

## A Message from the Director

Despite the political stalemate and the consequent challenges for many NGOs to implement their programs, NDC has managed and until this third quarter of the year 2008 to commit over USD 11 million in grants, for a total number of 129 NGOs. It is a fact that we, as Palestinians, are affected by politics as part of our daily life. Politics has a direct and indirect impact on all our interventions that strive to alleviate the dire straits of our people. However, and in spite of the disruption of some activities especially in the Gaza Strip, we are perseverant to continue to alleviate the suffering of those who are needy, by trying to find alternatives and keep ongoing.

Recently, NDC embarked on a new field of specialization, namely human rights and good governance. It has signed an agreement last summer for an amount of USD 6 million with a group of European donors who within their mandates promote the protection of human rights in the oPt. in response to the request for proposals announced last August, NDC received 65 applications for funding. Currently NDC is finalizing its assessment of the submitted proposals to announce the funding decisions by end of October 2008. This program will ultimately help improve human rights and good governance in the oPt.

The NDC has lately held a ticketed charity Iftar dinner, entitled the 'Meal of Hope'. Through ticket sales and corporate sponsorship, NDC managed to collect a modest amount of money that will help alleviate the conditions of kindergartens in Gaza. The efforts exerted in the "meal of hope" were also a sheer illustration that even under a shaky economy and difficult living conditions, there is always a helping hand.

The editorial team also deemed it necessary, and rightly so, to dedicate an article to the achievements of Dr. Mohammed K. Shadid over the last 20 years or so in Palestine. This is a modest article compared to his great achievements on the path of development, but tries however to reflect his genuine love for Palestine and his belief that any political, economic or social growth involves civil society as a key player. His idea of establishing a resource center to serve the NGO community ignited the negotiations and finally the establishment of NDC. Currently in the US, we still look at him as our mentor and adviser.

As usual, I would like to extend my special thanks to the NDC board members, and NDC team in the West Bank and Gaza Strip. Their devotion and hard work under these circumstances can only be commended. Special thanks are always due to the Welfare Association, our mother organization. Finally, I would to thank all the partners in the field: beneficiary NGOs, donors, and other stakeholders. Their input is a prerequisite for NDC's success.

**Ghassan Kasabreh**  
Director

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## **NDC Establishes and Manages a Human Rights and Good Governance (HR/GG) Secretariat**

NDC has been selected by a group of international donors, namely, Switzerland, Denmark, Sweden and the Netherlands to establish and manage a new Human Rights and Good Governance (HR/GG) Secretariat in the oPt. NDC's selection was based on a thorough and transparent process which started with a call for proposals from local institutions on a clear Terms of Reference for the different tasks and responsibilities of the new HR/GG secretariat. On July 15, 2008, NDC signed a 6 Million USD agreement with the pool of donors for a period of 18 months (July 2008 – December 2009) as a first phase.

Consequently, the new HR/GG Secretariat has been operational since mid July, 2008, and all the needed manuals and eligibility criteria for channelling funding have been developed. Announcements, detailing criteria for proposals, have been advertised notifying HR/GG NGOs operating in the oPt to submit proposals



*Dr. Allam Jarrar, Board Member, first right, Mr. Ghassan Kasabreh, NDC Director, second right, Mr. Mario Carera, SDC Head of Office, second left, and Dr. Suleiman Al-Khalil, Secretary, first left, during the HR/GG signing ceremony*

for Core Funding. The deadline for submission was August 28, 2008, and a total number of 65 proposals were received. Currently, NDC is in the process of assessing and selecting the beneficiary NGOs. Furthermore, NDC has held information sessions throughout the West Bank and Gaza during August, 2008 to answer questions NGOs may have concerning the Core Funding Grant, its application form, procedures, and guidelines

The overall developmental objective of the HR/GG Program is to improve Human Rights and Good Governance in the oPt through the following three mechanisms:

#### **a. Channelling of Funds**

The Grants component targets national and local HR/GG NGOs which promote, support, protect, and monitor the observance of human rights and good governance in the oPt. Two different types of granting mechanisms to HR/GG NGOs are available; Core Funding Grants and the Small Grant Facility.

#### **b. Strategic Sector Development**

The Secretariat/NDC will administer a separate "Sector Development" budget provided by the donors to facilitate and support coordinated initiatives and joint capacity building initiatives by the non-governmental HR/GG sector and/or other stakeholders, including networks and/or coalitions and joint initiatives of HR/GG NGOs in the oPt.

