



ANNUAL REPORT

NGO Development Center
2013

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Greetings

In 2013, we witnessed our commitments and efforts bear fruit on many fronts. While grant making and sector development remain the core of our work, there are a number of achievements and aspects that we would like to devote special attention to. 2013 was the closing year for the Forth Palestinian NGO Project (PNGO IV) with most components ending as planned.

The grants provided 41,775 Palestinians living in areas directly affected by the Wall, including Area C and East Jerusalem, with quality social services through 60 NGOs and CBOs. We are proud to have played such a huge role in its achievements and are honored to announce that the World Bank has granted NDC additional financing for a period of three years to scale up the successful activities of the PNGO IV project.

A prominent achievement in 2013 involved the implementation of the second phase of our pilot project in Area C. With determination to reach the most vulnerable and marginalized strata of Palestinian society, NDC adopted a multi-sectoral approach by coordinating the efforts of local partner organizations. Our focus on complementing the work of the Palestinian Authority (PA) by improving the quality and scope of social services required us to rethink our approach in order to holistically reach highly restricted areas. We successfully managed to connect the community of Beit Skarya with local NGOs to generate profound socio-economic and sustainable gains.



Ghassan Kasabreh
Director



Safa Abu Assab
Chair of the Board of Directors

Sector development played a critical part of our work and was a notably active component. The NGO Code of Conduct Compliance System was rolled out to assess and rate NGOs' compliance with the Code of Conduct principles based on transparency, accountability and good governance. To take the system a step further, we pilot rated 25 NGOs with the hope of it becoming a national compliance scheme that we can transfer to other countries in the region. NDC believes that adherence to the Code of Conduct will boost public trust in NGOs and enhance their credibility with different stakeholders while also generating space for the sharing of good practices. Our sector development efforts were further reflected in the launch of the Strategic Framework to Strengthen the NGO Sector 2013-2017 in May. Jointly managed by NDC and the four NGO Umbrella Networks, we are confident that the framework will enable NGOs to more effectively address key issues facing Palestinian society.

While we are pleased to share our achievements in more detail throughout this report, we would like to take this opportunity and express our appreciation to the Belgian Government and the EU for supporting our efforts in 2013 by funding two new projects. We would also like to reach out to all our donors, partners and NDC staff members with sincerest gratitude for their continuous support, commitment and hard work towards creating a more accountable, transparent and responsive Palestinian NGO sector. With collective efforts, we can build a more efficient, sustainable and independent Palestinian society.



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NGO Development Center

**NGO
Development Center
2013**

Vision

❖ External

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

❖ Internal

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

Mission

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

Objectives

1. Enhance the capacity of NGOs to more sustainably deliver services and contribute to socio-economic development through:
 - ❖ The provision of financial and technical support to NGOs, NGO networks and unions.
 - ❖ The establishment of model developmental projects.
2. Contribute to the development of the NGO Sector to become more responsive, transparent and accountable, by:
 - ❖ Setting, evaluating, and certifying adherence to standards.
 - ❖ Promoting knowledge sharing and collaboration within the sector.
 - ❖ Supporting strategic policy research and planning.



GOVERNANCE

NDC is governed by a Board of Directors that provide policy guidance and oversight to NDC. The eleven members represent a stratum of economic, academic and civil society experts. The board is elected once every three years by the General Assembly. The General Assembly is made up of 31 members from the four main NGO Umbrella Networks in Palestine: the Palestinian NGO Network (PNGO), the Palestinian General Union of Charitable Societies, the Palestinian National Institute for NGOs, and the General Palestinian Union for NGOs in Gaza.

BOARD OF DIRECTORS

A General Assembly meeting was held on July 6, 2013 at the NGO Development Center (NDC) in al-Ram and Gaza, whereby a new set of Board of Directors members were elected. In accordance with NDC's bylaws, the 11 Board of Director members will serve for the next three years.

- ❖ *Safa Abu Assab- **Chair***
 - ❖ *Constantine Dabbagh- **Deputy Chair***
 - ❖ *Issam Arouri- **Treasurer***
 - ❖ *Irsan Ibrahim- **Secretary***
 - ❖ *Issam Hillis*
 - ❖ *Nasfat Khufash*
 - ❖ *Varsen Aghabekian*
 - ❖ *Fahmi Seyam*
 - ❖ *Suhail Kishawi*
 - ❖ *Darwish Abu Sharkh*
 - ❖ *Salah Al Saqqa*
-
- ❖ *NDC Director- **Ghassan Kasabreh***
 - ❖ *Legal Advisor- **Rasem Kamal***
 - ❖ *External Auditor- **Ernst & Young***
 - ❖ *Internal Auditor- **Al Wafa Co.***







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2013 Achievements & Highlights

2013 Achievements & Highlights

- ❖ 2013 was the ending year of the Fourth Palestinian NGO Project (PNGO IV). It was the year when we witnessed the successful completion of all grant sub-components financed by the World Bank and the Agence Française de Développement (AFD).
- ❖ Accumulative figures revealed that the PNGO IV Grants have provided 41,775 Palestinians with social services of which 60% are women and 74% live in areas directly affected by the Wall including Area C and East Jerusalem.
- ❖ NDC's pilot multi-sectoral project in Beit Skarya witnessed exceptional progress in the implementation of its second phase including house, school and land rehabilitations as well as psycho-social and economic initiatives targeting women.
- ❖ The Sector Development Program completed the provision of technical assistance and coaching to 29 beneficiary NGOs: 19 in the West Bank and 10 in the Gaza Strip.
- ❖ The Code of Compliance System was tested and pilot rated on 25 NGOs out of which 7 have qualified for certification.
- ❖ In May 2013, the Strategic Framework to strengthen the Palestinian NGO sector 2013-2017, was launched in the West Bank and the Gaza Strip with a large number of civil society participants, government officials and donors. Jointly managed by NDC and the four NGO Umbrella Networks, the Strategic Framework aims to strategically guide NGOs within their respective area of work to address key issues faced by Palestinian society in the next five years.
- ❖ Jointly managed by NDC and the four NGO Umbrella Networks, the Strategic Framework aims to strategically guide NGOs for the next five years to more effectively address key issues faced by Palestinian civil society.
- ❖ With funding from the Belgian Government, 105 Grassroots Women CBOs received training on information technology and on how to use the Masader Portal.
- ❖ The Geographic Information System (GIS) on the Masader Portal was completed and new layers installed based on the Poverty mapping with information data from the Palestinian Central Bureau of Statistics (PCBS) and Cash Transfer Program data from the Ministry of Social Affairs (MoSA).
- ❖ The number of registered NGOs on the Masader Portal increased from 978 to 1,100, while the number of



registered individual users increased from 12,540 to 19,300. In 2013 alone, the Portal had 136,888 visits.

