

مركز تطوير

مركز تطوير المؤسسات الأهلية الفلسطينية
NGO Development Center

Annual Report

2015





Annual Report

2015



NDC's Supporters in 2015



Contacts

NGO Development Center

Head Office

Abu Sbeih Building, Al Ram
P O Box 2173, Ramallah, Palestine
Tel: 02 234 7771-5
Fax: 02 234 7776

Gaza Office

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

www.ndc.ps / www.masader.ps

Email: info@ndc.ps

Facebook:

NGO Development Center NDC



Contents

Foreword	4
NDC At A Glance	6
Brief Look at NDC in 2015	9
Sustaining Impact Across Sectors	11
Single Empowerment Grants	11
Engaging Youth	12
Career Guidance and Mentoring	12
Economic Empowerment and Community Development	13
Education	14
Environment	15
Access to Services for People with Disabilities	15
Women Empowerment	16
Cross-Sectoral Coordinated Empowerment Grants	20
Improving Governance and Accountability -Sector Development Program	23
Resource Kit for Palestinian NGOs	23
Palestinian NGOs Code of Conduct	24
Coaching and Technical Assistance	24
Expanding NDC's Work Regionally	25
Forging New Partnerships	25
Closing of the EU-supported Action "Strengthening the Palestinian NGO Sector Capacity and Involvement in Governance and Democratic Processes"	26
Success Stories	28
NDC's Financial Reports	30

Foreword

The year 2015 was a very difficult one for the Palestinian NGO sector. Increased uncertainty negatively affected many local NGOs. Many were forced to cut back on the work that they do across the board.

Many factors contributed to this situation like: The ongoing war in Syria; Ongoing global economic uncertainty; a reduction in financial support due to donor government aid cuts (this had not only affected Palestine, but is global in scope); a focus on humanitarian aid work (Gaza); transition to new aid modalities and adjusting aid mechanisms to operate in a more connected world.



Safa' Abu Assab, PhD
NDC Chairperson of the
Board of Directors

NDC continues to serve the Palestinian community by both strengthening the NGOs delivering essential services and building the capacity of the NGO sector. The work of NDC is crucial to sustaining the impact of NGOs across Palestinian communities.

Ghassan Kasabreh,
NDC Director



The Palestinian civil society is presently experiencing more challenges than before. The pressing need for funding and dwindling financial resources available under the current uncertain political situation maximized the need for NDC and the four NGO networks and unions represented on its board of directors and general assembly to consolidate their efforts and resources to surpass the difficulties and meet the needs of the vulnerable in the Palestinian society. In an endeavor to do that, there is a dire need for more planning, coordination, cooperation, mutual understanding and clear division of roles.

For some NGOs, the situation became very hard. One staff member reports that their NGO has had to work twice as hard to secure the same resources they had just a few years ago. This has also meant more work on compliance, reporting, proposal writing and fundraising. This has also necessitated many organizations shifting to other sectors of work to adjust to changing aid modalities.

The situation forced many NGOs (NDC included) to review strategic plans adjusting to change. One thing though is clear to us; Our work remains relevant in Palestine. We continue our mission to be a dynamic resource center for Palestine's NGOs providing them tested relevant tools and helping advance NGO sector development.

In 2015, NDC's good results included new national and regional partnerships. NDC expanded its NGO Sector Development Program working with both local/international partners. In Palestine, NDC began a new partnership with UN Women Palestine to conduct a mapping study and undertake capacity building for new and emerging CSOs as well as youth led movements working in the field of gender equality as part of a MENA region UN Women project. On the international level, NDC took its wide experience abroad through a partnership with CARE-Egypt into the greater MENA region. NDC conducted

an assessment for 69 NGOs in Yemen, Jordan, Egypt, Morocco, Lebanon, Tunisia and Palestine on social accountability and NGO work on social accountability in the seven targeted countries.

NDC also finalized an EU supported project conducted with the four Palestinian umbrella networks and unions in engaging with national policy-making and improving their governance. Specific needs to strengthen their NGO sector role were responded to with good results.

Development of the Accreditation Council in line with the Palestine NGO Code of Conduct (CoC) continued with the finalization of all assessment tools under the CoC. NDC and the four umbrella networks/unions continue spreading the CoC improving NGOs effectiveness and governance.

NDC's grant making projects continue to represent innovative work in the field. Through the cross-sectoral coordinated empowerment grants, NDC's partners exemplified strong collaboration and leadership. The single empowerment grant projects allowed NDC's partners to create impact in communities through precise targeting meeting local needs in various sectors.

2015 was an important year for the opportunity to demonstrate NDC's impact and we thank our supporters and NDC board and team members for their support and contribution towards achieving our objectives.



NDC At A Glance

The NGO Development Center (NDC) works to provide the NGO sector with the support and tools necessary to assist a vibrant and essential sector capable of providing high quality essential services to Palestine's people. In 2015, NDC achieved important milestones helping create lasting impact in the Palestinian NGO sector and in the lives of 1,000s of Palestinians.

NDC is a major stakeholder and positive actor in the development of the Palestinian NGO sector. The support of Palestine's four NGO networks and unions and our inclusive, participatory relationship with strategic partners (PA, international donors and Palestinian NGOs) and beneficiaries contributes to fulfilling our mandate. Our commitment to the NGO sector wide development and individual NGO support reflects our comprehensive approach to sustainable development. NDC's complimentary funding streams demonstrate our understanding of development as a holistic process (service provision, rights and governance).



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 growing realization of a more 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

Core values and beliefs

- Equality
- Commitment and alignment with national Palestinian priorities
- Respect for human rights and dignity
- Partnership
- Transparency
- Accountability
- Innovation and excellence
- Open communication
- Neutrality and impartiality
- Knowledge sharing
- Social equity
- Co-operation
- Integrity
- Serving the most marginalized

Governance

NDC is governed by a General Assembly comprised of 31 members covering the public, private and civil society sectors and diverse Palestinian communities. The General Assembly includes representatives from the four main NGO Umbrella Networks and Unions and elects the Board of Directors once every three years. The current Board of Directors was elected on July 6th, 2013 and is comprised of 11 members.

NDC's Senior Management and staff are dedicated professionals all working towards the shared goal of empowering Palestine through locally developed Palestinian professionals.

