

مركز تطوير

مركز تطوير المؤسسات الأهلية الفلسطينية  
NGO Development Center

# Annual Report 2020





TOGETHER WE CAN

## **Contact Us:**

**Head Office:** Abu Sbieh Building, Al Ram | P.O Box 2173, Ramallah, Palestine | Tel: 5-7771 234-02 | Fax: 2347776-02

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

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



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# 2020 Highlights



\$13,465,927 USD  
Distributed in 2020 – highest  
since NDC was founded



95%  
Of total NDC revenue went  
to direct project costs



92,317  
Direct Beneficiaries in  
2020



45  
NGOs directly supported  
through NDC



63,769  
Access points through the  
Masader Portal

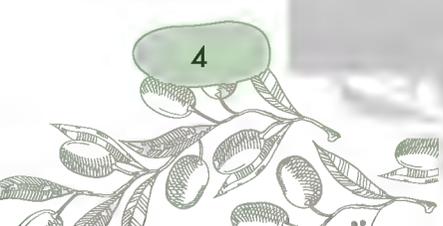


## Palestinian NGO Sector

In order to achieve our mission, we work to enhance the capacity of NGOs to more sustainably deliver

## Palestinian

At the core of all our responding to the needs in Palestinian



Our 2020 donors and partners, who made our achievements possible



### Communities

work is the commitment to of the most disadvantaged Society

### Palestinian Networks & Unions

We support the work of Palestinian networks and unions in order to contribute to a more sustainable NGO sector through coordinated partnerships and joint initiatives.

# 2020 Financial Snapshot

Direct project costs  
**\$12,642,657**  
(94%)

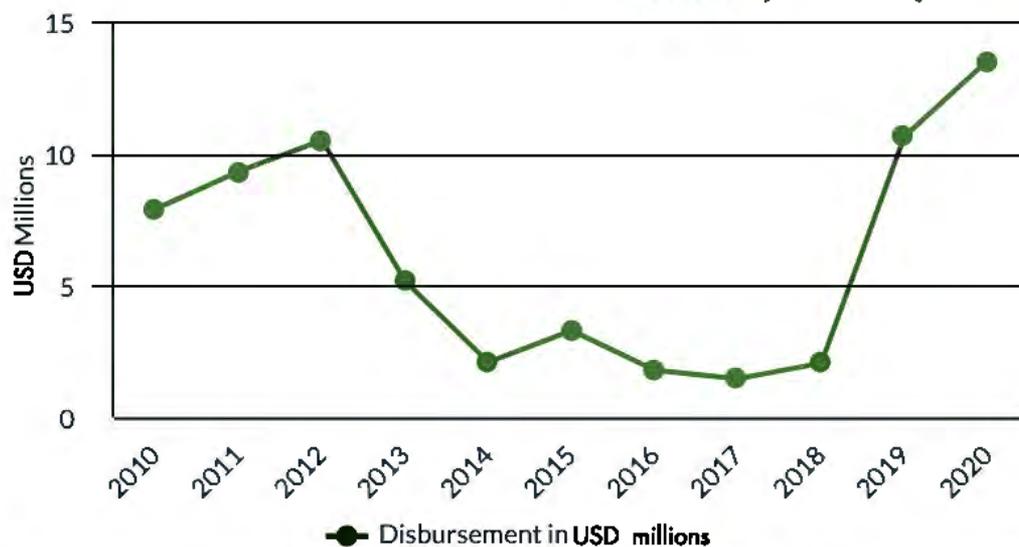
Capacity building activities  
**\$177,873**  
(+47.9% from 2019)

Increase in expenditures  
from 2019  
**25%**

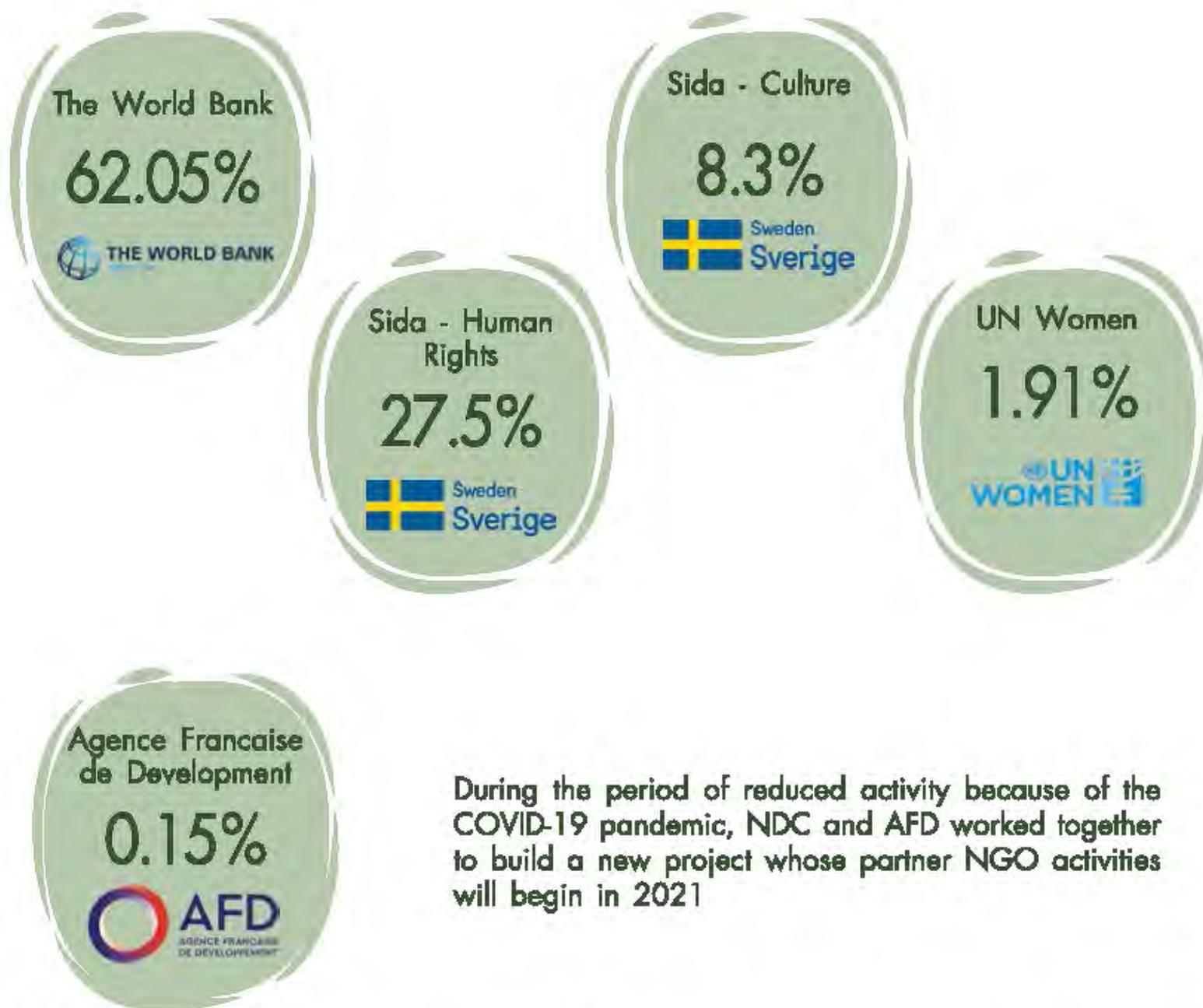
Revenue secured by  
December 31<sup>st</sup>, 2020  
**\$13,824,502**

Our Disbursements to Partners has Increased by 25% Since 2019

### NDC Disbursement in USD (Million)



## Percentage of Total Disbursements by Donor



During the period of reduced activity because of the COVID-19 pandemic, NDC and AFD worked together to build a new project whose partner NGO activities will begin in 2021

## Message from the Chair of the Board

2020 marked an unprecedented year of challenge and advancement. While the global pandemic grinded the world to a halt, the NGO sector in Palestine, considered as part of essential service delivery, upheld the high standards for which they have grown to be known for. Despite long closures, restrictions of movement, increased economic pressure and human rights violations from a number of different actors, NDC and our partners adapted, innovated, and persevered to continue addressing the most pressing needs in Palestinian society, all the while maintaining a forward-focused approach to ensure continuity of programs and services post-pandemic.



