

# ANNUAL REPORT

2016





## Ten years of development work

The end of 2016 marked the tenth anniversary of the establishment of NDC. Over its ten years of work, NDC established itself as a main and sustainable Palestinian mechanism for supporting the Palestinian NGO sector financially through direct grants and technically through capacity building programs, studies and researches that are relevant to the sector. NDC succeeded over the years to channel more than USD 65 million to the Palestinian NGO sector through partnership with a large number of donors and more than 300 Palestinian NGOs. We were able to serve more than half a million Palestinian women and men, the majority of whom came from the poorest and most disadvantaged groups in terms of access to services throughout the West Bank, including Jerusalem, and Gaza Strip.

NDC managed over the past ten years several programs funded by multiple donors. These included, inter alia, the Third and Fourth Palestinian NGO Projects as well as the Additional Financing for them through funding from the World Bank, AFD, and the Secretariat of Human Rights and Good Governance on behalf of four European donor countries, namely: Switzerland, The Netherlands, Sweden, and Denmark. NDC also managed the EU-funded project "Strengthening the Palestinian NGO Sector Capacity and Involvement in Governance and Democratic Process". NDC contributed to the Gaza reconstruction efforts through funding from the World Bank and the SDC. The Center has also worked on development the Palestinian portal (Masader) with funding from BTC in addition to many creative and innovative initiatives, the most prominent of which is the Palestinian NGO Code of Conduct as well as several studies and researches relevant to the NGO Sector.

At NDC, we took the initiative to create and develop new innovative development approaches, for example the design of the cross-sectoral coordinated empowerment grants under the Additional Financing for the Palestinian NGO Project IV funded by the World Bank. The design was comprehensively responsive to the community needs in poor and remote areas, particularly in Area C. The methodology was tested through a pilot project that NDC implemented in partnership with NGOs and the Palestinian Authority in Beit Skaria village in the Bethlehem Governorate with funding from AFD. Additionally, NDC established the innovation grants program through which we aimed to support non-traditional innovative activities that involved risks, but showed at the same time high chances of success, replication, and the potential to achieve tangible impact.



Zahi Khouri  
NDC Chairperson  
of the Board of  
Directors

NDC awarded special attention to developing the partnership with the private sector. In this context, we conducted a study titled "Palestinian Non-Governmental Organizations and the Private Sector: Potentials for Cooperation and Partnerships." In partnership with the Palestinian Telecommunications Development Fund, we implemented the annual computer initiative for two successive years. We also worked on strengthening partnership between the public and NGO sectors. To this end, NDC conducted a study regarding Palestinian NGOs involvement in sectoral and national planning processes. NDC also strengthened coordination with the public sector to select projects and services that are aligned with national and sectoral plans thus avoiding duplication in funding and creating a situation whereby services provided by NGOs complement the efforts of the public sector at the geographic and sectoral levels.

Since its establishment, NDC conducted several studies and researches to upgrade the work of the NGO sector, unify its efforts, and enhance its status as a main partner for both the public and private sectors in the process of social and economic development, at the forefront of which was the development of a Strategic Framework for the Palestinian NGO sector (2017-2013). The Strategic Framework aimed at providing NGOs, each within its own specialization and capacity, a strategic direction in addressing the main issues that face the Palestinian society over a five year period, encouraging them to align their programs and projects towards realizing the overall objective, namely: "A more viable and independent NGO sector that is more effectively engaged in advancing steadfastness, liberation, and sustainable economic and social development of Palestine and the empowerment of the Palestinian people."



Ghassan Kasabreh  
Director of NDC

NDC worked constantly on bringing about qualitative shifts in the Palestinian NGO sector's work by developing the NGO Code of Conduct, the first of its kind at the Palestinian and Arab levels. We worked with our partners from the NGO umbrella networks and unions seeking to strengthen and enhance compliance with the Code of Conduct by providing NGOs with technical assistance, training, and coaching as well as developing a Resource Kit that includes manuals covering organizational and programmatic aspects. Efforts in this regard culminated with the establishment of the Code Compliance Certification Council, a national council that undertakes the supervision of the validation process and the issuing of compliance certificates in addition to raising awareness and promotion of the Code of Conduct. In November 2016, NDC celebrated the awarding of Code of Conduct Compliance Certificates to an additional number of 23 Palestinian NGOs.

In general, our programs and activities in 2016 saw a continuation of these efforts and approaches. The year was characterized by new partnerships that were forged and focused primarily on building the capacities of the NGOs. We implemented several new projects including a project to build capacities of CBOs in refugee camps in partnership with UNRWA. We also implemented a project titled "Men and Women for Gender Equality" in partnership with UN Women. Our partnerships extended to the Arab world where NDC carried out a regional study titled "Plans for enhancing social accountability in the Arab World" for ANSA- Affiliated Network for Social Responsibility in the Arab world. The study targeted 70 NGOs in seven Arab countries in order to incorporate and spread the concept of social responsibility within their institutional frameworks. At the end of 2016, NDC signed a financing agreement with the General Consulate of Sweden to support cultural organizations and the culture sector in Jerusalem for four years with a total amount of about 4.5\$ million dollars.

While we are glad to present our accomplishments in 2016 in more details. We would also like to express thanks and gratitude to our donors and partners in the NGO sector including NGOs, networks, and unions, to the Board of Directors for their support and assistance, and for our staff for their diligence and commitment to the vision and mission of NDC.



## About NDC

The NGO Development Center (NDC) seeks to provide the NGO sector with support and necessary tools to build a vibrant and essential sector capable of providing the Palestinian people with essential quality services.

NDC is considered one of the main parties to the development process of the Palestinian NGO sector. The Center's relation with the four NGO umbrella networks and unions in Palestine and our comprehensively participatory relations with our strategic partners (the PA, international donors, and Palestinian NGOs) and with the beneficiaries contribute all towards realizing the Center's mandate. NDC commitment to the development of the NGO sector and to the individual assistance to NGOs that reflect its comprehensive approach to sustainable development. Furthermore, the complementary funding resources offered by NDC is a clear indicator of its understanding of development as a comprehensive complementary process (starting with the provision of services to rights and governance).

## Vision

**External:** A free Palestine where human dignity is preserved, and where social justice prevails with the active participation of civil society.

