

# STRATEGIC PLAN



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2014



مركز تطوير المؤسسات الأهلية الفلسطينية  
NGO Development Center

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## I. Introduction

Deteriorating socio-economic conditions, increasing fragmentation, movement and access restrictions in combination with the absence of a fully realized state, demonstrate the continued need for the provision of social services through NGOs.

Historically, Palestinian NGOs have demonstrated vibrancy, flexibility and capability to cope with social and political changes. They are diversified in terms of geographic scope, target groups and sector coverage and the general consensus is that their role is needed in meeting the basic needs of the most vulnerable segments of society. Nevertheless, problems of competition, duplication of work and fragmentation of efforts continue to exist. While there is a lack of a unified vision among larger NGOs, many smaller NGOs suffer from weak internal structures and capacities.

This strategy was developed from the learning and accomplishments of the NGO Development Center's (NDC) successful 2010-2014 strategy. It builds upon our foundation of supporting the most vulnerable and marginalized strata of Palestinian society by building the capacity of NGOs and promoting sector-wide transparency and accountability as well as coordination and sharing of best practices. The true challenge is the ability to proceed with the mission and effectively contribute to the realization of a free Palestinian society.

We have witnessed remarkable progress in our different program streams over the last four years. Our focus on complementing the work of the Palestinian Authority (PA) by improving the quality and scope of social services require us to frequently rethink our approach in order to holistically reach highly restricted areas.

In NDC's 2014-2018 strategic plan, we will continue our important work of reaching out to the most vulnerable and marginalized Palestinians residing in un-served and underserved areas while meeting the changing needs around us. Whereas grant making and sector development remain the core of our work, we have collectively revisited our vision, mission and objectives to determinate and articulate the future direction of the organization to more effectively generate profound socio-economic and sustainable gains.

The new Strategy has been developed following a participatory approach to mutually inform and create ownership amongst relevant stakeholders including target beneficiaries, NDC staff and board of directors, the donor community and relevant government representatives. We will hold ourselves accountable and track our progress against our strategic objectives and draw on our technical expertise, organizational strength and partners to fulfill our mission.

To reinvent ourselves and strengthen our relevance and effectiveness, this plan period will focus on increasing the access to quality and relevant services provided by NGOs for marginalized communities, in particular from Gaza, East Jerusalem and Area C. Our goal is to enhance the efficiency, coordination and sustainability of smaller to medium sized NGOs in ways that make services more holistic. At the same time, we will promote knowledge sharing, cooperation and provide strategic direction as well as facilitate the setting, evaluation, and certification of adherence to NGO quality standards. In doing so, we hope to build an independent Palestinian society where human dignity is preserved and where social justice prevails with the active participation of civil society.

*"NDC strives in its Strategic Plan 2014-2018 to provide holistic support to the Palestinian NGO sector and to further promote social justice, accountability and transparency. NDC will contribute towards the development of a vibrant Palestinian civil society that promotes sustainable development in Palestine despite all challenges."*



**Safa' Abu Assab,  
Chair of the Board of Directors**

*"The role of NGOs remains one of utmost importance and central in the social and economic life of Palestinians. This strategy provides a solid foundation for perpetual innovation and stakeholder cooperation, and promotes the principles of transparency and accountability in serving the most marginalized Palestinian communities."*



**Ghassan Kasabreh,  
NDC Director**

## II. Vision, Mission, and Values

### Vision

#### External Vision

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

#### Internal Vision

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

### Mission Statement

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.

### Long Term 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.

### Values and Beliefs

- Innovation and excellence
- Open communication
- Neutrality
- Impartiality
- Knowledge Sharing
- Social equity
- Cooperation
- Integrity
- Serving the most marginalized
- Equality
- Commitment to and abidance with national Palestinian priorities
- Respect for and safeguarding of human rights and dignity
- Partnership
- Transparency
- Accountability

### III. Organizational History and Profile

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 to marginalized segments of society and build a more efficient and responsive Palestinian civil society. Our programs 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 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.

