



NDC 2021 Annual Report





NDC's 2021 Theme: Resilience

Dr. Kenneth Ginsburg, a renowned human development expert, coined the theory '7 C's of resilience' as a means to identify key character traits that are foundational to human resilience. The seven integral and interrelated components are; competence, confidence, connection, character, contribution, coping and control.

As pressures mounted further in 2021, NDC's work with partner NGOs continued to illustrate the resilience of the human spirit that is so evident across Palestine.

Therefore, we chose resilience as our theme for 2021.



NDC 2021

Annual Report



Table of Contents

2021 Annual Report Summary	6
Message From Zahi Khouri, NDC Board Chairman	10
Message From Ghassan Kasabreh, NDC Director	13
A Thank you to our Donors	15
NDC Strategic Plan 2022-2026	16
NDC Board of Directors and General Assembly	17
Masader – The Palestinian NGO Portal	19
Men and Women for Gender Equality - Phase II	20
Human Rights Programme	26
Action for East Jerusalem Identity and Resilience Programme	32
Gaza Emergency Cash For Work and Self-Employment Support Project	38
Support to Farmers in the Northern Areas of the Gaza Strip Project	48
NDC Accountability	50
NDC 2021 Audit Statement	54



Competence - the ability to know how to handle stressful situations effectively. It requires having the skills to face challenges and the opportunity to practice using these skills.

2021 Annual Report Summary



THE NGO DEVELOPMENT CENTER

The NGO Development Center (NDC) is a competent body that enables partners to respond to the communities' needs and face challenges as they arise. NDC works hand-in-hand with Palestinian NGOs to improve the delivery of services and build a more efficient and responsive civil society in Palestine. In that regard, NDC forms a critical component to fostering resilience in Palestinian communities.

The following annual report highlights the organizations achievements in 2021. For more detailed information on our programs, please visit our website at: www.ndc.ps.

2021 at a Glance



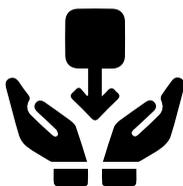
\$7,330,288

USD distributed in 2021



\$13,757,126

USD revenue secured
for 2022



+ 80,000

Direct beneficiaries through
NDC programs and projects



55

NGOs directly supported
through NDC

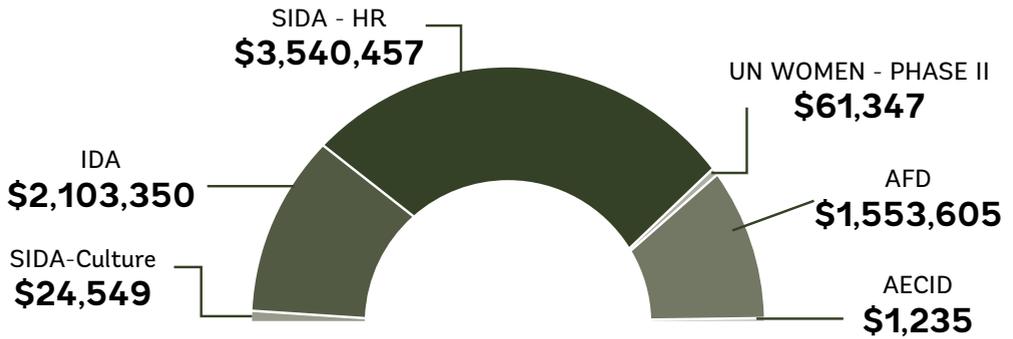


88,704

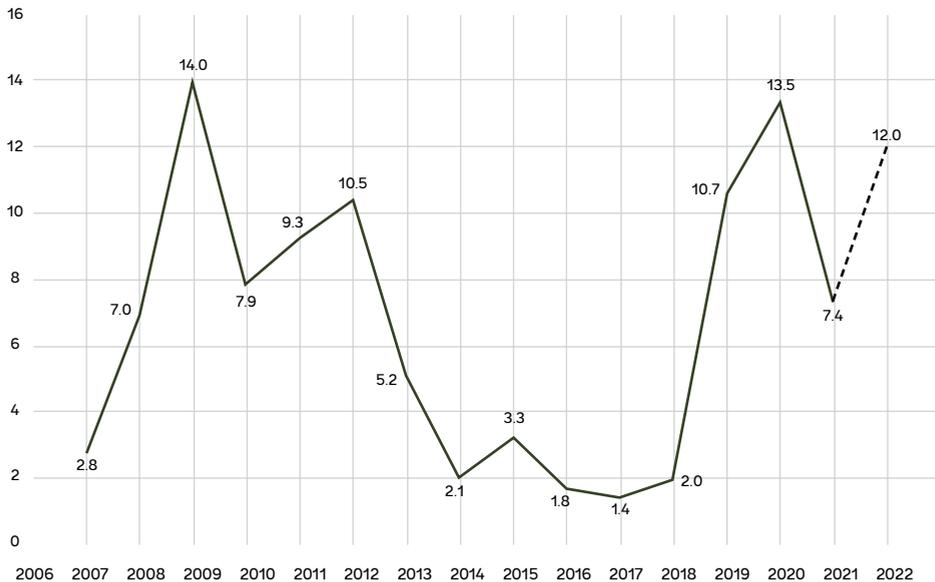
Access points through the
Masader Portal

2021 Revenue & Expenditures

REVENUE PER DONOR 2021 - US\$



EXPENDITURES IN USD (\$) MILLIONS



NGO DEVELOPMENT CENTER (NDC) YEARLY EXPENDITURES

Message From Zahi Khouri, NDC Board Chair



While the global pandemic continued to challenge the Palestinian NGO sector to meet increasing needs of the community, NDC strengthened our resolve to support partners and rise to meet the occasion with innovation, continued transparency, and efficacy. As a result of our continued efforts, implementation of the activities for two new programs began in 2021; the Agence Française de Développement (AFD)'s programme to support resilience in Jerusalem through a combination of enhanced social service delivery and infrastructure projects, and the Spanish Cooperation who

stepped in to respond to the crisis in Gaza through funding to support and empower farmers and enhance their livelihood in the Northern Gaza Strip.

