

NGO Development Center



CAPABILITY STATEMENT

2008

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Who are we?

The NGO Development Center (NDC) is the largest Palestinian organization of its kind working hand-in-hand with Palestinian NGOs, local cooperatives, and community development organizations to enhance their service delivery and build a more capable, responsive Palestinian civil society. NDC's programs and grants empower Palestinians to help Palestinians by providing NGOs the skills, tools and funds they require to address social needs and promote self-reliance amidst adversity. The organization also advocates greater NGO transparency and accountability through the adoption of professional financial and management practices, and promotes sector-wide coordination and sharing of best practice experiences.

Although only recently institutionalized in March of 2006, NDC has served as the main mechanism rendering support to the Palestinian NGO sector for the last ten years. Prior to 2006, NDC functioned through two consecutive phases of The Palestinian NGO Project PNGO I & II of the Welfare Association Consortium which successfully invested more than US \$50 million from the World Bank and other donors into the Palestinian NGO sector. The overwhelming success of PNGO I & II, combined with the increasing Palestinian demand for reliable and sustainable NGO service delivery, made it clear that there was a strong need for a permanent mechanism to institutionalize support to the Palestinian NGO sector beyond the life of PNGO II.

As a result, the NGO Development Center was registered with the Ministry of Interior in March 2006 as a Palestinian NGO. The Welfare Association Consortium and its Project Management Organization (PMO), which had implemented PNGO I & II, ceased to exist and its assets, systems and staff were transferred from Welfare Association to NDC, capturing ten years of valuable experience and knowledge in the new permanent Palestinian organization.

What is our vision?

Internally, we strive to be a pioneering institution specialized and exemplary at developing and empowering Palestinian civil society institutions. Externally, our vision is to see our people achieve all our national goals.

What is our mission?

Our mission is to build the capacity of the NGO sector and increase its self-reliance and sustainability; and to develop participation and cooperation levels among institutions, networks and unions. We also strive to provide accurate, comprehensive studies and information regarding Civil Society, its programs and activities that will be available for all.



What are our objectives?

- Enhancing the capacity, sustainability and self-reliance of NGOs.
- Developing the ability and preparedness of NGOs in responding to the needs of the poor and marginalized.
- Enhancing levels of cooperation, coordination and participation among NGOs and umbrella organizations and their cooperation and complementarity with the private and public sectors.
- Contributing towards the efforts of local organizations to build and develop a Palestinian democratic and strong civil society based on political pluralism, respect of human rights, and rule of law.
- Providing precise and thorough information and research papers on NGOs and render it accessible to all.
- Identifying, in cooperation with umbrella organizations, sets of criteria for and contribute towards developing policies related to NGOs.
- Advocating the support of NGOs' work in Palestine.

What do we do?

We provide the skills, tools and funds needed to strengthen the civil society institutions in terms of effectiveness, financial self-reliance, and sustainability in rendering vital services to Palestinians in the West Bank and Gaza. We likewise promote the adoption of accountable and transparent financial and management practices and partner with NGOs and NGO networks to facilitate knowledge sharing and coordination.

Our governance;

General Assembly

Our current General Assembly is constituted of 22 members, representing academia, NGO and private sectors. It meets in an ordinary meeting, once a year and more if needed. There is a set of criteria for the selection of assembly members which includes, for example, expertise in a specific area that would bring value added to the center's operation. The functions of the General Assembly include: discussion and approval annual work plans, revision of program implementation and financial policies, election of the Board of Directors, endorsement of financial reports submitted by the board, selection of auditors and legal advisors, etc.

Board of Directors

We are governed by an independent Board of Directors composed of 13 civil society experts of high esteem. The Board encompasses members of the four main NGO networks in Palestine namely the Palestinian NGO Network (PNGO); the Union of Charitable Societies; the Palestinian National Institute for NGOs; and the General Palestinian Union for NGOs in Gaza, as well as members representing the Welfare Association. Other members of the board include members of the academia, the private sector and NGO experts.



