WELFARE ASSOCIATION

مؤسسة التعاون

التعاون | 30
a story to tell

THREE DECADES OF PHILANTHROPY FOR PALESTINE

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Girls' Basketball Team, Burj Al Luqluq Association. Bab Hutta, Old City of Jerusalem

LIST OF ABBREVIATIONS

AD	Administration Department
AFF	Arab Foundations Forum
AIDA	Association of International Development Agencies
AUB	American University of Beirut
BoD	Board of Directors
BoT	Board of Trustees
CHO	Cultural Heritage Organizations
CHR	Coalition for Human Rights
DG	Director General
ERP	Enterprise Resource Planning
EFC	European Foundation Center
FIN	Finance Department
GA	General Assembly
GRI	Global Reporting Initiative
HR	Human Resources
HRM	Human Resource Management
IPAHJ	Institute for Preservation of Architectural Heritage
ISO	International Organization for Standardization
KG	Kindergarten
MC	Media and Communication
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
OCJRP	Old City of Jerusalem Revitalization Program
OPEC	Organizations of the Petroleum Exporting Countries
PAC	Pre-assessment Committee
PNGO	Palestinian Non-governmental Organizations Network
POD	Program Operations Department
PR	Public Relations
PRCS	Palestinian Red Crescent Society
R&P	Research & Planning
RD	Resource Development
SAT	Scholastic Aptitude Test
SP	Strategic Plan
TAC	Technical Assistance Committee
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
USA	United States of America
USD	United States Dollar
WA	Welfare Association
WA-UK	Welfare Association –United Kingdom
WAY	Welfare Association for Youth
WBGS	West Bank and Gaza Strip
WINGS	Worldwide Initiatives for Grant Maker Support
YES	Youth Employment Program

MESSAGE FROM CHAIRPERSON OF THE WELFARE ASSOCIATION,
DR. NABIL HANI QADDUMI

MESSAGE FROM DIRECTOR GENERAL OF THE WELFARE ASSOCIATION,
DR. TAFEEDA JARBAWI

The year 2013 represented a vital milestone in the Welfare Association's journey as it marked 30 years of achievements and service to Palestine and Palestinians. This year also witnessed the completion of our 2011-2013 strategic plan through which we reaped the benefits of the Board of Trustees' 2011-2014 roadmap.

Capitalizing on this unique moment in our history we launched a series of celebrations in Palestine, Jordan and the United Arab Emirates to commemorate our 30th anniversary. This year's celebrations aimed at honoring as well as engaging a series of our stakeholders and especially our partners whose support has been integral to the success of our projects and programs.

Our 30th year anniversary acted as an opportunity for reflection on the Welfare Association's journey as well as the impact of its strategies, programs and plans have had on enhancing the welfare of Palestinians and their ability to resiliently face the daily struggles and policies of the occupation. The 2013 Board of Trustees meeting, which was the first to be held in Palestine, acted as a significant opportunity to identify pathways for enhancing and sustaining our work and its impact on Palestinians.

Over the past year, we continued to focus on devising quality projects and programs that are aligned with the priorities of our stakeholders; education, culture, community development and humanitarian aid and assistance. Our interventions spanned our four areas of operation in the West Bank and Jerusalem, the Gaza Strip, the 1948 Areas and the communities of Palestinians in Lebanon.

Within the context of our mandate, we continued to focus on activating programs that attract youth and foster their ability to realize their full potential. Examples include our own employability programs which empowered numerous Palestinian youth into economically productive citizens that contribute to Palestinian development. We also continued to celebrate and activate achievement through the introduction of a youth focused achievement award to the series of annual awards we offer in honor individual and institutional achievement. The past year also witnessed laying the foundation stone of the Palestinian Museum and commencing with its first construction phase.

The 2011-2013 strategic plan was able to accommodate to the region's emerging changes and challenges and especially those directly affecting the situation of Palestinians inside and outside of Palestine. This was made possible through our constant efforts to observe and analyze the impact of regional trends on our strategies, interventions and programs. The most pressing challenge over the past phase was the influx of tens of thousands of Palestinians from Syria-based refugee camps and to refugee camps in Lebanon, and the tragic impact of this second displacement.

At the institutional performance level, 2013 witnessed an important transition as the Board of Trustees' role in enhancing performance was strengthened through a series of institutional committees. A comprehensive process aimed at developing and aligning our management systems with modern and effective management approaches was also implemented. Stemming from our belief in the importance of setting priorities, goals and directions using a participatory and engaging manner, we enhanced channels for dialogue and debate within the Association.

Holding the conference "Cooperation for Development in Palestine: Constraints and Prospects" enabled us to sustain our role as a key platform for the exchange and production of ideas and interventions in Palestine. Gathering a wide array of stakeholders, the conference shed light on the current state of development in Palestine and key challenges in the field, and allowed those in attendance to generate recommendations for bridging the gap between development thinking and local Palestinian realities.

We continued according considerable attention to the financial sustainability of the Welfare Association by mobilizing resources and support from different institutional partners across the region. We also worked towards enhancing our connectedness with our stakeholders by implementing a comprehensive communications strategy that enabled us to stay aligned with the priorities of our members, donors, partner corporations, and implementing partners.

Given the natural congruence between sustainability and our different institutional processes and priorities, we are delighted to issue the Welfare Association's first sustainability report. This report will provide you with an overview of the processes of learning and achievement in place at the Welfare Association, our firm commitment to sustainability, and the impact both have enabled us to achieve throughout the past year.

We will remember the year 2013 as a year during which we evaluated and enhanced the Welfare Association's comprehensive operational framework, as will be demonstrated throughout the different sections of this report. All of the developments presented within the framework of this report reflect the outcomes of comprehensive and integrated efforts which were only made possible through decades of development experience that is aimed at developing and empowering Palestinians, as well as enhancing their confidence in their identity, culture, competencies, and future. Integral to our success has been a dedicated, passionate and competent executive team, whom I must thank for their achievements and performance which we are all proud of.

DR. NABIL HANI QADDUMI

Over the year 2013, the Welfare Association was able to sustain its contributions to Palestinian development and humanitarian assistance aimed at socially and economically empowering Palestinians, as well as enhancing Palestinian citizens' association with their national heritage and identity. This was despite the myriad of challenges posed by the Israeli occupation including the occupation of Palestinian land, water and borders, and violations of the simplest of human rights and needs through the siege on Gaza, the isolation of Jerusalem, the construction of the separation wall, confiscation of lands, and the destruction of homes. This year, we completed the 2011-2013 strategic plan through disbursing 107 million USD; a figure that exceeds our planned budget of 88 million USD. This year's accomplishments adorned 30 years of achievements towards the social and economic empowerment of Palestinians to enable their decent and dignified living in Palestine or in refugee camps in Lebanon.

We collaborated with our partners, donors and beneficiaries on enhancing the situation of Palestinians in the sectors of education, culture, and community development, and in responding to humanitarian emergencies. This year, we were able to mobilize and disburse the highest amount of funds in our history, making it a year characterized by growth and innovation across several aspects of our operations including research, planning and evaluation of both impact and performance, and enabling us to enter into our fourth decade with advanced expertise and achievement. Over this past year, 19% of our disbursement was allocated to the education sector, 24% was allocated to the culture sector including the Palestinian museum, 47% was allocated to the community development sector, and 10% was allocated to humanitarian aid and assistance. We disbursed 69% of funds mobilized in the West Bank including Jerusalem, 21% in the Gaza Strip, 7% in Lebanon and 3% in the 1948 Areas.

Although I can't possibly overview all of our achievements within the limited space available here, allow me to present you with some of the progress we have made; progress that signifies the quality and impact of the Welfare Association's work, and its ability to affect positive change among our target groups and communities. Examples include the Early Childhood Program, Sukkar; the Technology in Education Program, Tafkir and the Mustaqbali program for Gaza Orphans.

In parallel, 2013 was also the year during which we heightened our commitment so sustainability by publishing our first sustainability report in adherence with the Global Reporting Initiatives (GRI) level A disclosure standards. This report signifies our commitment to excellence with regards to transparency, integrity, effectiveness, and thus sustainability.

This year also witnessed the launch of a comprehensive and automated resource management system, and comprehensive capacity development and engagement schemes to the Welfare Association's employees, all in preparation for the implementation of our 2014-2016 strategic plan using a 146 million USD budget.

Within the context of our 30th anniversary, we launched a series of celebrations in Palestine, Amman and Dubai, all of which corresponded with laying the foundations of several of our flagship programs including the official launch of the Palestinian museum and holding the Cooperation for Development Conference in Palestine for the first time. The Welfare Association also saw a clear advancement in terms of integrating modern communication technologies and especially social media to constantly engage with our different stakeholders.

We also worked on increasing the number of Welfare Achievement Awards to three awards; the "The Late Abdul Aziz Shakhshir Award," "The Late Ragheb al-Kaloti Award" which is dedicated to Jerusalem based associations; and the "The Munir al-Kaloti Award for Palestinian Youth Entrepreneurs;" all of which reflect the Welfare Association's interest in creating a spirit of competitiveness that is based on achievement and excellence, and the importance we accord to honoring and supporting targeted civil society players.

We continue to strive towards best serving the Palestinian people, and especially the one million Palestinians we impact annually. Identifying the ideal programs and pathways towards affecting positive change on the well-being of Palestinians continues to be an obsession of ours; an obsession that is present in all of our discussions and engagements with our 400 partner associations. Within this context I would like to sincerely thank our individual and institutional partners; donors and implementers; for their continuous invaluable support and contributions of our projects and programs.

I hope that you will find reading our first sustainability report enjoyable and informative and would like to reaffirm the Welfare Association's commitment to persistently work towards sustainably achieving its mandate; to contribute to enhancing the capacities of the Palestinian human being, preserving Palestinian culture and heritage, and strengthening civil society.

DR. TAFEEDA JARBAWI

I. SUSTAINABILITY AND THE WELFARE ASSOCIATION (WA)

Animation in Education Workshop Participants, Zubeidat

Palestinian people's needs and priorities and establishing the soundest mechanisms to maximize the benefits from the available funding resources.

Our Values
• Independence, National Commitment, Professionalism

Our Strategic Goals
All of our work is guided by our mission, vision, values, and strategic goal, which is the socioeconomic empowerment of the Palestinian people. This is in addition to a set of strategic and interdependent goals which are:

• Making a contribution to meeting the Palestinians' development and relief needs.
• Launching and expanding quality programs to have in depth and broad impact on the Palestinians.
• Achieving efficiency and effectiveness in program operations.
• Reinforcing organizational frameworks, attracting and retaining qualified employees and achieving transparency in work.
• Increasing, diversifying and effectively managing financial resources.
• Maintaining effective communication and close cooperation on both the internal and external levels.

Work Tracks and Sectors of Intervention
Our 2011-2013 strategic plan was based on a comprehensive mapping of our own capacities, the social, economic and political environment in which we operate, national development frameworks, as well as comprehensive consultation with our different stakeholders to assess priorities and set directions. Accordingly, our current framework strives to achieve four main objectives;

A. THE WELFARE ASSOCIATION

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

At the WA, we are dedicated to making a distinguished contribution to furthering the betterment of Palestinian livelihoods, preserving their heritage and identity, supporting their living culture, and building civil society. We achieve these goals by identifying the Palestinian people's needs and priorities and establishing sound mechanisms to maximize benefits from the available funding resources. One of our primary stakeholder groups are our beneficiaries, or more than four million Palestinians

whom are served by Palestinian Non-governmental Organizations (NGOs), community institutions, and charitable organizations in the West Bank, Gaza Strip, 1948 Areas, and Palestinian refugee camps in Lebanon. WA has offices in Geneva, London, Amman, Beirut, Ramallah, Jerusalem and Gaza. We are headquartered in Ramallah and employ a total of 107 employees. WA also offers eight fresh graduates and young job seekers unpaid training opportunities that enhance their prospects of employment in civil society; eight people have successfully completed Welfare Association's training program in our Palestine offices in 2013.

Upon the inception of the WA, in 1983, an endowment was established to ensure our sustainability. We demonstrate our commitment to Palestinian development by supporting WA's operational costs through the revenues of our $60 million endowment fund. General Assembly members (currently comprised of 154 members) contribute annual fees to the WA as well. WA also leverages funds from Arab and

international donor agencies, governments, foundations, and individual contributions for project funds. In 2013, the revenues generated from its donors reached more than USD 37 million, and cumulative spending on programs of the WA for 2013 was valued at USD 36.7 million.

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

Our Mission
As a leading non-governmental Palestinian development organization, the Welfare Association strives to make a distinguished contribution toward furthering the progress of the Palestinians, preserving their heritage and identity, supporting their living culture and building civil society. It aims to achieve these goals by methodically identifying the

• Encourage the preservation of Palestinian culture and identity and the revival of Palestinian cultural heritage.
• Develop, upgrade and empower Palestinian individuals to become productive, professional and capable of achieving their goals and aspirations and to contribute to economic and social change.
• Empower local institutions and assist them in providing services that respond to the needs of Palestinians by employing the requirements of good governance and achieving sustainability.
• Provide rapid and effective response to any emergency situation that may put the life, security or health of Palestinians at risk.

We achieve our mandate, goals and objectives through implementing a set of unique programs, as well as grant making to foster an effective Palestinian civil society. All of our programs and grant making are focused on four main sectors of intervention; education, culture, community development, and emergency and humanitarian Assistance.

Alternative Education Project - 1948 region

D. SUSTAINABILITY FOCUS AREAS

OUR APPROACH TO SUSTAINABILITY

Good Governance	Good governance is the foundation of achieving sustainability. We are committed to adopting best governance standards that would enable us to administer our resources efficiently and achieve impact.
Stakeholder Engagement	Catering to the priorities of Palestinians is the only way by which we can achieve our mandate; continuous engagement with our different stakeholders enables us to do so with utmost efficiency and effectiveness.
Transparency	Openness about our successes and failures is key to enhancing our performance. Transparency is a necessary prerequisite to achieving the good governance and stakeholder engagement standards we strive to adopt.

IMPACT AREAS

Education	Education is the foundation of development and self-reliance. We aim to secure expanded and equitable opportunities to quality education for all Palestinians, particularly the most vulnerable; right to access.
Culture	A strong sense of identity is a key prerequisite to achieving independence. Preserving Palestine's rich cultural and artistic heritage and fostering artistic and cultural expression in contemporary Palestinian society is one of our top priorities.
Community Development	Un-tapping the potential of marginalized segments of Palestinian society including youth, people with disabilities, and the socioeconomically under privileged through comprehensive and participatory development efforts is key to achieving prosperity.
Emergency and Humanitarian Assistance	Constant upheaval and unrest threaten the lives of the most marginalized. Ensuring the survival, protection and dignity of those living in emergency conditions through rapid and effective response remains an overall priority for the WA.

INTERNAL OPERATIONS

Financial Sustainabillity	Diversifying our resources and abiding by best auditing standards are critical to the continuity and efficiency of our activities.
Accountability and Integrity	To achieve utmost impact we must stay true to the principle of integrity and remain accountable to all our stakeholders; especially our generous financial contributors.
Sustainable Human Resource Management	Our employees are our most important asset, preserving their rights and investing in their capacities is key to achieving our mandate.
Institutional Management and Performance	Adopting best management practices ensures efficiency and quality across our operations; contributing to the satisfaction of our various stakeholders.
Environmental Sustainabillity	We must accord closer attention to the impact of our operations on Palestine's environment and ecosystem.

B. ABOUT THIS REPORT

This report covers our operations in Palestine and Lebanon during the year 2013. The purpose of this report is to keep the general public and our key stakeholders informed about our efforts and commitment to maintaining standards of excellence and sustainability within the management of our organization. This is our first attempt to report on sustainability, which will also allow us to use the assessments made for the purpose of further developing and improving our performance. This report presents its data against the Global Reporting Initiative (GRI) G3.1 guidelines, Level A, as well as the NGO Sector Supplement, level A.

C. SCOPE AND DATA

In the process of developing this report, we started off by conducting a materiality exercise using the Global Reporting Initiative's G.3.1 guidelines and NGO sector supplement. In compiling the data and the calculations disclosed in the report we followed basic international measurement standards. The information that we provide here is, extracted from our databases, bills, internal reports and monitoring systems, and externally audited statements. This allows us to cover indicators that are material to our activities, as per the requirements of GRI level A disclosure standards and the general GRI reporting tradition.

II. OUR APPROACH TO SUSTAINABILITY

A. GOVERNANCE

Stemming from the realization that good governance is the foundation of effective decision making, mobilization of resources, and thus achieving impact, the WA is built on a solid and well-defined governance structure that is aligned with international best practices. The WA is governed by three main governance bodies; the General Assembly, the Board of Trustees and the Board of Directors. Our governance structure is seen below as follows:

General Assembly (GA)
Comprised of 154 Members
Holds legislative authority

External Audit

Board of Trustees (BoT)
Comprised of 43 members
Responsible for setting strategies and the Association's overall direction

Committees
Audit & Compliance, Strategy and Governance, Resource Development, Membership, Investment
Task Forces
Museum, Institutional Performance

Internal Auditor

Board of Directors (BoD)
Comprised of 10 Members
Responsible for strategy implementation and supervision

Committees
Programs & Projects, Media, Award, Youth Engagement

Lebanon BoD

Director General (DG)

Lebanon Office Director

Quality Control Unit

WA-UK

| Old City Jerusalem Revitilization Program | Program Operations Department | Communications Unit | Finance Department | Administration Department | Research and Planning Department | Resource Development Department | Palestinian Museum |

The General Assembly (GA)

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

The General Assembly has the authority to do the following:
- Amend internal policies and regulations
- Elect members of the board from among its members
- Elect the Chairperson and Vice Chairperson of the WA
- Ratify financial accounts and annual reports
- Appoint an external financial auditor
- Ratify the membership bylaws and any amendments made to it
- Disband the Association

The current GA has 154 members; 28 of whom are women (18%). Members are removed from the GA and the WA if they fail to pay membership dues for 3 consecutive years. The GA has two types of members; active members who enjoy all of the above listed authorities, and observer members; who enjoy all of the above listed authorities except for the right to elect and nominate board members. GA membership is regulated by a set of criteria membership that have been approved by the BoT in 2013. In the case of individuals, criteria include a willingness to allocate the needed time and resources to the WA, not concurrently hold a public sector or political position, willingness to participate in the WA's activities, and not being a member of organizations with mandates that contradict the WA's goals and objectives, among several others. In the case of organizations, membership criteria also include operating in ethical sectors.

The Board of Trustees (BoT)

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

BoT members are not allowed to hold other positions at the WA; except for the treasurer and head of the Programs Committee since they must also be members of the BoD. BoT members are also not allowed to hold political or governmental positions. The BoT may terminate the membership of any of the WA's members should they violate membership criteria or engage in activities that conflict with WA goals detailed in the Bylaws or Articles of Establishment. Terminating membership can only be completed with the approval of at least one third of the BoT's members. Membership in the WA is suspended when conditions for membership suspension criteria are met; suspended members lose their BoT membership status if their membership is suspended for two consecutive years.

During its first meeting, the BoT elects a chairperson, vice chairperson, secretary, a treasurer and heads of permanent and non-permanent institutional committees. All institutional committees are governed by regulations defining their roles, scope and powers. A set of permanent BoT committees exist and additional committees or taskforces are created and dissolved as the need arises.

The BoT meets annually and is entitled to:
- Adopt endowment policy and investment strategies
- Approve and adopt association plan and strategic directions
- Adopt institutional strategic directions and plans
- Adopt internal regulations governing its own committees
- Adopt fundraising strategies, and grant receipt policies and mechanisms
- Approve final accounts and annual reports of the WA; in a joint meeting with the GA
- Approve new individual or organizational association members
- Adopt the appointment/removal of the Director General based on recommendations from the Board of Directors (BoD)
- Dismiss the BoD as a whole or members of it.

The current BoT is composed of 43 members; 7 of whom are women (16%). The BoT includes 3 permanent honorary members who helped found the Welfare Association. Currently, the BoT is chaired by prominent businessman and philanthropist, Dr. Nabil Qaddumi. Current BoT committees/taskforces are:
- Audit and Compliance (permanent committee)
- Strategy and Governance (permanent committee)
- Resource Development (permanent committee)
- Membership (permanent committee)
- Investment (permanent committee)
- Palestinian Museum (temporary taskforce; shall be dissolved once the Museum's governance structure is finalized)
- Institutional Performance (temporary taskforce created in 2010 and shall be dissolved in to the Audit and Compliance committee, and the Strategy and Governance committee in May 2014)

Taskforces are introduced when a certain area or program's performance is in need of enhancement, or when a large program is being created and needs close attention in terms of resource planning and governance. All committees/taskforces include a representative of the executive team who reports to and seeks the advice of the committee/taskforce and BoT at large.

Members of the BoD

Members of the museum Taskforce

The Board of Directors (BoD)

The Board of Directors (BoD) oversees and monitors the implementation of regulations and institutional policies, and strategies and directions set by the BoT. The BoD fulfills its mandate by approving and adopting WA operational policies and action plans as well as overseeing the WA's executive branch through the Director General. The BoD is composed of a minimum of 7 and maximum of 11 members, including the BoD's chair, treasurer, and head of the programs and projects committee. Members are elected for 3 year terms; subject to renewal for one additional term only. BoD members are also not allowed to hold political or governmental positions. All board members are independent; they do not have financial interest in or hold executive functions at the WA.

