



مركز تطوير المؤسسات الأهلية الفلسطينية  
NGO Development Center

# NGO Sector Development

Narrative Documentation  
of the Technical Assistance Process

Palestinian NGO Code of Conduct  
West Bank & Gaza



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## Acronyms

CBC	Capacity Building Coordinator
CTA	Coaching Technical Assistance
GA	General Assembly
M&E	Monitoring and Evaluation
NDC	NGO Development Center
NGO	Non Governmental Organization
OCAT	Organization Capacity Assessment Tool
PLC	Palestinian Legislative Council
PNA	Palestinian National Authority
PNGO	Palestinian NGOs Network
SC	Screening Committee
SMART	Specific, Measurable, Achievable, Realistic, and Time-bound
TA	Technical Assistance

## Foreword

This report highlights the seventeen major steps that were conducted during the implementation of the Technical Assistance Interventions in the West Bank and Gaza. The documentation of these steps focuses on the main input and output of each sub-process together with the associated forms used. The procedures that were followed are briefly described. It should be noted that NDC is always open to suggestions for improvements bearing in mind, however, the limitations in terms of resources but more importantly the need to abide by the principles that are prescribed within the Code of Conduct. A separate section that summarizes weaknesses and lessons learned was also prepared and included in this document. This documentation was prepared after the implementation of the complete cycle of the Technical Assistance interventions. In the future, procedure modification can be easily done to reflect on the lessons learned and the feedback from NGOs and consultants. The modified procedures can then be applied if a decision is made to replicate the capacity building interventions with other NGOs.

It is worth mentioning here that, the implemented capacity building exercises reveal common crosscutting issues, which need to be addressed regardless of the NGO size, target group or the geographical area where it is operating. Consequently, the documentation of the whole procedures is of great value

Despite the fact that the documentation of the process is in English, yet all the associated forms used were in Arabic.

## Background

This is a narrative publication that documents the “Code of Conduct Technical Assistance” process, which aims at providing and creating guidelines that include some of the best NGO capacity building practices towards good governance. The documentation looked in a systematic manner at the overall context in addition to the traditional practices within organizations and in relation to the values prescribed in the Code of Conduct. It highlights the process of translating the needs assessments into development plans that should be implemented in order to improve the level of compliance with the core principles of the Code of Conduct. The document also covers the process of actual delivery of Technical Assistance and implementing the development plans for all the selected NGOs including the mid- and post- assessment. It also sheds light on the common trends, values, approaches, and lessons learned. Recommendations for future interventions are also included.

This document is divided into three sections. The first section briefly describes the mechanisms used during the Technical Assistance process, and is presented as a set of seven different procedures. The second section organizes and analyzes the findings along with the pre-, mid-, and post- assessments. The third session includes key lessons learnt , observation and recommendations. And Finally the Annexes include all the related forms that were used during the entire process.



## **SECTION ONE**

## 1.Documentation of the Technical Assistance Interventions

The Technical Assistance process was divided into four major activities; each of these four activities was then divided into sub-activities, where inputs and outputs can be easily identified. (A detailed description is presented in the following sections.)

The Technical Assistance process can be summarized as follows:

1. Selecting 50 NGOs from the West Bank & Gaza to receive the Coaching Technical Assistance (CTA): NDC advertised the CTA opportunity to NGOs and informed them about the selection of 50 NGOs from those that signed the Code and applied for CTA.
2. Complying with the Code of Conduct Principles: NDC designed an Organizational Capacity Assessment Tool (Code OCAT) to be used in determining the NGO's level of compliance with the principles of the Code and its practices. This tool was used to draw a base line for each organization. The analysis of Code OCAT's results revealed the gaps in the organizational capacities for each NGO, which was then used to design the intervention development plan (coaching mainly) to bridge the gaps and enhance the NGOs compliance with the Code principles. In addition and as a part of the monitoring and evaluation process, the selected service providers (that conducted the baseline assessment of the beneficiary NGO's and co-designed the development plans) were responsible for comparing the results with the base-line data after conducting the mid-term and post assessments. This was a fundamental part of the monitoring and evaluation plan.
3. Delivering CTA and Implementing Development Plan Interventions: The objective of this activity is to enable the selected NGOs from the West Bank and Gaza to meet the standards of good NGO governance (prescribed by the Code of Conduct) through providing TA for the implementation of the development plans that focus on organizational development issues. This TA was



mainly in the form of coaching NGOs, building their capacities, and focusing on bridging the gaps in the identified areas of intervention according to each NGO's specific development plan, where each of these development plans included:

- A clear outlining of the organizational capacity gaps, the recommended areas of intervention, and the specific objectives of the intervention.
- The desired outputs with SMART indicators and achievable milestones.
- Realistic and results-based detailed activities for all the required interventions that serve to enhance the NGOs compliance with the Code and its principles.
- Identified level of the required efforts (articulated in number of days) and the required expertise in each of the proposed areas of intervention.

Using the same tool (Code OCAT) but in a comparative manner, mid-term assessment was carried out during the implementation of the development plans. A post implementation assessment was also conducted for each NGO at the end of the process. On one hand this enabled NDC to identify NGOs whose performance had improved as a result of the TA that they received. On the other hand, it helped with collecting the necessary feedback and the lessons learned.

4. Finally, this narrative publication that documents the Technical Assistance process was prepared throughout the process to organize and analyze the findings.

## **2.Documentation Methodology**

The documentation methodology that was followed can be summarized as follows:

## Phase One

- Individual meetings, interviews over the phone with key NDC staff and consultancy firms implementing the needs assessment and coaching TA assignments.
- Review of the Code of Conduct and all available related Project documents including the Resource Kit, baseline assessment, development plans, coaching progress reports for each of the selected organizations, and M & E reports.
- Orientation session with NDC staff to discuss the documentation process and approach.

## Phase Two

- Defining the major processes that were approved in the inception report, and were then carried out including inputs and outputs of each process.
- Describing the processes using the flowcharting technique and the documentation procedure.

## Phase Three

- Analyzing the context under which the selected NGOs are operating
- Analyzing the information on common trends, values and approaches. The findings of the analysis were placed within

the context of the Technical Assistance program being a program of change.

- Drawing lessons learned from the process and providing recommendations for future interventions.

It was decided that the flowcharting technique would be applied. This should help the reader understand the scope of the processes, and the interaction and relationship among the various activities within the process.

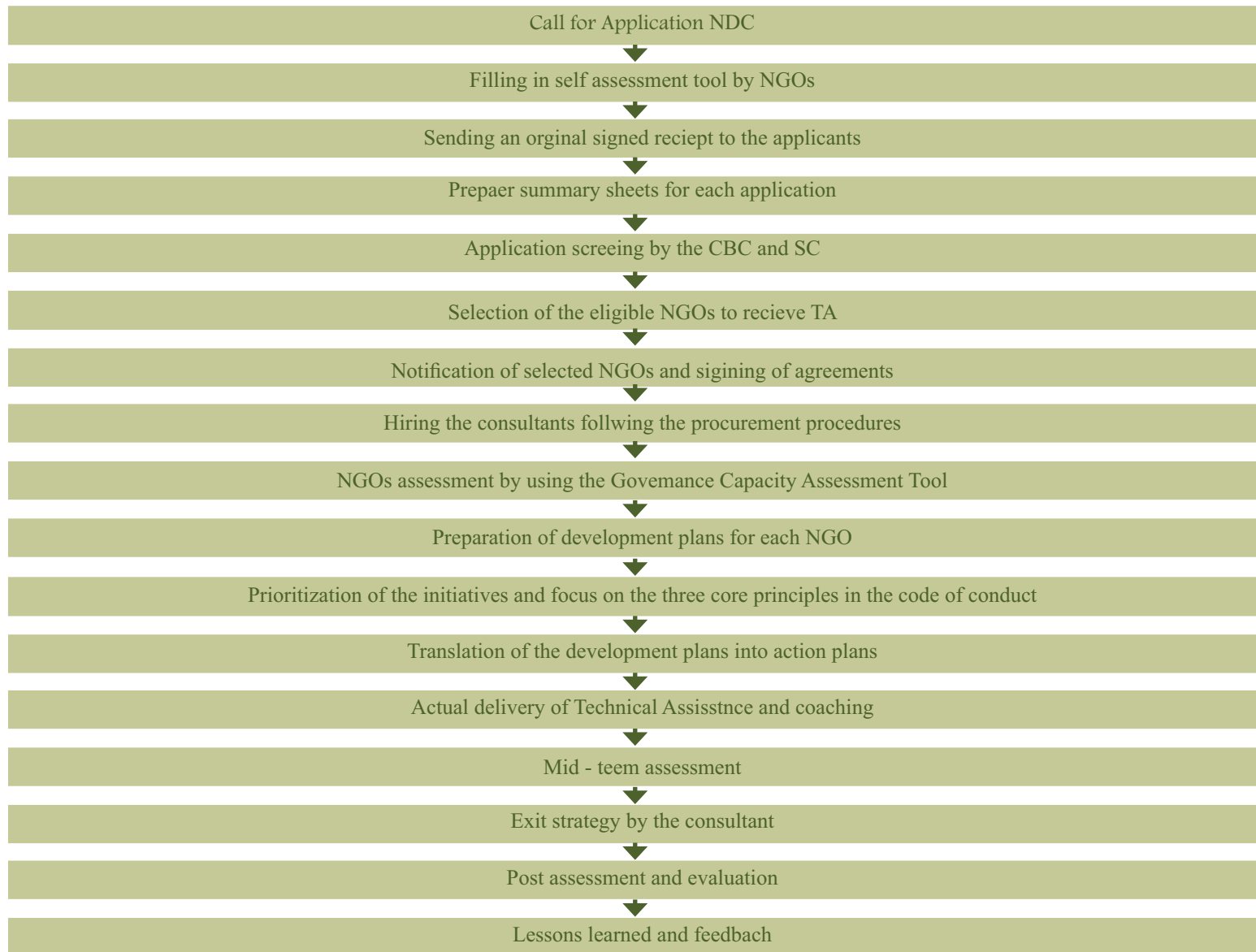
**Process Flowchart:** a flowchart of each process is broken down into activities and every activity includes a number of tasks.

**Benefits:**

- Enables a visual representation of the activities
- Enables a clear understanding of the relationship between the beneficiary (NGO) and the service provider (NDC and the consultant)
- Provides a map that easily allows the identification of any activity overlap or unnecessary loops.
- Enables a clear illustration of the proposed changes to a specific process.

Below is the Technical Assistance sub-processes clustered into twelve procedures. These sub-processes are presented in the following flow chart.

**Documentation of the Capacity Building interventions in the West Bank and Gaza**



**Procedure Number I**

NDC	
Procedure Name: Call for Application	Procedure No.: CFA-1
Number of Pages: (3)	
Reviewed and Audited by:	
Position: Capacity Building Coordinator	
Approved by: Sector Development Manager	Signature:

**1 PURPOSE**

Every NGO will have a fair chance to apply for technical assistance.

**2 SCOPE**

The procedure applies to all NGOs that have signed the Code of Conduct or intend to do so. It is also a requirement that the NGO has been operating for at least one year before applying.

### 3 RESPONSIBILITIES

- 3.1 The Capacity Building Coordinator (CBC) at NDC is responsible for ensuring that this procedure is carried out properly. She/he is also responsible for the implementation of this procedure.
- 3.2 The Program Assistant is responsible for sending an original signed receipt to the applicants (NGOs), maintaining all applications, contacts of the applicants, and all related correspondences.
- 3.3 The CBC is responsible for all follow up actions.

### 4 PROCEDURE

#### 4.1 Call for Application

The CBC and after coordinating with the NDC director announces the opportunity **for NGOs who have signed the Code of Conduct or have the intention to do so**, to receive Technical Assistance in meeting the good governance practices as prescribed by the Code of Conduct. Public announcement in two local newspapers, through NDC's website and the Palestinian NGOs portal (Masader), is posted to give equal opportunity to all NGOs. Form (CFA/01) is used for advertisement, which runs for one week in newspapers and is on NDC's website and Masader until the deadline for applications. The soft copy, in Arabic, of the application form (CFA/02) is made available to NGOs at NDC's website. The call provides a description of the program and its objectives as well as the specific requirements and eligibility criteria. NGOs have two weeks to submit the application, self-assessment tool (CFA/02), by hand to the NDC offices in Al

Ram or Gaza. The application form, that represents a self assessment form using the indicators per principle for scoring, is made available to NGOs at NDC's website. No other supporting documents are requested.

## **4.2 Receiving Applications**

Upon receiving the application form, the applicant receives an original signed receipt (CFA/03) and a copy of the receipt is kept with the application. After including a copy of the signed receipt to the applicant's file, where each application is kept in a separate file, it is checked for completeness, and no further contact is made with the applicants. All files are maintained at the CBC's office.

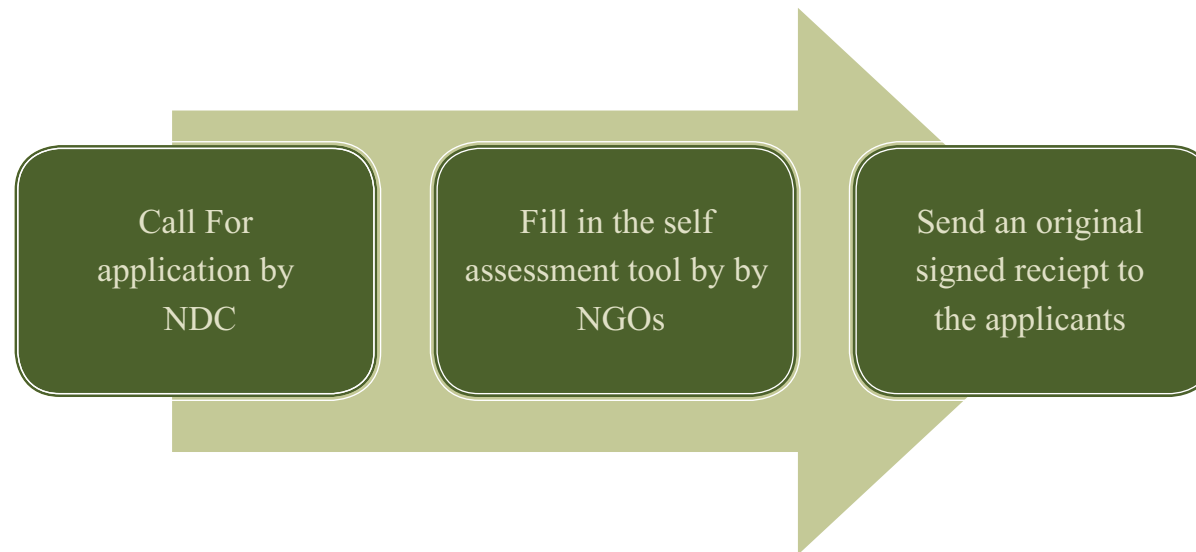
## **5 RELATED DOCUMENTS**

- 1.1 Call for Application form (CFA/01)
- 1.2 Self- assessment tool (CFA/02)
- 1.3 Application Receipt form (CFA/03)

## **6 RECORDS**

All records mentioned in section 5 are filed with the CBC and are kept for use on as needed bases.

## 7 PROCESS FLOW CHART





**Procedure Number II**

NDC		
Procedure Name: Preliminary Assessment and Screening of Applications		Procedure No.: ASA-2
Number of Pages: (4)		
Reviewed and Audited by:		
Position: Capacity Building Coordinator	Approved by the screening committee	Signature:

**1 PURPOSE**

To select the NGOs that will receive TA.

**2 SCOPE**

Applies to all received applications from both the West Bank and Gaza.

### 3 RESPONSIBILITIES

- 3.1 The Sector Development Manager at NDC is responsible for ensuring that this procedure is carried out properly, and The CBC is responsible for the implementation of this procedure.
- 3.2 The screening committee that consists of the NDC Director, the Sector Development Manager and the Financial Manager are responsible for the endorsement of the CBC's recommendations regarding the eligibility of the applicants as to whether or not they receive TA.
- 3.3 The CBC is responsible for the preliminary assessment of the applications that are received from NGOs, preparing a summary sheet for each application, and following up with all applicants.
- 3.4 The Program Assistant is responsible for maintaining all applications, contacts of the applicants and all related correspondence.

### 4 PROCEDURE

#### 4.1 Preparing the summary sheets

Each received application is checked and the CBC conducts a preliminary assessment. A summary sheet (ASA/01) is then filled out and stamped with the date and signature of the CBC to be filed. The summary sheet (ASA/01) contains the level of compliance with code principles, which is reflected by score, evaluation, and recommendations.