- ❖ Two studies were completed: (1) The participation of Palestinian Non-Governmental Organizations in sector and national planning processes, and (2) A Development/Investment Plan for Al Mashareeq Area.
- ❖ With funding from the EU, NDC launched a new project that aims to strengthen the capacity of the four NGO Umbrella Networks and their civil society organization members to more actively participate in policy-making and democratic processes.
- ❖ NDC was granted an Additional Financing of US\$5 million from the World Bank to scale up the activities of the PNGO IV project for another period of 3 years.
- ❖ In November, the call for the Cross-Sectoral Coordinated Empowerment Grants (US\$2,000,000) was announced.
- ❖ 27 Human Rights and Good Governance partner NGOs received another round of core funding.
- ❖ 3 Impact Assessments were completed to gain insight into the perceptions of end beneficiaries and to identify the impact of the PNGO IV development operations; the HR/GG Secretariat operations; and the HR/ GG Secretariat's Capacity Building Program.
- ❖ NDC was honored to join the Arab Foundation Forum as an Associate Member.
- ❖ New Board Members were elected during the General Assembly meeting of July 6, 2013.
- ❖ NDC's total disbursements for 2013 reached US\$5,169,99.1





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The Palestinian NGO IV Project (PNGO IV)

The Palestinian NGO IV Project (PNGO IV)

“To provide social services – to those who are poor, vulnerable or marginalized – through Palestinian NGOs and to strengthen the institutional capacity of these organizations.”

2013 was a closing year for the successful PNGO IV Project. Jointly financed by the World Bank and the AFD, PNGO IV built successfully on previous PNGO projects by improving the implementation and delivery of key social services to vulnerable Palestinian communities while contributing towards the institutional development of the NGO sector. By focusing on issues such as good governance, accountability and transparency, the project supported the sector in responding to the needs of Palestinians – especially the poor and vulnerable.

❖ Grants Program: Empowerment, Mentoring & Innovation

The PNGO IV project provided three meaningful windows of grant opportunities to 60 NGOs across the West Bank, Gaza and East Jerusalem totaling US\$5,266,397.

Empowerment Grants totaled US\$2,989,737 and were disbursed to 23 NGOs to improve the provision and quality of services to the poor and vulnerable in marginalized areas like East Jerusalem, Area C and the Gaza Strip. These grants covered a variety of sectors including Education, Agriculture, Social Services, health, and Arts. Two key positive trends were observed. Majority of grantees stated that their projects will be sustainable beyond the end of the grants agreements while the quality of NGO partners’ financial management, proposal writing and reporting has significantly improved. For instance, the Society for the Care of the Handicapped in the Gaza Strip managed to double their beneficiaries from 60 to 120 children and have indicated that the Empowerment Grant and the technical assistance received from NDC has encouraged other donors such as the Arab Fund, OPEC Fund and JICA to fund their projects. At the same time, a female beneficiary of the Saraya Center for Community Services stated that the vocational training has landed most of the participants a job at beauty salons, private businesses and enabled two participants to open their own salons.

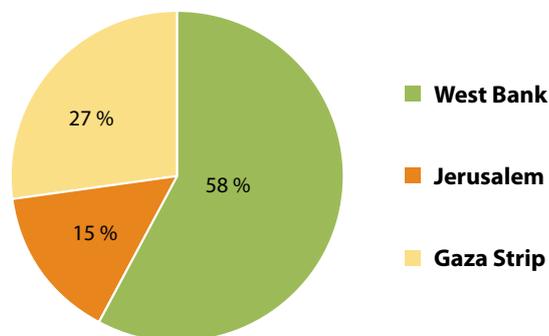
Mentoring Grants focused on partnering small Community based organizations (CBOs) with more established NGOs to allow for knowledge sharing and networking as well as improving the provision of social services. Four NGOs who in turn supported 30 smaller CBOs received Mentoring Grants totaling US\$1,757,000. Projects encompassed different sectors ranging from socio-cultural, recreational and empowerment activities targeting youth to food security, water harvesting and agriculture activities. This grant window alone, reached over 14,000 direct beneficiaries of which more than 7000 are females.



Innovation Grants was a new and successful feature to the PNGO IV project and demonstrated a commitment to creative and precedent-setting development initiatives. Three NGOs received Innovation Grants amounting to US\$135,480. In close consultation with various actors including the Palestinian Authority, NGOs and the four NGO Umbrella Networks, innovative initiatives were identified. The **Elia Association for Youth** undertook activities to promote the tourism sector in Jerusalem encompassing the provision of media and marketing training to youth; 20 films featuring 100 stores in Jerusalem were produced; a magazine with the produce from 210 stores was designed and marketed; and three films documenting the experience and work of all three Innovation Grant recipient NGOs were produced. **Al Sadeel Society** provided palliative care to patients suffering from chronic diseases. 32 community activities were implemented in different villages benefiting around 1500 children and adult women and men, in addition to monthly activities for cancer patients and their families reaching out to around 2,778 people. At the same time **Al Malath Society** managed to set up and furnish a snoezelen room and used it to conduct 420 occupational therapy sessions for disabled people. Around 17 professional occupational therapists from different NGOs across the West Bank were trained on sensory treatment using the snoezelen room to enable replication through the transferring of experience and knowledge to other specialized NGOs. Additional training was provided to 30 physiotherapy students and 30 occupational therapy students.

All grants together have provided 41,775 Palestinians with social services of which 60% are women and 74% live in areas directly affected by the Wall including Area C and East Jerusalem.