NDC Chairman of the Board  
*Zahi Khour*

Our programs continue to support the NGO sector in Palestine to advocate for human and equal rights, hold steadfast to the Palestinian cultural and artistic history and identity in Jerusalem, uplift the most vulnerable people in Gaza, advance women's equality, and develop the capacities of Palestinian NGOs, all the while ensuring complementarity with the government and local authorities, and avoiding duplication.

We continue to demonstrate success in meeting our targets to both our donors and civil society because our work remains neutral of politics; we focus on upholding the standards set by international humanitarian and human rights law. The Palestinian NGO sector has faced additional challenges with the increasing restrictions on available funding; we must therefore remain attentive and flexible in supporting the NGO sector, as well as the Unions and Networks in meeting them where they are at.

I am proud of the diversity represented on the NDC board, who collectively continued

their commitment to maintaining the credibility of our governance structure throughout the pandemic. Our board consists of representatives from NGOs, the private sector, academia, and the four main NGO umbrella networks/unions; which ensures our connection to and relationship with a broad spectrum of development actors in Palestine. Good governance is a cornerstone of our work to support the NGO sector, and as such our Board exemplifies the standards with which we advance to our partners. Our mission is to uphold high standards and support NGOs to do the same, and as a result, we continue to be successful in our work.

As the world reopens in 2021, and a number of our programs come to a close, we will continue to seek out opportunities to support the advancement of the NGO sector in Palestine. The year 2020 offered significant local and international recognition for our programs and services, and with this momentum, we will continue to develop and expand our work to reach the most vulnerable and hard to reach communities in Palestine.



We continue to demonstrate success in meeting our targets to both our donors and civil society...we focus on upholding the standards set by international humanitarian and human rights law

## Message from the Director

The NDC is an interdependent agency – we are part of a greater whole who collectively advance Palestinian NGO sector towards a just, sustainable, and flourishing society. We cannot do this alone, and that is why our theme for the 2020 Annual report is 'Together We Can'. This year really solidified our interrelationship with civil society and the international donor landscape. Through the unprecedented challenges brought forth from the global pandemic, civil society needed the support to meet the ever-growing needs of Palestinian society quickly and efficiently.



NDC Director  
*Ghassan Kasabreh*

Our established credibility, and our demonstrated commitment to openness, transparency, and due diligence allowed for us to move quickly and allow for our partners to re-focus their efforts on supporting members of the community through the COVID19- pandemic. Our collective work in 2020 brought forth local and international recognition for the impact our projects were having in the communities we serve.

As exemplified through this report, our projects seek opportunities to; access under-served and hard to reach communities, collaborate with a diverse range of partners to advance common goals, contribute to sustainable development in Palestine, effect systemic change through advocacy and awareness-raising, coordinate with multiple partners, government agencies, and donors, and support the advancement of the NGO sector through a variety of support mechanisms.

While 2020 challenged us all to adapt the ways in which we serve our partners and communities, NDC was able to leverage this moment as an opportunity to build a new project that aims to solidify the Palestinian presence in East Jerusalem and enhance their resiliency through strengthened infrastructure and service delivery. Furthermore, our support to three Gaza-based service providers through the Gaza Emergency project helped more than 340 youth earn over \$300,000 USD through the e-work training and coaching component of the project. This is a significant contribution to the alleviation of poverty in Gaza through providing job and freelancing opportunities to young people who face additional challenges due to the restrictions of movement in and out of Gaza.

Together, our work in 2020 has supported 45 partners to reach hundreds of thousands of beneficiaries, through hundreds of interventions. Of particular note is the unintended impact our projects have had in reducing the gender gap, especially in Gaza, where female beneficiaries surpassed the number of males in economic empowerment activities. Our collective impact has drawn the attention of world leaders in the development community, and we could not have done this alone.

2021 will bring with it opportunities to support partners in solidifying their presence in an environment whereby their identity is trying to be erased, to advance and scale up projects that support the most vulnerable members of the community, and advocate for an increased role of women in shaping Palestinian civil society.



Our collective work in 2020 brought forth local and international recognition for the impact our projects were having in the communities we serve.

## About NDC

The NDC is considered to be among the largest Palestinian organizations who cooperate with Palestinian NGOs and community development organizations to improve the quality of services delivered in marginalized areas where there is an absence or a shortage of services. The NDC supports the capacity development of Palestinian NGOs to support the improvement of their responsiveness and effectiveness. Since its establishment in 2006, the programmes and grants through NDC have enabled Palestinians to support each other through the exchange of skills, tools, financial and technical support to meet the most pressing social needs.

We focus on supporting social services provided by NGOs that are complementary to those provided by the government. Services include specialized health, agriculture, rehabilitation services, non-formal education, early childhood development social protection services and psychological services. We target the most vulnerable groups including women, children, youth and people with disabilities; and we give special attention to underserved and marginalized areas including Gaza, East Jerusalem, Area C and areas isolated by the Separation Wall. At the same time, we seek to promote a more transparent and accountable Palestinian NGO sector. NDC equally provides its support to NGOs that are working to promote and protect human rights and good governance.



# NDC Values



# Vision

## Internal

The NDC is a leading institution, an incubator of developmental action, and a provider of holistic support to the NGO sector

