



مركز تطوير

ANNUAL REPORT 2011
NGO DEVELOPMENT CENTER

NDC
For Palestinians By Palestinians

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GREETINGS



“During 2011 the NDC staff body has ensured that political intransigence, geographical restrictions and the global financial crisis have not prevented NDC from supporting the most vulnerable and marginalized Palestinian communities. As an organization, we strive for perpetual innovation in project delivery and stakeholder cooperation. The solid foundations of this drive for progression have been laid in 2011.”

Ghassan Kasabreh
NDC Director

We are pleased to present you with this review of our achievements during 2011. In the past year, NDC has increased its funding disbursements, signed additional grant agreements with forty three NGOs and continued to pursue innovative approaches to project implementation and sector development. Innovation in both service delivery and the structure of development processes underpins the philosophy of NDC. Our commitment to supporting the most vulnerable Palestinian communities whilst constantly striving to challenge our own instincts and accepted modes of activity ensures that NDC remains a unique and vibrant part of the Palestinian NGO community.

It is essential that we express our sincerest thanks to all those who ensure that NDC, and the broader Palestinian NGO community, continue to have a positive impact on the Palestinian people. Firstly, to our partner organizations: your achievements are an inspiration to us all; it is your expertise and commitment which reinforces our hope and perseverance. To our donors: we wholeheartedly appreciate your ongoing support for the Palestinian people and NGO community. To the NDC staff: thank you for all your hard work and passion.

Cooperation between stakeholders is a central theme of NDC's activity. In 2011, NDC designed and began the implementation of a number of projects that seek to exploit the capabilities of a variety of stakeholders. NDC's role as a primary NGO mechanism for sector development allows us to coordinate effectively between local and international organizations. The conception of the 'Improving Livelihoods Project' for the most vulnerable Palestinian communities is an example of the potential of this approach. Combining the skills of donors, the PA, NDC and Palestinian NGOs is unprecedented and very effective. Furthermore, by channeling resources through local project officers, communities are guaranteed ownership of the interventions that directly affect them. Such development alliances also improve the transfer of skills and knowledge between the constituent organizations. As we pursue an ever more responsive and sustainable approach to development, this element of skill-sharing is crucial.

NDC has also introduced a unique funding facility to support organizations that have identified innovative and radical approaches to development and the provision of services. The 'Innovation Grants' will expand NDC's portfolio and demonstrate our ability to embrace progressive development processes.



"The NDC family – staff, board and general assembly – are proud to have engaged with new partners in 2011. We strongly believe that such variety of interaction improves the transfer of knowledge and skills between organizations and the positive impact of the NGO community on the Palestinian people."

Zahi Khouri
NDC Chairman.

Furthermore, NDC has continued to integrate the World Bank's environmental safeguard procedures and remains committed to the responsible implementation of projects that would otherwise have the potential to negatively influence the environment. Lastly, the introduction of a scorecards feature to the Monitoring and Evaluation Department has increased NDC's capacity to track and respond to opportunities for internal organizational improvement.

In 2011 NDC took the opportunity to broaden the horizons of traditional grant-making and sector development. We have increased cooperation with international donors, supported new partners and solidified the organization's commitment to a sustainable and localized approach to development. As we usher in 2012, we look forward to continuing this relentless push towards an ever-more streamlined, integrated and accountable development process. We are proud of the achievements of the past year and, with the cooperation of our partners, donors and friends, are excited about what NDC will achieve in the next twelve months.

Zahi Khouri
NDC Chairman

Ghassan Kasabreh
NDC Director



1

NGO Development Center

VISION

"An effective NGO sector which contributes to building Palestinian civil society."

About NDC

MISSION

The NGO Development Center (NDC) is a non-profit, non-governmental organization established to institute a sustainable Palestinian mechanism for the provision of support to the NGO sector. By providing technical and financial support, NDC works to improve the capacity of Palestinian NGOs to deliver quality services (especially to the poor and the marginalized), to enhance organizational self-reliance and to empower partner NGOs to be more sustainable. NDC also contributes towards the development of the NGO sector as a whole by facilitating the sharing and exchange of information and experience, supporting research and policy development, and strengthening the relationship between NGOs and development partners.

OBJECTIVES

- Establishing NDC as a main mechanism for supporting and developing the NGO sector and its institutions.
- Supporting NGOs to provide quality services that are responsive to the priorities of Palestinian society.
- An efficient NGO sector capable of influencing, and contributing to, the formulation of national policies and development plans.
- An NGO Development Center consistently improving its internal organizational capacity and competence in responding to the various needs of the community.
- The continuous enhancement of NDC's financial and administrative capabilities.

GOVERNANCE

NDC is governed by a policy Board of Directors that provides guidance and oversight to NDC. The current thirteen members represent a stratum of economic, academic and civil society experts. The board is elected once every three years by the General Assembly. The General Assembly encompasses members of the four main NGO networks in Palestine – namely, the Palestinian NGO Network (PNGO), the Union of Charitable Societies, the Palestinian National Institute for NGOs and the General Palestinian Union for NGOs in Gaza. The General Assembly also includes members of the academia, the private sector and NGO experts.

A Cairo retreat in January 2011 provided NDC's Board of Directors and Management Team with an opportunity to develop NDC's strategic plan, budget and communications strategy. Such retreats, along with regular meetings, ensure that the expertise and experience of the board is best married with the insight and knowledge of NDC's staff. This interaction is an essential aspect of NDC's approach to governance and information sharing.


Board of Directors

Mr. Zahi Khouri - Chairman
Mr. Abdel Kareem Ashour - Deputy Chairman
Dr. Mohammed Shadid - Treasurer
Dr. Suleiman Al Khalil - Secretary
Mr. Fahmi Shalaldeh
Mr. Mohammed Munther Al Rayes
Mr. Sufian Mushasha
Mr. Fahmi Seyam
Mr. Salah Al Saqqa
Mr. Issam Abu Aruri
Mr. Abdalmajid Swaitii
Mrs. Safa Abu Asab
Mr. Hashim Al Shawa

