مركز تطوير المؤسسات الأهلية الفلسطينية

NGO Development Center

CAPABILITY STATEMENT

2015

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NGO Development Center

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OUR MANDATE

The NGO Development Center (NDC) is the largest Palestinian organization of its kind working hand-in-hand with Palestinian NGOs and community development organizations to improve the delivery of services in unserved and underserved areas to marginalized segments of society and build a more efficient and responsive Palestinian civil society. Our programs and grants empower Palestinians to help Palestinians by providing NGOs the skills, tools and funds required to address social needs and promote self-reliance amidst poverty.

NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices. We promote sector-wide coordination and sharing of best practice experiences within our programs and through our Masader portal and the Palestinian NGO Code of Conduct. Our support to the four main Palestinian NGO Networks and Unions along with our inclusive and participatory relationship with strategic partners (the PA, International Donors, NGOs, beneficiaries and Palestinian public and private sector) form our mandate. Our commitment to sector development and individual NGOs reflects our comprehensive approach to sustainable development while our complimentary funding streams demonstrate our understanding of development as a holistic process.

OUR 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.

OUR 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.

OUR 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

OUR FOCUS

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

NDC equally provides its support to NGOs that are working to promote and protect human rights and good governance.

OUR GOVERNANCE

NDC is governed by a policy Board of Directors that provide overall guidance and oversight to NDC. The board members are elected once every three years by the General Assembly. The General Assembly encompasses members of the four main NGO networks in Palestine namely 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. The General Assembly and Board of Director members are from economic, academic and civil society expert backgrounds.

OUR STAFF

NDC has four main units: Grants Facility, NGO Sector Development, Finance and Administration, and Resource Mobilization and Communication. The organization is comprised of qualified and experienced staff members in addition to a few consultants.

NDC's headquarter is based in Al-Ram, the West Bank, however linked to the branch office in Gaza through video conferencing. We ensure a smooth liaison and proper implementation of programs in Gaza from grant making to sector development and technical assistance.

OUR SERVICES

NDC has over 15 years of experience serving Palestinian NGOs by coordinating efforts to address the needs of the most vulnerable and marginalized Palestinians residing in un-served and underserved areas where current movement and access restrictions limits the provision of basic services. Through the various program schemes, NDC serves as a grant-making mechanism for the NGO sector with the added value of building organizational capacities and facilitating sector development, networking, sharing of best practices and coordination of major initiatives.

Grant Making

NDC provides a distinctive combination of direct grants to NGOs, to help them perform with improved quality and outcomes, while increasing access to services by the most vulnerable.

Our four sub-grants categories (empowerment, mentoring, innovation and emergency) focus on themes and sectors for which NGOs and CBOs have a comparative advantage and target socio-economically marginalized groups including youth, orphans, the elderly, people with disabilities, and women-headed households.

Capacity Building

Capacity Building aims at developing and strengthening the skills, abilities, processes and resources of NGOs in order to improve their performance, quality of services and service delivery. NDC capacity building strategy includes human resource development, organizational development, as well as institutional and legal framework development.

NGO Sector Development

This program aims at developing the NGO sector as a whole to become more responsive, transparent, and accountable to Palestinian communities and the donor community by setting standards, promoting collaboration within the sector and strategic policy research and planning. Main components are:

- The NGO Code of Conduct.
- Sector Coordination and Information Exchange.
- Policy and Research.

A TRANSPARENT SELECTION PROCESS

NDC follows a rigorous system based on merit and transparency in the selection of beneficiary NGOs. The selection process goes through the following steps:

1. Advertisement and Calls for proposals:

Grant "calls for proposals" are advertised on NDC's website and via the local press. The calls for proposals include NGOs eligibility and project evaluation criteria. NGOs are given one month to prepare and submit completed applications.

2. Appraisal:

NDC uses the evaluation criteria to review proposals, select and recommend grant awardees. Project appraisals are undertaken by NDC Program Officers (POs) for initial screening and verification purposes. Recommendations are reviewed by the Grants Program Manager. Upon endorsement of recommended projects, full appraisals are conducted by the POs and/or by external consultants. Full appraisals generally include desk and field appraisals to verify information provided in the project proposal, if needed. POs assess the relevance, effectiveness and efficiency of applicant NGOs as well as their management capacities to thereafter recommend grant amount. A brief project summary sheet is prepared for each recommended proposal and submitted to the Technical Assessment Committee (TAC) along with the evaluations and recommendations.

3. Technical Assessment Committee Level:

Appraisal reports are reviewed by the TAC members who in turn either accept or reject the recommendations. Subsequently, NDC coordinates with the Ministry of Planning and Administrative Development (MOPAD) to ensure: a) alignment with Palestinian Authority (PA) priorities and national plans, and b) non-duplication of services with other initiatives of the PA or other donors/institutions. TAC recommendations, based on technical factors, are then incorporated into the Summary Appraisal Report and are submitted to the NDC Board for approval.