The BoD elects vice chairperson, secretary and committee heads from among its members (except for head of the programs and projects committee who is elected by the BoT). BoD members meet at least once every three months and present the BoT with written reports on work progress during the period prior to their meeting. The BoD also presents and discusses an annual report and financial accounts with the BoT during a joint meeting held in adjacency with the BoT's annual meeting. The Director General attends; yet does not enjoy voting rights in; BoD meetings. The BoD's authorities, roles and responsibilities can be summarized as follows:

- Appointing the WA's Director General
- Coordinating with BoT committees on all matters relating to institutional performance; communicating BoT committee decisions to the executive branch
- Overseeing the executive branch's performance to ensure excellence and adherence with implementing adopted plans
- Adopting and approving :
  - the executive branch's structure
  - the projects and programs plan, grant and program requests approved by the projects and programs committee, and joint program proposals
  - detailed resources development and media plans
  - detailed annual budget
  - WA financial and administrative systems
  - Forming sub-committees relating to its respective roles and responsibilities

The current BoD is composed of 10 members (2 or 20% of whom are women) and is chaired by prominent civil society expert and leader, Ms. Sawsan Al Fahoum Jafar. Our BoD is composed of a unique group of business and civil society experts and leaders, with the complementary set of capabilities needed to lead the WA toward effective, sustainable and impactful operations.

The BoD currently has the following committees:

- Programs and Projects; oversees the implementation and provides guidance on strategic planning of WA projects and programs.
- Media; oversees and enhances the WA's presentation to and communication with to the outside world
- Award; oversees the WA Award which recognizes and rewards outstanding achievements of NGOs, donors and individuals in their field of work for the benefit of the Palestinian society.
- Youth Engagement; started off as a temporary taskforce of the BoT when programs focused on youth engagement were introduced, and was transformed to a BoD committee as the WA established the needed familiarity with the impact area and confidence in the program's strategies.

All committees include a representative of the executive team who reports to and seeks the advice of the committee and BoD at large. Executive representation on the board also allows for raising employee concerns to the board. The BoT's Strategy and Governance committee and Audit Committee are responsible for overseeing the BOD's performance and especially with regards to abiding by the WA's governance standards and procedures, enhancing and preserving the WA endowment, and ensuring that institutional committee KPIs are met.

Good Governance and Integrity

The WA's governance is regulated by a set of complementary documents that ensure a clear distinction between the different constituencies of our governance structure;

- Articles of the Welfare Association's Establishment
- Welfare Association Bylaws; which specify the definition of, mechanisms for appointing/electing members, decision making processes, meeting frequency, and roles and responsibilities of the three governance constituencies. Namely, the general assembly, board of trustees, and board of directors.
- Matrix of Athorities; which specifies and clearly separates the authorities, roles and responsibilities of each of the general assembly, board of trustees, board of directors, and the executive body.

All members and leaders of the WA comply with our Conflict of Interest and Disclosure of Interests Policy. The Policy outlines our comprehensive definition of conflicts of interest, and mechanisms for disclosing and dealing with conflicts of interest. As per the policy, should any of the WA's members; staff or governance body; suspect having a conflicted interest relating to any decision or contractual agreement, they are required to disclose the details about the existing conflicts to a special committee on conflicts of interest. The committee deals with the instance and ensures that the WA member is not involved in any related decision making processes.

Our comprehensive governance structure ensures compliance with the WA's standards and policies outlined in various sections of the report. Together, the WA's policies and operating frameworks directly relate to all aspects of sustainability performance. First, our governance body, and especially the Board of Directors and its Programs and Projects Committee, directly engage with the executive branch on the formulation, approval, and adoption of the WA strategic plan. As outlined in section (V), the Research and Planning department's operational framework, and mechanisms it adopts when formulating and evaluating WA strategic plans, programs and projects, account for principles of program effectiveness and social sustainability. Second, economic sustainability of the WA as a whole is directly overseen by the BoT and BoD through annual auditing and review mechanisms outlined in section (VI.A.). Third, principles of good governance have been a priority for the WA which is clearly translated in the presence of a permanent Strategy and Governance Committee on the BoT, the outlined comprehensive governance structure and laws and regulations organizing it, and best institutional management practices endorsed by our governance body.

Finally, the BoD is responsible for ensuring compliance with and implementation of the WA's Fraud and Corruption Control Policy. The Policy outlines:

- our comprehensive definition of corruption and fraud
- mechanisms for reporting cases of corruption or fraud, and corrective actions
- internal mechanisms for the prevention and detection of corruption and fraud; including the annual internal audit, an annual review of strategies to assess corruption risks and, a biennial review and evaluation of corruption risks
- the BoD's responsibility to ensure the continuous improvement and enhancement of internal mechanisms for the prevention and detection of fraud and corruption.

Commitments

Over the years, we have created a strong and independent governance body that is adamant on ensuring excellence at the WA. We believe that integrating sustainability across the WA is an important step towards achieving the excellence we strive for. Accordingly, we are committed to enhancing the governance body's role in ensuring the effective integration of sustainability across the WA through the following:

- Ensuring that findings of the current sustainability report are integrated into the upcoming 3-year strategic plan and annual performance review;
- Including sustainability standards and issues in our annual reporting to the board;
- Introducing mechanisms to ensure that board performance is assessed based on the WA's overall sustainability performance; economic, social and environmental; and
- Creating a committee that focuses on sustainability management practice within the WA.

B. STAKEHOLDER ENGAGEMENT

Overtime, we have organically developed operating frameworks that are highly inclusive of our different stakeholders based on degrees of materiality to them. Internally, we believe that being inclusive and accountable to both our employees and our governance body is crucial to devising efficient strategies and goals; and a work environment conducive of their efficient implementation and achievement. Our commitment to the engagement of peer civil society organizations, our donors and relevant governmental entities stems from our belief in the role partnerships play in achieving the utmost impact with available resources in Palestine and regionally. Moreover, we realize that the first step we can take to ensure the continuity and sustainability of our interventions is to ensure that they are of relevance and ownership to their primary stakeholders; whether partner associations or local communities.

A comprehensive Communications Strategy and a

Communications Policy govern all of Welfare Association's internal and external communication. The pillars of the policy are to define, affirm and strengthen WA's institutional identity, internally and to external stakeholders. The purpose of this policy is to ensure that communications across the Welfare Association are well coordinated, effectively managed and responsive to the diverse information needs of the internal as well as the external audiences. The policy outlines all aspects related to communications including main audiences and our communication obligations to them, guidelines for internal and external communication and our brand identity.

It is also worth noting that developing mechanisms for better understanding the interests and needs of our different stakeholders is a key component of our current communications strategy and action plan. The below table outlines current stakeholder engagement mechanisms at the WA;

	STAGES & METHODS OF ENGAGEMENT	EXPRESSED CONCERNS / PRIORITIES	OUR EFFORTS
A. GOVERNANCE BODY	• Annual meeting and reporting; feedback on strategic plan. • In-depth individual interviews with members of governance body as part of our last impact evaluation study.	• Continue focusing on enhancing WA visibility through the use of various media tools • Continued diversification of funding resources. • further automation of processes at the WA.	• Implementing social media focused media strategy • Started implementation of the resources diversification plans • Introducing ERP system
B. EMPLOYEES & TRAINEES	• Annual performance appraisals. • Executive team representation on our governance body. • In-depth individual interviews with members of the executive management team, and surveys with employees conducted as part of our last impact evaluation study	• Shifting from e-mailing all Administrative Manuals and Procedures updates to all staff, to posting them on the MenaME system; enhancing ease of accessibility to all staff at any point in time. • Concerns with regards to professional development paths.	• Continue to update and publish administrative manuals and policy updates on MenaME which is accessible to all staff. • Setting and updating an annual training plan to address staff's professional development concerns. • Linking incentives to performance results to encourage excellence.
C. LOCAL COMMUNITIES	• Needs assessment visits and focus groups held as part of program design approach. • Focus groups, interviews, etc. conducted as part of monitoring and evaluation efforts. • End beneficiary satisfaction survey. • Focus groups with participants in WA implemented/funded programs conducted as part of our last impact evaluation study	• WA is receiving growing requests from local communities for wider involvement in various national programs. • Participatory needs assessments are vital to relevant program design and meeting development objectives.	• While exerting all efforts to serve local communities, Continue to raise the awareness of its role that complements, and does not replace, governmental programs and initiatives • Continue and strengthen efforts to enhance partnerships with local communities • Results based monitoring and evaluation will continue to be a prime component of WA's Monitoring and Evaluation (M&E) framework.

	STAGES & METHODS OF ENGAGEMENT	EXPRESSED CONCERNS / PRIORITIES	OUR EFFORTS
D. DONORS	• Progress and financial reporting. • In-depth individual interviews with selected donors conducted as part of our last impact evaluation study.	• The need to continue to widen our integration/cooperation with the donor community	• WA believes that diversification of donors is a key to sustainability of operations and will continue to network and build positive relations with the donor community through international networks, alliances, sector working groups and task forces. Among others. WA is currently a member of AIDA, Health and Education cluster working groups, AFF, AFAC, EFC, UNESCO, PINGO, CHR, 4CHOs, friends of UNRWA
E. PEER CIVIL SOCIETY ORGANIZATIONS	• Workshops, focus groups and individual meetings held at the program design phase. • Field visits meetings and reporting mechanisms used as part of our M&E framework. • In-depth individual interviews conducted as part of the annual impact evaluation study. • Annual partner satisfaction surveys; targeting all WA grantees.	• Further focus is needed on building the capacity of Palestinian civil society organizations.	• WA will introduce changes in the NGOs capacity building program design in order to cater for the specific needs of each organization. In parallel, WA will continue striving to forge implementation partnerships with key civil society organizations.
F. LOCAL & NATIONAL GOVERNMENTAL AUTHORITIES	Relevant local and national governmental units are engaged at the program design phase through workshops and meetings.	Continuous coordination is needed on the ground besides related SP development activities	WA continuously coordinates with local and national governments on the field and through attending regular coordination meetings and signing/ adhering to coordination MOUs.

COMMITMENTS

The satisfaction and well-being of our stakeholders is a main pillar of our success. While we are already heavily engaging our stakeholders in different ways, and at different phases of our work, we are yet to develop a comprehensive and unified stakeholder engagement strategy. Accordingly, we are committed to:

• Conducting a review of all current stakeholder engagement exercises at the WA to assess their comprehensiveness, regularity, and sensitivity to the type of stakeholder;

• Ensuring that available stakeholder engagement mechanisms allow all stakeholders to equally input into our annual evaluation, and 3-year strategic planning exercises;

• Conducting a stakeholder consultation to discuss results of this sustainability report, proposed ways forward, and gain stakeholder input on both;

• Complement the current Communications Policy with a full section on stakeholder engagement that is derived from the results of our last impact evaluation, engagement with regards to this report, and the review of all available stakeholder engagement mechanisms at the WA.

PARTNERSHIPS, MEMBERSHIP IN ASSOCIATIONS AND COALITIONS

Stemming from our commitment to continuously interacting with other stakeholders from national and international civil society, we are members of:

• The Arab Foundations Forum (AFF)
• Worldwide Initiatives for Grant maker Support (WINGS)
• Association for International Development Agencies (AIDA), Palestine
• Palestinian Non-Governmental Organizations Network (PNGO)
• Coalition for Human Rights (CHR), Palestine
• The Bioethics Network on Women's Issues in the Arab region
• UNESCO's World Commission on the Ethics of Scientific Knowledge and Technology (COMEST)
• Arab Fund for Arts and Culture (AFAC)
• European Foundation Center (EFC)

Core to our mission is our commitment to supporting civil society building in Palestine. Accordingly, we have supported the creation of several networks and coalitions aimed at enhancing national civil society's capacities and capabilities. These include but are not limited to the East Jerusalem Hospitals Network, the Coalition for Human Rights in Palestine and the Early Childhood Education Coalition in Palestine. We are also proud to have partnered with the following stakeholders to jointly further Palestine's welfare in 2013;

1. TULKAREM MUNICIPALITY, ARAB MONETARY FUND & ISLAMIC DEVELOMPMENT BANK
A grant agreement worth 700,000 USD with the Tulkarem Municipality. The agreement is funded by the Arab Monetary Fund (AMF) and managed by the Islamic Bank. the Islamic Bank.

2. ISLAMIC DEVELOPMENT BANK (IDB)
Signing a grant agreements worth 3 million USD in support of development projects with the IDB.

3. ARAB MONETARY FUND AND ISLAMIC DEVELOPMENT BANK
Signing a funding agreement worth 1 million USD to support the Tulkarem Municipality Project and the Nablus Housing Rehabilitation Project. The funding is the generous contribution of the Arab Monetary Fund and is managed by the Islamic Development Bank.

4. BANK OF PALESTINE
Signing an agreement with the Bank of Palestine to launch a Fellowship program for academic and professional development at the Palestine Polytechnic University.

5. EUROPEAN UNION
Signing a grant agreement worth approximately 1.3 million Euros with the European Union to restore and rehabilitate historic buildings in Nablus.

6. 'FOR THE CHILDREN' SALAM YA SIGHAR
Signing a grant agreement worth 450,000 USD with 'For the Children' (Salam ya Sighar) in support of the urgent relief call to support our people in the Gaza Strip, and through the "A touch of Tenderness for the Children of Gaza after the War" campaign.

7. WATANIYA MOBILE
Signing a partnership agreement with Wataniya Mobile in support of mothers as part of the "Mustaqbali" program which cares for Orphans of the Gaza Strip

8. ASSOCIATION OF BANKS IN PALESTINE
Signing a partnership agreement with the Association of Banks in Palestine (ABP) to equip the Ear, Nose and Throat (ENT) section at the General Service Hospital in Gaza.

9. THE NATIONAL BANK
Sponsored by the National Bank, the WA honors top students of the Mustaqbali Program for Gaza's Orphaned Children.

10. SILATECH
Partnering with Silatech to co•organize a workshop in support of youth entrepreneurship and employability.

11. LEADERS ORGANIZATION
Partnering with Leaders Organization to launch the first accelerator and seed investment fund for technology entrepreneurs in Palestine.

Mr. Omar Mehyar , Portfolio Manager, IDB and Dr. Tafeeda Jarbawi, Director General, WA

From right to left: Dr. Tafeeda Jarbawi, Director General, WA; Dr. Ibrahim Al-Masri, President, Palestine Polytechnic University, and Mr. Hashim Al-Shawa, Chairman and General Manager, Bank Of Palestine.

Mr. Fayez Al-Husseini, CEO, Wataniya Mobile and Dr. Tafeeda Jarbawi, Director General, WA

Mr. Nabil Abu Diab, Director General, ABP and Dr. Tafeeda Jarbawi, Director General, WA

The National Bank and Mustaqbali program

From right to left: Dr. Saleh Saada Al-Jallad, Deputy Governer of AMF; Dr. Tafeeda Jarbawi, ,Director General, WA, and Mr. Iyad Abdel Karim Al-Jallad, Mayor, Tulkarem Municipality

Mr. Hani Abu Diab, Consultant, IDB and Dr. Tafeeda Jarbawi, Director General, WA

Workshop with Silatech - YES program

Fast Forward - YES progarm launch

III. OUR IMPACT AREAS

During the year 2013, we continued the implementation of our core programs and widened their impact, introduced new activities, and worked hand in hand with local associations to further our reach and impact. In doing so, we implemented 245 projects in the West Bank and Gaza Strip (WBGS), the 1948 Areas and the Palestinian communities in Lebanon, and disbursed around 37 Million USD; with Jerusalem disbursement were about 13 USD million (52% of West Bank disbursements). It has been a fruitful year during which we've touched the lives of 1 million direct and indirect beneficiaries; 50% female beneficiaries and 50% male beneficiaries. The below charts visualize the distribution of spending in geographic regions of intervention, and by area of impact;
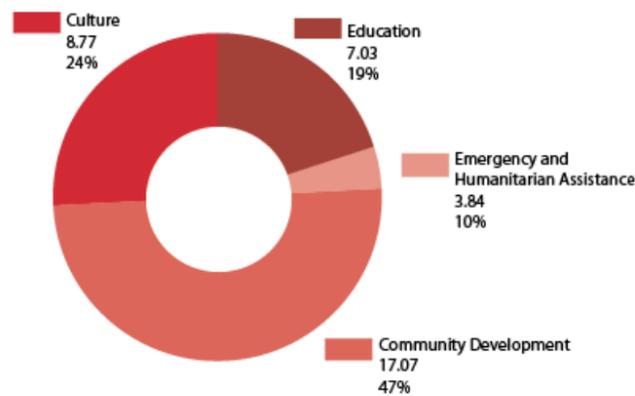

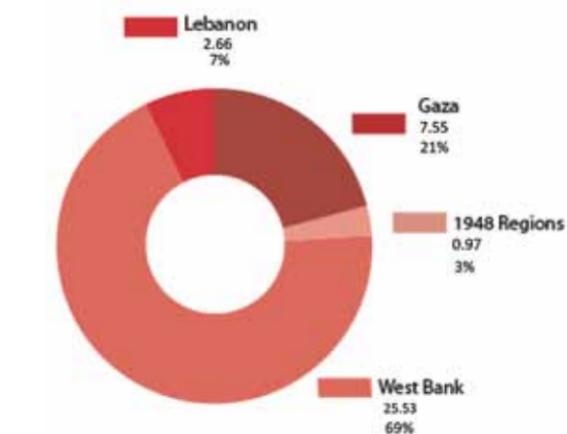*Figure 1: Disbursement per sector (Million $)*

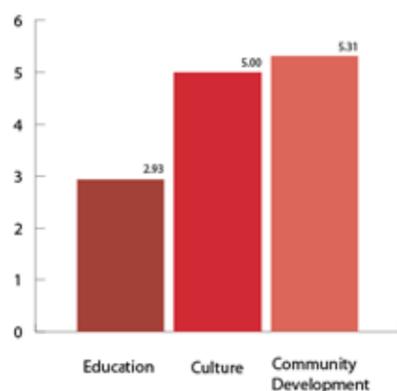Figure 2: Disbursement per region (Million $)

Figure 3: Disbursment in Jerusalem per sector (Million USD)

The below sub-sections provide an overview of our contributions to improving the welfare of Palestinians by focusing on the local priorities of Education, Culture, Community Development, and Emergency and Humanitarian Assistance.

A. EDUCATION

Investments in education enhance community capacity as they empower members of society into self-reliant assets that are able to actively contribute to addressing their community's challenges and priorities. Not surprisingly, quality education is one of the main priorities for Palestinians.

In recent years, however, the lack of adequate funds, and imposed movement restrictions have threatened the entire Palestinian education system. Going to school has become difficult and irregular at best and often dangerous for many students and teachers. At the pre-school level, services have not been able to keep up with the growing population, and observers are increasingly concerned about a decline in the quality of early childhood education and development in Palestine and among Palestinian communities in Lebanon.

Stemming from our firm belief in the role education can play in promoting well-being, and in response to the current challenges facing Palestinian youths in that regard; education, has for long been a core focus at the Welfare Association. Over the year 2013, we have invested approximately USD 7 million equivalent to 19% of funds towards achieving the objective of providing Palestinians with fair and equal opportunities to participate in technology-enabled educational programs that foster creativity and critical thinking, and thus enhance Palestinian's ability to contribute to promoting socioeconomic welfare. The below figure demonstrates our investments in education across the different regions of intervention:
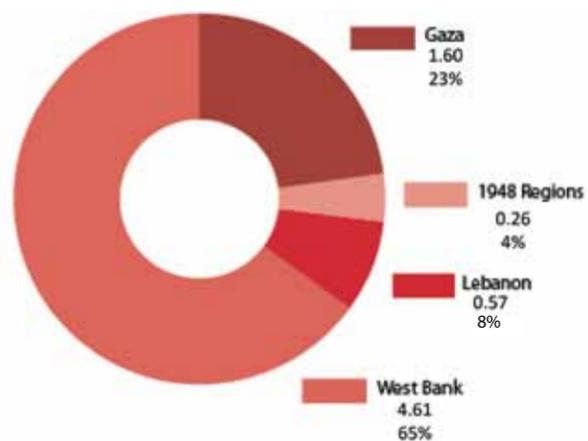

Figure 4: Education disbursement per region (Million $)

Over the year, we've invested in several innovative programs achieving tangible results, some of which are highlighted below;

1. MUSTAQBALI PROGRAM
In 2010, the Welfare Association leveraged its reach to local communities and regional philanthropists to address the pressing needs of youth and children orphaned as a result of the 2008-2009 Gaza War. With the generous commitment of the Abraaj Group, the first of its kind 22-year long Mustaqbali program was created to support orphaned children by integrating them in the society, providing them with the means for decent living, providing access to education, and helping them become self-reliant so that they are in control of their own futures.

MUSTAQBALI ACHIEVEMENTS 2011- 2013
Mustaqbali enabled 1804 young people complete their education significantly enhancing levels of academic achievement among them; success rates for the academic year 2012-2013 were at 97%. Mustaqbali also worked on enhancing its participants' different talents through engaging them in several extra-curricular activities including technology-based activities, sports, arts and culture activities, community service initiatives, along with several other trainings that enhance youth participants' employability.

Mustaqbali enhanced the economic situation of 65 families through supporting the establishment of small projects for youth and mothers, employing 20 youth graduates and 10 mothers, and integrating more than 80 young people in vocational education programs. Moreover, 100 beneficiaries received career advice and training on life skills, work ethics, among several other topics; all of which enhanced their ability to choose their ideal career path.

