



SUSTAINABLE COMMUNITY PHILANTHROPY IN PALESTINE

The Role of the Private Sector

PRESENTED BY:

DALIA ASSOCIATION

Palestine's community foundation

Dalia Association is a community foundation, a particular kind of philanthropic institution that works alongside corporate foundations, Corporate Social Responsibility (CSR) programs, family foundations, private foundations, and public foundations. Each type of institution plays a valuable role in a vibrant philanthropic community.

Dalia Association works with the private sector to multiply the impact of corporate philanthropy, improve cost-effectiveness, and enhance corporate and community satisfaction with giving.

Dalia Association promotes local, Diaspora and private sector philanthropy that respects Palestinians' right to self-determination in development, builds on community capacities, enhances dignity, promotes self-reliance, and transforms communities. To that end, we facilitate small grants and help civil society groups work accountably and with integrity. We also engage international actors to help them reform international aid to be more in line with Palestinian rights and priorities.



Healthy businesses need healthy communities, and healthy communities need healthy businesses. That is the basis of the win-win strategy that we call 'Sustainable Community Philanthropy'

Despite the numerous benefits of giving, it is not always easy. Companies frequently tell us:

WE WANT TO GIVE But...

“We don’t have enough money to make a difference. How can our small contribution matter when the need is so great?”

The pressure to ease suffering caused by occupation, colonization and dispossession can demotivate giving, especially when companies are inundated by requests. But even small companies with limited resources can consolidate funding with others to make a bigger impact. **Every bit matters when used well.**

“We don’t know who to give to. How can we identify quality projects and credible organizations?”

With a multitude of issues to tackle, it can be challenging to determine how to channel philanthropic funding. **Working closely with organizations that have links in the most marginalized parts of the community can inform a more effective decision-making process.**

“We don’t trust that the money we donate will be used well. Isn’t there a lot of corruption and waste in community organizations?”

There are various kinds of corruption in Palestine, and civil society is no exception. Funding can either exacerbate or alleviate corruption, misuse and waste. **When funding is objective, transparent and community-based, there is less likelihood of corruption because social pressure and community accountability help all actors do the right thing.**

“We like to give to needy individuals, not to organizations. Isn’t that the way our religion tells us to give?”

The intrinsic value of giving is embedded in the holy texts of most religions of the world. But giving directly to needy individuals is only one way. **Most religions embrace consolidation of resources to address bigger community needs, and investing in solutions that address root causes will decrease the demand from needy individuals over time.**

“We used to give but we stopped. Isn’t it unrealistic to expect us to keep giving when we never hear back about what was done with our money?”

Some organizations are excellent at community work but fail to deliver when it comes to reporting back. These organizations need more than a grant. **They need the kind of capacity building that a community foundation can provide, so that results are tangible and well-communicated.**

“We give through our own corporate foundation. Isn’t it logical that we align our corporate giving with our own objectives?”

Yes and no. Strategic giving should be aligned with your company’s core values to ensure the most efficient use of time and resources. But impact is impossible unless giving is also relevant to the community. **Corporate philanthropy must be aligned with and responsive to local priorities and respectful of local capacities and leadership.**



HOW

CAN COMPANIES CATALYZE PALESTINIAN DEVELOPMENT?

BY INVESTING REGULARLY IN COMMUNITY-LED SOLUTIONS

Depending on the size and approach of a company, corporate giving takes different forms and uses a range of strategies.



1

Traditional Charity

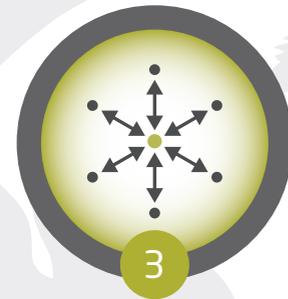
Business owners give to individuals in need on an ad-hoc basis and usually without any publicity.



2

Corporate Responsibility

Giving is tied to corporate marketing objectives; focus is on visibility, often without regard to need or impact.