Each principle is given a score with a maximum of 8 except the good governance principle, which is given a maximum score of 12. The total score that can be accumulated is 100. Compliance scores are given by the CBC based on the qualitative data that is presented in the self-assessment tool (CFA/02).

NGOs that score above 80 are not recommended to receive TA since they are relatively complying with the code's principles and interventions with weaker organizations are given priority. NGOs that score between 50 and 80 are considered priority I as they would have the minimum capacities and knowledge required to achieve some improvements. NGOs that score below 50 are considered as priority II in case other opportunities for TA become available. Those NGOs usually have the motivation yet they lack the minimal information and capacity needed to build upon.

When the number of organizations in PI (priority I) is higher than the opportunities available, the selection among them is based on various criteria; such as prior partnership with NDC in previous programs and projects, operating sector, geographic location and size of the NGO. NDC also considers diversity in the above criteria.

All summary sheets are prepared by the CBC, filed by the Program Assistant and maintained at the CBC's office with a copy for the Program Assistant if needed.

## **4.2 Screening and final recommendations**

After the deadline for application and once all the summary sheets are ready, the CBC carries out a preliminary assessment and a meeting is organized afterwards for the screening committee (SC) and the CBC. The objective of the meeting is to finalize the evaluation, modify the recommendations when needed, and to approve the NGOs that would receive the TA.

The CBC presents the summary sheets and the applications are made available for the SC members. The SC and the CBC are then responsible for the final review and verification, after which they select beneficiary NGOs based on the information provided to them.

In selecting these beneficiary NGOs, a balance is ensured considering the NGO's size, geographic location, and sector. The list of selected NGOs is then finalized and shared with the Code of Conduct Coalition including the four umbrella networks (which is made up of the Palestinian NGO Network (PNGO), The Palestinian Union of Charitable Societies, the Palestinian National Institute for NGOs, and the Palestinian General Union of NGOs in Gaza).

#### **4.3 Endorsement and signing of the Agreements**

The list of selected NGOs is sent to the Code of Conduct Coalition for information.

A notification letter (ASA/02) is sent to all the NGOs that are selected. The notification also invites them to sign the Code of Conduct, in case they have not signed it

An invitation is then sent by the director of NDC to the selected NGOs to attend the signing ceremony. The invitation (ASA/03) requests NGOs to submit a copy of the approval of the Board of Directors on receiving TA. It also requests the nomination of a committee of minimum three members from amongst the NGO executive staff, Board and General Assembly members to serve as a coordination committee for the TA process.

The NGOs whose applications are rejected, are notified (ESA/04) accordingly. The notification explains the reason

behind the rejection. Those who are eligible for receiving the TA but are not selected are also notified. It is communicated to those NGOs that the available budget does not allow for including them in the TA process at that specific stage and will be given priority to benefit from future cycles.

Two signing ceremonies took place. One ceremony was held in the West Bank and the other was in Gaza. NDC's Director, Sector Development Manager, Gaza Program Manager, the Capacity Building Coordinator, attended the signing ceremonies as well as representatives and signatories from the selected NGOs.

During the ceremony, two original copies of the agreement, form (ESA/5), were signed by the director of NDC and each NGO. One copy is maintained in the NGO's file at NDC, the other is available at the NGO itself.

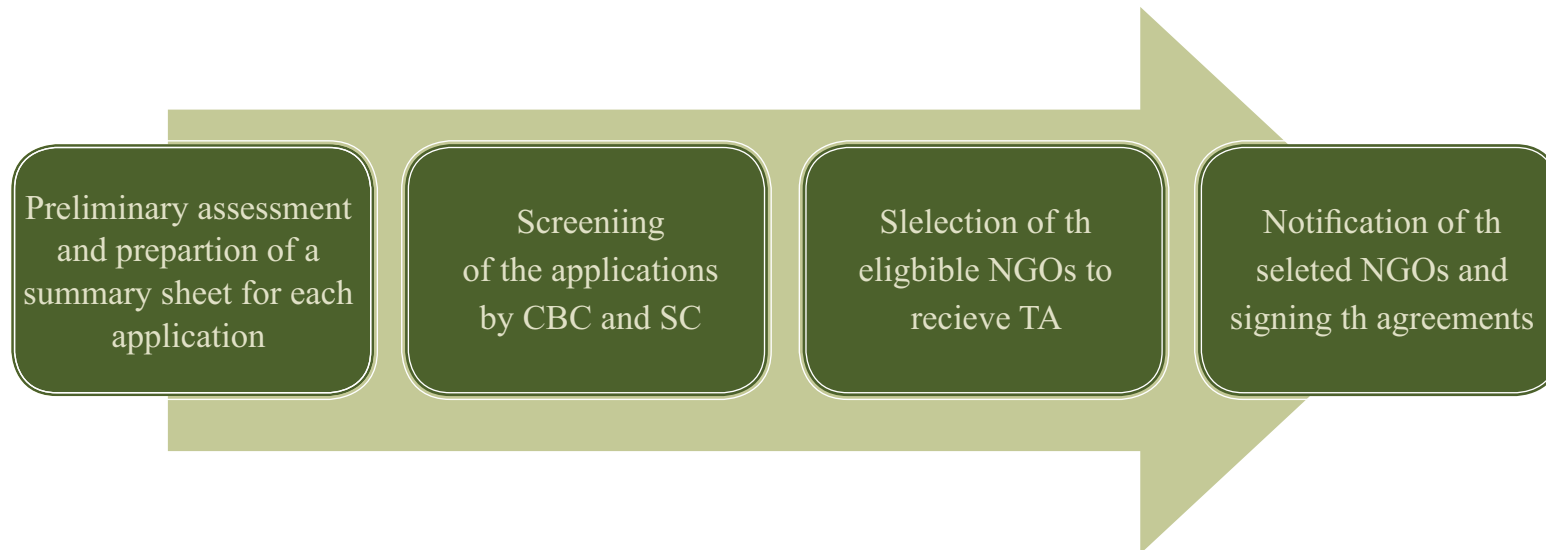
## **5 RELATED DOCUMENTS**

- 1.1 Summary Sheet Form (ASA/01)
- 1.2 Notification of Selection Form (ASA/02)
- 1.3 Invitation for Signature (ASA/03)
- 1.4 Notification for Rejection (ASA/04)
- 1.5 Agreement (ASA/5)

## 6 RECORDS

The Program Assistant maintains all records mentioned in section 5 above.

## 7 PROCESS FLOW CHART



**Procedure Number III**

NDC	
Procedure Name: Organizational Assessment and Preparation of Organizational Development Plans	Procedure No: ADP-3
Number of Pages: (4)	
Reviewed and Audited by:	
Position: Capacity Building Coordinator	Signature:

**1 PURPOSE**

To carry out organizational assessment, baseline data and prepare organizational development plans for the selected NGOs who will receive TA.

**2 SCOPE**

This procedure applies to the organizational assessment processes that are carried out by consultants for the benefit of the NGOs who are entitled to receiving TA and have signed the contract with NDC. It also applies to the preparation of the organizational development plans that are done by the consultants for the benefit of the aforementioned NGOs.

### 3 RESPONSIBILITIES

- 3.1 The Procurement Specialist at NDC and the Sector Development Manager are responsible for ensuring that the consultant selection procedure is carried out properly and in line with the NDC procurement procedures.
- 3.2 The CBC is responsible for coordinating with the Procurement Specialist regarding any technical input needed, timeframe of implementing this procedure, and the desired output.
- 3.3 The Procurement Specialist is responsible for maintaining all applications/proposals received by the consultants, evaluations and contacts of the applicants, and all related correspondences.
- 3.4 The CBC is responsible for keeping a copy of the proposal and the contract with the consultant for easy follow up.

### 4 PROCEDURE

#### 4.1 Contracting the Consultants

Along with the call for applicants to receive TA, and in line with the World Bank procurement procedures, NDC selects consultants (service providers) that are capable and willing to conduct the assessment of NGO beneficiaries using the *Code Organization Capacity Assessment Tool- code OCAT* (ADP/01), as well as conducting mid-term and final assessments to monitor and measure the impact of the Technical Assistance in terms of the organization's adherence to the Code of Conduct. NDC also selects the consultancy firms that deliver the Coaching Technical Assistance.



## 4.2 Organizational assessment and preparation of organizational development plans.

The selected service providers (the consultants) undertake the assessment of the NGO beneficiaries assigned to them using the Code *Organization Capacity Assessment Tool- code OCAT*. The process is carried out through intensive bilateral meetings between the consultant and the respective NGO as well as other verification means, such as documents reviews, including manuals, meeting minutes, contracts, etc.

The capacity assessment process results in:

- a) Validation of the condition of the beneficiary NGO.
- b) The baseline data of the current capacity of beneficiary NGOs that will serve as a monitoring tool in the course of delivering the TA.
- c) The development plan for each NGO. These will be translated into action plans to enhance the NGO's compliance with the values that are prescribed in the Code of Conduct.

The plan clearly states the needs of the NGO in meeting the provisions of the Code of Conduct as well as the specific outputs that need to be achieved through the Coaching Technical Assistance in a period that lasts for around twelve months. A separate development plan for each NGO is submitted to NDC with a clearly defined timetable of activities and schedule of measurable results.

The CBC and the consultant, review the development plan and agree on prioritization of the initiatives, and focus on the compliance with the three key principles of the Code of Conduct NDC could not directly intervene in all principles due to financial limitations.

The initiatives suggested in each development plan are prioritized to respond to the three core principles of the Code of Conduct, which are transparency, accountability, and good governance. where interventions in those effect the others as well.

The organizational assessment and development plan are then shared with each NGO for comments.

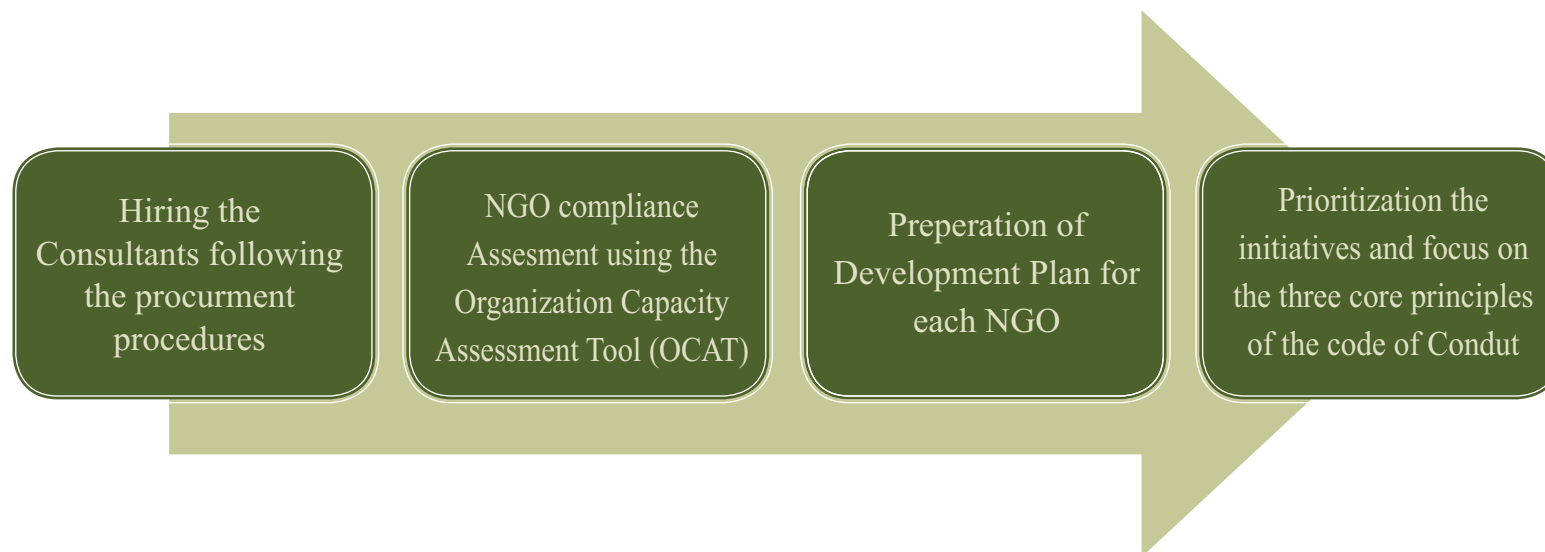
## **5 RELATED DOCUMENTS**

1.1 Organization Capacity Assessment Tool- code OCAT (ADP/01)

## **6 RECORDS**

All records mentioned in 5 are maintained by the CBC and are kept for use when needed.

## 7 PROCESS FLOW CHART



**Procedure Number IV**

NDC	
Procedure Name: Translation of Development Plans into Action plans	Procedure No: AP-4
Number of Pages: (3)	
Reviewed and Audited by:	
Position: Capacity Building Coordinator	Signature:.....
Approved by: Sector Development Manager.....	Signature:.....

**1 PURPOSE**

To prepare an action plan for each TA recipient NGO based on the development plan, in close coordination with the NGO itself along with the relevant NDC staff (Sector Development Manager and the Capacity Building Coordinator).

**2 SCOPE**

This procedure applies to the preparation of the action plan for each NGO that is entitled to receive TA and has signed the contract with the NDC. The selected consultants prepare the action plans for the benefit of the NGOs.

### **3 RESPONSIBILITIES**

- 3.1 The Sector Development Manager and the Capacity Building Coordinator at NDC are responsible for ensuring that this procedure is carried out properly.
- 3.2 The CBC is responsible for coordinating with the recipient NGO and the consultant regarding any technical input needed, timeframe of implementing this procedure and the desired output.
- 3.3 The CBC is responsible for maintaining all the development plans, action plans received/sent by the consultants, and all related correspondences.

### **4 PROCEDURE**

#### **1.1 Review of Development Plans and related Documents**

The consultant who prepares the action plans attends an orientation session with NDC staff. The consultant is responsible for the needs assessment, the preparation of comprehensive development plans to the relevant NGOs.

The consultant reviews and assesses the results of the needs assessment, baseline data and development plans with the consultant that conducted this assignment with each of the selected NGOs.

With close coordination with the NGOs and NDC staff, the consultant prepares an action plan for each NGO. The action

plan includes all interventions that will enhance the NGO's compliance with the Code of Conduct and concentrate on the main principles; transparency, good governance and accountability. The action plan specifies all deliverables, benchmarks and a clear timeframe. It also includes an exit strategy that is proposed by the consultant, to allow a smooth handover of deliverables and sustainable achievements that resulted from the capacity building and coaching process. The recipient NGO and the CBC, from the NDC, approve the action plan.

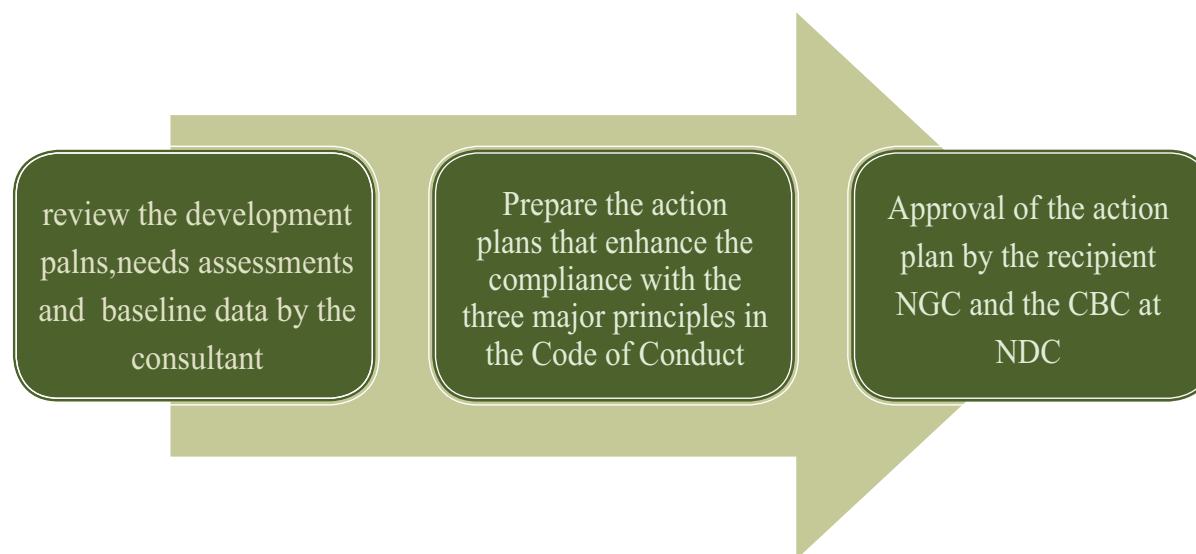
## **5 RELATED DOCUMENTS**

### **1.1 Template for the Action plan (AP/01)**

## **6 RECORDS**

All records mentioned in 5 are filed by the Program Assistant and maintained at the CBC's office for use when needed.