## External

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



## 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

To 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

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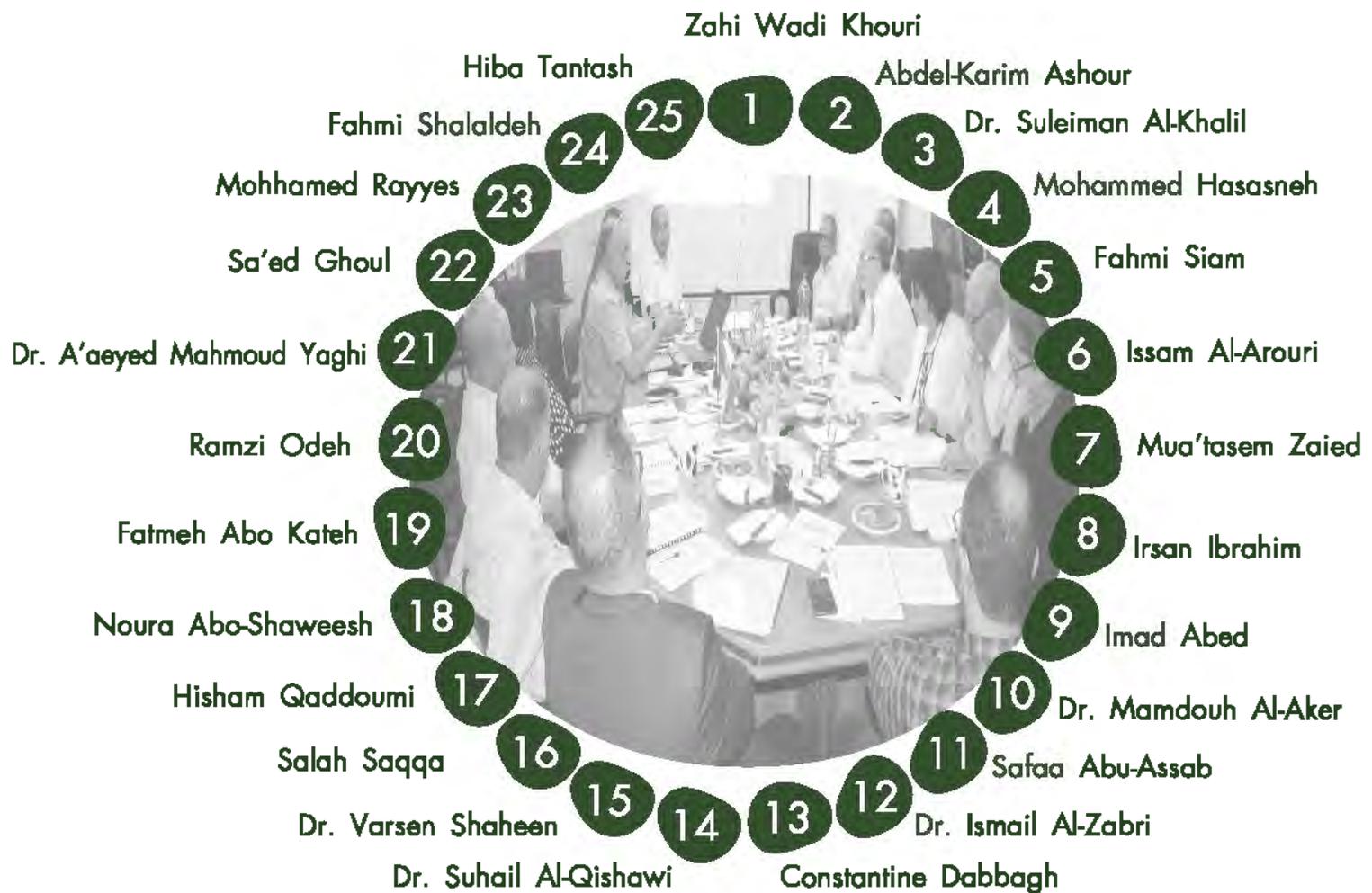
To contribute to the development of the NGO sector to become more responsive, transparent and accountable, by:

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



# NDC General Assembly

NDC is governed by a General Assembly comprised of 25 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.



## NDC Board of Directors



### **Zahi Wadi Khouri - Chairman**

Mr. Khouri holds a number of executive positions and board memberships including Paltel, Palestine and Intram Investment Company in Florida, USA. Mr. Khouri is also the Chairman of the Board of Trustees at Dar Al Kalima College in Bethlehem.

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### **Mohammed Hasasneh - Treasurer**

Mohamad serves as the NDC Board of Directors treasurer. He holds an MA degree in Sustainable Development and has been serving as a member of the Palestinian NGOs Network-PNGO

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### **Mohammad Fahmi Al Shalaldeh - Member**

Mohammad Fahmi holds a Bachelors of Laws and is the Chair of the Executive Council for the Palestinian General Union of Charitable Societies, which represents at least 300 NGOs in Palestine. He spent 10 years as Mayor of Sier, and co-founded both the Electricity and Water Cooperative Unions in Hebron.

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### **Mohhamed Rayyes - Member**

Mohammed holds a Bachelor's in Agricultural Engineering from the University of Cairo, Egypt. He is currently the Head of the Agricultural Engineers Association and the Secretary General of the General Palestinian Union of NGOs



**Sa'ed Ghoul - Member**

Mr. Ghoul is also the Head of National Institute for NGOs, Bunian Association for Community Development and is a Board of Trustees' member for Gaza University and the Policies Institute

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**Abdel-Karim Ashour - Deputy Chairperson**

Mr. Ashour holds a degree in Commerce and Business Administration and is the Founder and Board Member of a number of small business and microfinance credit institutions.

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**Dr. Suleiman Al-Khalil - Secretary General**

Dr. Al-Khalil was a founding member of both NDC and the National Commission for Palestinian NGOs. He is a Professor in the Faculty of Medicine at An-Najah University. .

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**Hiba Tantsh - Member**

With a Bachelor's degree in Accounting, Hibo is now the head of the Corporate Social Responsibility department with the Bank of Palestine. She participates in a number of projects as a steering committee member in a variety of topics.

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**Fahmi Siam - Member**

Mr. Siam graduated from Cairo University with a Bachelors degree in Social Work. He has since worked in the Ministry of Social Affairs in Gaza. Mr. Siam established the Social Worker's Union and sits on a number of boards and committees.

# Programmes & Projects

**TOGETHER WE CAN**  
Contribute to Sustainable Development





Sweden  
Sverige

## Core Funding to East Jerusalem Based Cultural Organizations



To support the resilience of Palestinian communities in East Jerusalem through the promotion of cultural rights

The project was designed to strengthen the steadfastness and resilience of the people of Jerusalem, Palestinian cultural identity, and more generally, to create a cultural movement that reinforces national identity and solidarity within Jerusalem.

Five cultural institutions in Jerusalem; the Palestinian National Theatre – El Hakawati, the Edward Said National Conservatory of Music, Al-Ma'mal Foundation for Contemporary Art, the Palestinian Art Court - Al Hoash, and Yabous Cultural Centre, all received core funding from Sweden, and collectively agreed to form the Jerusalem Arts Network (Shafaq) with a set of shared aims designed to help them achieve strengthened cooperation between Jerusalem-based cultural centres in order to increase the impact on Jerusalem's society, and to lobby with different parties in order to put culture and arts within their priorities; including the Palestinian public, the media and domestic and international donors.

The programme extended over the period from January 1, 2017 to December 31, 2020 and was funded by Sweden and managed by NDC for the benefit of the above mentioned Jerusalem-based cultural organisations.

# Project Components

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1

## Grants

This component provided the five cultural organizations with core funding, and financed the establishment and operation of Shafaq (The Jerusalem Arts Network).

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2

## Capacity Development & Technical Assistance

The objective of the capacity development and technical assistance component is to improve the capacities of the partner NGOs through delivering both general institutional capacity development support, as well as specialized assistance to meet the unique and specific needs of the partners and the Shafaq network. Activities throughout the project included strategic planning and applying a Human Rights Based Approach in all activities, to unique software and training for online ticket sales.

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3

## Project Management

This component was primarily dedicated to overall project management and monitoring and covered; capacity building and technical assistance, management of the grants to the partners and oversight of the partner NGOs.

