtures us with the motivation and will to continue on this challenging yet rewarding journey of continuous growth and evolution. To everyone who is dedicated to innovatively serving humanity, I would like to thank you profusely.



## MESSAGE FROM THE DIRECTOR-GENERAL<sup>2</sup>



### Dr. Tafeeda Jarbawi

Director General

I am pleased to present you with our third sustainability report, which comes at a significant moment in our journey as we conclude the 2017-2019 strategic plan. This year's report crowns our 2017-2019 commitments to continuously "Innovate, Inspire, and Invest," and to ensure a framework that is strongly interlinked with national priorities and the Sustainable Development Goals. We have invested around USD 139 million (120% of planned) and secured donations of USD 150 million (117% of planned) throughout the 3 years 2017-2019.

This year has witnessed a series of successes, learning, and paves the way to a novel 3- year strategy based on Taawon Development Initiative that emphasizes "Transformation and New Beginnings" focusing on empowering strategic partnerships and utilizing various technological advancement.

Among 2019's most notable successes are diversifying and un-tapping new resources and channeling them towards affecting meaningful and long-term changes in the lives of Palestinians. This year, Taawon has secured around USD 65 million in revenue, USD 61 million of which were dedicated to programs. Our total expenditures amounted to about USD 57 million, USD 53 million of which were invested in the empowering and enhancing the resilience of youth and local communities. Strategic partnerships with 553 local institutions across Palestine and refugee camps in Lebanon have enabled us to touch the lives of more than 800,000 Palestinians, to create 4,010 jobs, and to facilitate the generation of around USD 50 million in income.

Our commitment to honoring and recognizing the pioneering work of our partners making significant changes in the lives of Palestinians continued, as we presented our six annual awards, and showcased the winners' successes using integrated social media campaigns.

On the programmatic front, and with the support of the Arab Fund for Economic and Social Development, we have expanded our investments in the fields of education, youth empowerment, and the development of Jerusalem and its institutions; this is in addition to the completion of rebuilding the Wadi Gaza Village in the Gaza Strip. We have proudly expanded the scope of the Old City of Jerusalem Rehabilitation program to include areas and villages surrounding Jerusalem, and significantly expanded our investments in cultural and educational programs in 1948 areas. Our investments in Lebanon have also witnessed significant developments and expansions in the areas of education, health, and humanitarian relief.

This year, Taawon has successfully managed multiple milestones, including the introduction of various staff capacity development programs to enhance the level of utilization of Information Technology, and align our operations with best international practices for grant-making and efficient operations. In parallel, we renewed our ISO certification, updated our risk register, underwent a comprehensive internal audit, and invested in enhancing our media visibility and brand awareness.

I hope that you will enjoy learning more about our work over the past year, and our newly instated 2020-2022 Strategy, which will mobilize an additional USD 130.5 million dollars towards our four core programs: Education, Culture, Community Development (including Economic Empowerment), and Rehabilitation and Revitalization, under the slogan: Transformation and New beginning

While I am leaving Taawon as the Director General, after 14 years of work, I am sure that Taawon, with its wise and dedicated leadership, will continue to grow further and become stronger. It has been a great honor for me to work hand in hand with the board members and the executive team, in the best professional environment, to fulfill the humanitarian goals of Taawon while adding to the achievements of my predecessors. To this end, I would like to stress my everlasting commitment to support Taawon, and to sincerely thank all members and staff. Equally, I am grateful for the support of Taawon partners. Our success, transformation and growth over this past sequence of phases would not have been possible without you.

<sup>2</sup>GRI 102-14

## ABOUT THIS REPORT<sup>3</sup>

We are proud to present our stakeholders with our third sustainability report, which outlines our commitments and contributions to creating impact through a well-governed and sustainable framework of operations. This report was developed in accordance with the Global Reporting Initiative's (GRI) Standards, as well as the United Nations' 2030 Sustainable Development Goals (SDGs).

### Identified Material Aspects and Boundaries

In the process of developing this report, we conducted a materiality exercise using the GRI Standards and NGO sector disclosures framework. In compiling the data and the calculations disclosed in the report, we followed basic international measurement standards. The information provided is extracted from internal interviews, our databases, bills, internal reports and monitoring systems, and externally audited statements. This allows us to cover disclosures that are material to our activities, as per the requirements of GRI "core" disclosure.

For more information about the report, please contact:

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Taawon Day – Amman

# Taawon's 2019 Sustainability Report

Transformation and New Beginnings





## I. ABOUT US<sup>4</sup>

### A. Our Mandate

"Humanism is the only — I would go so far as saying the final — resistance we have against the inhuman practices and injustices that disfigure human history." - Edward W. Said

Taawon was founded in 1983 with the aim of becoming Palestine's leading non-governmental development organization. The word 'Taawon', which translates to 'collaboration' in English, embodies our core value of working together, hand in hand, for a more prosperous and humane region.

We are dedicated to investing in the development of Palestine and Palestinians, protecting Palestine's legacy and personality, and sustaining its sense of community. We take pride in improving the lives of countless Palestinians by allowing individuals to enrich their communities.

Taawon is headquartered in Ramallah, and has offices in London, Geneva, Beirut, Amman, Jerusalem, and the Gaza Strip. Our work is served by 76 employees; our programs and interventions cover the West Bank including Jerusalem, Gaza Strip, 1948 areas, and refugee camps in Lebanon.

### Transformation and New Beginnings for Palestinians

Palestinians endure a multitude of challenges on a daily basis due to the economic and political instability of the country. The occupation has denied Palestinians freedom of movement and has divided the community with a series of physical and psychological barriers. The appalling and ongoing conditions suffered by the people, that is, construction of a wall to segregate the city (Jerusalem), installation of numerous checkpoints, and relentless attacks on the Gaza Strip for the purpose of expanding settlements, have exacerbated the acute economic crisis that Palestinians have endured for decades. Additionally, the growth in numbers of youth and young adults is compounding the need for (and lack of) suitable and satisfying employment, a situation made even more difficult by inconsistent funding from both the government and foreign sources.

Taawon's members have pledged to help rebuild Palestine, both in terms of physical structures and of the lives and opportunities of its people. Taawon's mission focuses on inspiring and encouraging Palestinian youth to embrace their roots and take pride in their country by providing programs addressing their needs and challenging their potential for a better future. The result is a Palestinian nation filled with optimism, trust and faith in themselves, and in their future. In sum, Taawon enables the Palestinians so that Palestine flourishes.

## B. Our Vision, Mission and Values<sup>5</sup>

### 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.

### 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.

### Values

National Commitment, Independence, and Professionalism.



## C. Our Strategic Framework

Taawon utilizes three-year strategic frameworks that allow for the creation of long-term impact, and adaptation to an ever-changing external environment. Our 2017-2019 Strategic Plan aimed to "Invest, Inspire, and Innovate" by focusing on the following core goals:

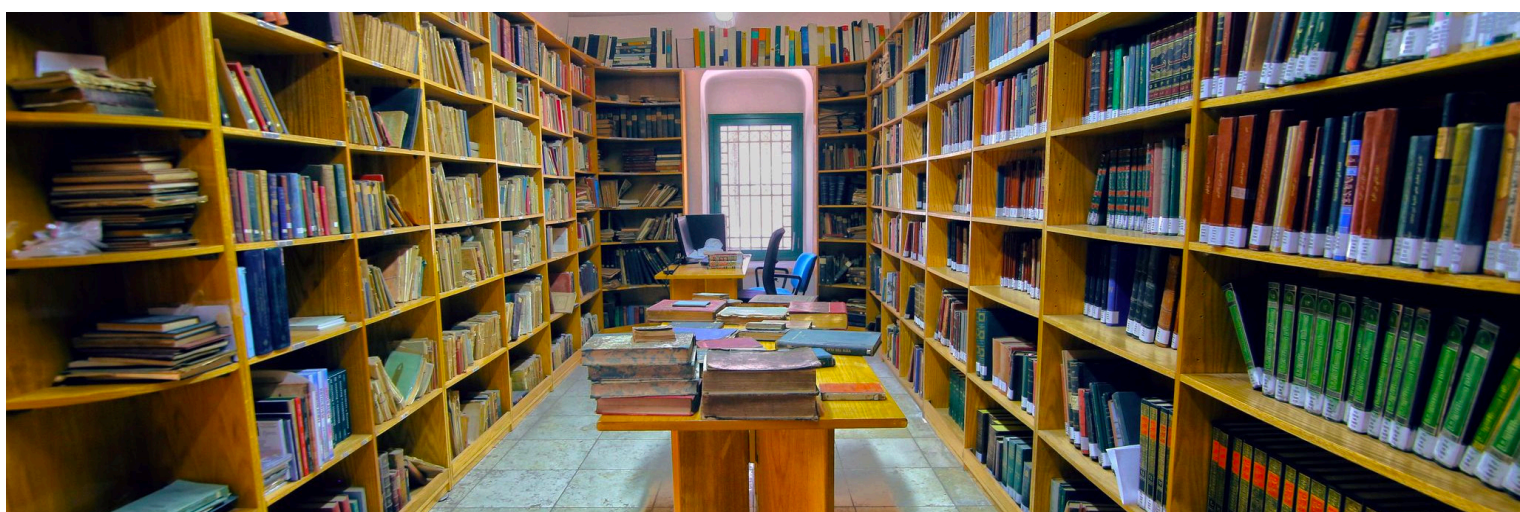
- Mainstreaming several 2030 UN Sustainable Development Goals (SDGs) and Principles of Human Rights through Taawon's Programs<sup>6</sup> Strengthening partnerships and building alliances with local and international institutions working for Palestine.
- Ensuring equity and non-discrimination on the basis of gender, ethnicity, religion, social class, or geographic region, with special attention to marginalized groups and the impoverished.
- Prioritizing interventions that have comprehensive and sustainable positive impact for Palestinians.
- Applying and promoting "green" environmental policies among partners.
- Encouraging the preservation of Palestinian culture and identity and reviving Palestinian culture heritage.
- Providing diverse solutions to emergency situations that put the life, security, or health of Palestinians at risk.

## D. The 2020-2022 Strategic Plan

The 2017-2019 Strategic Plan paved the way for our upcoming 2020-2022 Strategic Plan, which has been designed to introduce the new emerging Taawon; an improved version of our management and operations that is innovative, technologically enabled, agile, efficient and highly impactful.

The 2020-2022 Strategic Plan focuses on the following:

- Adopting a more integrated programmatic approach, grouped into the four following programs:
  - Education
  - Culture
  - The Old City of Jerusalem Revitalization, and
  - Community Development (including health, agriculture, emergency, relief, orphans' support, and economic empowerment)
- Infusing all four programs with key strategies for transformation that also ensures sustainable change.
- Empowering civil society organizations through strategic partnerships and capacity development efforts in governance, digitization and other key capacity areas.
- The digitizing of all of internal and external operations with our stakeholders.



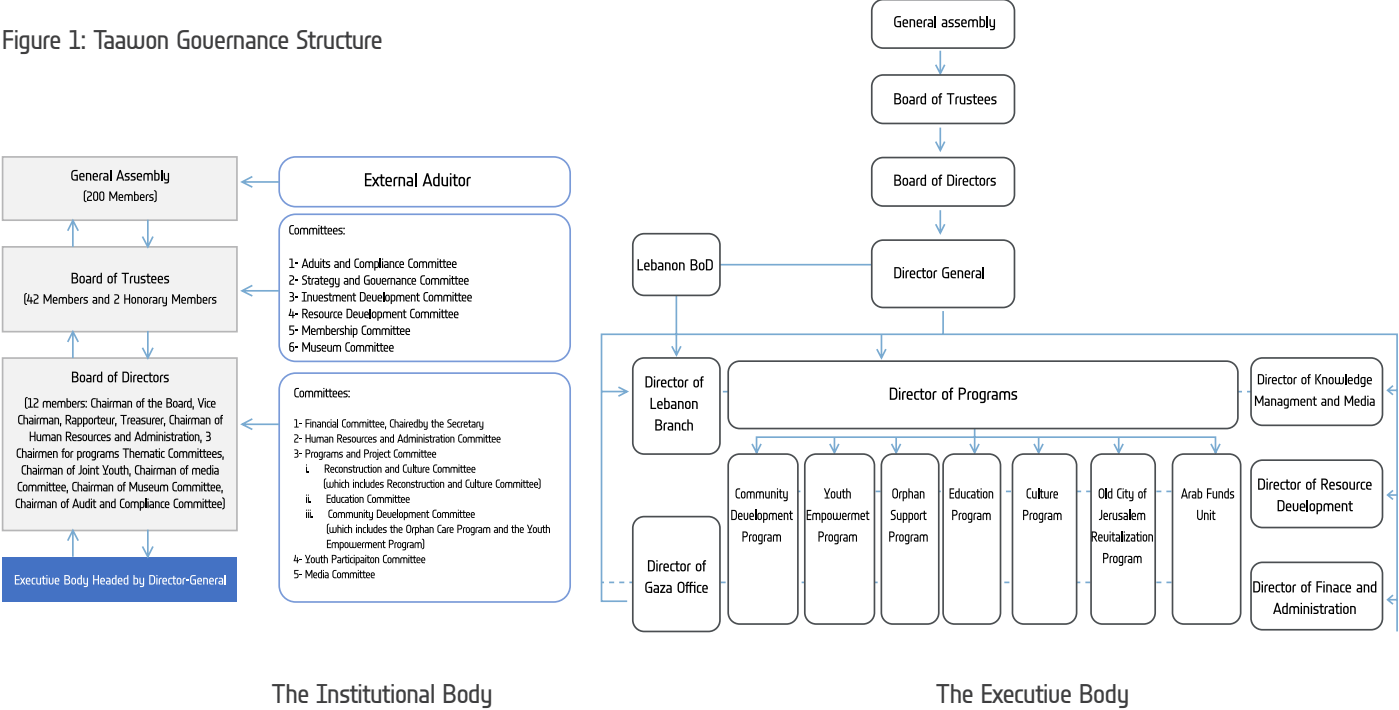
The Khalidiyeh Library renovation - Old City of Jerusalem.

<sup>6</sup>GRI 102-29

# II. GOOD GOVERNANCE<sup>7</sup>

- Taawon is governed by three main bodies: the General Assembly (GA), the Board of Trustees (BoT), and the Board of Directors (BoD). The governance structure is shown in Figure 1, below.

Figure 1: Taawon Governance Structure



## A. Governance Framework

Our General Assembly has 199 members (23% are women); our Board of Directors has 12 members (17% are women); and our Board of Trustees has 43 members (21% are women). All the members of Taawon's governing body are over 30 years of age; 26 are between the ages of 30 and 50; and 173 are over 50 years of age (87%). We have a clear policy to increase youth representation within the Institutional Body over the coming five years.