**PNGO IV EMPOWERMENT, MENTORING & INNOVATION GRANTS:
GEOGRAPHICAL DISTRIBUTION**



The Palestinian NGO IV Project (PNGOIV)



PNGOIV PROJECTS

Empowerment Grants

- Agriculture, Livestock and Fishery
- Culture, Sports and Arts
- Education
- Social/Welfare Services

Mentoring Grants

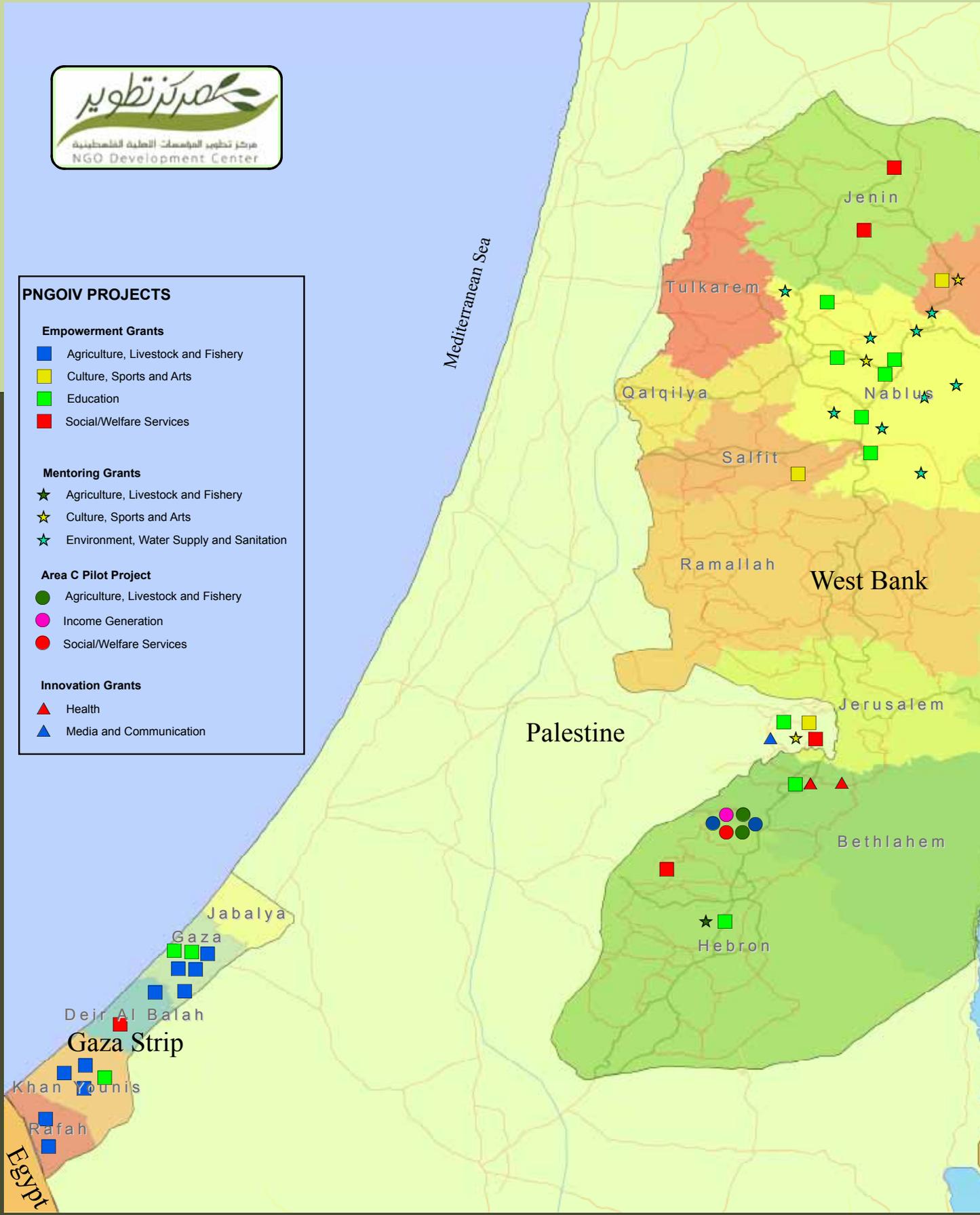
- ★ Agriculture, Livestock and Fishery
- ★ Culture, Sports and Arts
- ★ Environment, Water Supply and Sanitation

Area C Pilot Project

- Agriculture, Livestock and Fishery
- Income Generation
- Social/Welfare Services

Innovation Grants

- ▲ Health
- ▲ Media and Communication



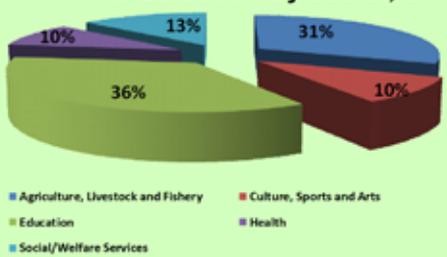


Syria

Jordan

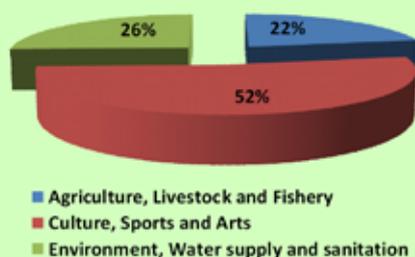
Dead Sea

Empowerment Grants Distribution by sector, amount, and number of beneficiaries



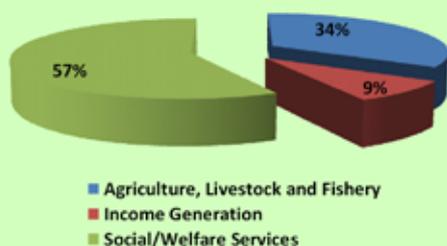
| Sector | Amount US\$ | Beneficiaries |
|------------------------------------|------------------------|---------------|
| Agriculture, Livestock and Fishery | \$ 928,500.00 | 815 |
| Culture, Sports and Arts | \$ 309,737.00 | 463 |
| Education | \$ 1,071,400.00 | 15,663 |
| Health | \$ 282,400.00 | 6,363 |
| Social/Welfare Services | \$ 397,700.00 | 2,755 |
| Total | \$ 2,989,737.00 | 26,059 |

Mentoring Grants Distribution by sector, amount, and number of beneficiaries



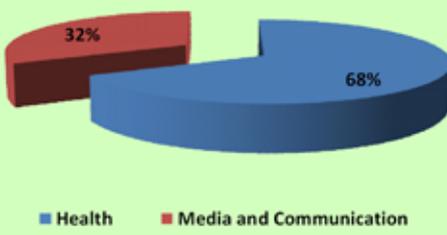
| Sector | Amount US\$ | Beneficiaries |
|--|------------------------|---------------|
| Agriculture, Livestock and Fishery | \$ 386,000.00 | 137 |
| Culture, Sports and Arts | \$ 922,000.00 | 7,744 |
| Environment, Water supply and sanitation | \$ 449,000.00 | 1,625 |
| Total | \$ 1,757,000.00 | 9,506 |