**Internal:** The NDC is a leading institution, an incubator of developmental action, and a provider of holistic support to the CSO sector.

## Mission

The NGO Development Center (NDC) is a Palestinian non-profit, non-governmental organization supporting Palestinian NGOs and their representative entities to more effectively respond to the needs of the most disadvantaged groups in Palestinian society. Through the provision of financial and technical support as well as the development of value systems that promote principles of social justice, integrity and transparency, NDC contributes to the achievement of development priorities and the realization of an effective and sustainable civil society in the State of Palestine.

## Objectives

1. Enhance the capacity of NGOs to more sustainably deliver services and contribute to socio-economic development through:

- ✎ The provision of financial and technical support to NGOs, NGO networks and unions.
- ✎ The establishment of model developmental projects.

2. Contribute to the development of the NGO Sector to become more responsive, transparent, and accountable, by:

- ✎ Setting, evaluating, and certifying adherence to standards
- ✎ Promoting knowledge sharing and collaboration within the sector
- ✎ Supporting strategic policy research and planning.

## Values

Innovation and excellence	Impartiality	Integrity
Equality	Accountability	Partnership
Open communication	Knowledge sharing	Cooperation
Neutrality	Volunteering and participation	Respect for human rights and dignity
Transparency	Social equity	Serving the most marginalized groups and areas
Commitment and alignment with national Palestinian development priorities		



### Brief look at the most important accomplishments in 2016

- ✎ All projects funded under the grants program of PNGO IV-Additional Financing funded by the World Bank were completed. A total number of 26 projects with a total amount of USD 3.3 million.
- ✎ In January, NDC carried out a regional assignment on behalf of Care-Egypt within the framework of the Affiliated Network for Social Accountability-Arab World to identify the necessary changes needed at the institutional level of civil society organizations in seven Arab countries where ANSA operates.
- ✎ A Strategic Planning Retreat was conducted for members of NDC Board of Directors on March 19 during which they carried out a semi-annual review of the Strategic Plan 2018-2014.
- ✎ On June 14, NDC signed a memorandum of cooperation with ANSA whereby NDC was selected as the secretariat for the Affiliated Network for Social Accountability-Arab World.
- ✎ NDC and UNRWA signed an agreement on June 20 to implement a seven-month training program in good governance for 11 CBOs in Aida refugee camp in Bethlehem, and Shu'fat refugee camp in Jerusalem.
- ✎ A new Board of Directors was elected on July 11 comprising of nine members and headed by Mr. Zahi Khoury.

التعاون الإبداعي والتميز  
المساواة  
خدمة الفئات والمناطق المهمشة  
بناء الشراكات  
الشفافية  
تبادل  
احترام الكرامة  
عدم التحيز  
مناطق المهمشة  
الحيادية  
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بناء الشراكات  
عدم التحيز  
مناطق المهمشة  
احترام الكرامة

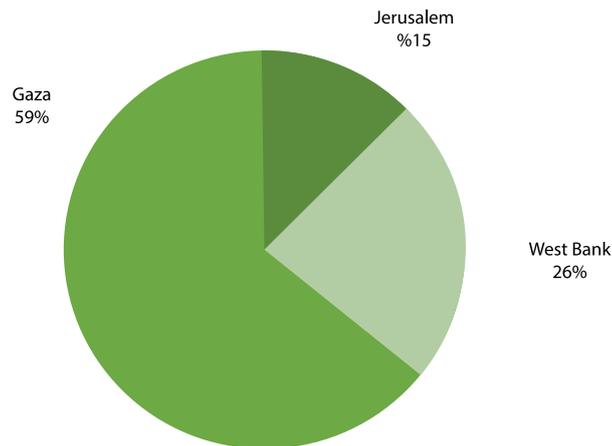
- NDC continued work on the project “Men and Women for Gender Equality: towards positive change” in partnership with UN Women. A mapping was carried out for women organizations and youth groups. Six training sessions were carried out for a number of these organizations and groups.
- The Code Compliance Certification Council celebrated on November 28 the awarding of compliance certificates to 23 NGOs.
- On November 17, NDC and the Swedish Consulate signed the agreement for the project titled “Support for Cultural organizations in Jerusalem” for a total amount of 42 million Swedish Krona. The project will be implemented over a four-year period.
- Number of NGO members in the Portal (Massader) reached 1,445. The portal witnessed an increase in number of visits with a total of 80,000 visits in 2016.
- A film was produced documenting NDC and partner organizations’ experience working on the project “Steadfastness and Development of Al Deir Village” under the Cross Sectoral Coordinated Empowerment Grants and the project titled “Together for A New Beginning” implemented under the Single Empowerment Grants program in Gaza Strip.





## Single Empowerment Grants Program

21 projects were completed under the Single Empowerment Grants program: eight projects were implemented in the West Bank, and 13 projects in Gaza Strip. This program aimed at funding NGOs that work in the various sectors of social services in order to provide quality services to poor and marginalized Palestinians in geographic areas in the West Bank where no or limited services are available and where it is difficult for the PA to work.



## Regional Distribution and Percentage of Spending by Grant Type

Grant Type	Number of projects	Number of organizations			Allocated amount in USD
		Total	WB	Gaza Strip	
Single Empowerment Grants	21	21	8	13	1,584,372
Cross-Sectoral Coordinated Empowerment Grants	5	13	11	2	1,715,628
<b>Total</b>	<b>26</b>	<b>34</b>	<b>19</b>	<b>15</b>	<b>3,300,000</b>



## Main accomplishments under PNGOIV-Additional Financing



**498** Workshop and training session conducted



**75** Small income-generating projects



**240** Dunums of agricultural lands reclaimed



**6** Water reservoirs built



**331** Patients treated  
One mobile clinic established



**5** Summer camps for children and youth organized



**3.3** Million USD provided as direct grants



**34** Partner NGOs



**39,490** Direct beneficiaries



**30** NGOs benefitted from capacity building under the Coaching and Technical Assistance Program



**29** NGOs obtained Code Compliance Certificates



**291** NGOs completed the self-rating process using the special Code of Conduct Assessment Tool

الحيادية  
المساعدة  
عدم التحيز  
الشفافية  
تبادل المعلومات  
خدمة الفئات والمناطق المهمشة  
بناء الشراكات والمشاركة  
عدم التحيز  
مناطق المهمشة  
احترام الكرامة

## NGO Code Compliance System

In 2016, NDC continued its efforts to strengthen compliance with the Palestinian NGO Code of Conduct through the Accreditation Council of the Code of Conduct Compliance and NGO Capacity Building System that comprises of 13 members representing the four umbrella networks and unions, namely: The Palestinian General Union of Charitable Societies (PGUCS), the Palestinian NGO Network (PNGO), the General Palestinian Union for NGOs in Gaza (PGUN), and the Palestinian National Institute of NGOs (PNIN), in addition to NDC.