### From the mid-term evaluation:

'The introduction of NDC as a management entity in the Project has allowed Shafaq and its members to focus on their strategies and the delivery of cultural and artistic activities without the burden of management, financial, and logistical transactions. The partners commended the role of NDC and called for a continuation of this role in this Project or any future interventions.'



NDC played an integral role in supporting the sustainability of the partners through capacity development interventions resulting in the strengthened capacities of the partners, which has allowed them to seek funding opportunities, maintain strong governance structures, adopt a Human Rights Based Approach throughout all of their work, and attend to the unique needs of each partner's work.

## What happened in 2020

2020 was the final year of the project, which was challenged by the pandemic and consequent closures, however, despite these challenges, partner organizations managed to increase their online outreach and seek creative ways to engage the arts & culture sector throughout 2020. A number of the partners were able to host online performances that kept both artists, and art connoisseurs active throughout the year.

### Creating Sustainability

The core funding provided to East Jerusalem based cultural organizations offered them the opportunity to create a more sustainable model for operating. In particular, Al Hoash (the Palestinian Art Court) began the project with a significant dependence on the funding from Sweden (%67 of their overall budget). However, because they were given stable, multi-year support for the administration of their organization, as well as capacity building interventions related to fundraising and strategic planning, they were able to secure funding from other sources. In the final year of the project, the Sida funding comprised only %40 of their total funding, a reduction of %27. This exemplifies the opportunity that multi-year funding provides to enhance an organization's long-term sustainability.



## Partner NGOs

#	Partner NGO	Location	Grant Amount (USD) 2017-2020
1	Edward Said National Conservatory of Music	Jerusalem	1,234,932
2	Yabous Cultural Center	Jerusalem	823,289
3	Al Ma'mal Foundation for Contemporary Art	Jerusalem	411,645
4	The Palestinian National Theatre (Al-Hakawati)	Jerusalem	411,645
5	Palestinian Art Court (Al Hoash)	Jerusalem	411,645
6	The Jerusalem Arts Network (Shafaq)	Jerusalem	454,274
			<b>3,747,430</b>



# TOGETHER WE CAN

Collaborate With Our Partners to Reach Common Goals



# Emergency Cash for Work and Self Employment Support



Provide target youth in Gaza with short-term income support and increased access to internet-enabled self-employment opportunities

## Project Components

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**1**

### Cash for Work (C4W)

Providing youth with temporary income and work experience

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**2**

### Internet-Enabled Self Employment

Providing youth with training and experience in e-work therefore generating sustainable employment

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**3**

### Project Management, M&E

Providing support, oversight, and coordination with partners, government, and donors



## Collaboration

NDC is able to provide complementary services to those provided by the public sector through a collaborative relationship. The importance of collaboration with the government in this project, through the establishment of the Advisory Committee, allowed for coordination and participation from the relevant government agencies and therefore ensuring alignment with government strategies and priorities.

# Project Partners



**World Bank**  
Donor. Trust Fund for West Bank and Gaza, funds the project through Financing Agreement with NDC



**Advisory Committee**  
Project Oversight. Representatives from; MoF (Lead), MoSD, MoI, and PFESPW; endorses NGO selection, assists in beneficiary selection, ensures alignment with PA's Strategies, facilitates linkages and coordination. Partnership through MOUs



**NGO Development Center**  
Implementation Agency. Provides funding to successful NGOs, project management, outreach, M&E, and capacity building.



**Non-Governmental Organizations (NGOs)**  
Host direct beneficiaries. Either through Cash4Work or E-work. 23 NGOs for the C4W, and 3 Service Providers for the E-Work



**Direct Beneficiaries**  
Earn Skills and employment opportunities. Increased access to short-term employment, income, and social services. Over 70% of C4W direct beneficiaries are women



## What happened in 2020:

As a result of the COVID-19 outbreak, the Advisory Committee, the World Bank, NDC and partner NGOs jointly agreed on a plan during the outbreak of the pandemic; to compensate (either partially or in full) the NGOs and final beneficiaries of the project when the needed to close, however a number of NGOs were running health projects that remained operational as they are considered an essential service. Others applied for a no-cost extension and reduced or postponed their projects. However, the E-Work component was aptly positioned to operate as an online training program, and therefore faced little disruption as a result of the pandemic

### What Next ?

This was a high impact programme, that resulted in positive outcomes on multiple levels.

#### On Partner NGOs:

- NGOs were supported to operate at a higher human resource capacity.
- Were given the opportunity to have educated specialists support their work.
- In some cases, this project helped NGOs to remain open when funding shortages had put them at risk of serious downsizing or complete closure.

#### On Direct Beneficiaries:

- Immediate economic relief.
- Skills development & practical experience.
- Helped in closing gender gaps and ensured inclusive access to services with tangible impacts.

This project is scalable and a model to replicate in other contexts.

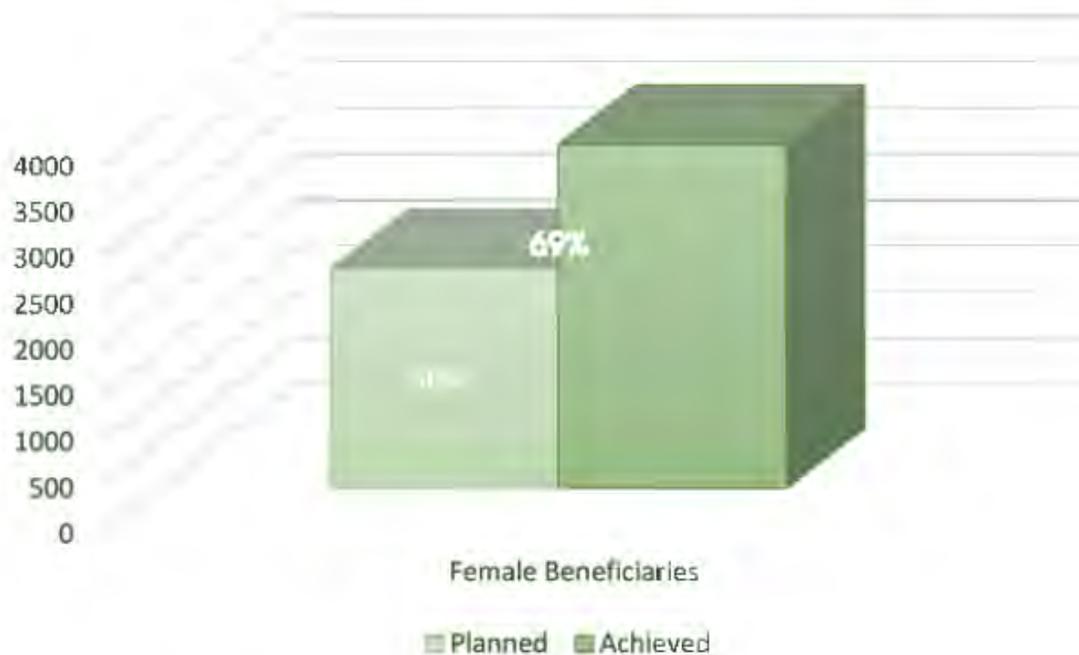


# Exceeding Expectations

The intended outcome was to ensure 50% of beneficiaries in both the C4W and E-Work components were women. The outcome, however, painted a very different picture. In the end, more than double C4W beneficiaries, and just over 50% of the E-Work participants were women.