We were able to enhance the health situation of 400 orphaned individuals through providing them with access to needed medical check-ups, treatment, and whenever needed surgeries. Health awareness sessions on healthy living habits, healthy nutrition, and psychosocial well-being also enhanced levels of health awareness among 482 families. Mustaqbali empowered 70 people with disabilities to better cope with the challenges posed by their disabilities through supporting them with the needed physiotherapy, speech therapy, career support and psychological support sessions; this is apart from adapting their households to the nature of their disabilities, and providing with the needed aid equipment. The program also integrated various people with disabilities into special education institutions.

Mustaqbali has also had a significant direct and indirect economic impact on residents of Gaza by creating 168 new job opportunities through its own projects; 5 of these jobs are occupied by Mustaqbali's beneficiaries. In implementing all of the above, we enhanced the capacities of various local associations including 10 associations we've partnered with to implement interventions, and 9 other associations we've partnered with to host several of our activities.

"I am really delighted to witness the advancement in the children's overall well-being, hopefulness and appetite for life"

Maha Muhaisen- Program Manager

Early Childhood Participant, Adan Kindergarten, Nazareth

2.EARLY CHILDHOOD PROGRAMS (SUKKAR & ANBAR)

Sukkar targets children in kindergarten in the West Bank, Gaza Strip, 1948 Areas and refugee camps in Lebanon. It aims to improve the educational environment of kindergartens so that they are better suited to nurture children, and to provide the quality personal care and positive learning experiences that can lay the foundations for their success in school. To bring about this improvement, the program works on developing the skills of kindergarten teachers and staff, and upgrading kindergarten infrastructures to be more accommodating and "kid-friendly", so the children can have access to various activities throughout the day. Moreover, the program establishes new, high quality kindergartens.

The Anbar program also focuses on KGs in marginalized areas. Anbar worked with 240 KGs and provided 350 disadvantaged children with fees, uniforms and meals, successfully reduced the anemia rates among targeted children by 70%. Anbar also implemented 400 extra-curricular activities such as open days, leisure trips, and awareness workshops for disadvantaged students and parents providing them with much needed access to leisure, open space, and awareness. To address the issues of deteriorating early childhood education quality among the least advantaged, Anbar trained 37 KG instructors on efficient teaching methods

understanding of holistic early childhood development. These manuals were developed by our four esteemed partners, the Early Childhood Resource Center of Jerusalem, Childhood Center of Al-Nassira, Gaza's Abdel Mohsen Qattan Foundation and Lebanon based Mawared's Early Childhood Development Program which has been disseminating the developed manuals across the Arab World.

"I gained a lot of knowledge on how to deal with children as well as meet their basic needs. After the training, I've also gained knowledge on how to deal with families. The kindergarten's routine has been disrupted and children are now much happier because they can channel their creative energies through story reading, music, and gamed-based learning techniques. Being with the children is a source of great joy. Better understanding their needs has made my relationship with them very special, I feel like they are my own sons and daughters"
Ghada Azzam, Teacher, Ahbab Allah Kindergarten, Al Jadira, Jerusalem

Through Sukkar, we reached 6000 children, 250 educators, and 3,000 of the children's families. To expand our reach to children, we introduced a mobile intervention, in the form of an "Arts Bus" which reached out to disadvantaged children from the West Bank and the 1948 Areas, and worked with children, educators and the local community using expressive arts approaches.

During our last meeting in Amman, Jordan as part of Sukkar's regional arm's activities, the Welfare Association became a member of the Arab Program for Early Childhood Development's Advisory Group, an initiative of The Arab League Educational, Cultural and Scientific Organization (ALECSO). It is worth noting that Sukkar's professional development was highly rated as part of ALECSO's mapping study of early childhood development programs from across the region.

Maha Sader- Program Manager

SUKKAR ACHIEVEMENTS 2011- 2013

Apart from developing 62 kindergartens, 40 of which are based in Jerusalem, Sukkar has had a substantial impact by acting as a facilitator of contact between Palestinians inside and outside of Palestine. Such connections have resulted in the production of 3 manuals that provide with an enhanced and locally sensitized

In partnership with:

3. TAFKEER PROGRAM (TECHNOLOGY IN EDUCATION)

Technology's role in enhancing access to knowledge and opportunities is increasingly receiving attention around the world. Technology can play an especially important role in enhancing Palestinian's access to opportunities given their particular situation where mobility is highly constrained as a result of the occupation. The Tafkeer Program serves to bridge that gap in the West Bank and Gaza Strip by training teachers and developing their skills with regards to preparing technology-based educational materials. Furthermore, this program upgrades the infrastructure, both physical and programmatic, in key target areas.

During the year 2013, Tafkeer has equipped 10 schools with Technology labs, the first of its kind in Palestine, introduced a flagship Robotics educational program (Logo League Robotic Education) in 9 Jerusalem schools, as well as trained 180 7th and 8th grade students on critical thinking skills. Tafkeer has empowered local teachers develop 25 tech-enabled and context sensitive educational tools (including mobile and iPad applications), which are being spread to schools across Palestine.

Al-Nayzak Association for Supportive Education and Scientific Innovation launched the first of its kind free Arabic iPad application that is based on the thoughts and ideas of Palestinian teachers and educators. The "Tafkeer" application was a result of a cooperation between Al-Nayzak, the Ministry of Education, and UNRWA, which is supported by the AMF and managed by the Islamic Development Bank and supervised by the Welfare Association.

"Tafkeer" consists of 25 educational games which are all based on the collective intellectual powers of 14 Palestinian teachers who were engaged in capacity development programs as part of the Tafkeer Technology Program, and whose ideas were transformed by Al-Nayzak into a user-friendly app that can be accessed by a wide array of stakeholders. The Tafkeer app engages its users through fun and interactive games, teaching them about the seven educational pillars of Arabic language, Math, History, Geography, Arts, Science, and Technology.

4.TAMAYYOZ PROGRAM (EXCELLENCE IN EDUCATION)

Excelling students need to be provided with the opportunities that will enable them to realize their potential and become positive forces in their communities. Tamayyoz strives to provide excelling students from marginalized and underprivileged areas in the West Bank and Gaza Strip with access to high quality educational programs. It also provides staff of leading schools with technical assistance, and works on improving their managerial and educational capacities in order to provide the best possible environment for most motivated students. During the year 2013, Tamayyoz covered the fees of 414 excelling students studying in schools and universities in the West Bank, Gaza, Lebanon and 1948 Areas. Tamayyoz students who sat for the Scholastic Aptitude test in Lebanon demonstrated a success rate of 100%. Tamayyoz also worked with educators from the 1948 Areas to enhanced their ability to foster and work with excelling students by educating 49 teachers on concepts and terminology of alternative education, applied research, and relevant evaluation methods.

5. REMEDIAL EDUCATION

Our various stakeholder engagement exercises reveal that many students who drop out of school do so because they feel like their needs are not being addressed; and that there are no sufficient opportunities being provided to them. Such students should not be dismissed as un-motivated, but rather we should find ways of motivating them and fulfilling their needs. This is the goal of the Remedial Education program; to encourage students to stay in school by improving the educational and academic opportunities available for students at risk of dropping out. The program recognizes that improving the performance of teachers,

as well as raising awareness among families of targeted students, is a key aspect of this. Thus, the program works on improving the environment of students both at home and at school by engaging with their teachers and families. Furthermore, it provides students with access to remedial education services, free of charge.

In 2013, the remedial education program developed the capacities of 73 young teachers in Jerusalem schools to better address students' needs, offered 35,000 interactive educational sessions in Math, Arabic, English and Science to 3000 students, as well as established 4 remedial education centers in the Gaza Strip.

6.FUNDING EXCEPTIONAL EDUCATIONAL INITIATIVES

The WA makes an effort to be fully aware of innovative and influential initiatives, so that we can recognize and support their work, and provide them with resources to further their impact. Supporting Education in Jerusalem Program seeks to introducing comprehensive improvement and development to 40 schools providing services to 20,000 students from Jerusalem. The program is developed and implemented in partnership with several educational organizations and in coordination with the Palestinian Ministry of Education. During the year 2013, our investment has enabled us to develop the capacities of 1,000 school teachers and principals in wide variety of disciplines with specific focus on creativity, innovation and critical thinking. It was also integrated with comprehensive development of the physical capacities and infrastructure, advancement of extra-curricular activities such as reading competitions, community services, culture and arts. In addition, all schools were linked through a special internet based management system to facilitate mutual communication, coordination data management and daily work among the schools and also with the Ministry of Education.

B. CULTURE

Palestine has a history rich artistic and cultural heritage, with contemporary Palestinian art carrying on this tradition and remaining dynamic and diverse. Civil society has played a large role in supporting individual and collective artistic production, and has contributed to the overall development of the sector. However, these activities have been designed in large part as crisis-management interventions to support those who've faced traumatic and violent experiences caused by the Israeli occupation. There have seldom been opportunities for a more extensive art scene with space for broader creative exploration and expression. WA is adamant on protecting and promoting Palestinian culture and heritage in a sustainable manner, and on using art as a source of pride, inspiration, and hope.

In 2013, we invested 8.8 million USD, equivalent to 24% of total investments, on cultural programs to achieve our objective of enhancing resilience through preserving and reviving Palestine's cultural heritage and identity, as well as enhancing the cultural sector's overall capacity and especially with regards to interacting with the global cultural heritage protection and revival scene. The following chart illustrates how these investments were distributed across the targeted regions:
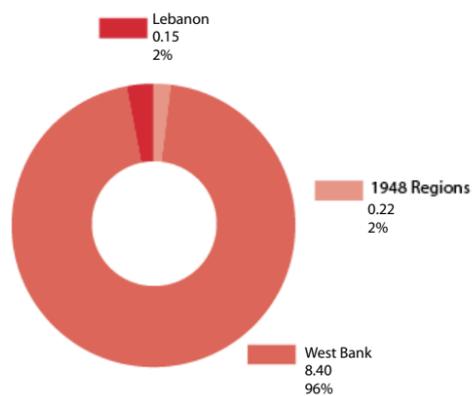
Lebanon
0.15
2%

1948 Regions
0.22
2%

West Bank
8.40
96%

Figure 5: Culture disbursement per region (Million $)

The subsequent sections overview some of our unique interventions in the area of Cultural Heritage;

1. OLD CITY OF JERUSALEM AND NABLUS REVITALIZATION PROGRAM (OCJRP)

This program aims to revitalize the Old Cities, not only by preserving and protecting these historic buildings and monuments, but by also improving the living conditions of their residents.

OCJRP implements a comprehensive revitalization program which includes restoration of historic houses and monuments as well as adaptive reuse of historic buildings for institutional use. Another main component within the program is the documentation and publications which also include field surveys of the historic cities, creation of GISC data bases and publication of two comprehensive revitalization Plans for both cities based on detailed sectoral studies. The program has a community outreach component to raise the community awareness of the value of their architectural heritage and encourage them to participate in its protection.

In 2013, OCJRP successfully restored 52 historic residential units, improving living and sanitation conditions of their residents. The restored houses offer residents access to private rest rooms, better ventilation, and in some cases landscaping services. OCJRP also restored and adapted 9 historic monuments for the use of institutions to provide services to the community.

The restoration interventions also acted as vehicles of economic activity and job creation, since they engaged local residents in the restoration, creating 26,700 job days over the restoration's span.

Since establishment in 1994, the program had a developmental approach to its intervention and included training and capacity building for professionals (architects and engineers) as well as for skilled labor and craftsmen in the field of architectural conservation. The training was based on international conventions and laws for conservation. The training component was expanded and institutionalized in 2007 by implementing a project to establish an applied training institute for architectural preservation in partnership with international organizations. During the year 2013, 12 craftsmen, and 69 architects and engineers participated in courses that were offered by the OCJRP institute as well as internship programs for architects and engineers as well as apprenticeship program for young workers.
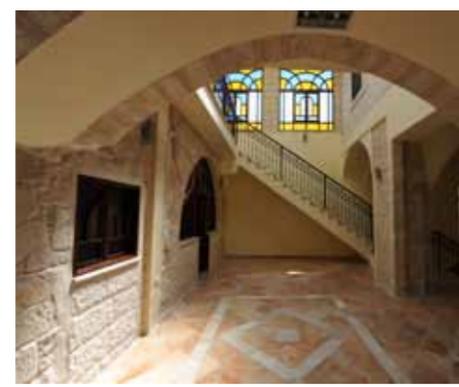
A historic building from the Mamluk era's multiple functions across history; junction turned prison, turned hub for the Afrtican Community, and most recently turned into a Cultural Minaret

Al-Ribat Al-Mansoury is located in the Western side of Al-Haram Al-Qudsi, it overlooks Bab Al-Nather street, which links Al-Qadi road with Al-Aqsa mosque. Al-Ribat's construction dates back to the Mamluk era (681 AH/ 1282-1283 AD) when it was built during Sultan Qalawoon Al-Salhi's rule to provide shelter for the underprivileged and for Jerusalem's visitors.

Al-Ribat started being referred to as Habs Al-Ribat (the prison of Ribat) near the end of the Ottoman rule and at the beginning of the 20th century when it was transformed into a prison. The African population started residing in Al-Ribat given its proximity to Al-Aqsa mosque where they served as guards and care takers, as well as served its visitors. Overtime, Al-Ribat started being affiliated with the African community which later established a Community Association there.

Members of the African Community Association presented OCJRP with a request to rehabilitate its premises which are based in Al-Ribat's Western area and are being used as a community center. In response, OCJRP invested 237,278 USD in rehabilitating the place by re-tiling all of its flooring using stone tiles, re-organizing the tiles to create historic patterns derived from Muslim architectural heritage, introducing a mezzanine floor, and re-organizing the main hall's space in order to introduce a sewing workshop and a musical workshop; both of which are surrounded by sound insulated walls. Investments also went towards rehabilitating the center's infrastructure, installing surveillance cameras, a cooling and mechanical ventilation system, a computer network, fire alarms, as well as the needed electricity and water supply extensions.

OCJRP's comprehensive rehabilitation came at a much needed time, as per the Executive Manager of the African Community's Association. While the Association had attempted a youth-led rehabilitation in the past, the first rehabilitation was not able to meet the center's comprehensive needs, and was counteracted by Israeli excavations in the areas as well as environmental factors such as high humidity rates. The African Community Association's request also stemmed from its programmatic expansion into offering child and youth development interventions, both of which required that the center's capacity and infrastructure be upgraded.

While OCJRP's rehabilitation was faced with numerous challenges including a 1 month halt by Israeli authorities under the alibi of wanting to "investigate the rehabilitation mechanism," it has successfully enabled the African Community Association to proceed with expanding its programmatic interventions. The Association's newly introduced sewing workshop has enhanced the economic livelihoods of 10 female residents of the old city of Jerusalem, as well as the livelihoods of their families. Young residents of the old city have also benefited from the rehabilitation. Mohamed Abdel-Fatah, a young resident of the area, has been using the rehabilitated space to convene members of Al Quds cinema club and to hold for film screenings for youth.

The rehabilitation has also expanded the use of the space beyond members of the African Community, fostering linkages and interaction between the old city's residents. Today, the rehabilitated space has become a hub for meeting and implementing social and cultural activities. An example of such activities is a monthly meeting organized by Zedny Club during which 100 young people convene, as well as Live your Dream youth group's music and dance trainings which engage a minimum of 60 students per training.

In following up with residents within Al-Ribat's vicinity, it became evident that the rehabilitation caused a dramatic increase in cultural and social activities taking place at the community center. Residents also expressed that the increase in activities has enhanced the community's cohesiveness and overall civic awareness and engagement.

Palestinian Museum's Construction Commences

2. PALESTINIAN MUSEUM

As an institution whose mission is to reach out to every Palestinian, wherever they are in the world, and to bring them together, the Palestinian Museum is a project for all Palestinians to be proud of. Seeking not only to preserve and celebrate the diverse heritage and modern history of Palestine, but also to provide a platform for contemporary dialogue and research, the Museum will offer a physical and virtual space for presenting, discussing, and learning about Palestinian culture, society and history.

On the 11th of April 2013, construction of the new Museum building at Birzeit officially began. During a celebration attended by key local political and cultural figures, as well as the press and, of course, the Welfare Association Board of Trustees, we laid the Museum's foundation stone. By the end of 2013, the final designs for the Museum interior were complete and work could begin in earnest. Particular care is being taken to ensure that all the construction plans and processes meet with the requirements laid down by the World Green Building Council; the Museum is aiming to receive a Leadership in Energy and Environmental Design silver rating, making it a model for environmental sustainability in Palestine.

In the same year, the Museum was formally introduced to the wider world. From the 19th to the 24th of March 2013, the Palestinian Museum participated in Art Dubai. This exhibition is considered one of the most important cultural events in the Arab world, drawing a crowd of artists, curators, and important members of the international cultural scene, and we used the occasion to hold a small function at which we announced the

Museum's foundation in Birzeit. The response we received was exceptionally positive, and we were able to begin forming strong links with various cultural newspapers and journals, as well as a host of other fair attendees.

The Museum has also been able to offer its support to external, related projects, such as the digitization of the United Nations Relief and Works Agency (UNRWA) photographic and audio-visual archives. We strongly believe in the importance of enabling scholars, researchers and interested members of the public to use and explore this wealth of images and information, and are proud to have helped widen access to it. The digitization of the photographic archives began in June 2013 in Gaza, where the early UNRWA archives are kept. In 'The Long Journey', an exhibition held five months later at the Al Ma'mal Foundation for Contemporary Art in Jerusalem's Old City, UNRWA made part of the digitized archive available to the public for the very first time. The exhibition ran from the 28th November 2013 to the 28th January, and was a great success.

In July 2013, following the release of our first bi-monthly electronic newsletter, we launched our new, bilingual (Arabic-English) website, www.palmuseum.org. In addition, the Museum can now be found on various social networking websites including Facebook and Twitter, which the team has been using to engage in discussion with interested members of the public - as well, of course, as publicizing Museum news and developments. These platforms have proven an excellent means of reaching a broader audience; our Facebook page, for instance, had 7000 'likes' already by the end of 2013, and the number is growing fast!

Finally, 2013 has been an excellent year for fundraising. It saw the Museum raise a further $3.8 million towards its projects, meaning that donations received by the Museum totaled $8 million by the end of the year, with outstanding pledges of $11 million.

3. TA'ABIR PROGRAM

The Ta'bir Program aims to protect, develop, and raise awareness of Palestinian cultural heritage by encouraging people to engage in literature and art, and to produce art, particularly music and creative writing. The program works on integrating these aspects in the educational process so that youths are encouraged to get involved in appreciating and creating music and art. The program is also focused on empowering individuals and institutions that work in the fields of art and literature.

Ta'abir worked towards fulfilling its mandate through working hand in hand with local and international partners on implementing a wide array of activities during the year 2013. Ta'abir engaged around 5,000 school students in an array of extra-curricular activities (ex: storytelling staging plays, free reading, Folkloric dancing, handicrafts, exchange visits with various Palestinian cities, etc.), offered 65 musical training sessions (reaching 40 children) at the Palestinian communities in Beirut, offered 2000 training hours on story writing, Dabka, singing, video recording, photography, drama and music, and animated cartoons in Palestine, Syria, Jordan and Lebanon, as well as

In recognition of the vital role grass-roots groups and movements play in cultural heritage revival, Ta'abir also supported the creation as well as enhancing the capacity of 25 youth cultural groups in Palestine, Syria, Jordan and Lebanon. Ta'abir also supported the programmatic and administrative portfolios of Ramallah's Drama Academy, and partnered with Al-Qasimi Academy on the production of a first of its kind Encyclopedia of Palestinian Literature.

engaged 2000 people through 15 movie screenings in Palestine and Lebanon. Additionally, Ta'abir supported the photographic archiving of the history of Bir Al Sabe' city in Al- Naqab, in the 1948 Areas.

4. CULTURAL CREATIVITY AND EXCEPTIONAL INITIATIVES IN JERUSALEM

This program sponsors creative and impactful initiatives that bring Palestinian culture to the forefront, in any of its forms. The program has sponsored the Live the City (Eish Al Balad) Project, which aims to enable Palestinian youth to be able to face the social and cultural challenges in their lives by possessing positive values, developing their life skills, and raising their awareness on these issues. It encourages youth to excel in cultural activities and to contribute to cultural festivals in the West Bank. The WA supervised the implementation of the project in partnership with several community-based partners. This project reached 6000 youths and their families in Jerusalem.

STORIES FROM THE FIELD: PALESTINIAN REFUGEE CHILDREN'S CHOIR

In a first of its kind performance, 123 Palestinian refugee children from Jerusalem, Gaza, West Bank, Jordan, Lebanon and Syria sang together as part of one choir. Singing traditional music for Palestine to 800 other Palestinian children from different walks of life, the experience has allowed the involved students to feel a sense of symbolic unity, as well as empowered them to continue on developing their talents as the choir's master indicated. While the parents and grandparents of these children had been displaced and forced to migrate to various refugee camps, this year's musical performance succeeded in reuniting them both physically and symbolically. The performance that was made possible through our collaboration with the Association Elena Rostropovich and Edward Said National Conservatory of Music.

C. COMMUNIYTY DEVELOPMENT

A severe economic crisis has undermined the living standards and developmental prospects of the West Bank and Gaza Strip. Imposed movement restrictions and the continued construction of the separation wall inside the West Bank have seriously disrupted and undermined the economic activities and every-day lives of Palestinians. Youth unemployment rates stand at a staggering 39% despite of a significantly high university enrolment rate (51%).