### Palestinian NGOs Code Compliance and Capacity Building Accreditation Council

This Council was established with the aim of strengthening the capacity of the NGO Sector to become more effective, transparent, and accountable as well as encouraging the NGOs to address their weaknesses that hinder their growth and continued effectiveness, in addition to strengthening the capacity of NGOs to practice good governance and management, network among themselves to increase their effectiveness.

#### The Accreditation Council comprises of 13 members:

##### Palestinian NGO Network (PNGO):

- Issam Arouri
- Dr. Mohammad Al Abboushi
- Dr. Yousef Awadallah

- ##### The Palestinian National Institute for NGOs (PNIN):
- Nasfat Al Khouffash
  - Motassem Zayed
  - Khaled Jaber

##### The Palestinian General Union of Charitable Societies (PGUCS):

- Irsan Ibrahim
- Moahammad Fahmi Shalalkeh
- Foad Al Atrash

##### The Palestinian General Union of NGOs –Gaza Strip (PGUN):

- Mohammad Munther Al Rayyes
- Issam Hillis
- Imad Eddin Abed

##### NGO Development Center

- Ghassan Kasabreh

## Code Compliance Certificate Awarding ceremony for 23 NGOs

On November 28, the Accreditation Council organized a ceremony to award Code Compliance certificates to 23 NGOs who participated in the rating process and obtained results that qualified them to receive code compliance certificates ranging from one to three years. The ceremony took place at the Palestinian Red Crescent Society in Al Bireh and in Gaza City simultaneously and was attended by representatives of the NGO and Public Sectors as well as international donor organizations.





## Names of NGO receiving Code Compliance certificates

#	Name of NGO	Nominated By	Duration of certificate
1	Women Affairs Center – Gaza	NDC	2 years
2	Atfaluna Society for Deaf Children- Gaza	NDC	2 years
3	Future Builders Forum (FBF)	The National Institute for Palestinian NGOs	1 year
4	Students' Forum Association	The National Institute for Palestinian NGOs	1 year
5	Al Ofoq Organization	The National Institute for Palestinian NGOs	1 year
6	Arab Center for Agricultural Development (ACAD)	The Palestinian NGO Network	1 year
7	Mothers School Society	NDC	1 year
8	Asala for Credit & Development	The Palestinian NGO Network	1 year
9	Treatment and Rehabilitation Center for Victims of Torture (TRC)	The Palestinian General Union of Charitable Societies	1 year
10	Rural Women's Development Society	The Palestinian NGO Network	1 year
11	Jerusalem Legal Aid and Human Rights Center	The Palestinian NGO Network	2 years
12	Land Research Center (LRC)	The Palestinian NGO Network	2 years
13	Applied Research Institute –Jerusalem (ARIJ)	The Palestinian NGO Network	2 years
14	Union of Agricultural Work Committees (UAWC)	The Palestinian NGO Network	2 years
15	Agricultural Development Association (PARC)	The Palestinian NGO Network	2 years
16	Palestinian Vision Organization	The National Institute for Palestinian NGOs	2 years
17	Palestinian Youth Association For Leadership And Rights Activation (PYALARA)	The National Institute for Palestinian NGOs	2 years
18	Marda Charitable Society	The National Institute for Palestinian NGOs	2 years
19	Women's Studies Center	The Palestinian NGO Network	2 years
20	Community Development & Continuing Education Institute (CDCE-I)	The National Institute for Palestinian NGOs	2 years
21	Partners for Sustainable Development (PSD)	The Palestinian NGO Network	2 years
22	Women's Centre for Legal Aid and Counselling (WCLAC)	The Palestinian NGO Network	2 years
23	Palestinian Medical Relief Society	The Palestinian NGO Network	3 years

## Technical Assistance

In 2016, NDC continued to provide technical assistance to NGOs in financial management, management, and governance. 30 NGOs benefited from trainings under this program in addition to support in developing manuals for their boards of directors and general assemblies, strategic plans, and manuals for human resource management.

### Grants to NGO Umbrella Networks and Unions

In 2016, NDC continued the work with the four NGO umbrella networks and unions (PNIN, PGUCS, PNGO, and PGUN-Gaza) under the Code of Conduct project. The umbrella networks and unions received grants to raise awareness of their members of the Code of Conduct and the associated Code Compliance System. This included the conducting of workshops and provision of technical assistance to member organizations.

#### Accomplishments under the Code of Conduct Component in 2016

<b>291</b>	NGOs completed the self-assessment process using the Code of Conduct Assessment Tool
<b>90</b>	NGOs submitted requests to validate self-assessment results
<b>79</b>	NGOs had their self-assessment results validated by NDC staff
<b>37</b>	Code of Conduct awareness-raising workshops conducted
<b>30</b>	NGOs benefited from Technical Assistance trainings
<b>23</b>	NGOs received Code Compliance certificates