3

Strategic Corporate Philanthropy

Social and environmental initiatives are aligned with corporate strategy. Giving may be coordinated by a CSR focal point or channeled through a corporate foundation, which is often reliant on the company.



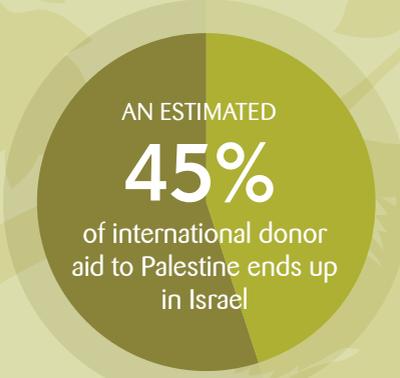
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Sustainable Community Philanthropy

Corporate philanthropy is aligned both with local priorities and corporate strategy and is implemented in partnership. Giving may be channeled through a community foundation that works to pool resources from multiple sources and ensure community control.



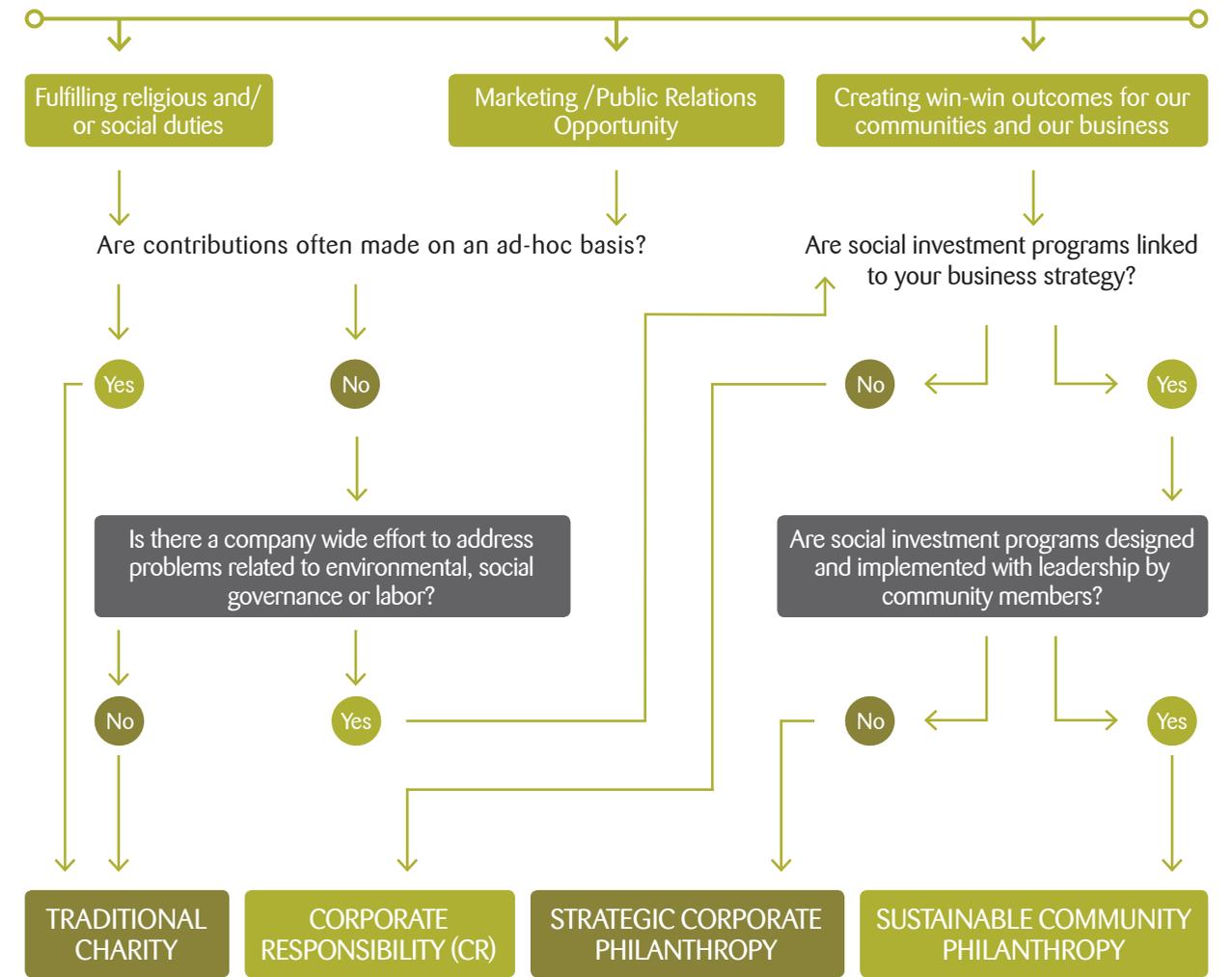
Money is only one resource of value to the community. Communities can also benefit from materials, services, volunteerism, ideas, and moral support. But not all kinds of giving are constructive; some kinds of giving exacerbate the inequality between givers and receivers by denying the community's right to self-determination in development. Companies that are strategic about their philanthropy will invest in ways that strengthen community ownership over the long term, build on community assets, and build on the power of partnerships in community development.