Within this context, civil society organizations continue to play a critical role in the economic and community development in the WBGS, as well as in Palestinian communities in Lebanon and in the 1948 Areas. To support these efforts, the WA partners with NGOs to meet the priorities and needs of women, youth and persons with disabilities in Palestinian communities.

In 2013, investments in the area of community development amounted to approximately USD 17 million equivalent to 47% of overall investments. The following chart illustrates the distribution of investments across the targeted regions:
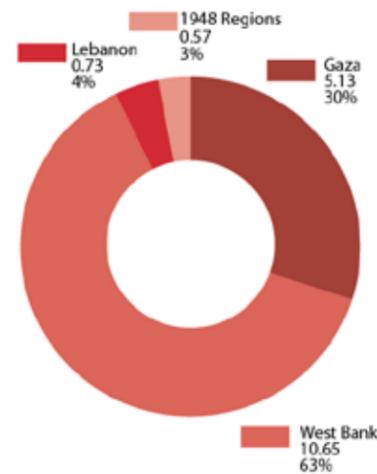

Figure 6: Community Development disbursement per region (Million $)

Throughout the year 2013, we invested in and implemented 6 programs that contribute to the sustainable development of Palestine and Palestinians, some of which are overviewed below;

1. YES (YOUTH EMPLOYMENT PROGRAM)
Palestine has a large young population, with about a third of the population being between the age of 15 and 29. A third of this youth bulge is jobless, making this one of the most frustrating and volatile problems facing Palestinian communities. YES is dedicated to enhancing job opportunities, curbing high unemployment and staggering poverty. Realizing that unemployment is a complex and multi-layered issue, YES innovated a comprehensive model that connects various actors to enhance the employability of young people from different walks of life. YES works with graduates of universities as well as graduates of Technical and Vocational Institutes.

YES also targets entrepreneurial young Palestinians aiming to become self-employed.

First, technical and vocational graduates are provided with life skills trainings in order to enhance their ability to deal with the job market, as well as paid apprenticeship programs that enhance their technical capacities. Second, fresh university graduates are matched with potential employers through an online portal. Costs of trainings and apprenticeships are shared between the WA and employers, providing with a cost-effective model. The YES portal has had a significant impact by introducing and promoting a culture of internships at several companies, which have played a pivotal role in preparing and qualifying graduates for full-time employment. Moreover, being a technology enabled model in which costs are shared between the WA and employees, YES' has slashed the operational costs of creating jobs by at least a third. Apart from its cost efficiency, the YES portal has also enabled young female Palestinians entry into the job market, as it does not require them to leave their houses in search of jobs. Finally, entrepreneurial youth are offered a training and mentorship package through a 3 month incubation program. Entrepreneurs that successfully undergo the three month process then become eligible to apply for accessing seed money to support their enterprises.

13,500 (52% females) young people signed up on the YES portal. The portal was accessed 158,000 times, and enabled 2,275 (58% females) young people land internships. Since its inception, 62% of all of those who have landed internships through YES were also able to find full time jobs. As for Vocational and Technical Education graduates, 160 young people were offered apprenticeship programs, 150 of whom landed permanent employment opportunities and generating an annual income of about USD 1 million.

YES' incubator created 95 small businesses, which in turn created 260 jobs and an aggregate annual income of approximately USD 2 million. YES cumulative efforts have led to the employment of 1,547 young people and an aggregate annual income of USD 12 million +.

STORIES FROM THE FIELD: YES
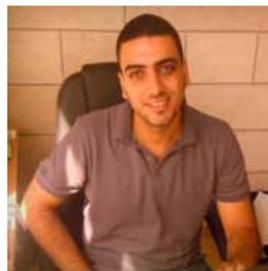
Magd who is a resident of Jerusalem, completed a Bachelor of Arts in Accounting in 2011. Eager to transition into adulthood, Magd actively sought jobs and applied to several positions yet was not able to secure a job. After excelling at an internship opportunity he landed through YES, Magd landed a full time job and rapidly progressed in his career to become the manager of the Jersualem Chamber of Commerce's 1.5 million USD program that supports Jerusalem based vocational graduates.

2. WELFARE ASSOCIATION FOR YOUTH (WAY)

To inspire people to act and be a part of positive change in Palestine often requires that they first be made aware of Palestine's history and culture, the challenges Palestine is facing, and the efforts that are already ongoing to address these challenges. This is why we created WAY in 2009 to encourage young people from around the world to engage in and support development efforts in Palestine.

Today, WAY is an independently governed association, with its own members and bylaws. It gathers 53 members from across the region with an average membership age of 32. WAY is currently being managed by a member of its first cohort of volunteers, Haneen Saleh. WAY's members are actively practicing citizenship through it by implementing activities and mobilizing resources to support its mandate. During the year 2013, they established a Palestine-based association with 9 members from across Palestine, published 3 WAY newsletters that aim at raising awareness around Palestine's history and culture, as well as created partnerships with youth associations including US based Know thy Heritage and Australia based Olive Kids.

STORIES FROM THE FIELD: INTISSAR

A year from its closure, members of marginalized farms from the West Bank still work at the small projects they started through support from Hassad. Intissar Seifan, one of the project's beneficiaries started preparing her land, and building a green house after she received a Hassad grant. Intissar recollects her happiness after receiving the grant "Seeing the green house actually being constructed has been a dream of mine, and it has been realized… I never imagined that the level of income I would generate from this project.. I now earn 1,000 USD a month each season, what adds up to 3,000 USD.. I planted the greenhouse for two consecutive seasons, and continued to generate the same amount of revenue.. We even started thinking about what to do with the money that has remained after paying our children's university fees, we went back to an unused piece of land and built another green house on it, we now have two greenhouses and are looking forward to further expanding our project."

3. SHAMS PROGRAM (COMMUNITY BASED REHABILITATION OF PERSONS WITH SPECIAL NEEDS)
Persons with disabilities in Palestine's challenges are often more difficult than most due to the lack of services and facilities available to facilitate their inclusion. Shams addresses this gap by rehabilitating people with disabilities through specialized sessions of physiotherapy and occupational therapy, and providing persons with disabilities and rehabilitation centers with the necessary equipment.

The Shams Program also recognizes that many of the challenges persons with disabilities face are due to the general lack of awareness of their families and the general public regarding how to deal with the condition. For this reason, the program offers awareness sessions to the parents of children with disabilities that address issues such as the importance of early intervention, and reducing the stigma around disability.

Over the past year, Shams equipped 1,561 persons with disabilities with the needed aid devices and equipment, offered 1000 people with the needed rehabilitation services. Shams' rehabilitation center served 5,000+ persons with disabilities from Gaza, the West Bank and refugee camps in Lebanon. Additionally, Shams engaged 700 parents of children with disabilities through awareness workshops tailored to their needs and priorities. Shams also trained 60 teachers on the implementation of child behavior modification techniques and, various psychosocial and home-based interventions which were all listed as priorities by the program's stakeholders.

4. HASAD (FOOD SECURITY PROGRAM)
The agricultural sector has historically been, and continues to be, at the core of the socio-economic and political fabric of Palestinian society. However, the sector's production has diminished by an alarming rate due to the confiscation of land by the Israeli settlements in the West Bank, combined with the extensive network of settler roads cutting through the land, and

the restrictions imposed on Palestinian farmers that prevent them from accessing their own land.

Addressing these issues of food security is critical to the WA's commitment to combating poverty and unemployment, as well as preserving Palestinian heritage and culture. The Hasad Program trains farmers on the best practices of agricultural production to improve the quality of their food products and facilitate land reclamation. Moreover, the program seeks out new marketing channels to ensure that products are sold, and that the program is sustainable.

Among Hassad's various interventions over the past year, it rehabilitated 3 agricultural wells, reclaimed and planted 950 Dunums of land, as well as supported 111 livestock growers with new breeds of lamb, fodder and vest services. In doing so, Hassad enhanced the living standards of 304 families. Furthermore, Hassad offered with 400 hours of training on priority topics including animal husbandry, the management of home-based greenhouses and chicken farms apiculture, and quality management.

5. ASAS PROGRAM (CAPACITY DEVELOPMENT OF COMMUNITY ORGANIZATIONS)

Having a vibrant and efficient local civil society is a critical pre-requisite to achieving the Palestinian development agenda. Asas addresses our core mandate of fostering a stronger and more efficient Palestinian civil society by developing NGOs' human resources, and their administrative, financial, and technical systems. Asas also facilitates the networking and exchange of experiences among different institutions for their mutual benefit, which fosters a cooperative environment with the common goal of developing and supporting Palestinian communities.

STORIES FROM THE FIELD: ONGOING IMPACT

Through the Welfare Association's support of the Amari Camp Women's project's training on sewing and embroidery, more than 40 women's incomes have improved. The women can now work from home and generate an average of 150-200 USD a month. One of the first cohort of trainees has now become a trainer and collaborates with other associations to pass on her skills to other women. She recollects "Sewing was one of my hobbies but I never really paid attention to finishing my end product with quality, after the training, I realized the importance of finishing, and my end products' quality really improved... After it became evident that my skills have significantly improved, I was selected to train other women."

Health Program in Jerusalem

In response to the priorities of both communities and NGOs, Asas enhanced the capacities of 100 administrative staff members of local NGOs and upgrade the administrative technical and financial systems of 10 NGOs. Moreover, Asas supported the Institute of Palestinian Studies (IPS) in updating its management information system as well as sustaining and expanding its research and publications base.

6. IMPROVEMENT OF COMMUNITY SERVICES AND INFRASTRUCTURE

We invested in several initiatives to enhance deteriorating infrastructure and systems for the provision of basic services, and in turn affect positive indirect economic impacts within various communities, Over the past year, we refurbished and equipped 8 schools, empowered more than 15 community based organizations to provide needed basic services to local communities, established five children's play grounds, and established two operational veterinary clinics in Gaza. Moreover, main infrastructure works accomplished in the cities of Nablus, Tulkarem, Hebron and Wadi Gaza, and the living conditions of 63 Palestinian refugee fishermen in Lebanon were enhanced.

To tackle the pressing need for an enhanced health services infrastructure based on that access to quality healthcare is a basic and universal right and a key aspect for the sustainable development of Palestine, we invested in 15 healthcare centers in Palestine and Lebanon enabling them to continue to offer their much needed services to their surrounding communities, we also supported the establishment of a one of its kind comprehensive Child Care Center; Al-Najah.

Distribution of school bags - Gaza

D. EMERGENCY AND HUMANITARIAN ASSISTANCE

The occupation of the Palestinian territory creates a chronic state of emergency where the protection, well-being and survival of communities are continuously at risk. In recent years, access to international humanitarian aid has deteriorated significantly due to the proliferation of checkpoints, closures and increasingly restrictive procedures at border crossings and check points. Political unrest in Syria has created yet another crisis situation as Palestinians have had to resettle to Lebanon. Ensuring the survival, protection and dignity of those living in emergency conditions through rapid and effective response remains an overall priority for the WA.

Spending on Emergency & Humanitarian Assistance Sector totaled USD 3.8 million equivalent to 10% during the year 2013. The following chart illustrates how these funds were distributed across the targeted regions:
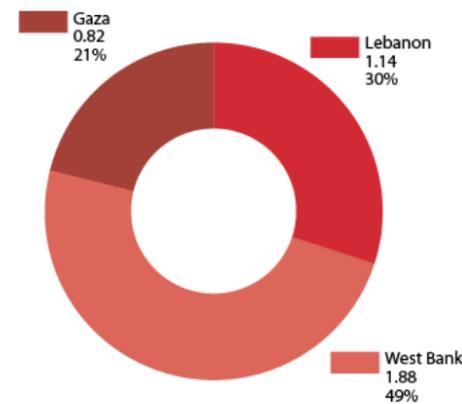

Figure 7: Emergency and Humanitarian Assistance disbursement per region (Million $)

1. PROVISION OF HUMANITARIAN ASSISTANCE
Palestine has always had a complicated aid environment as any entity seeking to aid it has had to face numerous limitations and obstacles imposed by the occupation. This makes local efforts paramount, which is precisely why this program aims to provide humanitarian assistance

to Palestinians by improving access to primary needs and services. This program also supports the 'Family-to-Family Program', which is a poverty alleviation program managed by the WA and funded by Dubai Committee. Since 2005, the Family-to-Family Program has provided more than 2,000 suffering poverty-stricken families with $140 every two months as financial assistance,. This enables them to access basic needs such as food, health, and education.

Over the past year, the Family-to-Family program has provided 1000 families with comprehensive medical check-ups, enabled 500 critical cases from Lebanon based refugee camps to undergo operations and renal dialysis, and sustained the services of 17 health care facilities in Gaza. Moreover, the program provided 1,850 families (11,000 individuals) with annual cash assistance and 2600 Gazan families with food parcels during Ramadan. To facilitate sustainable development through its humanitarian assistance efforts, the program also rehabilitated 10 damaged schools in Gaza.

2. RESPONSE TO EMERGENCY NEEDS (RAPID INTERVENTION)
The emergency program was created to address the recent conflicts that erupted in Gaza and to the displacement of Palestinians from Syria to Lebanon. Under this program, basic services are offered to affected Palestinian families including food, water, clothing, shelter and health services on a per-needs basis.

Over the past year, this emergency intervention sustained the livelihoods of around 2,600 families in Gaza through the provision of emergency relief food, shelter, medical assistance, and winter clothing supplies, and the livelihoods of around 5,000 Palestinian refugee families fleeing Syria into Lebanon through the provision of emergency relief food, shelter, medical assistance, and winter clothing supplies. Our interventions, however, also strive to enhance the psychosocial situation of those displaced trough the provision of leisure and educational facilities to those displaced as a result of the recent conflicts.

IV. WELFARE ASSOCIATION AWARD 2013

For the past 10 years, the Welfare Association has endorsed a series of Achievement Awards to recognize and honor outstanding donors, NGOs and individuals that are tangibly contributing to the development of Palestinians. The Welfare Association Awards also aim at raising awareness around distinguished actors from Palestine's thriving civil society sector.

In recognition of the role the Welfare Association Awards play in recognizing those active in serving the Palestinian people, several leading Palestinian figures have endorsed the Awards. The Civil Society Achievement Award has been adopted by the Late Abdul Aziz Shakhshir's family since 2007 and in 2012 Mr. Munir Al-Kaloti has adopted the WA Youth Award which honors entrepreneurial Palestinian youth and the Community Development in Jerusalem Award. It is worth noting here that all of the Welfare Association's Awards are arbitrated by external and independent Juries. The below sections briefly overview Welfare Association Awards given in the year 2013.

A. WA Achievmet Award "........ ($50,000)
The Late Abdul Aziz Shakhshir Award - "We will get there some day"
WA Achievement Award dedicated to the Culture Sector
Saying yes to the "YES Theater"

YES Theater is the only institution in Hebron City working in theater. It has become one of the leading organizations working on the development of children and youth through the use of drama as a means of self-expression. YES implements drama activities and produces plays that reflect all segments of society by posing social issues and life problems to the audience, challenging their reality, while being hopeful for a better future in the process.

YES Theater is being led by a group of young Palestinians who had pursued their goal of using theater as a tool of expression for Palestinian youths with admirable persistency, and have established themselves as one of the most important theaters in Palestine in the process. This has earned them the well-deserved 2013 Late Abdul Aziz Shakhshir Award for the year 2013; when 49 cultural associations from the West Bank, Gaza Strip, 1948 Areas and Palestinian refugee camps in Lebanon were competing for the award.

We are grateful for the annual efforts exerted in support of the Achievement Awards, and especially for **Mr. Akram Abdelaziz Shakhshir** donation of the Award's monetary value.

We are also grateful and thankful for members of the Award's external Jury for the year 2013; **Mr. Ghassan Zaqatan, Mr. Habib Shahada, Mr. Mahmoud Abu Hashhash, Ms. Vera Tamari, Mr. Yousri Darwish.**

B. WA Jerusalem Award .... ($50,000)
"The Late Ragheb al-Kaloti Award forCommunity Development in Jerusalem- For Jerusalem… We Work"
Melodies of the Conservatory Revive the Old City of Jerusalem
"The National Conservatory for Music" is a national institution that was established in 1993 in the city of Ramallah under the umbrella of Birzeit University. The Conservatory has more than 1000 students learning Arabic and classical music from a group of local and international teachers. Moreover, the Conservatory provides scholarships for talented students to complete their music education in universities abroad.

The Conservatory received the 2013 Late Ragheb al-Kaloti Award for Community Development in Jerusalem when 17 other associations were competing for the award. The conservatory was awarded in recognition of its impact in music education in Jerusalem, particularly among the young boys and girls of the old town. It is striving to foster a generation of musicians capable of building on Palestine's musical heritage to cultivate a rich musical and cultural identity that all Palestinians can feel that they are a part of.

We are grateful for the annual efforts exerted in support of the Achievement Awards, and especially for **Mr. Munir Kaloti's** donation of the Award's monetary value.

We are also grateful and thankful for members of the external Jury for the year 2013;
Eng. Gamal Al-Aref, Mr. Sami Youssef, Dr. Samir Khatib, Dr. Yara Al-Saify, Ms. Yara Sbaitany

3. WA Youth Award........ ($50,000)
The Munir al-Kaloti Award for Palestinian Youth Entrepreneurs "For a Better Tommorrow… We Innovate"

The Munir al-Kaloti Award for Palestinian Youth Entrepreneurs is encouraging and empowering Palestinian youth to pursue their goals and aspirations by developing initiatives that contribute to economic and social change. Out of 96 youth-developed initiatives across the West Bank, Gaza Strip, 1948 Areas and Lebanon that competed for the award, the following 5 received the prize for the year 2013:

Drink a Book
Youssra Al-Qaissy, Hebron, West Bank
The idea of the Drink a Book initiative is to create a group of kiosks distributed across several areas that offer drinks in addition to books. These are not traditional books that are on offer; rather they are a collection quotes taken from inspirational and influential books that address a range of topics on society and the human spirit; and various other subjects to enrich the general knowledge of youths.

Mohannad Nunu, Gaza Strip
Fos7a a website/network that acts as a commercial and touristic guide for visitors. Using the latest in information tech nology and multimedia, the site allows visitors to i dentify tourist   attractions and facilities using a detailed electronic map. Furthermore, the site offers a virtual roaming service for viewing Palestinian tourist attractions and monuments in 3D. Drink A Book

The Smart Solar Dryer- Palestine's Mines
Ragaa' Alan, Nablus, West Bank
This project innovated a dryer that runs on solar energy and pro-vides favorable conditions for drying fruits. The aim is to utilize the land near the settlements and the apartheid wall to plant fruit trees, then to use the dryer on them to create dried fruit products.

The "Ab'ad" (Dimensions) Initiative
Nizar Khater, Lud, 1948 Areas
This project centers on performing concerts in the 1948 Areas. The goal is to expand the musical horizons of members of our society, and to provide them with music that is different than what they are familiar with. This is done through performing Arabic and classical western music using additional modern techniques and methods that western music is characterized with, all to inspire audiance.

Applications and Games to Assist People with Autism
Abed Hanoonah, Gaza Strip
This initiative works on producing applications that assist in speeding-up the treatment of patients with autism, and to integrate them in their society. The target groups are autistic patients, their families, and the institutions that sponsor and treat those with the condition. The patients are treated through the use of the fine arts in its various forms and applications. This initiative is the first of its kind in the Arab World due to the difficulty of matching technical expertise with experience in educating children with autism. Moreover, all of the programs, applications, and games of this initiative are in Arabic.

We are grateful for the annual efforts exerted in support of the Achievement Awards, and especially for **Mr. Munir Al-Kaloti** donation of the Award's monetary value .

We are also grateful and thankful for members of the external Jury for the year 2013;
Eng. Aref Al-Husseini, Dr. Besheer Al-Rayes, Mr. Mahmoud Al-Shawa, Mr. Raed Sa'aada, Dr. Safaa' Naser Al-Din

V. PROGRAM EFFECTIVENESS

As outlined in previous sections, catering to the priorities of Palestinians is of utmost importance to the Welfare Association. Identifying priorities is impossible without continuous engagement with peer civil society organizations and local communities throughout the different stages of our work. Accordingly, our strategic planning exercise is heavily reliant on the input and priorities of our different stakeholders. Further to that, we have devised frameworks for program design, implementation, and evaluation that heavily rely on stakeholder engagement. The following sections briefly describe our strategic planning, program design, and Monitoring and Evaluation (M&E) frameworks, how they ensure relevance to and alignment with stakeholders, and thus effectiveness. The Research and Planning Department ensures the rigor of these frameworks, as well as adherence with them.

To ensure quality and consistency across our programmatic operations, a Program Operations Manual guides the different stages of all Welfare Association projects and programs. The manual details all programmatic processes and procedures including:
- Criteria and procedures for selecting implementing partners; criteria include the partner's technical track record, transparency, strength of financial and auditing system, among several others.
- Criteria defining good projects and programs these include relevance to the WA mandate, replication and scalability potential, sustainability, creativity, among several others.
- Processes for developing program executive plans (including Key Performance Indicators and monitoring frameworks)
- Processes for canceling or revoking partnership agreements
- Monitoring and Evaluation frameworks

A. STRATEGIC PLANNING

WA strategic plans are developed in a participatory manner, engaging local communities and partner associations on their priorities and concerns when setting programmatic directions. Over the years, we've perfected a strategic planning methodology that balances out institutional and, executive or programmatic concerns and priorities. Three year strategic plans are developed using the following methodology:
- A review of the following resources is conducted:
  - A complete scan of WA's internal environment
  - Reports and recommendations of the Research and Planning Department, the General Assembly, and the Board of Trustees on the prior cycle's strategic plan; in light of successes and failures identified through their continuous monitoring and evaluation efforts
  - Literature and research on the social, economic, political and cultural situation of Palestine and targeted areas
  - National development frameworks related to WA's sectors of activity
  - Program evaluation studies and reports
  - Department's audit and reports
  - WA studies and reports , and peer civil society organizations' studies and reports, on the situation, needs, priorities of targeted sectors and communities
- All gathered data is discussed at a workshop gathering members of the executive team.