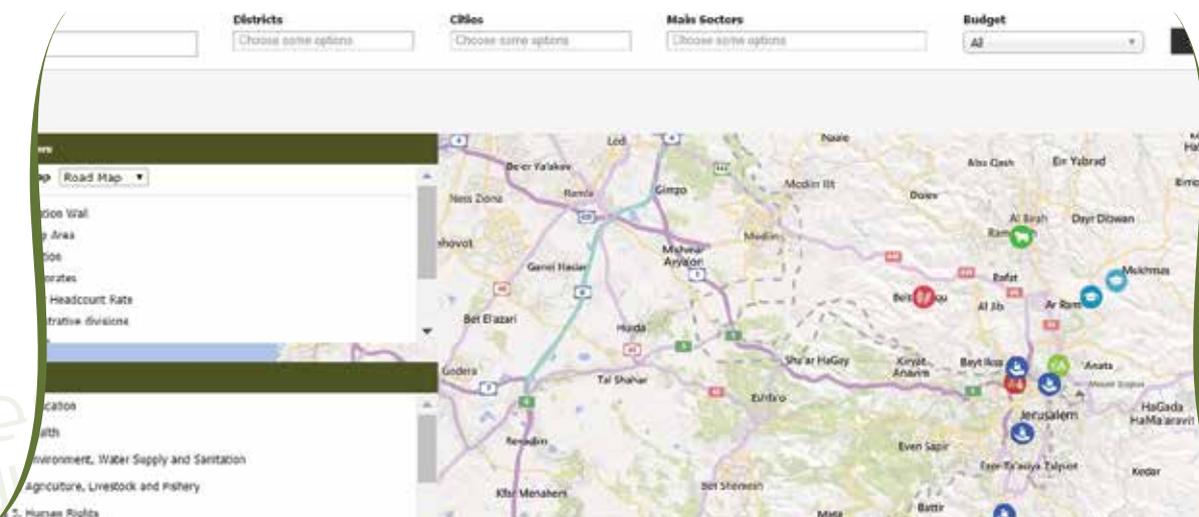
### Palestinian NGO Portal "Masader"

In 2016, NDC continued developing the Palestinian NGO Portal (Masader) and expanding its membership with the total number of members amounting to 1,445 NGOs. Number of visits to the portal increased to 80,000 visits during 2016. Many funding, training, and employment opportunities as well as studies, reports, and researches were published on the portal. 30 NGOs took the initiative to publish their financial reports via the portal.

NDC worked on unifying and merging NGO registration forms in Arabic and English into one form as well as introducing adjustments and improvements to the main page. NDC completed also the entry of geographic coordinates of all member NGOs on the GIS system as well introducing improvements to the search function within the system. A new section was also created for Code of Conduct Compliance System. This section includes an introduction of the system, members of the Accreditation Board, as well as the tools needed for the self-assessment process.

**The Palestinian NGO Portal "Masader" is an electronic portal dedicated to serve and strengthen the NGO sector. Through Massader, every NGO can publish information about its accomplishments, projects, programs, studies, researches, and annual reports. As such, the portal provides a wealth of knowledge, constitutes a database for main information about the Palestinian NGO sector, in addition to providing a free and open platform for dialogue about the various development issues.**

[www.masader.ps](http://www.masader.ps)



## New partnerships

### Training on the Good Governance for 11 Camp - Based Organization

NDC implemented a training project in the area of good governance for 11 CBOs in Aida refugee camp in Bethlehem, and Shu'fat refugee camp in Jerusalem within the framework of an agreement signed by NDC and UNRWA on June 20 for a total amount of USD 29,095.

The seven-month project involved the development of manuals in good governance for the CBOs as well as the provision of training in three areas: Palestinian NGOs Code of Conduct, Leadership and communication skills for boards of directors, as well as policy dialogue and networking.

#### Partner CBOs

The Palestinian Child Center	Youth Activities Center Shufat Camp Popular Committee	Alrowwad Society for Culture and Arts
Aida Camp Popular Services Committee	Future Hope Society	Youth Activities Center
Aida Youth Center	Noor Rehabilitation Center	The Women's Center
Al Quds Charitable Society for Rehabilitation and Special Education	Bethlehem Women's Activities Center	



### Stars Foundation: institutional assessment for six NGOs

NDC conducted an institutional assessment for six NGOs pre-selected by Stars Foundation (3 NGOs in the West Bank and 3 NGOs in Gaza Strip) within the framework of an agreement that was signed between the two parties in July 2016.

The assessment was carried out to help Stars Foundation select candidate NGOs for the international Impact Award in Iraq, Jordan, Morocco, and Palestine. Winning NGOs will receive core funding for a total of USD 50,000 in addition to the ability to participate in regional workshops in Jordan. Later, three out of the six NGOs assessed by NDC received the award. These NGOs are: Al-Amal Association for the Deaf in Qalqilya, the Palestinian Counseling Center in Jerusalem, and Al-Amal Association for the Rehabilitation of the Disabled in Rafah.



**NDC Partnership with UN Women**

### **“Men and Women for Gender Equality”**

In 2016, NDC continued to implement the activities of “Men and Women for Gender Equality” project in partnership with UN Women and through support from the Swedish International Development Agency (SIDA). This project is part of a regional project that UN Women is currently implementing in the MENA region with a focus on Morocco, Lebanon, Egypt and Palestine in order to understand the root causes for gender inequality as well as enhance capacities of civil society organizations and their networks in gender and empowerment.

### **Mapping of CBOs and Youth Groups**

In the first quarter of 2016, NDC conducted a field survey of new and emerging community based organizations (CBOs) and youth groups focusing their work on innovative approaches to gender equality, engaging men and boys and working with young people.

NDC received 139 applications (71 from CBOs and 52 from Youth Groups). A steering committee was established to oversee the process of selection of beneficiary CBOs and Youth Groups. 37 applications met the criteria identified by the committee, with the following breakdown: 22 applications from CBOs (8 in the West Bank, 3 in Jerusalem, and 11 in Gaza Strip) and 15 applications from youth groups (6 in the West Bank, 2 in Jerusalem, and 7 in Gaza Strip). Based on the results of the assessments that were carried out through field visits, recommendations were made for 23 CBOs and Youth Groups to benefit from the capacity-building program.

## Capacity Building Component

Following the mapping process, NDC developed capacity-building plans for CBOs and Youth Groups, discussed them with each of them individually and finalized them. NDC agreed with the CBOs and Youth Groups to conduct trainings in the following topics: 1) community mobilization; 2) communication and advocacy; 3) gender and political participation; 4) human resource management; 5) gender and masculinity; 6) fund-raising; 7) project management; and 8) financial management.

In July, NDC started the training sessions for 4-3 days on a monthly basis. By the end of 2016, NDC had completed 10 training sessions in the West Bank and Gaza Strip. In addition to another training program titled «Engaging Men and Boys for Gender Equality» targeted only CBOs and was held during October in Jordan by ABBAD, a training partner to UN Women that is based in Lebanon.