NDC has maintained a long-standing relationship with the World Bank in the development and implementation of programs. In late 2021, the World Bank and NDC started preparing a new operation in Gaza. The Project aims to respond to the immediate needs arising from the emergency in Gaza, while also contributing to medium-term development goals, including improved psychosocial outcomes, increased economic inclusion, and, improved service delivery especially in mental health and psychosocial support services and private sector development. This new operation builds on the successful performance of the nearly completed Gaza Emergency Cash for Work and Self-Employment Support Project implemented by NDC and the overachievement of high impacts and results with significant spillover effects, including the empowerment of women through the enhancement of their professional skills.

NDC's long-term success continues to be the direct result of a combination of equally important factors. The NDC Board of Directors' broad representation of experts from a variety of sectors along with representation from the umbrella networks and unions, the private sector, and academia guarantees diversity in experience, knowledge, and practice in the management and delivery of programs and services. Our commitment to our relationship with the Palestinian Authority ensures that we are always operating from a place of complementarity. Both our coordination with the government and alignment with the government's National Development Strategy and Sector Strategies has helped us to strengthen our work and have the support of the relevant government agencies and civil society at large.

NDC maintains steadfast dedication to upholding the highest international standards of accountability and transparency. We have had the privilege of having consecutive clean audit reports from representatives of the 'Big 4' firms, who uphold global recognition as the leaders in guaranteeing credible financial assessments. We exemplify best practices in our fiscal management in all our work.

The result of these factors is that we have secured a reputation as a credible, reliable, efficient, and transparent organization. We are frequently sought out to provide advice, direction, and the direct development and implementation of projects and programmes that support the strategies of donors and governments and guarantee a positive impact for Palestinian civil society.

NDC continues to strengthen our capacities as a main mechanism to meet the needs of Palestinian civil society. This year we underwent a comprehensive update of our strategic direction and are pleased with the results of our new strategic plan. We are confident that our structure and processes will continue to meet our mission of supporting the NGO sector in Palestine through the provision of financial and technical support, and that we will continue to strengthen our efficiency, transparency and responsiveness to Palestinian civil society and the communities we aim to uplift. I continue to remain proud of our efforts as an organization and am looking forward to continued success in the year to come.

I wish to thank my colleagues on the board for their dedication to the organization, to our partners and donors who make this work possible, and the executive team at NDC who work tirelessly to realize our vision and mission.

Message From Ghassan Kasabreh, NDC Director



Over the course of 2021, NDC continued to provide the necessary resources and support to Palestinian NGOs in order to advance and empower them to build a more effective and sustainable civil society, raise their level of performance to respond to the growing needs and challenges, and create a significant impact on the communities they serve.

Endurance, recovery, and patience continued through 2021 both from the continued impacts of the global pandemic as well as from the aftermath of growing unrest in East

Jerusalem, which garnered local and international attention and sparked uprisings across Israel, the West Bank and the Gaza Strip. The result of which exacerbated an already dire and fragile situation, especially in Gaza. Concurrently, our partners whose focus is on Human Rights were challenged in other ways which further endangered their ability to advocate for peace, security, and upholding International legal standards and norms.

Our reputation as a reliable, accountable, and transparent fund manager played a crucial role in mobilizing resources to respond to emerging needs in 2021, especially out of Gaza whereby our results from the World Bank project has led to the preparation of a new project with them which is focused on supporting NGOs to provide social services to the most vulnerable among our population. In addition, and with funding from the Spanish Agency for International Development Cooperation, NDC started a project aimed at supporting farmers in the Northern Gaza strip with reconstruction following the May 2021 escalation. Our new Strategic Plan will help us continue to respond efficiently to challenges as they occur. In addition, the Swedish-funded Human Rights Programme was extended for an additional two years. This was as a result of our outstanding performance and reputation as a trusted entity that is committed to accountability and transparency in the management of programmes and donors' resources.

Resilience is a theme that is woven throughout Palestinian history and discourse. In 2021, the NGO sector demonstrated its capacity for resilience through facing these challenges head-on, responding to the community's needs and ensuring that their advocacy efforts were heard. NDC is proud to be partners with such a diverse and innovative cross-section of Palestinian civil society, as well as the donors who were responsive, supportive, and caring of the work being done.

Through this report, I am pleased to share with you NDC's most important achievements during 2021, which were as a result of our partnerships with a wide and diverse segment of Palestinian NGOs, and through our strong relationships with donors who showed great interest in our work. I extend my thanks and gratitude to all of our partners, NDC Board of Directors, and the staff in the West Bank and Gaza Strip for their tireless work and their deep commitment to the vision and mission of NDC.

A Thank you to our Donors

Our ability to support the resilience of Palestinian civil society is made possible by the generous support from our donors. We work closely with our donors to develop open and responsive relationships with them, facilitating dialogue between our donors and partners, and strengthening our collective capacity to most effectively meet the needs of Palestinian society. As a result of the type of relationships we build, we are able to demonstrate our level of competency in responding to the constantly evolving development landscape in Palestine.

On behalf of NDC, our Partners and the communities they serve, we give our heartfelt thanks to those who make it possible.

..: Thank you! :..