- All input and gathered data is synthesized; by the directors of the Research and Planning, and Program Operations Department; into a general strategic framework.
- The BoD's Programs and Projects Committee approves the set framework
- The Research and Planning Department cooperates with all relevant Program Directors on framing the detailed strategic plan, programmatic documents, and strategies.
- The BoD's Programs and Projects Committee approves the developed plan
- The BoT approves the developed plan.

The 2011-2013 strategic plan includes a set of Institutional and programmatic Key Performance Indicators (KPIs). KPIs are derived from the strategic statements and goals reached through the last strategic planning exercise. During the year 2013, the WA introduced an institutional Balance Score Card to standardize strategic planning and evaluation exercises. The WA balance scorecard sets unified KPIs at an institutional, departmental, and individual level to help the WA as a whole align its internal operations with its goals, objectives, and desired impact on Palestine and Palestinians. The 2014-2016 strategic plan was devised in accordance with the Balance scorecard; accordingly, institutional, departmental, and individual KPIs were set to fulfill strategic statements, strategic goal and objectives reached thorough the 2014-2016 strategic planning exercise. The institutional plan was developed by the DG/SGC and approved by BOT and was linked to the programmatic plan developed by RP/POD and approved by the PPC. Both integrated to obtain the first institutional strategic plan.

B. PROGRAM DESIGN

All Welfare Association programs are based on a comprehensive needs assessment process. Needs assessments are based on a series of consultations with targeted beneficiaries, experts on the area of intervention, peer civil society organizations, relevant local and national government units, donors' plans and WA staff and members.

Depending on the type of stakeholder, different modes of engagement are used. When gathering feedback of local communities for example, oral interviews, and focus groups are conducted. When consulting with experts and peer civil society organizations, workshops and brainstorming sessions are organized.

C. MONITORING & EVALUATION

The Program Operations Manual outlines our comprehensive Monitoring and Evaluation framework which is adopted across all programs. Monitoring and Evaluation tools can be summarized as follows:
Monitoring Tools
- Financial reports
  - By the WA to its donors
  - By funded partner associations to the WA (quarterly)
  - By program directors to the WA (quarterly)
- Technical reports (detailing activities, outputs and, outcomes)
  - By the WA to its donors
  - By funded partner associations to the WA (quarterly)
  - By program directors to the WA

The Program Operations Department (POD) is responsible for monitoring performance against the strategic plan. It ensures the timely submission of the above listed reports, and compliance with the set plan, and Welfare Association policies and procedures. When violations are identified, the POD team reviews the case, reasons behind it, and sets necessary corrective actions. In addition to the above listed M&E mechanisms, monthly field visits are conducted to program implementation sites to ensure adherence with set frameworks and WA policies.

Evaluation Tools
- Evaluation Studies; conducted during the implementation, or after the conclusion of projects/programs, and aimed at assessing the efficiency, effectiveness, relevance of programs, and the degree to which they achieved their objectives. Results of evaluation studies are used to adapt programs/projects as needed, as well as rectify any diversions from set goals and objectives.
- Impact Studies; implemented 3-5 years after the conclusion of a program and aimed at assessing the degree to which it has achieved its goals and objectives. Impact studies generate recommendations for enhanced practice and lessons learned.
- Beneficiary Satisfaction Studies; conducted annually to assess the satisfaction of funded associations and primary beneficiaries.

Processes for developing, submitting, and assessing all of the above listed monitoring and evaluation tools are all detailed in the manual. The Research and Planning Department is responsible for conducting and commissioning evaluation studies; it works closely with the Program Operations Department to fulfill its mandate. The annual satisfaction surveys allow us to gather complaints and make the necessary corrections to our frameworks. Moreover, the constant communication between Welfare staff, and partner associations and primary beneficiaries ensure the constant gathering of feedback and complaints.

Gender indicators are integrated in all of our monitoring and evaluation tools. Accordingly, reporting by the Welfare Association or by funded partner associations must refer to the diversity of served beneficiaries with regards to gender. This has enabled us to ensure that at least 50% beneficiaries served during the year 2013 were women.

During the year 2013 alone, we have conducted the needed research to complete 9 programmatic documents and 11 evaluation studies on different programs; including an assessment of the impact of the WA thirty years following its foundation. We also conducted the needed studies to assess performance for the year against that planned in the 2011-2013 Strategic Plan. To ensure impartiality, many of our evaluation studies are conducted by external evaluators and consultants. All evaluation study methodologies are closely reviewed with the hired consultant, relevant program director, and the Research and Planning Department. Terms of Reference of consultants are also developed in a manner that ensures clarity of roles and responsibilities, and clear definitions of methodologies that will be used.

A key priority for the upcoming phase is introducing the needed monitoring mechanisms to facilitate impact; as opposed to output, process, and outcome; evaluation. We are adamant on achieving

an evaluation framework that would allow us to capture Welfare Association's direct and indirect impact on the various sectors of intervention and on Palestine's development more effectively.

At an institutional performance level, a Key Performance Indicators (KPIs) Committee, which includes a senior manager from each WA department, is in place to collaboratively report on a set of harmonized institutional performance KPIs. The committee meets on a quarterly basis to report on the progress of units with regards to achieving set KPIs.

Advocacy
Up until the year 2010, Legislation, Policy and Advocacy was a separate sector of activity, under which several activities were conducted to ensure that Palestinians are aware of their rights, and that these rights are preserved. Under the current strategic plan, Policy Advocacy has been integrated as a cross-cutting theme across all programs and projects. This approach ensures our involvement in advocacy efforts that are more focused and strategic. While no clear objectives directly address policy advocacy for each program, advocacy remains to be an integral; if not inevitable; component of all of our programs. This is especially true given the situation under which we operate where violations of Palestinians' human rights happen on a daily basis; meaning that reprimanding such a situation and especially through our Emergency Assistance track of activities is inevitable. Furthermore, we continuously engage with relevant national government units (ex: ministries, senior personnel, etc.) on the status of the sectors we focus on, and needed reforms and enhancements. Advocacy efforts and policy positions are evidence based since they're derived from available literature and our consultation with different stakeholders on our different sectors of intervention.

Ensuring Sustainability
Our last impact study points to the necessity of paying more attention to exit/graduation strategies and financial sustainability of our interventions as a whole. Our years of experience have also drawn our attention to the significance of other aspects of sustainability, including the importance of sustaining mandates Accordingly, we have developed a set of guidelines that should help us ensure greater levels of sustainability, whether financial sustainability to ensure the continuity of programs, or mandate sustainability, to ensure that programs do not drift away from their strategic directions and objectives.

Commitments
The WA is committed to accurately and comprehensively assess the impact it has on Palestinian Communities. Results of our last impact evaluation study have clarified the need to strengthen our current monitoring and evaluation framework to ensure a smoother process for evaluating the impact of our work. Accordingly, we are committed to:
- Following through the institutional, departmental and individual Key Performance Indicators set using the newly introduced Balance Scorecard;
- Aggregating evaluation results based on the set KPIs to asses WA's overall impact on communities; beyond outcomes and activities.

VI. INTERNAL OPERATIONS

A. FINANCIAL SUSTAINABILITY AND ACCOUNTABILITY

Our Finance Department is managed by a set of unique and highly educated professionals; at least half of whom have advanced graduate degrees. Our Finance and Accounting Manual sets clear and detailed policies and procedures that ensure the integrity of all financial transactions within the WA. The Manual details all policies and procedures related to accounting, financial reporting, budgeting, and financial policies and procedures in general. As per the manual, a set of monthly, quarterly and annual financial reports are prepared by WA offices; these reports ensure compliance with financial disbursement policies. Our Operational Manual on the other hand details regulations and mechanisms for receiving and giving grants as well as financially monitoring them. As per the Operational Manual, financial reporting on grants given and received is an integral aspect of our Monitoring and Evaluation framework. Financial reports we receive from our partners, and financial reports we develop internally enable us to monitor compliance with all set policies and procedures related to the acceptance and disbursement of funds and donations.

Our internal accounting standards and policies have been developed in light of International Accounting Standards (IAS) and Statement of Financial Accounting Standards for NGOs (117). To further our commitment to financial accountability and sustainability, our Finance Department has successfully completed the ISO 9001:2008 certification in the year 2010. This year, the Finance Department has successfully renewed its ISO certification for three additional years. We have adopted a set of comprehensive and stringent auditing practices; namely the WA undergoes three types of audits;
- Annual Internal Audit;
- Annual External Audit; the external auditing process is conducted over two phases. First, an interim audit is conducted in October or November of each year, and second, the final audit which takes place in February of each year. The final audit results are launched in April of every year
- Program specific audits which are conducted on select programs based on the auditing requirements of program partners.

The Audit and Compliance committee of the Board of Trustees works closely with the department, as well as oversees its performance. Financial statements for the year 2013 were independently audited by Deloitte, and comprised of the financial position of WA as of December 31, 2013, the statements of activities, statement of changes in net assets, and cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory notes (page 58).

WA demonstrates its commitment to Palestinian development by supporting its operational costs through revenue from its $60 million endowment, and leveraging international donor agencies, governments, foundations, and individual contributions for project funds. To ensure independence and compliance with our ethical framework and mandate, we have set criteria to evaluate the types of entities from which we receive funds. Set criteria are outlined in our Operational Manual and include:

- Donor must be legally registered and must have known sources of funding
- Donor must not be related to any political agendas that conflict with WA policies
- Degree of compatibility between the donors' values, principles and strategies with the WA's
- Degree to which the donor adopts transparency and internal accountability standards
- Impact of the grant on the WA's degree of future dependence on the donor
- Degree of WA independence to fulfill its own goals and objectives within the donor's framework
- Degree to which cooperation with the potential donor poses risks on WA's already existing partnerships.

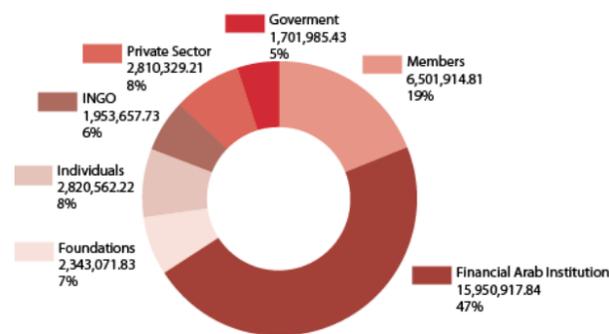The below charts detail funds received by source of funding for the year 2013;

Goverment 1,701,985.43 5%
Members 6,501,914.81 19%
Private Sector 2,810,329.21 8%
INGO 1,953,657.73 6%
Individuals 2,820,562.22 8%
Foundations 2,343,071.83 7%
Financial Arab Institution 15,950,917.84 47%

Figure 8: Sources of Funding

We have adopted several strategies to enhance the financial sustainability of our own programs. These include but are not limited to the WA's endowment which ensures a continuous revenue stream and trusts that finance certain programs (ex: Abraaj Gaza Orphans Trust). Moreover, part of our annual planning and monitoring procedures is setting KPIs for our financial performance including numbers of individual donors, number of members on the General Assembly and number of donor organizations. KPIs are focused on maintaining and enhancing the diversity and stability of our donor base. We have met and in some instances exceeded indicators we set for the year 2013.

Commitments

We realize that more efforts are needed to ensure greater financial sustainability at the WA. Specifically, we see an opportunity for enhancing the financial sustainability of specific programs that can be easily shifted to a more social enterprise based model. Moreover, we are committed to enhancing the diversity of our current donor base. Accordingly, we are committed to:
- Conducting a comprehensive assessment of the current financial situation of all impact areas, and programs
- Identifying programs and areas of operation with the potential to become self-financed and/or revenue generating without compromising the social mandate of the WA.
- Continuing to monitor and enhance the sustainability and diversity of our donor base through setting and meeting respective KPIs
- Engage a wider pool of Palestinians from around the world in the work of the WA

Top Donors throughout the Strategic Plan 2011-2013

The Financial Arab Institutions are the main donors through the last 3 years with about USD 70 Million, mainly the Arab Fund for Social and Economic Development , Arab Monetary Fund and Kuwait Fund for Arab Economic Development.

صندوق النقد العربي

WA Honorary Chairmen and Members Top Donors

Mr. Abdel Mohsin Al-Qattan was born in Jaffa in 1929 and currently lives between Kuwait and the UK. In the early 1950s he settled in Kuwait and rose to the post of Controller General of the Ministry of Water and Electricity. In 1963 he left the public sector and set up Al-Hani Construction and Trading, which became one of the most successful companies of its kind in the region. Mr. Al-Qattan was one of the founders of the Welfare Association, and is currently one of its Honorary Chairmen. Mr. Al-Qattan is also Palestine's governor in the Arab Fund for Social and Economic Development and a member of the American University in Beirut's Board of Trustees. In 1994, he founded the A.M. Qattan Foundation which has become one of the leading cultural and educational institutions of the Arab world

Mr. Munib Masri was born in Nablus in 1934 and is the founder and Chairman of Edgo Group; co-founder and Chairman of Padico Holdings, President at Phillips Petroleum, Algeria, in 1962; President of Operations MENA, Beirut, in 1964; assumed the portfolio of Minister of Public Works in the Government of the Hashemite Kingdom of Jordan in 1970; assumed the post of Minister of State of the Government of Palestine in 1993; Deputy Chairman of Arab Bank Group, Jordan, until 2006 and member of its board 30 years; board member at the Palestine Monetary Authority until 2009, co-founder of Welfare Association and Honorary Chairman of the BoT, a member of the Board of Directors of several leading organizations.

Mr. Said Khoury was born in northern Palestine in 1923 and grew up in Safed. He graduated from the American University in Beirut. Mr Khoury is one of the original founders of the international construction giant, the Consolidated Contractors Company and remains today at its helm, its indefatigable and vigorous honorary chairman. In 2014, CCC currently holds a sales backlog of $9.6 Billion and employs around 120,000 globally. Mr. Khoury has been Governor of the Arab Monetary Fund, Chairman of the Palestinian Businessmen Organization, a member of the Institute of Palestinian Studies and Honorary Chair of The Aspen Institute's ME Strategy Group. Mr. Khoury founded the Bethlehem Development Foundation along with a group of Palestinian philanthropists. Mr. Khoury sponsored the IT Center of Excellence and was awarded HCEF's Palestinian Diaspora Award (2013). Co-founder of Welfare Association and Honorary Chairman of the BoT.

Mr. Riad Kamal is the Founder and former CEO of Arabtec Construction, one of the largest general contracting companies in the MENA region. He founded Arabtec in 1974; it became a publicly listed company in 2004. Mr. Kamal is also co-founder of DEPA Group, a publicly listed interior contractor focused on the MENA region. Mr. Kamal serves on the boards of Arab Bank, Arab National Bank, Oman Arab Bank, Gulf Capital, Rotana Hotels, Arabia Insurance, Turkland Bank and others. In addition to being a member of the American University of Beirut's Board of Trustees of and the Vice Chairperson of the Welfare Association.

Mr. Munir Al-Kaloti was born in Jerusalem in 1943, immediately after his graduation, he enrolled at the American University of Beirut in the Faculty of Political and Economic Sciences, and became an active member of the Palestine Students' Union and the Arab Nationalist Movement. In 1968, he became one of the first Palestinians to go to Abu Dhabi and Dubai, where he started a business selling supplies, food products, real estate, carpets, jewelry and gold. The company he established "Alkaloti Group" has branches worldwide. Mr. Kaloti joined Welfare Association since 20 years as a member in its Board of Trustees, and responsible of Jerusalem's file.

Late Mr. Yousef Mohammad Alami (1895-1939) was born in 1895 and studied at the Military Academy in Astana. His political engagement started in 1921 when he confronted Churchill during his visit to Gaza accusing him publically of 'selling our land to the Zionists'. He was a leading figure and member of the 'National Committees' during the 1936 six months long strike, he was arrested several times and deported to Egypt. Although assassinated after coming back from Egypt in 1939, his nationalistic legacy continued. Donations are made from a fund by the 'Sons of Late Yousef Mohamed Alami' in his great memory to help develop Gaza and support its people, these funds were mostly made available by the late Adnan Yousef Alami who was adamant to keep the memory and legacy of his parents alive.

Companies, Banks and Foundations

The Abraaj Group is a leading investor in growth markets. It manages US$ 7.5 billion in assets, operating through over 25 offices in Asia, Africa, Latin America and the Middle East. The Abraaj Group adopts a rigorous approach to sustainability and is a signatory of the UN-backed Principles for Responsible investment. The Abraaj Group is supporting the Welfare Association's Mustaqbali program with 10 million USD to support and empower the orphans in Gaza.

Al Nour Charitable Foundation, a Private Trust created by the late Shaikh Saleh Alfadl of Saudi Arabia on 4th December 1994 and is of good standing under the laws of the British Virgin Islands represented by its Executive Trustee, Mr. Hatim S. Zu'bi.

The New Alfadl Trust was established in 2005 under the laws of Guernsey, the funding of which originated from Saleh Abdullah Alfadl, a Saudi national, who died in 2004.

Cayan Investment is one of the Middle East's leading Real Estate Developers. Since its establishment in 2004, Cayan Investment earned a superior market reputation for developing internationally acclaimed projects. Cayan's Development portfolio features residential complexes, commercial towers & centers and hospitality projects. Cayan Investments supported the UNRWA school of Nahr Al Bared in Lebanon as one of WA programs.

Bank of Palestine (BoP) was established in 1960 as a financial institution that aims at raising the standard of banking services in Palestine. It has expanded to become one of Palestne's largest banks in Palestine. BoP adheres to best practices with regards to good governance and transparency and dedicates 5% of its annual revenues to social responsibility programs. BoP supports several of the Welfare Association's projects and programs through a strategic partnership and financial support amounting to more than 900,000 USD

B. SOCIAL PERFORMANCE

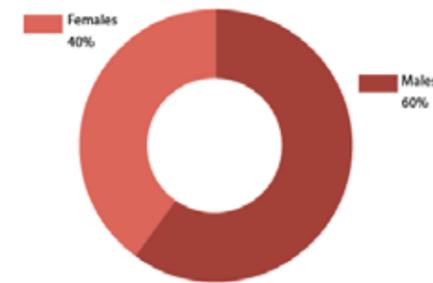## SUSTAINABLE HUMAN RESOURCE MANAGEMENT

Policies and Procedures

Our Administration, Human Resources and Information Technology Manual (Administration Manual) clearly outlines hiring and firing practices, working hours, annual, sick, and emergency leaves, overtime, annual performance reviews, and disciplinary procedures. The manual also dedicates a section to conflicts of interest and integrity. At the WA, we abide by the local labor laws of countries in which we operate; Palestine, Jordan and Lebanon. The Manual is accessible to employees through a web based platform that enables employees and managers to view all HR-related information online. New employees receive a full orientation to WA's purpose, legal and procedural framework, and structure. All departments are notified of the new hire and are urged to facilitate their integration within the Welfare family. Furthermore, all employees are inducted to and required to sign WA's Code of Ethics at employment. The Code thoroughly covers issues such as training, ethical procurement, gifts and favors, human rights, equal opportunities, and sexual harassment. WA's wage scale and career development and growth paths are clearly outlined in the relevant annexes of the Administration Manual.

Any significant operational changes are announced to employees via emails that are sent to employees, by uploading relevant documents on the MenaME platform, and through regular staff meetings. Notice periods are set based on the nature of the change taking place and are specified in the announcements.
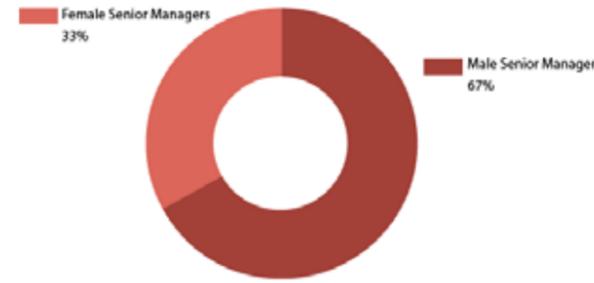
Employment and Diversity

A strong team of 107 professionals work together to fulfill the Welfare Association's mission; local experts and, on occasion, regional and international specialists, are called upon when needed to lend us technical assistance. 96.5% of our Palestine Offices' employees are Palestinian. Our wage scale is purely based on qualifications and job level; years of experience leaving no room for sex-based wage discrimination. The below charts and table provide with an overview of our workforce's distribution and diversity;
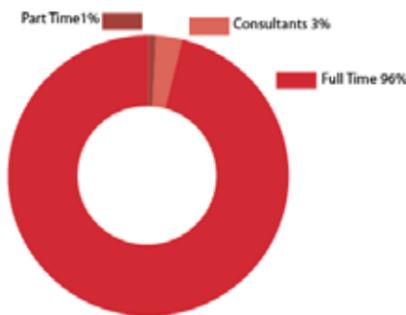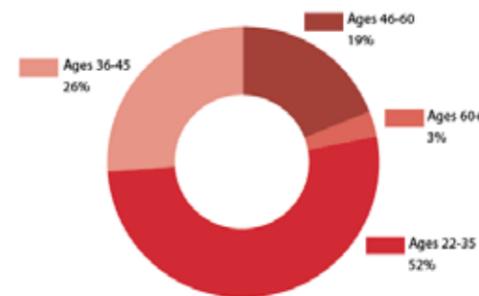
Workforce by Gender

- Females 40%
- Males 60%

Senior Managers by Gender

- Female Senior Managers 33%
- Male Senior Managers 67%

Workforce by Contract Type

- Part Time 1%
- Consultants 3%
- Full Time 96%

Workforce by Age

- Ages 46-60 19%
- Ages 60+ 3%
- Ages 22-35 52%
- Ages 36-45 26%

NUMBER OF WOMEN/MEN IN EACH MANAGERIAL SALARY TIER								
Director General	Department Heads		Main Program Manager		Region Manager		Unit Manager	
Female	Females	Males	Females	Males	Females	Males	Females	Males
1	1	4	4	4	1	2	6	9

Employee Satisfaction

At the WA, we realize that our workforce's satisfaction is vital for our success. Annual performance appraisals ensure that employee interests and concerns are communicated to the executive management team. 100% of WA employees underwent performance appraisals during the year 2013. Employee turnover rate at our Palestine offices were at 4.29% (4/6 male and 2/6 female) in Palestine, 14.29% (1 male) in Jordan, and 0% in Lebanon.