The significance of this outcome is huge. This demonstrates a willingness among families of the beneficiaries, but also an overall shift in perceptions about women's participation in the labor force in Gaza (this is demonstrated in the high number of applications made by women). This project both offers the opportunity for women who are mothers and/or the head of the household to gain an income from home, as well as illustrates that there is a commitment to closing the gender gap.

Planned vs. Achieved Female Beneficiaries



## Testimonies from Service Providers :

*«One of the most successful job creation projects... providing tangible opportunities for empowering youth and improving their psychological, social and economic conditions»*

*An exemplary model of partnership based on transparency, professionalism, a high degree of flexibility, effective communications, and mutual respect for the roles, which reflected positively on our ability to work and contributed to the realized success of the project.*

A short-term job .... Became a career path

Fadi Hussein, 28, grew up in Rafah refugee camp, and is now married with two children. Fadi had so many dreams and aspirations that collided with the bitter reality of the conditions in the Gaza Strip due to the deterioration of the economic and social conditions and the high unemployment rates, especially among young graduates.

“What prompted me to apply for the project is my strong desire to get a job, even if with a temporary contract, in my field of specialization through which I can obtain a source of income, improve my living conditions, and develop my capabilities and skills in my field of work”. Fadi took over the work as a psychosocial support specialist at Al-Sahel Charitable society, a host CBO for the Wafaq Society local partner in the C4W project.

“It was the first time in my life that I feel valued as a professional person. My outlook on life changed and my lifestyle changed with it.” He showed extraordinary work ethic over the course of 6 months.

His dedication paid off. Fadi is now the Executive Director of Al Sahel in Rafah. “The project contributed to solving the main problem that I and a large number of young people were suffering from and enabled me to overcome the obstacles I faced by giving me an opportunity to work and prove myself after I had lost hope in life”.



## E-Work Success Story

Amani is a mother of 2 children with a diploma in office administration. She became aware of the e-work project and decided to apply. Amani made a voice over studio in her home which cost her 2000\$ to build and equip. By the end of 2020 she had earned more than the cost of her studio and now has long-term contracts with TV and YouTube Channels. She is gaining a reputation for the quality of her voice, and as a result of the project, she feels confident and prepared to continue in this line of work.



## E-Work Service Providers

#	Service Provider	Grant Amount (USD) 2018-2021
1	Gaza Gateway	1,091,200
2	Business and Technology Incubator-Islamic University	1,011,800
3	Business and Technology Incubator- University college of Applied Sciences	897,000
		<b>3,000,000</b>

## C4W Partner Institutions

#	Institution Name	Amount (USD) 2018-2021
1	Palestinian Medical Relief Society	415,451
2	The Society of Women Graduates in Gaza Strip	648,407
3	Right to Live Society	513,500
4	Union of Health Work Committees	839,368
5	Democracy and Workers' Rights Center in Palestine	734,925
6	MA'AN Development Center	706,772
7	Fares Al Arab for Development & Charity Works	356,308
8	Palestine Save the Children Foundation	871,092
9	Atfaluna Society for Deaf Children	839,576
10	Wefaq Society for Women and Child Care	286,424
11	Bayader for Environment and Development Association (Bayader)	978,520
12	General Union of Cultural Centers	402,520
13	Save Youth Future Society	348,312
14	Women's Affairs Technical Committee	291,647
15	Beit Lahia Development Association	991,906
16	INJAZ Palestine	501,060
17	Teacher Creativity Centre	279,666
18	Al Tawasol Forum Society TFS	391,773
19	Red Crescent Society for Gaza Strip	285,038
20	Gaza Culture and Development Group	540,714
21	Palestinian Organization for Development	295,704
22	Palestine Avenir for Childhood Foundation- Cerebral Palsy Center	276,891
23	Al-Azhar University	704,426
		<b>12,500,000</b>





# TOGETHER WE CAN

Access Hard to Reach and Hard to Serve Communities



## Action for East Jerusalem's Identity and Resilience



- To support the resilience of Palestinians in East Jerusalem through;
- i. Improving education and cultural services for youth
  - ii. Supporting vulnerable populations
  - iii. Fostering the role of civil society and enhancing its capacities

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. As part of the Vulnerability and Resilience to Crises Strategy, the programme seeks to prevent, or at least mitigate, the effects of conflict. In accordance with France's commitments at the World Humanitarian Summit in Istanbul, helping civil society strengthen its capacities is part of France's priority to support non-sovereign actors in order to foster more open and participatory governance models. By including all actors in society, AJIR intends to contribute to achieving the Sustainable Development Goals (SDGs).

NDC is uniquely positioned to support communities that are hard to reach due to the complexity of the bureaucracy in East Jerusalem, Areas C, and Gaza. NDC's role in this project is to support NGOs in the development and/or rehabilitation of East Jerusalem's infrastructure in order to enhance the resilience of civil society and improve service delivery with a special focus on education and culture.

2020 was the preparation phase of the project, the CSOs who were successful in obtaining grants under this pillar will begin work in the summer of 2021. The call for proposals for pillar II will also occur in 2021.

# Project Pillars

## Pillar I

Large Investments  
for Education  
and Culture  
€5 million  
(+/- 20%)

## Pillar II

Service-Based  
Initiatives  
€2 million  
(+/- 20%)

## Pillar III

Technical  
Assistance:  
€100,000



2020  
HIGHLIGHTS  
UNDER PILLARI

1<sup>st</sup> Call for  
Proposals in  
November

16  
Proposals were  
submitted

42  
Organizations participated  
in an information session  
about the call

### **Making the most of a challenging situation:**

While activity slowed to an almost complete halt as a result of the COVID19- outbreak, the NDC and our French partner, AFD, took this time to conceptualize and actualize a new programme to support civil society in their efforts to promote resilience in East Jerusalem