Area C Pilot Project "Beit Iskaria" Distribution by sector, amount, and number of beneficiaries



| Sector | Amount US\$ | Beneficiaries |
|------------------------------------|----------------------|---------------|
| Agriculture, Livestock and Fishery | \$ 130,000.00 | 71 |
| Income Generation | \$ 33,630.00 | 40 |
| Social/Welfare Services | \$ 220,550.00 | 333 |
| Total | \$ 384,180.00 | 444 |

Innovation Grants Distribution by sector, amount, and number of beneficiaries



| Sector | Amount US\$ | Beneficiaries |
|-------------------------|----------------------|---------------|
| Health | \$ 91,480.00 | 5,651 |
| Media and Communication | \$ 44,000.00 | 115 |
| Total | \$ 135,480.00 | 5,766 |

Phase IV Sub Projects (2010-2013) The NGO Development Center

AREA C PILOT PROJECT: A HOLISTIC MULTI-SECTORAL APPROACH

With the ultimate goal of reaching out to the most vulnerable and marginalized strata of Palestinian society, NDC has adopted a multi-sectoral and collaborative approach to target Palestinian communities in Area C by coordinating the efforts of local partner organizations.

“At NDC we realized we had to rethink the development process for vastly restricted areas. By working with the community, and connecting them with multiple actors, we could create greater social gains and cement sustainable achievements as we are not only meeting one need, but holistically meeting socio-economic and physical needs of the community.”

A Pilot project was started in Beit Skarya village of the Bethlehem governorate in 2011. Home to around 600 Palestinians, its location leaves the inhabitants subject to a myriad of obstacles and constraints including limited access to basic services, restrictions of movement, planning and permit processes- all distinctive impediments to Palestinian communities located in Area C. While 2012 saw the successful completion of the first phase of the project, 2013 witnessed exceptional progress in the implementation of its second phase.



The Centre for Architectural Conservation (Riwaq) managed to complete the refurbishment of 18 houses and rehabilitated the only school in the village. **The Young Men’s Christian Association (YMCA)** established the first Women’s Association in the village, rehabilitated 85 dunums of land with farmers from the village and renovated 8 cisterns as well as constructed 3,000 m² stone walls.

The Arab Center for Agricultural Development (ACAD) provided vocational training covering four different topics and formed and registered the first cooperative in the village that is now aiming to open the first cooperative supermarket in the village. In July 2013, a Grant Implementation Agreement (GIA) for a psychosocial component was signed with the **Palestinian Counseling Center (PCC)**. Three groups comprised of ten women each were provided with individual and group psychological consultations while five open days with recreational activities were held for children. Moreover, work on the children playground started and several meetings were held with the Ministry of Education to draw their attention to the educational and operational needs of the only school in the village. Meetings were further held in the presence of several other NGOs in coordination with NDC which resulted in the publishing of a comprehensive needs assessment study for the village that can be used by the local council to raise funds. In August 2013, the GIA for the socio-economic component was signed with ACAD. Activities included training men and women on a credit and saving program and how to manage small businesses. 15 young beneficiaries were sent to pre-selected specialized training centers and business locations to obtain vocational skills, enabling them to start-up their own businesses in the future. Last but not least, an evaluation report covering the first phase of the project was submitted, assessing relevance, effectiveness, impact and sustainability of the intervention. It further shed light on lessons learned and set out recommendations for the scaling up and replication of the project in other Area C located communities.

Despite difficulties, NDC has been able to set the bar high when facing development challenges in Palestine. By holistically bringing together the efforts of local partners, substantial positive change has been realized.



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NGO Sector Development At Its Best...



NGO Sector Development At Its Best...

The NGO Sector Development Program team continued to strive for the advancement of good practices as well as knowledge sharing and cooperation within the Palestinian NGO sector.

2013 was the year of the activation and advancement of the Palestinian NGO Code of Conduct Compliance System- a pioneering self-regulating initiative that aspires to voluntarily commit NGOs to the Code of Conduct principles based on transparency, accountability and good governance. It is hoped that adherence to the Code of Conduct will enhance public trust in NGOs, and boost credibility with stakeholders as well as generate space for the sharing of experience and good practices.

“The NGO code of conduct was launched in 2008 to strengthen the Palestinian NGO sector. Since then, 620 NGOs have signed up and over 100 have received coaching and technical assistance, to what is the first self-regulating initiative in the Arab world.”

The Code Coalition comprised of the NGO Umbrella Networks and Unions formed a “Code Compliance Council” that endorsed the first draft of the Code of Compliance System, based on existent practices in the Philippines. The system outlines the certification process of NGOs from one to three years against defined indicators premised on the 12 Code of Conduct principles. In addition to the rating of medium to larger size NGOs, a rating and capacity assessment tool was approved for smaller CBOs.

25 NGOs across the West Bank and the Gaza Strip were pilot rated. Results affirmed that six of these NGOs can receive a one-year certification whereas one NGO in the Gaza Strip is eligible for a two-year certification. Lessons learned and recommendations from the process have been compiled into a document that will serve as a promotional tool for the Code Compliance System.

Coaching and Technical Assistance (CTA) to NGO grantees remains a central part of NDC's strategy for the strengthening of good practices within the Palestinian NGO sector. In 2013, CTA with a total of 29 NGOs was completed (19 in the West Bank and 10 in the Gaza Strip). Final CTA reports reflecting NGOs' alignments with laws and best practices as prescribed by the Code of Conduct were received and reviewed. The reports indicate that 62% of CTA receiving NGOs now implement good governance standards as defined in the Code, while overall compliance stands at 75%. This demonstrates a significant increase against the baseline of 0% for year one and 13% for year two. NGOs are required to fully comply with all indicators before being considered having good governance standards.

NDC installed additional layers and further developed the Geographic Information System-GIS based on PCBS's Poverty Atlas and MoSA's Cash Transfer Program data. New layers cover settlements, the Wall, land classifications (Area A, B, C), road networks and built-up areas and can be found on the Masader Portal.

As part of NDC's focus on capacity building, 105 Grassroots Women CBOs received training on information technology and on how to use the Masader Portal through funding from the Belgian Government. Apart from gaining general information and communications technology skills, the project has enabled the participants to more easily access funding resources by introducing and sharing their work with national and international NGOs as well as gain knowledge of best practices as prescribed by the Code of Conduct.

