

NGO Development Center

Annual Report 2009



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NGO Development Center

Annual Report
2009

2009

Annual Report

NGO Development Center

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Joint Message from the Chairman and the Director

Over the past twelve months, we have hurtled from an incursion in Gaza to a global economic crisis and now to what is likely to be a de facto isolation and fragmentation of Palestinian land and families, exacerbated by Israel's increasing grip on Jerusalem, with the daily land confiscations and house demolitions that this generates.

The restrictions and economic sanctions have made it increasingly difficult to perform our work in the occupied Palestinian territory, particularly in Gaza. Our staff there have trouble getting to field visits due to the fuel shortage and they are forced to accommodate their working hours to suit the electricity rationing. The staff perseveres, however, with amazing resilience.

Reaching the poor and vulnerable is not always easy. Critical to the success is knowing where and how to intervene. To that end in 2009, NDC started its new strategic planning process, to define its future role in the NGO sector. NDC is recognized as a unique organization that makes a difference: indeed, it is a primary address for supporting and developing the NGO sector, and its institutions, so it is better able to provide improved services to the poor. It is an organization that is disciplined, transparent and held in high regard under international standards.

As the crisis continues, NDC reemphasizes its commitment to its mission of helping people help themselves. During 2009, it was able to sustain many economic and social development projects. It has upgraded the services of medical clinics, established irrigation water systems, and built social services center in remote and marginalized areas. In partnership with NGOs and CBOs, NDC has helped transfer skills and make available resources and technical assistance to build the foundations for a better future in an independent state.

Achieving lasting change is not easy and often takes many years. NDC is fortunate to have earned the support of donors who understand this and support it year after year. Public funds are accounted for and spent transparently and in a manner that brings concrete and measurable results. Together with our donor partners, we are making a difference.

Our board of directors has been actively engaged throughout the year. NDC is fortunate to work with a group of individuals who not only bring a deep understanding of the sector, but also possess diverse and far-reaching experiences that allow the Center to consider issues of broader concern.

It is often said that opportunity is born out of adversity; NDC staff members took this to heart in 2009. They seized every opportunity and positioned NDC so it was able not only to weather tough times but also to succeed in the face of every challenge. NDC is proud to be able to fulfill its mission in these challenging times; in an environment of great uncertainty, where the economic, political and social context is extremely volatile. NDC is proud to be able to say that it is up to this challenge.



Mr. Zahi Khouri
Chairman of the Board



Mr. Ghassan Kasabreh
Director



About NDC

Vision

An effective NGO sector contributing to building Palestinian civil society.

Mission Statement

NDC is a non-profit, non-governmental organization established in response to the need for a sustainable Palestinian mechanism for providing support to the NGO sector. By providing technical and financial support, NDC works towards developing the capacities of Palestinian NGOs for delivering quality services, especially to the poor and the marginalized; enhancing their self-reliance; and empowering them to be more sustainable. Concurrently, NDC contributes towards the development of the NGO sector as a whole by facilitating the open exchange of information and experience; by supporting research and policy development; and by strengthening the relationships of NGOs with development partners.

Objectives

1. To empower NGOs to provide quality services that are responsive to the priorities of the Palestinian society.
2. NGO sector is more efficient and capable to influence the formulation of national policies and plans
3. NDC is a main address for supporting and developing the NGO sector and its institutions.
4. NDC is more competent and responsive to the various needs of the community
5. NDC possesses the means that would enhance its financial and administrative capabilities.

Value System of NDC

NDC believes in principles of democracy, respect for and protection of human dignity and rights, appreciation of diversity, loyalty to national aspirations, commitment to Palestinian development priorities, objectivity and impartiality in serving the community, distinction and excellence in work, good governance, integrity, transparency, accountability, volunteerism, participation, cooperation, and partnership building.



Indicators of NDC's Success

Unique: NDC is the first professional Palestinian organization of its kind, promising to support NGOs in the provision of quality social services, and helping them advocate tolerance and reconciliation within society.

Responsive: NDC has proved it is able to adjust to the changing economic, political and social situations in combining both development and emergency interventions.

Trustworthy: NDC has established itself as a professional, reliable and accountable organization. Through its hard work it has been able to gain the trust of both donors and local partners.

Respected: NDC's board of directors includes experts in civil society; representatives of umbrella NGO networks and unions; scholars; and private sector representatives. Together, they add value and expertise.

Effective: Since 2006, NDC has been expanding its operations throughout the West Bank and Gaza to reach out to the needy, poor and vulnerable, and target NGOs and CBOs of varying capacities. NDC's interventions help thousands every year in various on-granting and job creation programs.

Committed: NDC is committed to spending its funds in an efficient and transparent manner. Its highly qualified staff are dedicated and committed to its values, principles and community needs.



2009 in Brief

Highlights of Main Achievements

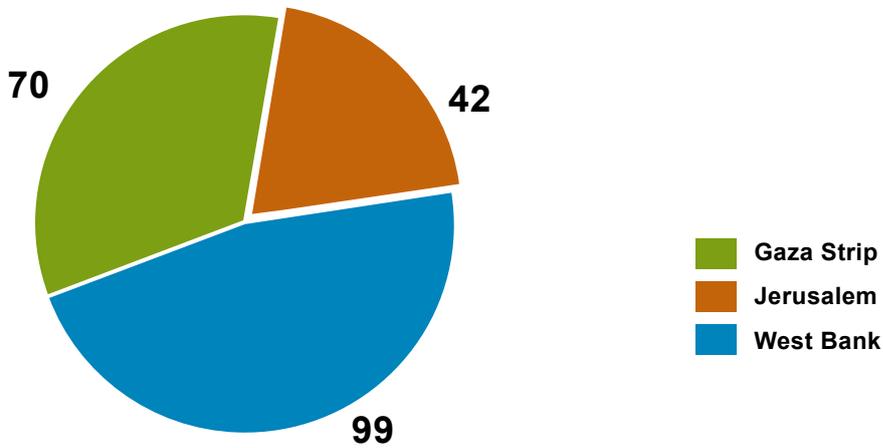
- **NDC** disbursed 14 USD million through its combined programs to improve the socioeconomic conditions of the poor and vulnerable and develop the NGO sector.
- **NDC** created 165,000 man-days through the AFD Job Creation Project by funding 51 NGOs across WBGS.
- **NDC** setup or upgraded medical services provided by 7 NGO hospitals in the West Bank and Gaza by adding new units and medical equipment to help provide specialized services for patients.
- **NDC** successfully gathered 520 NGOs from the West Bank and Gaza to sign the Palestinian NGOs Code of Conduct.
- **NDC** launched the "resource kit" to help NGOs better apply the principles of the Code in their daily operations, and provided tailored training and coaching to 65 NGOs on good governance, accountability and transparency.
- **NDC** completed 107 projects in the West Bank and 40 projects in Gaza in various sectors.
- **NDC** supported the core programs of 24 NGOs working in the human rights sector and supported 16 initiatives by these NGOs in response to arising urgent and emergency situations.
- **NDC** completed a research project on "Tracking External Donor Funding to Palestinian Non-Governmental Organizations in the West Bank and Gaza 1999-2008".



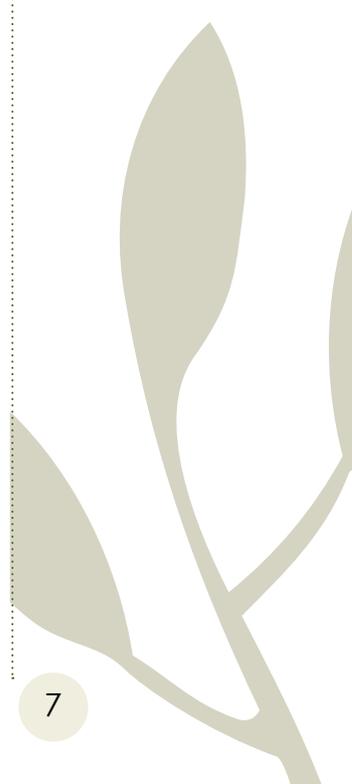
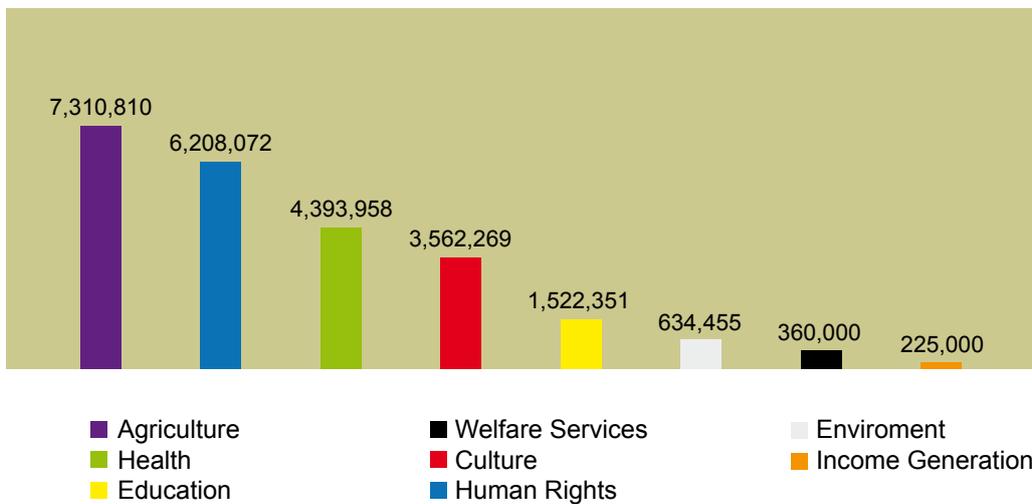
2009 in Brief