NDC Strategic Plan 2022-2026

NDC's new strategic plan was completed in 2021. Through a participatory process facilitated by an external consultant, the staff were engaged through a series of workshops, as well as the board through a strategic planning retreat held in late September 2021 in Cairo.

Over the next five years, NDC will focus its work on the following:

Vision: An independent Palestinian NGO sector that is resilient, dynamic, effective, and responsive to react efficiently to emerging challenges.

Mission: NDC is a Palestinian non-profit organization that supports the NGO sector in Palestine through the provision of financial and technical support.

Objectives:

1. NDC is a main mechanism for supporting and developing NGOs to respond to the community's most pressing needs.
2. NGOs are better able to carry out their tasks effectively.
3. Sufficient and suitable resources that are responsive to the NGO sector which cultivates best practices, enhances its performance, and increases its impact.

Values:

- Commitment to human rights principles
- Alignment with national aspirations
- Commitment to Palestinian development priorities
- Equality and social justice
- Creativity and excellence
- Participation
- Integrity and transparency

NDC Board of Directors and General Assembly

NDC is governed by a General Assembly comprised of 25 members who collectively represent public, private, and civil society as well as the diversity within Palestinian communities. The General Assembly includes representatives from the four main NGO Umbrella Networks and Unions and is responsible for electing the Board of Directors every three years.

Board of Directors:

1. **Zahi Khouri** - Chair
2. **Abdel-Karim Ashour** – Deputy Chair
3. **Mohammad Hassassneh** - Treasurer
4. **Dr. Suleiman Al-Khalil** - Secretary
5. **Fahmi Siam** - Member
6. **Dr. Sa’ed Ghoul** - Member
7. **Fahmi Shalaldeh** - Member
8. **Hiba Tantash** - Member
9. **Mohammad Munzer Al-Rayyes** - Member

General Assembly:

1. **Zahi Khouri**
2. **Abdel-Karim Ashour**
3. **Mohammad Hassassneh**
4. **Dr. Suleiman Al-Khalil**

5. **Fahmi Siam**
6. **Dr. Sa'ed Ghoul**
7. **Fahmi Shalaldeh**
8. **Hiba Tantash**
9. **Mohammad Munzer Al-Rayyes**
10. **Imad Abed**
11. **Noura Abu-Shaweesh**
12. **Dr. Mamdouh Al-Aker**
13. **Hisham Qaddoumi**
14. **Dr. Ramzi Odeh**
15. **Mua'tasem Zaied**
16. **Dr. Safaa Abu-Assab**
17. **Salah Saqqa**
18. **Dr. Aed Mahmoud Yaghi**
19. **Issam Al-Arouri**
20. **Dr. Ismail Al-Zabri**
21. **Irsan Ibrahim**
22. **Dr. Varsen Shaheen**
23. **Constantine Dabbagh**
24. **Dr. Suhail Al – Qishawi**
25. **Fatmeh Abo kateh**



Masader – The Palestinian NGO Portal

NDC's Masader Portal specializes in serving and empowering the NGO sector through information sharing which breaks down geographic barriers, centralizes relevant information, and connects NGOs with the right people, information and opportunities therefore fostering greater competence amongst NGOs in Palestine.



In 2021, Masader hosted 1,547 NGOs, published 11 funding opportunities, and had a total of 34,627 visits to the portal with 88,704 specific page views.

In addition, to enhance the Portal's functionality to better meet the needs of CSOs and users, in 2021 NDC worked on updating the Portal content management system from Drupal 7 to Drupal 9.



Confidence - is the belief in one's own abilities and is rooted in competence. Confidence is strengthened by being able to demonstrate competency in real situations.



Men and Women for Gender Equality - Phase II

“Women and girls live a life free from all forms of violence”



NDC, in partnership with the Women’s Affairs Technical Committee (WATC) and UN Women, implemented this project in Gaza and the West Bank which supported grants to five local NGOs. These grants include support for; advocacy directed at legal/institutional reform, working with children and youth to address gender stereotypes and promote male engagement, and engaging the community through various means to promote gender equality, and positive masculinity.



2021 Accomplishments



2831 Beneficiaries
60.8% Participation From Men.
(**1724** Men, **1107** Women)



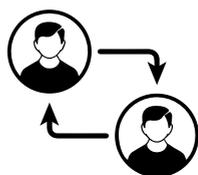
22
NGOs Formally Approved Paternity Leave Policies in 2021



115 Workshops



630 Home Visits



117 Peer to Peer Sessions



OVER 1 MILLION Online Views of Videos and Other Multi-Media Tools Created Through the Project in 2021 (2,686,434 million in 2020-2021)

Success Story

Haitham Reyad Abu Tair is a 33-year-old father of two daughters and four sons from Khanyounis and works as a coordinator for Future Brilliant Association. During the birth of his first five children, he was unable to take leave from work to be with his wife and help take care of their newborn; instead, both his and his wife's mothers stepped in to help.

As a result of his employer's decision to adopt a paternity leave policy, when his sixth daughter was born, he was able to take time to support his wife and care for his newborn daughter. Haitham built his confidence through practicing parenting skills and participating in household responsibilities, which ultimately gave him great pride and joy in himself and his family.