## 7 PROCESS FLOW CHART



**Procedure Number V**

NDC	
Procedure Name: Actual delivery of Coaching Technical Assistance	Procedure No: ADTC-5
Number of Pages: (3)	
Reviewed and Audited by:	
Position: Capacity Building Coordinator	Signature:.....
Approved by: Sector Development Manager. ....	Signature:.....

**1 PURPOSE**

To deliver Technical Assistance, through coaching and on-job training, by the consultant to each recipient NGO based on the approved action plan in order to enhance the compliance of each NGO with the principles of the Code of Conduct.

**2 SCOPE**

This procedure applies to the actual delivery of the Technical Assistance and coaching for each NGO that is entitled to receive such support, and signed the contract with NDC. Technical Assistance includes producing all necessary tailor-made manuals, structured training, on-job training and coaching for all staff at all levels, in accordance with the approved action plan that was prepared earlier.



### 3 RESPONSIBILITIES

- 3.1 . The Sector Development Manager and the Capacity Building Coordinator at NDC are responsible for ensuring that the procedure is carried out properly.
- 3.2 The CBC is responsible for keeping a copy of the proposal and the contract with the consultant that will deliver TA for easy follow up.
- 3.3 The CBC is responsible for coordinating with the recipient NGO and the consultant regarding any technical input needed, the timeframe of implementing this procedure, and the desired output.
- 3.4 The CBC is responsible for receiving feedback from the recipient NGO regarding the level of satisfaction concerning the efficient involvement of the consultant in the Technical Assistance process on the one hand, and the level of cooperation of the NGO with the consultant on the other.
- 3.5 The CBC is responsible for monitoring the delivery of Technical Assistance and receiving all the necessary reports that express the level of achievement and highlight all possible bottlenecks. The CBC is also responsible for backstopping the consultant when needed.
- 3.6 The CBC and the Monitoring & Evaluation Specialist from NDC are responsible for keeping a record of the progress made and all possible tangible benchmarks that are sent by the consultant/NGO for easy follow up.

## 4 PROCEDURE

### 4.1 Providing Technical Assistance

Once the action plans are approved, NDC contract The consultants (consultancy firms) to deliver Technical Assistance to NGOs in the West Bank and Gaza. The average duration of the consultant's involvement is twelve months.

The major themes that are tackled are defined with close coordination with the NGO and can include Administration and Financial Management, Human Resource Management, Strategic Planning, Monitoring and Evaluation, Media, and Communication. Generic Training courses are also identified and conducted for target groups from among the NGO staff. The consultant organizes small workshops and focus group meetings with the recipient NGOs to allow for common understanding and possible exchange of experience.

The consultant provides Technical Assistance that is in the form of manuals, workshops, and structured training that is needed to enhance the NGO's compliance with the three major principles of the Code of Conduct.

The consultant submits periodic progress reports that include all benchmarks and achievements to NDC. These reports serve as part of the monitoring tools that are used by NDC to measure progress in the capacity building process.

## **4.2 Coaching and on-job training**

The consultant involves himself/herself in the daily work of the recipient NGO and defines the best way to support the staff technically. Learning by doing is one of the major concepts that are followed during this process.

The consultant and the NGO together create templates that can be used by the NGO for reporting, budgeting, planning, etc. The consultant organizes demonstration sessions and makes sure that the templates are clear and can be used smoothly.

During the on-job training, the consultant focuses on the overall organizational performance and functioning capabilities, as well as the ability of an organization to adapt to change. While being coached by the consultant, each recipient NGO prepares tailor-made operational manuals.

During the coaching process, the consultant depends on the eighteen manuals that are included in the Resource Kit and were prepared by NDC at an earlier stage. The manuals cover procurement, human resources management, operations, financial management, strategic planning, board of directors, participatory monitoring and evaluation, socio-economic development, and participation. The Resource Kit also includes other guiding manuals on selected international conventions and laws.

The consultant provided coaching to develop the institution as a collective system, including individuals, groups and the organization itself.

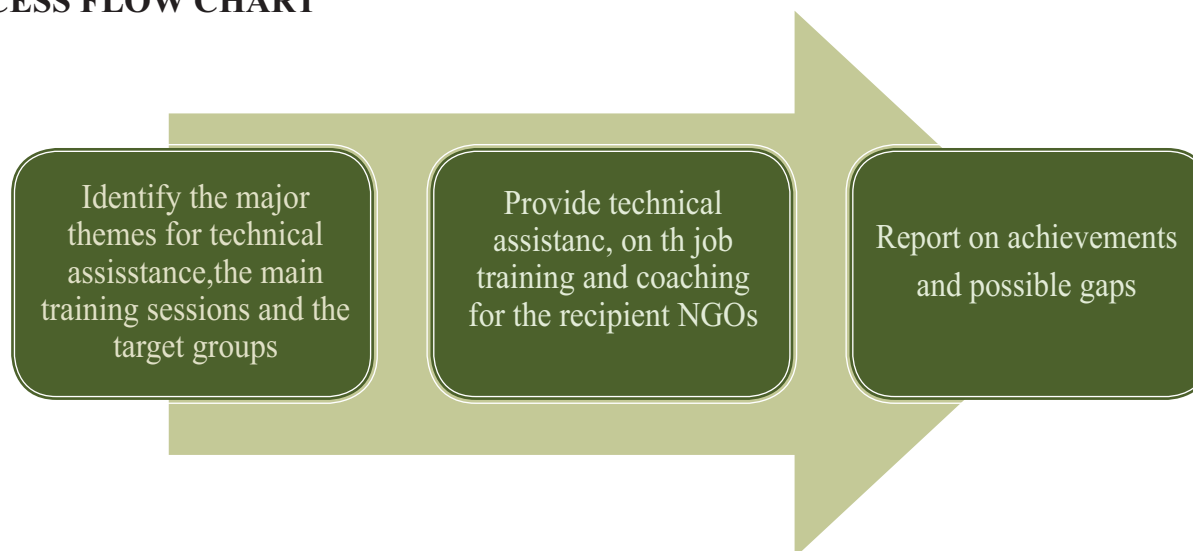
## 5 RELATED DOCUMENTS

### 5.1 Resource Kit provided by NDC

## 6 RECORDS

All records mentioned in 5 are filed by the CBC and are kept for use when needed.

## 7 PROCESS FLOW CHART



**Procedure Number VI**

NDC	
Procedure Name: Mid-Term assessment	Procedure No: MTA-6
Number of Pages: (3)	
Reviewed and Audited by:	
Position: Capacity Building Coordinator	Signature:.....
Approved by: Sector Development Manager.....	Signature:.....

**1 PURPOSE**

The purpose of this procedure is to monitor the results of implementation of the capacity building interventions, measure the improvement in complying with the principles of the Code of Conduct and propose modifications on the development plan if needed. The assessment is done using the OCAT tool, which was prepared at a previous stage and used in the baseline assessment phase. It will be a mid-term assessment that is carried out while the Coaching Technical Assistance process is still ongoing.

**2 SCOPE**

This procedure applies to the mid-term assessment that is carried out by the consultant who prepared the need assessment and the development plans at earlier stages. The mid-term review was carried out for the fifty NGOs who were receiving Technical Assistance.

### **3 RESPONSIBILITIES**

- 3.1 The Sector Development Manager and the Capacity Building Coordinator at NDC are responsible for ensuring that this procedure is carried out properly.
- 3.2 The CBC is responsible for coordinating with the recipient NGO and the consultant who is entitled to carry out the review.
- 3.3 The CBC is responsible for maintaining the review results for future follow up. She/he is also responsible for communicating the results to the recipient NGO and the consultant delivering the Technical Assistance exercise if needed.

### **4 PROCEDURE**

#### **4.1 Mid-Term Assessment**

The consultant who prepared the need assessment and development plans at earlier stages carries out the mid-term review.

The consultant uses the OCAT tool for the assessment.

The mid-term assessment is applied to the NGOs who are receiving Technical Assistance. The NGOs are clustered into groups according to geographical location.

The results of the assessment are presented to NDC. Consequently, the CBC at NDC shares the results with the recipient

NGO and the consultant delivering Technical Assistance when needed

Based on the results of the mid-term assessment, the Technical Assistance interventions were sometimes modified to eliminate weaknesses and enhance strengths in the TA process.

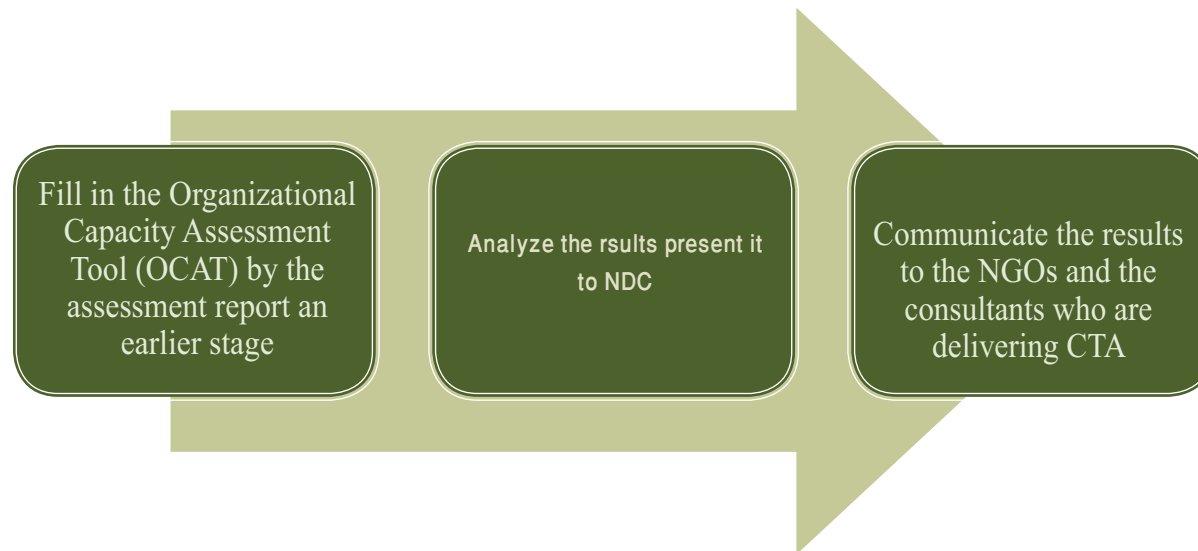
## **5 RELATED DOCUMENTS**

1.1 Capacity assessment tool OCAT (ADP/01)

## **6 RECORDS**

All records that summarize the results of the mid-term assessment are filed at the CBC's office and are kept for use whenever needed.

## 7 PROCESS FLOW CHART





**Procedure Number VII**

NDC	
Procedure Name: Post Assessment	Procedure No: PA-7
Number of Pages: (3)	
Reviewed and Audited by:	
Position: Capacity Building Coordinator	Signature:.....
Approved by: Sector Development Manager.....	Signature:.....

**1 PURPOSE**

The purpose of this procedure is to monitor the results of implementation of the capacity building interventions and measure the improvement in complying with the three major principles of the Code of Conduct . The assessment is done using the OCAT tool, which was prepared at a previous stage and used in the assessment phase. It is a post assessment that is carried out after the capacity building process is completed.

**2 SCOPE**

This procedure applies to the post assessment that is carried out by the consultant who prepared the need assessment and the development plans at earlier stages. The post assessment is carried out for all NGOs who received technical assistance.

### **3 RESPONSIBILITIES**

- 3.1 The Sector Development Manager and the Capacity Building Coordinator at NDC are responsible for ensuring that this procedure is carried out properly.
- 3.2 The CBC is responsible for coordinating with the recipient NGO and the consultant who is contracted to carry out the post assessment.
- 3.3 The CBC is responsible for maintaining the results of the post assessment for future follow up. She/he is also responsible for communicating the results to the recipient NGO and the monitoring and evaluation specialist at NDC

### **4 PROCEDURE**

#### **4.1 Post Assessment**

The consultant who prepares the need assessment and development plans at earlier stages carries out the post assessment.

The consultant uses the OCAT for the assessment.

The post assessment is applied to NGOs that receive technical assistance. The NGOs are previously clustered into groups according to geographical location

The results of the assessment are then presented to NDC. Consequently, the CBC at NDC communicate the results to the

recipient NGO, the consultant who provided the TA and the monitoring specialist at the NDC

The results of the post assessment are documented at NDC for further follow up.

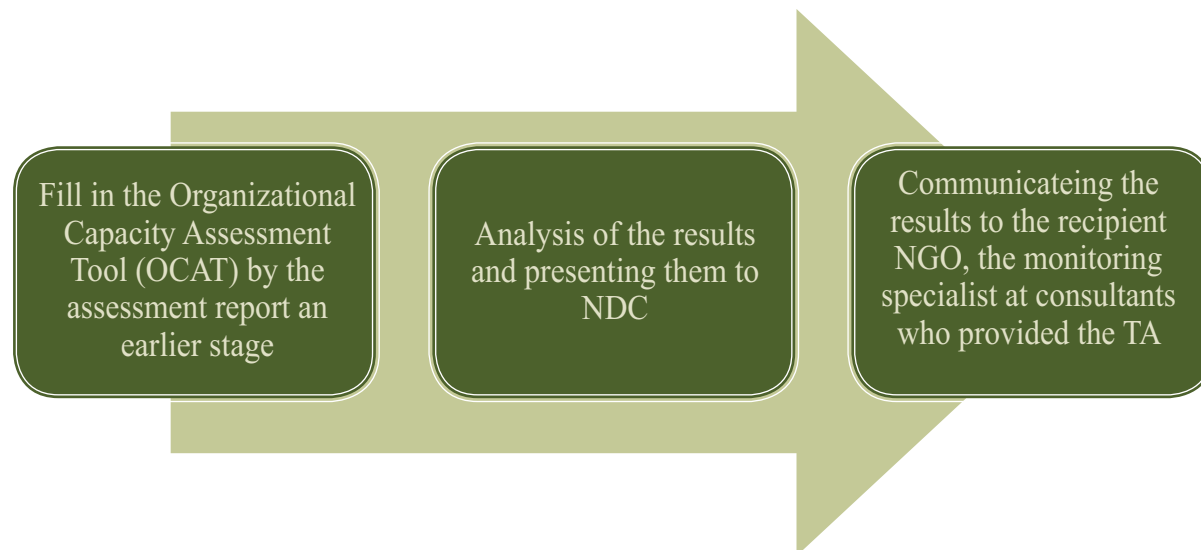
## **5 RELATED DOCUMENTS**

### **5.2 Capacity assessment tool OCAT (ADP/01)**

## **6 RECORDS**

All records that summarize the results of the post assessment are filed at the CBC's office and are kept for use whenever needed.

## 7 PROCESS FLOW CHART





## **SECTION TWO**

## 1 Scope

This section summarizes the main findings that have been identified during the Technical Assistance process. It presents the results of the baseline-assessment for the fifty NGOs in the West Bank and Gaza. During the baseline-assessment phase, the level of compliance with the twelve principles of the Code of Conduct was measured using the OCAT tool. Gaps were identified and decision was made by NDC to focus on the three main core principles, which are transparency, good governance and accountability. It also compares the results of the baseline-assessment with the mid-term and post assessment for the fifty NGOs. The last part in this section is the recommendations for possible follow up actions and lessons learned during the implementation of the capacity building interventions.

## 2 Analysis of the context under which the NGOs are working

The Palestinian NGO sector currently includes charitable societies, cooperatives, associations, development organizations and some other social interest groups, e.g., unions representing the disabled, women's organizations and youth movements. Religious associations and other related bodies are registered as NGOs although they differ from them insofar as their concern extends beyond the purely charitable or benevolent aspects.

The responsibility of the NGO sector in the provision of services as well as in the overall development process has been steadily growing since the onset of the first intifada in 1987. With the establishment of the Palestinian National Authority (PNA) in 1994, substantial changes occurred in the political and socioeconomic context in which the Palestinian NGOs had been operating, leading them to revise their strategies and redefine their role. Nevertheless, NGOs have been performing a much-needed job

filling the gaps left by the government's service delivery system. According to the available data, it is believed that the share of the NGO sector in service provision covers over 60 percent of all health-care services, 80 percent of all rehabilitation projects of other sectors, such as agriculture and water. It is worth noting that the NGO sector employs more than 20,000 people working in the different areas, whereas the government employs around 150,000 people. (Source: Palestine-Israel Journal, No. 58-023862-4)

The crucial role of the NGOs became particularly evident in recent times since the outbreak of the second Intifada in September of 2000 and lately, the war on Gaza especially with regard to the emergency and relief work they have been carrying out. NGOs have the ability to function in very difficult circumstances. NGOs have been invaluable in assuring the provision of essential services to the Palestinian population living under the strict siege, closures and curfews imposed by the Israeli occupation forces.