NDC became operational in November 2006 as a response to the need of having a sustainable Palestinian mechanism for providing support to the NGO sector. Conceived in partnership with leading Palestinian NGOs, unions and networks, NDC mobilizes donor funding to deliver a unique combination of direct grants and capacity building programs that enhance the effectiveness, self-reliance and sustainability of Palestinian NGOs. The entity builds upon the achievements of the World Bank funded Palestinian NGO Projects (PNGO I and PNGO II) led by the Welfare Association Consortium. The overwhelming success of PNGO I and PNGO II, combined with the increasing Palestinian demand for a reliable and sustainable NGO service delivery, highlighted the need for a permanent organization to support the Palestinian NGO sector beyond the PNGO projects under Welfare Association Consortium. As a result, the NGO Development Center (NDC) was registered in March 2006 as an independent Palestinian NGO. In August 2006, the World Bank financed feasibility studies and other assessments for the establishment of NDC, under a third phase of its PNGO Project (PNGO III). The Welfare Association Consortium was officially closed on October 31, 2006 and NDC began operations on November 1st 2006, capturing nearly ten years of valuable experience and knowledge in the new permanent Palestinian organization.

Since then, NDC has successfully mobilized and managed funds totaling over USD 55 million from various donors including the World Bank, the French Development Agency, the European Union, Sweden, Switzerland, Denmark, the Netherlands, Belgium and the Islamic Development Bank. NDC continues to incubate innovations through its integrated grant-making and sector wide capacity building programs that enables Palestinian NGOs to actively contribute to the wider socio-economic development processes.

### Philosophy

We recognize the simultaneous need to practicably support the welfare of the community as well as assisting the organizational development of NGOs committed to highlighting injustice and advocating transparent governance. Our sector development activities fundamentally underpin all grant-giving schemes. The PA's recognition of NDC's contribution to the NGO sector highlights our success in combining service delivery with sector sustainability and social accountability

### 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.

### NDC Programs and 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.

NDC works in 3 main program areas:

1. Grant Making
2. Capacity Building
3. NGO Sector Development

NDC provides specialized support to NGOs operating in the sectors of: human rights and good governance; specialized health; job creation and economic development; agriculture; culture, and; social services delivery (education, health, elderly, etc.).

### Grant Making Program:

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 Program:

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 Program:

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

## IV. Situation Analysis

### • Context Description<sup>1</sup>

#### Evolution of the NGO sector

Since the beginnings of the last century, NGOs have played an integral role in the Palestinian struggle for liberation and development. The development process of NGOs was linked to the changing socio-political environment in Palestine and associated with the development of Palestinian civil society. It was characterized by a remarkable level of creativity and steadfastness within a highly complex set-up.

The Palestinian NGOs sector was prolific during the First Intifada in 1987. However, drastic changes occurred following the establishment of the PA in the functioning of the NGOs both politically and socially. As such, the vision and mandate of the NGOs was accommodated to the new reality.

In addition to socioeconomic developments, NGOs were instrumental in relief activities with the unfolding of events. They proved themselves capable of operating under a complex environment and adapted remarkably in order to provide basic services. NGOs upgraded and broadened their scope of service provisions and had a greater impact on Palestinian development.

Although NGO outlooks vary, there is a common consensus on what their role in the development process is. The true challenge is the ability to proceed with the mission and effectively contribute to the formation of a liberated Palestinian society.

#### Strengths and Weaknesses of Palestinian NGOs

##### Strengths

##### i. Competency and independence of NGOs

The history of the Palestinian NGO sector has shown that NGOs are experienced, vibrant, flexible, and capable of coping with social and political changes. They are diversified in terms of geography, target groups and sectoral coverage. Another area of competency is their ability to capture community needs and develop successful models of addressing these needs on the ground. In recent years, there has been relative improvement in their ability to articulate common visions and plans. The NGO sector enjoys professionalism and independence from the public sector and is characterized by its continued willingness and desire to improve financial and administrative procedures. NGOs have shown that they are relatively effective, given the limited availability of financial resources. The annual elections of NGO officers mandated by the government can potentially result in new leaderships within the sector.

1. The context description is extracted in full from the "Strategic Framework to Strengthen the Palestinian NGO Sector 2013-2017."