NDC Board of Directors

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



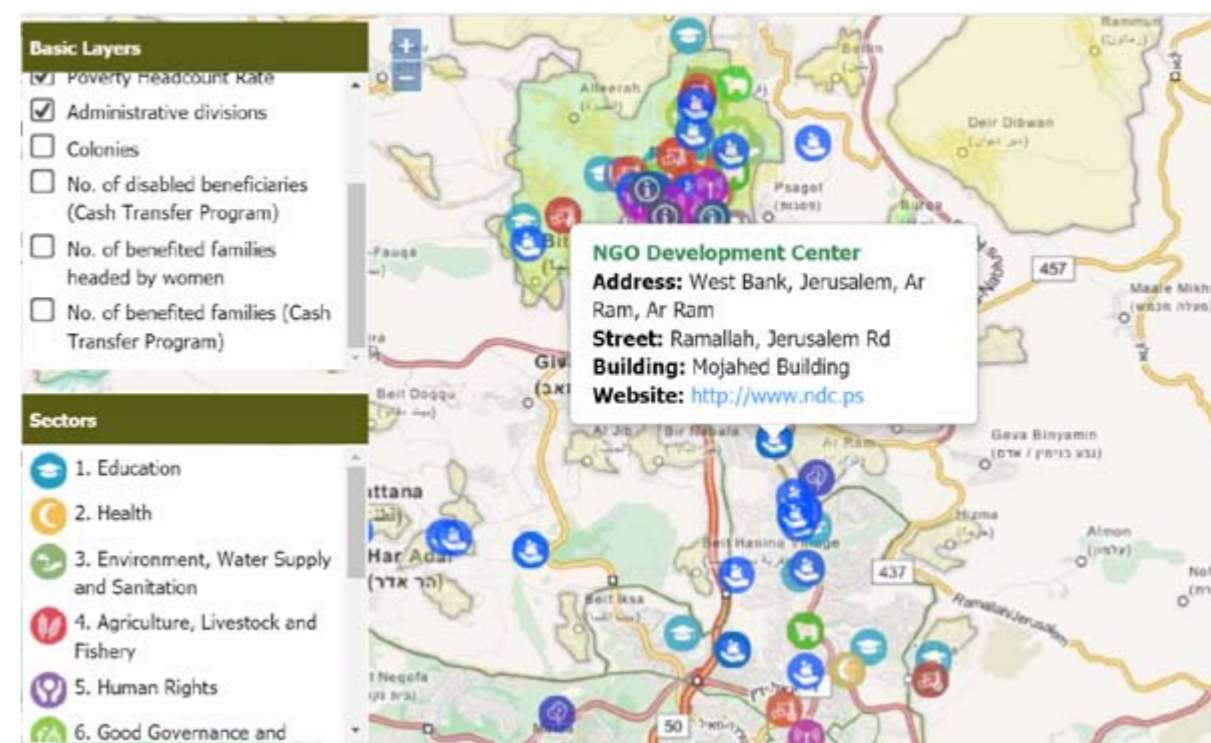
Brief Look at NDC in 2015

Grant Making

- In 2015, NDC along with its partners implemented programs in diverse sectors creating broad and deep impact across Palestine.
- 21 projects were implemented under the Single Empowerment Grants mechanism, while five projects were implemented by 13 NGOs under the Cross Sectoral Coordinated Empowerment Grants mechanism.
- More than 34,500 Palestinians (40% from Gaza and 60% from the West Bank) benefited from the Cross-Sectoral Coordinated Empowerment and Single Empowerment projects implemented by NDC's partners across Palestine.
- 89% of the targeted beneficiaries were vulnerable and marginalized and were from the poorest areas in Palestine.

Sector Development

- NDC concluded the EU-funded project titled: "Strengthening the Palestinian NGO Sector Capacity and Involvement in Governance and Democratic Processes." The project worked with the four NGO umbrella networks and unions to strengthen the position of civil society in public debate and in the elaboration and implementation of development strategies, in complementarity with the Palestinian Authority's strategy and actions.
- The Masader portal (www.masader.ps) continues to witness solid growth in the number of visitors accessing and using the site as well as its member organizations. In total, 1,396 NGOs have joined the portal since its establishment.
- NDC's GIS mapping of NGOs and their programs represents cutting edge technology, allows NGOs and main stakeholders to geographically access information on NGOs' programs and projects including beneficiary numbers and sectoral interventions.



- NDC engaged in a regional consultancy assignment for the Affiliated Network for Social Accountability (ANSA-Arab World) managed by CARE-Egypt in an effort to identify the changes needed to incorporate social accountability into the work of targeted CSOs in seven (7) Arab countries (Yemen, Morocco, Lebanon, Tunisia, Egypt, Palestine and Jordan).
- NDC and UN Women commenced a partnership to conduct a mapping study of women and youth organizations and movements working in the field of gender equality across the West Bank, East Jerusalem and Gaza. Following the mapping study, NDC will undertake the coaching and mentoring of 30 organizations in various organizational skills to build their capacity.
- The Accreditation Council continues to represent an important initiative in the NGO sector development efforts. In 2015, the Council further expanded its role and continued to evaluate NGOs across Palestine under the NGO Code of Conduct.

Key Events

- On December 17th, 2015, in a ceremony attended by NGOs, government officials and donors, NDC launched the newly updated Resource Kit for Palestinian NGOs. The Resource Kit provides valuable information to Palestinian NGOs for self-development and knowledge acquisition. The updated Resource Kit represents NDC's continued dedication to strengthening the Palestinian NGO sector.



Sustaining Impact Across Sectors

In 2015, NDC continued creating wide-spread impact through its grant-making programs. A total of 26 projects under the Single Empowerment Grants and Cross-Sectoral Coordinated Empowerment Grants continued by supporting activities all across the West Bank, East Jerusalem, and Gaza. The sectors covered by these projects range from health, education, agriculture, psycho-social, income generating culture, and more. All projects have achieved significant milestones and impact in their targeted communities based on the pre-prepared action plans.