NDC's Outreach:

Number of Ongoing Projects by Region :



Funding by Sector (In US Dollars):



2009 in Brief

23 New Partner NGOs Received Grants

NGO Name	Grant Amount (US\$)	Location	Sector
The Old City Youth Association	57,754	Jerusalem	Culture, Sports and Arts
Arab Orthodox Society	93,800	Jerusalem	Culture, Sports and Arts
African Community Society	39,262	Jerusalem	Culture, Sports and Arts
Burj Al Luq Luq Social centre	85,090	Jerusalem	Education
Infant Welfare Center the Greek Catholic Society Annunciation	89,780	Jerusalem	Education
Agricultural Engineers Association	201,000	Gaza	Agriculture
Al Mezan Center for Human Right-SGF	44,500	Gaza	Human Rights
Gisha - Legal Center for Freedom of Movement	50,000	Jerusalem	Human Rights
Kav LaOved - The Workers' Hotline	50,000	Jerusalem	Human Rights
Women and Family Affairs Center	45,000	Nablus	Human Rights
Yesh Din - Volunteers for Human Rights	46,000	Jerusalem	Human Rights
Sawa-All the Women Together Today and Tomorrow	38,000	Jerusalem	Human Rights
UNESCO Chair on Human Rights and Democracy at An-Najah National University	35,276	Nablus	Human Rights
The Association for Civil Rights in Israel (ACRI)	50,000	Jerusalem	Human Rights
Breaking the Silence (BTS)	41,250	Jerusalem	Human Rights
Women's Center of Shu'fat Refugee Camp	36,300	Jerusalem	Human Rights
Center for Defense Liberties and Civil Rights «HURRYAT»	42,500	Al Bireh	Human Rights
Adalah – The Legal Center for Arab Minority Rights in Israel	25,000	Jerusalem	Human Rights
Ensan Center for Democracy & Human Rights	19,500	Bethlehem	Human Rights
Bimkom – Planners for Planning Rights	14,940	Jerusalem	Human Rights
Union of Agricultural Work Committees (UAWC)	263,000	Gaza	Agriculture
MA'AN Development Center – Gaza Strip	263,000	Gaza	Agriculture
Palestinian Hydrology Group for Water and Environmental Resources Dev.	264,000	Gaza	Agriculture
Total amount	1,894,952		



2009 in Brief

15 New NGOs Received Technical Assistance on the Code of Conduct

NGO Name	Location	Sector
The Jerusalemite for Community Development	Jerusalem	Human Rights; Culture, Sports and Arts
Palestinian Centre for Legal Independence/ Musawa	Ramallah	Good Governance
Youth Organizations Network	Ramallah	Youth and Culture
Palestinian Vision Organization	Jerusalem	Youth
Simia Agricultural Cooperative Society	Hebron	Agriculture
Women Media and Development Centre	Bethlehem	Women, Media and Youth
Samu' Agricultural Cooperative Society	Hebron	Agriculture
Jenin Farmers Association	Jenin	Agriculture
Ellid Charitable Society	Nablus	Community development
Women for Life	Nablus	Women capacity building
Fikra for Educational Arts	Gaza	Culture & Arts
Khuza'a Center for Sustainable Agriculture	Gaza	Agriculture
Environment Friends Society	Rafah	Environment
Palm Tree Development Organization	Deir Albalah	Agriculture
Health Work Committees Union	Gaza	Health



NDC's Programs

NDC is mandated to mobilize donor funding for Palestinian NGOs to enable them to be more responsive to community needs, enhance the impact of their interventions, and thus strengthen the NGO sector as a whole. Through its programs, NDC provides a distinctive combination of direct grants and capacity building assistance to NGOs in order to help them perform with improved quality and with better directed outcomes, whilst increasing access to services by the poor and marginalized. NDC uses different granting tools to allow NGOs with various capacities and magnitudes to focus on sectors and themes where they have a comparative advantage. Currently, NDC manages a number of programs focusing on improving social services for Palestinians who are affected by the deteriorating socioeconomic conditions; providing job employment; and promoting, supporting, protecting, and monitoring the observance of human rights and good governance in the oPt. Through its various programs, NDC is reaching more than 200 NGOs in the WBGs.





Grant-Making Facility

NDC as an Effective Mechanism for Providing Financial and Technical Support to NGOs

1- Palestinian NGO Project III (PNGOIII)

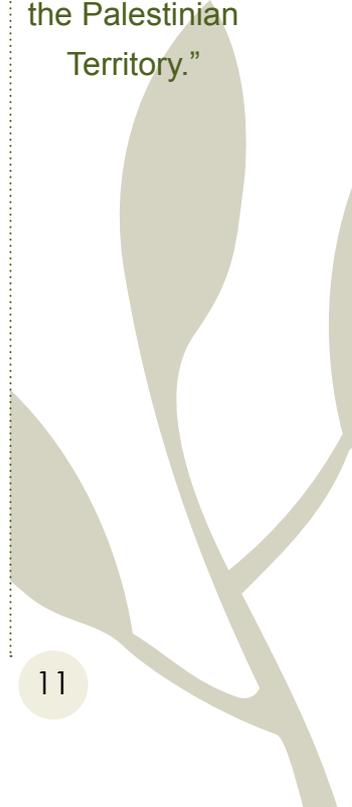
The implementation of the World Bank-funded PNGOIII project continued to progress smoothly throughout the year, reaching a total number of 94 NGOs in the WBGs. More than 2/3s of the grant was disbursed by the end of 2009 on projects that were implemented according to community needs, and more than 80% of sub-grant beneficiaries receiving support were poor and vulnerable.

A number of granting schemes were implemented, including the "Empowerment Grants" scheme through which 28 experienced NGOs were supported both in the West Bank and Gaza to provide innovative social services in the community. The NGO programs were designed based on needs identified by the community to help them cope with the current crisis, focusing on sectors and thematic areas including Health, Youth Development, Early Childhood Development, Mental Health, Disability, Care to the Elderly and Social Protection Services.

The "Mentoring Grants" scheme, the objective of which is to transfer thematic knowledge from lead NGOs operating on a national scale to those that are community-based, facilitated the partnership of 8 'Mentoring NGOs' with 45 CBOs, providing each of which with a grant and the relevant technical assistance. Accordingly, CBOs have improved their planning, procurement, financial and reporting capacities. NDC successfully completed five of these grants and assessments have shown that 75% of the beneficiaries stemmed from vulnerable groups. These include the elderly, youth, farmers, women, children and people with special needs.

The "Specialized Health Services Grants" continued implementing by seven NGOs despite the challenges that this specific type of grant entails. The objective of this type of grant was to reduce the number of medical

"The objective of this project is to provide social services to those who are poor, vulnerable or affected by the deteriorating socioeconomic conditions in the Palestinian Territory."



referrals abroad and encourage the seeking of treatment locally. However, it was quite impossible to do this given the access and movement restrictions imposed by Israel to and from Gaza. However, four main hospitals and health centers in the West Bank were assisted in establishing or upgrading departments including x-ray, neurosurgery, diagnosis and treatment of pediatric cardiac cases. They are now able to extend specialized health care within the territories and serve as main reference points throughout the West Bank.

