

NGO Development Center

Capability Statement



مركز تطوير
مركز تطوير المؤسسات الأهلية الفلسطينية
NGO Development Center

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NGO Development Center (NDC)

NDC is an innovative Palestinian non-profit organization, established in 2006 in response to the need of having a sustainable Palestinian mechanism for providing support to the NGOs sector. NDC empowers Palestinian NGOs to better provide vital services to Palestinians living in the West Bank, Gaza Strip and East Jerusalem, especially the poor and marginalized. Conceived in partnership with leading Palestinian NGOs, unions and networks, NDC mobilizes donor funding to deliver a unique combination of direct grants and capacity building programs that enhance the effectiveness, self-reliance and sustainability of Palestinian NGOs.

NDC is the largest Palestinian organization of its kind and is a main national mechanism that supports the Palestinian NGO sector. NDC works hand-in-hand with Palestinian NGOs, and community development organizations to enhance their service delivery and build a more capable, responsive Palestinian civil society. NDC's programs and grants empower Palestinians to help Palestinians by providing NGOs the skills, tools and funds they require to address social needs and promote self-reliance amidst adversity. NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices, and promotes sector-wide coordination and sharing of best practice experiences within its programs and on its Masader portal (www.masader.ps). At the same time, NDC contributes towards the development of the NGO sector as a whole to become more responsive, transparent and accountable by setting standards, promoting knowledge sharing and collaboration within the sector, and strategic policy research and planning.



Vision

Based on years of accumulated experiences, and on its understanding and assessment of the prevailing internal and external conditions, and in conformity with its set of values and beliefs, NDC aspires to realize the following vision:

“An Effective NGO sector contributing to building Palestinian civil society”

Mission

In line with its values and its vision, NDC's mission statement is:

The NGO Development Center (NDC) is a non-profit nongovernmental organization established in response to the need of having a sustainable Palestinian mechanism for providing support to the NGOs sector. Through providing technical and financial support, NDC works on developing the capacities of Palestinian NGOs in providing quality services, especially to the poor and the marginalized, on enhancing their self-reliance, and on empowering them to be more sustainable. At the same time, NDC contributes towards the development of the NGOs sector as a whole by facilitating sharing and exchange of information and experience, by supporting research and policy development, and by strengthening NGOs relationships with development partners.



Objectives

In fulfilling its mission, NDC works on achieving the following objectives:

- NDC is a main address for supporting and developing the NGO sector and its institutions.
- Empowering NGOs to provide quality services that are responsive to the Palestinian society's priorities.
- NGO sector is more efficient and capable to influence the formulation of national policies and plans.
- NDC is more competent and responsive to the various needs of the community.
- NDC possess the means and capabilities to enhance its financial and administrative capacities.

Our Focus

We focus in supporting social services provided by NGOs that are complementary to those provided by the PA. Such NGO services include specialized health, agriculture, rehabilitation services, non-formal education, early childhood development social protection services and psychological services. We target poor and vulnerable groups including women, children, youth and people with special needs; and we give special attention to underserved and marginalized areas including Gaza, East Jerusalem, Area C and areas isolated by the Separation Wall.

NDC equally provides its support to NGOs that are working to promote and protect human rights and good governance.

Our Governance

NDC is governed by a policy Board of Directors that provides overall guidance and oversight to NDC. Its current 13 members represent a stratum of economic, academic and civil society

experts. The Board is elected once every three years by the General Assembly. The General Assembly encompasses members of the four main NGO networks in Palestine namely the Palestinian NGO Network (PNGO); the Union of Charitable Societies; the Palestinian National Institute for NGOs; and the General Palestinian Union for NGOs in Gaza. Other members of the General Assembly include members of the academia, the private sector and NGO experts.

NDC Staff

NDC has four main units: Grants Facility, NGO Sector Development, Finance & Administration, and Resource Mobilization & Communication. Its highly qualified and experienced team comprised of 30 professionals, with a Program Manager and four Program Officers and assistants based in Gaza, have the ability to ensure a smooth liaison and proper implementation of intended programming; from grant making to sector development and technical assistance.