Significant impact has been created due to the wide array of partners and NDC funded projects, benefiting communities and organizations in parallel. The support provided by NDC is implemented on a two track path; both through providing grants and capacity building interventions. This accompaniment that NDC provides to partner NGOs throughout the grant implementation process ensures effective targeting and quality services being provided to Palestinian communities. Single Empowerment Grants

Single Empowerment Grants

NDC provided support and funding for 21 partner NGOs in 2015 to conduct projects under the Single Empowerment Grants Component across the West Bank including East Jerusalem and Gaza. Projects cover a wide range of cross-cutting issues, focusing on major themes such as engaging youth, environmental issues, women empowerment and access to services for people with disabilities.

Single Empowerment Grants aim to provide funding to NGOs covering various social sectors, leading to quality services for poor and vulnerable Palestinians in un-served and underserved areas. Projects are designed based on demand and actual needs as identified in the needs assessments of poor and marginalized Palestinians.



Engaging Youth

NDC places the economic empowerment of youth as a key priority in its grant making schemes. In 2015, NDC's partners achieved important milestones towards advocating for the empowerment of and increasing the role of youth to the center of Palestinian communities. Multiple projects spanning the West Bank, Gaza, and East Jerusalem were supported by NDC to target youth and build their economic abilities to help support themselves. These projects worked with youth on a variety of interventions aiming to develop youth's capacities to further their involvement in economic initiatives that promote social responsibility.

The marginalization of youth across Palestinian communities as involved and empowered decision makers is apparent in the lack of involvement at a community level as well as the national level. Through targeted interventions, NDC's partners have provided youth with tools to become more aware of their roles as vital members of their communities. Interventions cover a wide range of sectors in order to ensure that needs are being met in multiple areas.

Career Guidance and Mentoring

The East Jerusalem **Young Men's Christian Association (YMCA)** provided targeted career guidance sessions focusing on young men and women with disabilities to support them in choosing careers for their futures. These sessions are crucial in allowing young men and women to choose careers that satisfy their interests, capacities and career ambitions.

Youth are also instrumental in serving as peer mentors for younger children. In East Jerusalem, a project implemented by NDC partner **Palestinian Youth Association for Leadership and Rights Activation (PYALARA)** connected university students with school-aged children to serve as personal tutors to raise their academic performances. Not only was the project successful in improving the academic performance of children, young university students were also provided with urgently needed employment opportunities to ease the financial burden of university fees.



Economic Empowerment and Community Development

In Salfit, **Partners for Sustainable Development (PSD)** are leading a youth engagement program that integrates youth into their community's economic development. The project aims to empower youth in poor and marginalized areas, particularly those bordering Israeli settlements and the Separation Barrier, by providing them access to economic opportunities. This is being accomplished through implementing various community initiatives and supporting them to establish their own private businesses. Targeted youth are also provided with trainings on life skills and community development skills.

The **Women's Center of Shu'fat Refugee Camp** is working on activating the role of youth, both male and female, in their communities and strengthening their participation in civil society organizations. Through an NDC supported project, youth are provided with trainings and specialized activities working towards self-development. A group of youth volunteers that aims to activate the role of youth in the daily life of their communities was established through the project to engage youth within a structured setting in various aspects of their communities. Youth councils managed the involvement of youth in implementing voluntary activities and community initiatives targeting elderly, children with disabilities and poor families. Activities included a cleaning campaign at the camp, installation of an umbrella for bus stop, distribution of food parcels to needy families and holding recreational activities to children with disabilities.

In order to provide poor and vulnerable families in marginalized East Jerusalem villages needed development opportunities, the **Youth Development Department (YDD)** is implementing a project to support families to withstand the obstacles forced upon them by the Israeli Occupation, particularly those of confiscating agricultural land and the Separation Barrier. Through supporting community members, particularly youth, in investing in their agricultural lands and capabilities, the project effectively enhances the livelihoods of residents and enables them to cultivate and market their agricultural products locally.

To promote peaceful communities and healthy interactions between residents, the **East Gaza Association for Family Development** is working on providing a mechanism for conflict resolution through peaceful means without the need to resort to violence through a variety of activities and interventions. The project is effectively providing community members with peaceful conflict resolution skills and tools as well as providing a wide variety of summer activities for children.

The **Beit Lahiya Development Association** is implementing a project aiming to empower families from poor and marginalized communities to gain a steady income. Through providing a comprehensive kit to re-activate their poultry farms, families in the targeted communities are provided the opportunity to increase their financial security.



Education

In Wadi Salqa Village in Central Gaza, **Save the Children-Occupied Palestinian Territory** is implementing a project aiming to improve the academic performance and psychological well-being of low achieving children. Furthermore, the project aimed to enhance the artistic and cultural capabilities of targeted children. Through remedial education classes, psychological support sessions and extra-curricular activities, children in Wadi Salqa Village are able to receive needed support in cross-cutting sectors.

Incorporating active learning tools, the **Association of Al Rowad for Palestinian Youth** aims to contribute to the improvement of the educational standards for young boys and girls in Khan Younis and Al Faraheen in Gaza. Say something about this project.

Likewise, **Theater Day Productions** aims to strengthen the social integration of children living in the marginalized areas of the Gaza Strip and empowering them with life skills by providing them with access to cultural activities of drama and theatre and bringing their voices to the audience of their teachers, animators, schools and CBO management teams, parents and peers.

Effectively engaging mothers in the education of their children, the **Ajyal Association for Creativity and Development** in Gaza City is working with mothers and children in order to create a suitable academic environment. The project supported by NDC provides them with the necessary tools to improve academic standings among children suffering from a variety of psychological and behavioral issues.



Environment

Climate Change is an issue affecting the whole world and Palestine knows the reality of this issue all too well especially in the area of drought and the need to ensure that scarce agricultural land is utilized in the most efficient as well as environmentally friendly way. NDC ensures that all partner NGOs are in alignment with high environmental safeguard standards. Through working with environmental experts, NDC provides support to its partners in order to build their environmental knowledge and responsibility.

In the Qibya village cluster on the outskirts of Ramallah, the **Palestinian Hydrology Group (PHG)** is promoting the importance of adopting strong and effective local water governance policies in the water sector in Palestine. The project aims to create a better water and sanitation hygiene environment at schools and kindergartens while working on a rights-based approach in order to ensure equal and just allocation practices of water and sanitation services to Palestinian communities.

Access to Services for People with Disabilities

NDC ensures that all grants provide the utmost benefit to all community members. As such, targeting people with disabilities and providing them access to a wide array of services is always a priority when allocating grants.