Six partnerships between NGOs and Local Government Units (LGU) were implemented through the "LGU-NGO Partnership Grants" with the aim of increasing multilateral cooperation, coordination and planning, and hence improving social service delivery. The Memorandum of Understanding (MOU) signed between NDC and the Municipal Development and Lending Fund helped in jointly addressing the needs and priorities for five communities in the West Bank and one in Gaza.

2. Job Creation Project Funded by AFD

In an effort to alleviate the dire economic conditions of many of the Palestinian residents in the West Bank and Gaza, whether living in areas adjacent to the wall, or merely suffering from the overall economic and political instability; NDC continued to implement its Job Creation Program, funded by the French Development Agency (AFD). The aim of the project is to create temporary employment opportunities, at the same time leaving behind community assets operated by NGOs for public use.

The grant of €6 million was expected to provide 140,000 working man days for 51 NGOs located in the West Bank (including Jerusalem) and Gaza. A significant portion of the unemployed labor force helped in rejuvenating public assets and implementing infrastructure micro-projects, such as rehabilitating destroyed agricultural land, revitalization youth and vocational centers and building retainer walls. By the end of the year, more than 165,000 man-days were provided across the West Bank and Gaza Strip and more than two thirds of the projects were declared complete and closed (35 out of 50).

Alleviating
Social Hardships
through the
Provision of
Employment
Opportunities



NGO Development Center

3. Agricultural Projects Funded by the Islamic Development Bank (IDB).

NDC was successful in raising funds of US \$950,000 from the IDB, and through the Welfare Association (WA), as emergency assistance to create job opportunities through agricultural projects in the West Bank and Gaza Strip and contributing towards developing the Palestinian agricultural sector in general. Given that some agricultural areas in the West Bank often remain beyond the reach of donors, such as in Salfheet, Qalqilya and Tulkarem, NDC has decided, with the consent of its board of directors, to implement projects in these areas in addition to Gaza.

Further to NDC's call for proposals in July 2010, ten projects were approved for this grant. Beneficiary NGOs are expected to complete rehabilitation of the land and agriculture works by December 2010.

4. The Secretariat for Human Rights and Good Governance

The first phase of this program, funded jointly by a pool of donors including Denmark, Sweden, Switzerland and Netherlands, for US \$6.45 million, came to an end in December 2009. This grant enabled NDC to fund the core programs of 24 NGOs working on human rights and good governance (HR/GG) related issues, such as ensuring the adequate documentation of violations of human rights in the occupied Palestinian territory; proving that illegal weapons were used in the latest Gaza incursion; and training CBOs in child protection rights. Through the Small Grants Facility, a window of opportunity was provided for 16 NGOs to appeal for funds to cover specific urgent ad hoc requirements. The success and smooth operation of the Secretariat paved the way for ongoing talks on the signing of the second phase of this program for an estimated period of four years.

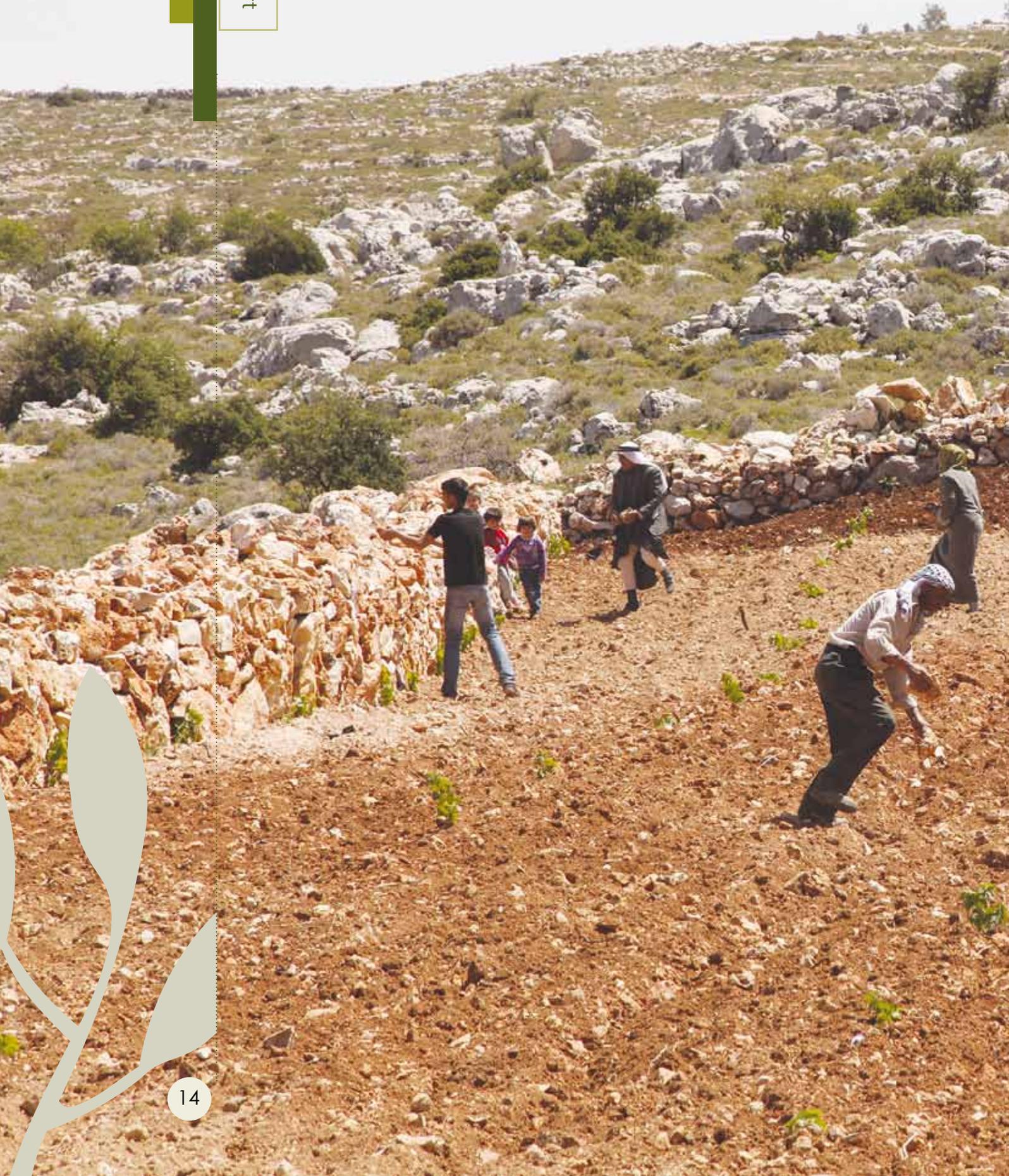
In an effort to enhance networking and the exchange of experiences among the HR/GG organizations, an accessible website has been established. The website, to be launched in 2010, is designed for NGOs, researchers, students, media and activists seeking information on human rights and good governance in the oPt.

Channeling
Pooled
Donor
Funding and
Supporting
Coordinated
Initiatives

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NDC declared as a main channel to absorb donors' contributions for the Gaza needs:

"The Municipal Development and Lending Fund, the **NGO Development Center**, the Palestinian Water Authority, the Palestinian Energy Authority, and the Coastal Municipalities Water Utility are all institutions with implementation capacity, capable teams, and a good record of transparency and accountability"

*Dr. Juan-Jose Daboub, Managing Director of the World Bank,
February 2009, the International Conference in Support of the
Palestinian Economy for the Reconstruction of Gaza.*



NGO Sector Development Program

Enhancing Democratic Governance of NGOs: A Voluntary Code of Conduct

The success of the Code of Conduct, a milestone in NDC's history, can be tracked from the early days of its inception. The idea of convening all stakeholders working in the Palestinian NGO sector to discuss the project bore fruit from the very start. Due to NDC's networking and participatory approach, all representatives of the major networks¹ were involved and, under the guidance and leadership of NDC, this group, which later came to be known as the "Code of Conduct Coalition", worked together to finalize the Code and the accompanying Resource Kit. The painstaking participatory process, which lasting over two years, paved the way for the successful implementation of the Code currently taking place.

The Code of Conduct is a milestone as, for the first time, it has introduced ethical principles for Palestinian NGOs to follow, combined with sound administrative and managerial systems, procedures and tools. Once an NGO signs this Code, it voluntarily commits to complying with the Code's twelve principles.

A Resource Kit was also annexed to the Code in order to help the NGOs put best practices into operation. The Resource Kit includes 6 manuals and 12 guidelines.

¹ The networks are: Palestinian NGO Network (PNGO); the Palestinian General Union of Charitable Societies (PGUCS); the General Palestinian Union (GPU); and the Palestinian National Institute for NGOs (PNIN).