## ii. Important role of NGOs

Over the years, the primary role of NGOs has been to ensure the availability and accessibility of basic services, especially in Gaza, Jerusalem and area "C". In addition, NGOs play a significant role in resisting occupation and promoting steadfastness among the Palestinian people. They have been active in promoting national unity, sovereignty and dialogue. NGOs have played a significant role in protecting and promoting human rights. They have also been active in promoting the national agenda towards the international community and in communicating with local, regional and international media.

## iii. NGOs' relationship with government and other stakeholders

NGOs have cultivated effective relationships with other sectors of society in the pursuit of their missions. Some believe that there is relative improvement in coordination with the government which is bringing about a more cooperative atmosphere between them, although these need assessment and further institutionalization and regulation. The NGO sector also enjoys strong linkages with local communities and their target groups.

## Weaknesses

### i. Governance and sustainability issues

Despite the adoption of the NGO Code of Conduct, there are concerns about weak governance practices and procedures among NGOs. In addition, there is poor monitoring and control of quality of the work of many NGOs. The biggest weakness of NGOs is their lack of financial sustainability and dependence on foreign funding. This makes them subject to policy priorities of funding agencies. There are also concerns about NGOs becoming increasingly project-oriented and that regular elections do not always result in new leadership of individual NGOs because of the narrow base of some and the existence of favouritism and nepotism among others.

### ii. Lack of unity in the sector

The problems of competition, duplication of work and fragmentation of efforts continue to exist within the NGO sector. The complementarity between larger NGOs and grassroots institutions is weak, especially in rural areas. There is relative decline in community relationships and lack of unity among NGOs in pursuing a common strategic direction. The political bias of some NGOs is compromising the objectivity of the sector and gives the impression of NGOs being used as instruments of political parties. There is also diverse opinion among NGOs about the relationship of the government with NGOs in West Bank and in Gaza.

### iii. Weak influence on policy and economic development

NGOs have concentrated too much on the delivery of basic services but have had moderate influence on policy formulation, legislation and funding policies. They also have limited capacity to promote economic development and to address social and economic distortions caused by the market.

### iv. Marginalization of Jerusalemite NGOs

There is weak relationship between the Palestinian public sector and Jerusalem-based NGOs- one of negligence. At the same time, there is a lack of unified vision among larger NGOs towards Jerusalem-based NGOs.

## • The NGO Sector Strategy<sup>2</sup>

The priority issues that the NGO sector should address in the next five years to make them more effective and relevant to the increasing challenges faced in Palestine are:

### 1. National liberation, democracy, and the unity of the Palestinian people.

No amount of effort will succeed in developing Palestine if it continues to be occupied. Thus, NGOs will have to take a major role in addressing this perennial problem in various ways. This includes strengthening the role of NGOs in resisting occupation and standing against violations of the Palestinian rights, strengthening Palestinian steadfastness, especially in Jerusalem and area "C", and establishing an effective and democratic political system.

### 2. Relations with development partners, the public sector, the private sector, and other components of civil society.

NGOs have the potential to take an important role in addressing social problems but they need to strengthen their linkages with other sectors. This work includes: reducing the tension between the NGOs and the public sector; institutionalizing the working relationship with the Government; participation and influencing the formulation of public policy and legislation; active involvement in national and sectoral planning; increasing complementarity and reducing negative competition within the NGO sector and with other sectors; avoiding duplication, fragmentation of efforts and factionalism among NGOs; and addressing the declining trust between communities and NGOs.

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2. Ibid

### **3. Resource development and financial sustainability.**

Lack of financial sustainability is the Achilles heel of NGOs. This problem needs to be urgently addressed through: improving relationships with donors and international NGOs, increase NGO influence on funding policies and priorities, and exploring alternative funding strategies for financial sustainability of NGOs.

### **4. Empowering the NGO sector and enhancing its capacity.**

In order for NGOs to play a greater role in development, they need to address their weaknesses as institutions and as a sector. This entails: establishing effective accountability and good governance mechanisms; increasing accountability to and improving their relationship with communities; promoting participation and volunteerism among different segments of society; improving quality, efficiency and effectiveness of their work; increasing technical and administrative capacity to promote development-oriented, scientific and applied research; enhancing networking, coordination, cooperation and partnerships locally, regionally, and internationally.