NDC's work on sector coordination and Information exchange continued in 2013. Two studies were conducted; 1) The Participation of Palestinian Non-Governmental Organizations in sector and national planning processes to promote greater participation of Palestinian NGOs in policy development processes; and 2) A Development and Investment Plan for Communities in Al-Mashareeq Area to identify social service provision gaps and promote synergies to strengthen the resilience of the most marginalized and vulnerable Palestinian communities. NDC is looking forward to launch and disseminate both studies in 2014.

With funding from the EU, a new project was launched to strengthen the capacity of the four NGO Umbrella Networks with NDC as the implementer. The aim is to enhance the role and capacity of the four NGO Umbrella Networks and their civil society organization members to more actively participate in policy-making and democratic processes and promote complementarity and partnership between state and non-state actors. This consolidation will be based on the principles of democracy, social justice, rule of law and respect for human rights.

West Bank



Gaza







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الإطار الإستراتيجي لتطوير قطاع المؤسسات الأهلية الفلسطينية
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Strategic Framework to...
Palestinian NGOs
2013 - 2017

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مركز تطوير المؤسسات الأهلية الفلسطينية
NGO Development Center

Strategic Framework For The NGO Sector

Strategic Framework For The NGO Sector

In May 2013, NDC launched the Strategic Framework to Strengthen the Palestinian NGO Sector 2013-2017 in coordination with the four NGO Umbrella Networks- the Palestinian NGO Network, the National Institute of Palestinian NGOs, the Palestinian General Union for Charitable Societies, and the General Palestinian Union for NGOs - Gaza. The launch was held in both the West Bank and the Gaza Strip with a striking turnout of around 350 attendees across a wide spectrum of civil society, including the public sector, donors and other stakeholders. In September, NDC with the cooperation of the four Umbrella Networks started the monitoring and evaluation phase of the strategic framework. Five sub-committees were established to monitor progress achievements of the five strategic objectives of the framework. A variety of workshops were held with the participation of more than 80 Civil Society Organizations and members of the five sub-committees including from Gaza. An action plan was developed and priorities identified including the work structure of the five sub-committees and the setting up of a monitoring and evaluation system. NDC is confident that the Framework will provide strategic direction to Palestinian NGOs in effectively addressing key issues faced in society.

“Through collective efforts, the Palestinian NGO sector will become more efficient, sustainable and independent.”

| Strategic Objectives | |
|----------------------|---|
| Objective 1 | <i>More effective engagement of NGOs in the process of national liberation and democratization based on an internationally recognized legal framework</i> |
| Objective 2 | <i>Streamlined and effective relationships between the NGO sector and Palestinian Development partners</i> |
| Objective 3 | <i>Improved access to quality services that are responsive to the needs of the community provided by the government and NGOs</i> |
| Objective 4 | <i>More effective, accountable and transparent NGOs</i> |
| Objective 5 | <i>Secured and adequate financial resources for NGOs</i> |



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Additional Financing for PNGO IV Project (PNGO IV - AF)

Additional Financing for PNGO IV Project (PNGO IV - AF)



In 2013, NDC was granted an Additional Financing of US\$5 million from the World Bank to scale up the activities of the PNGO IV project for another three years. The overwhelming success of PNGO IV combined with the deteriorating socio-economic conditions in the West Bank and the Gaza Strip, demonstrate a continued need for the provision of social services through NGOs. In the absence of a fully developed state, NGOs fill a gap in the provision of social services provision where current movement and access restrictions make it difficult for the PA to provide such services. At the same time, there is a need to build the capacity of many NGOs and CBOs in order to enhance their transparency, accountability as well as budgeting and reporting. Therefore, the Additional Financing will be used to finance the implementation of expanded activities and scale up project outcomes and effectiveness through demand-driven grants while strengthening the capacity of the Palestinian NGO sector. The Grant Agreement with the Bank was signed on 26 August 2013, and the Project was declared effective on September 17, 2014.

In August, NDC held four information sessions in Bethlehem, Nablus, Ramallah and Gaza to prepare NGOs for the PNGO IV-AF project. A total of 272 organizations attended and were introduced to the objectives, target areas and beneficiaries as well as grant budgets of the PNGO IV-AF. In September, the Grant Agreement was declared effective. An additional four information guidance workshops were held in November across the same locations to introduce the Cross-Sectoral Coordinated Empowerment Grants with an impressive presence of 400 NGOs. Subsequently, 122 Concept Notes were received in December (65 from the West Bank including 8 from Jerusalem, and 57 from the Gaza Strip). NDC will give priority to proposals consistent with priorities of the PA and linkages with Strategic Plans of relevant sectoral ministries and development plans.

NDC is looking forward to continue the important work of improving quality and scope of social services provided by NGOs while strengthening the capacity of the Palestinian NGO sector.



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Human Rights and Good Governance

Human Rights and Good Governance

The Human Rights and Good Governance Secretariat (funded by Switzerland, Netherlands, Denmark and Sweden), witnessed substantial progress in realizing program goals during 2013. In February, the donors decided to extend core funding to NGOs with an additional 12 months lasting until June 2014. Partner NGOs were encouraged to apply and NDC received 28 applications in February. Following evaluations and assessments, donors agreed to fund 27 NGOs in the amount of US\$ 2,900,000 in April. The funding is a continuation of the donors' support to the promotion of, and respect for human rights and good governance in the oPt, channelled through the NDC HR/GG Secretariat since 2008.

The Secretariat staff continued to actively monitor grant implementation, and document achievements as well as provide technical and financial support to partner NGOs. In 2013, NDC's total disbursements through the HR/GG Secretariat (NGO grants and capacity building component) were US\$ 3,054,024.

HUMAN RIGHTS & GOOD GOVERNANCE ACHIEVEMENTS:

Legal consultations and actions alone, were provided to 4,286 beneficiaries in East Jerusalem; 15,036 beneficiaries in the West Bank with positive outcomes in 7,925 instances; and 5,110 legal consultations in Gaza with over 8,000 Gaza Strip residents benefitting from free legal aid.

Victims of human rights violations were represented before the Israeli and the de facto authorities 3,058 times, with a positive outcome in 2,070 cases.

Continued advocacy efforts on the international arena accounted for 81 written and 107 oral submissions before international bodies and foreign parliaments including the UN, EU, USA and UK.

Partners continued to prepare and distribute briefing papers and propose changes to international policies as well as submit shadow reports to the UN.

Partners also undertook strong awareness raising activities targeting foreign diplomats and international delegations with over 367 in-country briefings on issues regarding access, home demolitions, forced evictions and the war on Gaza.