Grievances and Employee-Management Policy

The Welfare Association maintains an open door policy to ensure open communication between all levels of staff. Should employees fail to perform designated tasks or adhere to WA policies and procedures; detailed in the Administration Manual; a written "citation" of the negligence case is communicated to the employee copying the Director General (DG). Employee contracts maybe terminated upon gross negligence; or after more than two warnings are issued against an employee; termination decisions must be approved by the DG. Warnings maybe removed from the employee's record within a year of issuance should the employee's performance review rating be very good or excellent. Employees are entitled to appeal citations or warnings to a special grievance committee which reviews the appeal and recommends a decision to the DG for approval. The DG may refer to the HR Committee before deeming a final decision regarding the employee's appeal. The WA ensures that the HR committee's composition takes into account issues of conflict of interest.

Furthermore, employees can submit complaints or concerns regarding results of their performance reviews; regardless of the issuance of citations and warnings; to their department/program head one week from completing the performance review. The responsible manager is mandated to respond to the employee's complaint one week from receiving it. A special committee; that does not include the employee's direct supervisor to avoid conflicts of interest; reviews and resolves the employee's complaint.

Training and Development

At the WA, we believe in the integral importance of training as a tool for effectively managing human resources, motivating staff, achieving professional and personal goals, and increasing job satisfaction and thus retention. Annual training plans are set allowing employees to attend trainings within the countries of their operations and abroad. Specifically, the annual training plan is set in congruence with the WA's annual performance appraisal system and the training budget is also set accordingly. Such a practice enables us to continuously track training and career development needs, the impact of our investments in training and capacity development, and any employee needs and concerns on a constant basis. During the year 2013, full time employees received a total of 915 training hours. Given the fact that volunteers are only engaged with the Welfare Association as part of a training program, all hours they commit to the Welfare are considered training hours. $60,400 were allocated to employee training and capacity development; accounting

to 1% of total salary bill. Training hours per employee for the year 2013 looked as follows; 12 hours/employee, 14.07 hours/ male employee, 8.88 hours per female employees. As for average training hours among the different employment categories, directors received an average of 5.62 hours, unit managers received an average of 23.2 training hours, senior program managers received an average of 8 training hours, area managers received an average of 13.3 training hours, and other employees received an average of 10.10 training hours.

Benefits
All benefits mandated by local labor laws are offered to WA employees. Namely, social insurance, compensation days, 21 days of annual paid leave, emergency leave days, 14 days of paid sick leave days, paid paternity, maternity and marriage leave days, and paid leave days in cases of moving houses or the death of a family member. We also offer our employees a set of benefits beyond those mandated by local laws.

These include a private full medical insurance plan for the employee and his/her family, a pension plan, compensations to employees who suffer injuries or health conditions that prevent them from fulfilling their work at the WA (amounting to the salary of two months), compensations to families of deceased employees (amounting to the salary of three months), moral and financial rewards to high performing employees and periodic social gatherings and trips to maintain morale and a sense of community. During the year 2013, 5 men and 6 women took parental leave; return and retention rates after parental leave were at 100%.

Health and Safety
To provide with a healthy working environment, smoking is limited to designated areas on WA premises. To ensure everyone's safety, employees are mandated to continuously keep their direct supervisors up to date with their residential addresses and phone numbers. Absenteeism rates for the year 2013 were 2.5% in all offices. We haven't experienced any incidents of occupational injury over the past year. Moreover, psychosocial health and well-being counseling and training opportunities are planned for the near future.

Volunteers
The WA offers fresh graduates and young job seekers unpaid training opportunities that enhance their prospects of employment at the WA and in Palestinian civil society in general. A maximum of four trainees are accepted at any given point in time; trainees are offered a practical learning experience in an area related to their interests or academic

background. Trainees undergo a performance evaluation and may be given priority in future vacancies of positions they were trained on if they achieve an evaluation rating of very good or higher. During the year 2013, 8 people have successfully completed Welfare Association's training program in our Palestine offices; 6 females and 2 males.

Human Rights
The Welfare Association is dedicated to the preservation of Human Rights within and across its operations. A full section of our Code of Ethics is dedicated to equal opportunity; where by discrimination based on race, sex, national origin, religion or disability is prohibited. Moreover, the Code of Ethics thoroughly covers sexual harassment and grievances for involvement in cases of sexual harassment. The WA Code of Ethics; which is signed by each employee upon recruitment; thoroughly covers issues of preserving human rights at the WA and specifies the rights and obligations of each employee.

While no specific trainings have been offered on our policies and procedures regarding the protection of human rights so far, the topic is within planned trainings that are to be offered in the near future.

To ensure friendliness of the WA to working mothers,

Strategic Plan Discussion Workshop

we have detailed issues such as maternity leave and breast feeding hours in our Administration Manual. Mothers who have been employed at the WA for at least 180 days are entitled to 10 weeks of paid maternity leave. Fathers are also entitled to 2 days of paid paternity leave. Additionally, all working mothers are entitled to a total of an hour away from work for breastfeeding during the first year after giving birth. To guarantee non-discrimination, it is prohibited to fire working mothers during pregnancy or after delivery as a result of their pregnancy. Finally, stemming from our zero tolerance to child labor, we have set a minimum age for employment at the WA; 18 years.

To preserve human rights across our operations, we have developed a set of criteria upon which we screen potential partners and grantees. As outlined in our Operational Manual, these criteria include not adopting policies and operating policies that contradict with human rights standards; including social justice, and non-discrimination based on race, sex, religion, disability, social status, ideology or political affiliation. Moreover, all agreements/contracts signed with funded partners associations include a clause on the necessity of refraining from any discrimination based on sex, race, and/or political/cultural/religious beliefs when implementing program/project activities.

Integrity
A comprehensive Fraud and Corruption Control Policy is in place at the WA. The Policy outlines our comprehensive definition of corruption and fraud and mechanisms for reporting cases of corruption or fraud, and corrective actions. As per the policy, mechanisms for preventing and detecting corruption include:
• our annual internal auditing exercise
• a biennial review and evaluation of corruption risks across all business units
• an annual review of strategies to assess corruption risks within the WA
• ensuring that all employees are aware of relevant information about preventing corruption; including the Fraud and Corruption Control Policy; at employment and when necessary later on, through proper hierarchy.
• Whistle blowers are encouraged to report to DG on their observations

The policy also includes clauses on the mechanisms for reporting on actual or suspected cases of fraud and corruption, as well as the protection of reporters from punishment, slandering or any other consequences of reporting on cases on fraud and corruption. Employees and WA members may report on cases of corruption to their managers, directors or the internal auditor.

Ensuring enforcement and compliance with the Policy is one of the responsibilities of the Board of Directors; the Board in turn is responsible for ensuring the continuous improvement and enhancement of internal mechanisms for the prevention and detection of fraud and corruption. As outlined in previous sections, clauses on anti-corruption and integrity are also touched upon in our Administration, Human Resources and Information Technology Manual, our Finance and Accounting Manual, and our Code of Conduct.

Moreover, the Operational Manual details the process for and criteria upon which potential grantees are screened and selected for funding to ensure transparency and integrity in the fund disbursement process. As per the manual, funding applications go through three levels of screening;
• The pre-assessment committee (PAC) screens all received applications based on a set of pre-set criteria. Screening criteria include proposed program design, sustainability of impact, and track-record of the grantee. Upon reviewing received applications, the committee prepares a summary of its meeting(s), application evaluation sheets, a list of accepted and refused applications with justifications for either decision. Recommendations of the PAC evaluation then go through a second level of screening by the Technical Assistance Committee (TAC);
• TAC reviews and discusses results of the PAC review and ensures that evaluations are just, transparent, and compliance with WA criteria for fund disbursement. Recommendations of the TAC assessment are then forwarded to the DG for approval before passing to the final screening committee, the Projects and Programs Committee (PPC).
• PPC is the decision making committee, it reviews recommendations of the PAC and/or TAC, requests additional information if needed, and makes final decisions accordingly.

To avoid conflicts of interest at the fund disbursement phase, the Operational Manual prohibits provisioning funds to entities headed by WA governance or senior management teams. Exceptions are only made when the potential grantee has exceptional value added over its peers. In such a case, the relevant WA governance body or senior management member is prohibited from contributing to assessing or making decisions about the proposed partnership and it is prohibited to provide administrative costs for the said project. Finally, a system for complaints is in place.

Sustainable Procurement
To ensure ethical and transparent procurement practices across our value chain, the Administration, Human Resources and Information Technology Manual (Administration Manual) details procurement procedures and vendor selection mechanisms. Vendors are selected as per set criteria and through a selection committee to avoid biased selection. Our zero tolerance for non-ethical performance is demonstrated by the fact that we investigate and when needed take corrective actions against the slightest signs of misconduct. A system for complaints is in place if/when needed.

Contractors and suppliers with a history of corruption, or who are suspected to be corrupt are recorded on a black list which the WA does not deal with. Suppliers, however, are not screened based on their own environmental, social or governance performance. Suppliers from the country of operation are preferred and external suppliers are only relied on when necessary. Currently 95% of our suppliers are locally based.

Commitments
We are keen on maintaining high levels of employee retention and satisfaction, as well as managing our workforce with utmost efficiency. Accordingly, we are committed to enhancing our employee engagement strategy to ensure higher levels of satisfaction and morale.

C. INSTITUTIONAL MANAGEMENT AND PERFORMANCE

In addition to a strong and well-defined governance and oversight system, we have developed the Governance Manual which includes a set of policies to ensure efficient and effective management at the institutional and operational level. All of our work is regulated by a set of clear policy manuals, which are discussed in different sections of the report

Further to that, we see abiding by best management practices and frameworks as a key pre-requisite to achieving our mission efficiently and effectively. The executive team in particular is empowered to recommend, discuss and seek the advice of BoD and BoT members on institutional performance. Whenever the need arises, changes are introduced and are accompanied with the executive's team's commitment, as well as the support and oversight of the governance body.

Staff members are heavily involved in the introduction of the various institutional developments. Key institutional developments introduced over the three years are briefly summarized below:

Quality Management

To ensure quality and efficiency across core administrative aspects of our operations, both the Finance Department and the Administration Department have received the ISO9001 certification since the year 2004. A Quality Management unit is in place and its staff members are certified ISO trainers and thus provide certified departments with the needed technical support. A Quality Policy and a Quality Management System Manual (Quality Manual) are in place to ensure that clarity of roles, responsibilities of the units in assuring quality, and the clarity of mechanisms needed to do so. The Quality Policy is specific to the Finance and Administration Departments, and states the Quality objective of both departments which is "to provide highest quality financial, administrative and information technology services to the Director General and other departments and projects and the Association." The Quality Manual describes the Quality Management System of the Finance and Administration Departments; it clearly outlines the scope of activities of both departments, and responsibilities related to assuring quality. During the upcoming year, ISO 9001 certification will be extended to two more departments, namely the Old City Jerusalem Revitalization Program and the Program Operations Department.

Enterprise Resource Planning (ERP)

The Welfare Association encompasses a variety of activities ranging from program implementation to fund disbursement. To ensure consistency and quality across our operations, we started introducing an Enterprise Resource Planning software (ERP) to mirror and integrate already existing systems and ensure consistency across all WA departments. To facilitate the introduction of the ERP, we enhanced the capacity of select staff-members to become in-house ERP trainers. We started introducing the ERP by analyzing all WA processes, and detailing undocumented ones. The ERP will be functional across the WA by end of the year 2014.

We are finding the process of introducing the ERP as equally beneficial to having an ERP system in place. To elaborate, reviewing all processes and policies enabled us to identify 30 key institutional processes and policies that were in need of enhancement; and thus have been enhanced. Introducing the ERP has also allowed us to standardize all of our manuals, ensure harmony across departments, and automate report generation on anything within the institution. We see the introduction of the ERP as a key milestone towards enhancing our ability to monitor and assess our impact, as it will help us automate data aggregation, reduce time needed to clean data, and in turn facilitate future impact assessments.

Information Technology

The Information Technology Unit's mandate, roles and responsibilities are clearly outlined in the IT section of the Administration Manual. Apart from ensuring that the WA is sufficiently equipped with needed hardware and software to perform its activities in an efficient and secure manner, the Unit's 2011-2013 strategy was also focused on shifting the WA towards a virtual and digitized work environment; which we see as key to enhancing efficiency, speed, and reducing administrative burdens off WA employees; and designing a secondary disaster recovery site outside Palestine to ensure data accessibility and work continuity in cases of emergency. The Amman recovery site is in place and introducing a second recovery site is currently being explored. Further to that, the unit conducts daily, weekly, monthly and annual data backups and ensures secured storage.

Commitments

To further our efforts to achieve excellence in internal management and operations, we are committed to:
- Extending ISO 9001 certification to the Old City Jerusalem Revitalization Program and the Program Operations Department
- Launching the ERP system

D. ENVIRONMENTAL SUSTAINABILITY

Our commitment to Environmental sustainability is twofold. We are committed to mitigating our operations' impact on the environment and, supporting projects with environmental sustainability at their core.

Internal Efforts

While no written green office policy exists yet, the WA is committed to mitigating impacts of its operations on the environment. Currently, we are tracking materials consumed at significant locations of operation (Ramallah), which is our first step towards managing and mitigating our environmental footprint. The below table summarizes materials consumed by the Welfare Association through its Ramallah operations during the year 2013:

MATERIALS CONSUMED BY WA'S RAMALLAH OFFICES

	Annual Consumption Rate	Consumption Rate/Employee
Water	384 M³	6.19M³
Paper	1,299 KG	20.95 KG
Fuel consumed by WA vehicles	10,142.55 Litres	163.5 Litres

To mitigate our impact on the environment, we have mainstreamed a set of practices to further this commitment including:

- Setting all printers on double-sided printers
- Relying on shared printers only; minimizing the use of personal printers
- Digitizing most of our systems to minimize printing and paper consumption and eventually becoming a paperless organization
- Introducing a strong video-conferencing platform to minimize travel and increase reliance on e-meetings
- Started the development of mobile application to minimize reliance on printed reports
- Enhancing lighting, insulation, and other aspects of the current WA Palestine offices to ensure greater efficiency and lower environmental impact
- Digitizing communication across the WA which has significantly reduced paper consumption
- Setting all air-conditioners to 22 Degrees Celsius to conserve energy
- Ensuring that work from the office stops at 5pm to reduce energy consumption
- Designing the Palestinian Museum's buildings, and new WA Palestine offices in compliance with green building standards.

External Efforts

Numerous environmental initiatives have been undertaken and supported by the WA, most of which promote the use of alternative and renewable energy. Below is a brief overview of some of the Welfare's innovations regarding environmental stewardship and preservation over the past year:

- **One Million Trees Campaign in Palestine**
  The 'One Million Trees' Campaign aims to rehabilitate and sustain the natural resources - in the form of plant life - of marginalized localities in Palestine. It is being implemented by the Arab Group for the Protection of Nature, in cooperation with the Palestinian Farmers Union (PFU) and funded by the New Alfadl Trust. The project is aiming to support 195 farming families living in poor socioeconomic conditions by improving their food security, and enabling them to generate sustainable income by selling their food products in the local market. Furthermore, the project also has a significant positive environmental impact, as it increases green areas, reduces soil erosions, and will reduce the risk of land confiscation by the Israeli authorities.

- **Wadi Gaza Program**
  This project is part of a wider program that aimed to develop the Wadi Gaza Village in Palestine. The project was funded by the Kuwait Bank for Arabic Economic Development, and implemented by WA. It assisted 100 farmers in replanting their lands, with olive trees in particular, which have been a primary source of income for generations in Palestine. In addition to the economic impact, there is also the positive environmental impact that comes with planting many trees.
  Furthermore, we have designed and planned to create a solar energy system within the Wadi Gaza health center that would provide it with reliable and sustainable energy, and are currently in the process of constructing it.

- **Recycling the Organic Waste of "Al Nakhil" to Feed Livestock**
  This projects works on converting the organic wastes of the "Al Nakhil" plantations from being a burden, and instead using it for producing animal feed for livestock. As a part of this project, a manufacturing unit was created to process the organic waste, and has produced approximately 50 tons of animal feed that was distributed to livestock breeders.

Commitments

We are committed to reducing our environmental footprint, as well as contributing to furthering environmental sustainability in Palestine. Accordingly we have committed to:

- Put the mobile application in practice to be used for digitally communicating reports during all major meetings and minimize reliance on print publications which will further minimized paper consumption by at least 50% upon launching the e-mobile application.
- Conducting a comprehensive consultation on our operation's environmental footprint, areas/activities with the largest environmental impact, needed assessments and mitigation exercises and using results to mitigate and track impact on the environment during upcoming years.

Our upcoming strategic plan (2014-2016) includes solid commitments to enhance our role in fostering the culture and practice of environmental sustainability in Palestine. These include:

- Implementing at least five projects that focus on the creation of more environmentally sustainable communities and raising awareness around the topic annually;
- Developing and implementing a policy to facilitate the integration of environmental sustainability principles across all WA programs and partners.

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Independent Auditor's Report

To the General Assembly of
Welfare Association
Geneva - Switzerland

We have audited the accompanying financial statements of *Welfare Association,* which comprise the statement of financial position of as of *December 31, 2013,* and the statements of activities, statement of changes in net assets, and cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the United States of America Statements on Financial Accounting Standards No. 117 applicable to Not-For-Profit Organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements, give a true and fair view of the financial position of *Welfare Association* as of December 31, 2013, its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and the United States of America Statements on Financial Accounting Standards No. 117 as applicable.

Yacoub El-Yousef
Partner
Saba & Co.