However, NGOs have been heavily dependent foreign financial support, both Arab and international sources, a fact that has influenced their development and evolution.

### **The Legal and Institutional Framework**

The Palestinian NGO law number 1 for the year 2000, which was adopted by the Palestinian Legislative Council (PLC), regulates the relationship between the Government and the NGOs Sector.

On the other hand, the relationship among individual NGOs has been undergoing an evolutionary process ever since the inception of the first NGOs in Palestine. The establishment of the Union of Charitable Societies in the West Bank and the Union

of Charities in Gaza represented a new development in the networking mechanisms. Political maturity, the realization of the sector's interest and the fact that the NGO movement as a whole was part of the larger framework of civil society encouraged some of the organizations to form other NGO networks in Palestine, for instance the Palestinian NGO Network (PNGO), which was an attempt to facilitate networking and coordination among the member NGOs

### **Development of the Code of Conduct**

The changing political and sociological circumstances in the Occupied Palestinian Territories have had their impact on the mandates of the Palestinian NGOs. They also affected their strategies and scope of work. NGOs are now more challenged and have to improve their performance in order to continue providing their services and to attract necessary funds.

The development of the Code of Conduct by NDC through a long process of deliberations was a very distinct self-regulation initiative towards responding to the challenges. The Code of Conduct includes twelve principles which are: Compliance with Covenants and laws, Priorities of Development, Participation, Networking and Coordination, Transparency, Accountability, Equity and Inclusiveness, Preventing Conflict of Interest, Influence and effectiveness, NGO's Integrity, and Dispute Resolution.

On 28 February 2008, NDC organized a signing ceremony where around 400 NGOs from the West Bank and Gaza voluntarily signed the Code of Conduct; however NDC is still targeting more NGOs through a promotion campaign where more NGOs are able to sign the code through the Umbrella Networks offices all over the West Bank & Gaza and at NDC's offices.

To promote the Code of Conduct, facilitate its implementation and put it into practice, a Resource Kit including manuals and



guidelines was prepared. The Resource Kit is a reference for NGOs to assist them in complying with the Code of Conduct principles and best practices. As a part of the Resource Kit, an Organizational Capacity Assessment Tool (OCAT) was also prepared and tested to determine the current level of adherence to organizational and governance practices within the selected NGOs and the interventions required to bring these NGOs to compliance with the Code. Two versions of the (OCAT) were developed: a simplified tool to be used by NGOs as a self assessment tool to help them identify Technical Assistance needs and apply for Technical Assistance at NDC. The second version is a comprehensive one to be used by NDC for two purposes: (a) to verify the information provided by NGOs in the self assessment stage and; (b) to collect detailed information on the selected NGOs, establish a baseline data, produce intervention development plans as well as a tool for monitoring the effectiveness of the intervention process.

### **Compliance with the Code of Conduct**

NDC started the Technical Assistance process by requesting applications from interested NGOs. In the first cycle, funded by the World Bank, the total applications that were received from NGOs in Gaza and the West Bank were 73 and 47 respectively. All those applicants have signed the Code of Conduct or have agreed to do so. The applicants covered all the geographical areas in the West Bank and Gaza. Those NGOs operate in many different sectors such as agriculture, environment, culture, gender, media and information, education, woman, children rights, handicaps, etc. From amongst the 73 NGOS who applied from Gaza, 63 were eligible to receive TA. However, 20 NGOs were selected. In the West Bank, 47 NGOs applied for the TA and 30 were selected to cover the Middle, Southern and Northern parts of the West Bank.

The compliance with the Code of Conduct varied amongst the applicants where According to the Self Assessment results, 60% of the applicant NGOs scored between 50 and 80, while the other 40% scored below 50.

It is worth mentioning here that the least level of compliance was with the principle of ‘Compliance with Covenants and laws’, while the highest level of compliance was with the principle of “Conflict Resolution” principle. The following tables summarize, in more details, the main observations regarding the compliance of the fifty selected NGOs in both the West Bank and Gaza with the principles of the Code of Conduct.

Tables **1, 2, and 3** present the level of compliance of each NGO with the Code of Conduct’s twelve principles. The scoring methodology that was used gave each principle a score of six. The level of compliance was measured on a scale from one to six where one represents the complete lack of compliance and six represents the perfect situation where no improvements are needed.

Based on the assessment results of the fifty NGOs that were selected for receiving TA, and the set of criteria that was determined by NDC, it was decided that the focus should be on three main principles; transparency, good governance and accountability. Only two NGOs from the WB had some deviation in terms of the three priority areas. The development plans that were prepared later, tackled all actions that can enhance compliance with these three principles. The only deviations were for the Edward Said National Conservatory of Music and the Palestinian Working Woman Society. Those NGOs’ development plans focused on integrity, influence and effectiveness.

It was observed that most of the NGOs have internal bylaws that require immediate intervention to improve and customize based

on the current needs of the NGO. Most of the NGOs need awareness raising regarding the international conventions and the relevant laws in order to improve their compliance with them.

In the West Bank 47 applications from NGOs were received among which 30 NGOs were selected for receiving the Technical Assistance. Those NGOs were distributed in the southern, middle and northern parts of the West Bank. The scores of the selected NGOs ranged from 30 to 92. The general observations regarding the compliance of the NGOs with the principles of the Code of Conduct are reflected in the tables 1-3 at the end of section 2.

It is very obvious that there are common practices that prevail in the selected NGOs. Some examples include similar management structures, similar working procedures and internal bylaws.

### **Implementation of the Development Plans**

Most of the development plans include the following major interventions; strategic planning, project management, financial management, administration and human resources management, legal aspects, media and communication plans, needs assessment and M & E. The entry point for the Technical Assistance was to identify generic group training courses. The duration of each training course varies between one day and three days depending on the topic. The target groups amongst the NGO staff were selected. Training was delivered to almost all staff members from all levels. The reason why the training was delivered at the beginning is to give the recipient NGOs the necessary tools and enhance their capabilities in implementing the action plans. Consultants prepared templates when needed. Recipient NGOs then received coaching and on-job training in order to produce relevant operating manuals and apply them in their daily work. Sets of manuals were produced by the NGOs with direct support

from the consultants. Most of the manuals were discussed with the senior management of the recipient NGOs and approved. After the finalization of the coaching process, the implementation of the manuals would increase the compliance with the Code of Conduct principles and guarantee the sustainability of the outputs of the Technical Assistance program.

### **Results of the Mid-term and Post Assessment**

During the implementation of the development plans, a mid-term assessment was carried out for the fifty NGOs by the consultant who generated the baseline data. The OCAT tool was used for this purpose. Most of the assessed NGOs showed slight to moderate improvement. In minor cases, no improvement was observed. The purpose of the mid-term assessment was to measure the level of improvement and modify the development plans when relevant.

After the implementation of the development plans and completing the TA, a post assessment was carried out using the OCAT tool again. The results of the post assessment showed obvious improvement in the level of compliance with most of the Code of Conduct principles and especially the compliance with the three key principles. The scores for the initial, mid-term and post assessments are presented in the following tables. It is, however, relevant to mention that the mid-term assessment was conducted for each organization half way through its implementation of its action plan while post assessment was conducted for each organization once its action plan was completely implemented.

It is also important to mention here that the consulting firms that were contracted during the TA process were:

- Seeds: For conducting the baseline, mid-term and post assessment for organizations (15 NGOs) in Jerusalem and the South
- ABC: For conducting the baseline, mid-term and post assessment for organizations (15 NGOs) in Ramallah and the North
- EMCC: For conducting the baseline, mid-term and post assessment for organizations (20 NGOs) in Gaza
- Al Darb: For Delivering the Coaching Technical Assistance to 15 organizations in Ramallah and the North
- Al Sahel for institutional development: For Delivering the Coaching Technical Assistance to 15 organizations in Jerusalem and the South
- TAMI: For Delivering the Coaching Technical Assistance to 20 organizations in Gaza

**Table 1 Results of the baseline, mid-term and post assessment of the compliance of the twenty NGOs in Gaza using the OCAT tool**

Principle	Scoring of the twenty NGOs in Gaza who were assessed and reviewed																			
	1	2	3 <sup>1</sup>	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18 <sup>2</sup>	19	20
Adherence to Covenants & Laws	1.62	3.77	2.62	2.69	3.54	1.69	1.85	2.69	5.31	2.85	2.85	3.62	1.31	1.46	2.15	3.38	1.85	1.62	2.15	2.77
	<b>2.54</b>	<b>4.00</b>		<b>3.0</b>	<b>3.54</b>	<b>2.45</b>	<b>2.38</b>	<b>3.15</b>	<b>5.38</b>	<b>2.85</b>	<b>3.38</b>	<b>3.62</b>	<b>2.23</b>	<b>2.33</b>	<b>2.62</b>	<b>3.85</b>	<b>2.15</b>		<b>2.69</b>	<b>3.31</b>
	<b>3.62</b>	<b>4.08</b>	<b>3.31</b>	<b>3.69</b>	<b>3.92</b>	<b>2.54</b>	<b>2.46</b>	<b>3.15</b>	<b>5.38</b>	<b>2.85</b>	<b>3.38</b>	<b>4.08</b>	<b>2.23</b>	<b>2.23</b>	<b>2.77</b>	<b>3.92</b>	<b>2.15</b>	<b>2.92</b>	<b>2.69</b>	<b>3.31</b>
Development Priorities	3.11	2.89	4.78	2.67	3.56	2.89	2.22	3.22	4.89	3.22	4.22	4.00	2.56	2.11	3.11	4.56	2.00	2.22	4.44	2.89
	<b>3.67</b>	<b>3.44</b>		<b>3.67</b>	<b>4.00</b>	<b>3.67</b>	<b>3.00</b>	<b>3.78</b>	<b>5.0</b>	<b>3.78</b>	<b>4.67</b>	<b>4.33</b>	<b>3.44</b>	<b>3.00</b>	<b>3.78</b>	<b>4.78</b>	<b>2.89</b>		<b>4.56</b>	<b>3.44</b>
	<b>4.67</b>	<b>3.44</b>	<b>5.56</b>	<b>4.00</b>	<b>4.22</b>	<b>3.67</b>	<b>3.0</b>	<b>3.78</b>	<b>5.11</b>	<b>3.78</b>	<b>5.0</b>	<b>4.56</b>	<b>3.78</b>	<b>3.00</b>	<b>4.22</b>	<b>5.33</b>	<b>2.89</b>	<b>3.11</b>	<b>4.56</b>	<b>3.44</b>
Participation	2.93	3.17	3.9	2.24	2.97	2.38	1.38	2.86	2.62	3.24	3.17	1.59	1.07	1.59	2.62	4.83	2.24	2.03	4.03	2.83
	<b>3.52</b>	<b>3.45</b>		<b>2.76</b>	<b>3.55</b>	<b>2.55</b>	<b>2.07</b>	<b>3.1</b>	<b>2.97</b>	<b>3.28</b>	<b>3.31</b>	<b>1.9</b>	<b>2.00</b>	<b>2.28</b>	<b>3.1</b>	<b>4.86</b>	<b>2.59</b>		<b>4.21</b>	<b>3.1</b>
	<b>3.72</b>	<b>3.48</b>	<b>4.62</b>	<b>3.38</b>	<b>3.55</b>	<b>2.55</b>	<b>2.31</b>	<b>3.1</b>	<b>2.97</b>	<b>3.28</b>	<b>3.31</b>	<b>2.59</b>	<b>2.0</b>	<b>2.28</b>	<b>3.28</b>	<b>4.86</b>	<b>2.59</b>	<b>2.66</b>	<b>4.21</b>	<b>3.2</b>
Networking and Coordination	3.64	1.00	4.21	3.29	3.71	1:00	1.29	1.21	4.21	1.36	1.00	2.00	2.50	2.79	3.79	2.8	1.00	3.57	4.00	1.14
	<b>3.93</b>	<b>2.00</b>		<b>3.29</b>	<b>3.71</b>	<b>1.71</b>	<b>2.14</b>	<b>2.14</b>	<b>4.5</b>	<b>2.29</b>	<b>2.0</b>	<b>3.00</b>	<b>3.07</b>	<b>3.29</b>	<b>3.79</b>	<b>3.57</b>	<b>2.00</b>		<b>4.07</b>	<b>2.14</b>
	<b>4.21</b>	<b>2.00</b>	<b>4.79</b>	<b>3.86</b>	<b>4.00</b>	<b>1.71</b>	<b>3.0</b>	<b>2.14</b>	<b>4.5</b>	<b>2.29</b>	<b>3.0</b>	<b>3.0</b>	<b>3.5</b>	<b>3.29</b>	<b>4.21</b>	<b>3.86</b>	<b>2.00</b>	<b>3.93</b>	<b>4.07</b>	<b>2.14</b>
Transparency	3.57	4.81	4.57	3.90	4.05	3.38	2.52	3.90	4.9	3.43	4.05	4.24	2.62	2.86	3.62	5.29	3.33	2.67	4.00	3.62

	4.29	5.1		4.19	4.57	3.71	3.05	4.48	5.14	3.9	4.43	4.38	3.48	3.62	3.95	5.43	3.76		4.48	4.14
	4.67	5.1	5.05	4.71	4.76	3.71	3.33	4.31	5.14	3.9	4.43	4.62	3.76	3.62	4.52	5.57	3.76	3.67	4.48	4.14
Accountability	2.15	4.23	4.38	4.31	4.46	3.46	3.62	3.92	5.08	3.69	3.46	3.15	1.69	3.23	3.46	5.54	2.92	2.85	4.46	3.77
	3.38	4.38		4.54	4.92	3.62	4.08	4.31	5.23	4.08	4.0	3.54	2.69	3.85	3.85	5.62	3.69		4.77	4.38
	3.54	4.38	4.85	5.15	5.08	3.62	4.23	4.18	5.23	4.08	4.0	3.85	3.08	3.85	4.08	5.69	3.69	3.15	4.77	4.38
Equity and Inclusiveness	2.82	4.47	3.47	3.00	3.41	2.82	1.59	4.00	3.59	1.65	2.00	3.24	1.29	1.82	2.59	3.24	2.29	1.65	3.41	2.53
	3.41	4.65		3.47	3.93	3.35	2.55	4.18	3.94	2.47	2.94	3.88	2.29	2.41	3.12	3.88	3.76		3.65	3.12
	3.53	4.65	4.06	3.82	4.29	3.35	2.35	3.65	3.94	2.47	3.0	3.94	2.41	2.41	3.53	4.12	3.76	2.06	3.65	3.12
Good Governance	2.63	4.98	3.7	3.10	4.54	2.95	1.65	2.56	4.94	2.49	3.25	4.03	1.95	1.84	2.48	2.94	1.70	1.51	3.60	3.05
	3.4	5.00		3.68	4.6	3.49	2.65	3.56	5.1	3.21	3.7	4.97	2.83	2.89	3.56	3.52	3.08		4.11	3.6
	3.65	5.33	4.56	4.21	4.65	3.49	2.62	4.69	4.94	3.21	3.95	4.97	3.06	3.1	4.22	4.00	3.08	2.16	4.24	4.00
Avoiding Conflict of Interest	2.23	4.85	3.46	4.08	3.77	3.15	3.85	4.38	5.77	1.77	2.38	2.08	1.54	3.31	3.08	3.15	4.04	1.77	3.08	4.31
	3.00	5.08		4.31	4.15	3.46	4.23	4.69	5.77	2.38	3.0	2.46	2.31	3.39	3.23	3.62	4.23		3.46	4.54
	3.15	5.08	3.77	4.46	4.54	3.46	4.23	4.69	5.77	2.38	3.0	2.62	2.31	3.69	3.46	4.38	4.23	1.85	3.46	4.54
Influence and effectiveness	3.09	5.55	4.18	3.73	4.64	2.27	2.00	4.00	4.45	2.91	4.27	2.73	2.27	2.36	2.73	4.55	2.73	1.36	4.36	2.45