#### **c. Policy Dialogue**

The HR/GG Sector Policy Dialogue Program will provide a platform for NGOs within the sector to meet and discuss common issues of concern through conducting a set of issue-based workshops that will target the sector as a whole. NDC will facilitate the workshops and act as catalyst to stimulate the process of dialogue and identification of means of mutual cooperation.

## Dr. Mohammed Shadid's Contribution to the Development Arena in Palestine



*Dr. Mohammed K. Shadid Speaking during the farewell dinner held in his honor in Ramallah*

Dr. Shadid's journey within the Palestinian development arena started when he first joined An-Najjah University in Nablus in 1980. He was part of a select group of intellectuals missioned to enhance the quality of higher education in Palestine. His fruitful efforts were brought to an abrupt stop in 1982 when an Israeli military decree expelled Dr. Shadid, and a number of his colleagues from their home country, Palestine, canceling their work permits and forcing them to leave the country. Despite the short time Dr. Shadid spent at An-Najjah University, the impact of his contribution and efforts was remarkable in that he was able to establish the university's political science department.

Later on, in 1983, Dr. Shadid returned to Palestine to participate in the establishment of the Welfare Association (WA) (established as a private, non-profit foundation in Geneva to support the Palestinian society). Such involved leading many workshops and meetings related to the formation of the Welfare Association's vision, mission and work strategies.

In the same year, Dr. Shadid went on to join the WA in serving as its Director of the Research Department. His time was spent between the WA headquarters in

Geneva and the field work he oversaw in Palestine. During this phase (1983-1992), the department led a number of local supervisory committees formulated to identify development needs in different parts in Palestine. As the Director, Dr. Shadid also contributed to the preparation of two specialized studies, namely, Charitable Organizations' Reality in Palestine, published in 1996, and an evaluation study about the reality of the cooperative association's movement in Palestine, published in 1997. In addition, under his supervision, his department prepared a need assessment of the housing sector in Palestine.

Dr. Shadid like wise played a pivotal role in the establishment of the Center for Development Consultancies as a non profit organization in 1992. This center existed as the WA's executive arm pertaining to the implementation of field work in Palestine. The center also prepared the WA's first strategic plan for its operations in Palestine. Upon the inauguration of the Palestinian Authority, the center ceased to exist as a separate entity and joined the WA. Then, from 1994 till 2006, Dr. Shadid held the position of the Deputy Director General for Operations at the WA.

The development efforts of Dr. Shadid were not merely limited to those concerning the WA, he also aided in the establishment of the Higher Education Council, delegated the responsibility of supervising the work of local universities and coordinating their activities. This relationship continued until the inauguration of the Palestinian Authority which resulted in the establishment of ministries among which the Ministry of Education and Higher Education. Dr. Shadid also contributed to the establishment of the Palestinian Housing Council in which he chaired for four years (1994 – 1998). Despite the political difficulties and the imposed Israeli restrictions, Dr. Shadid was able to successfully partake in the construction of hundreds of housing units in different areas in the West Bank and Gaza. This initiative served to shelter thousands of inhabitants.

Local lending associations were likewise of interest to Dr. Shadid, as he had extended his support and encouragement over the years to many associations. For instance, he had played a meaningful role in the establishment of the Technical Company for Lending and Development. Through its establishment, Dr. Shadid helped to facilitate a culture of lending and loans as well as to service thousands of micro, mid-sized and macro enterprises in the West Bank and the Gaza Strip.

Among his most significant contributions to the development arena in Palestine, are his efforts to encourage the World Bank for the first time to directly channel funding to the NGO sector. Soon after, in 1996, the World Bank publicized a tender requesting local institutions to submit offers for the implementation of the Palestinian NGO Project (PNGO I). The winning contending institution will come to serve as the technical arm for the World Bank by channeling funds and providing technical assistance to the NGO sector in Palestine. The Welfare Association Consortium (WAC) (a consortium comprised of the British Council (BC), the Charities Aid Foundation (CAF), and the WA as the lead partner, created for the purpose of implementing PNGO I) partook in this tender.

Dr. Shadid was entrusted to supervise the preparation of the World Bank financial and technical proposals of the tender. Such constituted a great challenge for the WA since a number of international and local organizations had contended. The WA, however, was awarded the tender and WAC managed the two phases of the Palestinian

NGO Project (PNGO I&II) over the course of 10 years (1997-2006). PNGO I&II served to successfully provide support to hundreds of NGOs in the West Bank and the Gaza Strip.