4. NDC Board:

The NDC Board of Directors' review TAC recommendations and approve of recommendations by a majority vote. The NDC Board is responsible for ensuring NDC staff members and management have followed correct procedures void of ambiguity, bias and other compromising factors. Furthermore, donors are invited to participate in the Board review process as observers.

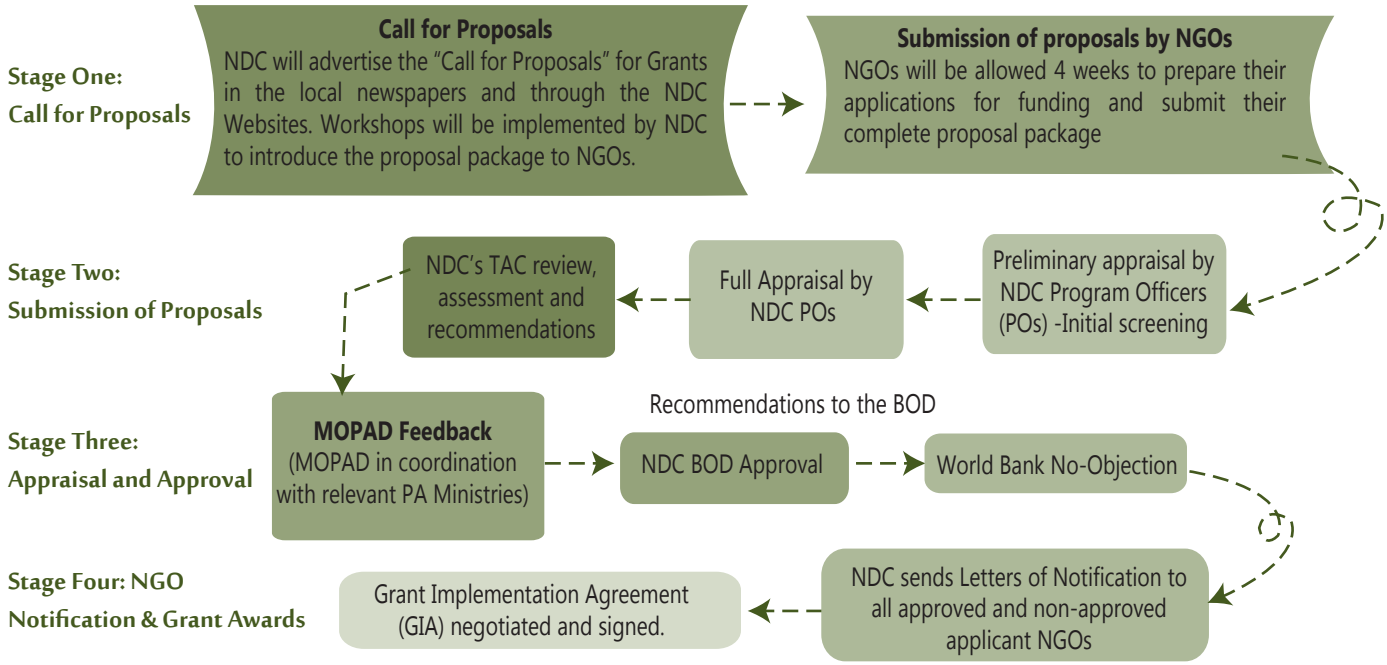
5. Donors' Approval and "No Objection"

A copy of the NDC Board meeting minutes containing all approved and rejected projects will be forwarded to the donors. The donor will issue a 'no objection' for funding the projects or request clarification on specific projects. Final approval comes from the donor through the submission of an approval/'no objection' letter.

6. NGO Notification and Grant Award

After receiving the donor's approval/"no objection", NDC will provide written notification to both approved and rejected applicants of the results of the proposal appraisal and assessment process. Any conditionality of the approved proposal submissions will be presented to the NGO. Reasons for rejection of proposal submissions will also be provided to each rejected application.

Stages of the Application Process and Selection of Beneficiary NGOs



MASADER: The Palestinian NGO Portal

In providing the first web portal- Masader- for inter-organizational communication and networking, we have demonstrated the potential for increased NGO interaction. Masader specializes in serving and empowering the Palestinian NGO sector by providing NGOs with opportunities for communicating, exchanging views and sharing experiences. Masader is a significant source of information and a platform for productive coordination and dialogue.

www.masader.ps

PROJECTS

The following section presents a brief overview of the main programs and projects implemented by NDC:

Strengthening the Palestinian NGO Sector Capacity and Involvement in Governance and Democratic Process

Period: 2013- 2015
Donor (s): European Union (EU)
Location: West Bank and Gaza Strip
Budget: 400,000 EUR
Brief: With funding from the EU, the project has been 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.