# TOGETHER WE CAN

Effect Meaningful Change





## Men and Women for Gender Equality Phase II



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

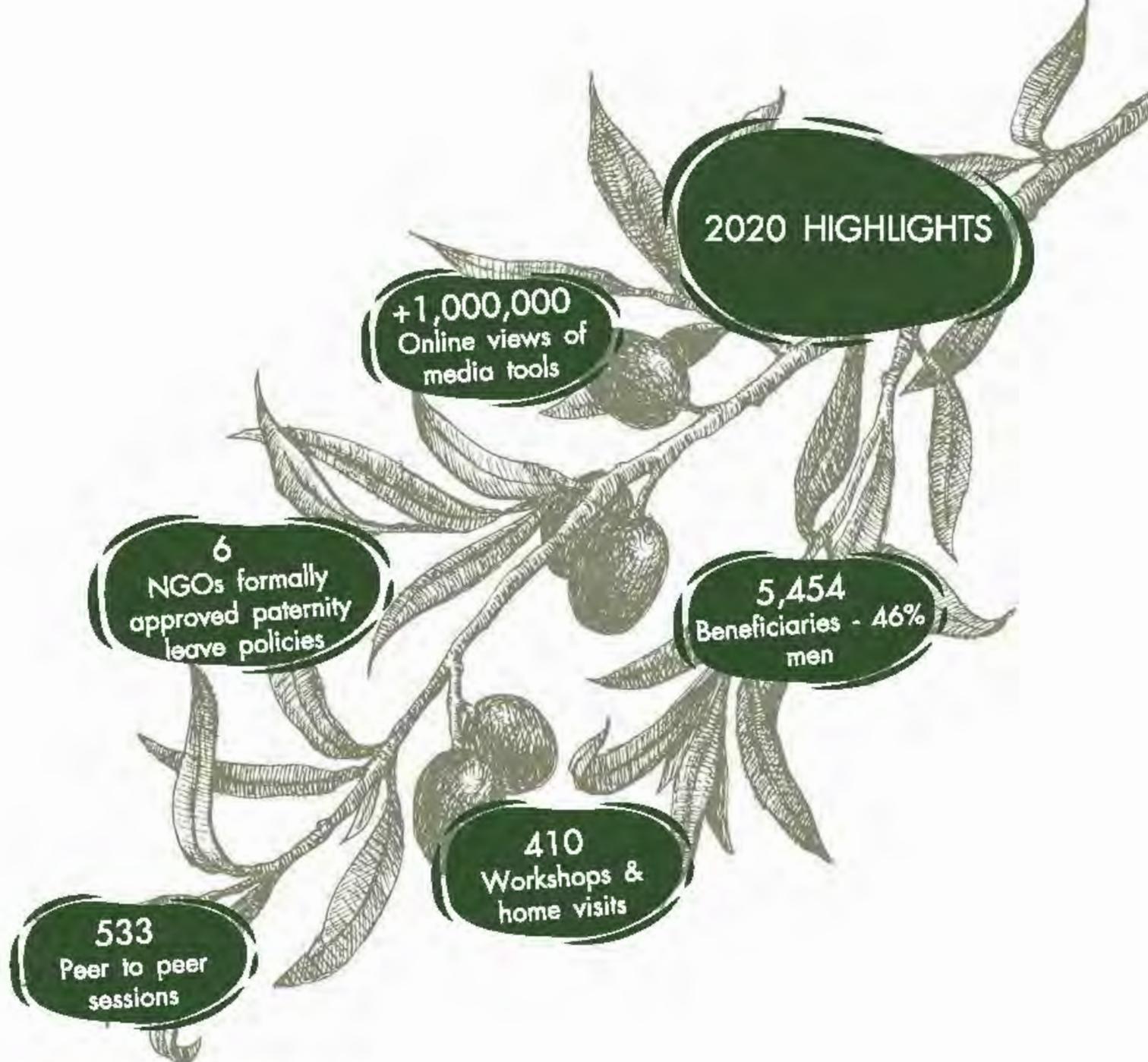
This project is implemented under the UN Women's regional programme 'Men and Women for Gender Equality' which is funded by Sweden and seeks to address gender inequality. Through a comprehensive approach, this programme is based on a bottom-up intervention strategy which supports communities, grassroots movements and civil society organizations to have an impact on the improvement of women's human rights in the Arab region.

NDC, in partnership with the Women's Affairs Technical Committee (WATC) and UN Women, have been implementing this project in Gaza and the West Bank which supports national-level action grants to five local CSOs. 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.



## PROJECT PARTNER CBOS 2019-2021





## The Positive Deviant Approach

Promotes social change based on observation. These 'positive deviants' conduct themselves in a way that is unique compared to social norms, yet is successful in how they approach become the model for which others can learn new approaches to common challenges.

# What Elements Contribute to the Project's Success?



Covid19 caused a delay in implementing of some of the planned activities including; gatherings, training, and workshops. Yet, the NGOs developed, in cooperation with UN Women, NDC and WATC, alternative action plans whereby many of the workshops and training activities were implemented online.

In 2020, the NDC provided capacity building training for the partner NGOs on two topics:

1. Advocating for Gender Equality
2. Digital Advacacy

Sessions were held in both the West Bank and Gazo, and a total of 56 participants attended.



## Success Story

Ashraf Ashour, a 33-year-old father of three, lives in Khan Younis and has a story that reflects the positive impact resulting from families that share household responsibilities.

Ashraf had never seen his father help his mother, he was always at work, so his mother took care of the family and the housework alone. When Ashraf got married, he also didn't care for his house, his family, or household responsibilities. "I lived as a single man despite being married".

His wife Shaima also felt that she; "was the father and the mother of our children, especially for our child with special needs who requires special care".



Sami Abu Amra, the positive deviant in this scenario, shares the housework responsibilities with his wife Nesreen and managed to persuade his friend Ashraf to follow suit.

Sami visited with Ashraf several times and helped him to better organize his time. Ashraf began to take on more responsibility within his home and along with his wife he began; preparing meals, doing the laundry, bathing and taking his child with special needs to the health center, and playing with his children. "I'm really changed" he said after some time with his new routine. His wife, Shaima also felt great relief at this change; "I now have time for myself. I can visit my family and see my friends". She also said that her children are much happier, especially the one with special needs, because her husband regularly takes him to his medical appointments. Ashraf encourages all men to share housework responsibilities with their wives so they can enjoy happier marriages and home life.

Ashraf's change occurred after receiving an intervention through the Brilliant Future Association's project who utilized the positive deviant approach in recruiting and training participants.

# TOGETHER WE CAN

Coordinate Diverse Groups Around Common Goals





Sweden  
Sverige

## Human Rights Programme



Strengthened democracy, improved gender equality and greater respect for human rights

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 behaviour of the relevant local duty bearers, as well as to influence the behaviour of actors within the international community. To that end, a Human Rights Fund has been established through which financial support shall be granted to CSOs working towards achieving the overall objective.

The main objective of the Fund is to provide core support to organisations that can demonstrate having the competence and capacity to contribute to real and sustainable change towards achieving the overall objective of the Programme. The organisations are expected to apply human rights based as well as IHL based approaches in their work within the framework of a clear mandate, a long-term strategy and a results framework with relevant, realistic and measurable objectives.

## 2020 Achievements



### UN Resolution 36/31

Through advocacy efforts, the UN finally acted upon their commitment to release the database of companies who operate in illegal Israeli settlements in



839

Lectures, briefings, tours, and workshops for Diplomats, rights holders, and human rights defenders



### Releasing Child Prisoners

As a result of the spread of COVID19, DCIP petitioned the Israeli authorities to immediately release all children held in Israeli prisons whose sentence was more than half-way complete. As a result, 58 out of the 87 detained children were