Partners



\$51,576

Future Youth Arms
Forum



\$51,576

Al Ofoq Organization



\$51, 576

Bena Youth Center



\$51, 576

Brilliant Future
Association

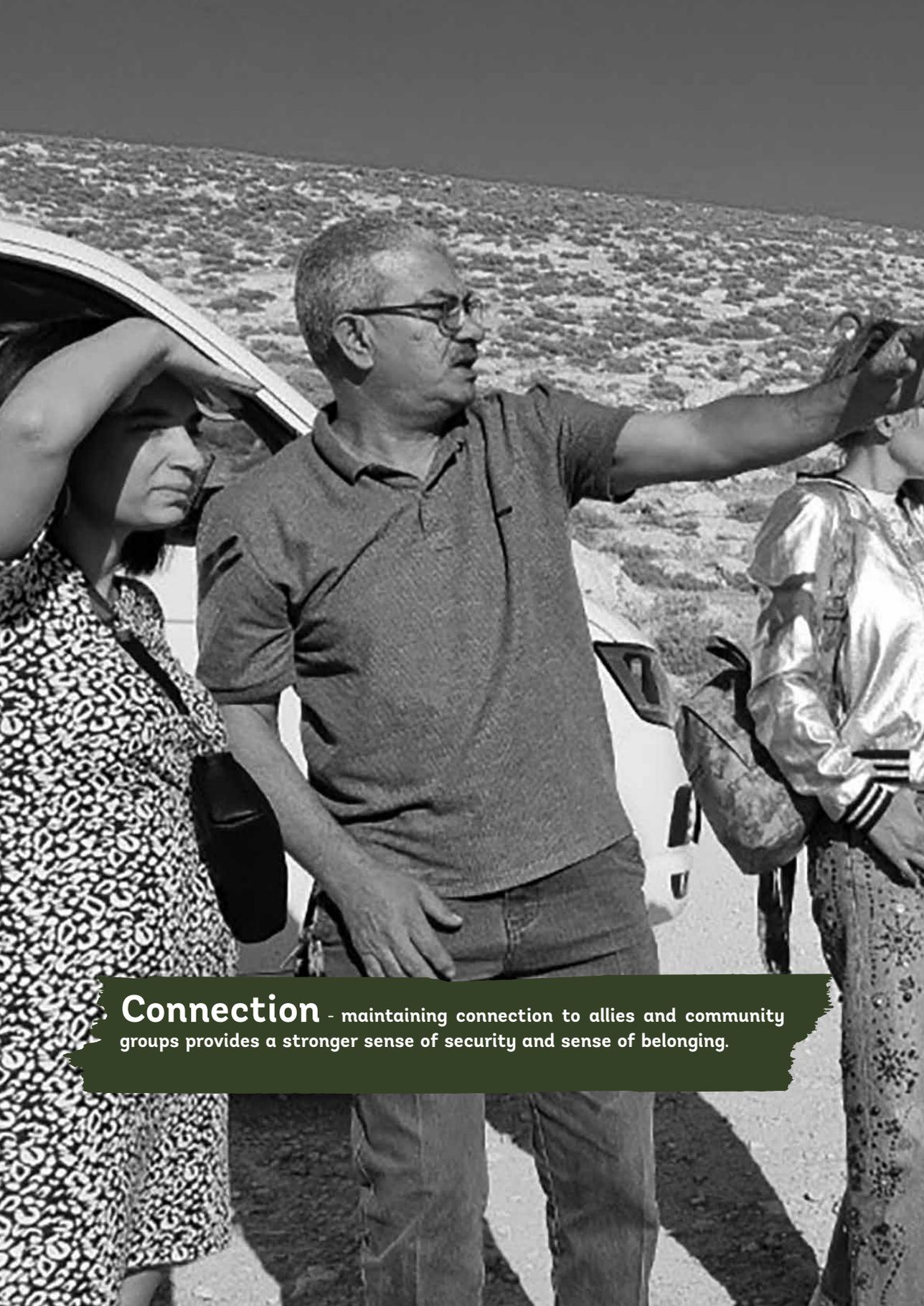


\$41,261

The Palestinian Association
for Empowerment and
Development (REFORM)







Connection - maintaining connection to allies and community groups provides a stronger sense of security and sense of belonging.

Human Rights Programme

■ ■ Sweden
■ ■ Sverige

Sweden established the Human Rights Programme 2018 -2022 through which financial support is granted to Palestinian and Israeli human rights civil society organisations, whose work focuses on Palestine and that clearly have a human rights-based perspective. NDC was entrusted to manage the Programme on behalf of Sweden. The Programme is meant to serve as a grant-making mechanism that provides core funding for local strategic human rights CSOs.

The overall objective of the Programme is to contribute to the effective realization of adherence to human rights and International Humanitarian Law (IHL) in Palestine and to influence the behavior of the relevant local duty bearers, including Israel, the Palestinian Authority, and the de-facto government in Gaza, as well as to influence the behavior of actors within the international community.

Human Rights in 2021

While movement was being made on an international level by programme partners on encouraging foreign governments and entities to uphold international law and protect human rights, at the local level, a number of human rights partners were facing targeted attacks and unsubstantiated claims about their legitimacy and accountability as civil society organizations. The result has been increased pressure and shrinking space, a shift in focus for their work, and uncertainty about what the impact could be.

One of the outcomes of the situation was a strong and clear signal by Israeli partners in the programme of unity and solidarity with their Palestinian counterparts. While this partnership can be seen within these organizations' work, be it joint statements made at the UN, or co-written research and publications, the public display and joint press conferences really put their solidarity on display at an international level.

