



التعاون  
Taawon

# STRATEGIC PLAN 2020-2022

## "Resilience and Empowerment"

Executive Summary





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## We strive for:

Excellence and creativity in all our processes and programs.



## We aim for:

Empowering the Palestinian people and civil society organizations socially and economically, in Palestine and Lebanon.



## What distinguishes our plan:

- Focusing our interventions on four main programs: education, culture, community development and revitalization of old cities.
- Enhancing key interventions to include social and economic empowerment in all components, with a focus on financial sustainability to help advance Palestinian society and its institutions.
- Deepening and empowering strategic partnerships and working with partners to explore new horizons.
- Deepening and developing relations and partnerships with the public and private sector, civil society organizations and UN agencies to establish Taawon as a hub for evolutionary and enabling community work.
- Taawon is a platform for ideas, a center for program initiatives, a catalyst for civil society organizations and is a strategic partner in the social development process.
- Utilizing modern technologies in all internal and external processes; with relevant strategic partners, stakeholders and donors.
- Diversifying and mobilizing funding sources and developing new mechanisms to attract funding.
- Developing communication and outreach mechanisms to demonstrate impact and to build strategic partnerships.

## Introduction

Taawon (Welfare Association) is a non-profit civil society organization, established in Geneva in 1983 by a group of Palestinian and Arab business leaders and intellectual figures, to become one of the largest organizations working in Palestine and the refugee camps in Lebanon. Since its establishment, Taawon has touched the lives of more than a million Palestinians, on an annual basis, with half of these beneficiaries being women. Taawon invested an estimated USD 800 million in implementing development and relief programs at its various locations.

Taawon's record includes more than 37 years of work and reflects a long journey full of achievements supported by solid partnerships and an accumulation of extensive expertise. This record has enabled the institution to overcome many impediments and hardships facing the homeland and to find creative solutions that only enriched its expertise. Operating during crises has helped Taawon's programs respond to needs of the precarious social and economic structures. Taawon maintains a presence in Palestine, Jordan, Lebanon and Switzerland and in Britain through its sister organization.

Based on its pursuit of continuous development and growth and in line with its three-year plan-based approach, Taawon developed its strategic plan 2020-2022. The plan serves to continue to consolidate the foundations it was built on, supported by its administrative, financial and program elements, capitalizing on accumulated achievements to make quantum leaps in performance through the adoption of new strategic trends with smart solutions at the institutional governance level that can show actual programs' impact. These solutions focus on creative initiatives and efficient work mechanisms that utilize modern technology. The initiatives are also grounded on the institutional, programmatic, administrative and financial levels. They aim to maintain the continuity of the institution, taking into account all the necessary legal and practical measures to protect the assets; improving governance so it becomes more agile, while streamlining operations; improving and deepening successful partnerships and developing the endowment while rationalizing expenditures.

Taawon pursues a development vision in proposing and implementing various interventions and programs that are based on its mission to strengthen the resilience of the Palestinian citizens while enabling them to achieve self-reliance amid the difficult circumstances. Taawon takes into account the standards of continuity and sustainability at various levels and within multiple areas, including financial, environmental and impact sustainability, in addition to delivery of services. Taawon relentlessly provides its interventions in the field of humanitarian aid to citizens within its areas of operation in cases of disaster and emergencies while maintaining the path of developmental interventions. Moreover, through its emergency relief interventions, Taawon seeks to link together relief, recovery, empowerment and development efforts.

## First: Elements of Building the Strategic Plan

The **methodology** adopted in building the plan relies on internal fundamental principles that includes the general framework (vision, mission, and values of the institution), in addition to its analysis of a number of external elements such as national plans and the external environment. The methodology also displays strengths and weaknesses internally and externally, then identifies the opportunities for interventions that can have a future impact on the target groups, along with lessons learned from the various studies, assessments and workshops of the institutional and executive body and with stakeholders across areas of operation.