**The first-ever
introduced
Code for
NGOs in
Palestine**

**The civil
society
initiative of the
Arab League,
adopted the
NDC's Code
of Conduct as
the exemplary
code for NGOs
in the Arab
World.**

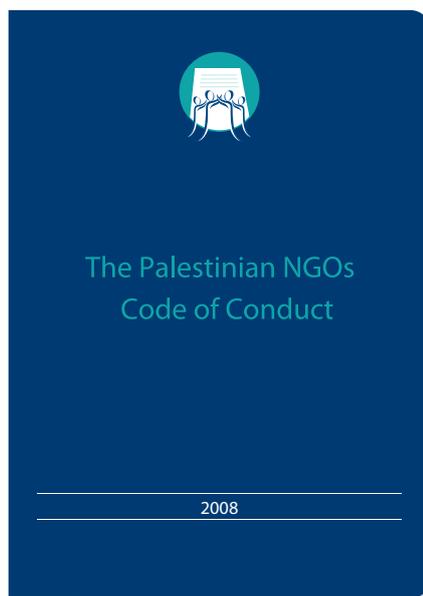


Code of Conduct Step-by-step:

- In February 2009, and exactly one year after the launch of the Code , the Resource Kit was disseminated in a highly visible event, accompanied by a comprehensive promotional campaign.
- By the end of 2009, more than 500 NGOs across the West Bank and Gaza Strip had signed up to the Code. This high number reflects a high level of awareness and maturity among the sector on the necessity to implement best practices. This can also be attributed to the participatory process in which the Code was finalized.
- The NGO networks and unions promoted the Code among their own member organizations.
- Training on accountability and transparency principles for more than one hundred NGOs has been provided in order to further help them comply with the Code of Conduct principles.
- During the year 2009, NDC conducted various consultations with the NGO sector and other stakeholders to put forward a mechanism to ensure the compliance of the sector to the Code.

Code principles:

- 1: Compliance with Covenants and Law
- 2: Priorities of Development
- 3: Participation
- 4: Networking and
- 5: Transparency
- 6: Accountability
- 7: Equality and Inclusiveness
- 8: Good Governance
- 9: Prevent Conflict of Interest
- 10: Influence and
- 11: NGO's Integrity
- 12: Dispute Resolution



Technical Assistance

As part of NDC's efforts to strengthen good governance within the Palestine NGO sector, technical assistance was aimed at helping NGOs to upgrade their systems to meet the requirements of the Code. This was made possible by World Bank financing and an agreement signed with the European Union entitled "Strengthening Good Governance within the Palestinian NGO Sector".

With regards to the Code of Conduct's principles and practices, NDC assessed the compliance of the participating NGOs using the Organizational Capacity Assessment Tool (OCAT). The assessment was followed by the preparation of development plans which set milestones and clear interventions for each NGO. The Resource Kit of manuals and training material developed under the umbrella of PNGO III was used as a solid base for this exercise.

Not only did the EU grant prove that efforts can be consolidated among various donors to carry out complementary activities, but it also provided an excellent platform for NGOs to engage in dialogue and exchange experiences.

Mid-term and full-term assessments indicated significant improvements in many practices of the participating NGOs:

- More than 70% of the NGOs in the West Bank that received technical assistance made their financial audit statements public and posted them on both their websites and on Masader.
- NDC focused during these cycles on three key principles: Transparency, Accountability and Good Governance. The assessment indicated that progress had been made towards adherence to these principles. The overall compliance indicators (baseline VS. midterm) were improved from 6 percent to 25 percent.

NDC reached 65 NGOs in the West Bank and Gaza strip, providing them with comprehensive technical assistance.

Sector Coordination and Information Exchange

1. Networking

Since thematic and umbrella networks also constitute a major part of civil society, NDC has foreseen to assist them in improving their performance. Given their lack of resources historically, the networks have suffered from poor coordination and communication with their own members.

As part of its efforts to improve the performance of the sector as a whole, NDC worked to define the roles of Palestinian networks and increase their accountability to their constituencies. Within this framework, NDC also engaged with a number of umbrella and thematic networks to support them in coordinating with their member NGOs. Various interventions were designed for the networks including:

- Capacity building programs for member NGOs; Development of their websites and databases to allow for information exchange (this increased the level of satisfaction of members with the networks' performance from 45 to 76 percent for the thematic networks and from 59 to 65 percent for the umbrella networks);

- Development of the networks' organizational and financing strategies to enhance the sustainability of the networks (the change in average sustainability indicator improved from 44 to 69 percent for the thematic networks and there were slight improvements for the umbrella networks).



2. Masader: The Palestinian NGO Portal

The NDC has established Masader, the Palestinian NGO Portal, which acts as a stand-alone project specializing in serving and empowering the NGO sector. It does this by assisting NGOs in overcoming geographic limitations and providing them with opportunities for communicating with each other and with other relevant parties.

Through the Portal, member NGOs are able to publish and exchange information about their achievements (e.g. projects, studies, research, proposals, administrative and financial reports) and also exchange views, and share experiences.

NDC strives to make Masader a significant source of information and an established platform for productive dialogue for the Palestinian NGO sector. For this reason, the Portal is continuously being updated, offering wider services to its members.

To reach out to new members, the Portal was thoroughly re-designed to better reflect its uniqueness. A user guide for new members was also introduced, along with new features such as a multimedia gallery and a polls and petitions section. The number of active member NGOs has reached approximately 600. During 2009, the Portal received more than 20,000 visits.

During the holy month of Ramadan, the first competition for the Palestinian NGO sector was launched on the Portal. More than 300 users participated in the contest by answering the daily questions.

The Portal can be found at:

www.masader.ps

NDC has also established a database for the Human Rights and Good Governance (HR/GG) Secretariat in the oPt. This database includes an HR/GG NGO directory, an experts list, international conventions, and blogs.

The HR/GG database can be found at:

www.humanrights.ps





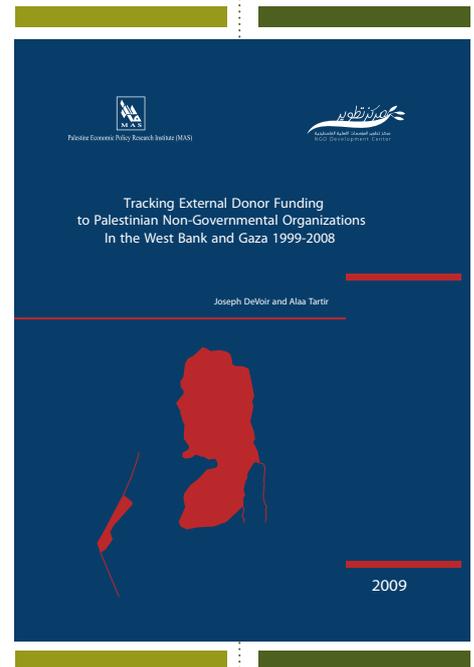
Research Studies

Promoting Complementarity between the NGO Sector and Development Partners

Analysis of external aid to Palestinian NGOs can contribute significantly to the understanding of the development process in the oPt. Given the essential role which NGOs play in providing vital services to the Palestinian society, NDC completed a study on "Tracking External Donor Funding to Palestinian NGOs in the WBGS 1999-2008", funded by the World Bank and in coordination with the Ministry of Planning and Administrative Development. The research was undertaken by the Palestine Economic Policy Research Institute (MAS). Two surveys were undertaken to track donor funding over a ten year period (1999 – 2008); one from the side of Palestinian NGOs and the other from the side of the donors. The collected information was also compared with data available on the Palestinian Aid Monitoring System (PAMS) of the Palestinian Ministry of Planning and Administrative Development.

The study provides a comprehensive review of the external aid directed to the Palestinian territory along with a detailed map of the structures that attempt to coordinate the donors and the Palestinian institutions. It also provides information regarding the way external funding has been allocated to the various sectors, regions and governorates in the West Bank and Gaza. The study aims to help various stakeholder to formulate their development plans according to reliable information and to support coordination mechanisms among Palestinian NGOs, the Palestinian Authority and the donor community.

NDC is also finalizing its research on "Promoting Cooperation and Collaboration between NGOs and the Palestinian Private Sector". The objective of the research is to provide a better understanding of the existing modalities of cooperation between the two sectors, and their behavior with respect to social responsibility, development and philanthropy. In addition, the research aims to propose potential joint initiatives for implementation. It is hoped that a comprehensive and strategic framework for corporate social responsibility (CSR) in Palestine can be developed, adopted, and applied. Preliminary findings of the research indicate that there has been a gradual shift in the social responsibility of the private sector from charitable donations driven by religious and moral concerns to a more structured system of social responsibility and accountability.