### Outreach

Despite the pandemic, outreach and public awareness-raising increased in 2020



653

Meetings with National and International groups and organizations

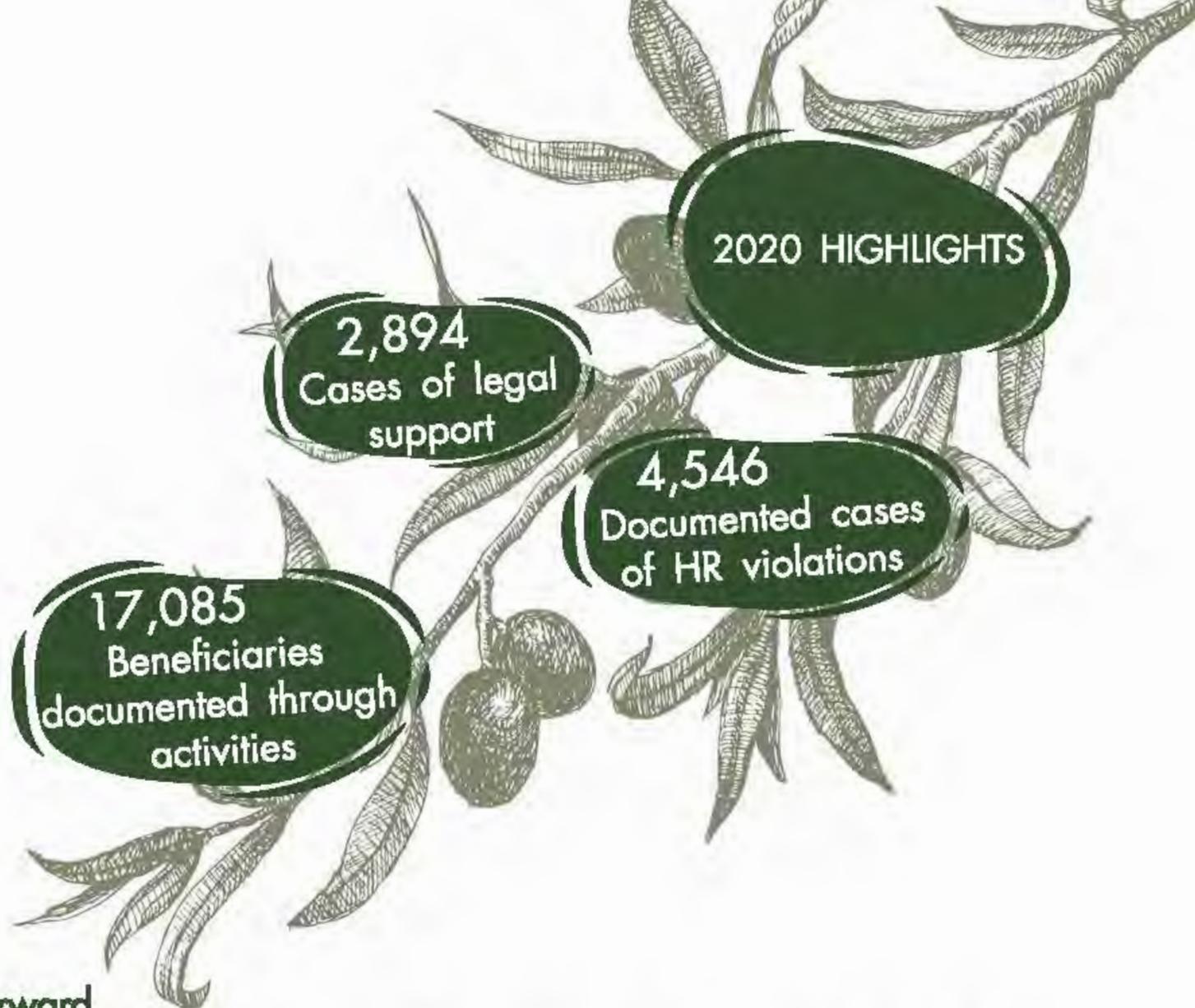


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Advocacy campaigns, media tools, reports and videos highlighting specific issues published

## Partner CSOs

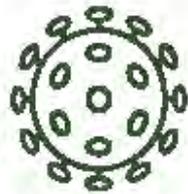
Partners	Grant Amount (USD) 2018-2020
Al Mezan Center for Human Rights	605,895
Al-Haq	1,470,068
Defense for Children International - Palestine	858,235
BADIL- Resource Center for Palestinian Residency and Refugee Rights	306,182
B'Tselem	1,682,937
Gisha	822,849
Breaking the Silence	855,536
Yesh Din	843,609
	<b>7,445,311</b>



## Moving Forward

In 2020, Sweden announced their decision to cost-extend the Programme until 2022, which was very welcome by Partners, who, despite the strategic importance of their work in protecting and promoting human rights, and their high credence and reputation, struggle with financial instability, especially in the aftermath of the Pandemic.

In 2020, NDC continued to manage financial support for the Human Rights Programme, working directly with civil society organizations to achieve the overall objective. As manager of the Programme, NDC is responsible for monitoring and evaluation, technical assistance, and financial disbursements, as well as coordinating the quarterly policy dialogue meetings and supporting partners as needed.



## Increased Outreach during the Pandemic

The pandemic burdened the work of partner organizations through; impeding field work, holding of and participating in events, travel restrictions, and funding uncertainty.

While events, gatherings and travel were suspended due to the COVID19-outbreak, partners still managed to carry out tremendous advocacy efforts using virtual technologies at both regional and international levels, and engaged actively in advocacy fora, including; the UN and its bodies, EU, USA, UK, Council of Europe, and the ICC, among others.

Partners were able to positively influence a number of resolutions and declarations and further expand their international outreach through media, citations of their work, and online platforms.

As such, the collective work conducted by partner organizations to promote human rights and enable accountability, achieved important successes, such as the progression of the situation of Palestine at the International Criminal Court ("ICC"), and the release of the UN database on companies operating in Israeli settlements as per UN HRC Resolution 36/31 after almost 4 years of delay.