### **5. The right to accessing and receiving adequate and qualitative services.**

NGOs should enhance their core competency of delivering basic services. This entails: strengthening the link between relief and development, pursuing the empowerment (particularly in the economic realm) of disadvantaged and marginalized groups, pursuing more effective ways of alleviating poverty, promoting/protecting human rights, and strengthening the role of NGOs in service provision.

## SWOT Analysis

Internal Forces	External Forces
<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Highly qualified and committed human resources / staff.</li> <li>• Capacity to manage large funds.</li> <li>• Provision of the first electronic portal “Masader” in Palestine.</li> <li>• Credible image.</li> <li>• Well established, clear, and continuously updated operating systems / manuals (management, finance, BOD, operations, procurement).</li> <li>• Clear organizational structure.</li> <li>• Supportive and strategically-directed governance.</li> <li>• Diverse, high quality and innovative programs and services (grants, capacity building, code of conduct)</li> <li>• Good relations with donors, partners, and government.</li> <li>• All NGO networks represented in the NDC governing bodies (GA and BOD).</li> <li>• Dedicated Fundraising Committee comprised of members from the Board of Directors, General Assembly, and the NDC Director that aims to work on fundraising and resource mobilization.</li> <li>• Committed and visionary institutional management / leadership.</li> </ul>	<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• The large number of Palestinians in the Diaspora, and the increasing wealth in the Arab Gulf countries provide major funding opportunities for the NDC.</li> <li>• Potential Arab funding.</li> <li>• In light of the EU strategic directions, NDC as Palestinian Umbrella mechanism working in Jerusalem allows it to tap into substantial EU funding.</li> <li>• 3<sup>rd</sup> state responsibility guidelines allow for important advocacy to takes place.</li> <li>• PA’s consideration of outsourcing social services provides NDC a major opportunity to play a major role in facilitating the selection and monitoring of the these outsources services and their NGO providers.</li> <li>• Technological fast advancement in Palestine open up major opportunities for the use of technology in promoting NDC’s visibility (through social networks), outreach, and advocacy work, as well as fundraising (using the website as fundraising tool).</li> <li>• The presence of a strong base for NDC in the Gaza Strip.</li> </ul>

Internal Forces	External Forces
<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Dwindling, limited, and undiversified financial resources.</li> <li>• Insufficient activation of the NDC governance in representation and in fundraising.</li> <li>• Presence of networks in governance constitute potential conflict of interest.</li> <li>• Inadequate visibility of NDC and its achievements.</li> <li>• Limited interaction among staff and among departments.</li> <li>• Limited program offerings compared to large needs.</li> <li>• Absence of strategic specific staff (resource development and M&amp;E for example).</li> </ul>	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Declining sources of funding due to political stagnation and global and local economic crises and political events (Arab spring).</li> <li>• Increased pressures on NGOs in general and NDC specially as a result of tighter siege and increased judization of Jerusalem, depopulation of Area C, expansion of settlements, and isolation and siege of Gaza.</li> <li>• Continuation of West Bank Gaza rift affects the whole Palestinian community, and makes it more difficult for NGOs to operate under varying laws and regulations, and under negative power struggle.</li> <li>• Increasing poverty and unemployment rates and its effect on the community, particularly on the expanding disadvantaged population, and its effects on NDC.</li> <li>• High fertility rates and population increase particularly in Gaza exerts more pressure for providing basic services.</li> <li>• Uncontrolled and wide spread use of technology is having serious social effects on the population, particularly youth.</li> <li>• Global warming is causing drought and flooding and is seriously affecting the agricultural sector.</li> <li>• Not conducting legislative elections, and the crackdown on NGOs operation in West Bank and Gaza, and on freedom of expression exerts a lot of pressure on the civil society and its institutions.</li> </ul>

## V. Critical Issues

There are various current critical programmatic and management issues that are expected to continue to exist, that NDC needs to address in order to achieve its strategic objectives. These are:

### Programmatic Issues:

#### **Critical Issues 1: Resource Development and Financial Sustainability**

Lack of financial sustainability is the Achilles heel of NGOs in Palestine. How can NDC support Palestinian NGOs in diversifying their funding sources and increase their financial sustainability?