	3.73	5.64		4.0	4.91	2.45	2.55	4.36	4.64	3.36	4.64	3.45	3.09	2.36	3.36	4.91	3.36		4.45	3.00
	4.09	5.64	5.00	4.55	4.91	2.45	2.64	4.36	4.64	3.36	4.64	3.45	3.18	2.36	4.27	5.09	3.36	1.36	4.45	3.00
NGO's Integrity	3.43	4.14	3.86	3.57	4.57	3.29	2.86	3.14	4.43	2.86	2.14	2.71	2.29	2.14	3.14	4.57	2.71	1.86	3.86	3.00
	4.00	4.57		3.86	4.86	3.71	3.43	3.43	4.57	3.57	3.0	3.43	2.29	2.71	3.57	4.86	3.71		4.00	3.43
	4.14	4.57	4.71	4.14	5.00	3.71	3.43	3.43	4.57	3.57	3.14	3.57	2.29	2.71	3.86	5.00	3.71	1.86	4.00	3.43
Conflict Resolution	4.00	6.00	4.6	5.20	5.00	3.40	4.00	6.00	5.08	3.40	3.40	2.00	2.00	3.80	4.60	5.20	4.00	2.2	4.60	4.20
	4.6	6.00		5.2	5.2	3.6	4.4	6.0	5.8	3.8	3.8	3.6	3.00	3.8	4.6	5.4	4.00		4.8	4.6
	4.8	6.00	5.4	5.4	5.6	3.6	4.4	6.00	5.8	3.8	4.2	3.6	3.0	3.8	5.2	5.6	4.00	3.2	4.8	4.6
Avg. Score BL	2.94	4.16	4.1	3.48	4.02	2.64	2.40	3.49	4.61	2.74	3.02	2.95	1.92	2.44	3.11	4.17	2.57	2.1	3.83	3.05
Mid-term	3.12	4.16		3.51	4.22	2.70	3.63	3.49	4.61	2.74	3.68	3.32	2.43	2.87	3.32	4.23	2.89		4.10	3.43
Post-Evaluation	3.32	4.28		3.9	4.53	2.95	3.8	4.0	4.95	3.2	3.95	4.56	3.78	3.12	3.89	4.76	3.21		4.34	3.91

One. NGO was closed after the first assessment and substituted by another

Two. NGO was closed after the first assessment and substituted by another



**Table 2 Results of the baseline, mid-term and post evaluation of the compliance of the fifteenth NGOs in north WB using the OCAT tool**

Principle	Scoring of the fifteenth NGOs in north WB that were assessed and reviewed														
	1	2	3	4	5 <sup>3</sup>	6	7	8	9	10	11	12	13	14	15
Adherence to Covenants & Laws	3.23	2.85	1.77	2.00	2.23	2.69	2.38	2.38	3.08	1.77	1.26	4.85	3.15	2.15	3.23
	<b>4.15</b>	<b>3.62</b>	<b>2.69</b>	<b>2.00</b>		<b>2.92</b>	<b>2.31</b>	<b>3.38</b>	<b>3.08</b>	<b>2.69</b>	<b>1.38</b>	<b>4.92</b>	<b>3.77</b>	<b>3.08</b>	<b>3.23</b>
	<b>4.2</b>	<b>4.00</b>	<b>2.7</b>	<b>2.8</b>		<b>3.9</b>	<b>2.3</b>	<b>3.4</b>	<b>1.9</b>	<b>2.85</b>	<b>1.4</b>	<b>4.9</b>	<b>3.5</b>	<b>3.1</b>	<b>4.4</b>
Development Priorities	3.38	3.50	4.00	3.25	2.75	3.25	4.50	4.50	2.44	2.50	2.33	5.11	2.25	2.50	4.89
	<b>3.75</b>	<b>5.25</b>	<b>4.38</b>	<b>4.00</b>		<b>5.25</b>	<b>5.00</b>	<b>4.88</b>	<b>4.5</b>	<b>3.00</b>	<b>3.38</b>	<b>5.88</b>	<b>3.75</b>	<b>3.38</b>	<b>5.75</b>
	<b>4.00</b>	<b>5.8</b>	<b>4.4</b>	<b>5.6</b>		<b>5.3</b>	<b>5.0</b>	<b>4.9</b>	<b>4.4</b>	<b>3.63</b>	<b>4.1</b>	<b>5.9</b>	<b>3.6</b>	<b>3.5</b>	<b>5.5</b>
Participation	5.14	3.83	4.00	3.15	2.45	3.47	4.25	4.25	3.90	1.83	1.45	5.00	2.40	1.35	3.10
	<b>5.63</b>	<b>2.98</b>	<b>3.68</b>	<b>3.22</b>		<b>3.35</b>	<b>4.37</b>	<b>3.47</b>	<b>2.45</b>	<b>3.35</b>	<b>2.81</b>	<b>5.88</b>	<b>1.59</b>	<b>1.61</b>	<b>4.41</b>
	<b>5.3</b>	<b>2.8</b>	<b>3.1</b>	<b>4.0</b>		<b>3.9</b>	<b>4.2</b>	<b>3.5</b>	<b>2.1</b>	<b>3.51</b>	<b>1.8</b>	<b>6.1</b>	<b>3.1</b>	<b>2.5</b>	<b>4.0</b>
Networking and Coordination	3.43	3.57	3.36	2.86	3.86	3.71	4.43	4.43	3.50	1.21	2.66	5.29	2.14	3.71	5.21
	<b>4.07</b>	<b>4.05</b>	<b>3.36</b>	<b>3.21</b>		<b>4.00</b>	<b>1.57</b>	<b>4.21</b>	<b>3.57</b>	<b>2.36</b>	<b>0.00</b>	<b>5.5</b>	<b>2.5</b>	<b>4.71</b>	<b>5.36</b>

	4.6	4.8	4.0	4.1		4.9	1.6	4.2	4.0	2.57	0.0	5.5	2.4	4.7	5.8
Transparency	3.80	3.86	4.67	3.29	2.43	3.85	4.67	4.67	2.62	2.29	2.66	5.00	2.64	1.59	4.65
	5.33	4.54	4.67	3.76		0.00	5.00	4.81	3.24	3.33	3.43	5.29	3.52	2.57	5.00
	5.3	4.3	5.4	4.3		5.0	5.0	5.0	3.6	3.5	4.3	5.3	3.4	4.0	5.1
Accountability	3.38	3.38	4.77	3.69	3.31	4.46	4.46	4.46	3.1	3.00	3.28	5.31	2.92	1.00	3.05
	4.46	3.53	5.00	4.00		4.62	5.00	4.92	3.62	3.38	4.00	5.46	3.85	2.38	4.69
	4.5	4.5	4.8	4.2		4.9	4.6	5.0	3.2	3.54	4.2	5.6	3.7	3.6	5.2
Equity and Inclusiveness	2.82	3.35	3.12	2.53	2.94	2.35	3.29	3.29	2.64	2.41	1.26	4.76	2.65	1.29	5.03
	3.82	3.58	4.24	3.24		4.18	4.00	3.88	2.76	2.82	2.88	5.12	2.76	2.00	5.29
	4.00	4.5	5.1	3.6		4.9	4.0	3.9	3.0	3.06	3.3	5.1	2.8	2.6	5.4
Good Governance	3.19	3.30	3.34	2.34	2.81	2.95	3.65	3.65	2.48	2.08	2.37	5.03	2.23	1.63	4.31
	3.74	5.08	3.95	3.31		3.47	3.84	4.08	3.82	2.82	3.13	5.29	2.48	1.63	4.74
	3.8	3.8	4.2	3.5		4.2	3.9	4.1	3.4	2.82	3.6	5.3	2.7	2.7	5.1
Avoiding Conflict of Interest	4.00	4.92	4.23	3.15	3.23	4.92	4.23	4.23	3.30	3.00	1.66	4.38	3.08	1.77	4.87

	4.23	4.91	4.54	4.08		4.92	4.62	4.54	3.38	3.23	1.92	4.54	3.62	2.38	4.92
	4.5	5.1	4.5	4.5		5.3	4.6	4.5	3.4	3.31	1.9	4.5	3.6	2.4	5.1
Influence and effectiveness	4.45	4.91	4.09	3.00	3.45	3.82	3.91	3.91	3.63	3.18	2.07	4.82	3.36	2.09	5.00
	4.45	4.57	4.18	3.82		4.36	5.09	4.00	4.18	3.82	2.36	4.82	3.82	2.64	5.00
	4.5	4.9	4.2	4.2		4.7	5.1	4.0	3.8	3.91	2.4	4.9	3.8	2.6	5.3
NGO's Integrity	3.71	3.29	3.86	2.86	3.00	3.14	4.57	4.57	2.71	3.57	3.14	4.57	2.86	3.43	5.15
	4.14	5.00	4.71	4.43		3.14	4.00	4.57	2.71	3.71	4.43	5.00	3.29	3.57	5.14
	4.1	4.6	4.7	4.4		4.4	4.0	4.6	3.0	3.71	4.4	5.0	3.3	3.6	5.6
Conflict Resolution	4.80	5.00	5.60	5.20	4.60	5.20	5.20	5.20	4.20	5.20	5.20	4.60	4.40	5.20	5.60
	5.00	5.00	5.6	5.2		5.2	5.4	5.2	4.2	5.2	5.4	5.8	4.80	5.2	5.6
	5.00	5.00	0.0	5.2		5.2	5.4	5.2	4.2	5.2	5.4	5.8	4.8	5.2	6.0
Avg. Score -Baseline	3.95	3.56	3.68	3.01	3.12	3.72	4.13	4.13	2.79	3.07	3.04	4.89	2.97	2.31	4.63
Avg. Score -Mid-term	4.4	4.16		3.69		3.78	4.3	4.25	3.64	3.31	3.93	5.29	3.31	3.38	4.93
Avg. Score -Post	4.5	4.5	4.0	4.2		4.7	4.3	4.3	3.3	3.43	3.9	5.3	3.4	3.4	5.2

Three. The NGO was closed after the baseline assessment

**Table 3 Results of the baseline, mid-term and post evaluation of the compliance for the fifteen NGOs in Jerusalem and south WB using the OCAT tool**

Principle	Scoring of the fifteenth NGOs in Jerusalem and south WB who were assessed and reviewed														
	1	2	3	4	5	6	7	8	9	10	11	12 <sup>4</sup>	13	14	15
Adherence to Covenants & Laws	3	2	3	3	3	2	2	3	3	3	2	2	3	2	1
	3	3	3	3	4	3	3	3	3	3	2		3	2	1
	5	4	3	3	5	5	5	4	4	3	3		3	3	4
Development Priorities	3	3	3	3	3	4	4	3	3	4	2	3	4	3	2
	3	3	4	4	5	5	4	3	5	4	2		4	4	2
	6	5	4	4	5	6	5	3	5	4	4		5	5	5
Participation	3	4	3	4	2	3	3	3	3	2	3	4	4	3	1
	3	4	3	4	2	3	3	4	4	3	4		5	4	1
	5	4	4	5	4	5	4	4	4	4	5		5	5	5
Networking and Coordination	5	4	2	2	3	4	2	3	3	3	3	5	4	3	2
	5	4	3	3	3	4	2	3	3	3	3		4	3	2

	6	5	3	3	4	5	3	4		3	5		4	3	4
Transparency	5	4	3	4	3	4	4	3	4	3	3	3	4	3	2
	5	4	3	5	4	4	4	4	5	3	3		5	4	2
	6	5	4	5	5	6	5	4	5	4	5		5	5	4
Accountability	5	2	3	4	3	4	4	4	3	3	4	4	5	3	3
	5	2	4	5	3	4	4	4	4	3	4		5	4	3
	5	3	4	5	5	5	5	5	4	3	5		5	5	5
Equity and Inclusiveness	4	2	3	3	3	4	3	2	3	3	3	3	3	2	3
	4	2	5	4	3	4	3	3	4	3	3		4	2	3
	5	2	3	5	4	5	3	3	4	3	4		4	4	5
Good Governance	4	2	2	4	3	4	3	3	3	3	2	3	4	3	2
	4	2	2	4	4	4	3	4	4	4	3		4	4	2
	5	5	3	5	5	5	5	4	5	4	4		4	5	5
Avoiding Conflict of Interest	3	3	3	4	4	4	2	3	3	3	3	3	4	3	1

	3	3	4	5	4	4	2	3	3	4	3		4	3	1
	6	4	4	5	5	5	5	4	4	4	3		4	3	4
Influence and effectiveness	2	2	4	5	3	4	3	4	3	3	3	4	4	3	2
	2	3	4	5	3	4	3	4	3	3	3		4	3	2
	5	5	4	5	5	5	4	5	5	4	3		5	5	4
NGO's Integrity	5	2	4	3	4	4	3	3	4	3	3	4	3	3	2
	5	2	4	3	4	4	3	3	4	3	4		3	3	2
	5	5	5	3	5	5	5	4	4	4	4		4	4	5
Conflict Resolution	6	2	5	6	3	5	4	4	4	4	4	4	6	4	5
	6	2	5	5	3	5	4	4	5	4	4		6	4	5
	6	6	5	6	6	6	5	5	5	4	4		6	4	6
Avg. Score-Baseline	4	3	3	4	3	4	3	3	3	3	3	4	4	3	2
Avg. Score-Mid-term	4	3	4	4	4	4	3	4	4	3	3		4	3	2
Avg. Score -Post	5	4	4	4.4	5	5	5	4	4	4	4		4.5	4	4

Four. Closed after the baseline assessment

A horizontal bar with two colors: a light olive green top half and a dark olive green bottom half. The right side of the bar is cut off diagonally.

## **SECTION THREE**

This section has been prepared after reviewing all the reports from the three consulting firms who were intensively involved in coaching the recipient NGOs in the West Bank and Gaza. The consultants were also interviewed to discuss their observations, findings and recommendations. A random sample of the NGOs was also interviewed over the phone to discuss their feedback on the whole process from the baseline assessment until the post assessment. Feedback from NDC was also received during several meetings with the CBC and the Monitoring and Evaluation specialist. It is worth mentioning here that this section includes a major input from Al-Darb consulting firm who provided the Technical Assistance for NGOs in Ramallah and the northern part of the West Bank, Al Sahel consulting firm who provided Technical Assistance for NGOs in Jerusalem and the southern part of the West Bank, and TAMI (Training and Management Institute) who provided Technical Assistance for recipient NGOs in Gaza.

## Observations and Findings

All of the NGOs that received Technical Assistance have demonstrated a remarkable improvement in the level of compliance with the principles of the Code of Conduct as reflected in the average score that was calculated in the post assessment phase. The improvement varies from one NGO to another and that was due to the different level of compliance that they started with, the level of commitment of each NGO, and its size. It was noticed that when the NGO had very limited staff, the improvement was marginal. It is really difficult to implement capacity building initiatives when staff is not available on a full-time base.

The selection of the NGOs that were eligible to receive Technical Assistance was based on the results of the self-assessment. It is noteworthy that there was clear deviation between the results of the self-assessment and the results of **NGO OCAT** tool. This may be the result of the difference between the tools, where as the self-assessment is qualitative and the NGO OCAT tool is quantitative.



The NGO-OCAT tool is a long comprehensive one with some repetition in some sections. The repetition was only because some indicators are valid for more than one principle. Using this tool for the midterm assessment again is not encouraged. A simplified tool can serve the purpose especially if follow up actions from the NGO side is requested after the post evaluation. This simplified tool can be used for monitoring implementation and outputs only while the OCAT shall remain the main tool for measuring the outcomes of the project.

During the assessment phase and the development of action plans, the level of cooperation from the NGOs was remarkable. Only 2% of the NGOs were uncomfortable with the results of the assessment and the recommended actions. However, NDC was able to resolve the dispute and meet their demands while keeping the same objective, which is the compliance with key principles of the Code of Conduct.

Some of the NGOs have high expectations, which are far beyond the scope of the whole Technical Assistance program. The orientation that was given by NDC to the senior management of the NGOs during the signature ceremony was not well reflected to the individual staff of the NGOs. This had, in some cases, negatively affected the motivation of the NGOs and their willingness to participate in the Technical Assistance initiatives. Enough orientation is a necessity.

## **Key Lessons Learned**

While small Palestinian NGOs are quite eager to improve their internal operations, systems, and governance practices, their ability to do so is constrained by limited physical and human resources. Thus, any capacity building program aiming at improving management systems and functions within NGOs should include provisions to enhance these organizations' human resources

and physical capacities, as well as their service provision capacity. While coaching could be an effective strategy to build human resource capacities, capital assistance and funding are necessary to develop physical capacity, as well as organizational experience. It is recommended that the Technical Assistance program is linked to enhancing the eligibility of NGOs to receive funds once their compliance with the core principles is improved.

It is often the case that less developed organizations true needs lie in finding funding opportunities which allow them to implement projects that fall within their overall strategies. Technical Assistance should thus pay special attention to building the capacities of NGOs in project formulation (and writing), networking with funding organizations, and coordinating with other likeminded NGOs.