Photo of NDC Employee leading a community score-card session in Hebron

NDC Staff

NDC has four main departments; Grants Facility, Sector Development, Finance & Administration, and Resource Mobilization & Communications. Its highly qualified and experienced team comprised of 28 professionals, with four program officers and assistants based in Gaza, have the ability to ensure a smooth liaison and proper implementation of intended programming; from grant making to sector development and technical assistance.

What service do we offer?

NDC is in the unique position to serve as the management body for agencies seeking to implement programming throughout the entirety of the West Bank and Gaza Strip. NDC has over 10 years of experience in managing and monitoring funding and rendering development programs and projects, with the added value of building organizational capacities. Through its various programs and granting schemes, NDC serves as a grant-making mechanisms for the NGO sector, as well as a provider of technical and managerial capacity building on an NGO level, and a facilitator of sector development on a sectoral level.

Grant Making

NDC is a granting mechanism aimed at mobilizing funds to Palestinian NGOs with the funds needed for the improvement and continuation of their critical services to Palestinians.

Sector Development

On a sectoral level, NDC works towards assisting the Palestinian NGO Sector in becoming more responsive, transparent and accountable to Palestinian communities, as well as, the donor and international community.

Capacity Building

On an NGO level, NDC equips Palestinian NGOs with skills and tools needed in enhancing their effectiveness as institutions, as well as, in terms of their service delivery.

Areas of Specialization

Grant Making	Sector Development	Capacity Building
- Project appraisal and selection according to a clear, transparent, and rigorous process	- Setting standards	- Participatory processes
- Financial management and disbursement arrangements	- Promoting collaboration within the sector	- Responsive planning
- Development of project action plans	- Networking	- Impact assessment (long-term)
- Monitoring and evaluation	- Strategic policy research and planning.	- Financial management
- Preparation of technical and financial reporting	- Policy dialogue	- Reporting and procedural training
- Integration of technical assistance, as needed	- Consensus building and advocacy	- Monitoring and evaluation
	- Information exchange	- Fundraising and proposal writing

Selected Projects

The following section presents a brief overview of the main programs implemented by NDC;

Human Rights & Good Governance Secretariat

Period: 2008-2009

Donor (s): SDC & Consortium

Location: West Bank and Gaza Strip

Budget: US\$ 6 million

NDC was selected by the Swiss Development Cooperation (SDC) (on behalf of Switzerland and 3 other donor countries, namely Denmark, Netherlands and Sweden) to establish and manage a Human Rights and Good Governance NGO Secretariat in the West Bank and Gaza Strip. As Secretariat, NDC serves as the program management unit responsible for channeling pooled donor funding, supporting coordinated initiatives and joint capacity building initiatives, and strengthening policy dialogue for NGOs that are working to promote and protect Human Rights/Good Governance in West Bank and Gaza Strip. NDC will direct USD 6 million towards these ends.

Palestinian NGO Project III



Period: 2007-2009

Donor (s): World Bank

Location: West Bank and Gaza Strip

Budget: US\$10 million

Through PNGO III, NDC mobilized \$10 million in donor funding towards the NGO sector in the form of granting schemes and capacity building aimed at improving the effectiveness, self-reliance and sustainability of civil society. PNGO III is sub-divided among the following components; NGO Grants for Social Service Delivery, NGO Sector Development, and Institutional Development of NDC. The NGO sector development component focused on issues such as good governance, accountability, and transparency, the project supports the sector in being responsive to the needs of Palestinians, particularly the poor and marginalized. Pertaining to the Grants component, NDC has committed more than six million dollars of funds to more than 90 NGOs, as of yet, and is looking forward to committing more.