The **Palestinian Consultative Staff for Developing NGOs** in Jenin is working on enhancing the social and economic rights of Palestinian youth who suffer from disabilities in the marginalized areas of Jenin. This is done through offering a space to serve as business incubators, adopting their ideas and developing them into income generating and sustainable projects.

In Gaza, the **Friends Society of Visually Impaired Rehabilitation** is implementing a project that focuses on three main interventions— providing visually impaired students with assistive tools to help in their daily lives, train and coach parents of children with visual impairments and spread awareness in the society on how to deal with visual impairments and methods of prevention.



Al Amal Rehabilitation Society for the Deaf in Rafah aims to increase early diagnosis levels for deafness and undertakes interventions to minimize the risk of hearing loss and impairments. It also targets children suffering from hearing impairments in Rafah and improves their quality of life through a variety of activities and specialized services.

The **Jabalia Rehabilitation Society** in Northern Gaza is improving children's access to health services by providing early testing for hearing and middle ear impairments. Furthermore, early hearing problem tests were conducted in schools throughout Northern Gaza and awareness was raised among kindergarten staff, parents, children and community members regarding hearing impairment issues.

Incorporating specialized education into raising awareness, **Atfaluna Society for Deaf Children** is improving the living conditions of people suffering from hearing and physical impairments in Gaza City through psycho-social services, internship opportunities in organizations and income generation initiatives.

The **Palestinian Medical Relief Society-Gaza** is working on empowering disabled individuals in Khan Younis to reach their full potential both physically and mentally. This is being achieved through active participation and engagement in all social aspects of their communities, as well as rehabilitation and capacity building activities for people with disabilities.

Women's Empowerment

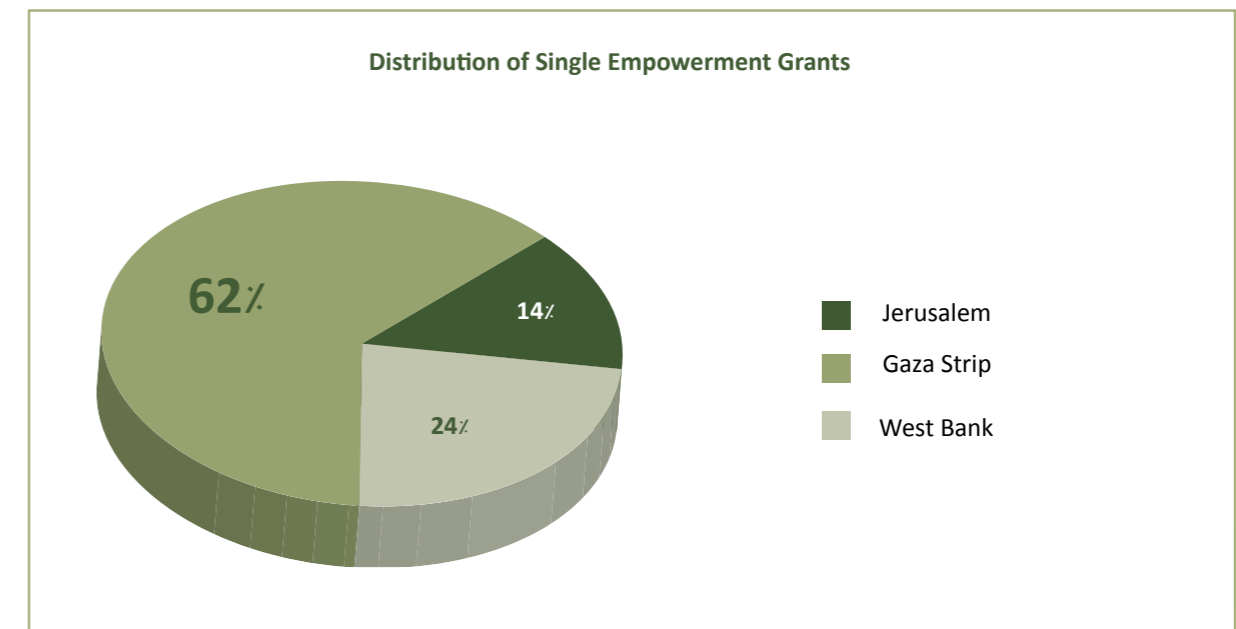
NDC's entire grant making program places a high emphasis on targeting women and gender mainstreaming. While ensuring gender mainstreaming in all funded projects, NDC also funds partner NGOs to implement projects that target women individually and work to advance their practical and strategic inclusion in their communities. Furthermore, NDC works with partner NGOs to provide health services to women through specialized NGOs.



In an effort to increase specialized health services and awareness regarding breast cancer and gynecological diseases, the **Palestinian Health Work Committees (HWC)** is implementing a project in multiple communities in Northern, Central, and Southern regions of the West Bank. Through the project, HWC focuses on spreading information regarding early diagnosis of breast cancer and the importance of regular check-ups. The project also provides psychological services to women who suffer from breast cancer and other gynecological illnesses in order to raise their self-confidence and support them in living with their sickness.

To increase the economic capacities of women, **The Gaza Culture and Development Group** empowers women who are heads of their households by implementing economic interventions. The project is implementing 15 income generation projects in different sectors led by female heads of households after providing them with project management and development skills.

Aisha Association for Woman and Child Protection is contributing to the empowerment and rehabilitation of the wives of mentally ill and drug addicted men in Gaza City. The project provides women with the tools and support necessary to overcome their difficult living conditions and find a way to support themselves and their families, both emotionally and financially.