The strategic plan is based on the following **principles**:

1. The general framework of the institution (vision, mission, values and strategic goal).
2. The Palestinian national plans, the 2030 sustainable development goals and human rights principles.
3. The complementarity of work among all parties working in the development field including governments, ministries, international agencies, civil society organizations and UNRWA.
4. Building and strengthening partnerships with local and international institutions that work to support Palestine and have a vested interest in development issues.
5. Maintaining justice, and avoiding discrimination based on gender, race, social groups or geographical areas. Providing special attention to marginalized and vulnerable groups as well as the poor.
6. Providing development work that has profound cross-cutting impact on the Palestinian people.
7. Expanding the use of digitalization in daily operations with emphasis on the quality of work while preserving a green environment.

This Plan is based on Supporting **"Resilience and Empowerment"** scenario, with a focus on emergency preparedness. This scenario predicts that the political, economic, and social situation locally, regionally, and internationally will either remain in the status quo or deteriorate, with a high probability of emergencies and crises in the regions of Taawon's operations. Hence, the Plan focuses on ways to ensure consistent preparedness to confront challenges, which would include enhancing the Palestinian people's resilience by empowering them. The focus will be on adapting programs with the national plans and bridging the gaps of the national needs, supporting the civil society organizations, and enabling them to serve the Palestinians through building supporting alliances.

## Second: Components of the Strategic Plan

The plan is aligned with the general institutional framework (vision, mission, values and strategic goals) and helped determine strategic directions and developing executive plans for the specific programs, departments, units and branches including resource development strategy, digital transformation, communication and outreach, finance, management and human resources development, in addition to identifying their performance indicators, all within the approved budget.

Furthermore, the strategic plan 2020-2022 is based on:

### Vision

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

### Mission

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

### Values

National Commitment, Independence, Professionalism.



## Strategic Goal

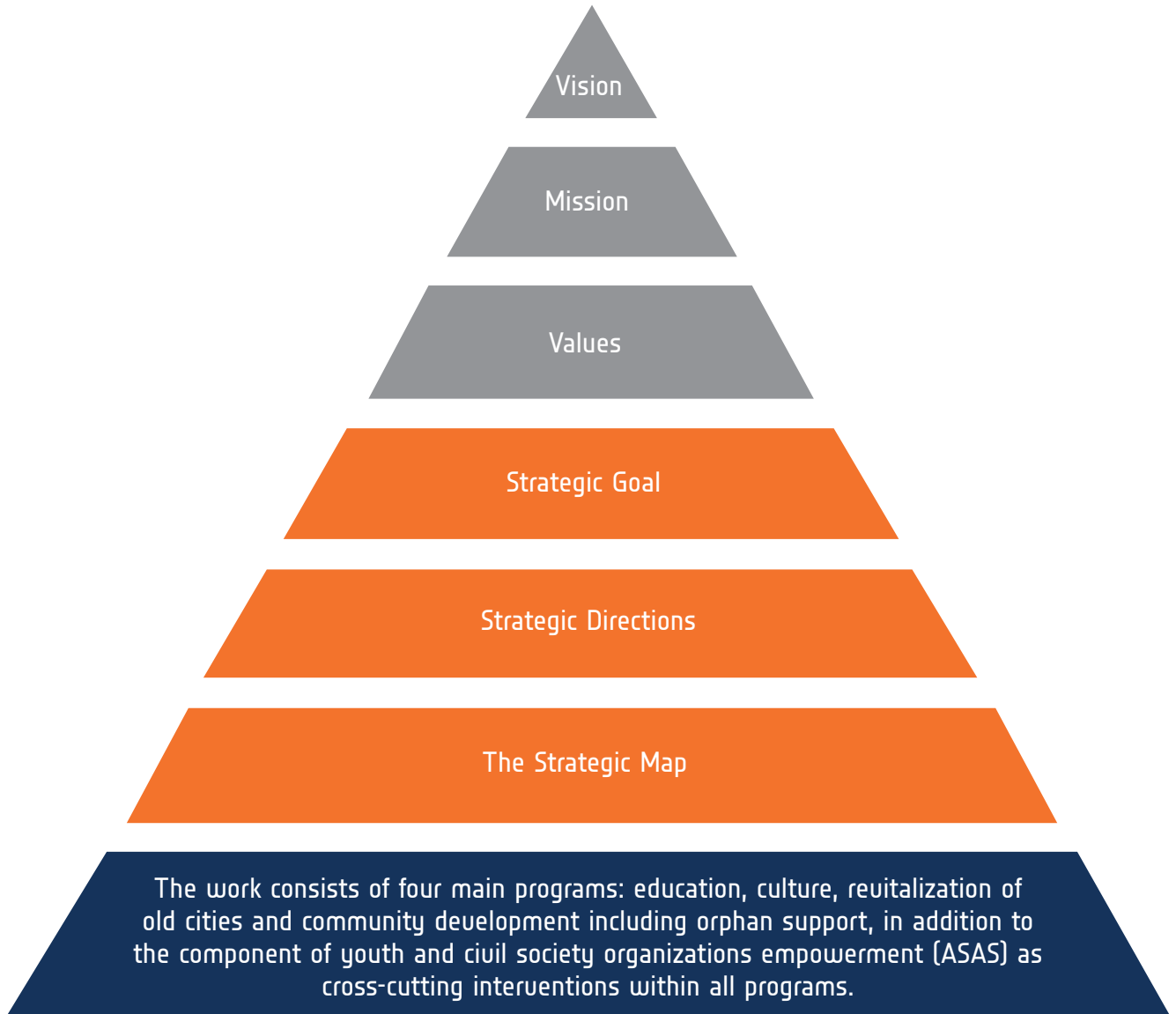
Empowering the Palestinians and the civil society organizations socially and economically.