NDC Director: Mr. Ghassan Kasabreh

Legal Advisor: Mr. Rasem Kamal

Internal Auditor: Al Wafa' Co. For Financial Consulting and Accounting Services

External Auditor: PricewaterhouseCoopers 
pwc



IMPACT and OUTREACH

2011



- NDC hosted a forum celebrating International Women's Day in March 2011, titled 'Reflections on the Situation of Palestinian Women's Rights in the occupied Palestinian territory'.
- Addition of the Scorecards Initiative to NDC's M&E strategy. This process ensures Project Officers can access reliable feedback regarding the effectiveness of the project.
- NDC signed a total of **43** new grant agreements in 2011 with NGOs working in the Gaza Strip, the West Bank and East Jerusalem.
 - **24** PNGO IV Empowerment Grants – 13 Gaza Strip, 9 West Bank, 2 Jerusalem.
 - **4** PNGO IV Mentoring Grants – 3 West Bank, 1 Jerusalem.
 - **7** HR/GG Secretariat Core Funding – 4 West Bank, 3 Jerusalem.
 - **6** HR/GG Secretariat Small Grant Facility – 1 Gaza Strip, 2 West Bank, 3 Jerusalem.
 - **2** Thematic Network Grants- 2 West Bank.
- Official closing ceremonies for the hugely successful PNGO III project were held in Ramallah and Gaza City in June and October respectively. Prime Minister Salam Fayyad was guest of honour at the Ramallah event.
- The HR/GG Secretariat designed and planned a Technical Assistance Program for the organizational development of **50** NGOs to be implemented in 2012.
- Code Compliance and Capacity Building Mechanism was designed by NDC in close consultation with the Code of Conduct Coalition (including the four umbrella NGO networks and NDC as the secretariat) and various stakeholders (including NGOs, PA, and donors).
- The Sector Development Program team designed and began a technical assistance scheme for **30** partner NGOs to support the organizational implementation of the Palestinian NGO Code of Conduct – to be completed in 2012.
- The consultation process for the update, drafting and publication of a new Palestinian NGO Sector Strategy Framework for the next five years has commenced.
- International Human Rights Day was marked by the HR/GG Secretariat's forum 'Human Rights in the oPt: Protection & Promotion'. With particular reference to the plight of prisoners, the event – held simultaneously in Ramallah and Gaza City – was attended by over 100 partners, donors, members of the media and friends of NDC.
- The 'Innovations Grants', a new funding window within PNGO IV targeting radical and ground-breaking approaches to the provision of services, were launched in December 2011 following extensive consultation with the NGO community.
- MoU signed with the Ministry of State for the Wall and Settlement Affairs in December for the implementation of the 'Improving Livelihoods Project' on the 22nd December 2011. This project will bring together AFD, the PA, NDC and two Palestinian NGOs.

• NDC's total disbursements for 2011 reached **US\$9,335,328**.

PNGO III A Fond Farewell

The Palestinian NGO III (PNGO III) Project was officially closed across the West Bank and Gaza Strip during ceremonies in June and October respectively. For a period of four years, NDC has responded to the needs of Palestinians through the PNGO III scheme.

PNGO III in the West Bank and Gaza, and the Additional Finance (AF) scheme in Gaza were designed to provide social services to the poor, vulnerable or those affected by deteriorating socio-economic conditions, by establishing an effective mechanism to improve the quality and sustainability of NGO social service delivery.

PNGO III also provided capacity building expertise, funds for social empowerment projects and sector development initiatives for the NGO community (including the NGO Code of Conduct of 2008), and as such it was fitting that the closing ceremony was attended by representatives of so many organizations from all sectors of society. The events provided an opportunity to promote NDC and help NGOs and the NGO sector fulfill their vital role in the development process in the West Bank, Jerusalem and Gaza. What's more, the ceremony raised awareness of the potential to utilize the complementary expertise of the public, private and NGO sectors in addressing the needs of Palestinian communities.

Zahi Khouri (NDC Chairman) and Ghassan



Kasabreh (NDC Director) were joined by **Prime Minister of the PA Dr. Salam Fayyad**, **Mariam Sherman (World Bank, Country Director)** and **Dr. Rana Khatib (Welfare Association)**; whilst NDC Gaza Program Manager, Alaa Ghalayini, welcomed **Deena Abu Ghaida (World Bank, Gaza)** and **Fadi Al-Hindy (Welfare Association, Gaza)** to the Gaza event. Dr. Salam Fayyad acknowledged the contribution of the NGO community:

“Today, we are celebrating the accomplishments of the civil society that richly contributes to supporting the solidarity of the people to stay in their land. We have always worked towards enhancing our relationship with these organizations as we believe in the complementary role they play on our way to build an independent Palestinian state”.

Reflecting NDCs commitment to sector development, Mariam Sherman, noted

“The development of the Code of Conduct under PNGOIII has been a major achievement and is recognized as a model to set ethical guidelines and management standards for NGOs”.

PNGO III - a credit to NDC and Palestinian NGOs.





2 Features and Activities

GRANTS

In 2011, NDC officially closed the Palestinian NGO III Project (PNGO III). Running for four years, PNGO III disbursed nearly **US\$13 million** to the Palestinian NGO sector and contributed hugely to the technical capacity of dozens of organizations. It is of great significance, therefore, that the World Bank and Agence Française de Développement (AFD) have committed to supporting the Palestinian NGO IV Project (PNGO IV). Such continued support is testament to NDC's accountable administration of the PNGO projects and the effectiveness of the initiatives the PNGO projects fund.

PNGO IV has continued to provide dozens of NGOs with funding and technical assistance throughout 2011. The Empowerment program allocated **24** grants. This funding stream targets the organizational development of Palestinian NGOs – thus improving the ability of civil society to provide vital services to the community

using sustainable techniques. The Mentoring Grants scheme – partnering established NGOs with smaller local Community Based Organizations (CBOs) – encourages cooperation within the Palestinian NGO community. **4** such funding agreements were signed in 2011. Promoting knowledge-sharing and networking, mentor NGOs support CBOs in improving the quality and effectiveness of services to poor and marginalized populations. Furthermore, vital technical, financial and administrative expertise is also passed to CBOs. In marginalized, rural areas, the inbuilt support structure of the Mentoring Grants scheme is especially valuable. The introduction of a series of safeguards throughout 2011 to ensure environmental standards in NDC's projects illustrates the power of cooperation between NGO and CBO. All projects funded by the grants team strive for environmental, as well as financial, sustainability.

NDC also introduced the Innovation Grants scheme during 2011. This new funding stream will support non-traditional types of activities that show heightened potential for success and achieving precedent-setting impact. NDC has undertaken a broad-based consultation process with NGOs, the public sector, the private sector and other relevant stakeholders in order to define the term 'innovation' and establish the main priorities of the Innovation Grants pilot phase. The initiative encourages NGOs to utilize new ideas that build on organizational experience and knowledge with the aim of adopting new approaches to the provi-



“The PNGO III project benefited a substantial number of NGOs in Gaza and was able to improve the quality of their social services. Over 75% of the direct beneficiaries included youth, senior citizens, women and children.”

Dina Abu Ghaida

Gaza Program Manager, World Bank

sion of services. This is a ground-breaking development for the Grants team. Continuing NDCs desire to encourage original solutions to social deficiencies, the Innovation Grants scheme rewards visionary thinking within the NGO sector.

The introduction of a Scorecards Initiative in May 2011, designed specifically for PNGO IV, has added further to NDC's Monitoring and Evaluation system. Posing a series of questions to



“Innovation Grants and the ‘Improving Livelihoods Project’ open a new dimension to NDCs work. We are wholeheartedly supporting untraditional coalitions and responses to traditional social needs.”

Jamileh Sahlieh
NDC Grants Manager

beneficiary NGOs, the scorecards ensure that concerns, constructive feedback and highlights are collated by NDC throughout a project's lifetime. This initiative has increased NDCs operational flexibility and greatly enhanced the inclusive nature of the monitoring process.