Distribution of Single Empowerment Grants

Region	Number of Funded Projects	(Grant Amount (USD
Jerusalem	3	236,502
West Bank	5	417,232
Gaza	13	930,638
Total	21	1,584,372

List of Single Empowerment Grants Projects

Project Title	Implementing Partner NGOs	Grant Amount (USD)	Project Location
1. Enhancing Environmental and Hygiene Conditions for Children	Palestine Hydrology Group (PHG)	89,700	Al Midya, Deir Qaddis, Qibya, Rantis, Shuqba
2. Promoting Socioeconomic Development of the most vulnerable Palestinian young people	East Jerusalem YMCA Rehabilitation Program	87,744	Jenin, Nablus Tulkarem
3. Youth Engagement in Economic Development (YEED)	Partners for Sustainable Development – (PSD)	79,922	Deir Istiya, Haris, Kifl Haris, Marda
4. Promote the economic empowerment of young people with disabilities in marginalized areas	Palestinian Consultative Staff for Developing NGOs in Jenin	96,866	Al Mughayyir Al Mutilla Jalqamus Jenin Raba
5. Building unit for Psychological support and strengthen the activities of Dunya Center for diagnosis of breast cancer and gynaecological issues	Health Work Committees- (HWC)	63,000	Sa'ir Qalqiliya Tubas
6. Socio Economic Empowerment for The Poor and Vulnerable	Youth Development Department - Arab Studies Society	97,050	Beit Duqqu
7. Hand in Hand	Palestinian Youth Association for Leadership and Rights Activation – (PYALARA)	86,452	Ar Ram Dahiyat al Bareed Jaba
8. Enhancing the Role of Young Men and Women In Their Community	Women's Center of Shu'fat Refugee Camp	53,000	Shu'fat Camp
9. Improving the Educational and Psychological Status Of Low Achievers at Wadi Al Salqa Village	Palestine Save the Children Foundation	65,850	Wadi as Salqa
10. Economic Empowerment of Female Heads of Households	Gaza Culture and Development Group	91,100	Al Mughraqa, Abu Middein, Beit Hanun, Beit Lahiya

Project Title	Implementing Partner NGOs	Grant Amount (USD)	Project Location
11. Rowad Learning Creativity Project	Association Of Al Rowad For Palestinian Youth	20,000	Khan Younis
12. Supporting the Needs of Visually Impaired Students	Friends Society of Visually Impaired Rehabilitation	41,300	Ash Shati Camp
13. Early Intervention for Hearing Impairment in Rafah	Al-Amal Association for the Deaf	98,620	Rafah
14. Prevention of Hearing Disabilities	Jabalia Rehabilitation Society	64,478	Beit Hanun, Beit Lahiya, Jabalia
15. For A Better Future	East Gaza Association for Family Development	73,740	Gaza City
16. Enhancing Livelihoods Opportunities for PwDs in the Gaza Strip through Inclusive Economic Empowerment and Social Protection	Atfaluna Society for Deaf Children	63,307	Gaza City
17. Strengthening the role of community based rehabilitation in empowering persons with disabilities	Palestinian Medical Relief Society - Gaza	99,970	Abasan, Al Fukhkhari, Khan Younis Camp, Khuza'a
18. Improve the Education and Social status of Children and Mothers in East of Gaza area -Together We Learn	Ajyal Association For Creativity and Development	60,000	Gaza City
19. Children youth parents teachers and CBOs in Gaza strengthened by Drama 2014-2015	Theatre Day Productions	81,512	Khuza'a, Khan Younis Camp Jabalia Camp, Rafah Camp
20. Together for A New Beginning	Aisha Association for Woman and Child Protection	70,790	Gaza City Al Shati Camp Juhor Ad Dik
21. Improving Sustainable Livelihoods of Poor and Marginalized Households	Beit Lahiya Development Association	99,971	Beit Hanun Beit Lahiya

Cross-Sectoral Coordinated Empowerment Grants

Under NDC's innovative cross-sectoral approach, five (5) projects continued activities in 2015 in Gaza, the West Bank, and East Jerusalem. These projects bring together specialized NGOs to address community issues in parallel and comprehensive ways. Sectors addressed by these projects range from women's health, community development and resilience, rehabilitation, and education.

The Cross-Sectoral Coordinated Empowerment Grants approach brings together NGOs in a collaborative partnership to more effectively and efficiently deliver social services to marginalized communities living in priority geographical areas through a more targeted, inclusive, holistic, and results-oriented manner.

In Gaza City, **Sawaed for Relief and Development and Public Aid Society** are collaborating to address community needs through combining health awareness and rehabilitation interventions. The project targets families that are registered with the Social Security Program under the Ministry of Social Affairs. To further support these vulnerable families besides the limited financial support provided by the Ministry, the project works on a range of interventions under multiple sectors in order to provide comprehensive and sustainable support. Most importantly, the project provides free medical support including routine checkups and medication in addition to rehabilitation of unhealthful homes to improve the overall health environment of the families, especially those beneficiaries suffering from chronic health problems.

Mothers' School Society and Palestinian Health Care Committees are aiming to enhance the living conditions of targeted needy families in Nablus area villages by providing them with needs assessed social, educational and health care services and also building their individual and collective capacities and skills to enable them to enhance their incomes.

The project includes activities that aim to empower women and create an environment in which women hold a political and social role throughout the targeted communities. In addition, children are given the opportunity to engage in recreational activities to reduce the stress they experience by living under occupation. The project also addresses access to services for people with disabilities and those suffering from chronic illnesses through offering basic services in a coordinated way.



I was very impressed with the project (Al-Deir project) on multiple counts: (i) The coordinated activities between the NGOs to produce something really sensible. (ii) The quality of work done. (iii) The output produced given the size of the grant. That must have required real hard work on part of NDC, the implementing NGOs and much wholehearted giving by the served community." - Zeyad Abu Hassanein, World Bank Environmental and Social Safeguards Specialist



NDC's partners **Land Research Center Association (LRC), Environmental Education Center, and Beit Ula Cultural Center** are providing quality agricultural, environmental, cultural, and social services to poor and marginalized people in Al Deir Village in Hebron. Targeted groups include farmers, women, and youth and children. Activities cover basic environmental assistance as well as a broader educational component that improves the environmental awareness of residents. The project includes interventions such as the construction of a children park, rehabilitation of land, sheep barns, agricultural roads and construction of cisterns. It also aimed at improving the school environment by placing a pergola at the school yard and constructing a cistern for drinking purposes. Furthermore, the project has also successfully contributed to mobilizing and activating the roles of women and youth through establishing a cultural center, setting up a computer lab, forming a women's committee and implementing various awareness raising, computer, crafts and vocational training activities.

Emphasizing the importance of women's empowerment and health awareness, **QADER for Community Development, Psycho-Social Counseling Center for Women, and the Palestinian Family Planning and Protection Association (PFPPA)** are implementing a project in Hebron and Bethlehem villages to empower women in different health, social, and economic ways. The project focuses especially on women with disabilities, mothers of children with disabilities, and female-led households in order to enhance their roles both within their families and in their communities at large. The project combines income generating activities with psycho-social support and reproductive health care services to ensure that a relevant range of women's practical needs are being addressed.