For further information on our governance structure and procedures, please refer to Taawon's 2016: [https://www.taawon.org/sites/default/files/sr\\_2016\\_english.pdf](https://www.taawon.org/sites/default/files/sr_2016_english.pdf)



Board of Trustees- BOT (2017-2020)

## B. Organizational Excellence

We continuously work towards adopting world-class systems to ensure an efficient executive management framework. This includes adopting a series of quality management systems, adopting reporting standards such as the one followed by this report to monitor our performance, and continuously evaluating our work.

### 1. Quality Certifications<sup>8</sup>

Taawon is currently ISO 9001:2015 certified, which is a testament to our outstanding efforts in the area of management. Our strong customer focus and motivation of top management, as well as our consistent improvements have earned us this accreditation. We renewed our ISO certification in 2019, and participated in internal ISO checks, underwent an internal and external audit where more than 90% of comments raised were addressed in the last three months of 2019. In parallel, we adopted an Environmental Quality System and are on the path towards obtaining the ISO 14001:2015 certificate.



### 2. Digitization

The full implementation of the Enterprise Resource Planning (ERP) system continued to increase work efficiency and facilitate reporting and decision-making processes. We have also developed an Information Technology (IT) Strategy in preparation for the smooth and successful implementation of the 2020-2022 Strategic Plan. The IT Strategy is designed to enable various activities that correspond with global developments and shifts towards digital transformation and growth. Finally, we upgraded the «Taawon» Application and look forward to launching a fully revamped and more interactive version in 2020. We are also expanding our online funding campaigns, enabling donors around the world to make both financial and in-kind contributions of any value.

### 3. Evaluations and Assessments<sup>9</sup>

We continuously undergo internal and external evaluations to gather feedback and insights from our stakeholders, and ensure the efficiency and effectiveness of our interventions in achieving our mandate. Over the past year, we have conducted 15 studies including a series of program evaluations (including evaluations of our work under community development, orphan support, and youth empowerment). We completed an impact study for our interventions in Lebanon, as well as an organization-wide review of employee satisfaction and our commitment to the 2017- 2019 Strategic Plan.

### 4. Recognition

Over the past year we have received several international awards in recognition of our work and contributions:

- The 2019 Asia Sustainability Reporting Award, in Singapore (in 2018 we were the finalist for 'Asia's Best Stakeholders Reporting/ Award')



- The Mahatma Gandhi Award for Social work, in India (Previously awarded to Taawon in 2018, in New York) The Aga Khan



- Award for Architecture recognizing The Palestinian Museum



<sup>8</sup> GRI 102-12

<sup>9</sup> GRI 102-29

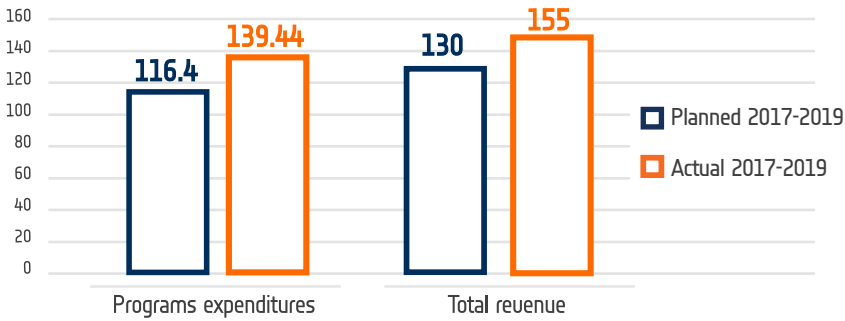


# III. RESOURCE MOBILIZATION<sup>10</sup>

## A. Expenditures and Revenues for the 2017-2019 Strategic Plan

The 2017-2019 Strategic Plan's total revenues were approximately USD 155 million (18% higher than projections), while programs expenditures amounted to approximately USD 139 million (20% higher than projections); see Figure 2, below.

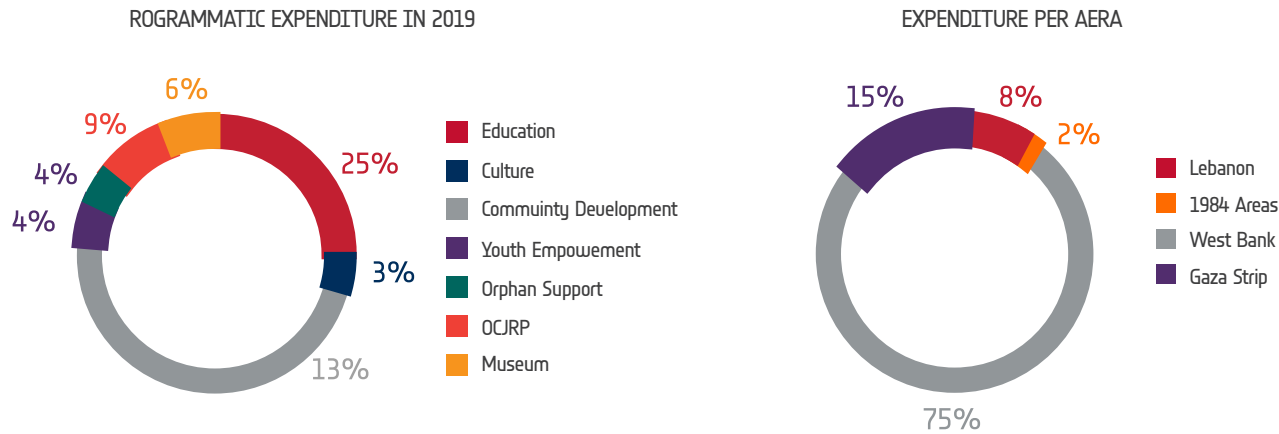
FIGURE 2: EXPENDITURES AND REVENUES FOR 2017-2019 STRATEGIC PLAN



## B. 2019 Financial Figures<sup>11</sup>

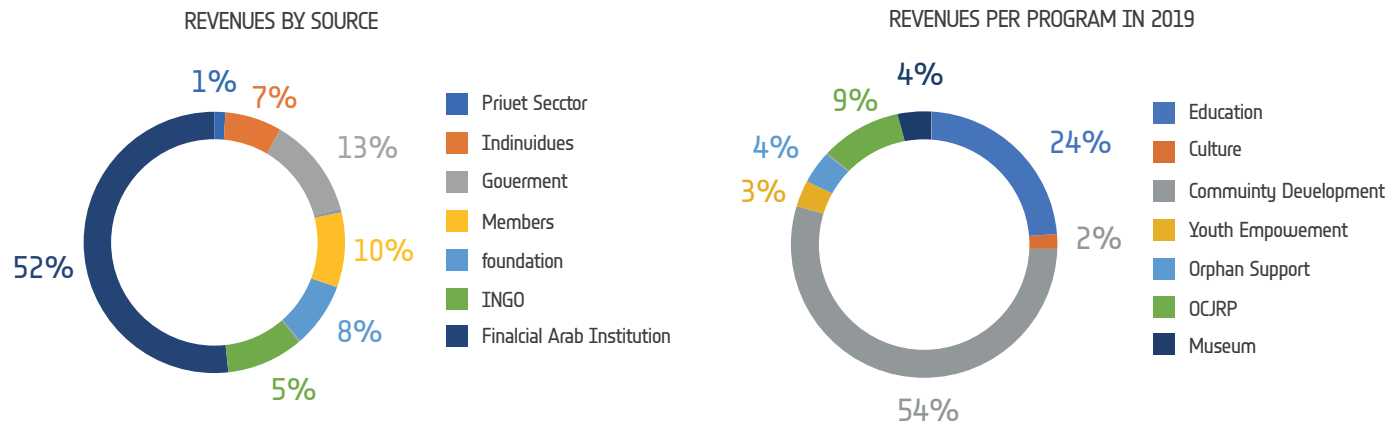
1. Expenditures: Total expenditures in 2019 amounted to approximately USD 57 million, USD 53.4 million of which was invested in our programs, as shown in Figure 4, below.

FIGURE 4: EXPENDITURES IN 2019



2. Revenues: The total revenues in 2019 were USD 60.85 million, while programmatic revenues reached USD 57.44 million.

FIGURE 3: REVENUES IN 2019



<sup>10</sup>GRI 102-6, GRI 102-7, GRI 201-1  
<sup>11</sup>GRI 102-2, GRI 102-10, GRI 102-49

## C. Diversification and Due Diligence

### 1. Diversification

We are continuously working towards the diversification of our partners and supporters to ensure our financial sustainability. Over the past year, we expanded our donor base by reaching out to more partners in new geographical areas in order to attract more members and increase funding. Our outreach efforts expanded potential partners in the United States and Europe, reaching out for many Palestinians who live in these regions, as well as others who are committed to supporting the Palestinian people.

We also conducted multiple crowd-funding campaigns in order to diversify our resources and raise funds from the public. Our efforts in this sphere included:

- A campaign to support Jerusalem and UNRWA hospitals was developed and redeployed, and successfully raised USD 23,000.
- The 2019 Ramadan Campaign raised USD 90,000 online, increasing the visibility of Taawon and its programs in both the media and program promotion campaigns.

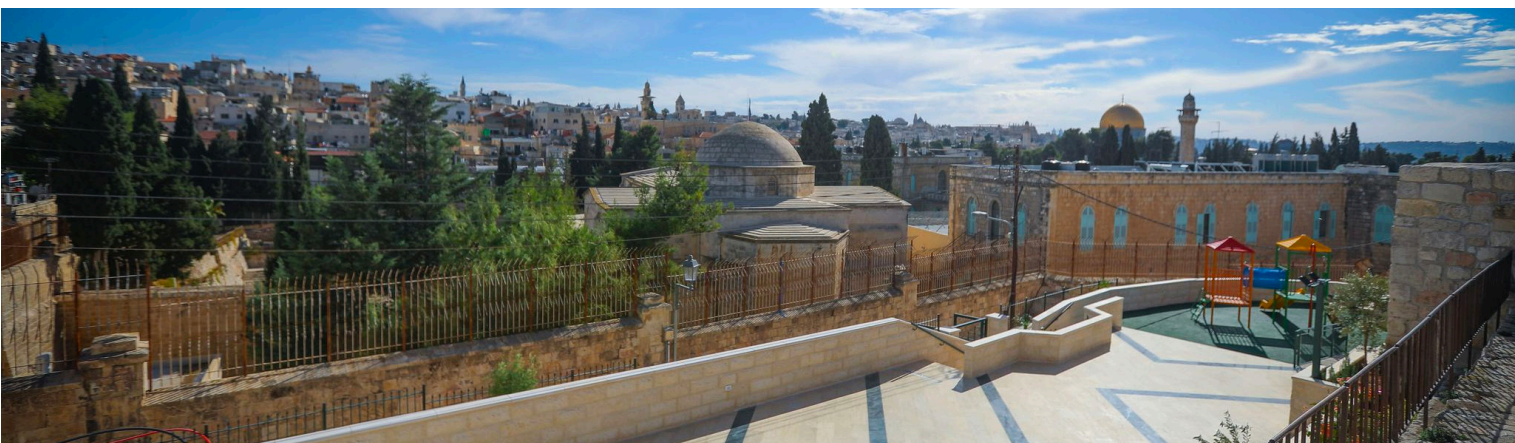
### 2. Due Diligence

Taawon's aim is to secure the advancement and enrichment of the people of Palestine, particularly those in need. In order to provide optimum coverage, we must ensure the proper distribution of secured funds, and prevent the inappropriate or improper use of funds. Equally important is the guarantee that donors acknowledge and accept our objectives and mission. We expect Taawon's accountability and operational transparency to follow international best practices guidelines. To that end, we conduct frequent due diligence reviews, which are all performed by highly competent international lawyers.??

The right of refusal to accept a donation that does not coincide with the objectives, goals, and mission of Taawon is the responsibility of the Director General, following approval of the Executive Body and the Chairman of the Board of Trustees. Prior to the transfer of funds from the bank account of the potential donor to Taawon's account, the receiving bank also performs a due diligence and compliance review to determine the ethical sourcing of funds. The accounting officer inspects resource development accounts on a daily basis by, and itemizes

all donations and potential donations into a list that is delivered to the "Fund Control" group. The program managers, directors, and the Resource Development team, which make up this group, then review the list with the aim of only accepting donations from appropriate sources and rejecting donations from those that are not aligned with Taawon's vision. Only after the donation is entered into the ERP system by the Resource Development team, can the Finance Department post it as 'received.'

Taawon is proud of the fact that within this reporting period, no complaints have been filed, no fines or injunctions have been imposed, and the standards for fundraising relative to the rights of our stakeholders have been consistently maintained. We do not affiliate with any political party or action, nor provide financial or in-kind donations to any political organizations or causes.









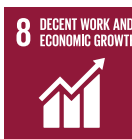



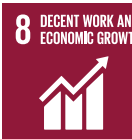








The Rehabilitation of "Ammim Land" - Old City of Jerusalem.

## IV. OUR IMPACT<sup>12</sup>

Over the past three years we have aligned all of our work and interventions with national and international best practice frameworks. The most comprehensive of these is the United Nations' Sustainable Development Goals (SDGs). We believe that this reporting framework will allow us, and other stakeholders from the national and international community, to capture progress and learning in a more effective manner moving forward. We hope that this will be a starting for a collective move towards: 1) effort alignment and experience sharing, as well as 2) gaining a deeper understanding of how various development efforts in Palestine are contributing to the SDGs' specific sub-targets, and ultimately indicators.

Table 1 below, clarifies the connections between our seven key programs and their corresponding SDGs, and the SDGs mainstreamed in all our work.