Sustainable development in Palestine can only be achieved through partnership among the private sector, the Diaspora, local civil society, and local communities. Solidarity-oriented donors can help, but the ultimate goal must be a community no longer dependent on international aid. Philanthropy is the only way to decrease dependence on international aid and enable Palestinians to claim their right to self-determination in development.

QUIZ

Which stage does your company fall under? Take the quiz to find out!
 From your corporate viewpoint, what is the purpose of donating money or services to the community?





HOW COMPANIES BENEFIT BY PARTNERING WITH COMMUNITIES

ENVIRONMENT CONDUCTIVE TO LONG-TERM BUSINESS SUCCESS

Businesses that fund civil society activities in communities witness a return on investment through improved reputation, a resilient community of consumers and workers, and a better work and living environment. Stronger communities enhance investors' assessments of business prospects.

OPPORTUNITY TO BE RECOGNIZED AS A LEADER

Corporate philanthropists who inspire and incentivize the spirit of giving are recognized for their philanthropic leadership by their peers, the media, public figures, and community members.

BUILD RELATIONSHIPS WITH THE LOCAL COMMUNITY

Companies benefit from working closely with local communities because business success depends on relationships with stakeholders. Philanthropy facilitates strong relationships with a company's key stakeholder: the community.

TAP INTO NEW MARKETS

More nuanced understanding of the needs of communities enables companies to reach untapped markets - expanding company operations while enhancing community access to affordable basic goods and services.

RISK MITIGATION

Developing close relations with the community is a proactive step that mitigates risk. Companies that are disconnected may lack community support and have to pick-up the pieces following events that put their reputation at stake.

GIVING IS WHAT DEFINES US AS HUMAN BEINGS

The health of our ecosystem and our wellbeing as human beings depends on giving and receiving. All kinds of philanthropy, including corporate philanthropy, makes us feel better about ourselves, more hopeful and energetic, and more productive.



DALIA ASSOCIATION: PALESTINE'S COMMUNITY FOUNDATION

A *community foundation* is a politically independent, community-based organization that mobilizes, invests and distributes resources for community improvement initiatives. Community foundations are funded by many sources in the community and also invest in the community to build and strengthen groups that seek to serve their communities, thus leading to real, sustainable development.

Dalia Association is the first Palestinian community foundation, a unique type of philanthropic organization that seeks to mobilize development resources over which communities have control. It promotes self-determination in development by:

1. facilitating small, unrestricted grants through which communities hold grantees accountable and grantees improve the integrity and impact of their community work;
2. promoting philanthropy from the local community, private sector and Palestinian Diaspora, both in order to rebuild broken community relationships and to improve resource utilization so that dependence on international aid is reduced; and
3. engaging international actors in reforming their aid to Palestine so that it respects Palestinian rights and priorities.

WHY GIVE TO THE PALESTINIAN COMMUNITY THROUGH A COMMUNITY FOUNDATION LIKE DALIA ASSOCIATION?