Organizational development often involves a great deal of change within any organization, which can be quite difficult to manage and can lead to a great deal of stress and opposition within the organization. Hence, organizational development efforts should be designed with the view of minimizing opposition to change on the one hand, and eliminating any sources of unnecessary organizational stress that could accompany efforts aiming at improving the status quo on the other hand. Incremental, long-term capacity building strategies that are based on long-term partnership (three to five years) between the organization providing the Technical Assistance and the target organization can be of added value in sustaining this change. NDC may select some NGOs that highly comply with the principles to lead in sustaining the change in other less compliant NGOs by conducting post evaluation for the NGOs on a yearly bases and report back to NDC.

NGO governance systems can be very complex, and can often undermine the ability of the executive staff and elected Executive Boards to affect change within the organization. Some NGOs have a membership base exceeding 1,500 individuals, which

makes General Assembly activation and introducing changes to internal bylaws and systems a very daunting task. Hence, the degree to which these organizations can be assisted in changing their systems, that require the vote of the General Assembly, should be very carefully assessed.

The significant progress that was documented for the principles of Accountability, Transparency and Good Governance was coupled with systemic general progress on all other principles as well.

For NGOs with higher levels of performance on one principle, development could still have been carried out. For example, even if one NGO had been preparing strategic plans, it could have still been able to coach its workers on issues such as scenario building, decision making in teams, making decisions with scant information, and possibly computer simulations. This form of assistance could have been more responsive to the NGOs specific needs.

The questions regarding NGO registration have proven to be very sensitive, and quite inappropriate to use in the beginning of the interviews. Registration certificates provided by NGOs proved to be inconclusive in some cases.

### **Overall Conclusion and Recommendations for Further Support (Exit Strategy)**

Overall, satisfactory achievements were made against planned activities and outputs. In some cases, the process started with the target organizations having no strategic plans, monitoring and evaluation systems, clear and relevant organizational structures and job descriptions, written administrative and financial policies and procedures, and no regard for public disclosure, then the process ended with most organizations achieving the planned results. Substantial amount of time was spent working with

organizations on developing plans, internal systems, and coaching them to use these in their daily operations. This has undoubtedly improved the target organizations' management capacity and developed their understanding of the principles exposed in the Code of Conduct, particularly: Good Governance, Transparency and Accountability. The importance of these principles was demonstrated to the organizations through coaching, as well as the different relevant activities that were implemented.

It is important to mention here that more needs to be done to enable the target organizations to sustain and build upon the achievements made. The following points summarize recommendations in this regard:

Provide small grants to the target organizations to implement projects that fall within the framework of their strategic plans. Extensive coaching and Technical Assistance should accompany these organizations, to formulate project proposals on the basis of participatory approaches that ensure the involvement of the organizations' boards and constituencies in problem analysis, identification of objectives, and the selection of strategies. If this recommendation is to be implemented, NDC can assist the target organizations in building a badly needed capacity in project formulation and proposal writing, and in implementing -down the line- the systems that have been developed within the framework of this coaching exercise.

It is also important to assist the target NGOs who have improved their compliance with the principles in building their public profile and enhancing their fundraising and resource mobilization capacities. This should be done through a two-tiered approach, (a) by providing Technical Assistance to target organizations for enhancing their public communications capacity, (b) and by enhancing the organizations' capacity in the use of media and internet resources to disseminate information about themselves and the communities they serve. For this purpose, assistance on issuance of press releases, appeals and advocacy material should be provided. Then, providing the target organizations with Technical Assistance and coaching on project design, management, monitoring and

evaluation, writing skills, and public relations; whereby the milestone for such Technical Assistance would be the ability of each of the beneficiary organizations to mobilize funding for at least one project proposal from one donor other than NDC.

Raising awareness for the General Assemblies of the target organizations about their role, responsibilities, and rally support for activating the role of Internal Auditing Committee, which is currently almost completely inexistent. This should be done through designing a specialized education program for the General Assemblies of non-governmental organizations that focuses on raising the awareness of GA members of their rights and responsibilities in governing their organizations. The program should be designed on the basis of a modular approach to enable customization for different size organizations. Through this program, GA members should become familiar with the concepts of Good Governance its relation to their function as the highest governing body of the organization, accountability and its relation to the work of NGOs, transparency and their right to information, their responsibility of disclosing information, democracy and its relation to decision making powers within their organization, and monitoring and auditing and their responsibility for ensuring that the organization's operations are managed in accordance with the organization's systems of governance.

Raise the Board members' awareness of their rights, obligations and role in monitoring NGO performance. This should be done using a customized training program that aims to improve Board members' fiduciary responsibilities as an executive body, and enable them to better comprehend the roles and responsibilities of the Board versus those of the executive staff, committee work, strategic planning, monitoring and evaluation, and financial management practices. A special emphasis should be given within this training to international conventions and laws espoused in the NGO's Code of Conduct.

The OCAT should cater for the needs of smaller NGOs with limited number of staff, which constitute the majority of NGOs. For example, and for smaller NGOs, it is unlikely, irrespective of the level of individual professionalism displayed by the NGO

workers involved, that administrative procedural manual would have been developed by the NGO concerned. Another example is that for NGOs with a number of workers less than five, organizational structures are more of a burden than an improvement.

If the capacity building process is to be replicated with other NGOs, the assessment tool OCAT should be simplified in order to take into consideration the variety of the NGOs' size, accumulated experiences and the type of services they provide. It is also recommended to focus on the core principles when conducting the assessment rather than giving the same weight to all principles.

Different levels of organizational development should be clearly reflected in the OCAT, and the OCAT needs to be reorganized accordingly. For example, worker satisfaction measurement cannot be given a much higher level of organizational development than the mere availability of worker contracts.

NGOs with higher performance on one principle of the Code of Conduct could have been asked to provide assistance to other NGOs showing weakness on that principle, and such "integration" should then have been clearly identified in the Technical Assistance agreements with the NGOs. In addition to enabling NDC to target even more NGOs using the same funding "volume", so to speak, this would have contributed to better coordination and networking amongst NGOs, which is one principle of the Code of Conduct. This possibility should be explored by NDC in similar future projects.

It is obvious that many NGOs displayed weakness on Code of Conduct aspects related to Human Resource Development. It is counterintuitive that NGOs, whose general goal is "development", should display weakness on the most important aspect they should be working on improving. In the future, it is important that NDC will diversify the capacity building initiatives to include human resources at all levels in NGOs.

**(Annexes: Forms and tools)**

## **Organizational capacity assessment tool ADP/01**

**(Available upon request)**



## Summary Sheet Form (ASA/01)

### Summary Sheet Form

<b>Application No.:</b>	
<i>Name of NGO: (English)</i>	
<i>Name of NGO: (Arabic)</i>	
<b>Location:</b>	
<b>Place of signing the Code</b>	NDC Office
<b>Date of signing the Code</b>	

### Contents:

<b>Part I</b>	Code Principles Compliance
<b>Part II</b>	Evaluations and Recommendations
<b>Part III</b>	TAC recommendations & Decision

**Code Principles Compliance** (using the self assessment evaluation format)

	Principle	Max Score	CBC Score	Comments
1	Compliance with Covenants & Laws	8		
2	Priorities of Development	8		
3	Participation	8		
4	Networking & Coordination	8		

8	8	8	12	8
Transparency	Accountability	Equality & Inclusiveness	Good Governance	Prevent Conflict of Interest
5	6	7	8	9

10	Influence & Effectiveness	8		
11	NGO's Integrity	8		
12	Dispute Resolution	8		
	Totals	100		

Financial Report Published Yes  
Means of publishing: on the website and the org. prints.

SCORES	DECISION	OVERALL
80 and above	Not Recommended	
50 -80	Recommend for approval	Priority 1
Below 50	Recommend for approval	Priority 2
<b>Recommendation of the capacity building coordinator</b>		
Brief justification I recommend this organization		

Prepared by:

## **TAC's Decision**

☐ **Drop:**

*Reason(s):*

.....  
.....  
.....  
.....  
.....  
.....

☐ **Approved:**

- **General Conditions:**

.....  
.....  
.....  
.....

## **Approval by TAC Members**

## Notification of Selection (ASA/02)

مركز تطوير المؤسسات الأهلية الفلسطينية  
NGO Development Center



التاريخ :  
رقم الطلب :

### إشعار بالموافقة على طلب المساعدة الفنية

المحترمين ..... / السادة /  
المحترم/ة ..... عناية السيد/ة  
العنوان

فاكس رقم :

تحية طيبة وبعد،

قامت اللجنة المتخصصة بدراسة وتقييم المساعدة الفنية في مركز تطوير المؤسسات الأهلية الفلسطينية بمراجعة مكثفة لكافة طلبات المساعدة الفنية المقدمة لها ضمن المرحلة الثالثة لمشروع المؤسسات الأهلية الفلسطينية. وبناءً على نتائج عملية التقييم، يسعدنا إعلامكم بموافقة اللجنة على تقديم هذه المساعدة بناءً على نتائج دراسة موسعة لاحتياجات المؤسسة سيتم تنفيذها من خلال مركز تطوير.

وليتيم اعتماد مؤسستكم بشكل نهائي يشترط توقيع مدونة سلوك المؤسسات الأهلية الفلسطينية فففي حال عدم توقيعكم على مدونة السلوك حتى الآن، يرجى الاتصال مع مركز تطوير على الرقم: 02- 2347771 (داخلي ١٨ أو ١٠) وذلك خلال فترة لا تتعدى الأسبوع من تاريخ هذا الكتاب لترتيب ذلك.

مع تمنياتنا لكم ولؤسستكم الموقرة بالتقدم والنجاح، ،-----

مدير مركز تطوير  
المؤسسات الأهلية

نسخة : -----، مديرة برنامج التطوير القطاعي  
الملف



**Invitation for Signature (ASA/03)**

مركز تطوير المؤسسات الأهلية الفلسطينية  
NGO Development Center



التاريخ :  
رقم الاتفاقية :

المحترمين / السادة /  
عناية السيد /  
العنوان

فاكس  
رقم :

### الموضوع: الاحتفال بتوقيع اتفاقية "المساعدة الفنية"

تحية طيبة وبعد،

يسرنا دعوتكم لحضور حفل توقيع اتفاقية "المساعدة الفنية وذلك يوم - الموافق -  
في مكتب مركز تطوير المؤسسات الأهلية الفلسطينية - الرام - عمارة  
مجاهد - الطابق الثالث.

وحتى تتمكن من إعداد الاتفاقية المذكورة، يرجى موافقتنا بما يلي حتى تاريخ

- نسخة عن قرار (الهيئة المشرفة / مجلس الإدارة) يبين موافقتكم على قبول هذه المساعدة بموجب الشروط الواردة في هذا الخطاب وتفويض ثلاثة مندوبين للتوقيع على "اتفاقية تنفيذ المنحة" وملحقاتها.

- كتاب تشكيل لجنة مكونة من ثلاثة أشخاص على الأقل (بحيث تشمل عضوية اللجنة ممثلين للإدارة التنفيذية في المؤسسة، وممثلين من مجلس الإدارة) لمتابعة البرنامج و تقديم المساعدة اللوجستية لمركز تطوير و مستشاريه.

نرجو حضور الأشخاص الخولين بالتوقيع على الاتفاقية ولا مانع لدينا من حضور شخص واحد فقط، على أن يتم استكمال التوقيع في مؤسستكم فيما بعد وإعادة نسخة موقعة كاملة إلى مركز تطوير.

الرجاء التأكيد على الحضور وتزويدنا بأسماء المشاركين بالاحتفال وإرساله على فاكس رقم ٢٢٤٧٧٧٦

٠٢ حتى يوم -

تفضلوا بقبول فائق الاحترام والتقدير،،،

غسان كسابره

مدير مركز تطوير المؤسسات الأهلية الفلسطينية

نسخة: الملف

## Notification of Rejection (ASA/04)



التاريخ:  
رقم الطلب:

المحترمين /  
السادة /  
العنوان  
هاتف

،تحية طيبة وبعد

### الموضوع: نتائج تقييم طلبات المساعدة الفنية ضمن المرحلة الثالثة من مشروع المؤسسات الأهلية الفلسطينية

لقد قامت اللجنة المتخصصة في مركز تطوير بدراسة وتقييم كافة طلبات المساعدة الفنية الخاصة بالالتزام بمبادئ مدونة سلوك المؤسسات الأهلية الفلسطينية ضمن المرحلة الثالثة من مشروع المؤسسات الأهلية الفلسطينية. وبناءً على نتائج هذه العملية، يؤسفنا أن نعلمكم بعدم موافقة لجنة التقييم على طلبكم وذلك لكونه لا يتوافق مع المعايير والشروط التالية:

• لقد احرزت مؤسستكم تقييم " ممتاز " من حيث الالتزام بمبادئ مدونة السلوك و من هنا اعطت الاولوية للمؤسسات الاقل التزاما "

نشكركم على تقدمكم بطلب للمساعدة الفنية ونتمنى لكم التوفيق في عملكم.

،،،مع تمنياتنا لكم ولؤسستكم الموقرة بالنقد والنجاح

غسان كسابره

مدير مركز تطوير المؤسسات الأهلية

نسخة : سهى الصايغ، مديرة برنامج التطوير القطاعي  
الملف

## Agreement Form (ASA/05)

## اتفاقية برنامج المساعدة الفنية

رقم	TA.1.08.003
مصدر التمويل	IDA – TF<57872

أبرمت هذه الاتفاقية (والمشار إليها لاحقاً "الاتفاقية") بين كل من مركز تطوير المؤسسات الأهلية الفلسطينية (والمشار إليها لاحقاً "مركز تطوير") من جهة، وبين ----- من جهة أخرى (والمشار إليها لاحقاً "الجهة المستفيدة")، وذلك طبقاً لأحكام سياسات مركز تطوير في إدارة برنامج المساعدة الفنية.

وقد تم إبرام هذه الاتفاقية لضمان الالتزام بهذه السياسات من قبل الجهة المستفيدة وللحفاظ على وحدة وتكامل أهداف مركز تطوير الأساسية وتوجهاته كمجموعة غير هادفة للربح.

### أولاً: إدراج الديباجة (التمهيد) والملاحق بهذه الاتفاقية

- ١- يشكل هذا التمهيد جزءاً لا يتجزأ من هذه الاتفاقية.
- ٢- تعتبر الملاحق المدرجة في نهاية هذه الاتفاقية أيضاً جزءاً لا يتجزأ منها.

### ثانياً: التعريفات والتفسيرات

يكون للتعابير التالية والمستخدم في هذه الاتفاقية، حيثما وردت، المعاني المبينة مقابل كل منها، إلا إذا دل السياق على غير ذلك :

**اتفاقية:** تعني هذه الاتفاقية وكافة الوثائق والملاحق، إن وجدت، والتي تعتبر جزءاً لا يتجزأ من هذه الاتفاقية.

**الجهة المستفيدة:** وتعني المؤسسة الأهلية المتعاقدة كطرف في هذه الاتفاقية.

**الاستشاريين:** تعني الأفراد أو الشركات الذين تم التعاقد معهم مباشرة من قبل مركز تطوير لغايات تنفيذ المهام المتعلقة ببرنامج المساعدة الفنية الخاص بمركز تطوير المؤسسات الأهلية الفلسطينية

**البرنامج:** برنامج المساعدة الفنية الهادف لتطوير قدرات المؤسسات الأهلية الفلسطينية وجعلها أكثر التزاماً بالمبادئ التي نصت عليها مدونة سلوك المؤسسات الأهلية الفلسطينية. يقوم بتنفيذه مركز تطوير المؤسسات الأهلية الفلسطينية بالاستعانة بخبراء ومختصين في عمل المؤسسات الأهلية.

### ثالثاً: شروط عامة

تهدف هذه الاتفاقية إلى تنظيم العلاقة ما بين الجهة المستفيدة من البرنامج ومركز تطوير وذلك خلال فترة تنفيذ البرنامج والتي تشمل مرحلتين أساسيتين: الأولى ومدتها شهرين من تاريخ تنفيذ الاتفاقية وتختص بتحديد احتياجات الجهة المستفيدة وإعداد الخطة التطويرية، والثانية والتي تغطي فترة تنفيذ الخطة التطويرية (أي التقديم الفعلي للمساعدة الفنية وتنفيذ التقييمين المرحلي والنهائي).

إضافة للشروط التي حددتها هذه الاتفاقية، يأخذ مركز تطوير على عاتقه إعداد رسالة موافقة

تحدد فيها البيانات القاعدية الخاصة بالجهة المستفيدة وخطة التطوير (خطة العمل) التي تم الالتزام بها الجهة المستفيدة، بحيث تصبح هذه البيانات القاعدية والخطة الموقعة من الطرفين جزءاً أساسياً من هذه الاتفاقية (بحسب ملحق ب وج)، إضافة لبيان شروط أخرى محددة.