NDC's Quick Response to the Emergency Situation in Gaza

Gaza Emergency Appeal



Israel's military operation Cast Lead, which began in late December 2008 and continued until mid January 2009, had devastating effects on both the people and the land. In addition to the tragic loss of human life, especially children, many public facilities such as charitable societies, mosques and educational institutions were destroyed. Furthermore, the latest attacks have led to extensive damage to thousands of cultivated agricultural land areas, trees, roads, greenhouses, and groundwater wells.

In view of this dire situation, and given NDC's commitment to giving a helping hand to the poor and vulnerable, NDC was quick in its response to the urgent needs arising from the 22-day offensive. A rapid needs assessment was performed in Gaza in March 2009 and an appeal in both English and Arabic was posted on NDC's website for wide public dissemination. With the help of fifty NGOs working in agriculture, health, and education; emerging needs were identified by a consultative process and from the perspective of the NGOs concerned.

This two-day workshop was the reference point for all future interventions. The ensuing study helped particularly in identifying and prioritizing projects. Published in March 2009, the "Rapid needs assessment of the NGO sector to respond to repercussions of Israel's offensive on Gaza", was disseminated to all partner organizations and was issued as a public information document.

Through its Gaza Appeal, NDC also reached out to donors and multilateral agencies in an effort to mitigate the impact of the military operation.



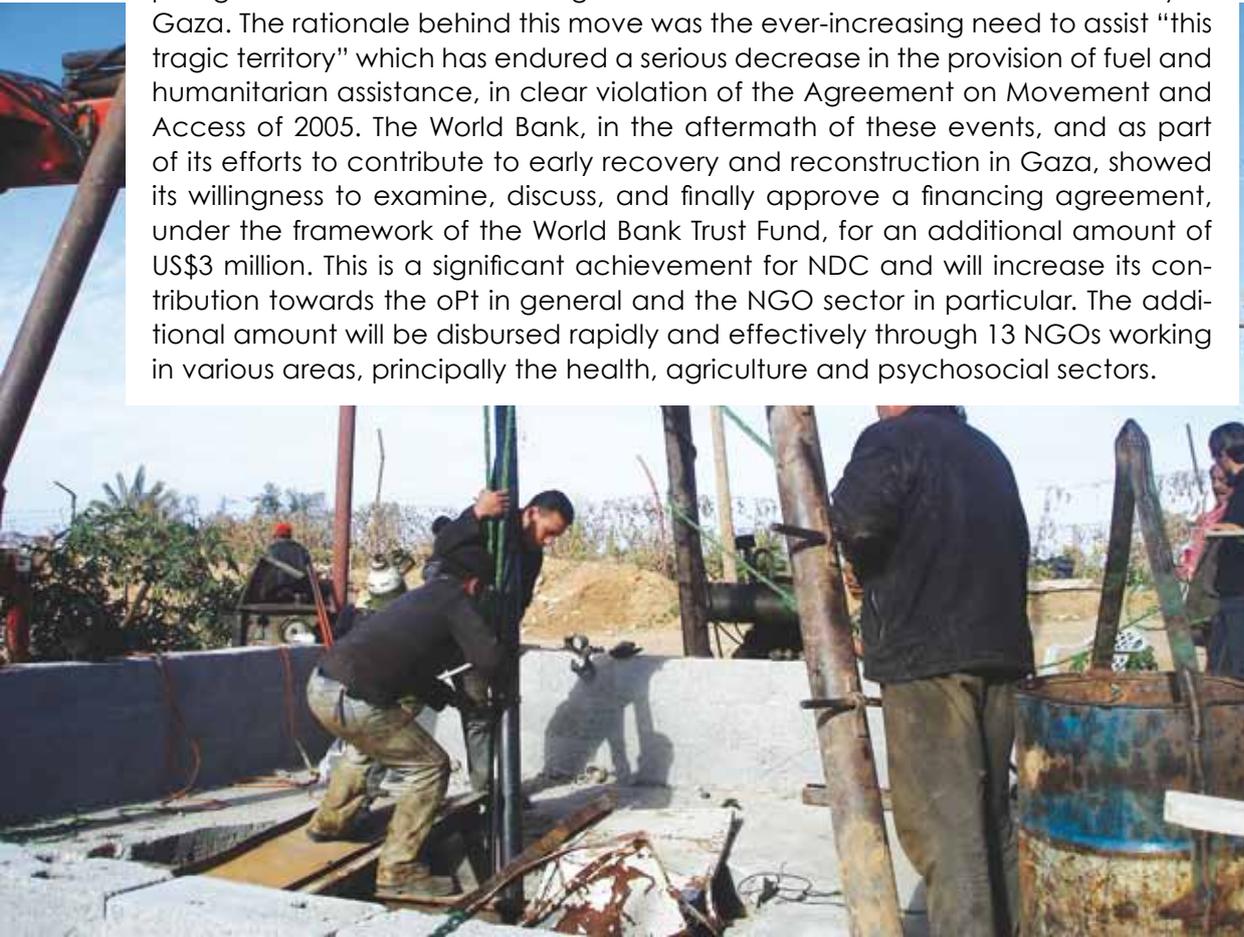
Rehabilitation of Water Wells

As part of NDC's varied efforts to help Gaza, the Swiss Agency for Development and Cooperation (SDC) was approached with a request to fund projects in the agricultural sector. Through a grant agreement of US \$900,000, this project emerged and a strategy to rehabilitate the damaged water wells was put into action. To implement this project, NDC chose three partner NGOs: the Palestinian Hydrology Group, Ma'an development Center, and the Union of Agricultural Work Committees. They have each undergone a thorough assessment to select the most needy beneficiaries.

- 41** Water wells rehabilitated in damage-stricken areas of Gaza, shared by 245 farmers.
- 2,451** Dunums of land was irrigated
- 245** Direct beneficiaries