In 2012, the Grants team looks forward to the implementation of the ‘Improving Livelihoods Project’ targeting the most marginalized communities – bringing together Agence Française de Développement, the PA, NDC and two partner NGOs (the Riwaq Center for Architectural Conservation and the East Jerusalem YMCA). The Riwaq Center's experience in improving livelihoods is an essential aspect of this strategy. Working with local community councils, the vision of the pilot project identifies sustainability as the key indicator of success. The YMCA will develop a program of training aimed at enhancing the ability of local community groups to cope with a variety of livelihood threats. Both organizations demonstrate a remarkable history of success in implementing such initiatives, thus ensuring the project is founded in sustainable community knowledge and competence. This initiative represents an innovative

and exciting approach to cooperation amongst development stakeholders and NDC is an enthusiastic member of this team. It is essential that rural and isolated communities suffering most from marginalization are given the opportunity to construct a sustainable future.

NDC's Grants team identified stakeholder cooperation and radical thinking as the central theme of funding activity throughout 2011. The Empowerment, Innovation and Mentoring Grants are characterized by a commitment to collaboration and dynamism in development. Furthermore, the ‘Improving Livelihoods Project’ shows the potential for international organizations, government and civil society to combine experience, insight and resources to most successfully challenge marginalization and social deprivation. We are stronger together.



SECTOR DEVELOPMENT

NDC's Sector Development Program (SDP) continues to strive for the progression of the Palestinian NGO Sector in the crucial areas of technical capacity and internal cooperation. 2011 is distinguished by the number of initiatives NDC has committed to developing, implementing and monitoring.

The Code Compliance and Capacity Building Mechanism has been designed by NDC in close coordination with the Code Coalition (comprised of the Palestinian NGO Network, Union of Charitable Societies, Palestinian National Institute for NGOs, General Palestinian Union for NGOs in Gaza, and NDC) to ensure the full integration of the Palestinian NGO Code of Conduct within the operational practices of NGOs. The Compliance Mechanism will be tested in early 2012 on a sample of **25** partner NGOs; using a range of consulting and auditing firms to implement the assessment process. The assessment process will recommend how NGOs can further enhance their organizational capacity, in terms of compliance with Code of Conduct principles. The first of its kind in the region, this system has the potential to institute a process of standardized self-regulation within the NGO community and place the Palestinian NGO sector at the center of a global commitment to transparency, accountability and ethical practice within the development sector. Extensive dialogue with relevant stakeholders (NGO, public and private sector) throughout the process will contribute to consensus building and the inclusive nature of this progressive initiative.

The development of a Palestinian NGO Sector Strategy Framework has continued apace during 2011. Led by three consultants (based in Gaza, the West Bank and outside Palestine respectively), the research process has begun. A committee comprised of members of the four NGO networks will complement a round of Consultative Group meetings, focus groups, discussion forums, workshops and meetings with donors and the private sector to be held in 2012. The result of this process will be a comprehensive insight into how a new NGO Sector Strategy Framework can best serve the NGO community and society at large.

In October 2011 NDC also signed grant agreements with two thematic networks. Specifically, these grants will enhance the effectiveness of the networks in providing training services to their membership. The Palestinian Environmental NGOs Network





(PENGON) received a grant to conduct capacity building and training in the areas of lobbying and advocacy, the revision and activation of environmental law in Palestine and the establishment of a database and production of regular publications. The Palestinian Network for Small and Micro Finance (Sharakeh) will prepare a code of ethics for member NGOs involved in micro credit projects, develop a manual for internal audit procedures, organize workshops and meetings with a variety of public and private sector stakeholders and produce publications relating to the microfinance sector in Palestine.

NDC's own capacity building projects have grown throughout 2011. The Sector Development team is in the process of completing a technical assistance scheme for **30** partner NGOs to support the implementation of the Palestinian NGO Code of Conduct; and has designed and planned a Technical Assistance Program for **50** HR/GG Secretariat partners NGOs to be implemented in 2012. Furthermore, a comprehensive program of dialogue was completed in 2011 with a range of stakeholders identified by NDC as possessing expertise beneficial to the design of the Innovation Grants scheme. A consultative committee will be established in 2012 to ensure that the fledgling Innovation Grants are a successful and inclusive initiative.

NDC is passionate about contributing to dialogue between private, public and non-governmental bodies through strategic research and policy analysis. We strongly believe that through NGO involvement, government is best placed to introduce progressive social policy. Possible research topics include exploring the potential for cooperation and coordination between NGOs and local government bodies as well as the standard of health-care and early childhood education services that are sub-contracted to NGOs by PA line ministries.

Palestine's umbrella NGO networks provide NDC with its mandate and ensure a close link to local Palestinian organizations. As such, supporting these networks is a main NDC priority. The SDP team is excited about a planned exposure tour in 2012 which will ensure that these umbrella networks have access to advanced levels of networking, policy engagement, advocacy strategies, and coordination with a variety of relevant development stakeholders.

“The relationship between the World Bank and NDC is very productive – NDC is implementing its mandate to promote the development of a responsive and accountable Palestinian civil society in a very effective and efficient manner. NDC is an effective mechanism for channeling funds to NGOs and helping to develop the NGO sector. Indeed, the design, publication and ongoing implementation of the NGO Code of Conduct is a first in the Arab World.”

Sabine Beddies

Senior Urban Specialist, Middle East and North Africa Region, World Bank

“In 2011 the Sector Development Team has made great progress in further developing compliance with the Code of Conduct and the promotion of self-regulation awareness within the NGO sector. 2012 will see the strategic implementation of progressive programs for sector development.”

Areej Daibes

NDC Sector Development Manager



HUMAN RIGHTS and GOOD GOVERNANCE SECRETARIAT

HISTORY

In July 2008, several donors – Switzerland, Sweden, Denmark and the Netherlands – entrusted the NGO Development Centre with the establishment and management of the Human Rights and Good Governance (HR/GG) Secretariat. The HR/GG Secretariat provides a mechanism to more effectively manage the donors' long-standing commitment to human rights and good governance. Financial and technical assistance can now be more effectively channeled through a permanent secretariat structure dedicated to supporting the HR/GG sector. In May 2010, NDC was delighted to lead a second phase of the HR/GG Secretariat. Set to run until June 2013, Phase II received an initial US\$11.6 million from Switzerland, Sweden and the Netherlands. Joined in December 2010 by Denmark, this figure has now risen to **US\$16.2 million**. NDC is privileged to continue to manage the only Palestinian human rights and good governance funding mechanism.

HR/GG Secretariat 2011

2011 was an exciting year for the Human Rights and Good Governance Secretariat. Phase II continued with **13** grant agreements signed (7 Core Funding and 6 Small Grant Facility grants) – this brings the total number of partner NGOs to **47** (28 Core Funding and 19 SGF recipients). Consistent Secretariat commitment to the sector ensures support for a multiplicity of NGOs. The HR/GG Secretariat's partners tackle hu-



man rights and governance issues from house demolition to closures, torture and the rights of prisoners, the status of socio-economic rights (including women's and child rights as well as environmental rights) and the issues of accountability and transparency. This variety of expertise is indicative of the secretariat's strength and the wide-ranging impact of the funding strategy.