**رابعاً : بدء الاتفاقية، ومدتها، وتنفيذها**  
تبدأ هذه الاتفاقية بتاريخ توقيعها من قبل الطرفين وتنتهي بانتهاء تنفيذ خطة العمل.  
تغطي هذه الاتفاقية وخطة العمل (التي سيتم ارفاقها في وقت لاحق) كل من مرحلة تحديد احتياجات المؤسسة إضافة الى مرحلة تنفيذ الخطة التطويرية للمؤسسة.

#### **خامساً : واجبات والتزامات (مسؤوليات) الجهة المستفيدة**

١. تلتزم الجهة المستفيدة بأهداف البرنامج واستراتيجياته ومقارباته المختلفة.
٢. التصرف بمهنية ومسؤولية فيما يتعلق بالبرنامج (الاستجابة للمكالمات الهاتفية، الاجتماعات مع المستشارين ومقدمي الخدمات ...) و التعاون المطلق مع طاقم تنفيذ البرنامج في مركز تطوير أو من يمثله.
٣. تشكيل لجنة ممثلة لكافة فئات المؤسسة المستفيدة (لجنة متابعة البرنامج) تكون مهامها تمثيل المؤسسة والتنسيق مع مركز تطوير أو من يمثله في كل ما يتعلق بالبرنامج.
٤. التأكد من إشراك كامل فئات المؤسسة وتشمل الهيئة العامة، مجلس الادارة، اداريو المؤسسة والموظفين والمستفيدين وذلك وفق الحاجة خلال كافة مراحل التنفيذ.
٥. الالتزام بحضور الاجتماعات والتحضير المسبق لها.
٦. تسهيل مهمة عمل الاستشاريين والتعاون معهم.
٧. المشاركة النشطة في تطوير خطة العمل والتي سيتم تحضيرها من قبل استشاريي مركز تطوير بالتعاون مع الجهة المستفيدة.
٨. اعتماد خطط العمل بشكلها النهائي.
٩. المشاركة النشطة في تنفيذ ومتابعة النشاطات وفق خطة العمل، للتأكد من تنفيذها في الوقت المحدد وبالجودة الاعلى.
١٠. مشاركة مركز تطوير أو من يمثله وإطلاعه على المعلومات والبيانات المطلوبة حسب الحاجة.
١١. المشاركة في تقييم البرنامج بما يشمل التقييم النزيه لدور مركز تطوير.
١٢. تتعهد الجهة المستفيدة بتزويد مركز تطوير بتقارير منتظمة عن تقدم سير العمل كما هو مبين في البند السابع من هذه الاتفاقية.
١٣. تلتزم الجهة المستفيدة بتسهيل زيارات موظفي مركز تطوير والبنك الدولي أو أي موظفين أو استشاريين أو مقيمين خارجيين ومخولين عن مركز تطوير أو البنك الدولي لقر المؤسسة كما تضمن المؤسسة المستفيدة تزويد المذكورين اعلاه بالسجلات والوثائق للمراجعة والفحص عند الطلب بصدد متابعة وتقييم البرنامج.

### سادساً : واجبات ومسؤوليات مركز تطوير:

١. يلتزم مركز تطوير بتعيين استشاريين في التخصصات المختلفة المطلوبة للعمل مع الجهة المستفيدة وتقديم المساعدة الفنية اللازمة وفقاً لدراسة احتياجات مسبقة.
٢. يلتزم مركز تطوير بتسهيل التنسيق بين الجهة المستفيدة والاستشاريين.
٣. مواكبة تطوير خطط العمل و متابعة تنفيذها مع الجهة المستفيدة والاستشاريين.
٤. اعتماد خطط العمل بشكلها النهائي.
٥. متابعة توصيات الاستشاريين و اللجنة الممثلة للجهة المستفيدة.
٦. التأكد من التزام كافة الجهات بتنفيذ خطة العمل.
٧. إجراء تقييمات دورية للبرنامج بالتعاون الوثيق مع الجهة المستفيدة والاستشاريين.

### سابعاً: تقديم التقارير / تقديم سير العمل

١. على الجهة المستفيدة تقديم تقارير منتظمة حسب خطة العمل (ملحق ج من هذه الاتفاقية) والموافق عليها من مركز تطوير، وكذلك تقديم تقرير نهائي عن تقدم سير العمل. يمكن الحصول على النماذج الخاصة بهذه التقارير من مركز تطوير.
٢. على الجهة المستفيدة تسليم التقارير المذكورة في البند (١) أعلاه إلى مركز تطوير المؤسسات الأهلية الفلسطينية على العنوانين التاليين:

مشتروحات الضفة الغربية	مشتروحات غزة
<p>المكتب الرئيسي مركز تطوير المؤسسات الأهلية عمارة مجاهد - الطابق الثالث الرام - القدس هاتف: ٧٧٧١٤٢٢-٢٠ فاكس: ٧٧٧٦٤٢٢-٢٠</p>	<p>مكتب غزة مركز تطوير المؤسسات الأهلية عمارة الهيم رقم (٣)، الطابق الأرضي، شقة رقم ٢ شارع الرشيد- الرمال، غزة هاتف: ٢٨٢٨٩٩٩-٠٨ فاكس: ٢٨٤٩٩٢١-٠٨</p>

### ثامناً: إنهاء الاتفاقية

- يتم إنهاء الاتفاقية فقط عن طريق إشعار من قبل مركز تطوير .
- يتم إنهاء هذه الاتفاقية بإخطار خطي من قبل مركز تطوير. ويسري مفعول الإخطار بعد خمسة أيام من التأكد بأن الجهة المستفيدة قد استلمت الإخطار. وبإنهاء هذه الاتفاقية، تسقط (تنتهي) جميع الالتزامات والمسؤوليات الأخرى التي ترتبت بموجب هذه الاتفاقية على مركز تطوير و /أو الجهة المستفيدة.

في حالة إنهاء الاتفاقية نتيجة لتقصير في أداء الجهة المستفيدة والالتزاماتها، يحق لمركز تطوير مطالبة المؤسسة بتعويض مالي لتغطية التكاليف التي خصصت للمؤسسة.



### يمكن إنهاء الاتفاقية في الحالات التالية فقط :

- ١- إذا لم تقم الجهة المستفيدة بخطوات جوهرية باتجاه تنفيذ البرنامج خلال شهرين من التوقيع على الاتفاقية وبالتحديد بخطة العمل والتعاون مع المستشارين المتدربين من قبل مركز تطوير، وإذا لم تتقدم بمبرر مقبول لدى مركز تطوير .
- ٢- إذا تم حل الجهة المستفيدة وبالتالي فقدت الوضع القانوني المعترف به.
- ٣- عند نشوب نزاعات ومشاكل داخل الجهة المستفيدة والتي يمكن أن تحول دون تنفيذ البرنامج حسب رأي مركز تطوير.
- ٤- إذا تم تقديم الجهة المستفيدة إلى المحاكمة بدعوى قانونية من قبل أي طرف أو أي ممول آخر.
- ٥- إذا تم إنهاء الاتفاقية بين مركز تطوير والبنك الدولي.

### إجراءات إنهاء الاتفاقية:

- في حال وجود رغبة لانتهاء الاتفاقية نتيجة البنود المذكورة اعلاه، سيقوم مركز تطوير بإرسال كتاب رسمي للمؤسسة / الجهة المستفيدة للتنويه بهذه الرغبة.
- ترسل المؤسسة / الجهة المستفيدة ردها على الكتاب السابق خلال فترة زمنية لا تتجاوز ٧٢ ساعة.
- يتم تحديد اجتماع لمناقشة القضية اذا ارتأى مركز تطوير امكانية لحل الخلاف

- في حال عدم وجود مثل تلك الامكانية، يقوم مركز تطوير بإرسال كتاب إنهاء الاتفاقية اضافة الى مطالبة مالية بالمبالغ التي تم صرفها فعلياً " على المؤسسة تشمل كافة مراحل العمل الى الجهة المستفيدة.

### تاسعاً: أحكام خاصة

الأحكام الخاصة التي تنطبق على مشروعاتكم مذكورة في الملحق " هـ " .

**عاشراً : بدء العمل بأحكام الاتفاقية**

تدخل الاتفاقية حيز التنفيذ بعد توقيع الطرفين عليها.

حررت هذه الاتفاقية في رام ، القدس بتاريخ \_\_\_\_\_ وعلى هذا تم التوقيع:

عن  
الجهة المستفيدة

عن  
مركز تطوير المؤسسات الاهلية  
الفلسطينية

غسان كسابره  
مدير مركز تطوير المؤسسات الاهلية  
الفلسطينية

الاسم:

التوقيع:

الاسم:

التوقيع:

الاسم:

التوقيع:

(الختم)

## ملحق (أ)

أ- عنوان ورقم المؤسسة :

• اسم المؤسسة :

• موقع المؤسسة :

• المحافظة :

• رقم

عنوان المؤسسة

ج-

اسم الشخص المخول

بالاتصال ومنصبه :

**Call for Application CFA/01**

## دعوة المؤسسات الأهلية الفلسطينية لتقديم طلب المساعدة الفنية ضمن برنامج مدونة السلوك

يعلم مركز تطوير المؤسسات الأهلية الفلسطينية "مركز تطوير" عن توفر إمكانية لتوفير المساعدة الفنية للمؤسسات الأهلية الفلسطينية. وتهدف هذه المساعدة الفنية إلى تدريب ومتابعة المؤسسات الأهلية لفترة تتراوح بين ٨-١٠ أشهر من أجل تحسين أداء المؤسسات الأهلية في تطبيق بنود مدونة سلوك المؤسسات الأهلية الفلسطينية، يأتي هذا البرنامج كجزء من مشروع المؤسسات الأهلية الفلسطينية الثالث يتمويل البنك الدولي ومن خلال مؤسسة التعاون للفترة الواقعة بين ١ كانون الثاني ٢٠٠٧ وحتى ٣١ كانون الأول ٢٠٠٩. وفي هذا السياق، يتوجه مركز تطوير إلى المؤسسات الأهلية الفلسطينية العاملة في الضفة الغربية وقطاع غزة لتقديم طلبات المساعدة الفنية على أن تتوافق مع المعايير والشروط التالية:

١. أن تكون المؤسسة مقدمة الطلب مؤسسة أهلية غير هادفة للربح
٢. أن تكون المؤسسة مسجلة قانونياً
٣. أن يكون لدى المؤسسة سجل خدمات موثق بالعمل مع المجتمعات الفقيرة والمهمشة
٤. أن تكون المؤسسة قد وقعت أو لديها الرغبة بتوقيع مدونة سلوك المؤسسات الأهلية الفلسطينية [http://www.ndc.ps/site\\_files/TA.doc](http://www.ndc.ps/site_files/TA.doc)

### استلام نموذج طلب مساعدة الفنية:

للحصول على نموذج طلب مساعدة الفنية، يرجى التوجه إلى المقر الرئيسي لمركز تطوير أو مكتب فرع غزة حسب المعلومات المذكورة أدناه، وذلك اعتباراً من يوم السبت الموافق ٢٦/٠٤/٢٠٠٨ يمكنكم أيضاً الحصول على نموذج طلب مساعدة الفنية من خلال صفحتنا الإلكترونية [http://www.ndc.ps/site\\_files/TA.doc](http://www.ndc.ps/site_files/TA.doc)

كما يمكنكم الحصول على النص الكامل لمدونة السلوك من خلال صفحتنا الإلكترونية: [http://www.ndc.ps/site\\_files/files/pdf.١٢٠١٠٠٤٥٨٦](http://www.ndc.ps/site_files/files/pdf.١٢٠١٠٠٤٥٨٦)

تسليم طلب المساعدة الفنية:

تسلم طلبات المساعدة الفنية باليد لمكتب مركز تطوير المؤسسات الأهلية الفلسطينية حسب العناوين التالية:

مكتب غزة -	المكتب الرئيسي -
مركز تطوير المؤسسات الأهلية الفلسطينية	مركز تطوير المؤسسات الأهلية الفلسطينية
عمارة الهيثم ٣ ، شارع الرشيد	عمارة مجاهد ، الرام

هاتف : 2347771 02 /4

هاتف : 08-2828999

آخر موعد لتسليم طلب المساعدة الفنية الساعة ١٢ ظهراً من يوم السبت الموافق ١٧/٠٥/٢٠٠٨ تتضمن مدونة سلوك المؤسسات الأهلية أهداف المؤسسات الأهلية الفلسطينية ومدى سعيها لتحقيق هذه الأهداف المرتبطة بقيم ومبادئ الحكم الصالح وغاياتها ودورها في إحداث التنمية المجتمعية ومساهمتها في تحقيق آمال الشعب الفلسطيني في الحرية والاستقلال. وهذه المدونة مبنية على مبدأ التنوع في المجتمع الفلسطيني والتعددية ومبادئ الديمقراطية، والمشاركة والحق المكفول في تأسيس المؤسسات، وأن المؤسسات الأهلية هي دعامة رئيسية في إحقاق حقوق المجتمع. وقد تم إعداد هذا الميثاق من قبل الائتلاف الاهلي لمدونة السلوك والذي يشمل في عضويته الهيئات المظلاتية للمؤسسات الأهلية الفلسطينية و من خلال عملية تشاور مع أكثر من ٢٠٠ جمعية أهلية فلسطينية أجريت في الضفة الغربية وقطاع غزة.

## Self Assessment Tool (CFA/02)

## طلب للمساعدة الفنية لتطبيق مدونة السلوك

(أداة التحليل الذاتي للقدرات المؤسسية في المؤسسات الأهلية الفلسطينية)

نيسان ٢٠٠٨

### توضيح:

تعتبر هذه الأداة بمثابة نموذج أكثر شمولاً ومخصص لطلب المساعدة الفنية المتعلقة بالإرشاد حول التطبيق الأمثل لمدونة السلوك (البرنامج الأول من المساعدة الفنية) ولا يشكل بأي حال من الأحوال طلباً للبرنامج الثاني من المساعدة الفنية التي يقدمها مركز تطوير وهي التدريب الخاص بموضوعي المساءلة والشفافية.

### مكونات الطلب:

- مقدمة
- لمن هذه الأداة
- منهجية تطوير الأداة
- إرشادات حول استخدام الأداة
- التحليل الكمي والنوعي لقدرات المؤسسة
- جدول الوثائق والمستندات

### مقدمة:

أصبحت منظمات المجتمع المدني على اختلاف أنواعها، جزءاً حقيقياً فعالاً في المجتمع الفلسطيني وهي تلعب دوراً ملموساً في عملية البناء وفي مواجهة المشكلات الاجتماعية والتعامل معها. ومع توسع مجال عمل هذه المؤسسات والتزايد المضطرب في تعدادها، أصبح لزاماً على هذه المؤسسات أن تعمل ضمن بناء مؤسساتي قوي، ينسجم مع متطلبات العمل، قادر على مواجهة تحديات البيئة الخارجية ويعبر عن مجموعة القيم والمبادئ التي تقود عمل المؤسسات الأهلية. لذا ارتأى الائتلاف الأهلي لمدونة السلوك العمل على تطوير هذه المدونة بحيث تصبح إطاراً تنظيمياً مرجعياً للمؤسسات كونه يوضح اقتراح لأفضل الممارسات للمؤسسات من حيث المهنية والالتزام بمعايير الحكم الصالح بفهمه الشامل.

ولكي يتمكن مركز تطوير المؤسسات الأهلية من تقديم المساعدة الفنية الخاصة بتطبيق مبادئ مدونة سلوك المؤسسات الأهلية الفلسطينية للمؤسسات الموقعة على المدونة والراغبة في الحصول على هذه المساعدة الفنية، تم إعداد "أداة التحليل الذاتي للقدرات المؤسسية" بناء على طلب وتمويل من مركز تطوير لتستخدم كطلب للمساعدة الفنية بحيث تشكل مدخلاً أولياً في التعرف على واختيار المؤسسات المعنية بالتغيير من حيث رفع مستوى التزامها بالمعايير والأخلاقيات المنصوص عليها ضمن مدونة السلوك.

### لمن هذه الاداة

تخدم هذه الاداة المؤسسات الاهلية المعنية في تطوير ذاتها من خلال تحليل بنيتها المؤسساتية والتوقف عند نقاط قوتها وضعفها والعمل على تحضير ذاتها لمواجهة التغيرات الموضوعية في البيئة الخارجية ومتطلبات البناء الذاتي.

كما تخدم هذه الاداة مركز تطوير المؤسسات الاهلية الفلسطينية ليستطيع الحصول على صورة أولية لحالة المؤسسة المستهدفة و مدى التزام المؤسسة المستهدفة بتطبيق بنود مدونة السلوك، او لقياس اداء المؤسسة وتحليل قدراتها من اجل تحديد اولويات التدخل، وبالتالي العمل معها لاحقاً على تنفيذ تحليل علمي شامل لواقع البناء المؤسسي فيها<sup>1</sup> ومن ثم تطوير برنامج لبناء قدراتها بما ينسجم مع احتياجاتها بالشاركة مع المؤسسة المستهدفة.