The **Strategic Directions** include the following:

1. Disbursing a program budget valued at USD 130.5 million.
2. Supporting four main sustainable programs that have economic and social impact: education, culture, revitalization of old cities and community development including orphan support, in addition to the youth and civil society empowerment components (ASAS) as cross-cutting interventions within all programs.
3. Improving the capacities of partner NGOs while enhancing, deepening and expanding strategic financing partnerships.
4. Serving as a pioneer in adopting new approaches to fund raising.
5. Utilizing modern technologies including the digital media and social media platforms to activate communication with partners.
6. Implementing agile management and administrative operations.
7. Shifting towards smart governance (more flexibility and further institutional sustainability)
8. Utilizing the institution as a platform to exchange ideas.



## Key components of the Strategic Plan 2020-2022



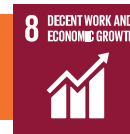
### Third: Programs' Strategy

The programs' strategy will focus its work on four main programs: education, culture, community development and revitalization of old cities with a programmatic budget of USD 130.5 million to cover all areas of operations. Both youth and civil society empowerment programs are incorporated within all programs. This strategy is based on modern technology and innovation. This is a marked shift in how Taawon manages its interventions to improve efficiency, effectiveness, impact and sustainability. Following is a summary of the programs proposed in this strategy, with a focus on the main objective, main strategic directions and the budget for each program.