Table 1: Cross-cutting SDGs for all Programs, and by Program, 2019

Cross-cutting SDGs for all Programs	
<div>     </div>	
SDGs By Program	
<p><b>EDUCATION.</b> Taawon is committed to investing in inclusive and equitable quality education across all levels (SDG 4, Sub-targets 4.A, 4.B &amp; 4.C). In our education program, we also address SDG 8 and SDG 11, with a particular focus on SDG 4.</p>	<div>        </div>
<p><b>CULTURE.</b> The culture program's main objectives are preserving and enriching Palestine's indigenous culture and identity through supporting local world-class artistic productions; and providing children and youth with therapeutic methods of artistic self-expression, which are essential to promote healthy and sustainable communities (SDG 11, Sub-target 11.4). In our culture program, we also address SDGs 4, 8 and 11, with a particular focus on SDG 11</p>	<div>    </div>
<p><b>COMMUNITY DEVELOPMENT.</b> We work to: combat hunger and enhance food security (SDG 2, Sub-targets 2.1, 2.3 &amp; 2.4); improve health and well-being (SDG 3, Sub-targets 3.8, 3.C &amp; 3.D); access to clean water (SDG 6, Sub-target 6.1); renewable energy (SDG 7, Sub-target 7.1); and public spaces (SDG 11, Sub-target 11.7); as well as enhancing civil society capacity (SDG 17, Sub-target 17.9) across all of our areas of operation. Our interventions create the conditions required for individuals to lead dignified daily lives, and support a more equitable and just future.</p>	<div>          </div>

<p><b>YOUTH EMPOWERMENT.</b> Taawon's interventions target young people at a crossroads in their lives by offering programs that encourage and enable them to complete quality education (SDG 4, Sub-target 4.4) and to find decent and fulfilling employment (SDG 8, Sub-target 8.2, 8.3 &amp; 8.6), in addition to starting their own businesses and small companies.</p>	<div> <div> 4 QUALITY EDUCATION </div> <div> 8 DECENT WORK AND ECONOMIC GROWTH </div> </div>
<p><b>ORPHANS SUPPORT.</b> Following the tragic 2008/9 and 2014 assaults on the Gaza Strip, many children were orphaned and left without access to socio-economic protection and care. We developed the Mustaqbali and Wajd programs to provide holistic support for orphaned children and their families, and to reduce the inequalities facing orphans in the Gaza Strip (SDG 10, Sub-target 10.1).</p>	<div> 10 REDUCED INEQUALITIES </div>
<p><b>THE OLD CITY OF JERUSALEM REVITALIZATION PROGRAM.</b> We invest in building long-term cultural resilience by preserving material centers of history and by allowing Palestinians to stay in their homes. OCJRP makes communities more sustainable by improving the quality of life of residents and by creating shared communal spaces (SDG 11, Sub-target 11.4 &amp; 11.7).</p>	<div> 11 SUSTAINABLE CITIES AND COMMUNITIES </div>
<p><b>THE PALESTINIAN MUSEUM.</b> In 1997, Taawon members had the idea of creating a museum dedicated to the memory of the Nakba. The aim was 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. This concept has evolved and now the Museum no longer focuses exclusively on the Nakba, but also embraces all aspects of Palestine's diverse culture (SDG 11, Sub-targets 11.4 &amp; 11.7).</p>	<div> 11 SUSTAINABLE CITIES AND COMMUNITIES </div>

The following sections of the report detail our contributions to specific SDGs and their sub-targets.



The opening of Glimmer of a Grove Beyond- The Palestinian Museum



## A. THE EDUCATION PROGRAM<sup>13</sup>

### 1. OVERVIEW

The Taawon Education Program strives towards strengthening Palestine's educational system, and in turn graduating healthy students who can lead productive and fulfilling lives. Our interventions in the education sphere span the essential stages of early-childhood education, basic education, and university education. We adopt an integrated approach that addresses physical infrastructure, educator capacity building, inclusivity of children with disabilities, as well as financial aid and support. Specifically, our interventions across these different stages include:



- a. Early-Childhood Education, inclusive interventions for improving Kindergarten educational environment and services.
- b. Basic Education, a series of interventions addressing school infrastructure (renovation, infrastructure enhancements, labs establishment), student support (enhancing schools' accessibility), teacher training programs, support programs for children at risk of dropping out, counseling and guidance programs, scholarships, creative and technology-based interventions
- c. University Education, a series of scholarships and fellowships targeting both students and faculty, in addition to infrastructure renovation and enhancement including equipping modern interactive labs.

### 2. SDG Alignment

The Education Program embodies our commitment to investing in inclusive and equitable quality education (SDG 4, specifically Sub-targets 4.4, 4.7, 4A, 4B, and 4C):

- o 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
  - o 4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill.
- o 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
- o 4.B Substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programs, in developed countries and other developing countries.
- o 4.C By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially the least developed countries and small island developing states.



Deir Balah Kindergarten, Gaza Strip

### 3. KEY FIGURES & ACHIEVEMENTS

Over the past year, our Education Program has collaborated with 58 partners, enabling us to invest USD 13.55 million in 512,700 individuals, and to create 561 new jobs.



Partner Organizations  
**58**



Total Expenditures  
**USD 13,55 million**



Beneficiaries  
**512,700**



volunteers  
**13**



Economic Return  
**USD 13.55 million**



New Job Opportunities  
**561**

Our investments and partnerships have enabled us to contribute to an array of changes across each educational stage, including:

#### a. Early-Childhood Education

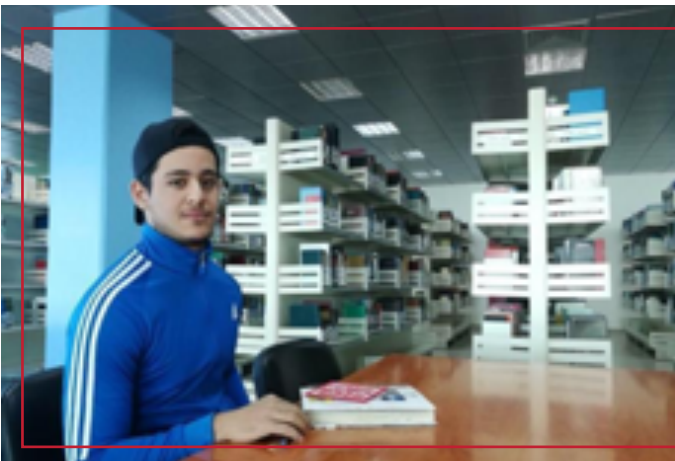
- 3,785** Children directly served through the program across the West Bank, 1948 areas, Gaza and Lebanon
- 598** Children engaged in environmental awareness sessions (SDG Sub-target 4.7).
- 68** Kindergarten practitioners and supervisors trained (SDG Sub-target 4.C).
- 6** Kindergartens introduce integration programs for children with disabilities (SDG Sub-target 4.A)
- 5** Kindergartens renovated in Jerusalem (SDG Sub-target 4.A)

#### b. Basic Education

- 14,984** Students directly served through the program across the West Bank, Gaza and Lebanon
- 330** Students engaged in skills development programs.
- 341** Students' tuition fee scholarships offered (SDG Sub-target 4.B).
- 51** UNRWA schools enhanced to ensure a safe and secure educational for Palestinian refugee students (SDG Sub-target 4.A).
- 71** Potential school drop-outs offered with capacity and skills development programs to ensure retention.
- 84** Students with learning difficulties benefit from specialized educational plans (SDG Sub-targets 4.A, and 4.4).
- 13** Jerusalem-based schools participate in teaching methods and capacities development programs (SDG Sub-target 4.C)
- 2** Educational facilities expanded/built; Arab Children's Home in Jerusalem, & Hope Flowers School for People with Special Needs (SDG Sub-target 4.A).

#### c. University Education

- 551** Students served across the West Ban, Gaza and Lebanon
- 40** Students from Al-Quds University graduated; and 518 students were offered tuition fee scholarships (SDG Sub-target 4.B).
- 16** Postgraduate scholarships offered in partnership with the British Council, with the support of the Arab Fund (SDG Sub-target 4.B).
- 192** Sustained grants and loans to students at the American University of Beirut, Lebanese American University, and Beirut Arab University (SDG Sub-target 4.B).



I was first in my class and complemented my university grant with a loan through the Taawon-backed Palestinian Fund for Students. I am now preparing to travel to study in Portugal for a full semester in 2020, after receiving a scholarship through the Arab League. I know I still have a long way to go, but I am so excited and determined to achieve my dream of becoming an engineer.

*Assad, Al-Bass Camp, Civil Engineering Student at the Arab University of Beirut*

#### 4. IN FOCUS: BRIDGE PALESTINE



The Bridge Palestine program is a national initiative that aims to optimize opportunities for tomorrow's leaders, or high-achieving and innovative students in Palestine. The program was launched in August 2015, and offers a series of activities and opportunities that enhance leadership, collaboration, and 21st century skills to high-potential students, preparing them for leadership, and facilitating their enrollment in internationally acclaimed universities.



So far, 112 students benefited by developing their knowledge and abilities in the fields of human rights, scientific research, and STEM.

The theme adopted during the year 2019 was that of designing projects that capitalize on modern technologies to address societal challenges. In addition to numerous activities conducted throughout the year, our students participated in three technology and critical thinking winter camps under the "Bridge Tech" initiative, that was implemented by the Palestinian Vision Foundation with our supervision and support.



Karam Siddam, Mohamed Abu Sikh, and Shadi Ossama Al-Balaawi (16 years old)

Three students at the Palestine Bridge Program won the "NASA" Challenge contest in Gaza, which is centered on the idea of developing an app that provides information about telescopes. This app will be launched



Supporting Kindergartens activities in Camps. Lebanon



Another notable initiative of the Education Program is "Route of Excellence," which develops the critical thinking, scientific research, and English language skills of eighth and ninth grade students in Jerusalem. These essential skills will enable them to face today's world, excel at school and work, and bring about positive change as they keep up with and contribute to global scientific and technological developments. "Route of Excellence" is implemented by Al Nazyak Organization for Supportive Education and Scientific Innovation with support from the Arab Fund for Economic and Social Development.



Route of Excellence. Al Nazyak. Jerusalem

## 5. What Lies Ahead? Our 2020-2022 Plan

Our newly enacted strategy will mobilize USD 31 million for the Education Program. Our main emphasis will be on ensuring that Palestinian children remain in education despite the challenges posed by occupation and limited resources. We had already prioritized the areas of enhancing the technological infrastructure of educational systems and creating more resilient vocational education programs. Our revised strategy also prioritizes:

- 0 Capacity building and infrastructure development for educational institutions
- 0 Critical thinking and problem-solving skills development for students
- 0 Incubation of innovations that can help enhance and transform educational systems in Palestine
- 0 Vocational training that would open new avenues for students with more skills and job opportunities, with a focus on new technological specializations.

## B. THE CULTURE PROGRAM<sup>14</sup>

### 1. OVERVIEW

Taawon does its utmost to celebrate and preserve Palestinian living identity and heritage. We work towards enriching the human experience through connecting to previous generations of Palestinian narratives, discourse, literature, music, dance, theater, and visual art, which are essential to healthy and sustainable communities.



The Culture Program's main objectives are enriching Palestine's indigenous culture and identity through local world-class artistic productions and providing children and youth therapeutic methods of artistic self-expression. We work towards these objectives through a series of interventions, including:

- a. Public and Shared Arts & Culture Spaces, we have created a network of libraries, produced original movies, organized reading clubs, and developed interactive literary camps.
- b. Youth Training Programs, we have launched numerous programs that support youth in: discovering and expressing their identity, enabling community advocacy and action, using creative writing as a means of expression and self-acceptance, perfecting their research and documentation skills, among many others.
- c. Public Performances and Art Productions, we have staged film screenings and music productions, sponsored youth-produced documentaries, and made available manuscripts that document the history of Palestine and its geography.

### 2. SDG Alignment

The Culture Program serves our commitment to investing in sustainable cities and communities (SDG 11, specifically Sub-target 11.4):

- o 11.4. Strengthen efforts to protect and safeguard the world's cultural and natural heritage



Kamanjati Festival -Palestine

### 3. KEY FIGURES & ACHIEVEMENTS

Over the past year, our Culture Program has collaborated with 38 partners, enabling us to invest USD 1.7 million in 70,488 individuals, and to create 156 new jobs.



Partner Organizations  
**38**



Total Expenditures  
**USD 1.7 million**



New Job Opportunities  
**156**



Economic Return  
**USD 1.7 million**



Beneficiaries  
**70,488**

Our investments and partnerships have enabled us to contribute to an array of changes across the Palestinian cultural scene (SDG Sub-target 11.4), including:

#### a. Public and Shared Arts & Culture Spaces:

- 8 Public libraries set up during the summer as part of the interactive literary camp.
- 9 Cinema Club libraries established in our network of libraries.
- 10 Original movies made available to our libraries and used for cinema screenings.
- 9 Reading clubs established in our network of libraries.
- 1,257 Children aged 5 to 17 years old benefited from a series of mobile library activities.
- 12 Scholarships were provided to students who study music, with the support of seven donors.
- 60 Children participated in an arts summer camp.
- 1 Foundation of Youth Musical Education established in Jerusalem's Arts School, Silwan with the support of Mr. Munir Kaloti.

#### b. Youth Training Programs:

- 24 Youth engaged around the expression of identity through performing arts as part of the "For My Identity...I Sing" Project, with support from the Arab Fund.
- 500 Youth trained on community advocacy and effective communication.
- 1,183 Children and young people received music training and were familiarized with indigenous music through the Music for Everyone Project in Jerusalem.
- 120 Students learned music and sang through the 'Music for Everyone' project.
- 16 Youth participated in an advanced creative writing course with author and poet Taghreed Abdel-Al in the library of Ghassan Kanafani.
- 40 Youth engaged in the Identity Project in Haifa to enhance the historical narrative of Palestinians in 1948 areas.
- 700 Youth engaged in technical and awareness-raising activities across our eight public libraries.
- 12 Senior students were trained to teach music to younger peers.

#### c. Public Performances and Art Productions:

- 5 Palestinian camps witnessed film screenings of unique productions such as «The Tower» (Ein el-Hilweh, Beddawi, Burj el-Barajneh, Tower North, Galilee).
- 1,183 Young Palestinians engaged as part of the Music for All Project in Jerusalem, in partnership with the Edward Said National Institute of Music.
- 1 Youth-led documentary being produced around the life journeys of young Palestinians.
- 1 Manuscript "The Guide" produced, documenting the history of Palestine's geography.
- 6 Interactive artistic performances took place and were attended by 280 children for early childhood education in public libraries in Palestinian refugee camps.



## The Story of Taghreed Abdel-Al - Lebanon

Taghreed Abdel-Al went from being an intern at one of Taawon's creative writing courses to becoming a trainer who teaches children story-writing and encourages them to use their wide-spread imagination and turn it into writing and illustrations. Taghreed has conducted a variety of workshops for children in Taawon's public libraries. In light of the workshops' success, Taghreed wrote a book named "A-B Sun," enriched with the children's ideas and imagination. It was published with the support of Taawon and the Ghassan Kanafani Cultural Foundation.



اعداد ورسومات : تهرید عبد الال  
كتابة: مجموعة أطفال ورشة الكتابة الابداعية في مكتبة  
غسان كنفاني، الديهي



## For My Identity, I Sing – Al Madaa Foundation - Jerusalem

"I live here, in Jerusalem, and my dream is to reach the farthest planet, and for us to build a house and playground together hand in hand."

The project "For My Identity, I Sing," which aims to strengthen Jerusalem school students' Palestinian cultural identity by enabling them to compose and sing songs and lyrics. This project was implemented by the Al Madaa Foundation in cooperation with the Ministry of Education, funded by the Arab Fund and supported and supervised by the Taawon.



The 12th Heritage Festival, partnering with the Popular Art Center, funded by Mr Munir Kaloti. West Bank.

#### 4. IN FOCUS: Individual Commitments.

"On this tour, I tasted a small portion of the suffering of my people, who rejoiced my taste for it later, as it is a catalyst for steadfastness, struggle and struggle. This is the fuel of our revolution."