NDC has its headquarter office in Ramallah, Al-Ram and a fully staffed branch office in Gaza. Both offices are fully equipped and linked through video conferencing technology.

Our Services

NDC is in the unique position to serve as the management body for agencies seeking to implement programming with the NGO sector throughout the entirety of the West Bank and Gaza Strip. NDC has over 14 years of experience in managing and monitoring funding and rendering development programs and projects, with the added value of building organizational capacities. Through its various programs and granting schemes, NDC serves as a grant-making mechanism for the NGO sector, as well as a provider of technical and managerial capacity building on an NGO level, and a facilitator of sector development on a sectoral level.

Grant Making

NDC provides a distinctive combination of direct grants to NGOs, to help them perform with improved quality and better directed outcomes, while increasing access to services by the poor and marginalized. NDC uses different granting schemes to allow NGOs with various capacities and magnitudes to focus on sectors and themes where NGOs have a comparative advantage.

The main granting schemes are:

- Empowerment Grants
- Partnership Grants
- Small Grants
- Emergency Grants

Capacity Building

Capacity Building aims at developing and strengthening the skills, abilities, processes and resources of NGOs in order to improve their performance, quality of services and service delivery. NDC capacity building strategy includes human resource development, organizational development, as well as institutional and legal framework development.

NGO Sector Development

This program aims at developing the NGO sector as a whole to become more responsive, transparent, and accountable to Palestinian communities and the donor community by setting standards, promoting collaboration within the sector and strategic policy research and planning.

The main components of this program are:

- NGO Code of Conduct
- Sector Coordination and Information Exchange
- Policy and Research

Human Rights & Good Governance Secretariat

NDC serves as the program management unit responsible for channeling pooled donor funding, supporting coordinated initiatives and joint capacity building initiatives, and strengthening policy dialogue for NGOs that are working to promote and protect Human Rights and Good Governance in the West Bank and Gaza Strip.

The overall developmental objective of the HR/GG Program is to improve Human Rights and Good Governance in the occupied Palestinian territory (oPt) through the following three components:

1. Channeling of Funds
2. Strategic Sector Development
3. Policy Dialogue

www.humanrights.ps



A Transparent Selection Process

NDC follows a rigorous system based on merit and transparency in the selection of beneficiary NGOs. The selection process goes through six main steps:

1- Advertisement and Calls for proposals:

Following the preparation of the full proposal package, which includes proposals submittal guidelines and applications for funding, NDC advertises the “Call for Proposals” for grants in the local press and through the NDC websites. The call for proposals includes NGOs eligibility criteria and projects evaluation criteria. NGOs are allowed one month to prepare their applications for funding and submit their complete proposal package.

2- Appraisal:

NDC follows the advertised evaluation criteria to review proposals and select recommended grant awardees. Projects appraisal is undertaken by NDC Program Officers who verify the details of requested grant proposals. On the basis of an initial screening, recommendations are made by

POs on dropping a proposal or clearing it for full appraisal. This recommendation is reviewed by the Grants Program Manager. Upon endorsement of the recommended project, a full appraisal is conducted by the Program Officers and/or by external consultants. Full appraisal generally includes a desk appraisal and a field appraisal, if needed to verify information provided in the project proposal. At this stage, POs assess the relevance, effectiveness and efficiency of the candidate NGOs as well as their management capacities and will provide a recommendation on the awarded amount. A brief project summary sheet is prepared for each proposal recommended for approval composed of the proposal, the evaluation and the recommendation to be submitted to the Technical Assessment Committee (TAC) at the NDC.

3- Technical Assessment Committee Level:

TAC member’s review the appraisal reports and either accept or reject the recommendations of the

Program Officers. NDC at this stage coordinates with the Ministry of Planning and Administrative Development (MOPAD) to ensure: a) alignment with Palestinian Authority (PA) priorities and national plan, and b) non-duplication of services with other initiatives of the PA or other donors/institutions. TAC recommendations, based on technical factors, are then incorporated into the Summary Appraisal Report and are submitted to the NDC Board for approval.