The Secretariat hosted two hugely successful forums in 2011. On March 7th International Women's Day was marked with an event titled 'Reflections on the Situation of Palestinian Women's Rights in the occupied Palestinian territory'. Designed and implemented in consultation with NDC's partner NGOs, the Ramallah-based forum provided a theatre for passionate debate, inter-organizational learning and a focus on the provision of women's rights in Palestine. International Human Rights Day was a highlight of the second half of 2011. The Secretariat held a forum for dialogue discussing 'Human Rights in the oPt: Protection & Promotion' on December 8th – the event which was attended by over one hundred Secretariat partners, international donors, PA representatives and members of the media.

The forum focused on two particular areas of concern: 'Palestinian Prisoners' Rights - Protection, Promotion & Advocacy' and 'Collective Punishment - Protection & Accountability'. Dedicated exhibition space also provided partner NGOs with

“The HR/GG Secretariat continued to be the centerpiece of SDC’s efforts in supporting human rights in the oPt in 2011. The past year has brought many challenges – including smear campaigns against human rights organizations, NDC and donors. These turbulent times were overcome by NGOs, NDC and the donor consortium. Furthermore, as learning organizations, SDC and NDC look forward to discussing ways of surmounting obstacles in this challenging sector throughout 2012.”

Giancarlo di Picciotto

Head of Office, SDC – Swiss Agency for Development and Cooperation

“In 2011, NDC’s capacity building program completed the design of a comprehensive initiative aiming to strengthen and develop the institutional capacity of 50 human rights and good governance NGOs operating in the oPt. This project is distinguished by its ability to meet the individual needs of each organization through customized and socially responsive interventions and in-house coaching.”

Mohanad Berekdar

HR/GG Capacity Building Officer

the opportunity to display a range of publications and communicate their cause to interested guests. The inclusive nature of both fora echoes the Secretariat’s continuing commitment to creating an empowered and collaborative human rights and good governance sector throughout Palestine.

A wide-ranging capacity building program for all Secretariat partners commenced in December 2011 and will be completed at the end of 2012. This program ensures that interaction between beneficiary NGOs and NDC is not limited to the transfer of project funds. The HR/GG Secretariat is committed to integrating capacity building throughout the grant giving process.

The HR/GG Secretariat offers NDC an opportunity to dedicate specific resources to human rights and good governance. The successes of 2011 have further emphasized the need for such a focused mechanism in Palestine. NDC is committed to managing the Secretariat on behalf of our four European donors and look forward to continued success in 2012.

For more information about the HG/GG Secretariat please visit www.humanrights.ps



NDC's Web Network



User login

Username: *

Password: *

Log in

- Create new account
- Request new password

Events Calendar

« December 2011 »

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Search

Go

The NGO Development Center continues to offer three website services for our partner organizations, the NGO community, donors and interested members of the public. Each website represents a different aspect of NDC's NGO mechanism. 2011 has been a year of consolidation and strategic planning for NDCs Web Network.

WWW.NDC.PS

NDC's primary website offers visitors an overview of NDC (including our history, governance structure and vision for the future), detailed information about NDC's current programs (PNGO IV & HR/GG), a publications and resources section and details of funding opportunities and job vacancies. In 2011, www.ndc.ps received over **25,000** visits.

WWW.HUMANRIGHTS.PS

The HR/GG Secretariat has its own online domain. This website is designed for NGOs, researchers, students, the media, activists and all those seeking information on human rights and good governance in the occupied Palestinian territory. Visitors can access information about the Secretariat's beneficiary NGOs as well as a broader list of human rights NGOs who operate in the oPt. Furthermore, an extensive pool of publications, professional contacts and employment/study opportunities is available to those who wish to engage with the cause of human rights. In 2011, the human rights website achieved **83,490** page views – an increase of almost three times on 2010. NDC's aim is to further improve the interactive nature of the human rights website.

WWW.MASADER.PS

Masader is the NDC Portal – an online mechanism which gives all NGOs in Palestine the chance to share experience, knowledge and expertise in a geographically divided environment. 2011 has been a year of growth for Masader - **825** NGO members, **5650** registered individual users (an increase of 2100 from 2010) and **97,580** visits (**65%** of which are new visitors) in 2011. Clearly the Masader portal has great potential for NDC and the NGO community as a whole.

NDCs website offerings are changing. The www.ndc.ps and www.humanrights.ps websites and www.masader.ps portal are all being upgraded with the aim of improving the ease of navigation, access to information and facilitating further interaction and exchange between NGOs, donors and members of the public. This level of interaction and dialogue is an essential part of NDCs mission to support and develop an expert and resilient Palestinian NGO community. NDC's Web Network will contribute hugely to this process.



“Masader is a specialized web portal designed to serve and empower the Palestinian NGO sector. Regardless of their capacity and size, each NGO has the ability to access information allowing them to develop both technically and financially. The Portal, and the entire NDC web network, will be upgraded to include new services and enhance current ones. These upgrades ensure that beneficiary partners remain at the forefront of NDC’s web presence.”

Hasan Hamarsha
NDC Portal Coordinator

Cooperation and Complementarity



In 2011, NDC has facilitated further cooperation between the public and private sectors, and the Palestinian NGO sector. Our vision for 2012 is no different. For development to be sustainable, it must be reflective of the community the process hopes to serve and skilled in its utilization of a variety of stakeholder capabilities.

International donors are a vital component of this partnership. The commitment of **AFD** and the **World Bank** to PNGO IV, and the **Netherlands, Sweden, Switzerland** and **Denmark** to the HR/GG Secretariat, provides fundamental support to the Palestinian development process. External funding is not all that donors offer however. NDC is grateful for the international expertise and experience donors provide. NDC's relationship with the aforementioned donors is testament to the spirit of cooperation.

NDC welcomes regular partnerships with the **Palestinian Authority** and is committed to providing services that support and strengthen government initiatives. Indeed such cooperation is essential to avoid the duplication of services. In reality, both the state and the NGO sector have

“In 2011 NDC developed a specific and tailor-made approach to respond to the needs of villages located in very sensitive areas. The ‘Improving livelihoods Project’ is an example of what can be achieved when mechanisms like NDC enable actors of different natures to come together and work efficiently; even in complex situations. The NDC mechanism, supported by AFD, has made cooperation possible between actors as varied as an International Development Agency, a local ministry, NGOs and local authorities in one project.”

Hervé Conan

Country Director, AFD – Agence Française de Développement

unique expertise, motivations and access to resources. The NGO sector has traditionally provided vital services in the absence of government. As the PA continues to develop the sophistication of its social service provision, the NGO community has a huge role to play in ensuring that years of development experience is positively utilized.