To help address the very acute crisis situation of youth in East Jerusalem, **Burj Al Luqluq Social Center Society, Palestinian Vision Association, and Al-Saraya Center for Community Service** developed a project targeting youth in Jerusalem villages. The main objective of the project is to contribute to the strengthening of the role of Palestinian children and youth in Jerusalem through providing them with venues and opportunities to raise their awareness, improve their creativity and equip them with entrepreneurial and decision making skills to better enable them act as active social agents in their community. Interventions include internal school training activities on life skills, educational/vocational directions, and awareness raising on social, political, demographic and economic issues. The project also implements external activities such as vocational camps for students, organizing visits to Universities and Vocational centers for the students and their parents, organizing tours of the city of East Jerusalem and training students on leadership and management of voluntary initiatives.

Distribution of Cross-Sectoral Coordinated Empowerment Gants

Region	Number of Funded Projects	(Grant Amount (USD
East Jerusalem	1	408,025
West Bank	3	1,015,673
Gaza	1	259,950
Total	5	1,831,653

List of Cross-Sectoral Coordinated Empowerment Grants Projects

Project Title	Implementing Partner NGOs	NDC Grant Amount (USD)	Project Location
1. Jerusalem Ambassadors	<ul style="list-style-type: none"> Burj Al Luqluq Social Center Society Palestinian Vision Association Al-Saraya Center for Community Service 	408,025	Jerusalem (Old City, Beit Safafa, Issawyeh, and Jabal Al-Mukabber)
2. Economic and Social Empowerment of Poor and Marginalized Families in Villages South of Nablus	<ul style="list-style-type: none"> Mothers' School Society Palestinian Health Care Committees 	297,110	Nablus (Qaryut, Qusra, Jaloud, Joreesh, and Talfeet)
3. Promoting the Quality of Life of the Poorest and Most Marginalized Women in Area C	<ul style="list-style-type: none"> QADER for Community Development Psych-Social Counselling Center for Women Palestinian Family Planning and Protection Association (PFPPA) 	419,558	Bethlehem and Hebron (Yatta and Beit Fajar Village Clusters)
4. Steadfastness and Development of Al-Deir Village	<ul style="list-style-type: none"> Land Research Center Association (LRC) Environmental Educational Center/ The Evangelical Lutheran Church in Jordan and the Holy Land Beit Ula Cultural Center 	299,005	Hebron (Al-Deir)
5. Improving the Life of 266 of the Poorest Families in East Gaza	<ul style="list-style-type: none"> Public Aid Society Gaza City Sawaed for Relief & Development-Gaza City 	259,950	Gaza

Improving Governance and Accountability Sector Development Program

NDC is constantly working towards improving the NGO sector in Palestine through a variety of technical assistance and grant programs. Most importantly, NDC is keen at developing initiative resources to improve the governance and accountability of the sector, such as the newly updated Resource Kit for Palestinian NGOs and the Code of Conduct. Through maintaining strong transparency resources and expanding its work regionally, NDC continues to serve as a high added value support body for the NGO sector.

Resource Kit for Palestinian NGOs

The first Resource Kit was established in 2008 and successfully supported NGOs across all sectors to develop their organizational and programmatic capabilities. The Resource Kit holds 10 manuals and 12 guidelines that cover all organizational aspects of an NGO, in addition to programmatic aspects. In 2015, NDC successfully launched an updated Resource Kit for Palestinian NGOs in a widely publicized event. The launch was attended by relevant Palestinian Ministries, NGO representatives and donors. The event was an opportunity to bring together NGOs and government officials to discuss the importance of best practices within the NGO sector and increasing support for transparency and good governance initiatives.



Resource Kit Manual Topics:

1. Board of Directors and General Assembly Manual
2. Strategic Planning Manual
3. Advocacy and Policy Making Manual
4. Social Accountability Manual
5. Financial Procedures Manual
6. Procurement Manual
7. Human Resources Manual
8. Management Manual
9. Report Writing Manual
10. Volunteer Management Manual

Resource Kit Guidelines Topics:

1. Universal Declaration of Human Rights
2. Universal Declaration to End Racial Discrimination
3. Universal Declaration for Children Rights
4. International Covenant on Economic, Social and Cultural Rights
5. International Covenant on Civil and Political Rights
6. Convention on the Elimination of All Forms of Discrimination against Women
7. Convention on the Status of Refugees
8. Palestinian Labor Law
9. The Palestinian Law of Charitable Associations and Community Associations, Law No 1, Year 2000
10. Economic and Social Development and Priorities of NGOs
11. Participatory Monitoring and Evaluation
12. Community Participation

Palestinian NGOs Code of Conduct

The Code of Conduct continues to serve a key role in the development of the Palestinian NGO sector. In 2015, the Accreditation Council was further developed as a tool to certify NGOs that complete the Code of Conduct self-assessment and validation process. The Council is comprised of representatives from the NGO umbrella networks and unions in addition to NDC.

Umbrella Networks/Unions

The Palestinian General Union of Charitable Societies (PGUS)

The Palestinian NGO Network (PNGO)

The General Palestinian Union for NGOs in Gaza (GPUN)

The Palestinian National Institute of NGOs (PNIN)

NDC ensures that the four (4) NGO umbrella networks and unions are active participants in all aspects of the Code of Conduct to sustain the work and development of NGOs in Palestine.

Coaching and Technical Assistance

NDC continued to provide needed coaching and technical assistance to NGOs in 2015 under the Code of Conduct Component. The provided technical assistance addresses finance, governance and management matters. A total of nine NGOs received technical assistance and coaching from NDC, six being in the West Bank and three in Gaza. The technical assistance component supports NGOs in developing manuals to successfully organize their work in addition to coaching the NGOs in applying newly developed manuals.

Achievements under the Code of Conduct Component in 2015

- 33 Awareness workshops conducted
- 171 NGOs completed self-assessment process per the Code of Conduct assessment tool
- 44 NGOs applied for validation of self-assessment
- 29 NGOs validated by NDC staff

Expanding NDC's Work Regionally

In 2015, NDC completed a regional assignment for CARE-Egypt under the Affiliated Network for Social Accountability-Arab World (ANSA) to identify the required changes at an institutional level in targeted CSOs in the countries where the network started that would enable them to mainstream social accountability into their respective frameworks. This would help the selected CSOs to promote social accountability in their activities and internal procedures and ultimately lead to the development of a unified action plan for enhancing social accountability on the local, national and regional levels.