It is worth mentioning that there was a high participation of women in the training sessions. In total, women participation represented %54, being %58 in the West Bank and %49 in Gaza.

## Mentoring/Coaching Component

Based on the assessment of the organizational development priorities for each of the 14 CBOs (being 9 in the WB and 5 in Gaza), a development plan has been prepared by NDC team for each CBO to address their development priorities which ranged between developing strategic and fundraising plans to developing administrative, human resources and advocacy manuals.

NDC team has started coaching CBOs during the monthly visits to develop the selected manuals in a participatory manner in order to increase the capacity of the CBOs board members, staff, and volunteers.

Through the technical assistance and coaching provided by NDC in collaboration with UN Women, new and emerging CBOs/Youth Groups will become more capable of putting gender equality on the national agenda and they will enhance their capacity to combat violence against women.

Beneficiary CBOS			
Future Youth Forum "SAWAED"	Palestinian Women's Association for Entrepreneurship and Innovation	Al- Ofoq Foundation for Youth Development	The Palestinian Association For Empowerment and Local Development - REFORM
Sawa for Women Empowerment	Young Leader Forum	Youth For Jerusalem Association	Teacher Village
ART LAB	Palestine Youth Volunteer Center	Our Youth Hope For Gaza	Bena Youth Center
Herak Youth Center	Brilliant Future Association	Al Waleed Charitable Society	
Beneficiary Youth Groups			
Al Fawwar Camp Youth Council	Asamou Youth Interprones	Feena Al-Kheer (Goodness in us) Group	We Still Don't Know Group
Power Group	Saned Group	Bouquet Homeland	Social Media Club
Graduates Forum - Gaza Strip			

## Support for the Cultural Sector in East-Jerusalem

NDC signed on 17 November a four-year agreement with the General Consulate of Sweden in Jerusalem for a total amount of 42 million Swedish Krona for supporting NGOs working in the culture sector in Jerusalem. Ghassan Kasabreh, NDC Director, signed the agreement on behalf of NDC, and Dr. Johannes Scharr, Head of Cooperation, signed it on behalf of the Swedish Consulate.

The overall objective of the project is to support the steadfastness of the Palestinian society in Jerusalem by strengthening cultural rights through improving networking and coordination among civil society organizations working in the cultural sector in Jerusalem and enabling them to better serve and represent the beneficiaries of their programs.

Through this project, grants will be provided to partner NGOs to first: establish a network of cultural civil society organizations in Jerusalem, The Jerusalem Arts Network "SHAFAQ", and secondly: provide programmatic support that aims at providing long-term (four years) financial support for partner organizations to enable them to achieve their strategic objectives.



The project includes provision of technical assistance and capacity building for partner organizations. This involves providing institutional technical assistance as well as the implementation of the customized capacity building plans for each partner organization, as well as conducting a bi-annual evaluation of the effectiveness of the Jerusalem Arts Network "SHAFAQ" and design a capacity building plan for it. Additionally, the project includes the development and printing of a Human Rights Based Approach Manual for civil society organizations.

### Strategic Objectives of the Project:

- 1- Improve networking and coordination among civil society organizations specialized in culture in Jerusalem and establish the Jerusalem Arts Network "SHAFAQ"
- 2- Empower cultural civil society organizations to increase the representation of their beneficiaries



Palestinian Art Court (Al Hoash)



The Palestinian National Theatre (El-Hakawaty)



Edward Said National Conservatory of Music

## Beneficiary NGOs

Al Ma'mal Foundation

Yabous Productions

## Success Stories

### Code Compliance System Enhances Institutional Development

Alrowwad Society for Culture and Arts in Aida refugee camp conducted in the beginning of 2016 the self-assessment part of the Code of Conduct Compliance System. The results of the self-assessment were later validated by the specialized NDC team. Based on the validation process, a customized plan for capacity building was developed for the Society including several recommendations. In its turn, the Board of Directors of Alrowwad Society discussed and adopted the plan and implementation of some of its activities was initiated.

Alrowwad Society was one of NDC partner organizations under the project of "Building capacities of CBOS in refugee camps" in addition to being one of six NGOs that were selected by Stars Foundation to be nominated for its International Impact Award. This included an assessment of all areas of institutional work of the Society. The results have shown that Alrowwad met all the eligibility requirements for the Award.

In this context, the Executive Director of Alrowwad R'ebal Al Kurdi said: "as a result of the special Code of Conduct related assessment, and the plan developed by NDC we were able to document many of our capacity building needs. We were able to identify our institutional capacities and what is required to develop them."

Al Kurdi adds: "When the external evaluator from Stars Foundation visited us, he found that many of the issues that should be verified were part of the activities that we implemented within the context of the capacity-building plan. The Code of Conduct and its Compliance system contributed towards upgrading our institutional capacities and structure, our commitment to work principles that improve our services to the beneficiaries and enhances the desired impact of our development programs."



الحيادية  
المساءلة  
عدم التحيز  
الشفافية  
تبادل  
بناء الشراكات  
احترام الكرامة  
مناطق المهمة  
عدم التطوع  
فتوح



### **'Eideh Al Shalalfeh: Diligence and Persistence**

'Eideh Al Shalalfeh, 39 years old, lives together with her family in Al Moghraqa area in the middle of Gaza Strip. 'Eideh and three of her seven children suffer from hearing loss and had experienced with her family for long severe social hardships. Her husband is sick and is unable to go out for work. This meant that the family was left without any source of income and 'Eideh had to take the full responsibility for the family. 'Eideh was looking for any opportunity to secure her family's needs in terms of food, clothing, and healthcare.

'Eideh sought with all her strength to provide her family with a dignified life. She joined several vocational courses at Atfaluna Society for the Deaf in embroidery under the project "Improving quality of life of people with special needs in Gaza Strip through economic empowerment and social welfare" funded by NDC under the PNGOIV-Additional Financing project.

Through these vocational courses, 'Eideh was able to prove her capacity and joined the program for work at home in the field of embroidery. She did not stop there. When she learned about the opportunity to establish small businesses, 'Eideh expressed desire to benefit from it. She had an idea for a small business, namely a small grocery store. After approval of her project, 'Eideh was excited and started preparing a room at her house that overlooks the street in order to implement her project. She worked hard to expand her grocery shop and bought a fridge for the store with payment in the form of installments and started establishing a warehouse for the goods.