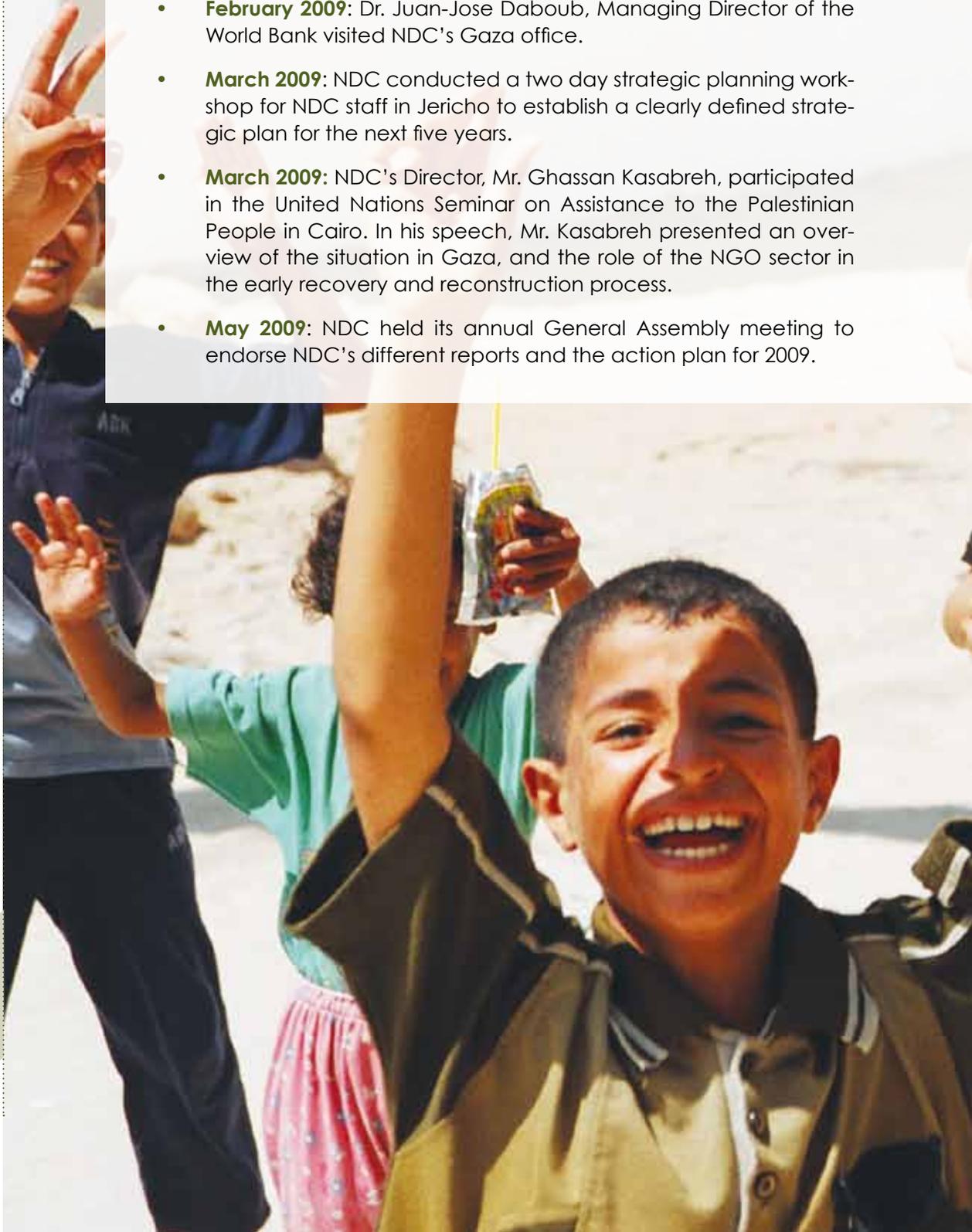
World Bank Additional Financing

In a continuing effort to alleviate the conditions of the people in Gaza, NDC has pledged for Additional Financing from the World Bank to be allocated entirely to Gaza. The rationale behind this move was the ever-increasing need to assist "this tragic territory" which has endured a serious decrease in the provision of fuel and humanitarian assistance, in clear violation of the Agreement on Movement and Access of 2005. The World Bank, in the aftermath of these events, and as part of its efforts to contribute to early recovery and reconstruction in Gaza, showed its willingness to examine, discuss, and finally approve a financing agreement, under the framework of the World Bank Trust Fund, for an additional amount of US\$3 million. This is a significant achievement for NDC and will increase its contribution towards the oPt in general and the NGO sector in particular. The additional amount will be disbursed rapidly and effectively through 13 NGOs working in various areas, principally the health, agriculture and psychosocial sectors.



NDC 2009 Events

- **February 2009:** NDC held an event to disseminate the Resource Kit to 180 NGOs that volunteer to sign up for the Code of Conduct in the West bank.
- **February 2009:** Dr. Juan-Jose Daboub, Managing Director of the World Bank visited NDC's Gaza office.
- **March 2009:** NDC conducted a two day strategic planning workshop for NDC staff in Jericho to establish a clearly defined strategic plan for the next five years.
- **March 2009:** NDC's Director, Mr. Ghassan Kasabreh, participated in the United Nations Seminar on Assistance to the Palestinian People in Cairo. In his speech, Mr. Kasabreh presented an overview of the situation in Gaza, and the role of the NGO sector in the early recovery and reconstruction process.
- **May 2009:** NDC held its annual General Assembly meeting to endorse NDC's different reports and the action plan for 2009.





- **May 2009:** NDC signed a financing agreement with the Swiss Agency for Development and Cooperation (SDC) for the Rehabilitation of Agricultural Water Wells in Gaza, for a total amount of USD US 900,000
- **May 2009:** NDC signed a financing agreement for the rehabilitation of agricultural lands in the West Bank and Gaza, supported by the Arab Fund for Economic and Social Development, managed by the Islamic Development Bank, supervised by the Welfare Association and implemented by NDC for a total amount of US \$950,000
- **August 2009:** NDC launched the first competition for the Palestinian NGO sector through the Portal. More than 300 users participated in the contest by answering the daily questions.
- **August 2009:** Prime Minister Dr. Salam Fayyad participated in the opening ceremony of the Youth and Women Development Center, a beneficiary NGO of NDC.
- **December 2009:** NDC organized a Charity Dinner to support NGOs providing psychological and social services for children, specifically those affected by Israel's attack on Gaza in 2009.



Audited Financial Statement

Auditor's Report



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**Independent Auditors' Report
 To the Board of Directors of NGO Development Center (NDC)
 Jerusalem - Palestine**

Report on the financial statements

We have audited the accompanying financial statements of the NGO Development Center (hereinafter the "NDC") which comprise the statement of the financial position as of December 31, 2009, the statement of activities, and cash flow statement for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion on the financial statements

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of NDC as of December 31, 2009 and the results of its activities and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

PRICEWATERHOUSECOOPERS

Michael Orfaly
 Ramallah
 May 6, 2010



Statement of Financial Position

NGO Development Center (NDC)

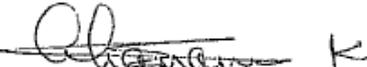
Financial statements for the year ended December 31, 2009

STATEMENT OF FINANCIAL POSITION

(All amounts in U.S Dollars)

	Note	2009	2008
ASSETS			
Non-current assets			
Property plant and equipment, net	(3)	134,840	181,843
Total non current assets		134,840	181,843
Current assets			
Pledges receivable	(4)	6,396,022	14,082,760
Other current assets	(5)	31,188	36,740
Cash and cash equivalents	(6)	3,231,580	4,600,770
Total current assets		9,658,790	18,720,270
Total assets		9,793,630	18,902,113
NET ASSETS AND LIABILITIES			
Net assets			
Unrestricted net assets		1,081,326	932,715
Temporarily restricted net assets	(8)	8,430,317	17,782,481
Total net assets		9,511,643	18,715,196
Non-current liabilities			
Provision for end-of-service indemnity	(9)	126,394	93,467
Total non-current liabilities		126,394	93,467
Current liabilities			
Other current liabilities	(10)	155,593	93,450
Total current liabilities		155,593	93,450
Total net assets and liabilities		9,793,630	18,902,113

- The notes on pages 6 to 30 are an integral part of these financial statements.
- The financial statements on page 3 to 30 were authorized for issue by the Board of directors on March 20, 2010 and were signed on its behalf.


 Mr. Ghassan Kasabreh
 Director


 Mr. Shadi Qara
 Finance & Admin Manager

Statement of Activities & Changes in Net Assets

NGO Development Center (NDC)

Financial statements for the year ended December 31, 2009

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

(All amounts in U.S Dollars)

	<u>Note</u>	<u>2009</u>	<u>2008</u>
Changes in unrestricted net assets			
Insurance revenues (Unified Program)		7,963	113,900
Interest revenues		14,331	28,702
In kind donations recognized	(7)	-	137,190
Other revenues		14,346	28,338
Total unrestricted revenues		36,640	308,130
Released from temporarily restricted net assets	(8)	14,144,338	6,911,246
Total unrestricted revenues		14,180,978	7,219,376
Expenses and losses			
Projects' expenses	(11)	13,963,565	6,856,326
Depreciation expenses		57,864	53,571
Loss / (Gain) on currency variances		5,868	(5,324)
Unified program expenses	(12)	1,530	84,548
Loss on disposal of property and equipment		-	780
Other expenses		3,540	14,057
Total expenses and losses		14,032,367	7,003,958
Net change in unrestricted net assets		148,611	215,418
Changes in temporarily restricted net assets			
Grants and donations	(8,4)	4,898,720	7,126,860
Net assets released from restriction	(8)	(14,144,338)	(6,911,246)
Written off during the year	(8)	(50,500)	-
Currency variances	(8)	(56,046)	-
Net changes in temporarily restricted net assets		(9,352,164)	215,614
Changes in net assets for the year		(9,203,553)	431,032
Net assets, beginning of the year		18,715,196	18,284,164
Net assets, end of the year		9,511,643	18,715,196

- The notes on pages 6 to 30 are an integral part of these financial statements.