## Strategic Plan 2020-2022 budget per component and area (USD million)

Program	Total Budget	West Bank	Gaza Strip	1948 Areas	Lebanon
<b>Education</b>	<b>31</b>	<b>17.5</b>	<b>4.5</b>	<b>1</b>	<b>8</b>
Early childhood	5	1.5	0.5	0.3	2.7
Basic education	13	8.5	2	0.7	1.8
Vocational education	8	5	1.5	0	1.5
Higher education	5	2.5	0.5	0	2
<b>Culture</b>	<b>7.5</b>	<b>3.65</b>	<b>0.85</b>	<b>1</b>	<b>2</b>
Performing arts	2.3	1.2	0.35	0.3	0.45
Cultural industries	2.5	1.45	0.4	0.3	0.35
Community initiatives	2.7	1	0.1	0.4	1.2
<b>Old Cities of Jerusalem Revitalization Program (OCJRP)</b>	<b>18</b>	<b>18.0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Community Development</b>	<b>74</b>	<b>38</b>	<b>29</b>	<b>-</b>	<b>7</b>
Health	16	6.5	6.0	-	3.5
Agriculture	5	2.0	3.0	-	-
Emergency and humanitarian assistance	8	1.0	5.0	-	2.0
Orphans support	6.92	-	6.92	-	-
<b>Cross cutting Components</b>					
NGOs capacity building and infrastructure development (ASAS)	22	18.5	3.0	-	0.5
Youth empowerment	16	10.0	5.0	-	1.0
<b>Total</b>	<b>130.5</b>	<b>77.15</b>	<b>34.35</b>	<b>2</b>	<b>17</b>
<b>Percentage per area</b>		<b>%59</b>	<b>%26</b>	<b>%2</b>	<b>%13</b>



### Main objective:

To contribute to providing quality education that develops the knowledge, Competencies and skills of the students and teachers and promotes positive values and behavior as well as social and economic empowerment.

### Main Strategic Directions

1. Developing a set of sub-programs for creative interventions at the various stages of education
2. Promote knowledge production through the use of technology (technology as a catalyst)
3. Nurturing creativity and innovators and disseminating their experiences
4. Improving infrastructure at educational institutions
5. Encouraging enrollment in vocational and technical education as leverage for economic empowerment
6. Facilitating student access to education at its various stages
7. Practicing lobbying and advocacy to influence government policies wherever possible
8. Focusing on interventions that have an impact on economic and social empowerment
9. Improving the capacities of partner NGOs; enhancing and expanding funding and operational strategic partnerships
10. Utilizing modern technology including digital media and interactive social media platforms to activate communication with partners

## Education Program budget according to component and area (USD million)

Main components	West Bank	Gaza Strip	1948 Areas	Lebanon	Total Budget
Early childhood	1.5	0.5	0.3	2.7	5
Basic education	8.5	2	0.7	1.8	13
Vocational education	5	1.5	0	1.5	8
Higher education	2.5	0.5	0	2	5
<b>Total</b>	<b>17.5</b>	<b>4.5</b>	<b>1</b>	<b>8</b>	<b>31</b>





### Main objective:

To maintain the living heritage, enhance the individual and collective identity, emphasize the role of culture as a component to guide sustainable development; and to preserve joint Palestinian achievements in cultural dialogue and the role of economic and social empowerment in the sustainability of this sector.

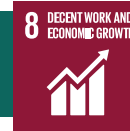
### Main Strategic Directions:

1. Working on improving arts, cultural industries, community initiatives and enhance their role in change processes and economic and social empowerment, while bridging the gap between the cultural sector and Palestinian society.
2. Supporting initiatives that utilize modern technology and interactive platforms, to build an interactive archive of the cultural achievements
3. Establishing an electronic space that includes beneficiaries of Taawon programs, to participate in developing interventions, which will contribute to expanding new opportunities for support.
4. Supporting individual initiatives that use arts and cultural industries in raising awareness regarding individual and collective Palestinian cultural identity as well as individual productive initiatives in the field of performing arts.
5. Improving the capacities of partner NGOs in terms of infrastructure and human resources and to enhance, expand and diversify strategic funding partnerships.

## Culture Program budget per component and area (USD million)

Main components	West Bank	Gaza Strip	1948 Areas	Lebanon	Total Budget
Performing arts	1.2	0.35	0.3	0.45	2.3
Cultural industries	1.45	0.4	0.3	0.35	2.5
Community initiatives	1	0.1	0.4	1.2	2.7
<b>Total</b>	<b>3.65</b>	<b>0.85</b>	<b>1</b>	<b>2</b>	<b>7.5</b>





### Main objective:

To contribute to preserving architectural and historical heritage as well as the cultural identity of historical cities and towns in Palestine. Contributing to economic and social development of all sectors of life in the historical towns.