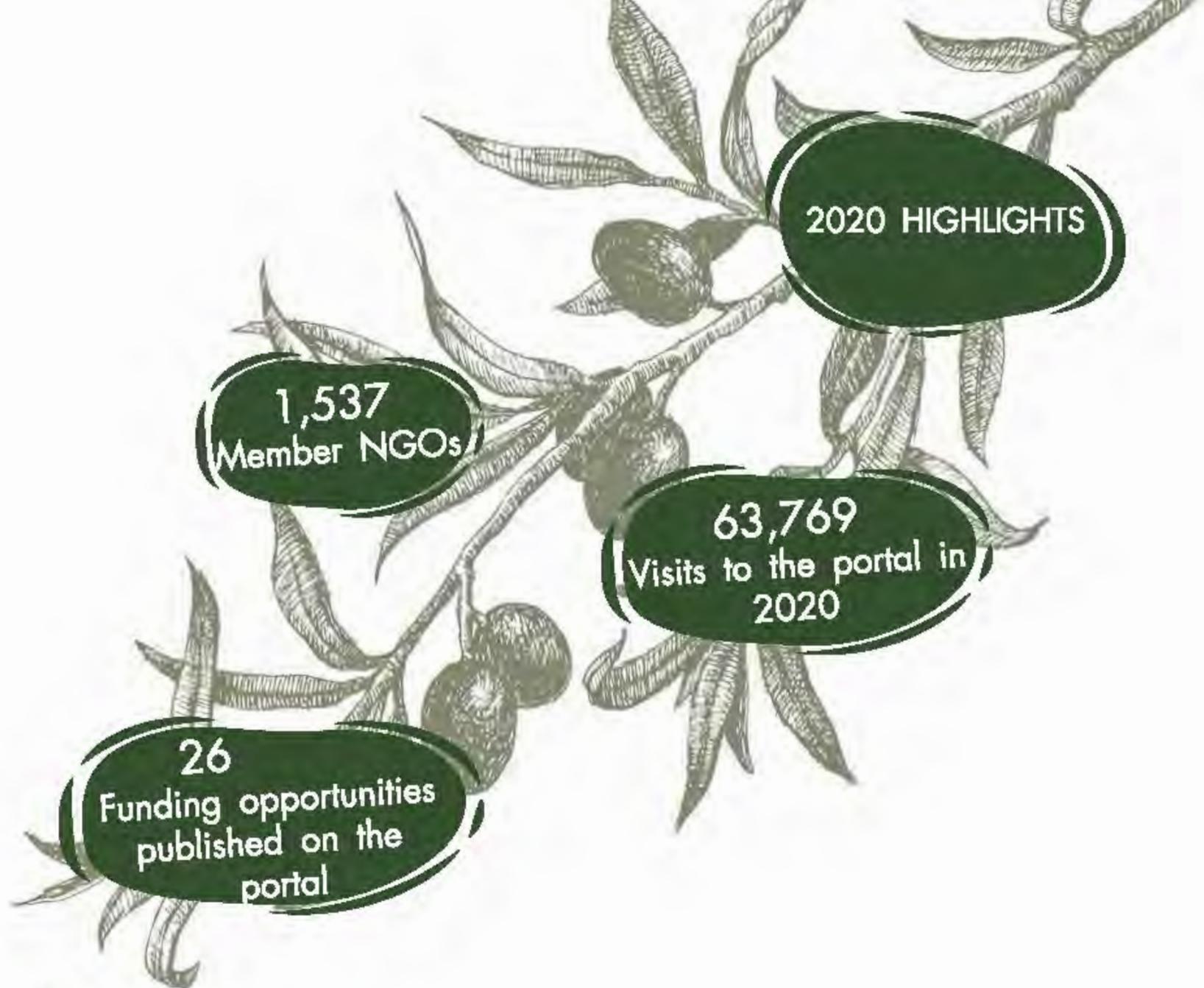


## Serving and Strengthening the NGO Sector

Established by the NGO Development Center (NDC), the Palestinian NGO Portal (Masader) was launched in 2006 as the first NGO Portal in Palestine. Masader specializes in serving and empowering the NGO sector through assisting NGOs in overcoming geographic limitations and providing them with opportunities for communicating amongst each other and with other relevant parties. Through Masader, member NGOs are able to publish and exchange their achievements (e.g., projects, studies, research, proposals, administrative and financial reports, etc.). The Portal primarily serves the Palestinian NGO sector. However, other groups can have access to, participate in and contribute to the Portal. Such groups include donors & development agencies, international NGOs, academic institutions, the Palestinian private and public sectors and other NGO networks and unions.

The main objectives of the Portal is to:

- Coordinate, participate, and exchange information within the NGO sector, across sectors and across geographic locations.
- Establish an electronic database which includes the most comprehensive, updated, and vital information on the NGO sector.
- Offer user-friendly technology in a simplified language to ensure the Portal's optimum use by NGOs without the need for technical training.
- Enhance the application of positive values and best practices within the NGO sector.
- Offer an open platform for constructive discussion and dialogue regarding NGO sector related issues, including internal and developmental policies.



## Moving Forward

The NDC Continued to maintain its reputation as a creible technical support body for Palestinian NGOs. Through the Masader Portal. NDC is able to share resources, support, and funding opportunities with member organizations.

Moving forward , the Massader Portal is going through upgrades to strengthen the technology used to host the platform. This will enable th portal to be more responsive and user-friendly.

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# 2020 NDC AUDIT STATEMENT



Kawasmy & Partners CO,  
Ramallah – Palestine  
Ein Munjid, Tokyo Street, Alraj House, 5th Floor  
Tel : +970 2 2980300, Fax : +970 2 2980400

## 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 or the Center")**, which comprise the statement of financial position as of December 31, 2020, 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 the Center as of December 31, 2020, 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 the Center 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 the year then ended in accordance with International Financial Reporting Standards (IFRS).

### 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 the Center'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 Center or to cease operations or has no realistic alternative but to do so.

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

## INDEPENDENT AUDITORS' REPORT

### 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 the Center'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 the Center 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 and Partners  
KPMG**

*KAWASMY & PARTNERS*

*KPMG*

License No. (201/2017)



Ramallah - Palestine  
July 15, 2021

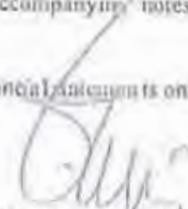
NGO DEVELOPMENT CENTER  
AL RAM – PALESTINE

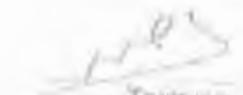
STATEMENT OF FINANCIAL POSITION

US Dollar	Note	As of December 31,	
		2020	2019
<b>Assets</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	5	5,496,352	8,515,882
Contributions receivable	6	10,133,993	10,377,436
Other Debit Balances	7	23,239	25,859
		<u>15,653,584</u>	<u>18,919,177</u>
<b>Non-Current Assets</b>			
Property and Equipment, Net	8	49,712	44,564
		<u>49,712</u>	<u>44,564</u>
<b>Total Assets</b>		<u>15,703,296</u>	<u>18,963,741</u>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable and Accruals	9	1,122,863	906,874
Temporarily Restricted Contributions	11	13,340,897	16,980,492
		<u>14,463,760</u>	<u>17,887,366</u>
<b>Non-Current Liabilities</b>			
Provision for Employees Indemnity	10	325,068	249,282
Total Noncurrent liabilities		<u>325,068</u>	<u>249,282</u>
<b>Total Liabilities</b>		<u>14,788,828</u>	<u>18,136,648</u>
<b>Net Assets</b>			
Net Assets		914,468	827,093
<b>Total Net Assets</b>		<u>914,468</u>	<u>827,093</u>
<b>Total Liabilities and Net Assets</b>		<u>15,703,296</u>	<u>18,963,741</u>

The accompanying notes on pages from (7) to (24) are an integral part of these financial statements

The financial statements on pages (3) to (6) were approved by NDC Board of Directors on July 14, 2021

  
Chairman of Board

  
Treasurer

**NGO DEVELOPMENT CENTER  
AL RAM – PALESTINE**

**STATEMENT OF ACTIVITIES**

<b>US Dollar</b>	<b>Note</b>	<b>For the Year Ended December 31,</b>	
		<b>2020</b>	<b>2019</b>
<b>Grants and Revenues</b>			
Temporarily Restricted Contributions Released from Restriction	<b>11</b>	13,477,116	10,764,894
Bank Interests		12,138	21,437
Foreign Currency Exchange (Loss)	<b>12</b>	61,582	(19,876)
Gain from Selling of Property and Equipment		1,450	921
General Assembly membership fees		1,016	1,942
<b>Total Grants and Revenues</b>		<b>13,553,302</b>	<b>10,769,318</b>
<b>Expenses</b>			
Operating Expenses	<b>13</b>	(13,454,373)	(10,747,328)
Depreciation	<b>8</b>	(11,554)	(6,999)
<b>Total Expenses</b>		<b>(13,465,927)</b>	<b>(10,754,327)</b>
<b>Increase in Net Assets</b>		<b>87,375</b>	<b>14,991</b>

The accompanying notes on pages from (7) to (24) are an integral part of these financial statements