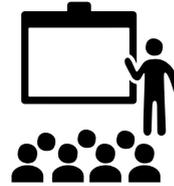


2021 Accomplishments

Advocacy efforts in 2021 on the part of the Programme partners resulted in:

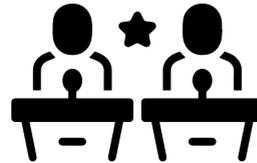
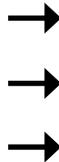
- Easing restrictions on the movement of people and goods to and from the Gaza Strip
- Reducing the number of goods that are listed as restricted in Gaza
- Increasing access to democratic participation for Palestinians
- Assisting individuals in accessing legal support and representation
- Changing military policy and practice on home invasions
- Raising the alarm on invasive spy technology used against Palestinians
- Shaping the narrative used to describe the situation in Palestine at an international level
- Holding duty-bearers accountable for their treatment of prisoners and of policies/laws
- Influencing foreign governments in presenting resolutions aimed at defending human rights for Palestinians
- Establishing a Commission of Inquiry at the UN Human Rights Council
- Supporting the International Criminal Court investigation into the Situation of Palestine

Beneficiary Numbers /Reach



More than **33,000** rights holders directly benefited from services provided by partners through the programme

This included educational activities aimed at bringing awareness to knowing their rights, legal representation in court, and other such activities



Over **40,000** duty bearers and international actors directly participated in awareness raising activities through the programme

This included diplomats, politicians, international activists and others who participated in lectures, tours, and seminars

Research and other media tools were cited by internationally recognized media outlets, fueled independent exposes on cyber security and spyware that was being used against Palestinians, and press releases, short films, videos, and other products received millions of views in 2021 alone.

Partners Social Media Presence

Public awareness and education is key to changing perceptions and generating greater public discourse on human rights issues. Collectively, partners in the Human Rights Programme have a significant social media audience with whom they publish information:

 **455,562** Followers

 **53,798** Followers

 **355,672** Followers

Partners:



\$ 1,187,374

Al Mezan Center for Human Rights



\$ 2,557,962

Al Haq



\$ 1,540,486

Defense for Children
International – Palestine



\$ 3,136,518

B'Tselem



\$ 1,700,222

Gisha



\$ 1,820, 045

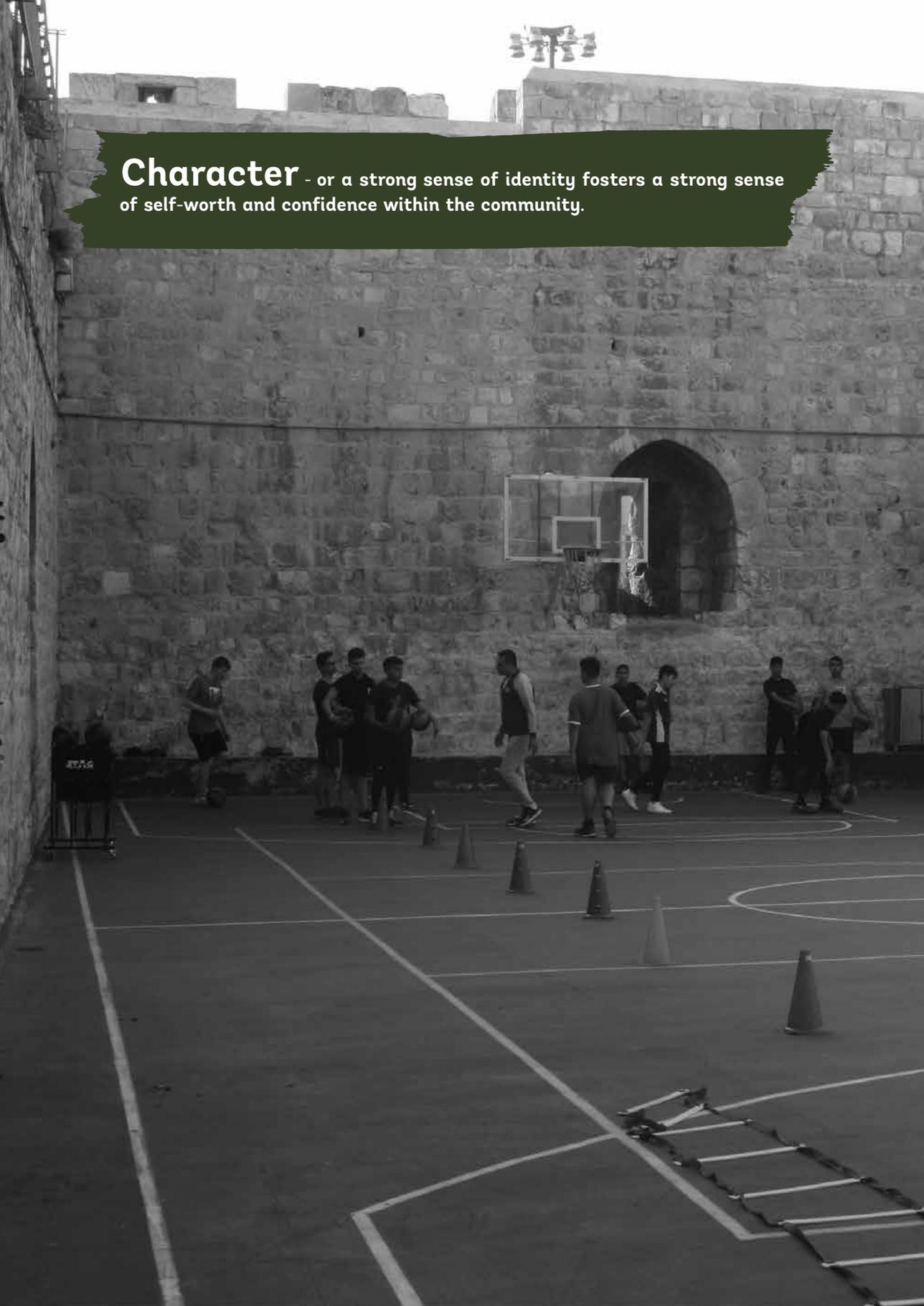
Breaking the Silence



\$ 1,733,539

Yesh Din

Character - or a strong sense of identity fosters a strong sense of self-worth and confidence within the community.