Ramallah
27 April 2014

Statement -A

Welfare Association, Geneva
Statement of Financial Position
As of December 31, 2013

	Note	2013 USD	2012 USD
Current Assets:			
Cash and deposits with banks	5	10,632,745	12,860,453
Accounts receivable and other debit balances	6	1,072,538	613,894
Investments carried at fair values	7	62,772,781	55,532,650
Arab Fund - Endowment Assets	8	1,500,000	1,500,000
Total Current Assets		75,978,064	70,506,997
Long Term Assets			
Fixed assets, net of accumulated depreciation	9	1,816,100	465,890
Total Long Term Assets		1,816,100	465,890
Total assets		77,794,164	70,972,887
Current Liabilities			
Accounts payables and accrued liabilities	10	848,061	556,876
Total current liabilities		848,061	556,876
Long term liabilities:			
Reserve for employees end of service benefits	11	2,775,319	2,379,930
Total long term liabilities		2,775,319	2,379,930
Total liabilities		3,623,380	2,936,806
Net Assets: (Statement - C)			
Unrestricted net assets		2,799,771	1,668,448
Temporarily restricted net assets		13,256,960	14,580,015
Total endowment fund	13	58,114,053	51,787,618
Total net assets		74,170,784	68,036,081
Total liabilities and net assets		77,794,164	70,972,887

See notes to financial statements

Dr. Tafeeda Jarbawi
Director General
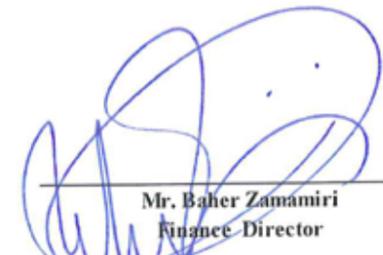
Mr. Baher Zamamiri
Finance Director

Our Donors

MEMBERS

Abbas Abdul Jalil
Abdul Halim Muwahed
Abdul Mohsen Al•Qattan
Adalat Nakkash
Adnan Soghaier
Akram Shakhshir
Ali Radwan
Anis Kasim
Bank of Jordan
Bashar Nahawi
Bassam Kanaan
Dar Al Handasah
Dina Kaloti
Fadi Abu Ali
Fahmi Al Husseini
Faisal Alami
Farid Khaleifeh
Fatima Abu Ghazaleh
Fawaz Zu'bi
Fouad Bawarchi
Gamal Abouali
Ghiath Sukhtian
Hani Al Kalouti
Hashem Hashem
Hashim Shawa
Huda Kitmitto
Hussam Khoury
Ibrahim Jalal
Issam Dahmash
Khaled Kaloti
Khalil Othman
Late Mohammad Said Nabulsi
Luay Khoury
Marwan and Abida Al Sayeh
Misha'l Abu Shkhaidem
Mohamed Abu Issa
Mohammad Sadiayh
Mohammed Ali Yasin
Munib Masri
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Nabil Qaddumi
Nada Al Nashif
Omar Abdul Hadi
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Omar Al•Qattan
Rabea Ataya
Raed Kanaan
Randa Salti Huneidi
Riad Kamal
Rula Alami
Samer Khoury
Samir Abdul Hadi
Sawsan Asfari
Sawsan Jafar
Suheil Sabbagh
Taima Khoury
Tarek Asad
Tayseer Barakat

Waddah Barkawi
Wael Al Ghalayini
Yousef Asad
Yusef Abu Khadra
Yusuf Alami

GOVERNMENT SUPPORT

Australian Embassy • Lebanon
British Consulate Palestine
British Embassy – Lebanon
Government of Sharja• UAE

INTERNATIONAL ORGANIZATIONS

European Commission (EC)
Humanitarian Affairs (OCHA)
Open Society Foundation (OSF)
UN Office for the Coordination of
UNESCO
Welfare Association – UK

FOUNDATIONS

Al Mobarrakon Youth Society
Al Nour Charitable Foundation and
Al Qasimi Executive Office
HH Sheikha Jawaher Bint Mohammad
Nazareth Fund
the New Al Fadel Trust

FUNDS

Arab Fund For Economic & Social
Arab Monetary Fund (AMF)
Development
Development (AFSD)
Islamic Development Bank (IDB)
Kuwaiti Fund for Arab Economic

CORPORATE SECTOR

ABC Bank
Abdulhadi Eye Hospital
Abraaj Group
Al Eqbal Investment Company
Al Habtoor Group
Al Hani Construction & Trading Company
Al Istiklal Hospital
Al Mukawilon Company
Al Nabulsi & Al Amad
Al Nasher
Al Wataniya Mobile
Amiral Maritime Services
Anabtawi Group
Arab Bank
Arabtech Jardaneh Engineers
Aramex
Association of Banks in Palestine
ATICO • Fakhreddin Group
Bank of Jordan
Bank of Palestine
Barakat Travel Company

Bayt.com
Bayt.com Employees
Biolab Company Employees
Bir Zeit Pharmaceutical Company (BPC)
Byder for Development and Real Estate
Consolidated Contractors Company (CCC)
Crescent Petroleum
Dalal Abu Amneh Band
Dan Holding Group
Drake & Scull International PJSC
Elia Nuqul Group
Endowment through Union Bank of Switzerland UBS
Farah Hospital
Gezairi Transport
HBK Investments Advisory SA
Hikma Pharmaceutical Limited
Industrial Company for Sanitary Tools
Jerusalem Cigarettes Company
Khatib & Alami
Levant Shipping & Transit Company •
MID Contracting Company
Middle East Projects Development Ltd
Nakhleh Company
National Paints
Nazarene Tours
Nazareth Academy
Nuqul Group
Owais Palace
Palestine Commercial Bank (PCB)
Palestine Construction Product Company (PCP)
Palestine Investment Fund (PIF)
Paltel Group
Pharmacare PLC
Pricewaterhouse Coopers
Projacs International
Technical Trading Company
Trust International Insurance
United Sports of Lebanon

INDIVIDUALS

Abdulla Abu Kishk
Abdel Afou Aloul
Abdel Hay Zaloom
Abdul Mohsen Al Fowzan
Abdul Muhsen Abu Shkhaidem
Abdul Qader Amr
Abdul Qader Khattab
Abdulkareem Al Shawwa
Abdullah & Intesar Khaleifeh
Abdullah Bashir
Adel Dajani
Adib & Reem Habayeb
Adnan Abou Sharar
Adnan Awwad
Ahmad Abu Sha'ar
Ahmad Bashir
Ahmad El Jundy
Ahmad Kobrosi

Ahmad Obiedat
Akef Al Zu'bi
Al Shihabi Family
Ali Armoush
Ali Munther
Ameen Shakhshir
Amir Abu Ghazaleh
Amjad Al Aryan
Aref Zalatimo
Ashraf Al Jurf
Ayman Abu Ghazaleh
Azmi Abu Asad
Badr Jafar
Baha' Nahawi
Baher Zamamiri
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Basel Abdul Latif
Basel Jouhari
Bashir Alami
Christian Bruhe
Dalia Al Sayeh
Deema Ershaid
Dina Al Shawa
Eddie Farah
Emad Younis
Emadaldeen Al Haj Abdulrahman
Ezzeddine Al Aryan
Fadi ElHindi
Fadi Hindo
Faisal Fayyad
Faisal Khalifeh
Faisal Sukhtian
Falak Al Shawwa
Family of the Late Nizar Jardaneh
Family of the Late Shakour Abu Ghazleh
Family of the Late Tayseer Nabulsi
Family to Family – Lebanon
Family to Family Committee • Dubai
Farouk Abu Hamdeh
Farouk Zuaiter
Fatima Al Hussaini
Fayzeh Sha'ashaa
Feryal Al•Mohtadi
Firas Khalifeh
Gazal Kamal
Ghada Kakeish
Ghassan Jayousi
Ghassan Shakhshir
Hala Bazzar
Hala Faraj
Hala Hammad
Hameed and Sawsan Jafar
Hana Saadeddin
Hani Barghothi
Hania Al Shawwa
Hasan Al Masri
Hassan Salem
Hazem Nusaiba
Huda Jardaneh
Huda Shawa
Humam Mufti

Humam Shawwa
Hussam Al Sharif
Ibrahim Badran
Ibrahim Barakeh
Ihsan Abu Ghazaleh
Imad Kamal
Issam Al Khatib
Jaafar Hijjawi
Jacline Sawar
Jana Masri
Jardaneh Family
Jihad Al Ostta
Junid Khazanji
Kareem Al Sayeh
Khaled Masri
Khaled Daoudi
Khaled Olayyan
Khaled Salaymeh
Khalil Al Soutari
Laila Miqdadi
Lebanese Families
Lina Zaloum Khalifeh
Linda Shawa
Maha AbdulMajid
Maha Abu Ghazaleh
Maher Anabtawi
Maher Kaddoura
Mahmoud Al Taher
Mahmoud Sarhan
Manal Tubeileh
Manar Awawdi
Manhal Loulas
Mariam Ka'wash
Mazen Al Khatib
Mazen Qupty
Mazen Sadik
Mazen Tantash
Mohammad Abu Ghazaleh
Mohammad Naja
Mohammad Rajab
Mohammed Rashwan
Mouawiah Tamimi
Muna Tubeileh
Munir Khoury
Munther Fahoum
Mustafa Miqdadi
Mustafa Nasser Eddin
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Nabil Habayeb
Nader Al Khalili
Nader Qaddumi
Nadia Takriti
Nafez Al Hussaini
Naser Nabulsi
Naser Kamal
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Nouha Alami
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Omar and Kareem Abu Khadra
Omar Khalifeh

Osama Al Aryan
Othman Budeir
Ouf Awadallah
Paul Dudley Hart
Qasem Abdel Hadi
Raghdah Jardaneh
Raja' Fayyad
Rajaei Dajani
Rami Khalifeh
Rana Khatib
Randa Tannous
Rashad Toukan Rawan Yaqub
Rawdah Al Hudhud
Rula Alami
Saadeddin Family
Sa'ed Budeiri
Saed Nashef
Sahar & Farid Khaleifeh
Salam Nabulsi
Samar Alami
Sameer Abu Shanab
Samir Aloul
Samir Aweidah
Samir Jarrar
Sana' Taba'a
Sawsan Saadeddin
Shadia Touqan
Siham Khalidi Budeiri
Sons of Late Youssef•
Mohammad Al Alami
Suha Yaghi
Suleiman Naim
Sumaya Abu Ghazaleh
Susan Khoury
Taghrid Sadeq
Talal Naser Eddin
Tamer Al Salah
Tareq Abdulla
Tayseer Wahbe
The Students of Ibrahimieh
College in Jerusalem
Usama Abu Ghazaleh
Wael Sajdi
Waleed Al Ghafari
Walid Salman
Yacoub El Yousef
Yasin Shanshal
Yasmeen Al Khoudary
Yasmina Al Sayeh
Yousef Barghouthi
Yusra Abdulraheem
Zaha Kamal
Zaid Kylani
Zain Kamal
Zeid Al Ahmad
Zuheir Alami

Our Partners

EDUCATION

Altufula Center, Nazareth Nursery Institution , Arab Cultural Society - Nazareth - Elhawakeer, Association for Society, Agriculture & Environment Development , Hewar - The Arab Association for Alternative Education , Al Mabara Charitable Association , Al Majed Rehabilitation Institution , Al-Aqsa University -Gaza , Al-Azhar University -Gaza , Al-Helal Sporting Club – Gaza , AL-Mosaddar Society for Rural Development , EL-Wedad Society for Community Rehabilitation - Gaza Children Orphaned by the Israeli Attacks , Gaza Community Mental Health Program , Ghassan Kanafani Developmental Association - Gaza Strip , Islamic University - Gaza , Ministry of Education and Higher Education - Gaza , Palestine Save the Children Foundation , Public Aid Society , University College of Applied Sciences , Women College Graduates Society in Gaza Strip , Women's Affairs Center (WAC) , Al- Najdeh Association -Lebanon , Community Based Rehabilitation Association - Lebanon , Fraternity Association for Social and Educational Work , General Union of Palestine Women - Lebanon , Ghassan Kanafani Cultural Foundation, Lebanon , Palestinian Student Fund (PSF)-Beirut - UNRWA , Arab Resource Center , Association for the Development of Palestinian Camps , Development Action Without Borders- Naba'a , The National Institution of Social Care and Vocational Training - Unite Lebanon Youth Project , A.M. Qattan Foundation , Al- Ibrahimieh Community College - Jerusalem , Al Quds University , Al-Kuttab Charitable Association - Jerusalem , Al-Najah National University - Nabuls , Alnayzak for Supportive Education & Scientific Innovation , Al-Rihiyah Local Council , Aqaba Rural Women Society , Arab American University - Jenin , Arab Orphan's Committee - Jerusalem , Armenian Patriarchate of Jerusalem , Attadamon Charitable Society , Bethlehem University , Birzeit University , Cultural Forum Society , Dar El-Tifl Al-Arabi-Jerusalem , Early Childhood Resource Center , Emleson Women Society , Faisal Husseini Foundation , Freres School , Hebron University - Hebron , Hope of Light School for Visually Impaired , Industrial Islamic Orphanage- Jeusalem , Palestine Polytechnic University - Hebron , Palestine Technical University - Khadoury , Palestinian Vision - Jerusalem , Roman Catholic Patriarchate , Silwan Charitable Society , Society of Islamic Sciences Cultural Committee , Spafford Children Center , The Greek Catholic Society Annunciation , Tubas Charitable Society , Wajdi University College of Technology , Women's Center- Shu'fat Camp , Women's Programes Center – Rafah.

CULTURE

Al-Qasemi Academy , Alsebat Association for Heritage Preservation, Altufula Center, Nazareth Nursery Institution , Al-Najdeh Association -Lebanon , Arab Palestinian Cultural Club , Arab Puppet Theatre Foundation (APTF) , Al Holeh Association , Al Kamandjati - Arab Resource Center For Popular Arts , Association for the Development of Palestinian Camps , General Union of Palestinian Women , Ghassan Kanafani Cultural Foundation , Palestinan Arab Center , The National Institution of Social Care and Vocational Training , A.M. Qattan Foundation , Ahli Alquds Club , Al-Kasaba -Theatre & Cinematheque , Al-Mada for Arts , Based Community Development , Al-Mahatta Gallery , Ashtar for Theatre Productions & Training - Association Restropovich Vishnevskaya (ARV) , Burj AL-Luqluq Social Center Society , Dar El-Tifl Al-Arabi-Jerusalem , Hebron Rehabilitation Committee - Hebron , Ina'ash Al-Usrah Society - Al-Beireh , Jenin Municipality -Jenin , Mr. Adel Al-Budeiri on Behalf of Al-Budeiri Waqf , Nablus Restoration Community , Old City of Jerusalem Revisation Program (OCJRP)- Welfare

Association , Palestinian Art Court - Al-Hoash , Palestinian Vision - Jerusalem , Popular Art Center , Spafford Children Center , Tamer Institute for Community Education , The Edward Said National Conservatory of Music , The Episcopal Church in Jerusalem & the Middle East, Episcopal Music School , The Khalil Sakakini Cultural Center , The Palestinian Museum , WAY, Welfare Association for Youth , Young Artists Forum.
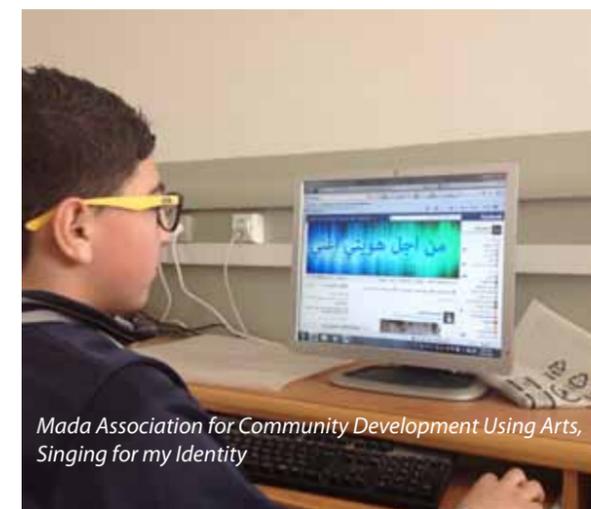
COMMUNITY DEVELOPMENT

Al-Zahraa Organization for the Advancement of Women , Association for Arab Youth - Baladna- Hifa , Association of the Child , Movement of Democratic Women In Israel , Nazareth Academic Institute , Sidra Association- Neqab , The Nazareth Hospital , Al Wefaq Relief & Development Society , Al-Wafa Rehabilitation Society - Gaza , Atfaluna Society for Deaf Children- Gaza , Child Friends Society , Friends' Society of Visually Impaired Rehabilitation , Gaza Community Mental Health Program , Gaza Municipality - Gaza , Health & Society Development Foundation WESAL , Islamic University - Gaza , Jabalia Rehabilitation Society - Gaza , Jabalia Youth Sport Club , Ministry Of Agriculure - Palestine Save the Children Foundation , Palestinian Medical Relief Society-Gaza , Palestinian Society for Developmental Training & Family Rehabilitating , Public Aid Society , Red Crescent Society - Gaza , Right to Live Society - Gaza , Several Farmers & Fishermen in Gaza , Society for the Care of the Handicapped in the Gaza Strip - Society of Physically Handicapped People - Gaza , The Edward Said National Conservatory of Music , The Mercy Association for Children-Gaza , The National Society for Rehabilitation-Gaza , Union of Health Work Committees - Gaza , Abu-Jihad Al-Wazir Institute For Rehabilitation of Handicapped, Al- Najdeh Association -Lebanon , Arab Resource Center , Institute for Palestinian Studies , Nabeel Badran Handicapped Center , National Institute for Social Care and Vocational Training , Palestine Red Crescent Society- PRCS , Women's Humanitarian Organization , American University of Beirut , Community Based Rehabilitation Association , Development Action Without Borders- Naba'a , Ghassan Kanafani Cultural Foundation , Health Care Society , Palestinian Arab Women League , The National Association For Vocational Training and Social Services , The National Institution of Social Care and Vocational Training , The Popular Aid for Relief and Development , Women's Humanitarian Organizationv African Community Society , Addameer Prisoners Support & Humanrights Association , Al-Ansar Club - Jerusalem , Al-Aroub Camp Charity Society , Al-Najah National University - Nabuls , Arab Development Society , Atta Services aid to the aged , Augusta Victoria Hospital –Jerusalem , Blind Soceity , Burj AL-Luqluq Social Center Society , Cultural Forum Society , East Jerusalem Young Men Christian Association - YMCA , Federation of Palestinian Chambers of Commerce, Industry & Agriculture , Hawwa Society Center for Culture& Arts , Hebron Rehabilitation Committee - Hebron , Institute for Palestinian Studies , International Labour Organization (ILO) , Jenin Charitable Society , Jenin Municipality -Jenin , Jerusalem Center for Human Rights , Juzoor for Health & Social Development - Juzoor , Leaders Organization - Ramallah , M. Ali Muhtaseb & Sons Association , M. Ali Muhtaseb Hospital -

Hebron , Mabarah - The Islamic House Of Mercy for The Old , Makassed Islamic Charitable Hospital-Jerusalem , Ministry of National Economy , Nablus Municipality , Nuralain Society for the Blind and Visually Impaired , Old City Youth Association - Jerusalem , Palestine Monetary Authority , Palestine Red Crescent Society- ALBireh , Palestine Red Crescent Society - Jenin Branch , Palestine Technical University - Khadoury , Palestinian Education for Employment Foundation , Palestinian Farmers Union , Palestinian Red Crescent Society- Bani Naim Branch , Palestinian Red Crescent Society Hospital-Jerusalem , Palestinian Water Authority , Palestinian Youth , Red Crescent Society- Tulkarem , Social Reform and Charity Society - Azzon , St. John Eye Hospital , St. Joseph Hospital - Stars of Hope Society "Empowerment of Women with Disabilities" - Tarqumia Charitable Society , The Arab Chamber of Commerce & Industry - Jerusalem , The Jerusalem Princess Bassma Center for Disabled Children , The Union

of Agricultural Work Committees , Tulkarem Municipality - Tulkarem , United Nation Relief and Works Agency for Palestine Refugees (UNRWA), Women's Center- Shu'fat Camp.

EMERGENCY & HUMANITARIAN ASSISTANCE

A.M. Qattan Foundation , Afaq Jadeeda Association , Al-Bait Assamed Association Society , Arab Center for Agricultural Development - Gaza , Beit Lahia Development Association , Dar Al Huda Association for Childhood Care , Gaza Cultural and Development Group , Jabalia Rehabilitation Society - Gaza , Ma'an Development Center- Gaza , Nour El Marifa Association - Palestinian Medical Relief Society-Gaza , Public Aid Society , Qarara Society for Social Development , The Islamic Society - Rafah , The Mercy Association for Children-Gaza , The Palestinian Early Childhood Programs , Al- Najdeh Association -Lebanon , National Institute for Social Care and Vocational Training , Red Crescent Society For Gaza Strip.

Burg Allaqlaq - Al-Quds

YMCA Al-Quds

Mada Association for Community Development Using Arts, Singing for my Identity

Al Bayara Opening, Tulkarem

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Audit and Compliance Committee

Board Of Directors

Award Committee

Programs and Projects Committee

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Abida AlSayeh, Nora Shawwa, Rana Sadik, Randa Salti Huneidi, Sa'd Abdul Hadi.

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Bassam Kanaan, Yousef As'ad.

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Bassam Kanaan, Hashim Shawwa, Khalil Hindi, Khalil Othman, Sabi Kanaan.

Museum Taskforce
(17 members)
Omar Al-Qattan, Chairperson
Huda Kitmitto, Luay Khoury, Mamdouh Aker, Marwan AlSayeh, Nora Shawwa, Omar Al-Shawwa, Rami El-Nimer, Rasheed Khalidi, Rula Alami, Sahar Huneidi, Samer Khoury, Sawsan Alfahoum Jafar, Sawsan Asfari, Taima Kawar, Zina Jardaneh.

BOT WA-Lebanon
(7 members)
Faisal Alami, Chairperson
Fouad Bawarshi, Ghassan Abu Sitta, Nada Al Nashif, Rami Nimr, Samir Jarrar, Wafa Yassir.

BOT WA-UK
(9 members)
David Freeman, Chairperson
Baroness Tonge, Chris Elias, Clare Short, Hanan Al-Afifi, John McHugo, Julia Helou, Mona Elisa, Mona Mohtasseb.