Additional Financing for the Palestinian NGO-IV Project

Period: 2013- 2016
Donor (s): World Bank
Location: West Bank and Gaza Strip
Budget: US$5 million
Brief: The overwhelming success of PNGOIV 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. Therefore, NDC was granted an Additional Financing from the World Bank for 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.

Palestinian NGO Project IV

Period: 2010-2013
Donor (s): World Bank
Agence Française de Développement (AFD)
Location: West Bank and Gaza Strip
Budget: US$8 million
Brief: In implementing the fourth phase of the Palestinian NGO Project (PNGO IV), NDC mobilized US$8 million in donor funding towards the NGO Sector in the form of granting schemes and capacity building aimed at enhancing socioeconomic conditions of poor and marginalized communities through NGO delivery of key social and productive services and further strengthening the institutional development of the NGO sector.

Human Rights & Good Governance Secretariat: Phase II

Period: 2010- 2014
Donors: Switzerland, Sweden, Denmark and the Netherlands
Location: West Bank and Gaza Strip
Budget: US$16.2 million
Brief: NDC was entrusted to manage on behalf of the donors the second phase of the HR/GG Secretariat following its successful completion of the first phase in 2009. As the Secretariat, NDC served as the program management unit responsible for channeling pooled donor funding, supporting coordinated initiatives and joint capacity building initiatives, and strengthening policy dialogue for NGOs that are working to promote and protect Human Rights/Good Governance in the West Bank and Gaza Strip

Job Creation Project in the West Bank and Gaza Strip

Period: 2007- 2011
Donor: Agence Française de Développement (AFD)
Location: West Bank and Gaza Strip
Budget: 6 million EUR
Brief: This project aimed to alleviate the financial burden of the most poor and marginalized Palestinian families by financing temporary employment opportunities through the execution of infrastructure micro-projects and the improvement of public assets operated by NGOs. Through this project, NDC assisted over 50 NGOs in WBGS, and created approximately 143,000 man-days.

Water Wells Rehabilitation

Period: 2009
Donor: Swiss Agency for Development and Cooperation (SDC)
Location: Gaza Strip
Budget: US$900,000
Brief: Through this project, NDC helped rehabilitate 41 damaged water wells in Gaza. The project was implemented by three partner NGOs namely; the Palestinian Hydrology Group, Ma'an Development Center and the Union of Agricultural Work Committees.

The Palestinian NGOs Code of Conduct

Period: 2008- 2010
Donor: World Bank
Location: West Bank and Gaza Strip
Budget: US$600,000
Brief: NDC launched the NGO Code of Conduct in 2008 together with the four NGO Umbrella Networks and Unions. It is a pioneering self-regulating initiative that aspires to voluntarily commit NGOs to the Code of Conduct principles based on transparency, accountability and good governance. The Code of Conduct introduced ethical principles for NGOs to follow, and introduced sound administrative and managerial systems, procedures and tools and provided technical assistance and coaching to NGOs in the West Bank and Gaza. 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 knowledge sharing. So far 620 NGOs have signed up and over 130 have received coaching and technical assistance, to what is the first self-regulating initiative in the Arab world.

Strengthening Good Governance within the Palestinian NGO Sector

Period: 2008- 2010
Donor: European Union
Location: West Bank and Gaza Strip
Budget: US$252,000
Brief: NDC provided technical assistance to NGOs to assist them in upgrading their systems in compliance with the principles of the Code of Conduct. Through this project, NDC targeted 30 NGOs in the West Bank and Gaza Strip providing them with comprehensive coaching and technical assistance.

Additional Financing for the Palestinian NGO-III Project

Period: 2009-2011
Donor: World Bank
Location: Gaza Strip
Budget: US$3 million
Brief: Through additional financing to PNGOIII, NDC joined efforts to help in the early recovery and reconstruction efforts in Gaza after the war. NDC mobilized 14 of its partner NGOs to respond to the immediate needs of the communities and provide essential services.

Palestinian NGOIII Project

Period: 2007-2011
Donor: World Bank
Location: West Bank and Gaza Strip
Budget: US$10 million
Brief: Through PNGO III, NDC mobilized $10 million in donor funding towards the NGO sector in the form of granting schemes and capacity building aimed at improving the effectiveness, self-reliance and sustainability of the civil society. PNGO III was sub-divided among the following components; NGO Grants for Social Service Delivery, NGO Sector Development, and Institutional Development of NDC. The NGO sector development component focused on issues such as good governance, accountability, and transparency. The project supported the sector in being responsive to the needs of Palestinians, particularly the poor and marginalized.

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