NDC conducted the assignment in seven targeted countries - Palestine, Morocco, Tunisia, Yemen, Jordan, Lebanon and Egypt. The study resulted in the documentation of needs for interventions on seven (7) organization levels, namely the following: strategy, governance, administration and human resources, media, networking, public, private, and educational sectors and funding. In addition, the assessment targeted the programmatic levels of the targeted CSOs and the country level in general in terms of social accountability. A total of 69 CSOs underwent the assessment across the seven (7) countries. The targeted CSOs ranged across a wide variety of sectors - notably social, service delivery, advocacy and humanitarian work.

Forging New Partnerships

In an effort to expand its impact in Palestine, NDC commenced a partnership agreement in 2015 with the United Nations Entity for Gender Equality and the Empowerment of Women - UN Women. The agreement falls under the regional project implemented by UN Women in the MENA region, titled "Women for Women and Men for Women: Towards a Positive Change". NDC began the process of mapping of NGOs, CSOs, and community based movements who are new and emerging, focusing their work on innovative approaches to gender equality, engaging men and boys and working with young people. NDC will also provide capacity building on various organizational aspects to select CSOs based on the project's objectives.



Closing of “Strengthening the Palestinian NGO Sector Capacity and Involvement in Governance and Democratic Processes”

In 2015, NDC concluded the European Union supported project titled: “Strengthening the Palestinian NGO Sector Capacity and Involvement in Governance and Democratic Processes.” The project worked with the four Palestinian NGO networks and unions to strengthen the position of civil society in public debate and in the elaboration and implementation of development strategies, in complementarity with the Palestinian Authority’s strategy and actions.

In order to publicize the project’s impact and activities, two TV episodes were produced by MAAN Broadcasting covering the topics of the Palestinian NGO Code of Conduct and the role of civil society in the reconstruction of the Gaza Strip.

Through its implementation from 2013-2015, the project achieved significant milestones in building the capacity of the four umbrella networks and unions.

Building the online capacity of NGOs

Through the support provided by NDC, the four umbrella networks were provided with various IT needs. In an effort to institutionalize archiving at the networks, databases were created for member organizations of PNIN, PGUGS, and PGUN. In addition, e-archive systems were developed and websites were created and re-designed to further strengthen the online presence of the networks.

- The Palestinian NGO Network (PNGO)
- The Palestinian National Institute for Palestinian NGOs (PNIN)
- The Palestinian General Union of Charitable Societies (PGUCS)
- The Palestinian General Palestinian Union for NGOs (GPU) - Gaza

Strategy Development

To build the capacity of umbrella networks and unions organizationally, NDC led the process of strategy development and the undertaking of studies and research related to the work of the networks. Strategy development covered multiple areas, including volunteer management strategies, monitoring tools and strategic planning.

An organizational assessment was conducted for 40 CBOs affiliated with PNIN to produce an analytical study regarding the work of the CBOs and individualized capacity building development plans for each CBO.

Legal Counseling

In an effort to build the legal knowledge of the networks and unions, NDC commissioned an assignment to provide legal workshops and develop manuals as well as provide legal counseling to member NGOs. A manual for monitoring, documenting, and following up on violations of the rights to freedom of association was developed based on the needs of the NGOs. In addition the manual, position papers regarding taxes and tax exemption, financial disclosure, and the system of non-profit companies in the West Bank were developed and shared with policy makers and relevant ministries.

Legal counseling was provided to more than 30 NGOs in both the West Bank and Gaza to address any violations or legal needs as requested by the NGOs.

Media Trainings

A wide variety of media trainings were provided to members NGOs of the networks and unions based on identified needs. Trainings were provided in media outreach, lobbying and advocacy trainings.

Topics included: The importance of a media strategy, creating a media message, creating press releases and working with social media.

An intensive session was provided in international advocacy tools for PGUN in Gaza and covered topics such as elements of an advocacy strategy, defining target audiences and building alliances.

Communication trainings were also given to provide the networks and unions with the tools necessary to develop media action plans and strategies and effective use of social media by NGOs.

Training manuals were prepared for future uses in developing communication and media work.

Project Cycle Management and Fundraising

To strengthen the sustainability and effectiveness of member NGOs, NDC initiated trainings in project cycle management (PCM) and fundraising in the West Bank and Gaza. The trainings were accompanied with customized on-the-job training to ensure the applicability of the training sessions. The main objective of the trainings were to increase the capacity of participants in project cycle management and fundraising. Following the training sessions, participants were able to design their own projects, develop actions plans, develop project budgets and produce well-designed project proposals.

Good Governance and Policy Trainings

Four rounds of trainings were conducted in good governance and policy, and covered topics such as work strategies, effective impact on national policy making and effective monitoring of the implementation of policies and compliance with the basic laws.

A separate training was held on participatory good governance. Both sessions aimed to strengthen the capacity of NGOs around the concept and practices of participatory good governance. The trainings covered concepts and practice of good governance, the role of civil society in supporting a system based on good governance and the importance of and principles of good governance.



Success Stories

Building Independence for People with Disabilities

Tasneem Abu Jazar is no longer reliant on her sister and classmates to write on her class chalkboard, after a journey in treatment and physical therapy provided by a team of experts who treated her weakness in her muscle strength.

Tasneem, a 9 year old student from Khan Younis, suffered from a severe injury to her head when she was 2 years old. This led to difficulties in movement and learning due to brain paralysis and lack of balance in walking in addition to mental development delays. Tasneem was able to receive physical rehabilitation services based on a precise rehabilitation plan that included games and practicing reading and writing as well as involvement in recreational trips. After going through her rehabilitation plan, Tasneem is now fond of school and gained a love for learning. She is able to rely on herself to teach herself through reading and writing.



The services were provided by the Palestinian Medical Relief Society through their project titled “Strengthening the Role of Community Based Rehabilitation in Empowering Persons with Disabilities”, funded by the NGO Development Center (NDC).