“The ‘Improving Livelihoods Project’ aims to mobilize the community and achieve harmonization between Palestinian NGOs and the PA in providing support and relief services to the Palestinian population affected by the wall and settlements. Such governmental and non-governmental cooperation is a crucial aspect of sustainable development in Palestinian society.”

Maher Ghneim

PA Minister of State for Wall and Settlement Affairs

The **‘Improving Livelihoods Project’**, launched in December 2011, represents the potential for extensive collaboration. The partnership of NDC, the PA, AFD and two NGOs demonstrates the power of inclusive development projects – each partner recognizing their role and specific expertise so as to positively influence the lives of Palestine’s most vulnerable communities. This project is a fantastic example of multiple organizations recognizing the benefit of uniting complementary skills in the service of the people.

Furthermore, the potential to pass on skills within the sector itself is a particularly evident feature of NDC’s **Mentoring Grants** (the most recent phase of which was launched in late 2011). In this case, NDC’s program utilizes the experience of large NGOs to increase the ability of local CBOs to maintain sustainable and community sensitive projects. In addition, NDC, AFD and the PA serve as mentors in the building of capacity in monitoring and evaluation and financial accountability. This is a further example of structured collaboration having a positive impact on the delivery of services.

A strong relationship with the private sector remains a priority for NDC. It is particularly exciting, therefore, that the **PalTel Group** chose to partner with NDC in 2011. PalTel have been offering scholarships and computer equipment for a period of three years but chose to join with NDC in providing computers and training to Palestinian NGOs during the past year.

In June, NDC and **PalTel Group’s ‘Foundation for Community Development’** announced the recipients of the **2011 ‘Annual PC Initiative’**. This scheme provided selected under-resourced NGOs with new PCs and internet access. A ceremony revealing the successful organizations was attended by **Dr. Hussein Al Araj (representing PA President Mahmoud Abbas)**, NDC Director Ghassan Kasabreh and **Ammar Aker (PalTel CEO)**.

“The PC Initiative not only empowers NGOs, but sets the stage for the development of a vast network linking all Palestinian communities and cities”. Ammar Aker PalTel CEO

123 NGOs (70 - West Bank, 53 - Gaza) were selected and 150 PCs distributed as part of NDCs continued commitment to strengthening the Palestinian NGO sector. The 2011 PC initiative is especially important due to its focus on NGOs involved in providing social services to the community. The initiative provides a significant proportion of the NGO community with access to NDCs NGO Portal, www.masader.ps, and broader web network. An IT training program for all 123 NGOs was completed by a team of NDC staff in December 2011. The addition of training ensures that recipient NGOs have the skills to utilize the technology they now have access to.

The NGO Development Center believes that the private sector has a huge role to play in the development process. As the Palestinian economy evolves, it is crucial that the NGO, public and private sectors are willing and able to cooperate in the name of social cohesion. Moreover, Corporate Social Responsibility has huge benefits for the private sector itself. NDC is committed to engaging with social develop-

ment initiatives that private enterprise seeks to initiate.

Cooperation makes sense – in terms of project effectiveness, achieving the maximum impact of financial investment, the utilisation of diverse experiences and proficiencies and the likelihood of project success and longevity. If an initiative is to positively affect marginalised communities, the community itself must be directly involved in the interpretation and implementation of said initiative. Equally, larger NGOs and the private sector have a role to play in passing on know-how and experience. Finally, if international donors hope to reinforce the argument for development assistance, cooperation with a trusted NGO mechanism – such as NDC – and local stakeholders provides the most culturally sensitive, politically nuanced and financially accountable option for effective delivery. NDC is proud to facilitate such development alliances as a main NGO mechanism in Palestine. Our commitment to cooperation as a means to empower the Palestinian NGO community remains our motivation.





مركز تنمية المنظمات
NGO DEVELOPMENT CENTER



NDC

Partner Profiles

Gaza Strip

Al Asdiqaa Association for People with Special Needs



Project Title: Community Based Healthcare and Rehabilitation for Geriatric Chronically Ill Patients

Duration: 19 Months

Start Date: 24/3/2011

Location: Rafah



Throughout 2011, Al Asdiqaa Association has provided an essential service to elderly people affected by diabetes and high/low blood pressure in the Rafah area. Of principle concern was the lack of understanding amongst the afflicted population of the risks of unregulated sugar levels and the incorrect administering of medication.

It is a particularly dangerous condition if patients are not able to distinguish between the symptoms of high and low sugar levels. Sulaiman Abu Looly, husband of diabetes patient Salma Abu Looly, describes the dangers of diabetes he and his wife faced on a daily basis:

“I was not distinguishing between a high and low sugar rate...sometimes I was giving my wife treatment either through liquids or giving her sugar directly thinking that she had a low sugar rate – we have now come to realize that misunderstanding the disease and symptoms could lead to a diabetes coma, and possibly death”.

Al Asdiqaa’s approach to challenging the debilitating effects of diabetes and low/high blood pressure is founded in long-term lifestyle changes. Sport and nutrition plans form a major part of this lifestyle revolution. It is essential that patients are aware of the need for their daily lives to reflect the reality of their illness. In the case of diabetes and high/low blood pressure, medication alone will not pro-

vide a cure. Al Asdiqaa Association is passionate about a nuanced approach to providing healthcare – the educated use of modern medicine and the transformation of social attitudes towards disease and debilitating conditions.

Outreach programs are a key feature of the project designed to educate the public about their condition and how family units can best adapt to control, and live with, a potentially life threatening disease. This educational process ensures that the current phase of Al Asdiqaa’s work has a positive legacy – with or without long-term diabetes projects in Rafah. Volunteer working days in the homes of the marginalized and elderly have been complimented by a patient referral program for the most vulnerable. Through understanding symptoms and learning how to administer insulin and other medication, patients have gained a deep insight into the importance of managing their condition. Quite simply, Al Asdiqaa is saving lives.

Al Asdiqaa’s impact on **805** members of the public (479 male, 326 female) in 2011 has fundamentally improved the livelihoods of Rafah’s diabetes-affected population. As Sulaiman explains: ***“I have benefited a lot from the project...now I can distinguish between high and low blood sugar levels, deal quickly with symptoms and avoid a life threatening coma and implications for my wife”.***

West Bank – North



Mothers' School Society

Project Title: Educational Classes for Mothers
Duration: 24 Months
Start Date: 24/3/2011
Location: Nablus



The Mother School Society is implementing a ground-breaking empowerment project in six main locations throughout the Nablus Governorate. **450** housewives will be given the opportunity to benefit from a program of awareness raising workshops and adult education classes. However, this initiative has even greater implications for the local community.

By engaging with an otherwise marginalized section of the married female population, the Mothers' School Society project will impact on an estimated **1200** children. Through the empowerment of their mothers, children are exposed to the motivating power of education, the need for individual awareness, and the inherent justice in equal access to knowledge and personal development. One participating housewife, Lubna Abd Al Jabbar Abdo, describes the transformative effect of the educational process: ***“my children used to hate to study and the school curriculum. After I participated in the mothers' class and my children saw me holding my Arabic, Maths or English books they changed and have started to like to study with me using my books!”***.