### مذهبية تطوير الاداة

تم العمل على تطوير هذه الاداة بالاستناد الى نتائج تطوير اداة تحليل القدرات المؤسساتية في المؤسسات الاهلية. وقد تم تطوير هذه الاداة لتضمن ابرز المؤشرات فاعلية في مجال التعرف على وتحليل القدرات المؤسساتية وبما ينسجم مع واقع المؤسسات الاهلية الفلسطينية، وتستند هذه المؤشرات بالاساس على الإطار العام لمدونة السلوك للعمل الاهلي الفلسطيني، بطريقة فعالة ودينامكية تشمل بنود و مبادئ مدونة السلوك وبدون إسقاط مؤشرات التحليل والقياس المعمول بها.

صممت هذه الاداة لتمكن الحقل من تحديد صورة مختصرة عن المؤسسة مقدمة الطلب عن طريق تغطية التحليل الذاتي بأدوات قياس كمية ونوعية مبسطة وبطريقة تضمن ابراز اهم جوانب النجاح والقصور وتحديد احتياجات التدخل من اجل التطوير المستقبلي.

### إرشادات حول استخدام الاداة

- تهدف هذه الاداة لمساعدة المؤسسات في التعرف على ذاتها واجراء تحديد اولي لجوانب قوتها وضعفها، كمتطلب للتقدم بطلب المساعدة الفنية لبرنامج الإرشاد بحيث تشكل نتائجها مدخلا " لإجراء تحليل شامل يتم بناء عليه تصميم البرامج والتدخلات التي تحتاجها المؤسسة للوصول إلى تطبيق أفضل لمدونة السلوك ومبادئها.
- يجب النظر إلى هذه الاداة كوسيلة تحليلية ذاتية اولية تزود المؤسسات بفهم اولي لواقعها من أجل العمل اللاحق لتحقيق الفاعلية.
- تستخدم هذه الاداة من قبل المؤسسات الاهلية مباشرة. ليكون التحليل موضوعي يجب العمل على تشكيل لجنة خاصة لاجراء التحليل (لجنة التحليل المؤسسي) تضم في عضويتها المستويات المختلفة في المؤسسة بما يشمل مجلس الإدارة (الهيئة الإدارية)، الإدارة العليا والإدارة التنفيذية، لإجراء هذا التحليل وفي حال تعذر ذلك لصغر حجم المؤسسة ينصح بتكليف شخص محدد لإدارة العملية على ان يتم التحليل من خلال ورش عمل ولقاءات جماعية تضمن اشراك الجميع والحصول على معلومات موضوعية.
- يتحتم على المؤسسات التي تستخدم هذه الاداة التطرق إلى كل الأبواب والأقسام المتضمنة في هذه الاداة. حتى تقدم صورة موضوعية عن ذاتها حتى لو كانت اولية

وذلك لتحديد سبل التعامل المستقبلي، حيث لا جدوى من التدخل اذا كانت المؤسسة تعتبر نفسها في حالة مثالية ولا تحتاج الى الاستثمار في بناء الذات.

- يتم اجراء هذا التحليل باستخدام أساليب وأدوات مختلفة، منها مراجعة أدبيات المؤسسة، المقابلات المنظمة وشبة المنظمة، ورش العمل واللقاءات الجماعية، مع الحرص على استكمال التحليل الكمي والنوعي.

### **أبواب وأقسام أداة التحليل المؤسسي:**

تتكون هذه الاداة من قسمين رئيسيين:

القسم الاول ويحتوي على مؤشرات جوابها مغلق نعم او لا  
القسم الثاني ويحتوي على مؤشرات اجوبتها مفتوحة وتحتاج الى نصوص مكتوبة لتعطيها



## أولاً: معلومات عن المؤسسة مقدمة الطلب:

اسم المؤسسة	
رقم الهاتف	عنوان المكتب الرئيسي
الموقع الإلكتروني (إن وجد)	البريد الإلكتروني
مواقع فروع المؤسسة (إن وجدت)	فاكس
مجالات عمل المؤسسة (البرامج والمشاريع والخدمات)	تاريخ التسجيل
عدد أعضاء مجلس الإدارة	عدد الموظفين
موعد انتخابات المجلس القادم	تاريخ آخر انتخابات لمجلس الإدارة
عدد اجتماعات مجلس الإدارة لسنة ٢٠٠٧	
نسبة البرامج من موازنة ٢٠٠٧ (\$)	مجموع موازنة ٢٠٠٧ (\$)
المنصب الوظيفي	الشخص المكلف بالتابعة
معلومات الاتصال الخاصة بالشخص المكلف بالتابعة	

ثانياً " : تاريخ إجراء التحليل: \_\_\_\_\_

## لجنة التحليل المؤسسي:

الاسم	الموقع في المؤسسة

**متطلب أساسي:**

(١) المؤسسة المعنية قامت بالتوقيع على مدونة السلوك والمبادئ الخاصة بالعمل الاهلي الفلسطيني

وتعمل على تطبيقها.

تاريخ التوقيع: \_\_\_\_\_ مكان التوقيع (يشمل

اسم الهيئة او الاتحاد): \_\_\_\_\_

(2) تحمل المؤسسة شهادة تسجيل من الجهة المخولة بذلك:

صادرة بتاريخ: \_\_\_\_\_

صادرة عن: \_\_\_\_\_

**القسم الاول:**

نرجو الاجابة ب نعم او لا على المؤشرات الواردة في الجدول المرفق ادناه:

القسم الاول: تحليل مؤشرات قدرات المؤسسات الاهلية بالاجابة المحددة:

الرقم	مؤشر التحليل	نعم	لا	ملاحظات
1.	هل تحفظ كامل حقوق الموظفين بناء على قانون العمل كحد ادنى؟			
2.	هل يوجد لدى المؤسسة سياسة خاصة بتوظيف المعاقين؟			
3.	هل يوجد لدى المؤسسة خطة استراتيجية؟ ومتى تم اعدادها اخر مرة؟			
4.	هل قامت المؤسسة باصدار اية بيانات او توقيع اية عرائض حول مقاومة التطبيع؟			
5.	هل تلتزم المؤسسة في العمل وفقا للتقويض الخاص بها وضمن نطاق عملها المحدد في نظامها الداخلي؟			
6.	هل يتم تصميم وتقييم البرامج بناء على دراسة الاحتياجات؟			
7.	هل يوجد نشاطات مشتركة مع مؤسسات اهلية تعمل في نفس القطاع او المنطقة الجغرافية؟			
8.	هل يتم التشاور مع الوزارة المعنية باتجاهات عمل ومشاريع المؤسسة وتقييم نتائج عمل المؤسسة؟			
9.	هل يتم اشراك الموظفين في عملية التخطيط؟			
10.	هل المؤسسة جزء من شبكة / هيئة / اتحاد؟ اذكرها؟			
11.	عند تخطيط النشاطات، هل يتم التنسيق مع المؤسسات العاملة بنفس القطاع / المنطقة الجغرافية؟			

12.	عند تخطيط النشاطات، هل يتم التنسيق مع الوزارات والجهات الرسمية ذات الاختصاص؟			
13.	هل تلتزم المؤسسة بتطبيق القرارات الصادرة عن الشبكة أو الاتحاد؟			
14.	هل تم نشر التقارير المالية المدققة سنوياً؟			
15.	هل لدى المؤسسة رسالة وأهداف واضحة ومعلنة للمجتمع؟			
16.	هل يوجد لدى المؤسسة إجراءات مكتوبة، واضحة ومعلنة خاصة بالشؤون الإدارية والمالية ونظام التوريات			
17.	هل يتم نشر التقارير البرامجية سنوياً؟			
18.	هل تقدم المؤسسة معلومات مفصلة للمستفيدين عن المشروع الذي يستهدفهم قبل البدء بتنفيذه وعند انجاز العمل وتقييمه			
19.	هل يوجد لدى المؤسسة نظام للشكاوى معلن؟			
٢٠.	هل يوجد وصف وظيفي مكتوب ومرفق مع عقد العمل لكافة العاملين في المؤسسة؟			
٢١.	هل يوجد في المؤسسة سلم وظيفي مكتوب ومعلن؟			
22.	هل تتلقى الهيئة العامة تقارير إدارية، تشغيلية، ومالية واضحة، إجمالية، بشكل دوري ومنظم؟			
٢٣.	هل تقدم المؤسسة المعلومات اللازمة حول مشاريعها ونشاطاتها ووضعها المالي للجهات المعنية ووفقاً لما هو متفق عليها؟			
24.	هل لدى المؤسسة مقاييس (معايير) موضوعية واضحة ومعلنة لاختيار التجمعات والفئات المستفيدة؟			
25.	هل لدى المؤسسة نظام عقوبات واضح ومعلن؟			
26.	هل لدى المؤسسة سياسة تمييز ايجابي؟ الذكر لاية فئات؟			
27.	هل يوجد لدى المؤسسة نظام توظيف، اختيار ترقية وتقييم للموظفين واضح ومعلن؟			
28.	هل تطور المؤسسة نظام بناء مؤسسي بشكل دوري؟			
29.	هل يتم بناء البرامج بناءً على دراسة احتياجات؟			
30.	هل لدى المؤسسة مدونة سلوك واضحة وموقعة من قبل اعضاء مجالس الإدارة وموظفي المؤسسة؟			

31.	هل تلتزم المؤسسة بالخطة إستراتيجية وخطط تشغيلية ؟			
32.	هل يتم مراجعة الانجازات من منظور تحقيق الأهداف الإستراتيجية؟			
33.	هل لدى المؤسسة هيكلة إدارية واضحة ومحددة مع تحديد واضح لمستويات السلطة والمسؤولية؟			
34.	هل يقوم أي من أعضاء مجلس الإدارة بالعمل داخل المؤسسة مقابل أجر؟			
35.	هل يتم توقيع تصريح العلاقات (كالعضوية في مؤسسات أخرى أو العمل لديها....) من كافة أعضاء مجلس الإدارة والعاملين بالمؤسسة؟			
36.	هل تتم عملية تقييم للمؤسسة بشكل سنوي؟			
37.	هل يتم بناء أهداف البرامج تماشياً و"انسجاماً" مع أهداف المؤسسة؟			
38.	هل يتم تطوير مؤشرات قياس موضوعية لأهداف المشاريع؟			
39.	هل لدى المؤسسة نظام لحفظ الملفات وتوثيق القرارات والحفاظ على المعلومات؟			
40.	هل لدى المؤسسة نظام رقابة داخلي مكتوب وواضح؟			
٤١.	هل تزود المؤسسة موظفيها بتوجيهات واضحة باحترام قيم الجمهور؟			
42.	هل لدى المؤسسة اجراءات صارمة لمنع التعامل بالرشوة والفساد؟			
43.	هل تعمل المؤسسة بشكل واضح على ادارة الخلافات مع الاطراف الاخرى بشكل سلمي؟			
44.	هل لدى المؤسسة سياسة واضحة لإدارة النزاعات؟			
45.	هل تقبل المؤسسة لجنة تحكيم مهمتها تقبل الشكاوى و التوصل لحلها وفق نظام خاص يضمن استقلالية المؤسسة و خصوصيتها؟			

القسم الثاني:  
نرجو الاجابة بنصا مكتوبا على المؤشرات الواردة في الجدول المرفق ادناه:

### التحليل النصي للمؤشرات

نص الاجابة	مؤشر التحليل	الرقم
	ما هو تعريف المؤسسة للتمويل المشروط ؟ وما هو موقف المؤسسة منه؟	1.
	ما هو عدد المتطوعين في المؤسسة؟	2.
	من هم الاطراف المشاركة في عملية بناء الخطة الاستراتيجية للمؤسسة؟	3.
	ما هي الطرق والأساليب التي تستخدمها المؤسسة في تحديد الاحتياجات؟	4.
	كيف تشبك المؤسسة على المستوى الموقع والمجتمع المحلي؟	5.
	ما هي وسائل اعلان المؤسسة عن نشاطاتها وبرامجها واهدافها؟	6.
	ما هي وسيلة نشر التقارير البرامجية سنويا؟	7.
	ما هي وسيلة نشر التقارير المالية المدققة سنويا؟	8.
	ما هي اجراءات المؤسسة للتعامل للشكاوى ؟	9.
نسبة مئوية:	نسبة النساء في الهيئة العامة؟	10.
	كيف تعمل المؤسسة على تحديد الاحتياجات التطويرية للكلادر	11.
	ما هو رقم تسجيل المؤسسة لدى ضريبة الدخل الفلسطينية؟	12.
	وضح سياسة المؤسسة في مجال تجديد وادارة المتطوعين	13.
	ما هي معايير المؤسسة لاختيار المستفيدين؟	14.
	ما هي الامتيازات التي يكتسبها اعضاء مجلس الادارة؟	15.
	كيف تراجع المؤسسة تجربة عملها السنوية وتسجل العبر والدروس؟	16.
	ما هو اقل راتب يتقاضاه موظف لدى المؤسسة؟	17.
	كيف تقوم المؤسسة بمواجهة وحل الخلافات حال نشوبها؟	18.

بناءً على الاجابات للقسمين اعلاه حدد/ي:

- 1: نقاط قوة المؤسسة:
- 2: نقاط ضعف المؤسسة والفجوات:
- 3: التدخلات المقترحة:
4. أي ملاحظات أخرى:

### بين اية من فائق ومستندات المؤسسة المرجعية التالية قائمة وبمقدور المؤسسة ان تزود بها مركز تطوير المؤسسات الاهلية<sup>2</sup>

اسم الوثيقة	موجودة ام لا	امكانية تزويد NDC بها
استراتيجيات التمويل		
أنظمة التعاون والشراكة		
أنظمة التنفيذ التقنية (إجراءات التنفيذ)		
أنظمة تقييم الأداء / آليات تقييم الموظفين		
برنامج بناء القدرات / خطة تطوير الكادر البشرية.		
تقارير مالية		
تقرير تدقيق حسابات		
الخطة الإستراتيجية.		
الخطط المالية		
دليل اداري		
الدليل المالي		
دليل المشتريات		
دليل شؤون الموظفين / اجراءات التوظيف، الترقية، الفصل، التعويض		
سجل وقائع اجتماعات الجمعية العمومية (الهيئة العامة)		

سجل وقائع اجتماعات مجلس الإدارة (الأمناء)		
سجلات التشييك		
سجلات الضغط والمناصرة		
سجلات الملكية		
سجلات الموظفين: عقود العمل، مستندات، سجل الإجازات، نظام الرواتب والحوافز		
سياسات عدم التمييز		
شهادة تسجيل المؤسسة		
عينات دراسة الاحتياجات		
عينات عن التقارير: تقارير برنامجية، تقارير مشاريع، تقارير سنوية، تقارير عمل تشغيلية		
عينات من الخطط: خطط برنامجية (ثلاث سنوات وأكثر) خطط مشاريع، تخطيط سنوي، خطط تشغيلية		
ملفات الضريبية		
الموازنة السنوية		
النظام الأساسي / النظام الداخلي للمؤسسة / اللوائح الداخلية للمؤسسة أو أي وثيقة ذات صلة.		
نظام التقارير وسير المعلومات		
نظام تخطيط، رقابة وتقييم		
الهيكلية التنظيمية للمؤسسة.		
وثيقة تفويض المجلس / وصف نصي بمهام ومسؤوليات المجلس		
اية وثائق أخرى		

<sup>1</sup> من حيث الالتزام بمدونة السلوك

<sup>2</sup> ملاحظة هامة: لا داعي لتزويد المركز بها عند تعبئة هذا الطلب

**Application Reciept Form CFA/03**



التاريخ:  
رقم الطلب:

إشعار باستلام  
طلب المساعدة الفنية

إسم المؤسسة:  
إسم مُسلّم الطلب:

تحية طيبة وبعد،

نود إعلامكم بأن مركز تطوير المؤسسات الأهلية الفلسطينية قد إستلم طلبكم المذكور أعلاه والمقدم ضمن برنامج المساعدة الفنية وهو الآن قيد الدراسة من قبل الطاقم الفني وسنقوم بإعلامكم بالنتائج حال الإنتهاء من إجراء عملية التقييم.

وتفضلوا بقبول فائق الاحترام والتقدير،

نسخة إلى : غسان كسابرة / مدير مركز تطوير المؤسسات الأهلية الفلسطينية.

الملف

رشا صلاح الدين  
مستقة بناء القدرات