Impact Assessments

In order to identify the impact of NDC's programs and gain insight into beneficiary perceptions, three Impact Assessments were designed and conducted in 2013 including on: the PNGO IV development operations; the Human Rights and Good Governance (HR/GG) secretariat operations; and the HR/GG Secretariat's Capacity Building Program.

❖ PNGO IV Beneficiary Impact Assessment

Alpha International Research, Polling and Informatics conducted the PNGO IV Beneficiary Impact Assessment. The concluding findings stated that PNGO IV Grants to NGOs have contributed to the enhancement of governance and accountability practices. This was evident in the improvement of internal management and financial practices of NGO and CBO grantees. The Coaching and Technical Assistant

component established and improved grantees' key outputs including strategic plans, internal audit and M&E systems as well as increased awareness of the Code of Conduct.

NGOs and the NGO Networks agreed that working with NDC has aided their technical capacity and financial systems as well as good governance as a result of adherence to the Code of Conduct. End beneficiaries were considerably satisfied with services received including quality and appropriateness. An overwhelming majority of 93% stated they were satisfied with the type of services of which were largely focused on education, social services and agriculture. 62.3% claimed that services exceeded their expectations; 33.6% stated that it met their expectations; and a mere 4% claimed that the services did not meet their expectations. At the same time, 73.5% of end beneficiaries stated that the received services will have a long-term positive effect on their lives.

The findings of the report demonstrate that it is essential to work on increasing international and regional donors' awareness about the important and complementary role Palestinian NGOs play in providing essential social services. Therefore a continuation of the PNGO projects is recommended since the different components so far have increased the capacity of NGO grantees as well as reached the most marginalized and vulnerable communities with quality services.

❖ THE HUMAN RIGHTS AND GOOD GOVERNANCE SECRETARIAT IMPACT ASSESSMENT

MDF Training and Consultancy conducted the impact assessment of the second phase of the HR/GG Secretariat operations. The main objective was to assess the extent to which the Secretariat, funded by donors, has contributed to the promotion and respect of Human Rights and Good Governance in the occupied Palestinian territory (oPt). Major conclusions stated that the Secretariat was effective in channeling pooled funding to Palestinian and Israeli Human Rights organizations by managing a substantial number of grants. Grantees encompassed a wide range of organizations, from larger more established organizations, to smaller community based organizations covering a wide geographic area. Immediate objectives related to reduced transaction costs, greater transparency and less duplication. The Secretariat staff showed willingness and ability to incorporate lessons learned from experiences of engaging with grantees and donors as well as work.



Most grantees indicated that the funding is substantial to their work in the oPt and enables them to more strategically formulate long-term plans.

The ever-changing and volatile environment at times requires diversion from initial plans and can delay the implementation of work. Nevertheless, the core funding has allowed for the much needed flexibility to respond to emerging needs and priorities. The work of grantees has had major impacts at policy level and through awareness raising, research and documentation as well as provision of services to remote and marginalized communities and therefore direct impact on the lives of rights holders.

❖ THE HUMAN RIGHTS AND GOOD GOVERNANCE SECRETARIAT CAPACITY BUILDING

General Consulting and Training Company carried out a post-assessment on the HR/GG Secretariat's Capacity Building Program with the aim to assess achievements, outputs and goals as well as to examine the effectiveness of the approach and methodology of the program. The Program was designed to provide HR/GG grantee NGOs technical assistance and support to strengthen institutional skills, competencies and abilities to deliver enhanced outputs and more effectively achieve objectives and goals. The Program adopted a multi-disciplinary approach and used a combination of methods in identifying grantee NGO needs and maximizing benefit of services including: a) technical assistance and organizational consultation; b) specialized trainings; and c) Internet-based organizational support. In total 48 NGOs received tailored technical assistance based on respective identified needs.

In overall, the HR/GG Capacity Building Program demonstrated positive immediate impact on NGO staff performance by equipping them with needed knowledge and skills. Participants confirmed that they have started to apply acquired skills and knowledge to their respective fields of work. Majority of NGOs stated that the capacity building assisted them in achieving objectives and outputs according to their work-plans and almost all agreed that the technical assistance and customized trainings were relevant and based on their needs. Moreover, it was expressed that the diversity of training methods and participatory approaches were very fruitful as opposed to more traditional learning approaches. As stated by the Palestinian Working Woman Society for Development (PWWSD):

“The objectives that were identified for the intervention were achieved to the maximum possible. The intervention contributed to developing our performance in the field of Social Media and advocating human rights. It assisted in developing the qualifications of our staff, increasing the organization's capacity to access new target groups, and developing the organization's capacity to measure impact.”

An outstanding element was the general finance trainings. It enriched participant's understandings of financial management processes and helped change previous incorrect practices. It further enabled participants to better understand donor requirements and provided them with the opportunity to exchange knowledge and information with other NGOs.



مركز تطوير
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NGO Development Center

Success Stories



Human Rights & Good Governance Secretariat “A Pioneer Experience”



Palestinian Working Woman Society for Development

Palestinian Working Women Society for Development (PWWSO) has underscored the importance of women's role in making communal change by initiating Shadow Councils - an idea based on integrating women into policy monitoring and budget practice structures and bodies. The aim is to include women rights and needs in local councils' plans and programs and increase women participation in social and political life. Fruitfully, 2013 witnessed 15 shadow councils with five to nine members each, being formed across 15 locations in the West Bank. These consist of women activists and community leaders and function as support systems for newly-elected women members in the local councils. Across several locations, these members managed to lobby for the integration of women in emergency and ordinary employment projects and influenced the local councils to provide them with the space to hold their meetings. This realization has encouraged women participation in decision making processes and provided women with public space previously dominated by men.



PNGO IV – Innovation Grant “A Proactive Approach”



Al-Sadeel Society for Palliative Care

Iman works as a nurse in a laboratory in the village of Beit Jala. She was diagnosed with cancer of the lymph nodes at the age of 27. The traumatizing news along with people treating her as if she was going to die made Iman feel depressed and stopped her from seeking treatment. Luckily she got in touch with Al-Sadeel Palliative Care for Cancer Patients and had a Palliative Care Specialist visiting her. Al-Sadeel provided Iman and her entire family with social and psychological support. Iman was accompanied to both chemo and radiation sessions and offered to participate in psychotherapy sessions and recreational activities including yoga, health and education sessions. She learned that contrary to what most people say cancer does not have to be a killer. After her treatment she wrote Al-Sadeel a letter of appreciation and decided to help the society as a volunteer. When asked why she stated:

“because they played such a huge role in all aspects of mental, physical and social support for me and my family so that I could overcome cancer.”