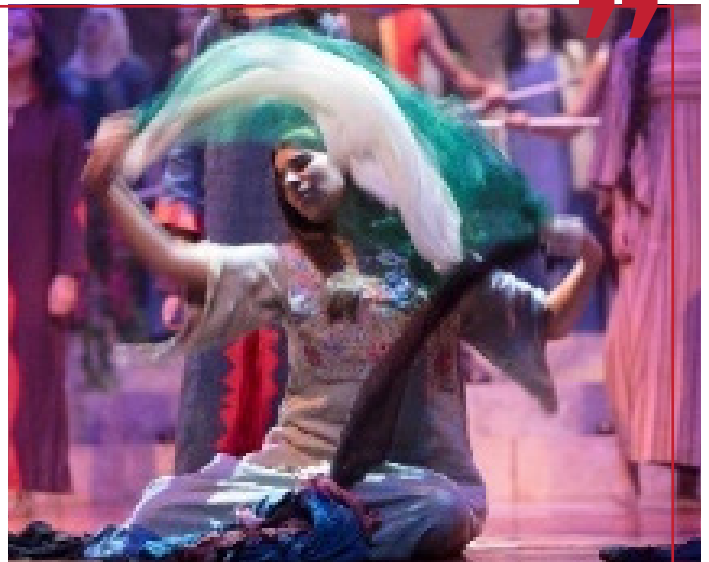
*Sewar, Identity project / Baladna: the Arab Youth Association - Haifa.*

"During these two years I spent with Al Kamandjati in the summer camp, I gained great experiences of sound and experiences of pausing the big theater as the city theater accompanied by a professional band, and singing in front of a large audience, professors and a large choir. This post gave me a strong personality and self-confidence."

*Amina, Al Kamandjati Project - Lebanon*

My participation in the play «Lanterns» taught me the need for a person to be attached to his land and heritage and not leave it to others, and to always be one hand and our goal is one. And the play taught us that the more people unite, the more the country will be illuminated and free.

*Hala, participants in the musical «AL-Fawanees» - Yabous Cultural Center - Jerusalem*



#### 5. What Lies Ahead? Our 2020-2022 Plan

The newly enacted strategy will mobilize USD 7.5 million for the Culture Program. Our main emphasis will be on ensuring sufficient resources and avenues for:

- o Youth and adults in the Performing Arts
- o Creative Industries, which are an integral yet underserved sector
- o Community-led initiatives that center around culture, heritage, and expression

## C. THE COMMUNITY DEVELOPMENT PROGRAM<sup>15</sup>

### 1. OVERVIEW

Every person on earth is entitled to basic human rights, which include employment, housing, healthcare, and adequate nutrition. In light of this, Taawon has created projects that provide assistance in the sectors of agriculture, infrastructural development, clean energy, emergency response, and health. We also work on enhancing the capacity of local civil society organizations that can enable the delivery and implementation of these types of interventions to Palestinians.

Our Community Development program includes a series of interventions, including:

**a. Promoting Health and Well-Being:**

The program strengthens the capacity of health care system and facilities through training, capacity upgrades and financial support. Our work has enabled the introduction of specialized health units in healthcare facilities, including pediatric surgery, dialysis, and burn treatment, among others. Support is also provided to individuals in need of treatment, surgeries, or prosthetics and visual/hearing aids, and offers a comprehensive rehabilitation program for people with disabilities through NGOs working in rehabilitation.

**b. Agriculture and Food Security:**

Relative to agriculture and farming, we have initiatives and programs which focus on animal husbandry, land reclamation and cultivation, greenhouse renovation, improving the agricultural transportation services and structures, and improving access to clean water, water networks, and irrigation systems, as well as training and technical support for farmers.

**c. Developing Civil Society, Community Services, and Infrastructure:**

We implement a series of projects that focus on creating public and shared spaces, enhancing community physical infrastructure, and enhancing the capacity of local civil society organizations through training and capacity development interventions.

**d. Emergency and Humanitarian Aid:**

Taawon continues to offer much-needed humanitarian aid to the most at-risk and marginalized communities. Humanitarian aid is usually delivered through well-packaged interventions that uniquely combine humanitarian aid with development.

### 2. SDG Alignment



The Community Development Program embodies our commitment to reduce extreme poverty (SDG 1, Sub-target 1.4), combat hunger and enhance food security (SDG 2, Sub-targets 2.1, 2.3, and 2.4), improve health and well-being (SDG 3, Sub-target 3.8), access to clean water (SDG 6, Sub-target 6.1), renewable energy (SDG 7, Sub-target 7.1), and public spaces (SDG 11, Sub-target 11.7), as well as enhancing civil society capacity (SDG 17, Sub-target 17.9) across all of Taawon's areas of operation.

Our work specifically contributes to the following Sub-targets:

- o 1.4. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.
- o 2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
- o 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
- o 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.
- o 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services.
- o 11.1 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
- o 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

### 3. KEY FIGURES & ACHIEVEMENTS

Over the past year, our Community Development Program has collaborated with 60 partners directing, while serving almost 200 NGOs and CBOs, enabling us to invest USD 26 million in 77,726 individuals, and to create 785 new jobs.



Our investments and partnerships have enabled us to contribute to an array of changes across Palestine including:

#### a. Promoting Health and Well-Being:

- 1 Four-dimensional ultrasound machine for accurate ultrasound diagnosis donated to Al-Karama Specialist Hospital in Gaza.
- 157 Injured Gazans provided with community-based rehabilitation services.
- 675 Students were provided with assistive devices such as eyeglasses (600 students) and hearing aids (75 students).
- 111 Individuals with disabilities were assisted; 43 were provided with surgically attached prosthetics; 16 were provided with pins/fixtures; and 52 children with disabilities were provided received treatment support.
- 70 Patients received kidney dialysis treatment in Lebanon.
- 100 Patients received were treated for pediatric cardiology, attended ICU and went through major operation in east Jerusalem hospitals network.

#### b. Agriculture and Food Security:

- 11 Agricultural wells were equipped with a sustainable system to run water pumps using solar energy.
- 94 Dunums of land were rehabilitated for 47 small-holder farmers.
- 7 Production cooperatives established in Tulkarem.
- 10 Women heads of households launch income-generating projects in Shu'fat camp.
- 6 Family representatives trained on small-project management and granted seed money to launch income generating projects in Jerusalem.

#### c. Developing Civil Society, Community Services, and Infrastructure:

- 1 Roundabout constructed at the 10th Street intersection with Salah El-Din Street within the borders of the Gaza Municipality.
- 10,000 Students overall benefiting from fresh water through different initiatives, and 17 school students provided with fresh water.
- 2 Freshwater transport trucks purchased for the Ministry of Education to supply schools with fresh water in the Gaza Strip.
- 35 Public schools provided with fresh water in the Gaza Strip using three (3) water trucks.
- 290 Healthy water tanks given to marginalized families in the northern Gaza Strip.
- 1 Constructed drinking water tanks in the city of Nablus with a capacity of 1,400 cubic meters.
- 154 Marginalized families supplied with safe lighting systems in the northern Gaza Strip and supplied 6 residential buildings in the Gaza Valley uillage with solar energy to operate common services facilities, supply clean water and operate elevators.
- 3 Institutions in the city of Nablus' install a solar power generation system.
- 12 Housing units reconstructed in Wadi Gaza uillage.
- 43 Houses currently being constructed in Wadi Al Salqa uillage.
- 130 Training hours provided to 79 employees at more than 30 CBOs in Jerusalem area in Tax system, fund raising proposal writing, and e-marketing.
- 30 Employees of the Jerusalem CBOs provided with practical training.
- 15 Small grants provided to 15 CBOs in Jerusalem to create their own income generating projects (SDG Sub-target 17.9).

#### d. Emergency and Humanitarian Aid

- 5,548 Gazan families access 25,260 fresh vegetable baskets.
- 3,118 Gazan children access winter clothing.
- 312 Gazan families access blankets.
- 1,800 Children who have been orphaned access food coupons.
- 850 Palestinian families displaced from Syria access shelter in Lebanon and Al Beqaa.



## 4. IN PICTURES: Medical Care and Support

One of the devices provided as part of the rehabilitation of the pediatric heart surgery department of Al-Makassed Hospital in Jerusalem as part of the project to provide medicine and medical equipment with the support of the Arab Fund for Economic and Social Development and in partnership with Taawon.



### The Expansion of the Cardiac Treatment and Surgery Unit in Bethlehem



### There is Beauty in the Details...and in Life!

Anas Awad, 12 years old, suffers from damage to the optic nerve, so he finds it difficult to see details of objects. However, one device changed his life and now he can see much more clearly, and now this is the most enjoyable part of his life.



Taawon launched the "Ramadan Crowd Funding Campaign," which aimed to distribute fresh vegetables, fruits, chicken, meat, and eggs, sourced from small farmers and producers to marginalized families in Gaza Strip, where 29,000 individuals directly impacted, 4,826 families supported, 800 small-holder farmers supported, generated 2,100 working days, and USD 560K injected in the economy,

**\$165**

Supports a whole family with fresh food throughout the holy month of Ramadan



## From Small Farmers to Needy Families

### 5. What Lies Ahead? Our 2020-2022 Plan

In the new plan, the Community Development program will be the umbrella for many components addressing socio economic empowerment. We mobilize USD 74 million to add various interventions within the following components:

- o Implement various interventions in the areas of health, agriculture, humanitarian assistance, orphan care and economic empowerment components.
- o Develop the capacities of partner NGOs through ASAS interventions and enhance and expand strategic funding partnerships.
- o Develop remote work opportunities and promote the concept of entrepreneurship.
- o Empower orphans through education, employment and health services provision.
- o Use modern technology including the digital media and interactive platforms to activate communication with the partners



Nabi Saleh Bayara - Funded by Mr. Munir Kaloti

## D. THE YOUTH EMPOWERMENT PROGRAM<sup>16</sup>

### 1. OVERVIEW

Shifting from life in school to life in employment is a challenge for most young Arabs, and an even more pressing challenge for Palestinian youth given the country's tough socioeconomic circumstances. One of Taawon's missions is to motivate and enable youth and young adults (ages 15 to 29) to realize their potential, set goals and achieve them through the 21st century quality educational programs for both genders, including internships, apprenticeships, business incubators and accelerators. Upon completion of the programs, the participants are qualified and prepared to join the job market, or even start their own businesses.

Our Youth Empowerment Program initiatives include:

- o An online Career-Counseling Portal to help students identify their ideal career path;
- o Technical and vocational training opportunities;
- o An Employment Portal where job seekers can access paid internship and apprenticeship opportunities; and
- o Palestine's first Entrepreneurship Accelerator Program, besides several incubators
- o Initiating "View" the platform for working remotely providing many new work opportunities or skilled youth.

### 2. SDG Alignment

The Youth Empowerment Program targets youth at a crossroad in their life by offering programs that encourage and enable them to complete quality education (SDG 4, Sub-target 4.4) and to find decent and fulfilling employment (SDG 8, Sub-target 8.6), in addition to starting their own businesses and small companies. Our work specifically contributes to the following sub-targets:



Our work specifically contributes to the following Sub-targets:

- o 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.
- o 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

### 3. KEY FIGURES & ACHIEVEMENTS

Over the past year, our Youth Empowerment Support Program has collaborated with 355 partner organizations, enabling us to invest USD 2.3 million in 16,262 individuals, and to create 1,644 new jobs.



Our investments and partnerships have enabled us to contribute to an array of changes for Palestinian youth including:

#### Youth Trainings

- 20 Women trained on business plan development (SDG Sub-target 4.4, 8.6).
- 22 Citizens participated in a photography course (SDG Sub-target 4.4, 8.6).
- 66 Participants took part in an environmental agriculture training (SDG Sub-target 4.4, 8.6).
- 45 Participants trained in financial literacy (SDG Sub-target 4.4, 8.6).
- 70 Young men and women working in 17 promising pilot projects (SDG Sub-target 4.4, 8.6).
- 180 Young people have been networked with global and local companies through global platforms and enabled more than 40 young people to obtain permanent job opportunities after participating in the training and activities of the remote work project (SDG Sub-target 4.4, 8.6).

## 4. IN FOCUS: Hope for the future

### A. working remotely



The remote work project, which was implemented by the Partners in Sustainable Development Foundation, in partnership with «Cooperation», and funded by the Arab Fund for Economic and Social Development within the «Economic Empowerment» program, aims to create job opportunities for Palestinian youth by qualifying them and providing job opportunities for them, where the project adopts Remote work methodology to qualify young people, and empower them to be able to meet the needs of companies regionally and internationally, within the work that can be implemented remotely.

Owners of a computer science graduate from the Palestine Technical University - Khadoury, succeed in obtaining job opportunities after participating in the View Project for Distance Work which was implemented by «Partners in Sustainable Development» and in partnership with «Cooperation» and targets graduates and students and is funded by the Arab Fund for Economic Development And social. Malak was chosen to be a trainer for the program "Poli Up" in Oman due to her extensive knowledge and possession of various training methods. She trained more than a hundred coaches in Oman representing the Palestinian trainers as a whole, and Malak adds: "The View project has opened many horizons for us, we need To such exercises because we are a full-fledged company, we market ourselves, write project proposals and implement them as well.



### B. Th animal husbandry project raises cows for milk and dairy production.

This project is implemented by the Agricultural Development Association and funded by the Arab Fund for Economic and Social Development.

"I honestly didn't see this change coming. The project generates excellent income for us. As the number of herds increases, production increases and so does our family income. After applying for the scholarship and joining the training program, my personality changed fundamentally, in terms of my ability to communicate with others, build new relationships and develop my capabilities. Now I run my own project in cooperation with my husband who has also been very supportive"

*Halima from Beit Annan, Jerusalem.*



### C. The Young Enterprises Project: Hope for a Better Future for Jerusalem's Youth

Funded by the Arab Fund for Economic and Social Development, Ezdehar Obaid started this initiative in the Sheikh Saad District in Jerusalem, which is the first center for supporting education in the region, in collaboration with Taawon and Ma'an Development Center's project to support Jerusalem's youth. Due to the lack of office space for public services in the town, Ezdehar seized the opportunity to expand its work by providing a fully-equipped center to provide other services to the community, such as: photocopying documents, printing research papers, binding, scanning, and sending faxes.

"My small project helped overcome obstacles that I faced and lead to more development. It gave me hope, the ability to give back, confidence in achieving my goals and ambitions, and increased my confidence for a better future." – Ezdehar Obaid.

## 5. What Lies Ahead? Our 2020-2022 Plan

Youth empowerment will be part of the Community Development program under the name of "Economic Empowerment". We have mobilized USD 16 million for investing in Palestinian youth over the years 2020-2022. Our growth strategy for this work entails:

- o Focusing on freelance and remote work
- o Training youth and recent graduates on soft skills, vocational skills and specialized topics
- o Supporting accelerators and incubators
- o Provide seed funding for entrepreneurs





In 2009, Taawon established the Welfare Association for Youth to unite and inspire the youth of Palestine by encouraging them to embrace their Palestinian identity. Moreover, involving youth worldwide increases global awareness of their plight. Since 2017, a Memorandum of Understanding as done between Taawon and WAY more support was given to WAY for growth and expansion.