Making Learning Fun for Low- Achieving Students

A significant success story emerges from the project conducted by PYALARA titled: “Hand in Hand.” A significant change in the educational levels of some of the participating students targeted by the project through the activities that have been implemented occurred during the duration of the project. Through pre and post assessments and monitoring of students marks during the period of implementation, significant improvement has been noted between the first and second semesters that included remedial lessons provided from the project.

Lawziye Ahmed Ghazi Hassan, a fourth-grade student, is one of the students who was fully committed to the remedial programs, and demonstrated strict discipline in her studies. Not only did Lawziye commit to the program, but she also encouraged her fellow students to be fully engaged in the lessons. Her commitment resulted in a clear obvious change in her academic work during the second semester of school in all subjects.

Furthermore, the mother of student Israa Hathalin said the following of her daughter’s achievements: “My daughter improved not just a little, but a lot from her involvement in this project. I myself noticed the change in her school marks and testing results, and she is now much better than before. I would like to thank the teachers for the excellent way in which they treat my daughter and their teaching skills.”

Manal Bisharat, the mother of student Ahmed Samer Bisharat, said the following regarding her son’s progress: “My son Ahmed became more interested in his studies and now does his homework on a daily basis. After discussing this change in behavior with him, I discovered that the reason was the teachers in the project who helped him study and explained his coursework in a fun way. They also provided prizes for the students who engaged positively in the lesson, which made him excited to learn and answer questions during the lessons to receive an award.”

Empowering Women to Support Their Families

Mrs. Insaf supports a family of 10, living in a house of two rooms. The financial situation of the family is very dire, as her husband suffers from loss of vision due to diabetes and is unable to work. The closures imposed on the Gaza Strip and the lack of a steady income further exacerbates the living situation of Mrs. Insaf and her family.

Through the Ministry of Social Affairs program, Mrs. Insaf was identified as a person in need of support. After meeting her and learning of her skill set, it was discovered that Mrs. Insaf has experience in breeding cows and making cheese since her early childhood when she helped her mother in the profession. Through providing trainings in financial procedures and marketing, Mrs. Insaf was able to build her micro-business. With the help of a veterinarian, Mrs. Insaf began the process of inspecting the cows she acquired and began the procurement process in accordance with the scheduled plan she developed after receiving her trainings.

The trainings offered to Mrs. Insaf allowed her business to achieve its objective of improving her family’s life and providing a steady source of income.

Mrs. Insaf, “I’m happy with what I am doing now. I’ve created cheese from cow’s milk and sell the cheese in the markets. I have become a productive woman in my society.”

Mrs. Insaf, who holds a Bachelors of Arts degree in Geography, represents the success story of a woman who has the will and drive to work and succeed. She has continued her success after receiving the basic support needed and is raising new calves in order to continue supporting her family and making a profit.

Mrs. Insaf expressed her gratitude to the Gaza Culture and Development Group and the NGO Development Center for making her dream of having her own business a reality.



NDC's Financial Reports



Independent Auditor's Report

To the Board of Directors of NGO Development Center (NDC)
Jerusalem - Palestine

Report on the Financial Statements

We have audited the accompanying financial statements of NGO Development Center (hereinafter "NDC"), which comprise the statement of financial position as of December 31, 2015, the statement of activities and changes in net assets, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, 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.

Auditor's 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 auditor's 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 accompanying financial statements present fairly, in all material respects, the financial position of NDC as of December 31, 2015 and the results of its activities and its cash flows for the year then ended in accordance with the International Financial Reporting Standards.

PricewaterhouseCoopers Palestine Limited
May 26, 2016
Ramallah, Palestine

PricewaterhouseCoopers Palestine Limited, P.O. Box 1317, Masrouji Building 201, El-Bireh (Ramallah), Palestine
T: +972 (0) 2 242 0230, F: +972 (0) 2 242 0231 Note: From Arab Countries Dial 970 instead of 972.
www.pwc.com/middle-east

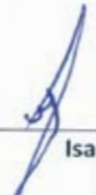
NGO Development Center (NDC) Financial Statements

Statement of Financial Position (All amounts in USD)

	Notes	As at December 31	
		2015	2014
Assets			
Non-current Assets			
Property and equipment	(3)	24,068	40,737
		<u>24,068</u>	<u>40,737</u>
Current Assets			
Contributions receivable	(4)	1,614,562	4,191,599
Other current assets	(5)	16,994	16,683
Cash and cash equivalents	(6)	1,311,516	1,811,529
		<u>2,943,072</u>	<u>6,019,811</u>
Total Assets		<u>2,967,140</u>	<u>6,060,548</u>
Net Assets and Liabilities			
Net Assets			
Unrestricted net assets		1,073,871	1,080,104
Total Net Assets		<u>1,073,871</u>	<u>1,080,104</u>
Non-current Liabilities			
Provision for employees' indemnity	(7)	354,317	294,875
		<u>354,317</u>	<u>294,875</u>
Current Liabilities			
Temporarily restricted contributions	(8)	1,492,550	4,630,517
Accounts payable and accruals	(9)	46,402	55,052
		<u>1,538,952</u>	<u>4,685,569</u>
Total Liabilities		<u>1,893,269</u>	<u>4,980,444</u>
Total Net Assets and Liabilities		<u>2,967,140</u>	<u>6,060,548</u>

- The notes on pages 7 to 15 are an integral part of the financial statements.
- The financial statements on page 4 to 15 were authorized for issue by NDC Board of Directors on May 14, 2016 and were signed on its behalf.


Safa Abu Assab
Chair of the Board of Directors


Isam Abu Al Haj
Treasurer

NGO Development Center (NDC)
Financial Statements

Statement of Activities and Changes in Net Assets
 (All amounts in USD)

	Notes	Year ended December 31	
		2015	2014
Revenues			
Temporarily restricted contributions released from restriction	(8)	3,138,424	1,811,840
Interest income		5,602	12,254
Other revenues		120,098	79,589
Foreign currency exchange gain (loss)		29,910	(109,130)
Total Revenues		3,294,034	1,794,553
Expenses			
Operating expenses	(10)	3,279,532	1,955,845
Depreciation	(3)	20,735	27,389
Total Expenses		3,300,267	1,983,234
(Decrease) in net assets		(6,233)	(188,681)
Net assets, beginning of the year		1,080,104	1,268,785
Net assets, end of the year		1,073,871	1,080,104

- The notes on pages 7 to 15 are an integral part of the financial statements.