#### **Critical Issues 2: Empowering the NGO sector and enhancing its capacity**

How can NDC support in enhancing the accountability, efficiency, and effectiveness of NGOs?

#### **Critical Issues 3: Developing NGOs capacity to deliver quality basic services**

How can the NDC support NGOs in enhancing their core competency of delivering quality basic services?

#### **Critical Issues 4: Promoting national liberation, democracy, and the unity of the Palestinian people**

How can the NDC support in strengthening the role of NGOs in resisting occupation and standing against violations of the Palestinian rights, strengthening Palestinian steadfastness, especially in Jerusalem and area "C", and establishing an effective and democratic political system?

#### **Critical Issues 5: Building relations with development partners, the public sector, the private sector, and other components of civil society**

NGOs have the potential to take an important role in addressing social problems but they need to strengthen their linkages with other sectors. This work includes: reducing the tension between the NGOs and the public sector; institutionalizing the working relationship with the Government; participation and influencing the formulation of public policy and legislation; active involvement in national and sectoral planning; increasing complementarity and reducing negative competition within the NGO sector and with other sectors; avoiding duplication, fragmentation of efforts and factionalism among NGOs; addressing the declining trust between the community and NGOs. How can NDC support this?

## Management Issues:

### **Critical Issues 6: Financial Sustainability**

What should NDC do to enhance its financial sustainability? What does it need to do in terms of fundraising? Can NDC enhance the cost effectiveness of its operations, and if yes how? What visibility and promotion does NDC need to undertake to acquire more supporters and build constituency?

### **Critical Issues 7: identity, resources, structures, and systems**

How can NDC better build consensus on its strategic directions among its BOD members, staff, and various stakeholders? What should it do to make its identity and its programs more known and visible to the community? What should NDC do to attract, retain, and develop its human resources? What needs to be done in terms of physical resources, structures, and systems? What is required to enhance the effectiveness of the governing structure?

## VI. Goals and Objectives

In light of the identified external opportunities and threats, and internal strengths and weaknesses, NDC will over the coming five years:

**Improve and selectively expand and diversify its programs and services in a way that makes the services more relevant, holistic, and important to the NGO sector and its constituent institutions and bodies on one hand, and that compliments and fosters the role, mandate, and work of the NGO networks, the government, donors, and the other relevant players on the other hand.**

**Furthermore, NDC will focus on:**

- **Geographic Areas:** : Jerusalem, Area C; Gaza; Other marginalized and poor areas, with the potential of expanding work in experience transfer and building model developmental projects in the Arab world and beyond.
- **Target Populations:** Most marginalized and underserved (with focus on youth, women, children, elderly, persons with disability).
- **Target Organizations:** Medium and small NGOs / CBOs
- **Sectors:** No specification, but according to needs

More precisely, and during the coming five years (2014-2018), NDC will work on achieving the following goals and objectives:

### Programmatic Goals and Objectives:

**Goal 1: Increase access of marginalized communities and population to quality and relevant services provided by NGOs**

- Objective 1.1: Increase no. of grants provided to NGOs that support innovation and use of non-traditional approaches that show a heightened potential for success and precedent-setting impact.
- Objective 1.2: : Increase no. of grants provided to support experienced NGOs in providing innovative social services to poor and marginalized communities and to empower these communities.
- Objective 1.3: Address innovatively complex situations in new geographic areas utilizing multi-sectoral, multi-stakeholder approaches / mechanisms.

- Objective 1.4: Develop an emergency plan that includes establishing and operating an emergency fund to be responsive to emerging needs of NDC and the civil society and its institutions based on international standards.
- Objective 1.5: Establish and operate a small grant facility to benefit small community based organizations with focus on institutions that cater for poor families and that support community initiatives.

**Goal 2: Enhance the efficiency, effectiveness, relevance, and sustainability of NGOs and their development programs and projects**

- Objective 2.1: : Increase the number of NDC NGO grantees receiving capacity building (mainly coaching).
- Objective 2.2: Increase the number of NGOs trained to acquire certification against the code of conduct and other standards.
- Objective 2.3: Increase the number of NGOs receiving organizational development consultancy through comprehensive coaching and technical assistance interventions.
- Objective 2.4: Set up and provide periodically structured capacity building programs to interested NGOs.