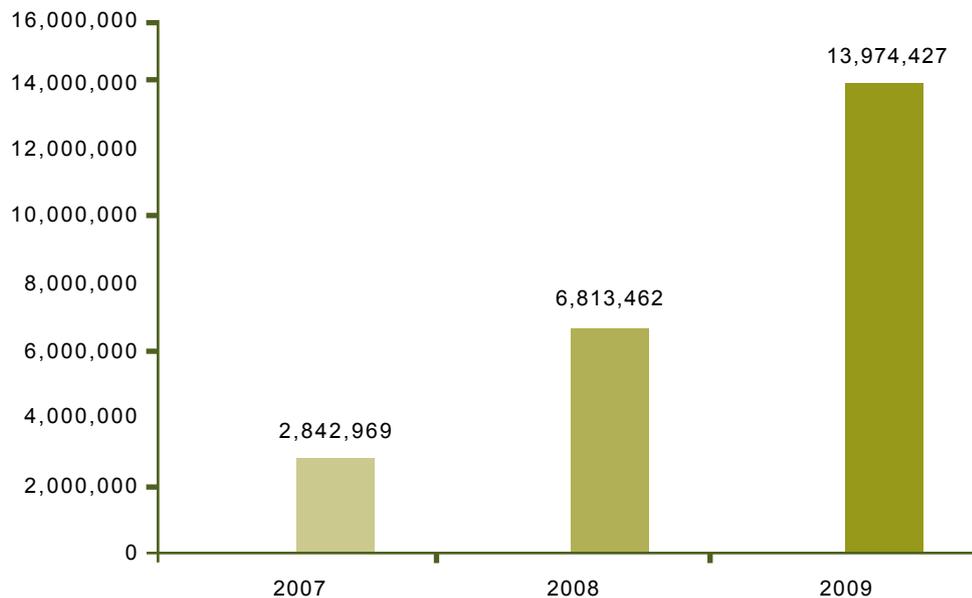
NDC Resources

2009 Financial highlight

1. Budget vs. Actual for the Year Ending 31/12/2009 (In US Dollars)

Donor	Budget	Disbursements	Over (Under) Budget
IDA	4,040,381	3,465,906	(574,475)
AFD	3,948,227	4,903,407	955,180
Welfare Association	120,000	137,569	17,569
HR/GG Program - 4 Donors	4,745,996	4,629,919	(116,077)
EU	108,164	35,320	(72,844)
DED	18,720	18,720	-
IDB	549,933	15,000	(534,933)
SDC	900,000	768,586	(131,414)
Total	14,431,421	13,974,427	(456,994)

2. Yearly Disbursements (In US Dollars)



Donors



List of Partners

1) World Bank Financed Projects

a. Empowerment Grants:

1. The Four Homes of Mercy - Jerusalem
2. Spafford Children's Center, Old City - Jerusalem
3. The Saraya Center for Community Services - Jerusalem
4. Selat Al- Harthiah Charitable Society - Jenin
5. Union Charitable Societies Northern Governorates of WB - Nablus
6. Al-Khader Charitable Child Care Society - Bethlehem
7. The Regional Committee for Rehabilitation/ Central Area - Ramallah
8. Elderly Home Charitable - Jenin
9. Palestinian Association for Cultural Exchange - Ramallah
10. Tarqumia Charitable Society - Hebron
11. The Edward Said National Conservatory of Music - Jerusalem
12. Palestinian Working Woman Society for Development - Ramallah
13. The Arab Thought Forum (ATF) - Jerusalem
14. The Palestinian youth Association for Leadership and Rights Activation (PYALARA) - Ramallah
15. Taffouh Center for Culture & Arts - Hebron
16. Islah Charitable Social Society.(ICS) - Jericho
17. The Palestinian Farmer Association - Gaza
18. Basma Society for Culture and Arts - Gaza
19. Albait Assamed Society - Gaza
20. El-Amal Rehabilitation Society - Rafah - Gaza
21. Palestinian Environmental Friends Association - Gaza
22. Fekra Arts Institute - Gaza
23. Palestinian Alnakheel association for progress and development - Gaza
24. Al-Mawassi Agricultural Cooperative Association - Gaza
25. Association of Visually Impaired Graduates League - Gaza
26. Ard El Insan Palestinian Benevolent - Gaza
27. Al-Muntada-The Young Scientists Club (Gaza Branch) - Gaza
28. Agricultural Engineering Association - Gaza

b. Specialized Health Services Grants

1. Makassed Islamic Charitable Hospital - Jerusalem
2. Saint Luke's Hospital - Nablus
3. Patients Friends Society - Jenin
4. Children's Relief Bethlehem - Caritas Baby Hospital (CBH) - Bethlehem
5. Public Aid Society - Gaza
6. El-Wafa Medical Rehab. Hospital - Gaza
7. Union Of Health Work Committees - Gaza



c. LGU/NGO Partnership Grants

1. Palestinian Wildlife Society - Bethlehem
2. Janata Woman Center - Bethlehem
3. Al- Samou Youth Club - Hebron
4. Sourif Charitable Association - Hebron
5. Shyoukh Zakat Committee - Hebron
6. Bait El-Mustaqbal Association - Gaza

d. Mentoring Grants

1. Palestinian Medical Relief Society - Ramallah
 - a. Halhul Women Charitable Society - Hebron
 - b. Beit Umar Charitable Society - Hebron
 - c. Kharas Charitable Society - Bethlehem
 - d. Sair Charitable Society - Hebron
 - e. The Southern Society for Rehabilitation - Hebron
2. Agricultural Development Association (PARC) - Ramallah
 - a. Al-Rihyyeh Cooperative Agricultural Development Society
 - b. Al-Samou Agricultural Cooperative Society - Hebron
 - c. Baggar Cooperative Association for Credit and Saving Unlimited - Hebron
 - d. The Commissary Community for Developing the Animal Fortune - Hebron
 - e. Al-Mintar Cooperative Society for Livestock Development - Hebron
 - f. Al-Samou' Cooperative Society for Breeding Animals - Hebron
 - g. Bani Naim Livestock Cooperative - Hebron
3. Palestinian Hydrology Group - Ramallah
 - a. Al-Janya Youth Club - Ramallah
 - b. Altteera Charitable Society - Ramallah
 - c. Qibbya Women's Cooperative for Rural Development - Jerusalem
 - d. Kobar Youth Club - Ramallah
 - e. Women's Rural Development Center - Ramallah
4. MA'AN Development Center - Ramallah
 - a. Nelien Association for Social Work Development - Ramallah
 - b. Youth Development Association - Jerusalem
 - c. Beit Sira Girls and Women Center - Ramallah
 - d. Rantis Children Club - Ramallah
 - e. Palestinian Youth Union - Ramallah
 - f. Budrus Sports Club - Ramallah
 - g. Handala Cultural Center - Ramallah

5. Palestinian Counseling Center - Jerusalem
 - a. Abu Dees Youth Club - Jerusalem
 - b. Al-Quds Club - Jerusalem
 - c. Anata Youth Club - Jerusalem
 - d. Youth Development Association - Jerusalem
 - e. Nur Al-Ain Society - Jerusalem
6. Youth Development Department/Arab Studies Society - Jerusalem
 - a. African Community Society - Jerusalem
 - b. Beit Doqqa Development Society - Jerusalem
 - c. Burj Al Luq Luq Social Center - Jerusalem
 - d. Elia Association for Youth - Jerusalem
 - e. Jerusalem Gate Charitable Society - Jerusalem
7. Palestine Save the Children Foundation - Gaza
 - a. Rehabilitation & Development Of Palestinian Home's Society - Gaza
 - b. Palestinian Student Care Association - Gaza
 - c. Deir Al Balah Association for Community Development & Childhood - Gaza
 - d. Maghazi Cultural Center - Gaza
 - e. Nour El Marifa Charitable Society - Gaza
8. The Culture & Free Thought Association - Gaza
 - a. Palestinian Environment Supporters Association - Gaza
 - b. Watan Benevolent Association - Gaza
 - c. Youth without Borders Forum - Gaza
 - d. Society for the Care of Disabled Families - Gaza
 - e. Al-Foukhari Association for Culture and Development - Gaza
 - f. Rafah Services Club - Gaza

2) SDC Financed Projects

Water Wells Grants

1. Union of Agricultural Work Committees (UAWC) - Gaza
2. MA'AN Development Center - Gaza
3. Palestinian Hydrology Group for Water and Environmental Resources - Gaza

3) AFD Financed Projects

Job Creation Grants

1. YWCA - Jerusalem
2. Early Childhood Resource Center - Jerusalem
3. The Rural Women Development Society - Ramallah
4. Palestinian Wastewater Engineers Group - Ramallah
5. First Ramallah Group - Ramallah
6. Orthodox Club-Ramallah
7. Palestinian Child Club in Partnership with Al-Morouj Cultural Center - Ramallah
8. Women Center for Legal Aid & Counseling - Ramallah
9. Mother School Society - Nablus
10. Arab Women Union Society - Nablus
11. Zababdeh Charitable Society - Jenin