Capacity Building:



BTC BELGIAN
DEVELOPMENT AGENCY

“Prospects for cooperation & knowledge Sharing”



Women CBOs Communication and Information Technology Development Project

Since 2006 NDC is managing the Palestinian NGO Portal known as **Masader**. It is an online platform that provides Palestinian NGOs with the space to share and exchange knowledge, achievements and lessons learned in a geographically divided environment.

With funding from the Belgian Government, 105 Women Community Based Organizations (CBOs) across the West Bank and Gaza successfully completed a capacity building training with NDC in late 2013. The training focused on providing participants with basic communications and IT skills and on how to best make use of the Palestinian NGO Portal **Masader**. Participants were also introduced to the NGO **Code of Conduct**- the first self-regulating initiative in the Arab World- which aspires to voluntarily commit NGOs to principles based on transparency, accountability and good governance practices.

The project has enabled the CBOs to more easily access funding resources by introducing and sharing their work with national and international NGOs as well as gain knowledge of best practices as prescribed by the Code of Conduct. To this end, the project has generated greater interaction and cooperation between women CBOs across a geographically divided Palestine.



PNGO IV - Empowerment Grant

“Development of Libraries for Governmental Schools in Gaza City”

Gaza Cultural Development Group Association (GCDGA)

The blockade on the Gaza Strip has led to dire living conditions, affecting children in particular. Being one of the most densely populated areas in the world, there is a severe lack of school facilities and safe spaces for children to learn and play. Through an Empowerment Grant



from NDC, the Gaza Cultural Development Group Association (GCDGA) initiated a large-scale education project between 2011 and 2013. With the pursuit of creating educationally stimulating spaces for children, the GCDGA successfully managed to refurbish and upgrade six government school libraries in Gaza City.

The project has directly impacted 10,697 female and male students by providing them with a large collection of literature, access to computers and internet previously unavailable. For administration, management and maintenance purposes, 18 librarians were trained. The project ended in early 2013 and has already demonstrated success.

Hadya Khaled Al Siqaly, a 10th Grade student at Iben Khaldoun Girls School, is convinced that their new library has changed the way she and her classmates experience education. “The new library environment and greater resources have given us a more comfortable and motivating atmosphere for studying.”

For Abd Al Rahman Iqtifan from Sulaiman Sultan Boys School it has meant enhanced educational achievements: “I do not have a computer at home and no internet access, making it difficult to complete research. Since the equipping of the library with computers, in addition to other resources, I am now able to complete my work to higher standards.”

Passion for reading and writing has also improved as expressed by 4th Grade student Rawan Abdo at the Al Zaytoon Girls Primary School: “[Previously] the library was tiring for us and I was supposed wait there patiently until library class ended; but now I am happy to read for hours without feeling bored... now I visit the library on a daily basis and wish to have two library classes per day!”

These young students’ desire to learn is testament to the impact of the project. Under an economically and physically isolating environment, stimulating education becomes vital for the development and well-being of children. These government school libraries ensure that the most vulnerable children living under chronically restrictive and confined conditions have access to educational resources and safe spaces to play and express themselves.

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Palestinian Authority - DRO



Kingdom of the Netherlands

Netherlands Representative Office to the
Palestinian Authority



European Union



AGENCE FRANÇAISE
DE DÉVELOPPEMENT



Swedish International Development
Cooperation Agency



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



THE WORLD BANK
Working for a World Free of Poverty



Government of the Kingdom of Belgium
through the Belgian Development Agency

Finance & Disbursements

GRANT AGREEMENTS IN US DOLLARS FOR THE YEAR ENDED 31/12/2013

| DONOR | Amount | Start Date | End Date |
|---|-------------------|-------------------|---------------------|
| HR/GG Program - 4 Donors * | 18,060,000 | May 1st 2010 | June 30th 2014 |
| World Bank PNGO IV | 2,000,000 | August 2nd 2010 | December 31st 2013 |
| World Bank PNGO IV/ AF | 5,000,000 | August 26th 2013 | September 30th 2016 |
| French Agency for Development - 5 Million Euros | 6,500,000 | July 7th 2010 | June 30th 2014 |
| European Commission- 400,000 Euros | 500,000 | February 1st 2013 | January 31st 2015 |
| Government of the Kingdom of Belgium through the Belgian Development Agency (BTC) | 16,771 | April 8th 2013 | December 6th 2013 |
| Total Grants | 32,076,771 | | |

ACTUAL DISBURSEMENTS IN US DOLLARS FOR THE YEAR ENDED 31/12/2013

| DONOR | DISBURSEMENTS | PERCENTAGE |
|---|------------------|----------------|
| HR/GG Program - 4 Donors * | 3,404,234 | 65.85% |
| World Bank | 306,774 | 5.93% |
| French Agency for Development | 1,432,655 | 27.71% |
| Government of the Kingdom of Belgium through the Belgian Development Agency (BTC) | 16,771 | 0.32% |
| Others | 9,556 | 0.19% |
| Total Disbursement | 5,169,990 | 100.00% |

* List of the 4 donors

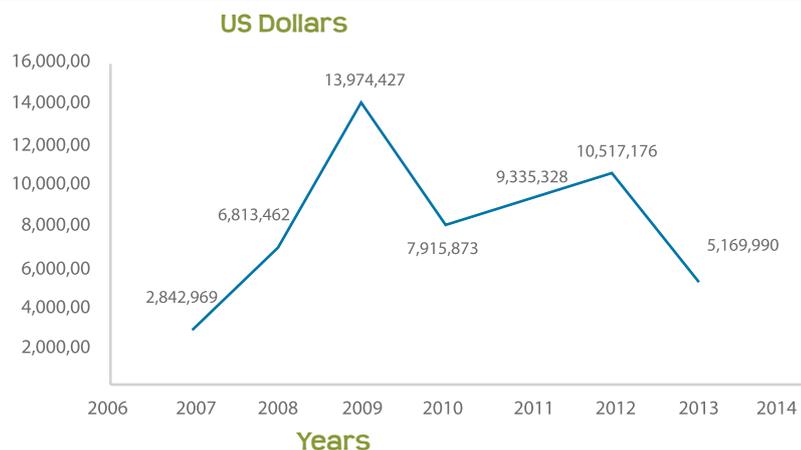
Swiss Agency for Development and Cooperation (SDC)