A **38** person-strong team of instructors (comprised of project coordinators, retired teachers and teaching assistants) are also being trained to ensure a sustainable block of local education professionals underpins the project. Part of the focus of these instructors is improving the ability of mothers to more effectively interact with their children. Through a combina-

tion of academic education and childcare classes, the teachers have witnessed a tangible increase in the confidence of the participants and subsequent impact on the family unit. Najma Al Faqih's experience is a fantastic example of the potential of this initiative:

“After I participated in the mothers' educational class I became better able to discipline, communicate and positively socialize with my children. Also I was encouraged to study”.

Najma plans to continue her education and will repeat her high school exams with a view to attending Al Quds Open University and achieving a tertiary degree.

The Mothers' School Society project is a fantastic example of Empowerment Grants in action. In this particular case the importance of the empowerment of the mother is emphasized. Whilst providing a marginalized sector of society with their right to education, the project also positively impacts on the family unit and, by association, the community itself. Furthermore, through the training of thirty eight local people to administer and coordinate the project, the Mothers' School Society has ensured that this initiative is sustained by a pool of local talent with a passion for the future of their communities.

The 'Educational Classes for Mothers' project is a shining example of development founded in the principles of integrated sustainability, establishing a long-term legacy and ensuring local accountability.

Jerusalem



Arab Thought Forum

Human Rights and Good Governance Secretariat:
Core Funding Agreement
Duration: 24 Months
Start Date: 2010
Location: Jerusalem



The Arab Thought Forum (ATF) targets some of the most marginalized Palestinian communities throughout Jerusalem, the West Bank and the Gaza Strip. Specializing in good governance, for two decades ATF has served as an important platform for the presentation of development strategies for Palestinian nation building. Initially focusing on scientific studies and research, ATF has expanded to actively identify critical issues for analysis and public debate; as well as initiating important projects in order to influence and contribute to the development of the Palestinian people.

2011 has been a busy and successful year for ATF. A total of **303** participants attended meetings conducted for community leaders. This total represents most of the tribal leaders in the West Bank and Gaza and also includes women's groups, youth groups, human rights organizations, religious figures and representatives of CBOs. This consultative process forms part of ATF's 'Community Reconciliation' program. In cooperation with the Carter Center and steering committees of the political parties, the program continues to facilitate a process of community reconciliation, promote consensus-building between political factions and contribute to the nurturing of a more tolerant political environment and future PLC elections. The establishment of Youth Advocacy Networks in local councils by young civil society activists during 2011 is testament to the effectiveness of ATF's work.

Moreover, through research and reporting, ATF continued to contribute to the governance and human rights debate. The research paper 'Winds

of Change' analyzes the impact of democratic revolutions in the Arab world and investigates the ability of such movements to act as an inspiration for: a) a democratic Palestinian society, b) the end of internal division, and c) a popular tool with which to oppose the ongoing Israeli occupation. Whilst the program for human rights and good governance responds to immediate necessities, ATF is acutely aware of the constant need to investigate progressive and innovative approaches to promoting and protecting human rights in Palestine. This philosophy underpins ATF's research activities.

In line with NDC's dedication to serving the most vulnerable Palestinians, ATF has specifically targeted the marginalized during 2011. Young civil society activists have been trained in citizenship, community work, and advocacy skills. Strategic research is being conducted into the role of social movements in legal and social reform – with specific reference to the disenfranchisement of women – in cooperation with the Palestinian Women's Research and Documentation Center. During 2011 ATF also introduced a range of activities targeting the 'drop-out' phenomenon amongst young Jerusalemite Palestinians in the education sector – a crucial intervention for this marginalized population.

NDC's support continues to contribute to ATF's institutional capacity and staff efficiency. The implementation of a dedicated staff training plan and increase in financial sustainability in 2011 ensures that ATF will continue to support human rights and challenge the crimes of occupation in 2012.

West Bank – Jordan Valley



Union of Agricultural Work Committees

Project Title: Poverty Alleviation in the Jordan Valley

Duration: 18 months

Start Date: 24/03/2011

Locations: Upper Dyouk, Lower Dyouk, Al Nowe'meh, Al Oja, Al Jeflek, Marj Na'Ja, Al Zbeidat



Palestinian geographical zones in the Jordan Valley are particularly vulnerable and marginalized. Out of the reach of the Palestinian Authority, basic social services and land rights are benefits of citizenship not enjoyed by the inhabitants of much of the Jordan Valley. The Union of Agriculture Work Committees (UAWC) was established in 1986 in direct response to the socio-political isolation of many rural Palestinian communities.

Central to UAWC's philosophy is a commitment to an inclusive, participatory and locally-driven processes of development. As UAWC express, ***“people at all levels of Palestinian society must be involved in transformative action at the micro-level in order to affect beneficial change at the macro-level”***. In the seven locations mentioned above, this inclusive intervention is helping farmers in poverty stricken areas install **10** greenhouses and providing material needed for their maintenance. Furthermore, a training program is increasing agricultural skills amongst the farming community so as to ensure this initiative continues to serve the various communities after the duration of the current project.

In this part of the Jordan Valley, poverty and a lack of material resources combines with strict Israeli limits on production and development to produce a humanitarian crisis. The 'Poverty Alleviation' project will impact **75** families – males, females, those affected by settlement construction, the unemployed and female-headed households. Ahmad Taysir Mohammed Zbeidat, a single farmer from Al Zbeidat village supporting his mother and two sisters, is benefitting from UAWC's intervention: ***“We are a family of farmers. We can ex-***

cel in that. The project has therefore addressed our needs and we believe that we will succeed”. Ahmad's lack of educational qualifications means that agricultural production is an essential lifeline for the family.

Following the planting of a cucumber crop in one of the newly built greenhouses, the family has had the chance to utilize its agricultural skills and learn from the training workshops. The project invests in the latent knowledge and experience of families like Ahmad's; thus recognizing the ability of the local community to transform their economic environment. Ahmad's family now has a chance to achieve a degree of economic independence.

Such an empowerment process has wider positive implications for society – dependence on external assistance that placed social, economic and psychological burdens on household members, has been replaced by a sense of confidence. Ahmad's family are now in a position to become self-reliant and economically independent: ***“The cucumber produce is now ready and we are awaiting harvest. We hope it will be a good season and we have a good chance to make gains that will help us cover our daily expenses We now think we can take care of ourselves without relying on other people's help”***! The 'Poverty Alleviation in the Jordan Valley' project is assisting some of the most vulnerable Palestinian communities in the process of community empowerment. NDC is proud to be associated with an initiative targeting those without access to social services or economic opportunities.