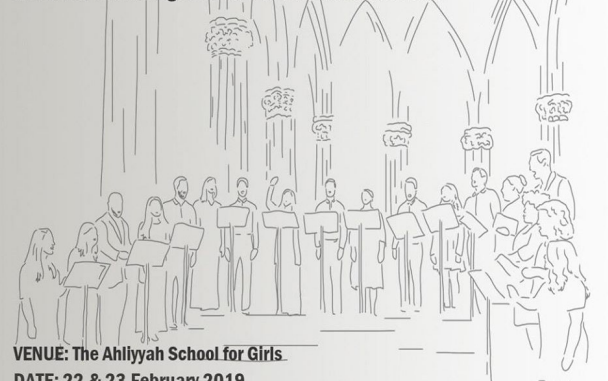
#### WAY's 2019 achievements included:

- o Charity Fundraising event with the Youth Choir Group over two days with 400 attendees (\$1000 was raised to support this project).
- o The Palestinian researcher, Tariq Al-Bakri hosted the «We Are and Continue to Be» initiative in Amman, which aims to document the villages of displaced families in Amman. Approximately 200 people attended this event.
- o Taawon for Youth friends interacted on a purposeful social night focusing on participants knowledge of Palestinian culture and identity. A Quiz night was organized in the evening and was attended by approximately 150 people. Proceeds from ticket sales support Taawon's upcoming projects.
- o Every year, Taawon organizes "iftar" meals for youth during the holy month of Ramadan as part of their social responsibility to the Palestinian refugee camps in Jordan, Lebanon and Palestine. It was set up over the course of the month, targeting over 1,000 children. This event attracts and activates young volunteers and sends along the message of Palestine Without Borders, where the final event brings together children in all camps with one breakfast via Skype. Taawon for Youth's partners donate to this program and allow their staff to participate in events.



#### MOSAICA SINGS FOR PALESTINE IN COLLABORATION WITH WAY

Join us for an evening filled with music & entertainment!



VENUE: The Ahliyyah School for Girls.

DATE: 22 & 23 February 2019

TIME: 8pm

PRICE: JD20

For more information call 0795667574







"View" – work from remote. Partners for Sustainable Development - Ramallah



Simulation nursing lab. And Training center. Al Quds university – Jerusalem.

## E. THE ORPHAN SUPPORT PROGRAM<sup>17</sup>

### 1. OVERVIEW

During the 2008/9 and 2014 assaults on the Gaza Strip, a significant number of Palestinian households lost their main provider and caretaker, and thousands of children were orphaned. These actions devastated the economy of the region and imperiled multiple families. In response, Taawon started the Mustaqbali and Wajd programs to support orphaned children and their families, provide equitable opportunities, and ensure a decent standard of living for impacted families. The programs enabled impoverished families to generate an income, offered job support to youth and mothers whose husbands had been killed, provided job skills training to women, and permanent employment to graduates of the training programs, as well as vocational and university education.

In parallel, the programs have provided hundreds of orphans with healthcare support, including laboratory and physical examinations; physiotherapy, occupational and speech therapy for children, as well as surgical procedures, prescription eyeglasses, medical treatment, medicine, and vitamins. Patients with chronic diseases have had access to follow-up care through this program.

### 2. SDG Alignment

Taawon developed the Mustaqbali and Wajd programs to provide holistic support for orphaned children and their families, and to end poverty (SDG 1); as well as promote good health and well being (SDG 3), and quality education (SDG4).

Our work specifically contributes to the following sub-targets:

o 1.4. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

o 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

o 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



### 3. KEY FIGURES & ACHIEVEMENTS

Over the past year, our Orphan Support Program has collaborated with 28 partner organizations, enabling us to invest USD 1.95 million in 14,371 individuals, and to create 347 new job opportunities.



Partner Organizations  
**28**



Total Expenditures  
**USD 1.95 million**



Beneficiaries  
**14,371**



Economic Return  
**USD 1.95 million**



New Job Opportunities  
**347**

Our investments and partnerships have enabled us to contribute to a multitude of advancements for orphaned Palestinians, all of which contribute to SDG Sub-targets 1.4, and 10.1, including:

- 317 Children provided with access to pre-school education.
- 1,680 Basic education students achieved better grades.
- 288 Students continue their university education.
- 17 Families establish income-generating projects.
- 90 Young men and women participate in on-the-job training.
- 10 Women employed.
- 33 Men employed.
- 77 Residents received laboratory and physical examinations, treatment, medicines, and vitamins
- 187 Children provided with rehabilitation services, including physical and speech therapy
- 23 Children integrated in special education institutions



## 4. IN PICTURES: Mustaqbali and Wajd

### Agricultural Greenhouse

Islam is 22 years old, she dropped out of school when she was 15 years old, but has always been interested in agriculture, as it is the profession of her family. Islam's family was struggling to sustain a decent income and standard of living after her father passed away. With support from Wajd, Islam was able to turn her interest and passion for agriculture into a viable path away from her family's hardships. Today, Islam successfully runs a green house, thanks to the training she attended on technical and financial skills. Islam is now able to provide for her family and has also successfully created jobs for her brothers within her small agri-business endeavor.



### Academic Achievement

Arossa participated in the Mustaqbali program 11 years ago. She used to attend all program activities, and especially the remedial education sessions that have positively impacted her scholastic achievement. This year, Arossa has successfully passed Tawjihi with distinguished achievement, with a total average of 96.7%, and is now on a new ever exciting endeavor to study medicine, which has always been her dream.

In reflecting on her journey with mustaqbali, Arossa expressed her deep sense of appreciation for the holistic support that the program offers. "I would not be where I am today without the support of Mustaqbali, which has encouraged and enabled me to work hard for and ultimately achieve my dream."

## 5. What Lies Ahead? Our 2020-2022 Plan

The Orphans Support will be part of the Community Development program. We have mobilized an additional USD 7 million for securing the livelihoods of children who were orphaned in Gaza over the years 2020-2022. Our growth strategy for this stream of work entails:

- o Supporting access to quality education at the 3 levels: Kindergartens, schools and universities
- o Youth and mothers' economic empowerment through internships, TEVET and startups opportunities
- o Supporting health services for the orphans and their mothers through providing needed medications, operations and rehabilitation services.

## F. THE OLD CITY OF JERUSALEM REVITALIZATION PROGRAM (OCJRP)<sup>18</sup>

### 1. OVERVIEW

The Old City of Jerusalem Revitalization Program is dedicated to preserving valuable houses and centers of history across Palestine. Jerusalem's neglected Old City was the original focus of the program, which was initiated in 1994. By 2006, the agenda had grown to include Nablus. Engineers, technical specialists, and other professionals have received training in heritage conservation through the training component embedded within the program. Taawon's efforts have resulted in the renovation of multiple historic buildings in which families in both Jerusalem and Nablus now reside. We have also participated in the renovation of schools, community centers and commercial buildings.

We realize that awareness is vital to the perpetuation of these developments. We have thus made significant efforts to increase awareness of our program and the value of cultural heritage preservation. These efforts come in the form of documentary film productions, promotional fliers and brochure distribution, and the circulation of a variety of informative publications.

OCJRP's scope of work also includes:

- o Documenting the architectural attributes of historic buildings.
- o Training architects, craftsmen, and contractors on traditional architecture preservation techniques.
- o Conducting community awareness activities on the importance of preserving architectural heritage.

### 2. SDG Alignment

We invest in building long-term cultural resilience by preserving material centers of history and by allowing Palestinians to stay in their homes. OCJRP makes communities more sustainable by improving the quality of life of inhabitants and by giving them quality spaces that can support community engagement (SDG 11, Sub-targets 11.4 and 11.7):

- o 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- o 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.



### 3. KEY FIGURES & ACHIEVEMENTS

Over the past year, our OCJRP Program has collaborated with 14 partner organizations, enabling us to invest USD 4.8 million on 50,439 individuals, and to create 517 new job opportunities.



Our investments and partnerships have enabled us to contribute to a multitude of advancements for orphaned Palestinians, all of which contribute to SDG Sub-targets 1.4, and 10.1, including:

Our investments and partnerships have allowed us to develop the old historic cities (SDG Sub-targets 11.4 and 11.7) through:

- 44 Housing units restored in the cities of Jerusalem and Nablus.
- 15 Shop exteriors rehabilitated on Zahra Street in Jerusalem.
- 6 Public Building restored and Rehabilitated in the cities of Jerusalem and Nablus for the Use of Institution
- 1 Mamluk Historical Facade of Al-Madrasa Al-Arghuniyya rehabilitated adjacent to the Holy Sanctuary.
- 1 Al-Nasser Street (Bab- Al-Saha) Square in the Old Town in Nablus renovated and opened to the public.
- 1 Monumental Historic building maintained, and now being used by Holy institution
- 1 Photovoltaic project completed at Kidney dialysis unit in Augusta Victoria Hospital in Jerusalem.
- 31 Trainees, engineers, professionals and specialists complete two intensive courses in the management of architectural heritage.
- 48 Trainees, engineers, professionals and specialists complete four short specialized training and architectural heritage courses.
- 1 Film produced to document the traditional methods used in restoration and rehabilitation of the Exterior façade of Al-Arghuniyya School in Jerusalem.

## IN FOCUS: Renovation of Public Spaces

Despite all the challenges and the difficulties presented by working on buildings adjacent to the outposts in the Old City of Jerusalem, the OCJRP was able to restore and rehabilitate the offices of the **Education Directorate in Jerusalem** (formerly Jwailles old coffeeshop), which overlooks Al Wad street. This project was funded by the Al-Aqsa Fund and managed by the Islamic Development Bank. The building consists of two floors with an area of approximately 265m<sup>2</sup>. The structure was suffering from water leakage and the deterioration of infrastructure and floors, which led to construction problems that were addressed.



Kannan soap factory, Nablus



Nablus center, Bab Al Saha

## 5. What Lies Ahead? Our 2020-2022 Plan

We have mobilized an additional USD 18 million for reviving and preserving historical sites across Nablus and Jerusalem extending to other cities and villages. Our growth strategy for this stream of work entails:

- o Restoring historic centers, public building and housing units in the cities of Jerusalem, Nablus, Arrabah and other historic cities.
- o Rehabilitating shop exteriors in markets in the cities of Jerusalem and Nablus
- o Engaging trainees, engineers, professionals, students and specialists in courses related to cultural heritage and vocational training in the field of heritage, thus creating new job opportunities
- o Enhancing community awareness through publishing books and studies related to cultural heritage



## G. THE PALESTINIAN MUSEUM<sup>19</sup>

### 1. OVERVIEW

Taawon's flagship project, the Palestinian Museum, presents the history, culture, and artistry of Palestine and offers a global opportunity to develop new perspectives on Palestine's past. The Museum also provides spaces for creative ventures, educational programs and innovative research.

The Museum's Vision is to promote Palestine's culture, enabling the nation to become a vibrant part of national and international interest and activity, which will nurture bonds between Palestinians and the rest of the world. The Museum intends to acquaint the Arab and non-Arab world with the important elements of Palestine's history and culture in an open, innovative, intellectual, and creative environment, while encouraging the use of cultural tools for educational purposes. The ultimate goal is to unify Palestine's identity, thus promoting national and international dialogues.

### 2. SDG Alignment

In 1997, Taawon members had the idea of creating a museum dedicated to the memory of the Nakba. The aim was 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. This concept has evolved and now the museum no longer focuses only on the Nakba, but also embraces all aspects of Palestine's diverse culture (SDG 11, Sub-targets 11.4 and 11.7).



### 3. KEY FIGURES & ACHIEVEMENTS

Our investments and partnerships have allowed us to develop The Palestinian Museum even further through a variety of initiatives (SDG Sub-targets 11.4 and 11.7):

- 71 Public activities organized with the participation of different age groups, including artistic and cultural workshops, seminars, and educational tours in the Museum, and in Jerusalem and Gaza.
- 330 Participants took part in a summer school initiative organized by the Palestinian Museum.
- 27 School visits organized.
- 3 Book launches, including a catalogue of the Intimate Terrains Exhibition, the book "Returning Home" by Rajaa Shehadeh, and the book
- 90 "Returning Home: A Tour in Ramallah during Fifty Years of Occupation."
- Works of art by 36 male and female artists from all of Palestine's historical areas and diaspora featured in the Intimate Terrains Exhibition.
- 20,751 Museum visitors.
- 70,000 Documents digitally archived.
- 3,000 Historical documents digitally restored.



The Palestinian Museum





The Intimate Terrains exhibition showcases the artistic transformations of the natural landscape, exploring the changing representations of natural scenes by Palestinian artists, and the relationship of Palestinians to the place and geographical location. The exhibition included 90 works of art by 36 male and female artists from all of Palestine's historical areas and diaspora. The collections included paintings, documentaries, photographs, and sculptures. The exhibition was visited by more than 5,000 visitors; while the museum as a whole was visited by more than 20,000 visitors.

## IN FOCUS: The Palestinian Museum's Digital Archive & Digitization

The Digital Archive Project is one of the most important virtual platforms for the Palestinian Museum. Its aim is to document collections of photographs, films, sound recordings, and other important materials that are threatened with loss, damage, or confiscation. The documentation will ensure that these valuable items are available to researchers, artists, and the general public locally, regionally, and internationally. So far, 70,000 documents have been archived.

At the beginning of April 2019, the Palestinian Museum also established the first studio in the West Bank to store paper documents threatened with damage and/or confiscation. These texts contain interesting and vital information in Palestine's history, from the year 1800 until today. The project team restored approximately 3,000 archived materials, then digitized them and made them available on the digital museum archive website.

## 5. What Lies Ahead? Our 2020-2022 Plan

We have mobilized an additional USD 5 million for expanding the impact of the Palestinian Museum. Our growth strategy for this stream of work entails:

- o Expanding the Palestinian Museum Digital Archive Project
- o Conducting multiple exhibitions, including: Printed in Jerusalem Exhibition; The Coast Exhibition; The Music in Palestine Exhibition; and Gaza Exhibition.
- o Solar Energy Generation to enhance our environmental sustainability
- o Continuing to run our Research and Knowledge, Education, and Public Programs
- o Introducing a Traveling Exhibition and a Virtual Reality platform

## V. STAKEHOLDER ENGAGEMENT<sup>20</sup>

At Taawon, engaging with our stakeholders is vital to our core values and beliefs, as well as the sustainability and growth of our Association. Communicating and engaging with our stakeholders enables us to continuously grow and evolve by catering to their needs and learning from their insights, and at the same time providing new and creative ideas to work together.