Action for East Jerusalem Identity and Resilience Programme



The AJIR programme (Appui à Jérusalem-Est pour son Identité et sa Résilience) aims to consolidate social cohesion between populations and territories through support to youth and vulnerable communities. AJIR's primary objective is to support the resilience of Palestinians in East Jerusalem through activities under three Pillars:

Pillar I: Supporting youth through the financing of education and cultural infrastructure

Pillar II: Meeting the needs of vulnerable populations through fair and equal access to social and local services

Pillar III: Building the capacity of civil society



2021 Accomplishments

Three separate calls for proposals have been solicited since the AJIR programme was launched. Between November 2020 and December 2021, NDC received a total of 83 project proposals, totaling EUR 23,226,964 in requests for funding.

By the end of 2021, 34 of the total 83 project proposals that had been submitted were still under assessment and appraisal. The remaining 49 had completed the appraisal process, and 16 of the 49 proposals were successful with a combined budget of EUR 5,739,756 and have since begun implementation.

‘Living Stones’

Terra Sancta High School was successful in their proposal to build the first ever swimming facility within the Old City of Jerusalem to create a more permanent space for Palestinians to engage in community, sport, and leisure activities. Creating these spaces is a very challenging endeavor within the Old City, as the Palestinian identity – both present and historical, is constantly at threat of erasure.

Upon starting construction, they soon discovered that their land was also the site of a Byzantine-era church. Through significant modification of their plans, the school was able to create new spaces whilst also maintaining the historical and archaeologically significant aspects of the site. This project solidifies the Palestinian character of the Old City both historically and presently and secures their existence for generations to come.



Partners

CSO	Project	Grant Amount (EUR)
Pillar I Projects		
Terra Sancta School -The Custody of the Holy Land	Finishing Works for the Sports Complex and the Pool at Terra Sancta High School in Jerusalem	1,481,666
Al-Quds University	Renovation of Al-Quds Business Center for Technology Innovation	1,135,040
The Jerusalem Princess Basma Centre (JPBC)	Renovation of Key Learning Zones at the Jerusalem Princess Basma Inclusive School	650,915
AL Ma'mal Foundation for Contemporary Art	Developing and Expanding Al Ma'mal's Learning Facilities	590,254
Dar Al Tifel Al Arabi	Upgrading School Environment/ Dar Al- Tifel Al-Arabi-School & KG	502,500
Collège des Frères	Rehabilitation of Collège des Frères Schools-New Gate and Beit Hanina	526,856
Total 6 Projects		4,887,231

CSO	Project	Grant Amount (EUR)
Pillar II Projects		
Arab Orthodox Union Club Jerusalem	Rehabilitation of the Social Multi-Purpose Hall	70,300
Young Women's Christian Association of Jerusalem	A More Environmentally Friendly and Sustainable YWCA Jerusalem Premises	100,000
Woman Centre – Shu'fat Camp	Improving the Access of Marginalized Groups of Women, Youth and Children to Social and Cultural Services in Shu'fat camp and Surrounding Areas	85,600
De La Salle Club – Jerusalem	Promote and Support Sports and Social Programs	58,550
Old City Youth Association – OCYA	Learn your Rights and Cultural Identity	59,000
Palestinian Vision Organisation (PalVision)	Building Resilience in Children and Youth in East Jerusalem ("Sanad")	99,975
Palestinian National Theatre "El-Hakawati"	Cultural Engagement: A Right not a Luxury	100,000

CSO	Project	Grant Amount (EUR)
The Jerusalemite Youth Cultural Forum	Silwan Tobdia (Empowering & Enhancing the Arts School of Silwan)	100,000
Palestinian Art Court - Al Hoash	Rehabilitation the Premises of Al-Hoash	99,100
Arab Society for Persons with Disability	Enhancing the Resilience of Persons with Disabilities in East Jerusalem – Qaderoon	80,000
Total 10 Projects		852,525
Total for 16 projects		5,739,756





Contribution - Active contribution to community fosters self-worth and increases willingness to take actions and make choices that improve the world.



Gaza Emergency Cash For Work and Self-Employment Support Project

“ To provide target youth in Gaza with short-term income support and increased access to internet-enabled self-employment opportunities ”



WORLD BANK GROUP
WEST BANK AND GAZA

Project Components

- o Cash for Work (C4W)
 - Providing youth with temporary income and work experience
- o Internet-Enabled Self-Employment
 - Providing youth with training and experience in e-work therefore generating sustainable employment
- o Project Management, M&E
 - Providing support, oversight, and coordination with partners, government, and donors

Project Highlights

C4W Beneficiaries



1,517



3,535



Total 5,052

E-Work Beneficiaries



540



625



Total 1,165

Among the 1,165 E-Work Beneficiaries, by the end of 2021 they had secured over 9,904 jobs/contracts, earning a collective total of \$1,378,385 USD. 78.6% of trainees in the first and second cycles of the program secured jobs/contracts.

Momen Al Daour - Sharing His Learning to Help Others

‘I create hope from the sunlight, then I struggle to weave the story of my successful steps to reach my goal’.

Momen

Momen Al Daour, graduated from Al-Azhar University with an undergraduate degree in English Education, majoring in English Language and teaching methodologies. Following graduation, he struggled to find employment in his field. Momen applied for and was accepted into the Business and Technology Incubator-BTI at the Islamic University training project: one of three partner institutions for the E-Work component within the World Bank funded project managed by NDC.



Momen felt confident in his training as a result of having strong and skilled mentors in the project. Momen received technical training followed by ongoing mentorship and support to begin freelancing. He went from feeling hopeless to hopeful as a result of his participation in the project. His opportunities flourished as he was now able to work with foreign companies and clients and was no longer limited to work within Gaza.