Swedish International Development Cooperation Agency (SIDA)

Netherlands Representative Office to the Palestinian Authority (NRO)

Danish Representative Office to the Palestinian Authority (DRO)

Annual Disbursement



SIGNED GRANT AGREEMENTS 2013

Area C Pilot Project: Improvement of Livelihoods in Beit Skarya

| NGO Name | Grant Amount US\$ |
|---|-------------------|
| Young Men Christian Association, Jerusalem | 100,000 |
| Riwaq - Center for Architectural Conservation | 72,000 |
| Arab Center for Agricultural Development | 33,630 |
| Palestinian Counselling Center | 40,500 |
| Total | 246,130 |

HR/GG Core Funding

| NGO Name | Location | Grant Amount US\$ |
|--|-----------|-------------------|
| ACRI - Association for Civil Rights | oPt | 70,000 |
| Adalah: The Legal Center for Arab Minority Rights in Israel | oPt | 19,000 |
| BIMKOM - Planners for Planning Rights | Jerusalem | 102,000 |
| BTselem - The Israeli Information Center for Human Rights in the Occupied Territories | Jerusalem | 169,000 |
| HaMoked: Center for the Defence of The Individual (Kav LaOved ryvorker's Hotline) | oPt | 24,000 |
| Public Committee Against Torture in Israel (PCATI) | Jerusalem | 103,000 |
| Physicians for Human Rights | oPt | 102,000 |
| Addameer Prisoners Support and Human Rights Association | West Bank | 119,000 |
| Al-Haq | West Bank | 169,000 |
| BADIL Resource Center For Palestinian Residency Rights | West Bank | 161,000 |
| Defence of Children International- Palestine Section | West Bank | 169,000 |
| The Palestinian Initiative for the Promotion of Global Dialogue and Democracy - MIFTAH | Jerusalem | 32,000 |
| (The Palestinian Center for the Independence of Judiciary and the Legal Profession) - Musawa | West Bank | 110,000 |
| Palestinian Center for Peace and Democracy (PCPD) | West Bank | 32,000 |
| The Palestinian Working Women Society for Development | West Bank | 101,000 |
| Ramallah Center for Human Rights Studies | West Bank | 108,000 |
| Women's Affairs Technical Committee/Ramallah | West Bank | 130,000 |
| Women's Centre for Legal Aid and Counseling (WCLAC) | West Bank | 169,000 |
| Women For Life | West Bank | 50,000 |
| The Arab Thought Forum (ATF) | Jerusalem | 76,000 |
| Jerusalem Legal Aid and Human Rights Center (JLAC) | West Bank | 48,000 |
| Women's Studies Center (WSC) | Jerusalem | 76,000 |
| Al-Dameer Association for Human Rights - Gaza | Gaza | 85,000 |
| Al-Mezan Centre for Human Rights | Gaza | 169,000 |
| Palestinian Centre for Human Rights (PCHR) | Gaza | 169,000 |
| WAC - Women's Affairs Center | Gaza | 169,000 |
| Total | | 2,900,000 |



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Years in MENA

Independent Auditors' Report to the Board of Directors of NGO Development Center (NDC)

We have audited the accompanying financial statements of the NGO Development Center (NDC), which comprise the statement of financial position as of December 31, 2013, and the 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.

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, 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.

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 about whether the financial statements are free from 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

In our opinion, the financial statements present fairly, in all material respects, the financial position of NDC as of December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Ernst & Young - Middle East

May 20, 2014
Ramallah - Palestine

NGO Development Center

Statement of Financial Position

December 31, 2013

| | <u>Notes</u> | <u>2013</u> <u>U.S. \$</u> | <u>2012</u> <u>U.S. \$</u> |
|--|--------------|-------------------------------|-------------------------------|
| <u>Assets</u> | | | |
| Non-current Assets: | | | |
| Property and equipment | 3 | 60,068 | 63,434 |
| | | <u>60,068</u> | <u>63,434</u> |
| Current Assets: | | | |
| Contributions receivable | 4 | 5,279,299 | 2,876,784 |
| Other current assets | 5 | 22,872 | 31,546 |
| Cash and cash equivalents | 6 | 2,583,761 | 3,549,166 |
| | | <u>7,885,932</u> | <u>6,457,496</u> |
| Total Assets | | <u>7,946,000</u> | <u>6,520,930</u> |
| <u>Net Assets and Liabilities</u> | | | |
| Net Assets: | | | |
| Unrestricted net assets | | 1,268,785 | 1,165,145 |
| Total Net Assets | | <u>1,268,785</u> | <u>1,165,145</u> |
| Non-current Liabilities: | | | |
| Provision for employees' indemnity | 7 | 251,830 | 358,932 |
| | | <u>251,830</u> | <u>358,932</u> |
| Current Liabilities: | | | |
| Temporarily restricted contributions | 8 | 6,375,212 | 4,714,248 |
| Accounts payable and accruals | 9 | 50,173 | 282,605 |
| | | <u>6,425,385</u> | <u>4,996,853</u> |
| Total Liabilities | | <u>6,677,215</u> | <u>5,355,785</u> |
| Total Net Assets and Liabilities | | <u>7,946,000</u> | <u>6,520,930</u> |

NGO Development Center

Statement of Activities and Changes in Net Assets

For the year ended December 31, 2013

| | Notes | <u>2013</u> U.S. \$ | <u>2012</u> U.S. \$ |
|---|-------|------------------------|------------------------|
| Revenues | | | |
| Temporarily restricted contributions released from restriction | 8 | 5,160 434 | 10,563,928 |
| Interest income | | 12,247 | 10,982 |
| Other revenues | | 34,560 | 20,647 |
| Foreign currency exchange gain (loss) | | 69,755 | (11,739) |
| Total revenues | | <u>5,276,996</u> | <u>10,583,818</u> |
| Expenses | | | |
| Operational expenses | 10 | 5,131,708 | 10,554,804 |
| Depreciation | 3 | 32,092 | 37,040 |
| Other expenses | | 9,556 | 6,102 |
| Total expenses | | <u>5,173,356</u> | <u>10,597,946</u> |
| Increase (decrease) in net assets | | 103,640 | (14,128) |
| Net assets, beginning of the year | | <u>1,165,145</u> | <u>1,179,273</u> |
| Net assets, end of the year | | <u>1,268,785</u> | <u>1,165,145</u> |



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