We adopt a series of practices and strategies to continuously engage our different stakeholders. For example, our Board is engaged through quarterly briefings, meetings, and reports. Program and intervention level monitoring and evaluation practices are constantly taking place, and allow us to gather insights from implementing partners, donors, participants, community members and key figures, and staff. We also engage industry peers and concerned stakeholders in the form of Advisory Committees, which are initiated by Taawon, and aim at continuously reflecting on the operational landscape of our areas of intervention, adapting strategies accordingly, as well as aligning efforts and collectively lobbying for needed changes. For example, we initiated a Committee on the specific topic of Learning Difficulties in Children, which includes key stakeholders and aims at: scanning the relevant regulatory framework; advocating for needed changes; exchanging experiences; aligning the efforts of different players to avoid duplication and ensure greater impact; and ultimately better understanding and serving the reality of children who face learning difficulties. Similar committees have been launched to address other thematic areas, including Youth Empowerment and Inclusion, Technology for Education, Orphans' Support, and empowering Civil Society Organizations. In parallel, similar advisory committees advise all of our programs and interventions, including Bridge Palestine, Mustaqbali & Wajd, among others. These committees allow us to consistently engage stakeholders, reflect on our performance, ensure high levels of stakeholder ownership, and continuously evolve and innovate.

Taawon operates based on three-year strategic plans, which are developed in a participatory manner, and used to assess performance and progress on an annual basis. In fact, our strategic planning exercise is backed by a series of multi-stakeholder workshops that allow us to create strategic directions and interventions in a participatory manner. The year 2019 witnessed a series of workshops

that informed our 3-year strategic framework for the years 2020-2022. Specifically, we conducted more than 50 workshops, with more than 500 stakeholders. The 2020-2022 strategic planning process kicked off internal reflection meetings on the results of data gathered during the previous two years, as well as a Broad strategy-setting framework. Insights and initial directions were shared with other stakeholders in further meetings, and refined accordingly. Given that the majority of the strategy-setting exercises took place in 2019, and the fact that they comprehensively address our performance, we did not engage in a separate engagement exercise around our sustainability performance.



Ramadan Campaign: from small producers to needy families, Gaza Strip.

The below table summarizes key insights gathered from our different stakeholders through out the past year:

Stakeholder Group	Frequency of Engagement	Mechanism of Engagement	Feedback and Priorities
Governance Body	Quarterly, Biannually, and Annually	Reports, Meetings and membership in program steering committees	<ul style="list-style-type: none"> <li>• Capitalizing on our qualified cadre of employees to expand steps already taken towards technological transformation.</li> <li>• Further diversification of funding sources, and building on partners' expertise in program delivery.</li> <li>• Pushing for greater innovation at the programmatic design level.</li> <li>• Continuing to shift towards grant making and supporting implementing partners, and away from implementing interventions directly.</li> </ul>
Employees	Daily, Quarterly, Biannually, and Annually	Online platforms, meetings, calls, reports	<ul style="list-style-type: none"> <li>• Enhancing communication between the different offices (Gaza Strip, Jerusalem, Amman, and Beirut),</li> <li>• Providing further trainings in line of the new Taawon initiative with a focus on digitization.</li> </ul>
Partners and Donors	Quarterly, Biannually, and Annually	<ul style="list-style-type: none"> <li>• Reports and Meetings, surveys</li> <li>• Partners input and feedback is gathered through regular reporting, meetings and workshops, evaluation efforts, and end user satisfaction surveys.</li> <li>• Donors feedback is gathered through regular reporting efforts, evaluation efforts, donor satisfaction surveys, as well as membership in select program steering committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Wider and more frequent consultative meetings with partners and donors</li> <li>• Enhancing the communication strategy with partners and donors.</li> </ul>
Civil Society Organizations and Community Members	Daily, Quarterly, Biannually, and Annually	Advisory Committees, Meetings, calls, monitoring evaluation efforts	<ul style="list-style-type: none"> <li>• Enhancing communication with grass-roots institutions.</li> <li>• Enhancing connections and experience exchanges between the different partners, especially using technology, to overcome barriers paused by the occupation.</li> <li>• Education program: continue to focus on various technology interventions, critical thinking and preparing students for the 21st century skills.</li> <li>• Culture Program: designing interventions that allow for supporting informal / individual youth-led efforts; working towards a more unified national strategy and framework.</li> <li>• Orphan Support: Re-introducing psychosocial support, expanding private sector partnerships to enhance employment prospects, and introducing qualitative indicators to better capture learning and success.</li> <li>• Youth: Continuing to support technical, vocational and entrepreneurship support given their great relevance and impact; expanding programs to include sector-specific ones, cooperatives, and following up with start-ups for longer periods post-incubation.</li> <li>• Community Development: allocating more resources to this stream of work; aligning with the relevant national institutions to continuously maintain infrastructural interventions, and enhancing women's economic empowerment initiatives to ensure greater success rates.</li> </ul>



## Memberships and Networking<sup>21</sup>

We continuously engage with our peers and stakeholders through a series of networks and associations. Our memberships in these rich bodies allow us to continuously exchange knowledge and experiences with key stakeholder groups. We are active members of:

- World Humanitarian Action Forum (WHAF)
- Global Donors Forum (GDF)
- Core Humanitarian Standards (CHS)
- Global Reports Initiative
- Arab Foundation Forum
- Arab Fund for Arts and Culture
- Association of International Development Agencies (AIDA)
- International Disability Group
- Cultural heritage organizations in Palestine (Riwaq, CCHP, HRC, OCJRP)
- UN Education Cluster
- UN Food Security Cluster
- UN Health Cluster
- UN Shelter Cluster
- UN WASH Cluster
- National Committee for Employment Week
- Kuwait Centre for Development and Electronic Incubators - Gaza
- Startup Grind
- Google for Entrepreneurs Program
- Local Employment and TVET Council-Gaza

In parallel, our Lebanon office is an active member of:

- Lebanon Humanitarian INGO Forum
- UN Basic Assistance Working Group
- UN Food Security Working Group
- UN Livelihoods Working Group
- UN Social Stability Working Group
- UN Shelter Working Group
- Gatherings Working Group
- Palestinian Institutions and Associations Forum



Eizareyah Bayara – West Bank



Youth Academy camp - Haifa

## VI. ORGANIZATIONAL SUSTAINABILITY

### A. Environmental Impact Management<sup>22</sup>

Our environment is our home, so we must protect it. Therefore, we have worked tirelessly to promote green initiatives, preserve natural resources, and reduce the impact of pollution globally. Taawon focuses on the conservation of natural resources in order to secure the beauty and sanctity of the ecosystem and maintain the link between Palestinians and Palestine. We at Taawon have set the standard for Environmental Impact Management and have taken great strides toward a more sustainable future. Protection of the environment is a cornerstone of many of our programs. Our Community Interventions were responsible for an array of initiatives in this sphere, including:



- Installing solar powered panels in many hospitals, to power up the operating rooms and ICU, and public spaces, mainly in Gaza;
- Teaching students about the importance of recycling as part of the education program;
- Supporting multiple NGOs with establishing measures to reduce energy consumption and improve waste management;
- The Palestine Museum, which is a certified Leadership in Energy and Environmental Design (LEED) building since 2017– the first such structure in Palestine.

In the area of energy consumption, Taawon maintains a range of vehicles for various work assignments, and our Department of Finance and Administration assesses the level of car use every six months. We also encourage the institution's staff to carpool when possible and promote the development of initiatives to reduce the consumption of energy in offices. As a result, we have managed to reduce electricity consumption in its offices by 29% in 2019.

We no longer use purified water dispensers that require plastic bottles in our offices; faucet filters have taken their place. Instead of disposable paper or plastic cups, we provided glasses for our staff members who also brought in and started using their own glasses. We have reduced paper consumption by sharing documents electronically, and offering our waste papers for recycling. Taawon's 2019 waste management expenditures totaled USD 2,285.

Predictably, finding proper service providers is difficult in Palestine. Nevertheless, we plan to implement enhanced waste management procedures in our offices. We are taking the necessary steps, including training and adherence to environmentally friendly practices, to earn the Environmental Management System ISO 14001:2015 certificate by Sep 2020, as we are currently under audit. We monitor consumption of electricity, fuel, and paper in order to measure our environmental footprint. Moreover, authorized Grant Implementation Agreements (GIAs) enable Taawon to enforce a Green Environment policy with our implementing partners.



Solar energy panels for 4 hospitals and health centers – Gaza Strip

<sup>22</sup>GRI 307-1

## B. Human Resource Management Approach<sup>23</sup>

As an institution committed to investing in Palestinians, we believe in the importance of leading by example through ensuring and maintaining justice, transparency, and sustainability in all our Human Resources (HR) practices. The most significant changes that took place with regard to Human Resource Management over the past years was the updating of our HR Manual and the HR Procedure Manuals as all procedures were combined into these two manuals.

### 1. Our Workforce<sup>24</sup>

Our organization is served by a total of 76 employees, 42% of whom are women. During the year 2019, a total of 26 employees' contracts ended due to resignation or ending contracts, and a total of 9 new employees were hired. For further details about the breakdown of new hires and turn over, please see Annex 2.

As the below figures demonstrates, our work force is mainly operating in Palestine, and close to 50% of our employees are aged 20-40 years old.

Age Group	Number of Employees
30-20	7
40-30	30
50-40	22
60-50	15
70-60	2
Total	76

Region	Female Employees	Male Employees
Jordan	3	2
Palestine	23	36
Lebanon	6	6
Total	32	44

Gender	Number of Employees
Male	44
Female	32
Total	76

### 2. Recruitment and Staffing

All job and career vacancies are announced publicly, and Taawon assesses all candidates equally, based on relevant experience, education, and character references. Candidates now have the opportunity to submit applications via our online system. This has had a dual function: screenings are much more efficient, and natural resources have been preserved. Department managers interview selected candidates and the Director General makes the final hiring decision based on manager recommendations.

The HR department issues a job offer, a standard contract, and an HR manual to the approved candidate. The offer includes the job description, location of operation, duration of contract, and salary or wage. The contract adheres to the labor laws of the employee's area of operation. The manual enumerates all rights and duties, health and safety protections, and policies against corruption, nepotism, conflict of interest and additional unethical behavior. Employees are not covered by collective bargaining agreement but are covered by the labor laws of the area of operation<sup>25</sup>.



### 3. Salaries and Benefits<sup>26</sup>

Taawon's salary scale is all-inclusive. The salary scale is updated on a regular basis in order to assess any changes that occur in Taawon, and in response to the economic need. The table below illustrates the ratio of average female-to-male salaries in each area of operation and each employee category.

Region	Female Employees	Male Employees
Palestine	1.3	Not applicable
Jerusalem	1	Not applicable
Jordan	1.5	Not applicable
Lebanon	0.9	Not applicable

Employees of Taawon, both permanent and fixed term, are completely covered by all relevant benefits and safeguards directed by labor laws. All permanent employees and their immediate family members receive comprehensive health and dental insurance coverage. Additionally, all permanent employees are enrolled in a pension package in which the employee contributes five percent (5%) of his or her monthly salary and Taawon contributes an amount equivalent to six percent (6%) of that employee's monthly salary. All employees, regardless of rank, are afforded equal incentives, which are based on performance, and retirement packages. Taawon does not have a collective bargaining agreement, but rather covers all employees by the labor laws of the area of operation.

### 4. Training and Development<sup>27</sup>

To ensure world-class standards of operational excellence, we conduct staff training on an annual basis. Topics recently covered have included digitization, risk management, quality management, environmental management and social media management. We have implemented crowd-funding procedures, and specialized training in technical matters. Our staff regularly participate in a variety of specialized webinars designed to update their skills and knowledge.

We also hold ad hoc in-house training in order to harmonize with the needs of the application of new policies and procedures. In 2019, all employees received training on the use of Taawon's resource management system and on the use of technical support of automated systems. We also provided training in media communication through Skype for Business Specialist Teams (Microsoft Teams) and training on the use of online information through Office 365 One drive and increased availability and protection indicators of performance, risk register, and evaluation mechanisms of our partners, along with a training on information security.

Employees are selected for training based on the organization's goals, type of training and career path in the organization. There is a set percentage of the training budget that is allocated annually. Sixty-five percent of employees have been trained in information security, human rights and various awareness issues (25% are women).

The percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period is 22 women and 41 men. The organization's anti-corruption policies and procedures have been communicated to all staff. There is no discrimination between men and women within our regulations and benefits.

<sup>26</sup>GRI 102-38, GRI 102-41, GRI 201-1, GRI 201-3, GRI 202-1, GRI 401-2, GRI 405-2

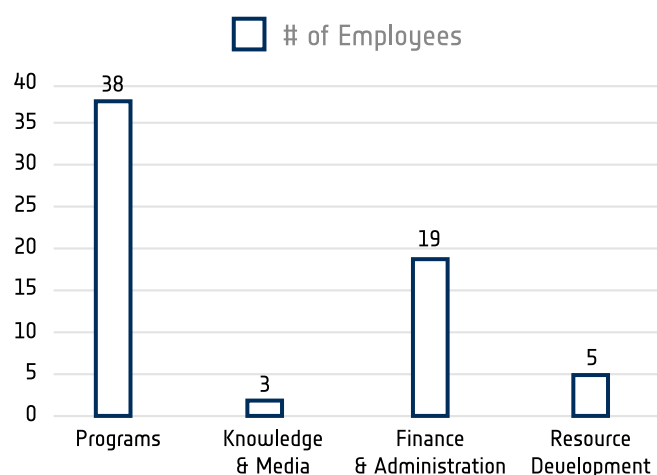
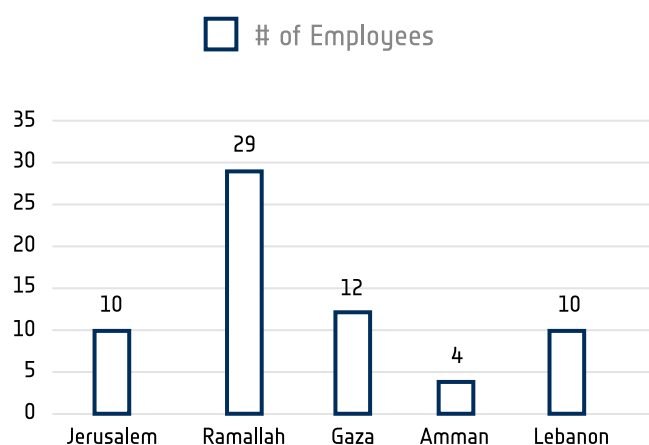
<sup>27</sup>GRI 404-1, GRI 404-2, GRI 404-3, GRI 412-2

## 5. Staff Satisfaction and Complaints<sup>28</sup>

Taawon considers staff satisfaction essential to successful operations. All senior management have an open-door policy and undergo an annual performance evaluation to promote and ensure a cooperative and transparent work environment. Annual employee surveys are conducted in order to measure employee job satisfaction relative to conditions, wages, and benefits. Our Human Resources department submits its recommendations for review and final approval to the HR Board of Directors sub-committee and to the Board of Directors, with a high percentage indicating that they are satisfied.

## 6. Annual Assessment

Automated assessments are conducted on an annual basis. The breakdown of staff that completed the assessment by district and area of work is shown in the figures below.



Equipment for the cancer department at Augusta Victoria Hospital – Jerusalem.

## C. Supply Chain Management<sup>29</sup>

Our purchases are divided into goods (supplies), professional services, and construction work. All procurement processes follow our Procurement Policy and Manual, which includes all details on procedures for announcements and tender and technical committees' formation, classifications, requirements and decision-making process.