Towards the end of PNGO II, WAC's Steering Committee felt it necessary to establish a permanent mechanism to institutionalize the efforts (i.e. developed systems, procedures, granting mechanisms, manuals, etc.) of the PNGO I & II projects beyond their completion. Dr. Shadid, developed the concept and advocated for the establishment of a "resource center" and led the process of this institutionalization, which required strategic vision and direction from his side.

Eventually, these efforts led to the establishment of the NGO Development Center (NDC) to continue developing the NGO sector and providing quality services to the poor and marginalized Palestinians. All the assets, systems and staff of PNGO I & II were transferred from WAC to NDC, capturing 10 years of valuable experience and knowledge into the new permanent Palestinian organization. Currently, Dr. Shadid holds the position of NDC Treasurer.

Finally, Dr. Shadid has been serving the development arena in Palestine for more than 20 years. He has been an efficient and effective leader, managing and administering a multitude of the WA's programs as the Deputy Director General for Operations. His intervention, whether regarding WA, WAC or NDC has been significantly constructive and influential. The impact of his tremendous and never ending efforts and contributions exist in each and every organization he formed. He proved, once again, his awesome ability to reach out to the most poor and marginalized communities in Palestine and to offer them needed services. Charismatic, he has been able to build cooperative relations, to network and partner with many international, regional, and local organizations. His dynamic and compassionate personality instilled integrity and understanding among his colleagues, whom despite distance and time, still value and maintain strong friendships with him.



## NDC Supports NGOs that Provide Specialized Health Services to Children Suffering from Heart Diseases

Rahaf Bazay'a is a 5 year old girl from Betula, Hebron. She was born a healthy baby, without any birth complications or deficiencies. When she was four years old, Rahaf suddenly started facing difficulties in breathing; and the situation continued for a few weeks and eventually progressed into becoming a life threatening state. Her parents immediately took her to the nearby hospital in Hebron, where she was examined, and diagnosed to have a heart problem, and possibly heart failure. Due to the limited resources available at the hospital, particularly the absence of needed cardiograph machines and instruments, the exact cause of this failure remained unknown.

Rahafa's medical situation continued to worsen and her difficulty in breathing continued to regress. The doctor who diagnosed her situation recommended that she should be transferred to the Caritas Baby Hospital (CBH)

in Bethlehem. At that time, the doctor was informed that the CBH received a grant to purchase a high-standard echocardiography machine with 3-Dimensional modality which exams the heart and its anatomy in depth and accurately identifies the exact causes of heart failures. As advised, Rahafa's parents took her to the CBH in coordination with the specialized pediatric cardiologist there, Dr. Rula Awwad, to undertake such a heart examination.

The result of the echocardiography examination revealed that Rahaf has a congestive heart failure with severe mitral valve regurgitation and mitral valve leaflet tear in her heart and this requires immediate heart operation. Without any delay, she was immediately transferred to an Israeli hospital to endure an open heart surgery.



*Photo of an Echocardiography examination conducted by the Pediatrician, Rula Awwad, at the Caritas Baby Hospital, Bethlehem*

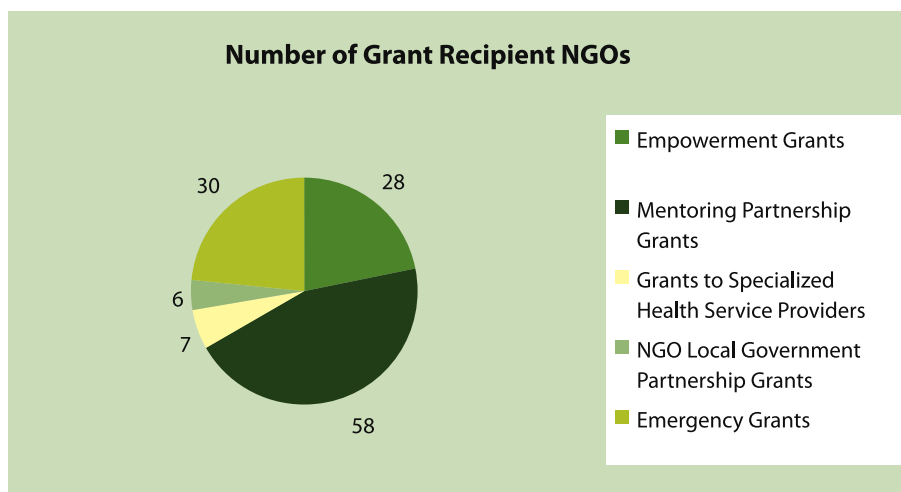
Fortunately, the surgery went well and Rahaf was discharged home a few days later. One week after her discharge, Rahafa came to CBH for regular postoperative check-up. Dr. Rula Awwad, the pediatrician that examined her, discovered that there was a large amount of pericardial effusion around her heart, and she immediately placed Rahaf in the CBH for intensive heart monitoring and medical treatment. Three days later, Rahaf's health stabilized and she was discharged from the CBH.