Momen went on to win the ‘Rising Talent Competition’ as the best trainee with the highest number of projects and income among his cohort. He didn’t stop there. As a result of his success, Momen sought out opportunities to become an influencer and mentor for others. In addition to the contracts he has secured, he is now volunteering with the project’s third training cycle as a mentor for a translation group, giving back to his community to help improve the living situation in Gaza.

Partners

Component One: Cash for Work (C4W)

Institution Name	Project Name	Grant Amount (USD)
Palestinian Medical Relief Society	Strengthening Health and Community Services Provided Through Medical Relief Centers in the Gaza Strip	415,451
The Society of Women Graduates in Gaza Strip	Employment For Empowerment	645,233
Right to Live Society	Ensure the Continuation of Providing Health, Educational and Rehabilitative Services for 520 Children with Down Syndrome and Autistics in the Gaza Strip Through Creating 200 Temporary Job Opportunities for New Graduates	577,821
Union of Health Work Committees	Cash For Work	839,368
Democracy and Workers' Rights Center in Palestine	Afaq Youth Employment Project in the Gaza Strip	733,701
MA'AN Development Center	Gaza Emergency Project (Cash for Work and Supporting Freelancing)	704,098

Institution Name	Project Name	Grant Amount (USD)
Fares Al Arab for Development & Charity Works	Towards a Safe School Environment through Temporary Employment of Graduates of Education Counseling in the PA Schools in Gaza Governorate	353,786
Palestine Save the Children Foundation	Employment of Graduates to Improve the Quality of Education in Gaza Strip. "Education is the Future"	868,687
Atfaluna Society for Deaf Children	Enhancing the Inclusive Education for Students with Disabilities Enrolled in the Ministry of Education Schools in the Gaza Strip	834,612
Wefaq Society for Women and Child Care	Enhancing Psychological Well-being and Behavioral Health of Children, Women and Men through C4W in Southern Gaza Strip	286,313
Bayader for Environment and Development Association (Bayader)	Improvement of Educational Process for Primary Grade Schools in Khanyounis Governorate Through C4W	978,016
General Union of Cultural Centers	Spaces for Art	401,516
Save Youth Future Society	Empowering Youth Energies	346,559

Institution Name	Project Name	Grant Amount (USD)
Women's Affairs Technical Committee	Improvement of the Psycho-Social Situation and Behavioural Health for Women and Men Through Cash for Work for Youth Female and Male Graduates in the Gaza Strip	285,511
Beit Lahia Development Association	Towards a Safe, Healthy and Good Education - Learning Environment for Students of the Basic Stage in Northern Gaza	987,950
INJAZ Palestine	Creative Employment for Youth in the Gaza Strip	499,055
Teacher Creativity Centre	Improve the educational, psychosocial and emotional level of marginalized children in the eastern areas of Gaza City	275,508
Al Tawasol Forum Society TFS	Improving the Health and Environmental Practices and Protection Status for Orphans	386,639
Red Crescent Society for Gaza Strip	Improving Access to Integrated Health Care Services for All Citizens through Cash for Work for Young Graduates	278,119
Gaza Culture and Development Group	Supporting Primary Education Through the Creation of Decent Jobs for Men and Women in the Gaza Strip	537,693
Palestinian Organization for Development	Integrated Service Project	293,621

Institution Name	Project Name	Grant Amount (USD)
Palestine Avenir for Childhood Foundation- Cerebral Palsy Center	Improving Accessibility to Integrative Rehabilitative Services for Children with Physical Disability in the Gaza Strip	274,381
Al-Azhar University	Empowering young people in the health tech sector in the Gaza Strip (Sanad).	696,363
Total for 23 Partners		12,500,000

Component Two: Internet-enabled self-employment (e-work)

Institution Name	Project Title	Grant Amount (USD)
Gaza Gateway (GGateway)	E-work is Gaza's Bridge from Dependency to Production	1,091,200
Business and Technology Incubator-Islamic University	Enhancing job opportunities on the internet for graduates in Gaza (Login)	1,011,800
Business and Technology Incubator- University College of Applied Sciences	Pal Lancer	897,000
Total for 3 Partners		3,000,000

Coping - Having coping skills and the resources to respond to crises makes communities better prepared to overcome sudden challenges.



Support to Farmers in the Northern Areas of the Gaza Strip Project

NDC was responsive to the sudden needs arising from the May 2021 escalations that gravely affected residents in the Gaza Strip through the development of a project that both addresses the damage and the longer-term stability and livelihood of those who were affected.



Between May 10th and 21st, 2021, increased hostilities followed weeks of rising tension across Palestine and Israel.





Following the escalation in May 2021, NDC and partners conducted a rapid needs assessment. A number of focus groups and individual interviews were conducted with farmers in the north of Gaza in order to provide space to discuss the main agricultural damage & losses resulting from the escalation as well as determine the most urgent needs that could address the sustainability of their livelihood.

The Spanish Agency for International Development Cooperation (AECID) chose to partner with NDC based on NDC's proposal on rehabilitation of agricultural fields and greenhouses which had been published online by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). Through their financial contribution, NDC is able to support this emergency rehabilitation project in partnership with Beit Lahia Development Association.

Project Overview

This project aims to provide assistance to vulnerable farmers in the northern areas of the Gaza Strip (Beit Lahia and Beit Hanoun). The assistance will be provided through two different means. The first component is short-term emergency direct assistance to open field and greenhouse farmers who were affected by the conflict in May 2021 in the Gaza Strip. The second component is to utilize solar/photovoltaic energy to make water irrigation systems more resilient to future crisis. The project is expected to rehabilitate 100 dunums of open fields for 50 farmers and 50 greenhouses for 50 farmers and convert 16 water wells run by fuel to solar/photovoltaic energy. Activities for this project will begin in 2022.