TRANSPARENCY AND ACCOUNTABILITY

We offer a level of transparency and accountability not guaranteed by most other channels of philanthropic giving. Dalia translates community results into reports that you can have confidence in.

EFFICIENCY

Our community-controlled processes significantly decrease administrative costs typical of traditional aid projects and invest instead in the long-term capacity of the community.

ACCESS

Through Dalia Association, you can reach the most marginalized community groups, where small amounts of funding can make the biggest difference.

CONVENIENCE

Regardless of the level of involvement you prefer, we guarantee you a smooth and effective grant making process that balances your interests while also respecting the community's right to control its own development resources.

EMPOWERMENT

By giving through Dalia Association, you are helping Palestinians claim their right to self-determination in development.

There are several ways for companies to engage with **Dalia Association**

1 OPEN A “COMPANY FUND”

With a contribution as little as \$2,500 per year in cash, materials or services, you can establish a fund at Dalia Association in the name of your company. Dalia Association will consolidate your funds with others’ and make small grants using our community-controlled grantmaking methodology. Dalia oversees the allocation of funds, the use of funds, provides supports to grantees, and ensures that you get reports on the use of your funds. Dalia Association also houses funds in the name of villages, special interests and families.

2 MODEL BEST PRACTICES OF SUSTAINABLE COMMUNITY PHILANTHROPY

Sharing what you’ve learned about corporate philanthropy encourages other companies to give. Your generosity gives philanthropy higher visibility in the community.

3 GET INVOLVED WITH COMMUNITY DEVELOPMENT

Private sector philanthropists are invited to engage in all aspects of Dalia Association’s work. Dalia Association can facilitate corporate involvement in grassroots development in villages.

4 GIVE A PERCENTAGE OF YOUR CORPORATE PROFITS THROUGH DALIA ASSOCIATION

The community benefits by having a stronger community philanthropic institution, and your company benefits from having a stronger community partner with whom to work to improve community outcomes.



HOW ARE RESOURCES DISBURSED?

We act as trustees of resources we gather. We do not decide how resources are used, rather, we facilitate open and transparent processes that allow community members themselves to direct resources to their own priorities. The diagram describes the complete cycle of projects supported by your contributions:

1 Transparency and consensus-building (public allocation of funds and resources)

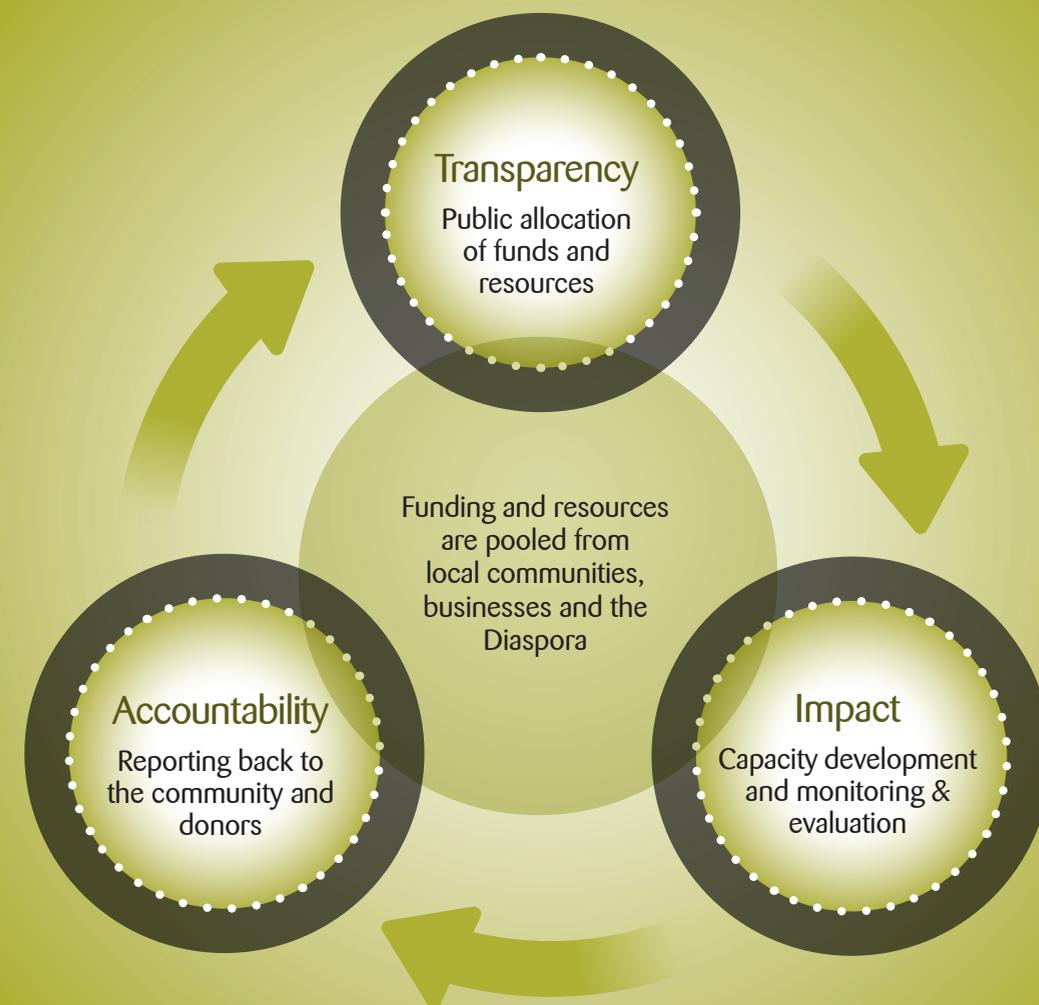
- Residents of local communities, representatives of the private sector, and civil society organizations are invited to public meetings to discuss community priorities and community assets.
- Community members decide democratically and transparently how to invest small, unrestricted grants in their own community organizations.

2 Impact (capacity development, monitoring, and evaluation)

- Community members form a monitoring and evaluation committee to monitor the use of grant funds and ensure grantees are accountable to the community.
- Dalia Association engages volunteers, private sector partners, and civil society partners to enhance grantees' capacities to make strategic decisions, budget, mobilize resources, etc.
- Dalia Association supports project implementation processes to ensure integrity.

3 Accountability (reporting back to the community and donors)

- At the conclusion of project implementation, grantees present community residents and donors with financial and administrative reports in a public meeting.
- The monitoring and evaluation committee also presents the community with its monitoring and evaluation report.
- Communities are invited to establish Village Funds or Interest Funds into which they and their Diaspora members invest, thus repeating the cycle of impact.



Testimonials



“We believe that any project targeting a community should be sustainable and long term -- empowering the whole community and enabling them to seek, contribute and find better opportunities for development.”

Aramex, Jordan



“A company does not want people telling the community what they need, but rather someone with very big ears who can hear what the community needs.”

**Henrietta Holsman Fore, Chairman & CEO,
Holsman International, USA**



“As a philanthropist, the most satisfying part is being able to support experts on the ground doing the work that they do best and to promote the welfare of those who are most in need.... Philanthropy should not be a PR play for organizations, individuals or corporate entities – it should always focus on the recipients.”

H.E. Amr A. Al Dabbagh, Founding Chairman, STARS Foundation, UK



“The independence of foundations from customers, investors and regulators means that they can take on unpopular issues and controversial positions that corporations could not without offending constituents or damaging their reputations.”

Mark Kramer, Corporate Social Responsibility Initiative, Harvard University, USA



“The emergence of community foundations, where citizens pool their funds for the common good, is an exciting development and we are working to help institutionalize it and sustain the impetus across the Arab world.”

Barbara Ibrahim, Director, John D. Gerhart Center for Philanthropy and Civic Engagement, American University in Cairo, Egypt





DALIA ASSOCIATION

Post Office Box 2394, Ramallah, Palestine
Landline: +970-2-298-9121, Email: info@dalia.ps

www.dalia.ps

Dalia Association is registered as a nonprofit organization in Belgium
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