**Goal 3: Promote knowledge production and sharing, strategic policy research and planning, and collaboration within the NGO sector**

- Objective 3.1: Create and facilitate a platform for discussion, dialogue, critic, and knowledge sharing.
- Objective 3.2: Enhance access to and utilization of Al Masader NGO portal.
- Objective 3.3: Conduct and commission focused high value research on different aspects of the NGO sector.
- Objective 3.4: Facilitate the setting up and operation of NGO sectoral coordination committees that are involved in the national strategic sectoral planning process.
- Objective 3.5: Empower networks to raise public awareness on civil society role and importance.
- Objective 3.6: Disseminate regularly NGO news and policy research results mainly through producing an annual report on the status of the NGO sector.

### **Goal 4: Facilitate the setting, evaluation, and certification of adherence to national quality standards related to the NGO sector**

- Objective 4.1: Develop and promote quality standards for social service delivery, and facilitate NGOs compliance with the developed standards.
- Objective 4.2: Increase acceptance and compliance of NGOs with the Code of Conduct
- Objective 4.3: Provide Code of Conduct certification services to NGOs

### **Management Goals and Objectives:**

#### **Goal 5: Increase the financial sustainability of NDC**

- Objective 5.1: Diversify and expand funding base
- Objective 5.2: Increase cost effectiveness of operations
- Objective 5.3: Enhance NDC's visibility

#### **Goal 6: Strengthen NDC's identity, resources, structures, and systems**

- Objective 6.1: Widely discuss, elaborate, confirm, and publicize NDC identity
- Objective 6.2: Attract, retain, and develop NDC's human resources
- Objective 6.3: Develop NDC's physical resources
- Objective 6.4: Further develop and institutionalize NDC's structures and systems
- Objective 6.5: Strengthen NDC's governance (committees, relations with the networks and the coordination council and Welfare Association, authorities, guide, relations with executive staff, ...)

### **Cross Cutting Strategies**

NDC is one of many important players affecting the Palestinian NGO sector. As such, NDC understands and will actively work on collaborating and partnering with other institutions to achieve synergy and enhance impact. In addition, prioritizing and actively seeking to serve the marginalized and the poor will be a key strategy, taking into consideration gender and environmental factors.

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# Annexes

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## Annex (1): Strategic Plan Key Informants

Name	Organization
Ziad Abdullah	Catholic Relief Services
Samah Abuoun	Paltel Group Foundation
Munther Al-Rayes	Founding Member, Previous BOD Member
Abdul Majeed Alsweiti	Previous BOD Member
Abdel Karim Ashour	Founding Member, Previous BOD Member
Terry Boullata	Swiss Agency for Development and Cooperation
Dawoud Deek	Ministry Of Social Affairs
Rasha Salah Eddin	NDC Consultant; Previously NDC Capacity Building Coordinator
Zahi Khoury	Founding Member, Previous Chair of NDC Board
Khalil Nijem	Advisor - Ministry of Planning and Administrative Development
Shadi Qara'	NDC Consultant; Previously NDC Finance and Administration Manager
Yasser Shalabi	Local Aid Coordination Secretariat
Muhammad Fahmi Shalaldehy	Founding Member, Previous BOD Member
Hani Tahhan	L'Agence Française de Développement (AFD)

## Annex (2): Strategic Plan Team

NDC Board Members	NDC Staff
Varsen Aghabekian	Rawan Abed-Rabbo
Suhail Al-Kishawi	Rudaina Abu Arafeh
Issam Arouri, Treasurer	Mohanad Berekdar
Safa' Abu Assab, Chair	Azhar Besaiso
Constantine Dabbagh, Deputy Chair	Alaa Ghalayini
Issam Hillis	Nadia Ghattas
Irsan Ibrahim, Secretary	Hasan Hamarsheh
Nasfat Khuffash	Ghassan Kasabreh, Director
Salah Al Saqqa	Suhad Makhlof
Fahmi Seyam	Ivan Nickolic
Darwish Abu Sharkh	Saed Quzmar
	Jamileh Sahlieh
	Laila Shweiki
	Rizek Taha
	Samane Salimi - Tari