'Eideh and her family felt a positive change to their living standard, a change she described as follows: "this project was my chance to lead my family to a better life. I will seek diligently to make it successful and sustainable. Now I can meet the needs of my family and my children can enjoy a dignified life."

#### **Project name**

Improve quality of life of people with special needs in Gaza through economic empowerment and social welfare

#### **Implementing partner NGO**

***Atfaluna Society for Deaf Children***

#### **Project objective**

Improve the living conditions of individuals with hearing and motor disabilities in Gaza Strip through providing them with quality education, psycho-social services, internships, and income-generation projects.

## The twins Nermeen and Niveen: Towards A Better Tomorrow!

It was very difficult to distinguish between the -10year old twins Nermeen and Niveen Totah and so their mother registered them in the program "Towards a better tomorrow" implemented by Eastern Gaza for Family Development Society under PNGO IV-Additional Financing Project.

The mother complained at the time of her inability to distinguish between the twins and talked about their big dependence one on the other which strengthened their (sense of twinship) thus threatening the development of their individual personalities. They isolated themselves from the external world, their family and neighbors, and they did not have friends.

<b>Project name</b>	Towards a better tomorrow
<b>Implementing partner NGO</b>	<b><i>Eastern Gaza for Family Development Society</i></b>
<b>Project objective</b>	Adjust behavior and attitudes of children and adults in ways that contribute towards creating a peaceful internal environment in East Gaza area, establishing foundations for confronting conflicts and disputes in a non-violent manner.

After registering the twins in the program, they were separated in all activities and games that required dividing up into groups. During the opening and closing sessions, the two girls were separated and space created between them to allow them to establish new relations with their colleagues at the center and enhance their self-confidence. The councilors at the Society visited the twins' family house to give instructions and advice to their parents and visited also the twins' school asking the school administration to separate the two girls in the classroom and one of them was moved to a new class. In this regard, one of the teachers said: the girls started to have more interaction with their colleagues, started to take part at class and speak more...moving Niveen to a new class was a positive step." In the last parents' meeting, Niveen and Nermeen's mother said: "You helped me solve the problem of my twin daughters...each one of them has now her independent life and they got rid of the annoying close attachment they had... the problem could have worsened as they grow up had it not been for your intervention."





**Sa’ad Al Bzoor: Self-Reliance and Engagement in the Society**

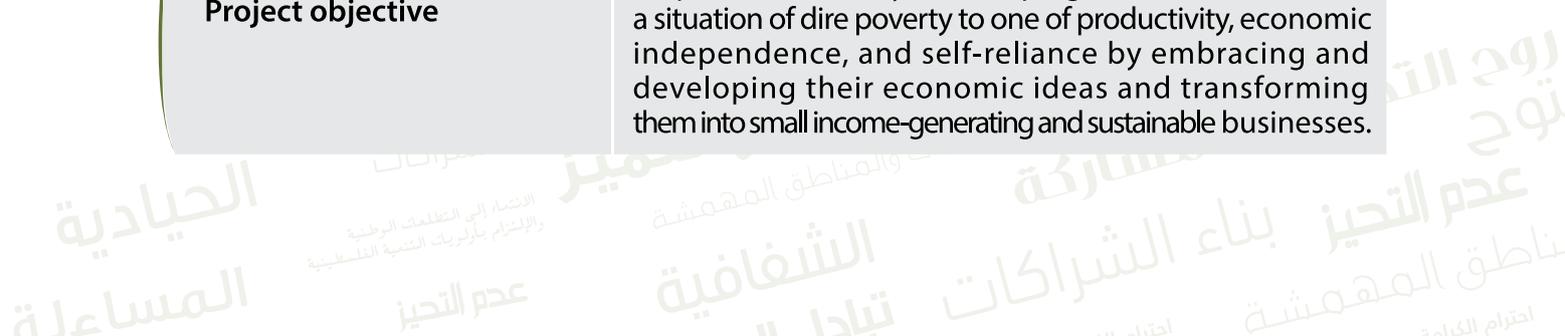


With a big smile on his face, Sa’ad Al Bzoor sits on his wheelchair in front of his grocery store in Raba south of Jenin city full of life and hope as he handles the requests of his clients, making the accounts, and saving money in hope for a better future. Sa’ad was one of the beneficiaries of the project to “enhance economic empowerment of disabled youth in marginalized areas” that was conducted by the Palestinian Consultative Staff for Developing NGOs (PCS) in Jenin Governorate through funding from NDC under the single empowerment grants program. Through the project, Sa’ad was able to establish his own project, namely a grocery store in a small room overlooking the street of his family’s house.

Sa’ad points out to the positive transformation in his life as he practices the work he likes in trading : “there is a huge difference between being a person that is viewed by others as a burden dependent on their help and becoming a productive person that is self-dependent.” As he salutes passersby Sa’ad reiterates that a window of hope has opened for him through his small enterprise. He has become more self-confident, capable of establishing good social relations, and his outlook in life has changed.

Sa’ad maintains his project and seeks to develop it further. He records his sales, calculates his daily profits, and puts aside payments due to merchants. He stresses that maintaining credibility with the merchants and the clients is his true capital.

<b>Project name</b>	Enhance economic empowerment of disabled youth in marginalized areas
<b>Implementing partner NGO</b>	<i>Palestinian Consultative Staff for Developing NGOs</i>
<b>Project objective</b>	Empower disabled youth helping them transition from a situation of dire poverty to one of productivity, economic independence, and self-reliance by embracing and developing their economic ideas and transforming them into small income-generating and sustainable businesses.





## NDC General Assembly and Board of Directors

NDC is governed by a General Assembly comprised of 29 members covering the public, private and civil society sectors and diverse Palestinian communities. The General Assembly includes representatives from the four main NGO Umbrella Networks and Unions and elects the Board of Directors once every three years.