أبو نورا

تجاوز بحذر



طلاب

النتبه

6-0217-40



3 NDC Administration

Signed Grant Agreements 2011

Beneficiary NGOs

GAZA

EMPOWERMENT

1	Agricultural Guiding and Awareness Society	Rafah	\$100,000
2	Al Asdiqaa Association for People with Special Needs	Rafah	\$92,400
3	Arab Center for Agricultural Development	Mid Gaza	\$125,000
4	El Wedad Society for Community Rehabilitation	Mid Gaza	\$86,700
5	Fekra Art Institute	Gaza Strip	\$136,700
6	Gaza Culture & Development Group Association GCDGA	Gaza Strip	\$187,700
7	Khuza'a Permaculture Center Association	Khan Younis and Rafah	\$125,000
8	Olive Tree Protection National Association	Al Zaitoun, Shijaia, Johar Al Deek	\$125,000
9	Palestinian Al Nakheel Association for Progress and Development	Khan Younis	\$125,000
10	Palestinian Center for Organic Agriculture Association	Khan Younis	\$198,000
11	Palestinian Environment Supporters Association	Khan Younis and Gaza City	\$61,200
12	Society for the Care of the Handicapped in the Gaza Strip	Gaza City	\$140,800
13	University College of Applied Sciences – UCAS	Gaza City	\$147,900
	TOTAL		\$1,651,400

HR/GG SMALL GRANT FACILITY

1	Community Media Center	Gaza	\$46,700
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WEST BANK (incl. Jerusalem)

EMPOWERMENT

1	Bet Ula Cultural Center	Hebron (Beit Ula)	\$154,000
2	Edward Said National Conservatory of Music	Jerusalem, Tubas, Salfit	\$116,500
3	Elderly Home Charitable Society	Jenin (and 11 villages adjacent to separation wall)	\$143,000
4	Hebron Blind Charitable Society	Hebron	\$125,000
5	<i>Martin Luther Elderly Care Center</i>	<i>Jerusalem (Old City)</i>	<i>\$76,000</i>
6	Mothers' School Society	Nablus (City, Balata, Askar, Hawara, Yetma, Beit Imreen)	\$152,000
7	Patients' Friends Society Al Amal Hospital	Jenin	\$190,000
8	<i>Project Loving Care Society The Mother Establishment of the Saraya Center for Community Services</i>	<i>Jerusalem (Old City)</i>	<i>\$92,000</i>
9	Psycho Social Counseling Center for Women	Bethlehem	\$114,000
10	Sharek Youth Forum	West Bank and Jerusalem	\$142,800
11	Union of Agricultural Work Committees	Upper Dyouk, Lower Dyouk, Al Nowe'meh, Al Oja, Al Jeftlek, Marj Na'Ja, Al Zbeidat	\$130,500
TOTAL			\$1,435,800

MENTORING

1	Agricultural Development Association PARC	Hebron	\$386,000
2	MA'AN Development Center	Jericho, Nablus, Tubas	\$500,000
3	Palestinian Hydrology Group	Nablus	\$449,000
4	<i>Youth Development Department Arab Studies Society</i>	<i>Jerusalem</i>	<i>\$422,000</i>
TOTAL			\$1,757,000

HR/GG CORE FUNDING

1	Addameer	West Bank	\$296,000
2	Al Haq	West Bank	\$650,000
3	<i>Arab Thought Forum</i>	<i>Jerusalem</i>	<i>\$241,000</i>
4	Association for Civil Rights in Israel – ACRI	Tel Aviv	\$200,000
5	<i>Israeli Committee Against House Demolition – ICAHD</i>	<i>Jerusalem</i>	<i>\$236,000</i>
6	<i>Public Committee Against Torture in Israel – PCATI</i>	<i>Jerusalem</i>	<i>\$396,000</i>
7	Ramallah Center for Human Rights Studies	Ramallah	\$271,000
TOTAL			\$2,290,000

HR/GG SMALL GRANT FACILITY

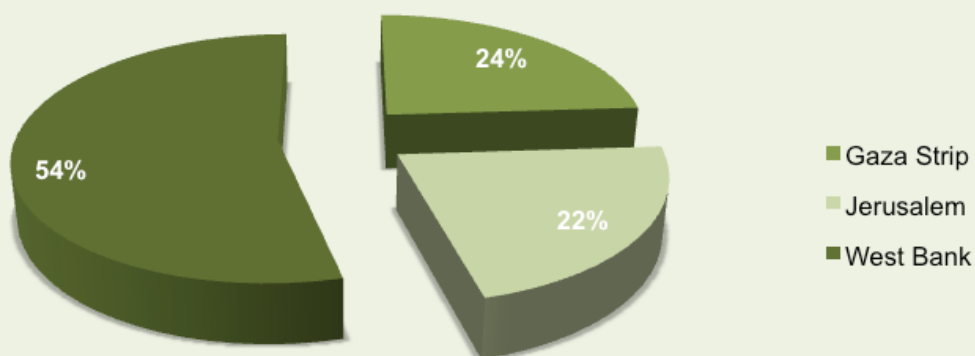
1	AFKAR for Educational and Cultural Development	Ramallah	\$55,291
2	<i>Jerusalem Community Advocacy Network – JCAN</i>	<i>Jerusalem</i>	<i>\$59,000</i>
3	Palestinian Youth Association for Leadership and Rights Activation – PYALARA	Ramallah	\$45,538
4	<i>Women’s Center of Shu’fat Refugee Camp</i>	<i>Jerusalem</i>	<i>\$47,600</i>
5	<i>Young Women’s Christian Association – YWCA</i>	<i>Jerusalem</i>	<i>\$72,872</i>
TOTAL			\$280,301

SECTOR DEVELOPMENT PROGRAM THEMATIC NETWORKS

1	Palestinian Environmental NGOs Network – PENGON	Ramallah	\$32,508
2	Palestinian Network for Small and Micro Finance – Sharakeh	Al Bireh	\$29,370
TOTAL			\$61,878

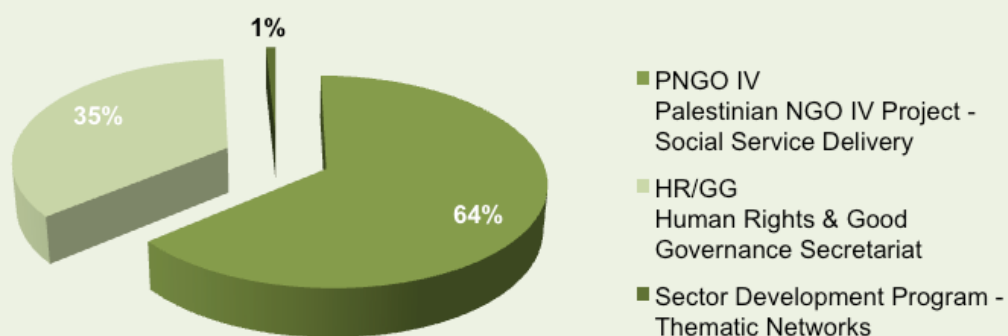
Geographical Split

2011 Grant Commitments



Program Split

2011 Grant Commitments



NDC DONORS

2011



AGENCE FRANÇAISE
DE DÉVELOPPEMENT



Danish Representative Office to the
Palestinian Authority – DRO



Islamic Development Bank – IDB



Kingdom of the Netherlands

Netherlands Representative Office to the
Palestinian Authority – NRO



Swedish International Development
Cooperation Agency



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**



WELFARE ASSOCIATION



THE WORLD BANK

Finance

GRANT AGREEMENTS FOR THE YEAR ENDED 31/12/2011 IN U.S. DOLLARS

<u>DONOR</u>	<u>Amount</u>	<u>Start Date</u>	<u>End Date</u>
* HR/GG Program - 4 Donors	16,200,000	May 1 st 2010	June 30 th 2013
World Bank	2,000,000	August 2 nd 2010	June 30 th 2013
French Agency for Development - 5 Million Euros	6,500,000	July 7 th 2010	June 30 th 2013
Total Revenues	24,700,000		