These policies include assuring economy and efficiency (ensuring lowest prices and high quality), considering the major benefits to the organization, inviting competitive offers and bids that provide equal and fair opportunities for suppliers to efficiently provide Taawon with high quality goods, services, or any other requirements that it requires. For the purposes of evaluating the offers and prices provided by suppliers, the offers must be evaluated using a single currency in which the institution trades. This requires special treatment to standardize prices in the designated currency to facilitate the process of comparison and analysis.

Purchasing duties are assigned to the administrative department. These tasks depend on the need to purchase and the availability of the necessary financing, and include following up on the implementation of procurement procedures. The concerned teams operate in accordance with our purchasing principles that are set forth by both a procurement and technical committee. Findings and recommendations are submitted to the Director General for approval, and purchase requests are issued accordingly. The team then ensures that the requests meet the required specifications (in the case of administrative purchases), and prepare and review procurement contracts before presenting them to the Director General for final authorization.

The administrative unit must also ensure that non-conforming materials will not be used by the organization. Project Managers are responsible for receiving and examining the materials or services that are implemented in favor of beneficiaries, according to the contract finalized with the institution. Upon completion of contract execution, the program manager/department manager/unit manager notifies the administrative unit upon completion of the execution of the contract before sending the final payment to the unit for disbursement. The administrative unit sends the supplier evaluation form to the program manager/ department manager/unit manager to evaluate the resources.



Opening of Kanaan Soap Factory. Old City of Nablus



## HIGHLIGHTS AND MAIN EVENTS



Taawon was represented in the Mossawa Center Civil Society Conference in December 2019 by participating in the panel on Strategies and Challenges of Resource Development. During the panel, Dr. Tafeeda Jarbawi highlighted the importance of nationalism and the role of institutions. A long-term vision based on building strategic partnerships, and strengthening these partnerships, their sustainability and providing them with the means to achieve the desired goal is necessary in strengthening the resilience of Palestinians.

The graduation ceremony of 150 Gazans with disabilities from a vocational training program



### Visiting Community Partners



A visit to income-generating agricultural projects for widows, "Wajd" program for orphan support for women, with support from Bank of Palestine.



A visit to the Riyadh housing project at Birzeit University- West Bank



Taawon received the Mahatma Gandhi Award for Community Work. The celebration was held in India on the 150th Anniversary of Gandhi's Birth Anniversary.



The Aga Khan Award for the Palestinian Museum



## Taawon Day



Taawon Day was held during the institutional meetings in April 2019 with the aim of creating an open platform for interaction and dialogue between all the members of the Taawon to develop future and strategic directions.

## Partnership Agreements



Taawon's Agreement with Palestine Islamic Bank



Signing an agreement between Taawon and Munib and Angela Masri Foundation for Development



Taawon's Agreement with the Saudi Fund for Development



Taawon's Agreement with the Danish Muslim Aid– Copenhagen, Denmark

## TAAWON AWARDS FOR ACHIEVEMENT AND EXCELLENCE

The Taawon Awards complement its mission and reflect its identity and values. The Awards allow us to invest more than USD 280,000 in encouraging Palestinian institutions to excel and innovate in their work, in addition to empowering Palestinian youth, and enhancing their role and engagement in building the future of Palestine.

### Taawon Jerusalem Award 2019: **The Late Ragheb Kaloti Award For Community Development in Jerusalem** "For Jerusalem ...We Work"

Objective:	The award aims to encourage Palestinian NGOs located and operating in Jerusalem to improve community services provided to Palestinian residents of Jerusalem.
Value:	USD 50,000
Winner:	Women's Studies Centre - Jerusalem
Project:	Palestinian Women's experience with loss and occupation.
Jury:	Mrs. Manal Al-jubeh, Mrs. Mayson Odeh, Dr. Omar Abedrabbo, Mr. Rami Saleh, Dr. Yara Jalajel

### Taawon Jerusalem Award 2019: **Munir Kaloti Award for Palestinian Youth Entrepreneurs** "For a Better Tomorrow ... We Innovate"

Objective:	The Youth Award is a generous contribution from Mr. Munir Kaloti to support youth innovators and entrepreneurs.
Value:	[USD 50,000 (10,000 per winner
Winner:	<ol style="list-style-type: none"> <li>1. "Eventati" Initiative: Shadi Abubaker- Ramallah - West Bank.</li> <li>2. «Video 4» Initiative: Adham Abu_shoqa, Suleiman Abu Seta, Mohamed Shaaban, Yasser Awad-Gaza Strip.</li> <li>3. "Caligraphy Star" Initiative: Suheel yaqoub - Abu Dis, West Bank.</li> <li>4. «Technoplant Gaza» Initiative: SAADA ALMAJDALAWI -Rafah-Gaza Strip.</li> <li>5. «Grants» Initiative: Hisham Baker- Tulkarem - West Bank.</li> </ol>
Jury:	Mrs. Doa Wad, Mr. Hazem El-mashharawi, Dr. Maison Ibrahim, Mr. Salah Skaik

### Taawon Gaza Strip Award 2019: **Falak and Abdel-Kareem Kamel Shawwa Award for Gaza community-based organizations** "Taawon Gaza Strip Award"

Objective:	The award is dedicated to civil society organizations that improve community services in the Gaza Strip, which is in dire need for further efforts to enhance its steadfastness and empower its people to have a better life and future.
Value:	USD 50,000
Winner:	Unlimited Friends Association for Social Development
Project:	Social Safety Network for Marginalized Families in Gaza
Jury:	Mrs. Ghaidaa Alameer, Mrs. Hama Zaidan, Mr. Mahmoud Hamada, Mr. Salah Taha, Mrs. Sohair Jouda



### Taawon's Innovation in Culture Award 2019: **The Late Naim Abdul Hadi Culture Award** "We Will Get There Someday"

Objective:	This award comes as 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, economic and cultural development of the Palestinian people.
Value:	USD 50,000
Winner:	The Palestinian Institute for Cultural Development - NAWA– Ramallah
Project:	"Our Lost Voices:" a book documenting the period of musical renaissance in Palestine during the first half of the last century and the role of Palestinian musicians regionally and internationally.
Jury:	Mr. Akram Alsourani, Mrs. Asmaa Azaizeh, Mrs. Fadya Salfiti, Mrs. Nisreen Naffa, Mr. Tarek Bakri

### Taawon Distinguished Teacher Award 2019: **Munir Kaloti Award** "Teacher Innovation Renaissance of the Homeland"

Objective:	This award comes as a generous donation from Mr. Munir Kaloti. It contributes to encouraging teachers to excell in education and to honor outstanding initiatives in the adoption of new and effective methods and mechanisms in the teaching process.
Value:	(USD 30,000 (15,000 per winner. The remaining USD 15,000 will be used to promote all creative initiatives
Winner:	Ms. Rana Ahmed Ziada
Project:	Utilizing an integrative approach in educating high school students using STEM – Al Zahra Public Secondary School for Girls – Gaza Strip
Jury:	Mr. Hussein Mansour, Dr. Osama Mimi, Mr. Raed Hamad, Dr. Sumer Abou Shaaban, Mrs. Tharwat Nashashibi

### Taawon Health Services Distinction Award 2019, **The Late Al-Haj Ahmad Abu Ghazaleh Award:** " Towards Distinct Health Initiatives" Transforming Health Services in Palestine with a Focus on Chronic Diseases

Objective:	This award comes as a generous donation from the family of late Ahmad Abu Ghazaleh to support creativity and excellence in the health sector.
Value:	USD 50,000
Winner:	Augusta Victoria Hospital - Jerusalem
Project:	"Outreach Program on mobile clinics for diabetes and programs for early detection of breast cancer"
Jury:	Dr. Akram Nassar, Dr. Felecia Adeeb, Dr. Hussien Jabareen, Dr. Niveen Abu Rmeileh, Dr. Salwa Massad

# NNEX 1. AUDITED STATEMENT OF FINANCIAL POSITION<sup>30</sup>



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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, 2019, 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, 2019, 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 (including International Independence Standards) (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.

### 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**

License # 206/2012

**Abdelkarim Mahmoud**

License # 101/2017

Ramallah - Palestine

May 13, 2020



## Welfare Association (Taawon)

**Statement of Activities and Changes in Net Assets**

For the year ended December 31, 2019

		2019	2018
	Notes	U.S. \$	U.S. \$
<b><u>Grants and other revenues</u></b>			
Deferred contributions recognized	14	50,306,489	47,933,487
Deferred revenue realized	4	513,168	513,168
Unrestricted contributions	15	3,393,440	4,002,657
		<u>54,213,097</u>	<u>52,449,312</u>
<b><u>Program costs and administration expenses</u></b>			
<b>Program costs</b>			
Community Development	17	26,136,396	24,073,698
Education	17	13,320,939	10,357,742
Culture	17	1,710,664	2,152,110
Youth Empowerment	17	2,278,843	3,521,931
Orphans Support	17	1,945,325	2,872,548
Rehabilitation of Old Cities	17	4,784,385	5,876,501
Palestinian Museum	4	3,952,890	3,494,096
Finance cost related to Palestinian Museum	4	286,039	318,498
		<u>54,415,481</u>	<u>52,667,124</u>
<b>Administrative expenses</b>			
General and administrative expenses	18	2,520,784	2,766,439
Depreciation of property and equipment	3	133,466	107,403
		<u>57,069,731</u>	<u>55,540,966</u>
<b>Other gains (losses)</b>			
Net investment portfolio gains (losses)	19	8,647,020	(2,273,322)
Finance cost		(1,614)	-
Currency exchange loss		(83,315)	(34,477)
Other, net		22,552	32,214
<b>Net gains (losses)</b>		<u>8,584,643</u>	<u>(2,275,585)</u>
<b>Increase (Decrease) in net assets</b>		<u>5,728,009</u>	<u>(5,367,239)</u>
Net assets, beginning of the year		61,163,340	66,530,579
<b>Net assets, end of the year</b>		<u>66,891,349</u>	<u>61,163,340</u>

## Welfare Association (Taawon)

**Statement of Financial Position**

As at December 31, 2019

		2019	2018
	Notes	U.S. \$	U.S. \$
<b><u>Assets</u></b>			
<b>Non-current Assets:</b>			
Property and equipment	3	276,011	349,547
Property of the Palestinian Museum	4	21,385,202	22,246,268
Investment properties	5	4,344,001	7,087,858
		<u>26,005,214</u>	<u>29,683,673</u>
<b>Current Assets:</b>			
Contributions receivable	6	43,459,882	69,104,562
Other current assets	7	1,829,147	1,953,773
Financial assets at fair value through profit or loss	8	64,038,197	56,678,465
Cash and deposits at banks	9	16,429,797	8,606,915
		<u>125,757,023</u>	<u>136,343,715</u>
<b>Total Assets</b>		<u>151,762,237</u>	<u>166,027,388</u>
<b><u>Net Assets and Liabilities</u></b>			
<b>Net Assets:</b>			
Unrestricted net assets	10	1,699,563	2,090,291
Endowment fund	10	65,191,786	59,073,049
<b>Total Net Assets</b>		<u>66,891,349</u>	<u>61,163,340</u>
<b>Non-current Liabilities:</b>			
Provision for employees' benefits	11	4,092,237	3,716,335
Deferred revenues	4	12,060,996	12,574,164
Long-term loan	12	-	5,625,000
		<u>16,153,233</u>	<u>21,915,499</u>
<b>Current Liabilities:</b>			
Current portion of long-term loan	12	3,325,000	-
Accounts payables and accruals	13	2,119,302	1,106,255
Deferred contributions	14	63,273,353	81,842,294
		<u>68,717,655</u>	<u>82,948,549</u>
<b>Total Liabilities</b>		<u>84,870,888</u>	<u>104,864,048</u>
<b>Total Net Assets and Liabilities</b>		<u>151,762,237</u>	<u>166,027,388</u>

## ANNEX 2. NEW HIRES AND TURNOVER

### New Hires

Employment		
Region	Number of Employees	% of New Hire by Region
Ramallah	4	44%
Jerusalem	0	0%
Amman	1	11%
Lebanon	4	44%
Total	9	100%
Age Group	Number of Employees	% of New Hire by Age Group
20-30	3	12%
30-40	4	15%
40-50	1	4%
50-60	1	4%
60-70	0	0%
Total	9	35%
Gender	Number of Employees	% of New Hire by Gender
Male	2	22%
Female	7	78%
Total	9	100%

### Turnover

Resigned/Expired Contracts		
Region	Number of Employees	% of Resigned/ Ended Contracts by Region
Ramallah	20	77%*
Jerusalem	2	8%
Amman	0	0%
Lebanon	4	15%
Total	26	100%
Age Group	Number of Employees	% of New Hire by Age Group
20-30	4	15%
30-40	13	50%
40-50	8	31%
50-60	1	4%
60-70	0	0%
Total	26	100%
Gender	Number of Employees	% of New Hire by Gender
Male	10	38%
Female	16	62%
Total	26	100%

\* These counts include the expiration or end date of short-term contracts, as well as contracts that ended as a result of moving towards a more agile and digitally enabled operational approach.



## ANNEX 3. OUR DONORS

### Our Top Donors for 2017-2019

#### Institutions

- o Arab Fund for Economic & Social Development (AFSD)
- o Islamic Development Bank
- o Saudi Fund for Development
- o Qatar Fund for Development
- o United Nations International Children's Emergency Fund UNICEF
- o Welfare Association – UK
- o United Nations Office for the Coordination of Humanitarian Affairs OCHA
- o Open Society Foundations (OSF)
- o Salam Ya Seghar Fund/ Big Heart Foundation

#### Private Sector

- o Bank of Palestine
- o Consolidated Contractors Company (CCC)
- o Bayt.com
- o Dar Al Handasah

#### WA Members

- o Munir Kaloti
- o Omar Abdulhadi
- o Family of Late Haseeb Sabbagh and Late Said Khoury
- o Abdul Halim Muwahid
- o Munib Masri
- o Late Abdul Mohsen Al-Qattan

#### Individuals

- o Feryal Al-Mohtadi
- o Ihsan Abu Ghazaleh
- o Ramez & Tiziana Sousou
- o Michael Al-Sayegh

It is through the generosity of our donors, many of whom have chosen to remain anonymous, that Taawon has achieved the impressive goals that we set for ourselves. We are forever grateful for your support. Thank you immensely.

## ANNEX 4. GRI DISCLOSURE TABLES

The Global Reporting Initiative's (GRI) Standards were used to produce this report, which includes consultations and interviews with key stakeholders, internal reports and monitoring systems, and audited statements. The report reveals the methods Taawon used to fund and conduct our activities, as required by GRI "core" disclosure areas, and insights and advice from our stakeholders. Disclosure labels (ex. GRI 102-1) are included in footnotes throughout the text to facilitate use of the GRI "In Accordance – Core" Content Index and SDG Compass Annex: Linking the SDGs and GRI Standards which is at the end of the report.