4- NDC Board:

The NDC Board of Directors reviews TAC’s recommendations and makes a decision, with approval of the majority of Board members on acceptance or rejection of TAC’s recommendations. The NDC Board has the responsibility for reviewing the procedures for evaluating proposals, and ensuring that the correct procedures were followed by NDC staff and management. The NDC Board ascertains that the appraisal process is free from ambiguity, bias and any other compromising

factors. NDC also invites donors to participate in the board meeting as observers.

5- Donors’ Approval and “No Objection”

A copy of the NDC Board meeting minutes containing all approved and other projects will be forwarded to the donors. The donor will issue a ‘no objection’ to funding the projects or will request clarification on specific projects. The donor letter for approval/“no objection” to funding the projects to the list of approved projects and the budget specified against each project is the final approval.

6- NGO Notification and Grant Award

After receiving the donor’s approval/“no objection”, NDC will provide written notification to both approved and rejected applicants of the results of the proposal appraisal and assessment process. Any conditionality of the approved proposal submissions will be presented to the NGO. Reasons for rejection of proposal submissions will also be provided to each rejected application.

Masader: The Palestinian NGO Portal



Masader specializes in serving and empowering the Palestinian NGO sector by providing NGOs with opportunities for communicating, exchanging views and sharing experiences.

Masader is a significant source of information and a platform for productive dialogue.

www.masader.ps

Selected Projects

The following section presents a brief overview of the main programs and projects implemented by NDC:

Palestinian NGO Project IV

Period: 2010-2013

Donors: World Bank and Agence Française de Développement (AFD)

Location: West Bank and Gaza Strip

Budget: US \$8 million

Brief: In implementing the fourth phase of the Palestinian NGO Project (PNGO IV), NDC mobilized \$8 million in donor funding towards the NGO Sector in the form of granting schemes and capacity building aimed at enhancing socioeconomic conditions of poor and marginalized communities through NGO delivery of key social and productive services and further strengthening the institutional development of the NGO sector.

Human Rights & Good Governance Secretariat: Phase II

Period: 2010-2013

Donors: Switzerland, Sweden, Denmark and the Netherlands

Location: West Bank and Gaza Strip

Budget: US \$16.2 million

Brief: NDC was entrusted to manage the second phase of the HR/GG Secretariat. As the Secretariat, NDC serves as the program management unit responsible for channeling pooled donor funding, supporting coordinated initiatives and joint capacity building initiatives, and strengthening policy dialogue for NGOs that are working to promote and protect Human Rights/Good Governance in the West Bank and Gaza Strip.



Job Creation Project in the West Bank and Gaza Strip

Period: 2007-2010

Donor: Agence Française de Développement (AFD)

Location: West Bank and Gaza Strip

Budget: Euro 6 million

Brief: This project aimed to alleviate the financial burden of the most poor and marginalized Palestinian families by financing temporary employment opportunities through the execution of infrastructure micro-projects and the improvement of public assets operated by NGOs. Through this project, NDC assisted over 50 NGOs in WBGS, and created approximately 143,000 man-days.

Water Wells Rehabilitation

Period: 2009

Donor: Swiss Agency for Development and Cooperation (SDC)

Location: Gaza Strip

Budget: US \$900,000

Brief: Through this project, NDC helped rehabilitate 41 damaged water wells in Gaza. The project was implemented by three partner NGOs namely; the Palestinian Hydrology Group, Ma'an Development Center and the Union of Agricultural Work Committees.

Palestinian NGO Project III

Period: 2007-2011

Donor: World Bank

Location: West Bank and Gaza Strip

Budget: US \$10 million

Brief: Through PNGO III, NDC mobilized \$10 million in donor funding towards the NGO sector in the form of granting schemes and capacity building aimed at improving the effectiveness, self-reliance and sustainability of the civil society. PNGO III was sub-divided among the following components; NGO Grants for Social Service Delivery, NGO Sector Development, and Institutional Development of NDC. The NGO sector development component focused on issues such as good governance, accountability, and transparency. The project supported the sector in being responsive to the needs of Palestinians, particularly the poor and marginalized.