### Names of General Assembly members

Abdel Karim Ashour	Khaled Jaber
Dr. Suleiman Al Khalil	Mohammad Hassassneh
Dr. Ismail Al Zabri	Mohamamd Yihya Hamza
Dr. Suhail Al Qishawi	Mohammad Munzer Al Rayyes
Dr. Aed Yaghi	Nasfat Al Khuffash
Dr. Allam Jarrar (Honorary member)	Noura Abu Shaweesh
Dr. Mamdouh Al Aker	Nahla Assali
Fahmi Siam	Rami Nasser Eddeen
Fahmi Shalaldehy	Rawya Al Shawwa
Hisham Qaddoumi	Safaa Abu Assab
Hashem Hani Shawwa	Salah Saqqa
Issam Arouri	Sufian Mushashaa
Irsan Ibrahim	Varsen Shaheen
Issam Hillis	Zahi Khoury
Kostantin Dabbagh	



الحيادية

الالتزام بالولاءات الوطنية  
والالتزام بالولاءات الشعبية الفلسطينية

عدم التحيز

الشفافية

المشاركة  
عدم التحيز  
مناطق المهمشة  
احترام الكرامة

**The current Board of Directors was elected on July 11, 2016 and comprises of nine members as follows:**



Zahi Khoury  
Chairperson

Mr. Zahi Khoury is the founder of the Palestinian National Beverage Company (Coca Cola/Capi) and currently serves as the Chairperson of the Board of Directors and the CEO of the Company. Mr. Khoury holds several executive positions and is member of many Boards of Directors of Economic institutions such as: the Jerusalem Investment and Development Company, board member of Jericho Gate, Chairperson of the Board of Directors of the Jerusalem Investment in Tourism Company. Additionally, Mr. Khoury is an Executive Member of the Board of Directors of Al Alyan Group and the CEO of Al Alyan Holding Saudi Company in the Kingdom of Saudi Arabia and the U.S. for more than 20 years. Mr. Khoury was the Chairperson of the Executive Committee of the Palestinian Telecommunication

Company-PalTel from 1/2001–5/2004. He was also the Chairperson of the Board of Directors of Jawwal Company from 23/5/2001-9/3/2005. He also holds a number of civic positions among others, the Chairperson of the NGO Development Center (NDC) in Jerusalem. He is also a Board Member of Rasmala for Investment in Dubai and is the founder of the Innovation Fund in Palestine. He received the award of working for peace in 2015 in Oslo-Norway. Mr. Khoury received an M.B.A. from the European Institute of Business Administration (INSEAD), Fontainebleau, France and an M.Sc. in Engineering from the Technische Hochschule in Stuttgart, Germany. He ended his high school studies at the IC in Beirut, Lebanon.

Abdel Karim Ashour has served as the vice chair since 2006. He holds a B.Sc in Economics from the University of Halwan, Egypt. Working since 1982 with the Palestinian Agricultural Relief Committees, he is currently its Deputy Director General and is responsible for the overall oversight of its programs and projects in Gaza Strip. Mr. Ashour has attended numerous courses locally and abroad on networking, strategy planning, and management. He has also participated in regional workshops on agriculture, civil society and human resources. Mr. Ashour is board member of various NGOs such as the Arab Thought Forum, Faten, and the Palestine Export Council. He is also member of the Advisory Committee for the Human Resources Development and a member of the Palestinian Team for Poverty Alleviation. Mr. Ashour's strengths lie in his leadership skills, capacity building, and networking with the local NGOs.



Abdel Karim Ashour  
Deputy Chairperson



Dr. Varsen Shaheen  
Treasurer

Dr. Varsen Shaheen held several positions including as a professor of management at Al Quds University, Director of the project to review the Multi-Sector Strategic Plan for East Jerusalem, Director of the National Plan to develop human resources and education in the health sector, and the Executive Director of the Office of Jerusalem as Capital of Arab Culture. Dr. Shaheen holds a PhD in education management and policies, MA in nursing management and has several publications on education, health, and women.

Mr. Najjar is the Chairperson of the Union of Charitable Societies for Northern West Bank Governorates. He holds several other positions including Chairperson of the Central Committee for Rehabilitation of the Disabled-Jerusalem, Treasurer of the Palestinian General Union for Charitable Societies, Secretary General of Al Tadamon Charitable Society, and Chairperson of the Educational Committee of the Society. Mr. Najjar obtained a diploma in Education from Teachers Training Institute and worked as a teacher from 1952 to 1994 and then as a school principal of several preparatory and secondary schools in Nablus Governorate.



Irsan Najjar  
Secretary General



Dr. Suhail Al Qishawi

Dr. Suhail Al Qishawi was the Director of Internal Medicine Hospital at Al Shifa Medical Complex until his retirement in 2010. He currently works as lecturer at the Medical and Dentistry Faculty at Al Azhar University. He is the former Chairperson of the Palestinian Society for Diabetes and Endocrine System diseases.



Dr. Suleiman Al Khalil

Dr. Suleiman is a Board member and represents the Palestine National Institute for NGOs- PNIN. He holds a PhD in Medicinal Chemistry and is currently the Director of the Scientific Research Center, as well as being an Associate Professor in An-Najah University, a position he has held for the last 21 years. Voluntary work includes being the Chairperson of the Patients Friends Society in Tulkarem and the Chairperson of Khadoury Friends' Society. His strengths lie in public relations, fundraising, and communication.



Nasfat Al Khuffash

Mr. Nasfat Al Khuffash is the Chairperson of the Palestinian National Institute for NGOs-PNIN. He took part in establishing several NGOs and NGO networks in Palestine. He held several positions including as a member of the Board of Directors of the Youth for Citizenship and Reform Network, Chairperson of the Board of Directors of Marda Charitable Society for Development, and chairperson of the Union of Salfet Charitable Societies. He is member of the Board of Directors of the Palestinian General Union of Charitable Societies. Mr. Al Khuffash is also a member of the Secretariat of the National Committee for BDS and is a member of the Advisory Council of Salfet Governorate. He is also a member of the general assemblies of several active national NGOs and is also a founding member and the coordinator of the Coordination Council of Palestinian NGOs. He is also a member of the Board of Directors of the Social Welfare Institute. Mr. Al Khuffash holds a B.A. in community development.