### A. Aspect Materiality and Boundary<sup>31</sup>

The table below details GRI Aspects and their materiality in relation to Taawon. It complements the summary table, which includes each aspect's materiality and the aspect boundary for every material aspect.

Performance Category		Topic	Topic Materiality	Topic Boundary
Materiality indicators Legend:	Economic	Economic Performance	●	Inside / Outside
		Market Presence	●	Inside
		Indirect Economic Impacts	●	Inside / Outside
		Procurement Practices	●	Inside / Outside
		Anti-Corruption	●	Inside
		Anti-Competitive Behavior	●	-
	Environmental	Materials	●	-
		Energy	●	-
		Water	●	-
		Biodiversity	●	-
		Emissions	●	-
		Effluents and Waste	●	-
		Environmental Compliance	●	Inside / Outside
		Supplier Environmental Assessment	●	Inside / Outside
Boundary indicators:	Social: Labour Practices and Suitable Work	Employment	●	Inside
		Labour/Management Relations	●	Inside
		Occupational Health and Safety	●	Inside
		Training and Education	●	Inside
		Diversity and Equal Opportunity	●	Inside
		Supplier Social Assessment	●	Inside / Outside
'Inside' – indicates that the aspect has impacts that occur inside Taawon	Social: Human Rights	Non-Discrimination	●	Inside
		Freedom of Association and Collective Bargaining	●	-
		Child Labour	●	Inside/Outside
		Forced or Compulsory Labour	●	Inside/Outside
		Security Practices	●	Inside / Outside
		Rights of Indigenous People	●	Inside/ Outside
		Human Rights Assessment	●	Inside / Outside
'Outside' – indicates that the aspect has impacts that occur outside Taawon	Social: Society	Local Communities	●	Inside / Outside
		Public Policy	●	Inside / Outside
	Social: Product Responsibility	Customer Health and Safety	●	-
		Marketing and Labelling	●	-
		Customer Privacy	●	-
		Socioeconomic Compliance	●	Inside / Outside

## B. Sustainability Management Approach

Performance Category	Management Approach
Economic	Empowering Palestinians economically is one of our primary missions. As such, we create and develop programs that will enable them to earn suitable incomes which will further Palestine's economy.
Environmental	We have taken steps to assess and reduce our environmental footprint by implementing strategies that reduce energy consumption and increase the public's awareness of, actions toward, and involvement in projects and initiatives that sustain the environment. The Administrative Department is responsible for determining the environmental impact of our operations and instigating the appropriate actions to reduce that impact.
Labor Practices and Suitable Work	In order to promote an atmosphere of self-respect and respect of others in society, Taawon has established the same within our organization. Our employees' professional growth, work satisfaction, rights, and workplace safety and support are instilled in our operations.
Human Rights	Human Rights are a paramount concern to Taawon, and are emphasized and practiced in every aspect of our operations. Violations in any area, including child labor, gender diversity, discrimination, and sexual harassment, are not tolerated, either within our organization or with our partner associations.
Society	Our mission is to support and improve practices that benefit society, according to the principles of the UN's SDGs and international programs and practices that benefit all societies around the world.
Product and Client Responsibility	Taawon conducts annual surveys and evaluations with our stakeholders and beneficiaries in order to collect data and feedback that will enable us to maintain superior levels of responsibility to, accountability to, and satisfaction in our primary beneficiaries, our partner associations, and the recipients of our programs and activities.



## C. GRI Content Index<sup>32</sup>

For the SDG Mapping Service, GRI Services reviewed that the disclosures included in the content index are appropriately mapped against the SDGs. The service was performed on the English version of the report, and reflected by our team on the Arabic version of the report.



**SDG Mapping**

Taawon

Jun 2020

Service

GRI Standard Disclosures	Page Number (or link)	SDG Linkages
GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016		
Organizational Profile		
102-1 102-2 102-3 102-4 102-5 102-6	P. 4, 8	
102-7	P. 12, 42	
102-8	Note that there is no significant number on self-employed or seasonal workers. P. 42.	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all.
102-9	P. 45	
102-10	Note that there were no significant changes that took place in the organization and its supply chain. P. 12..	
102-11	Our mandate is to achieve positive impact; no precautionary approach exists except for as part of our monitoring and evaluation tools.	
102-12	P. 3, 9	
102-13	P. 46	
Strategy		
102-14	P. 3, 4	
102-15	P. 40	
Ethics and Integrity		
102-16	P. 8, 10	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
102-17	P. 10, 42	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

Governance			59
102-18	P. 10		
102-19	P. 10		
102-20	P. 10		
102-21	P. 38		
102-22	P. 10		
102-23	P. 10		
102-24	P. 10		
102-25	None. Taawon has a clear policy for conflict of interest which they abide by at all levels.		
102-26	P. 10		
102-27	P. 10		
102-28	P. 10		
102-29	P. 11		
102-30	Taawon has a risk management policy, and our risk management process is very effective. All of the team is involved in reviewing and identifying new risks on a quarterly basis and on a daily basis if needed.		
102-31	Taawon has a manual for monitoring and evaluation that reviews economic, environmental, and social impacts.		
102-32	P. 10		
102-33	We have various ways of communicating critical concerns such as: email, WhatsApp, internal FB page, meetings, and directors inform staff through their departments. We also have a communication policy for our internal and external community, and we have a communication risk policy affirming the need to establish a special task force.		
102-34	P. 10		
102-35	This is part of Taawon's HR manual and policies		
102-36	This is part of Taawon's HR manual and policies		

102-37	From 2018 to 2019, it was zero.	
102-38	From 2018 to 2019, it was zero.	
102-39	From 2018 to 2019, it was zero	
Stakeholder Engagement		
102-40	P. 38	
102-41	P.42	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
102-42	P. 38	
102-43	P. 38	
102-44	P. 38	
Reporting Practice		
102-45	P. 50	
102-46	P. 6	
	P. 56	
102-48	Note that all content in this report is original to the report and there are no external references	
102-49	P. 6, 12, 56	
102-50	P. 6	
102-51	The last Taawon Sustainability report was written in 2016.	
102-52	P. 6	
102-53	Dr. Rana Khatib, Director of Knowledge Management & Media Department, khatibr@taawon.org	
102-54	This report has been prepared in accordance with the GRI Standards: Core option	
102-55	P. 58	
102-56	There is no external assurance for this report	



Material Topics		
GRI 300 Economic Standards Series		
GRI 201: Economic Performance 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	<p>Taawon aims to create value by constantly investing in Palestinians. We ensure that our labor practices are fair. Our programs have created great direct and indirect economic impact. Every fiscal quarter, all of Taawon's 7 programs must complete an evaluation of the revenue and employment opportunities created by the initiatives. We include quarterly findings into our annual reports and work to meet increased targets each year.</p> <p>P. 57</p>	
201-1	P. 12, 42	<p>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</p>
201-2	Our operations are not affected by climate change.	
201-3	P. 43, 50	
201-4	P. 4	
GRI 202: Market Presence 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	<p>Our employment policies and practices enable Palestinians to flourish through adequate and fair hiring practices and remuneration. Our HR policies abide by the labor law.</p> <p>P. 57</p>	
202-1	P. 42, 43	<p>SDG 1: End poverty in all its forms everywhere SDG 5: Achieve gender equality and empower all women and girls; SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all</p>
202-2	P. 10	<p>SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all</p>

<p>GRI 103: Management Approach 2016 103-1 103-2 103-3</p>	<p>We assess our indirect economic impacts through a series of metrics, monitoring during implementation and reevaluating after a predetermined period of time after the completion of the project. Feedback is given through internal and external assessments in order to further improve programming in the future for improved impact.</p> <p>P. 57</p>	
<p>203-1</p>	<p>P. 24</p>	<p>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 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable</p>
<p>203-2</p>	<p>Whenever possible and applicable, we assess the indirect economic impact of offered projects and programs. We only work with local suppliers and we do not import.</p> <p>P. 16, 20, 24, 28, 34, 36</p>	<p>SDG 1: End poverty in all its forms everywhere SDG 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SDG 3: Ensure healthy lives and promote well-being for all at all ages; SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all;</p>
GRI 204: Procurement Practices 2016		
<p>GRI 103: Management Approach 2016 103-1 103-2 103-3</p>	<p>Taawon ensures the screening of all its suppliers and works to empower local firms. Supplier tenders are evaluated financially, technically and environmentally.</p> <p>P. 57</p>	
<p>204-1</p>	<p>P. 45</p>	<p>SDG 12: Ensure sustainable consumption and production patterns</p>

GRI 205: Anti Corruption 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	<p>Taawon has very clear ethical policies that ensure transparency across all of our operations. Taawon's Code of Ethics, Conflict of Interest, and Disclosures of Interests Policy governs each governing body, the Executive Body, and Taawon's staff.</p> <p>P. 57</p>	
205-1	<p>We have regular internal and external ISO certificate audits in conjunction with the internal audit monitoring of the feedback. All are documented and reviewed by general management, the Board of Directors, and the Audit and Compliance Committee</p>	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
205-2	<p>Anti-corruption practices are a common practice in Taawon with several checks and balances and segregation of duties and authority.</p> <p>We review and update our risk registry on a quarterly basis to address possible future risks and make recommendations to prevent or tackle these risks. Incidents that are no longer subject to action are primarily those with low importance and low risk.</p>	
205-3	<p>Anti-corruption practices are a common practice in Taawon with several checks and balances and segregation of duties and authority. Therefore, no specific training was done on policies and daily practices.</p>	
GRI 300 Environmental Standards Series		
GRI 307: Environmental Compliance 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	<p>We have strict screening and evaluation of all our suppliers to ensure they comply with our environmental standards. The Grant Implementation Agreement and Supplier Rehabilitation ensure that our partners are held to high environmental standards when implementing programs in order to receive funding.</p> <p>P. 57</p>	
307-1	P. 41	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



## GRI 308: Supplier Environmental Assessment 2016

GRI 103: Management Approach 2016 103-1 103-2 103-3	We have strict screening and evaluation of all our suppliers to ensure they comply with our environmental standards. 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.  P. 57	
308-1	All suppliers were screened using environmental criteria and monitored via vendor evaluations during the reporting period.	
308-2	There were no negative environmental impacts in the supply chain.	
GRI 400 Social Standards Series		
GRI 401: Employment 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	Our HR and ethics policies ensure that all our employees have rights and responsibilities that abide by the labor law. Internal operations are evaluated by internal and external auditors, and salary and benefits are reevaluated according to best practices and work ethic.  P. 57	
401-1	P. 42	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;
401-2	P. 42, 43	SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
401-3	No parental leave was given to Taawon's employees in 2019.	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
GRI 402: Labor/Management Relations 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	Taawon has a strict authority matrix that governs all employees. Our managers keep an open-door policy to receive feedback from employees and to communicate institutional changes.  P. 57	
402-1	Managers keep an open-door policy to receive feedback from employees as well as communicate institutional changes from up the chain of command. In parallel, employees are notified of significant operational changes as soon as possible. Typically, staff receive notices of a potential change upon its formal written proposal pending approval from governing bodies.	SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

GRI 404: Training and Education 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	Taawon's training programs are designed by our senior managers or specific staff members and they are always implemented into work life to maintain the organization's efficiency and productivity and to develop employee skills.  P. 57	
404-1	P. 43	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
404-2	P. 43	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
404-3	P. 43	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;
GRI 405: Diversity and Equal Opportunity 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	Taawon's main aim is to improve the lives of Palestinians and to reflect Palestinian identity in its workforce and governing bodies. Our governing body constantly recruits and empowers women and youth to ensure diversity and equal opportunity for Palestinians.  P. 57	
405-1	P. 10	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
405-2	P. 43	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

## GRI 406: Non-Discrimination 2016

GRI 103: Management Approach 2016 103-1 103-2 103-3	Taawon has a strict non-discrimination policy that ensures the non-discrimination of any individual on the basis of race, ethnicity, gender religion, national origins or political loyalties. Infringements to this policy are in breach of our HR manual and are acted upon accordingly.  P. 57	
406-1	There has been no discrimination between males and females within our regulations 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

## GRI 408: Child Labor 2016

GRI 103: Management Approach 2016 103-1 103-2 103-3	Our initiatives encourage youth to enter the workforce with the necessary skills or advanced degrees. Interventions that engage in child labor and that work against our long-term vision for youth are treated accordingly.  P. 57	
408-1	All Taawon employees must be over 18 years of age. 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

## GRI 409: Forced or Compulsory Labor 2016

GRI 103: Management Approach 2016 103-1 103-2 103-3	Our initiatives encourage children, and youth to enter the workforce with the necessary skills or advanced degrees. Interventions that engage in child labor and that work against our long-term vision for youth are treated accordingly.  P. 57	
409-1	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. 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



GRI 410: Security Practices 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	Taawon ensures security and protection of its people. 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.  P. 57	
410-1	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. 65 personnel were trained on information security and awareness (25 are females).	SDG 8: Promote sustained, inclusive, and sustainable economic growth, and full and productive employment, and decent work for all
GRI 411: Rights of Indigenous Peoples 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	Many of Taawon's areas of operation are under occupation, therefore empowering Palestinians and their communities motivates us to keep moving forward. All of our interventions work to protect the rights of indigenous Palestinians and see their rights come to fruition.  P. 57	
411-1	There have been no incidences of violations involving rights of indigenous peoples 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
GRI 412: Human Rights Assessment 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	We ensure a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation makes sure that our partners are held to high human rights standards when implementing programs in order to receive funding.  P. 57	
412-1	All of Taawon's programs and operations are sensitive to human rights.	SDG 2: End hunger, achieve food security, and improved nutrition, and promote sustainable agriculture
412-2	P. 43	
412-3	All of Taawon's programs and operations are sensitive to human rights.	
GRI 413: Local Communities 2016		

GRI 103: Management Approach 2016 103-1 103-2 103-3	We always work to empower local communities. Before, during, and after each intervention, community stakeholders are engaged to collect feedback about the project. Notes are collected and taken into consideration for future interventions and follow-up.	
	P. 57	
413-1	P. 38	
413-2	P. 38	
GRI 414: Supplier Social Assessment 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	We ensure a rigorous system of screening and evaluation of the organizations who work with us. The Grant Implementation Agreement and Supplier Rehabilitation makes sure that our partners are held to high human rights standards when implementing programs in order to receive funding.	
	P. 57	
414-1	All suppliers were screened using human rights criteria and monitored via vendor evaluations during the reporting period.	
414-2	All suppliers were screened using human rights criteria and monitored via vendor evaluations during the reporting period and there was no incidence of negative social impacts in the supply chain during the reporting period.	
GRI 415: Public Policy 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	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.	
415-1 Political contributions	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
GRI 419: Socioeconomic Compliance 2016		
GRI 103: Management Approach 2016 103-1 103-2 103-3	We ensure 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.	
419-1	Note that there have been no significant fines for noncompliance 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