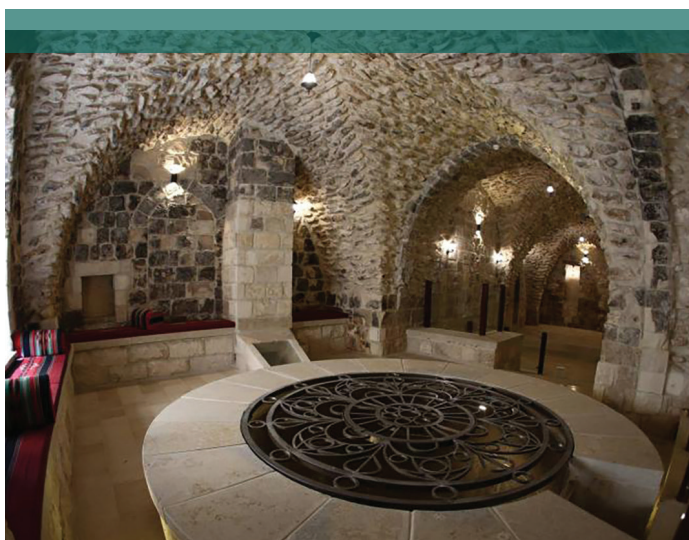
### Main Strategic Directions:

1. Work within specialized interventions in the fields of renovation, documentation, training and public awareness.
2. Restoration of historical buildings, stone/brick walls and water channels at sites registered on the World Heritage List and pay special attention to operating such structures, particularly tourism development projects.
3. Geographical expansion and working with partners in the field of restoration and preservation of cultural heritage in both northern and southern parts of the West Bank in addition to working in villages and historical towns in Palestine.
4. Using modern technologies including digital media and interactive social media platforms to activate communication with partners.



## OCJRP Program budget per component and area (USD million)

Main components	West Bank
Restoration of historical structures, residential complexes, and infrastructure	16.7
Training of workers and specialists	0.6
Documentation	0.6
Community awareness	0.1
<b>Total</b>	<b>18.00</b>



## IV. Community Development Program



### Main objective:

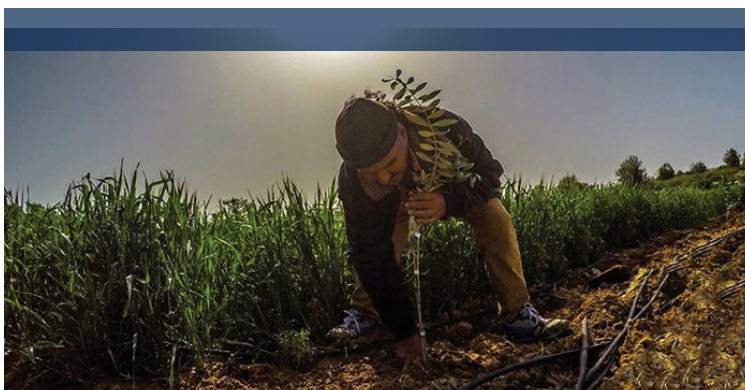
To support a decent living for Palestinians and build local economies that achieve fair and sustainable social, economic and health development for Palestinians and strengthen their ability to steadfast over their land, through continuous work on the program's different components, namely health, NGOs capacity building, agriculture, infrastructure, emergency and humanitarian assistance, in addition to orphan care and youth empowerment

### Main Strategic Directions

1. Strengthening economic and social empowerment among the most marginalized groups in the Palestinian society within the components of health, agriculture, basic humanitarian aid, orphan support and youth empowerment.
2. Improving the capacities of partner NGOs and strengthening and expanding strategic funding partnerships.
3. Developing telework mechanisms and promoting the concept of entrepreneurship.
4. Empowering orphans through education and employment.
5. Using modern technologies including digital media and interactive media platforms to activate communication with partners.