Control - Having control over decisions and actions and being accountable and transparent for them increases competent decision making and responsiveness to unforeseen challenges.

NDC Accountability



- * NDC exemplifies best practices related to financial integrity by:
 - Incorporating internationally recognized financial management policies into all of our work.
 - Utilizing a multi-layered auditing and oversight practice
- * NDC exemplifies best practices related to transparency and responsiveness by:
 - Deploying an accessible, secure, and responsive mechanism for resolving grievances in a timely manner that satisfies all parties involved.
 - NDC's online Grievance Mechanism provides a transparent and credible process for fair, effective and lasting outcomes.
 - It also builds trust and cooperation as an integral component of broader community consultation that facilitates corrective actions.

As a result, since 2006 NDC has:



Delivered more than **475**
grants to NGOs in
Palestine



Mobilized over US **\$110**
million for the benefit of
the Palestinian NGO sector





NDC 2021 Audit Statement



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INDEPENDENT AUDITORS' REPORT

To the General Assembly of
NGO Development Center
Al Ram - Palestine

Opinion

We have audited the financial statements of **NGO Development Center (hereinafter "NDC")**, which comprise the statement of financial position as of December 31, 2021, and the related statement of activities and changes in net assets and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of NDC as of December 31, 2021, its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of NDC in accordance with the ethical requirements that are relevant to our audit of the financial statements in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing NDC's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate NDC or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing NDC's financial reporting process.



INDEPENDENT AUDITORS' REPORT

To the General Assembly of
NGO Development Center
Al Ram - Palestine

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the

aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISA's, we exercise professional judgement and maintain professional skepticism throughout the audit. We also,

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risk, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on NDC's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosure is inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause NDC to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kawasmy & Partners
KPMG *Kawasmy & Partners*

License No. *KPMG* (201/2017)



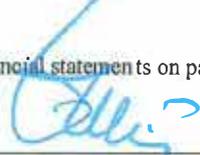
NGO DEVELOPMENT CENTER
AL RAM – PALESTINE

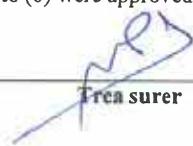
STATEMENT OF FINANCIAL POSITION

<i>US Dollar</i>	Note	As of December 31	
		2021	2020
Assets			
Current Assets			
Cash and Cash Equivalents	5	5,623,521	5,496,352
Contribution receivable	6	10,883,267	10,133,993
Other Current Assets	7	22,358	23,239
		<u>16,529,146</u>	<u>15,653,584</u>
Non-Current Assets			
Property and Equipment, Net	8	81,525	49,712
		<u>81,525</u>	<u>49,712</u>
Total Assets		<u>16,610,671</u>	<u>15,703,296</u>
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable and Accruals	9	1,423,105	1,122,863
Temporarily Restricted Contributions	11	13,757,126	13,408,970
		<u>15,180,231</u>	<u>14,531,833</u>
Non-Current Liabilities			
Provision for Employees Indemnity	10	404,529	325,068
		<u>404,529</u>	<u>325,068</u>
Total Liabilities		<u>15,584,760</u>	<u>14,856,901</u>
Net Assets			
Net Assets		1,025,911	914,468
Total Net Assets		<u>1,025,911</u>	<u>914,468</u>
Total Liabilities and Net Assets		<u>16,610,671</u>	<u>15,703,296</u>

The accompanying notes on pages from (7) to (23) are an integral part of these financial statements

The financial statements on pages (3) to (6) were approved by NDC Board of Directors on May 21, 2022


 Chairman of Board


 Treasurer


 Financial Manager

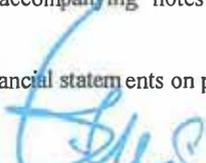
NGO DEVELOPMENT CENTER
AL RAM – PALESTINE

STATEMENT OF ACTIVITIES

<i>US Dollar</i>	Note	For the Year Ended December 31	
		2021	2020
Grants and Revenues			
Temporarily Restricted Contributions Released from Restriction	11	7,330,288	13,477,116
Foreign Currency Exchange Gain	12	60,589	61,582
Other Revenues	14	13,667	12,138
General Assembly Membership Fees		847	1,016
Gain from Selling of Property and Equipment		66	1,450
Total Grants and Revenues		7,405,457	13,553,302
Expenses			
Operating Expenses	13	(7,280,084)	(13,454,373)
Depreciation	8	(13,930)	(11,554)
Total Expenses		(7,294,014)	(13,465,927)
Increase in Net Assets for the Year		111,443	87,375

The accompanying notes on pages from (7) to (23) are an integral part of these financial statements

The financial statements on pages (3) to (6) were approved by NDC Board of Directors on May 21, 2022



 Chairman of Board



 Treasurer



 Financial Manager

A Look at 2022

One key project finished in 2021; the Men and Women for Gender Equality project implemented in partnership with UN Women, which had generated a significant impact in reducing gender gaps through innovative approaches that addressed the unique needs of their communities. We are thankful for their partnership.

Moving forward, in 2022, NDC is welcoming the implementation phases of both the AJIR project as well as the Spanish Cooperation project in Gaza. Furthermore, NDC is in the development stage of a new emergency response project in Gaza, as well as in the initial planning stages of other potential projects that will serve hard to reach communities and respond to civil societies most pressing needs. Be sure to follow NDC for updates on upcoming programmes through the Masader Portal and the website.



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