12. Al-Amal Charitable Society for the Deaf - Qalqelia
13. Kufur Sur Charity - Qalqelia
14. Muthalath Al- Shuhada'a Charitable Society - Jenin
15. The Blind Rehabilitation Society - Jenin
16. Annajda Palestinian Women Development - Jenin
17. Kufr Rae'e Charitable Society for Development & Culture - Jenin
18. Juhood for Community & Rural Development - Ramallah
19. Al-Dahriyeh Society for Rural Development - Hebron
20. Cooperative Society for Agricultural Marketing & Manufacturing - Hebron
21. Simia Agricultural Cooperative Society - Hebron
22. The Center for Agricultural Services - Hebron
23. Al-Shyoukh Youth Sport Club - Hebron
24. Bani Naim Charitable Society - Hebron
25. YMCA-East Jerusalem - Jerusalem
26. Water & Environmental Development Organization- Bethlehem
27. Arab Center for Agricultural Development (ACAD) - Ramallah
28. Youth Development Association - Ramallah
29. Union of Agricultural work committees - Gaza
30. Cooperation Agriculture Association of Beit Hanoun- Gaza
31. Agriculture Guidance and Awareness Society- Gaza
32. Rural Association For Agricultures Development- Gaza
33. Greenhouses Farmers Association- Gaza
34. Arab Center For Agricultural Development - Gaza
35. Al-ahleya Society for Development of Palm& Dates - Gaza
36. MA'AN Development Center - Gaza
37. The Palestinian farmers Association - Gaza
38. Agricultural Engineers Association - Gaza
39. The Agricultural Development Association/PARC-Gaza
40. AL Mawassi Agricultural Cooperative Association - Gaza
41. Beit Lahia Development Association- Gaza
42. Al-Fokhary Society For Culture And Development - Gaza
43. Olive Tree Protection National Association - Gaza
44. Khuza`a Permaculture Center Association - Gaza
45. Ahali Elmawasy Charitable Society Khan Younis - Gaza
46. Safe Agriculture Producers Society (SAPS) - Gaza
47. The Old City Youth Association - Jerusalem
48. Arab Orthodox Society - Jerusalem
49. African Community Society - Jerusalem
50. Burj Al Luq Luq Social centre - Jerusalem
51. Infant Welfare Center the Greek Catholic Society Annunciation - Jerusalem



4) Human Rights and Good Governance Grants

a. Core funding

1. Physicians for Human Rights (Israel) - Jerusalem
2. The Public Committee Against Torture in Israel (PCATI) - Jerusalem
3. WCLAC (Women's Centre for Legal Aid and Counselling) - Jerusalem
4. Hamoked: Center for the Defence of the Individual- Jerusalem
5. Jerusalem Center for Women- Jerusalem
6. Bimkom – Planners for Planning Rights- Jerusalem
7. The Arab Thought Forum- Jerusalem
8. B'Tselem - The Israeli Information Center for Human Rights in the Occupied Territories - Jerusalem
9. The Israeli Committee Against House Demolitions (ICAHD) - Jerusalem
10. The Palestinian NGO Network (PNGO) - Ramallah
11. Al-Haq - Ramallah
12. Defence for Children International - Palestine Section - Ramallah
13. Ramallah Center for Human Rights Studies - Ramallah
14. MUSAWA - The Palestinian Center for the Independence of Judiciary and the Legal Profession - Ramallah
15. Jerusalem Legal Aid and Human Rights Center (JLAC) - Ramallah
16. Women's Affairs Technical Committee - Ramallah
17. Addameer Prisoner Support and Human Rights Association- Ramallah
18. Women for Life - Salfeet
19. Badil Resource Center for Palestinian Residency and Refugee Rights - Bethlehem
20. The Palestinian Working Women Society for Development - Ramallah
21. Al Dameer Association for Human Rights - Gaza
22. Al Mezan Centre for Human Rights - Gaza
23. Palestinian Centre for Human rights (PCHR) - Gaza
24. Women's Affairs Center - Gaza (WAC) - Gaza

b. Small Grants Facility

1. Center for Human Rights and Democratic Participation / Shams - Ramallah
2. The Palestinian Counseling Centre on behalf of the Coalition for Jerusalem- Jerusalem
3. Kav LaOved - The Workers Hotline - Jerusalem
4. Gisha - Legal Center for Freedom of Movement - Jerusalem
5. Women and Family Affairs Center - Nablus
6. Yesh Din - Volunteers for Human Rights - Jerusalem
7. Sawa-All the Women Together Today and Tomorrow - Jerusalem
8. UNESCO Chair on Human Rights and Democracy at An-Najah National University-Nablus
9. The Association for Civil Rights in Israel (ACRI) - Jerusalem
10. Breaking the Silence (BTS) - Jerusalem
11. Women's Center for Shuf'at Refugee Camp - Jerusalem
12. Hurryyat - Ramallah
13. Adalah – The Legal Center for Arab Minority Rights in Israel - Jerusalem
14. Ensan Center for Democracy & Human Rights - Bethlehem
15. Bimkom – Planners for Planning Rights - Jerusalem
16. Al Mezan Center for Human Rights- Gaza



5) NGOs receiving Technical Assistance

1. Palestinian Center for Mass Communication - Hebron
2. Agricultural Marketing Cooperative - Jenin
3. Child Contraception Center - Salfet
4. Al-Amal Association for the Deaf - Qalqelia
5. The Palestinian Working Women Society for Development - Ramallah
6. Palestinian Future Society for Democracy and Development - Nablus
7. Beit Duqqu Development Society - Jerusalem
8. Tawasul - Ramallah
9. Child Care Society - Tulkarem
10. Mothers' School Society - Nablus
11. Merke Charitable Society - Jenin
12. Nablus Association for the Development and Community - Nablus
13. Juhoud Community and Rural Development - Ramallah
14. Center for Defense of Liberties and Civil Rights "Hurriyat" - Ramallah
15. Teacher Creativity Center - Ramallah
16. Talfeet Women Center - Jenin
17. Ibdaa for Children Development and International Cultural Exchange- Bethlehem
18. The Palestinian Committee for Drug Studies - Hebron
19. Burj Al Luqluq Social Center Society - Jerusalem
20. Al-Ihsan Charitable Society for Disabled People & Aged & Orphans - Hebron
21. Women Child's Care Society - Bethlehem
22. AIDahreyyeh Society for Rural Development - Hebron
23. Al-Quds Charitable Society for Disabled and Special Education - Jerusalem
24. Bani Na'im Charitable Society - Hebron
25. Labourer's Association for Studies and Development (Shiraa') - Bethlehem
26. Taffouh Charitable Society - Hebron
27. Elia Association for Youth - Jerusalem
28. The Edward Said National Conservatory of Music - Jerusalem
29. Dura Women Club - Hebron
30. Basma for Culture and Arts - Gaza
31. Information and Media Center for the Palestinian Women - Gaza
32. Al-Amal Society for Rehabilitation - Gaza
33. El Wafa association for developing the capacities of woman, child, and youth - Gaza
34. Haw'a Future Association - Gaza
35. Al Ataa' Charitable Society - Gaza
36. The Cultural Social Union Association - Gaza
37. The Green Valley Agriculture Association - Gaza
38. Wisal Society for Health and Society Development -Gaza
39. NATUF for Environment and Community Development - Gaza
40. El Watania Association for Development - Gaza
41. Association of Agriculture Engineers - Gaza
42. Gaza Hashim Charitable Association - Gaza
43. Gaza Cultural and Development Group Association - Gaza
44. El Najda Social Association - Gaza
45. The Palestinian Commission for Refugee Right Protection - Gaza
46. Public Aid Society for Canada neighborhood - Gaza
47. Farmer's Union Charitable Association - Gaza
48. The Jerusalem Society for Al Mawsi Development - Gaza
49. Public Aid Society for Gaza Neighborhoods - Gaza
50. Ibrahim Al-Khalil Society - Hebron

NDC Governance

NDC is governed by a policy board of directors that is composed of 13 civil society experts, NGO networks and unions, and representatives from the Welfare Association. It also includes members of academia, the private sector and NGO experts. It is elected every two years.

Mr. Zahi Khouri, Chairperson

Mr. Abdel Kareem Ashour,
Deputy Chairperson

Dr. Mohammed Shadid, Treasurer

Dr. Suleiman Al Khalil, Secretary

Dr. Allam Jarrar, Member

Mr. Fahmi Shalaldeh, Member

Mr. Munther Al Rayes, Member

Dr. Atallah Kuttab, Member

Mr. Sufian Mushasha, Member

Mr. Hisham Qaddumi, Member

Mrs. Nahla Assali, Member

Mrs. Rawya Shawa, Member

Mr. Darwish Abu Sharkh, Member

Legal Advisor:

Mr. Mazen Qobti

Auditor:

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