ACTUAL DISBURSEMENTS FOR THE YEAR ENDED 31/12/2011 IN U.S DOLLARS

<u>DONOR</u>	<u>Disbursements</u>	<u>Percentage</u>
* HR/GG Program - 4 Donors	4,515,441	48.37%
World Bank	3,165,369	33.91%
Welfare Association - Islamic Development Bank	148,690	1.59%
French Agency for Development	1,412,135	15.13%
Others	93,693	1.00%
Total Revenues	9,335,328	100.00%

* List of the 4 Donors

Swiss Agency for Development and Cooperation - SDC
 Swedish International Development Cooperation Agency - SIDA
 Netherlands Representative Office to the Palestinian Authority - NRO
 Danish Representative Office to the Palestinian Authority - DRO

Independent Auditor's Report



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 the NGO Development Center ("NDC") which comprise the statement of financial position as of December 31, 2011, the statement of activities, and cash flow statement for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's responsibility for the financial statements

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

Auditors' responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion on the financial statements

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of NDC as of December 31, 2011 and the results of its activities and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

PRICEWATERHOUSECOOPERS & Co

Ramallah
April 18, 2012

Financial Statements

NGO Development Center (NDC)

Financial statements for the year ended December 31, 2011

STATEMENT OF FINANCIAL POSITION

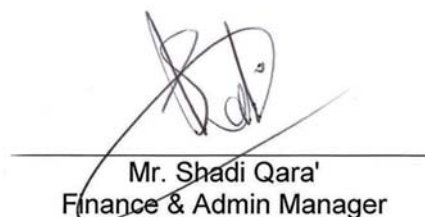
(All amounts in U.S Dollars)

	Note	2011	2010
ASSETS			
Non-current assets			
Property plant and equipment	(3)	91,783	89,744
Current assets			
Pledges receivable	(4)	11,436,164	21,692,174
Other current assets	(5)	67,717	28,934
Cash and cash equivalents	(6)	5,222,969	4,447,855
Total current assets		16,726,850	26,168,963
Total assets		16,818,633	26,258,707
NET ASSETS AND LIABILITIES			
Net assets			
Unrestricted net assets		1,179,273	1,217,584
Temporarily restricted net assets	(7)	15,278,706	24,702,103
Total net assets		16,457,979	25,919,687
Non-current liabilities			
Provision for end-of-service indemnity	(8)	208,825	181,395
Provident fund liability	(9)	55,059	31,147
Total non-current liabilities		263,884	212,542
Current liabilities			
Current liabilities	(10)	96,770	126,478
Total net assets and liabilities		16,818,633	26,258,707

- The notes on pages 6 to 29 are an integral part of these financial statements.
- The financial statements on page 3 to 29 were authorized for issue by the Board of directors on April 9, 2012 and were signed on its behalf.



Mr. Ghassan Kasabreh
Director



Mr. Shadi Qara'
Finance & Admin Manager

NGO Development Center (NDC)

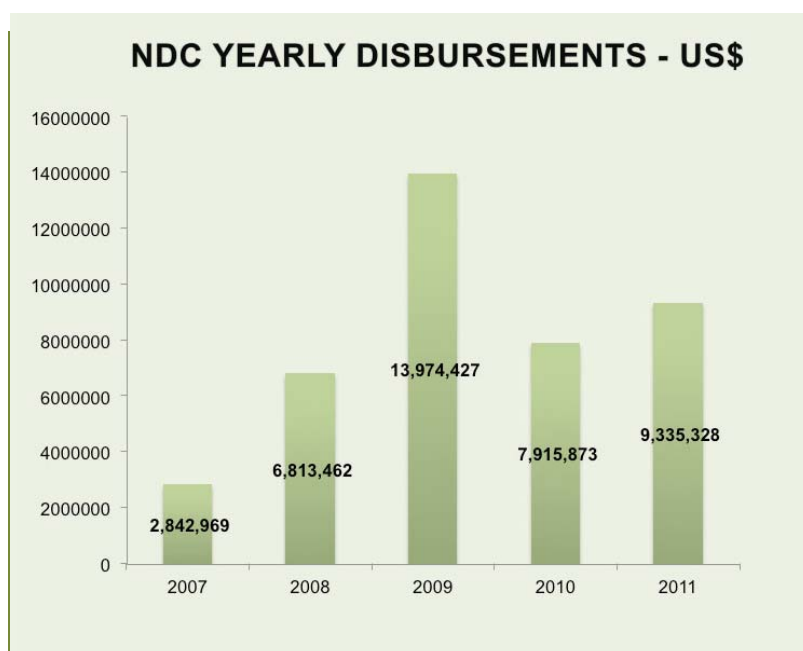
Financial statements for the year ended December 31, 2011

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

(All amounts in U.S Dollars)

	Note	2011	2010
Changes in unrestricted net assets			
Interest income		12,961	9,925
Other revenues		107,585	68,674
Total unrestricted revenues		120,546	78,599
Released from temporarily restricted net assets	(7)	9,236,503	8,133,652
Total unrestricted revenues		9,357,049	8,212,251
Expenses and losses			
Projects' expenses	(11)	9,172,924	7,915,873
Depreciation		63,295	54,599
Currency variances		60,309	93,280
Other expenses		98,832	12,228
Total expenses		9,395,360	8,075,980
Net change in unrestricted net assets		(38,311)	136,271
Changes in temporarily restricted net assets			
Grants and donations	(7,4)	-	24,700,000
Net assets released from restriction	(7)	(9,236,503)	(8,133,652)
Written off during the year	(7)	(100,031)	(437,430)
Currency variances	(7)	(86,863)	142,855
Net changes in temporarily restricted net assets		(9,423,397)	16,271,773
Changes in net assets for the year		(9,461,708)	16,408,044
Net assets, beginning of the year		25,919,687	9,511,643
Net assets, end of the year		16,457,979	25,919,687

- The notes on pages 6 to 29 are an integral part of these financial statements.





مركز تطوير المؤسسات الأهلية الفلسطينية
NGO Development Center

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