## Community Development Program budget per component and area (USD million)

Main components	West Bank	Gaza Strip	Lebanon	Total Budget
Health	6.5	6	3.5	16
Agriculture	2	3	0	5
Emergency and humanitarian assistance	1	5	2	8
Orphans support		7		7
<b>Crosscutting Components</b>				
NGOs capacity building and infrastructure development (ASAS)	18.5	3	0.5	22
Youth empowerment	10	5	1	16
<b>Total</b>	<b>38</b>	<b>29</b>	<b>7</b>	<b>74</b>





Digital Transformation



Resource Development



Management and Human Resources



Finance



Monitoring and Evaluation



Communication and Outreach

## Fourth: Supportive Strategies:

### Finance

The Finance strategy will continue working according to international standards of financial management and external auditing, with a focus on rationalizing administrative spending at all levels.

### Management and Human Resources

The human resources strategy focuses on attracting and advancing competencies that influence the increase of production efficiency and harnessing expertise to deepen the impact of our interventions at various work destinations. In addition to developing multiple work policies that are in line with local and international standards and regulations including procurement and renewal of quality certificates (ISO).

### Resource Development

The resource development strategy focuses on the diversification and expansion of programmatic and institutional funding sources at the local, regional and global levels, by means of intensifying and expanding internal and external communication with stakeholders in general and donors in particular. This is in addition to enhancing financial sustainability while complying with financial safety standards.

### Digital Transformation

The digital transformation strategy focuses on the development and implementation of a number of creative initiatives that are entirely integrated to achieve growth and advancement in the institution both administratively and programmatically through adopting the use of creative technology in managing the institution's work so as to increase the effectiveness of performance while presenting a model of sustainability, leadership and improvement of efficiency and enabled innovation.



## Communication and Outreach

Taawon's communication and outreach strategy focuses on highlighting the impact of its work and programs as the institution serves as a platform for ideas, a hub for program initiatives, a catalyst for civil society and a strategic partner in the community development process in addition to enhancing outreach and communication at the internal and external levels. The institution establishes specialized communication mechanisms for programs and communicates them with funders, implementers and beneficiaries as it continues to build strategic partnerships. Taawon also seeks to enhance the institution's identity among the public and raising community awareness of the institution's programs and the role it plays to empower Palestinians as individuals and institutions in order to stimulate funding and establish complementary partnerships with all partners in an effort to bring about social and economic change to the community.



## Monitoring and Evaluation

Taawon adopts an integrated monitoring and evaluation system that measures the level of achievement of strategic directions and the impact of its different programs and interventions accurately and transparently, in a continuous and dynamic manner, through interactive participation with stakeholders, including beneficiaries, donors and key actors in the different sectors and regions. The process comprises interim and final project and program evaluation studies, surveys, impact assessment studies, in addition to regular studies that measure the satisfaction of end beneficiaries, partners, donors and staff. Moreover, performance is monitored through regularly measured performance indicators at the institutional and programmatic levels. Annual institutional and programmatic reports are prepared, including the sustainability report in accordance with international standards, and quarterly programmatic reports based on financial and technical reports from the implementing partners. Regular field visits are conducted to on-going projects and regular meetings and workshops are held with the partners in all areas of operation.

## Conclusion

Through this plan, Taawon continues to build on 37 years of development work achievements in Palestine and the refugee camps in Lebanon, with a view towards empowering the Palestinian people and civil society institutions socially and economically to add an essential building block to its pioneering work. Taawon will make every effort to achieve the goals set in this plan, in cooperation and joint work with various local and international partners, in order to strengthen Palestinian resilience while enabling Palestinians to build a better future.