Job Creation Project in the West Bank and Gaza Strip



Period: 2007-2009

Donor (s): Agence Française de Développement

Location: West Bank and Gaza Strip

Budget: € 6million Euro/ US\$8.4 million

This project aims to alleviate the financial burdens of the most poor and marginalized Palestinian families by financing temporary employment opportunities through the execution of infrastructure micro-projects and the improvement of public assets operated by NGOs. Through this project, NDC expects to offer assistance to over 50 NGOs in WBGS, and create approximately 140,000 man-days.

The Emergency Employment Generation in the Gaza Strip Programme



Period: 2005-2008
 Donor (s): Swiss Agency for Development and Cooperation
 Location: Gaza Strip
 Budget: US\$ 1,880,000

In an effort to mitigate the unemployment and low income levels faced by Palestinians residing in the Gaza Strip as a consequence of worsened political and economic state, the Swiss Agency for Development and Cooperation (SDC) funded the Emergency Employment Generation Programme. This program served to raise local household income by financing 24 temporary employment generation projects through the development of NGO-operated community asset, as well as, to develop communities through rendering critical funding for programs and services which benefit women, youth, and the poor and marginalized. In total, the project served to generate 47,0006 man days.

The SDC granted an additional fund for the rehabilitation of kindergartens in the southern and middle parts of the Gaza Strip. The objectives of the additional funding were to generate temporary employment opportunities for unemployed workers and to improve the physical, environmental, and sanitation conditions of those KGs in order to enhance the overall educational and recreational environment for the children. Kindergartens that are eligible for funding are those that are owned by NGOs. In total, the project served to rehabilitate 30 kindergartens and to generate 6,938 man-days.

Palestinian NGO Project II



Period: 2001-2006
 Donor (s): World Bank
 DFID
 Italian Government
 Islamic Development Bank
 Italian Government through PECDAR
 CIDA
 Location: West Bank and Gaza Strip
 Budget: US\$25.68 million

The goal of the Project was to strengthen the capacity of the NGO sector to provide sustainable services to poor and marginalized Palestinians. The project used at least five distinct types of grant-making programs to reach this goal. Through its Grants Program and NGO Sector Support Program, PNGO II worked in the following main areas; building stronger community organizations, delivering needed and urgent services, and connecting people and organizations. Through PNGO II, over 200 NGOs and CBOs were financed through the various grant types, a code of ethics, an NGO website, a system of quality standards for NGO services, and a publication of strategic documents on the NGO sector were developed.

Job Creation Project in the Gaza Strip



Period: 2003-2006
Donor (s): Agence Française de Développement
Location: Gaza Strip
Budget: € 5 million Euros

This two-year emergency employment generation program created temporary employment for Gaza workers through implementation of infrastructure micro-projects in the marginalized areas of Gaza. The then Welfare Association Consortium team managed the preparation phase, selection of engineering offices for design and supervision, and tendering process, as well as technical and financial follow up and evaluation. Through this project, Welfare Association Consortium served to execute 43 micro infrastructure projects and to generate a total of 171,775 man-days. The micro projects included sport clubs, community centers, playgrounds, occupational centers for the disabled, clinics, professional association centers and agricultural rehabilitation.

Palestinian NGO Project I



Period: 1997-2001
Donor (s): World Bank
 Italian Government
 Kingdom of Saudi Arabia
 Welfare Association
Location: West Bank and Gaza Strip
Budget: US\$16.668 million

PNGO I offered two different types of grants, namely Development Grants and Block Grants, awarded for direct implementation of project by NGOs, and to experienced and competent NGO partnerships respectively. Through PNGO I, 304 grants were made and successfully reached a total of 106,874 poor and marginalized Palestinian men, women and children, targeting 50,000 beneficiaries. Capacity Building was also a primary goal of PNGO I, through technical assistance and training to the management and staff of the NGOs and to the block grant managers, who provided similar skill transfer to sub-grantees. The project also witnessed a research service contract that provided funding to individuals and research institutions to conduct research to strengthen knowledge and understanding about issues that would enhance the NGO sector at large.



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