The Palestinian NGOs Code of Conduct

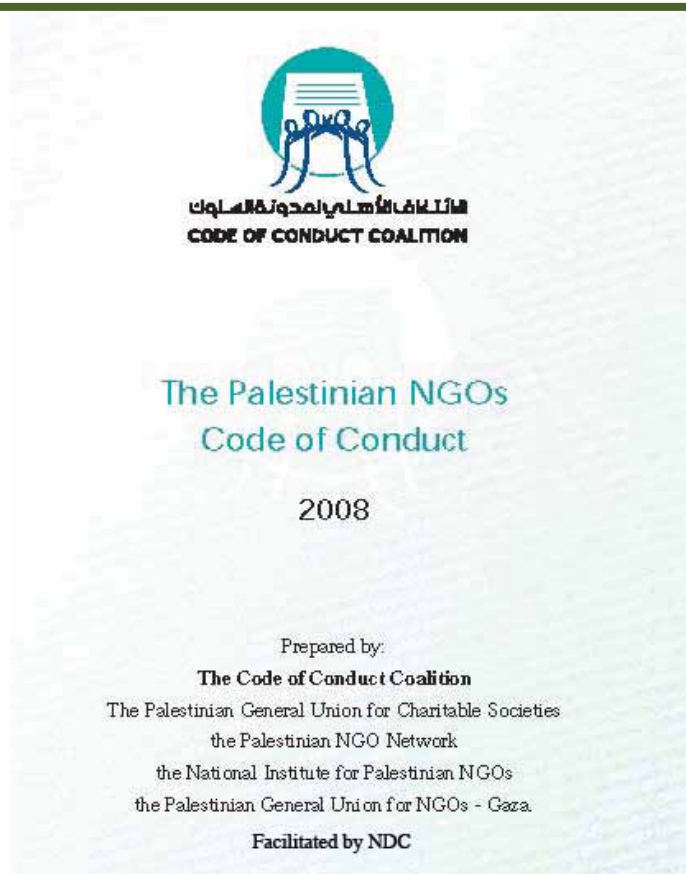
Period: 2008- 2010

Donor: World Bank

Location: West Bank and Gaza Strip

Budget: US \$600,000

Brief: As part of PNGO III, NDC facilitated the formation of the Code of Conduct Coalition comprised of the four NGO Umbrella Networks and Unions. This coalition engaged over 200 NGOs in the process of building consensus and developing a draft Code. The Code of Conduct introduced



ethical principles for NGOs to follow, and introduced sound administrative and managerial systems, procedures and tools and provided technical assistance and coaching to NGOs in the West Bank and Gaza.

Strengthening Good Governance within the Palestinian NGO Sector

Period: 2008- 2010

Donor: European Union

Location: West Bank and Gaza Strip

Budget: Euro 193,242

Brief: NDC provided technical assistance to NGOs to assist them in upgrading their systems in compliance with the principles of the Code of Conduct. Through this project, NDC targeted 30 NGOs in the West Bank and Gaza Strip providing them with comprehensive coaching and technical assistance.

Additional Financing to PNGOIII (Gaza)

Period: 2009-2011

Donor: World Bank

Location: Gaza Strip

Budget: US \$3 million

Brief: Through additional financing to PNGOIII, NDC joined efforts to help in the early recovery and reconstruction efforts in Gaza after the war. NDC mobilized 14 of its partner NGOs to respond to the immediate needs of the communities and provide essential services.





Contacts

Head Office

Mujahid Building, Al Ram
P O Box 2173, Ramallah, Palestine
Tel: 02 234 7771-5
Fax: 02 234 7776

Gaza Office

Al Haitham Building, 3
Rashid Street
Al Rimal, Gaza
Tel: 08 282 8999
Fax: 08 284 9921

www.ndc.ps
Email: info@ndc.ps