Furthermore, Rahaf's mother, Um Da'oud, expressed her gratitude to the CBH staff for rescuing her child's life and for the donors (NDC) who made it possible for the CBH to purchase this unique and essential machine, without which her daughter's heart failure may have terminated her young life.

It is worth mentioning that NDC provided a total amount of USD 230,000 to the CBH as to purchase the echocardiography machine. This machine is the first of its kind in the West Bank and it provides 3 modalities, 1) 3D echocardiography, by which the heart can be examined from a 3 dimensional angel, in addition to all its details. 2) Tissue Doppler, which helps in assessing certain difficult cases and, 3) Fetal echocardiography which provides detailed examination of the baby's heart intrauterine during pregnancy. In the near future, the CBH will conduct workshops about the importance of this machine and the indications it provides about fetal echocardiography.

## NDC Team Accomplishments and Interventions

The past few months have been very productive for NDC. Each of its units (Grants, Sector Development, Resource Mobilization and Communication and Finance and Administrative units) have been diligently working to meet the booming activities at NDC. Over USD 11 million in grants has been contractually committed, and a total number of 129 NGOs, representing different geographical areas in the West Bank and Gaza, have benefited from NDC's five grant schemes (28 NGOs from the Empowerment Grants, 58 NGOs form the Mentoring Partnership Grants, 7 NGOs from the Grants to Specialized Health Service Providers, 6 NGOs from the NGO Local Government Partnership Grants and 30 NGOs from the Emergency Grants). Additionally, NDC has been providing technical coaching to those beneficiary NGOs in sound procurement procedures, and community sessions (Community Score Card) to ascertain the end beneficiaries.



In response to the deteriorating political and economic situation in the Gaza Strip, the imposed siege, and the consequent shortages in raw and construction materials, NDC has changed its intervention to fund agricultural projects (which utilize locally available material) as opposed to construction projects. NDC team went on to prepare the needed requirements

to accommodate this change (i.e. action plans, call for proposals invitations, application forms, etc.). After the completion of the advertisement and appraisal process, 16 agricultural projects were selected for a total amount of Euro 1,950,000 and approved by NDC board.

NDC has also finalized the advertisement and selection of the 30 NGOs that will benefit from the technical assistance program (which aims to increase the selected organizations' compliance with the Code of Conduct principals) in the West Bank. Currently, NDC is working on finalizing the selection of the 20 NGOs to benefit from this program in Gaza, and has started with conducting an organizational needs assessment to beneficiary NGOs in the West Bank.

For the past few months, NDC has been working towards the re-design/modification of its website to reflect a wider array of functions to accommodate NDC's multiple programs and activities. In addition, NDC for the first time in its history, held a fundraising event in the form of a ticketed charity Iftar, entitled, the "Meal of Hope". Around 100 participants representing different sectors and organizations attended the Iftar.

Another significant stride for NDC is its new partnership with the United Palestinian Appeal (UPA) headquartered in Washington D.C. Such is a reciprocally beneficial relationship in which the UPA channels funding raised in the US through its various Palestinian appeals/campaign to NDC and NDC, in turn, channels the funds to the Palestinian NGO sector in an effort to sustain and further develop their critical social and developmental services.

Finally, as part of NDC's staff development program, two staff members were invited by the World Bank to attend a National Program for Community Empowerment (PNPM Mandiri) in Indonesia between 1 and 7 June 2008. This invitation included field visits to areas where this program is being implemented with discussion sessions on this program and its vision for the future. During this tour, the NDC team also made a brief presentation on PNGO III.



NDC Team