Mr. Issam Hillis is the Chairperson of the Society of Palestinian Plastic Artists – Southern Governorates branch and member of the secretariat general of the General Union of Plastic Artists. He has wide experience in NGO work since he led several training courses and workshops for NGOs. He is a member of boards of directors of several organizations including the General Commission of the Palestinian General Union for NGOs in Gaza. Mr. Hillis has a diploma of higher studies, B.A. in art education from Helwan University in Cairo. He worked as a teacher of art at UNRWA schools in Gaza Strip and works currently as a general expert for art education and coordinator of quality control unit at UNRWA schools in Gaza Strip. He has organized several art exhibitions and participated at several Arab and International arts events. Mr. Hillis has developed several educational courses, carried out researches, and written several art books.



Issam Hillis



Dr. Aed Yaghi

Dr. Yaghi is the Director of Palestinian Medical Relief Society in Gaza Strip. He is a member of many NGOs and National Committees, including the Board of Directors of PNGO where he serves as the Medical Coordinator, and member of the National Committee for Medical Policies. Additionally, he is a member of several regional and international forums including as an active member in the Peoples' health movement. Dr. Yaghi graduated as General Physician from Azerbaijan University in 1992 and specialized in urinary tract surgery in 1996. He obtained M.A. degree in public health and health management from Al Quds University in 2008.

## NDC Financial Statements



### *Independent auditor's report to the Board of Directors of NGO Development Center- Jerusalem, Palestine*

#### *Report on the audit of the financial statements*

##### *Our opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of NGO Development Center (hereinafter "NDC") as at December 31, 2016, and its statement of activities and changes in net assets and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

##### **What we have audited**

The NDC's financial statements comprise:

- the statement of financial position as at December 31, 2016;
- the statement of activities and changes in net assets for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

##### *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 *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

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

##### **Independence**

We are independent of the NDC in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) that are relevant to our audit of the financial statements. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

##### *Other information*

Management is responsible for the other information. The other information comprises annual report of NDC but does not include the financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

PricewaterhouseCoopers, Level 7, Amaal Tower, Al-Irsal, Al-Bireh, Palestine

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Note: From Arab Countries Please dial 970 instead of 972

الالتزام بأخلاقيات المهنة  
والإلتزام بأخلاقيات المهنة الفلسطينية

عدم التحيز

الشفافية  
تبادل

بناء الشراكات  
احترام الكرامة

عدم التحيز  
المناطق المقهوشة

روح الان  
مفتوح

المساءلة  
المسؤولية



## *Independent auditor's report to the Board of Directors of NGO Development Center- Jerusalem, Palestine (continued)*

If, based on the work we have performed, on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### *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 the International Financial Reporting Standards 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 the 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 the NDC or to cease operations, or has no realistic alternative but to do so.

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

### *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 ISAs, we exercise professional judgment and maintain professional scepticism 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 risks, 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 for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, 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 NDC's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



*Independent auditor's report to the Board of Directors of  
NGO Development Center- Jerusalem, Palestine (continued)*

- 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 the 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 disclosures are 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 the 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.

*Housa Baffali*  
PricewaterhouseCoopers Palestine Limited  
Ramallah, Palestine  
April 13, 2017

**NGO Development Center (NDC)**

Financial statements for the year ended December 31, 2016

**Statement of Financial Position**

(All amounts in USD)

	Notes	As at December 31	
		2016	2015
<b>Assets</b>			
<b>Non-current Assets</b>			
Property and equipment	(3)	11,655	24,068
		<b>11,655</b>	<b>24,068</b>
<b>Current Assets</b>			
Contributions receivable	(4)	3,555,400	1,614,562
Other current assets	(5)	12,354	16,994
Cash and cash equivalents	(6)	2,563,206	1,311,516
		<b>6,130,960</b>	<b>2,943,072</b>
<b>Total Assets</b>		<b>6,142,615</b>	<b>2,967,140</b>
<b>Net Assets and Liabilities</b>			
<b>Net Assets</b>			
Net assets		1,060,252	1,073,871
<b>Total Net Assets</b>		<b>1,060,252</b>	<b>1,073,871</b>
<b>Non-current Liabilities</b>			
Provision for employees' indemnity	(7)	302,402	354,317
		<b>302,402</b>	<b>354,317</b>
<b>Current Liabilities</b>			
Temporarily restricted contributions	(8)	4,660,408	1,492,550
Accounts payable and accruals	(9)	119,553	46,402
		<b>4,779,961</b>	<b>1,538,952</b>
<b>Total Liabilities</b>		<b>5,082,363</b>	<b>1,893,269</b>
<b>Total Net Assets and Liabilities</b>		<b>6,142,615</b>	<b>2,967,140</b>

- The notes on pages 8 to 16 are an integral part of the financial statements.

- The financial statements on page 5 to 16 were authorized for issue by NDC Board of Directors on April 12, 2017 and were signed on its behalf.



**Zahi Khouri**  
Chairman of the Board of  
Directors



**Varsen Aghabekian**  
Treasurer

**NGO Development Center (NDC)**

Financial statements for the year ended December 31, 2016

**Statement of Activities and Changes in Net Assets**

(All amounts in USD)

	Notes	Year ended December 31	
		2016	2015
<b>Revenues</b>			
Temporarily restricted contributions released from restriction	(8)	1,649,191	3,138,424
Interest income		3,212	5,602
Other revenues		168,250	120,098
Foreign currency exchange (loss) gain		(46,892)	29,910
<b>Total Revenues</b>		<b>1,773,761</b>	<b>3,294,034</b>
<b>Expenses</b>			
Operating expenses	(10)	1,768,958	3,279,532
Depreciation	(3)	18,422	20,735
<b>Total Expenses</b>		<b>1,787,380</b>	<b>3,300,267</b>
<b>Decrease in net assets</b>		<b>(13,619)</b>	<b>(6,233)</b>
Net assets, beginning of the year		1,073,871	1,080,104
<b>Net assets, end of the year</b>		<b>1,060,252</b>	<b>1,073,871</b>

- The notes on pages 8 to 16 are an integral part of the financial statements.



### Contact Us:

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#### NDC Web Pages:

[www.ndc.ps](http://www.ndc.ps) [www.masader.ps](http://www.masader.ps) | Email: [info@ndc.ps](mailto:info@ndc.ps) | Facebook: NGO Development Center NDC