GENERAL ASSEMBLY

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Abbas F. "Eddy" Zuaiter
Abdel Rahman Simreen
Abdul Halim Muwahid
Abdul Kader Asakalan
Abdul Mohsen Al-Qattan
Abdulaziz Al Mulla
Abeer Audeh
Abida AlSayeh
Adalat A. Nakkash
Adel Afifi
Adnan Soghaier
Ahdaf Soueif
Ahmed M. AlHatti
Akram Shakhashir
Ali Hammad
Ali Radwan
Amer Hashem
Amjad Al Dwaik
Amr Ben Halim
Anis Kassim
Ayman Hijjawi
Azmi Abdulhadi
Azzam Shawwa
Bank of Jordan
Baseem Hashem
Bashar Ayyash
Bashar Nahawi
Bassam W. Kanaan
Bisher Jardaneh
Camile Mansour
Dar Al Handasah
Dina Bseisu
Dina Kaloti
Ennis Rimawi
Fadi Abuali
Fahmi El Husseini
Faisal Alami
Farid Khalifeh
Fatima Abu Ghazaleh Kamal
Fawaz Ghanem
Fawaz Zu'bi
Faysal Rasoul
Fouad Bawarshi
Fouad Dajani
Gamal Abouali
George Abed
George Tawil
Ghaith Sukhtain

Hamid Jabr
Hani Alkalouti
Hashem Hashem
Hashim Shawa
Hatim Zu'bi
Huda Kitmitto
Hussam Khoury
Ibrahim Jalal
Zina Jardaneh
Isam Dahmash
Ismail El-Zabri
Issam Habas
Jamil Jadallah
Jawad Khawaja
Jawdat Al Shawwa
Kamalain Sha'ath
Khaldoun Tabari
Khaled Kaloti
Khaled Kayyali
Khaled Sifri
Khalil Hindi
Khalil Othman
Leith M. Masri
Lina Duweik
Luay Khoury
Majda Mishlawui Labadi
Mamdouh Aker
Marwan AlSayeh
Marwan Shawwa
Mazen Dajani
Mazen M. Masri
Mazin Al Khatib
Mish'al Abo Sukhaidem
Mohamed Abu Issa
Mohammad Dahmash
Mohammed Ali Yasin
Mohammed Ayyash Mulhem
Mohammed Sadiyyah
Mohammed Saffouri
Mona Hammami
Muhannad Kamal
Munib R. Masri
Munir Kaloti
Munzer Khalidi
Mustafa Beidas
Nabil G. Sarraf
Nabil H. Qaddumi
Nabil Hamadeh
Nada Al-Nashif
Nazik Al Hariri

Nora Shawwa
Omar Abdulhadi
Omar Al-Qattan
Omar Al-Shawwa
Omar Kamal
Omar M. Masri
Osama Hashem
Rabea Ataya
Raed Kanaan
Raghdah Naboulsi
Rami El-Nimer
Rami Malhas
Ramzi Dalloul
Rana Muwahid
Rana Sadik
Randa Salti Huneidi
Rasheed Khalidi
Rawya Shawa
Riad Kamal
Rula Alami
Sa'ad Abdul Hadi
Sabi Kanaan
Safwan Masri
Sahar Huneidi
Said Khoury
Saleh Jallad
Salman Abbasi
Samer Khalidi
Samer Khoury
Samir Abdelhadi
Samir Ashour
Samir Jarrad
Sawsan AlFahoum Jafar
Sawsan Asfari
Suad Amiry
Suheil Sabbagh
Taher Kanaan
Taima Khoury Kawar
Tarek Asad
Tarek Sakka
Tayseer Barakat
Zuhair Asfour
Waddah Barkawi
Wael Al Galyani
Wael Kanaan
Wafa Yassir
Wahbi Tamari
Walid Hajj
Walid Kayyali
Yasser Hashem

Yousef Al Hassan
Yousef Asa'ad
Yusef Abu Khadra
Yusef Alami
Zade Zalatimo

HONORARY MEMBERS

Hanan Ashrawi
Basel Amin Aql
Sabih Al Masri
Soad AlSabah

MEMBERS WHO PASSED AWAY DURING 2013

Mohamed Said Nabulsi
Saad Abdul Latif

EXECUTIVE TEAM
SENIOR MANAGEMENT

Tafeeda Jarbawi
Director General

Baher Zamamiri
Director of Finance

Fadi Hindo
Internal Auditor

Jack Persekian
Director of the Palestinian Museum

Khaled Daoudi
Director of Program Operations

Mohammad Naja
Director of Administration

Naser Al-Aloul
Director of Resource Development & Communication

Rana Khatib
Director of Research & Planning

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

RAMALLAH OFFICE

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

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

JERUSALEM OFFICE

Ahmad Abu Lafi
Ahmad Bakri
Amal Abulhawa
Bashar Al-Husseini
Deema Ameereh
Feras Kaluti
Hazem Quneibi
Lina Al-Dissi
Mohammad Hdeab
Nabil Al Muaquet
Nour Anabtawi
Rasha Jaber
Saber Abul-Hawa
Samer Rantisi
Wafa' Al-Der
Zuhdi Bali

GAZA OFFICE

Abdel Aziz Abu Hassira
Abdul-Rahman Abu-Nada
Alaa Al-Shorafa
Atef Al-Ghussein
Eyad Balawi
Fadi El-Hindi
Fahmi Abu-Shaaban
Freih Al-Najjar

Haytham Al-'Attar
Maha Muheisin
Mohammad Al-Muqaeid
Mohammed Abu-Ramadan
Mohammed Al-Jaro
Mohammed Hasanin
Rana Abu-Mugheissib
Riham Al-Eila
Samar Al-Batroukh

PALESTINIAN MUSEUM

Abir Qasem
Diana AbuAli
Dirar Abi Kteish
Hala Shrouf
Husam Al-Aref
Lena Soboh
Nisreen Natour
Obour Hashash
Orwa Al-Ahmad
Rana Anani
Raneen Kirresh
Saleem Azar
Yara Saqfalhait

AMMAN

Adel Said
Ala' Sinan
Amjad Al-Aydi
Dalal Salameh
Khaled Shaka'a
Malek Faqeeh
Nisreen Yassin

LEBANON

Hussien El-Hmoud
Jamal Husami
Mohammad Zouri
Mohammed Al Hourani

Salma Al-Yasir
Sireen Fattoum
Wafaa Kasseem

UNITED KINGDOM

Caroline Qutteneh
Director

Gaza Team

Amman Team

Lebanon Team

BOT Members and WB staff in Ramallah

MANAGEMENT APPROACH

At the Welfare Association, we believe that achieving sustainability significantly enhances our ability to fulfill our mission, and contribute to the progress of Palestine and Palestinians. This stems from the realization that achieving sustainability at the internal operations level is a necessary pre-requisite to achieving other pillars of sustainability; as it ensures continuity. This is especially true in the Occupied Palestinian Territory where continuity and growth are constantly at risk given the turbulence that results from the occupation as well as several other risks. Other risks the WA faces as it strives towards excellence in sustainability performance include the deteriorating capacities of civil society organizations and, the fact that Arab civil society in general is characterized by a lack of transparency and accountability to its stakeholders. Finally, efforts and initiatives that support institutions mitigate their environmental footprint are novel to the Occupied Palestinian Territory. Accordingly, the adoption of environmental sustainability is not an easy endeavor.

Despite the turbulent sociopolitical situation, we have made significant progress in several areas related to sustainability, and are committed to continuing to be pioneers and leaders by example when it comes to achieving excellence and sustainability in performance. We are currently prioritizing the sustainability of our internal operations, especially relating to the introduction of internal management systems that enhance efficiency, enhancing work environment and workforce satisfaction and, assessing and mitigating environmental impact. We believe that mainstreaming sustainability across our own operations will enable us to eventually support members of our value chain adopt sustainability with confidence and capability. The following table summarizes our sustainability approach by performance area:

Performance Area	Approach
Economic	Diversity in funding resources and the proportion of self-generated funding are main indicators of financial sustainability at the WA. Accordingly, our governance body and relevant members of the executive management team continuously keep track of and strive to enhance diversity of WA funding sources, as well as proportion of self-funding at the WA. To ensure maximal impact, we keep track of the indirect economic impacts of our operations through continuous monitoring and evaluation efforts, and target our grant making to entities and initiatives with higher levels of financial sustainability.
Society	The WA is committed to achieving maximal social impact which starts with internal operations that are efficient, transparent, free of corruption and characterized by integrity. Our governance body and executive team are strongly committed to such an approach and the needed monitoring and prevention mechanisms are in place to assure it. Additionally, the Program Operations and Research and Planning Departments continuously strive towards devising and implementing relevant interventions through continuous engagement with the WA's different stakeholders; including relevant government units; and comprehensive monitoring and evaluation framework. Our performance has been very strong in this area and we plan on maintaining excellence by further enhancing our monitoring and evaluation and stakeholder engagement frameworks.
Labor	Employee capacity development efforts, a comprehensive benefits package, and yearly appraisals allow us to foster human capital and continuously engage our work force. Enhancing levels of employee satisfaction through improving the overall work environment at the WA is currently a top priority for the WA. We also plan on enhancing the performance appraisal system to enhance its linkages with the overall WA goals and objectives; this is taking place by tying employee KPIs with those of the WA as whole.
Human Rights	The WA does not tolerate violations to Human Rights and is committed to the protection of Human Rights across its operations. Clear policies on sexual harassment, gender diversity, child labor and non-discrimination, as well as continuous engagement with partner associations; that receive WA funds; enables us to prevent any human rights violation from taking place at the WA or across its operations.
Environmental Footprint	We are committed to enhancing our efforts to assess and mitigate the WA's environmental footprint. We have started by introducing practices to reduce energy consumption as well as increasing investments in environmentally sustainable projects and initiatives. The Administration Unit is working towards comprehensively assessing WA operations' impact on the environment, and introducing the necessary changes to mitigate it.
Product & Client Responsibility	Annual satisfaction surveys allow us to gather the needed stakeholder feedback and insight and maintaining the highest possible levels of accountability and responsibility to both partners associations and primary beneficiaries. We are currently revising our beneficiary satisfaction evaluation tools to allow for gathering deeper insights.

GRI DISCLOSURE TABLE

The table below summarizes Welfare Association's materiality position in relation to each of the GRIG3.1 indicators and guidelines.
● Indicates an indicator that is not material to Welfare Association
● Indicates an indicator that is material to Welfare Association Disclosure indicators are further highlighted according to the reporting level of each indicator, as follows:
● Not Reported (Indicates that are relevant to WA, cases that are confidential, and/or cases where WA lacks relevant information at the moment and is committed to address this lack future reporting)

● Partially Reported (Indicates cases where only part of the indicator may be relevant, and/or cases where WA compiles some but not all relevant information and is working towards reporting fully on them in the future)
● Fully Reported
Disclosure on Management Approach can be found on pages 68.

STANDARD DISCLOSURES PART I: Profile Disclosures				
1. Strategy and Analysis				
Profile Disclosure	Description	Operational Materiality/ Products & services extended materiality	Report Section/ reference	Impact
1.1	Statement on Sustainability from the most senior decision-maker of the organization.	●	Pages 8- 9	●
1.2	Description of key impacts, risks, and opportunities.	●	Pages 26 - 39 Page 68	●
2. Organizational Profile				
Profile Disclosure	Description	Materiality	Disclosure Page / reference	Impact
2.1	Name of the organization.	●	Pages 12 - 13	●
2.2	Primary activities.	●	Pages 12 - 13	●
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	●	Pages 12 – 13	●
2.4	Location of organization's headquarters.	●	Pages 12 – 13	●
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	Pages 12 – 13	●
2.6	Nature of ownership and legal form.	●	Pages 12 – 13	●
2.7	Target Audience and affected Stakeholders; Markets served (including geographic breakdown, sectors served, and types of customers/ beneficiaries).	●	Pages 12 – 13	●
2.8	Scale of the reporting organization.	●	Pages 12 – 13	●
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●	This is our first report.	●
2.10	Awards received in the reporting period.	●	This is our first report.	●

3. Report Parameters

Profile Disclosure	Description	Materiality	Disclosure Page / reference	Impact
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	●	Page 14	
3.2	Date of most recent previous report (if any).	●	This is our first report.	●
3.3	Reporting cycle (annual, biennial, etc.)	●	Page 14	●
3.4	Contact point for questions regarding the report or its contents.	●	Dr. Tafeeda Jarbawi, DG, WA jarbawit@jwelfare.org	
3.5	Process for defining report content.	●	Page 14	●
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	●	Page 14	●
3.7	State any specific limitations on the scope or boundary of the report.	●	Page 14	●
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	●	Page 14	●
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	●	Page 14	●
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g. mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	●	This is our first report.	●
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	This is our first report.	●
3.12	Table identifying the location of the Standard Disclosures in the report.	●	This table.	●
3.13	Policy and current practice with regard to seeking external assurance for the report.	●	This report is not externally assured.	●

GOVERNANCE

Profile Disclosure	Description	Materiality	Disclosure Page number/ reference	Impact
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	●	This is our first report.	●
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●	This is our first report.	●
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	●	This table.	●
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	This report is not externally assured.	●
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	●	Board members not remunerated.	●
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	Page 20 - 21	●
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	●	Pages 18 – 21	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	Pages 12 -13	●
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	●	Pages 18 – 21	●
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	Pages 19 - 20	●
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	●	Our mandate is to achieve positive impact; no precautionary exists except for as part of our monitoring and evaluation tools.	●
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	●	ISO 9001 Certification Pages 55 - 56	●
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations.	●	Page 24	●
4.14	List of stakeholder groups engaged by the organization.	●	Pages 22 - 23	●
4.15	Basis for identification and selection of stakeholders with whom to engage.	●	Pages 22 - 23	●
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	Pages 22 - 23	●
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	●	Pages 22 - 23	●

STANDARD DISCLOSURES PART III: Performance Indicators

Program Effectiveness

Profile Disclosure	Description	Materiality	Disclosure Page / reference	Impact
NGO 1	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	●	Page 46 - 47	●
NGO 2	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	●	Page 46 - 47	●
NGO 3	System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	●	Page 46 - 47	●
NGO 4	Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.	●	Page 47	●
NGO 5	Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	●	Page 47	●
NGO 6	Processes to take into account and coordinate with the activities of other actors.	●	Pages 46 - 47	●

Economic		Materiality	Disclosure Page number/ reference	Impact
Performance Indicator	**Description**			
NGO 7	Resource allocation.	🔵	Page 50	🟢
NGO 8	Sources of funding by category and five largest donors and monetary value of their contributions	🔵	Page 50	🟢
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. Commentaries added to make the indicator specific to the NGO sector.	🔵	Pages 58 – 59	🟢
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	⚫	Operations not affected by climate change.	⚫
EC3	Coverage of the organization's defined benefit plan obligations.	🔵	Page 54 Pages 58 – 59	🟢
EC4	Significant financial assistance received from government.	🔵	None.	🟢
Market presence				
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	🔵	We abide by minimum wage laws in each country of operation. Pages 52 – 54	🟢
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	🔵	We prefer suppliers based in the Occupied Palestinian Territory. Page 55	🟢
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	🔵	Given our geographic situation, most of our managers and staff are locals. Pages 52 – 54	🟢
Indirect economic impacts				
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	🔵	Pages 26 - 39	🟢
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	🔵	Whenever possible and applicable, we assess the indirect economic impact of offered projects and programs. Pages 26 -39	🟢

Environmental		Materiality	Disclosure Page number/ reference	Impact
Performance Indicator	**Description**			
Material				
EN1	Materials used by weight or volume.	⚫	Not resource intensive sector/Reported amount of paper used.	⚫
EN2	Percentage of materials used that are recycled input materials.	⚫	Not resource intensive sector.	⚫
Energy				
EN3	Direct energy consumption by primary energy source.	⚫	Not energy intensive sector/ Reported amount of fuel used for vehicles.	⚫
EN4	Indirect energy consumption by primary source.	⚫	Not a resource intensive, only consume power off main grid in 2 offices.	⚫
EN5	Energy saved due to conservation and efficiency improvements.	⚫	Data still not aggregated.	⚫
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	⚫	We do not offer products. Services are not energy intensive.	⚫
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	🔵	56 – 57 Consumption reductions as a result of such efforts are not aggregated.	🟡
Water				
EN8	Total water withdrawal by source.	🔵	56	🟢
EN9	Water sources significantly affected by withdrawal of water.	⚫	No significant water withdrawals.	⚫
EN10	Percentage and total volume of water recycled and reused.	⚫	No significant water withdrawals.	⚫

	Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	●	We do not operate on or near protected or biodiverse areas.	●
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●	We do not operate on or near protected or biodiverse areas.	●
EN13	Habitats protected or restored.	●	We do not operate on or near protected or biodiverse areas.	●
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	●	We do not operate on or near protected or biodiverse areas.	●
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	●	We do not operate on or near protected or biodiverse areas.	●
	Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.	●	Our operations are not energy intensive.	●
EN17	Other relevant indirect greenhouse gas emissions by weight.	●	Our operations are not energy intensive.	●
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●	Our operations are not energy intensive.	●
EN19	Emissions of ozone-depleting substances by weight.	●	Our operations are not energy intensive.	●
EN20	NOx, SOx, and other significant air emissions by type and weight.	●	Our operations are not energy intensive.	●
EN21	Total water discharge by quality and destination.	●	We do not discharge significant amounts of water.	●
EN22	Total weight of waste by type and disposal method.	●	We do not generate significant amounts of water.	●
EN23	Total number and volume of significant spills.	●	Our operations do not include drilling or the use of liquid fuel near marine areas.	●
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	●	We do not generate hazardous waste.	●
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	●	We do not operate on or near protected or biodiverse areas.	●

	Products and services			
EN26	Initiatives to mitigate environmental impacts of activities, products and services, and extent of impact mitigation.	●	56 – 57	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	●	We don't offer products.	●
	Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	●	No material practice.	●
	Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	●	**Error! Reference source not found.**	●
	Overall			
EN30	Total environmental protection expenditures and investments by type.	●	No material practice and thus expenditure is not significant	●
	Social: Labor Practices and Decent Work			
Performance Indicator	Description	Materiality	Disclosure Page number/ reference	Impact
	Employment			
LA1	Total workforce by employment type, employment contract, and region.	●	Pages 53	●
LA2	Total number and rate of employee turnover by age group, gender, and region.	●	Page 51 No new hires. Turnover rate by age data will be aggregated in 2015.	●
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●	Page 54	●
	Labor/management relations			
NGO9	Mechanism for workforce feedback and complaints, and their resolution	●	Page 52 – 54	●
LA4	Percentage of employees covered by collective bargaining agreements.	●	No association exist for workers in our field in our areas of operation	●
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	●	Page 52	●

Occupational health and safety				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	●	Our work environment is not hazardous to employee health and safety. It is mainly around office space.	●
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region. Commentary added to describe the importance of reporting on injury rates of volunteers. Commentary added to include volunteers.	●	None Page 54	●
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, volunteers, or community members regarding serious diseases.	●	None. Mental health and well-being counseling and training opportunities are planned for the near future.	●
LA9	Health and safety topics covered in formal agreements with trade unions.	●	Our workforce is not unionized.	●
Training and education				
LA10	Average hours of training per year per employee by employee category. Commentary added to include volunteers.	●	Pages 53 - 54	●
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	Pages 53 - 54	●
LA12	Percentage of employees receiving regular performance and career development reviews.	●	Page 53	●
Diversity and equal opportunity				
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	●	Pages 18 - 20 Pages 53	●
LA14	Ratio of basic salary of men to women by employee category.	●	Salaries do not vary based on gender.	●
LA 15	Return to work and retention rates after parental leave, by gender.	●	Page 54	●
Diversity and Human Rights				
Performance Indicator	Description	Materiality	Disclosure Page number/ reference	Impact
Diversity and equal opportunity				
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	●	Pages 54	●
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	●	Pages 54	●
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	●	Page 54	●

Non-discrimination				
HR4	Total number of incidents of discrimination and actions taken.	●	None	●
Freedom of association & collective bargaining				
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	●	Our value chain is not labor intensive nor does it have any material size.	●
Child labor				
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	●	We abide by national labor laws in all countries of operation; eliminating child labor.	●
Forced and compulsory labor				
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	●	Our value chain does not have any material size.	●
Security practice				
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	●	Our security personnel do not deal with our beneficiaries.	●
Indigenous rights				
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	●	None exist.	●
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	●	Pages 44 - 45	●
HR 11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.	●	None exist.	●
Social: Society				
Performance Indicator	Description	Materiality	Disclosure Page number/ reference	Impact
Community				
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	●	Pages 46 – 47	●
SO1 G3.1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	●	Pages 46 – 47	●
SO9	Operations with significant potential or actual negative impacts on local communities.	●	Our work aims at enhancing the situation of local communities and not vice versa.	●
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	●	Our work aims at enhancing the situation of local communities and not vice versa.	●

Corruption				
SO2	Percentage and total number of business units analyzed for risks related to corruption.	🔵	Pages 20 - 21	🟢
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	🔵	Page 52	🟢
SO4	Actions taken in response to incidents of corruption. Commentary added to include volunteers and members of governance bodies.	🔵	Pages 54 - 55	🟢
Public policy				
SO5	Public policy positions and participation in public policy development and lobbying.	🔵	Page 47	🟢
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	⚫	None exist.	⚫
Anti-competitive behavior				
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	⚫	We do not compete, but rather partner with fellow associations.	⚫
Compliance				
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	🔵	None.	🟢

Social: Product Responsibility				
Performance Indicator	Description	Materiality	Disclosure Page number/ reference	Impact
Customer health and safety				
Performance Indicator	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	⚫	We don't offer products or services that impact the health and safety of our beneficiaries.	⚫
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	⚫	We don't offer products or services that impact the health and safety of our beneficiaries.	⚫
Product and service labeling				
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	⚫	We do not offer products. Does not apply to the nature of our services.	⚫
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	⚫	We do not offer products. Does not apply to the nature of our services.	⚫
PR5	Practices related to beneficiary satisfaction, including results of surveys measuring beneficiary satisfaction.	🔵	Page 47	🟢

Marketing communications				
PR6	Programs for adherence to laws, standards, and voluntary codes related to fundraising, marketing communications, including advertising, promotion, and sponsorship.	⚫	None Exist.	⚫
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	⚫	None exist.	⚫
Customer privacy				
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	⚫	We do not manage large databases of confidential customer data. None exist.	⚫
Compliance				
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	⚫	None Exist.	⚫

Statement
GRI Application Level Check

GRI hereby states that **Welfare Association** has presented its report "Three Decades of Philanthropy for Palestine, 2013" to GRI's Report
Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 31 March 2014

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: *Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 19 March 2014. GRI explicitly excludes the statement being applied to any later changes to such material.*

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