

The NGO Mapping Project:

A New Approach to Advancing Palestinian Civil Society



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Executive Summary

This report presents the findings of The NGO Mapping Project, a component of the initiative *Advancing Trust and Reconciliation among Palestinians and Israelis* sponsored by The Center for the Study of the Presidency and financed by the United States Agency for International Development (USAID). The project aimed to identify a range of moderate, community-based Palestinian non-governmental organizations (NGOs) working to provide services to their constituencies primarily in areas where the Palestinian Authority has limited reach and Hamas operates extensive charitable operations. As part of the identification process, a research team also conducted an assessment of the current state of Palestinian civil society supplemented by focus groups run by the Palestinian political research firm AWRAD. The Mapping Project research team identified a representative sample comprised of 56 different moderate, community-based NGOs operating a diverse range of services throughout the West Bank. The results of the assessment, identification effort, and focus groups are presented in this report along with a series of recommendations to donors seeking to revitalize their support of Palestinian civil society. These findings and recommendations were conducted independently and do not necessarily reflect the views of the Center for the Study of the Presidency or USAID.

Overview

There are hundreds of NGOs operating in the West Bank – as many as 1200 according to the count of our research team. For the most part, they are concentrated in Ramallah and Jerusalem as well as the southern West Bank cities of Bethlehem and Hebron. Many of these NGOs are largely inactive. Hamas-affiliated NGOs represent a small minority in number but are responsible for a majority of non-governmental social activity in many communities. In comparison, Fatah-affiliated NGOs account for the majority of organizations in most districts, but they are largely inactive and poorly funded.

While every donor state and agency has different priorities and has developed different local partnerships, in general, past donor efforts supported Palestinian NGOs located in Ramallah that cultivated a vibrant, but isolated elite civil society with limited connections to the grassroots and the broader population.

The NGOs that are less connected to existing donor institutions and processes tend to be community-based organizations working in particular localities on issues of immediate concern to their constituencies. For example, their activities focus on educational programs, women's empowerment, health care, sports and cultural activities particularly for youth, job training, and providing general social services. There is tremendous diversity in the range and scope of activities run by these community-based NGOs, which operate at diverse levels of institutional capacities and experience. On balance, the community-based NGOs that are most connected to the population are weaker institutionally compared to the Ramallah-centered NGOs specializing in the promotion of democracy, human rights, and civic participation. However, these community-based, service-oriented NGOs are helping to develop the social conditions required for democratic values and practices to survive in Palestinian society. Ensuring a moderate, democratic future for Palestinians requires that community-based NGOs be able to flourish.

Findings from the representative sample of community-based NGOs

A Palestinian research team selected 56 NGOs from throughout the West Bank for further research based on geographical and functional diversity as well as their local reputations. Surveying these institutions revealed some key patterns about the activities, strengths, and weaknesses of moderate, community-based NGOs. These include:

- 1) NGOs focused on social service activities are also effective promoters of democracy and civic participation.
- 2) The newest NGOs are most in need of capacity building and have the least access to international donors. Yet these NGOs are often the most active and respected in their communities with the greatest desires to deliver services to their constituencies.
- 3) The majority of NGO employees work for a minority of organizations. Volunteer-based NGOs are often the organizations with the largest constituencies. However, these volunteer-based NGOs also struggle to access international funding as result of limited professional staff capacity to design projects and develop proposals.
- 4) A key deficiency among these NGOs is the lack of permanent infrastructure to sustain activities in communities.
- 5) Vocational training is a priority for NGOs in multiple sectors since such activities are viewed as central to improving economic conditions and the quality of life.

Recommendations for Donors

- Identify and strengthen effective, transparent, community-based NGOs focused on service delivery.
- Develop small-grants funding mechanisms aimed at dozens of NGOs that are active in their local communities and relied upon by citizens.
- Recognize that the most effective organizations often require capacity-building, including at the level of identifying potential projects and drafting proposals. Designate money for recently founded NGOs and include capacity-building efforts in their awards.
- Advance sustainable projects and institutions by including infrastructure support in projects implemented by NGOs lacking permanent facilities.
- Cultivate local and regional networks among NGOs by incentivizing collaborative initiatives, including projects dedicated exclusively to the development and enrichment of such networks.
- Facilitate the coordination between the non-governmental sector, local government, and the Palestinian Authority.

Introduction: The NGO Mapping Project

Initiated in October 2007, the NGO Mapping Project is a component of the initiative *Advancing Trust and Reconciliation among Israelis and Palestinians* sponsored by the Center for the Study of the Presidency and financed by USAID. The NGO Mapping Project seeks to empower the community of Palestinians who are part of a moderate leadership that is responsive to the needs of the Palestinian people. Toward this end, the project identified a diverse group of effective Palestinian non-governmental organizations (NGOs) that are providing services to their communities where the Palestinian Authority is largely absent, past donor activity has been limited, and Hamas operates extensive charitable operations. The research component of the project aims to provide a resource to the international donor community for supporting Palestinian civil society and for planning future programs in the West Bank.

In addition to conducting research, the NGO Mapping Project also has the practical objective of initiating collaborative networks among these moderate NGOs. Increased cooperation and more dynamic partnerships among Palestinian moderates will advance their collective projects and strengthen their positions as political actors and advocates in Palestinian society.

The NGO Mapping Project was conceived and guided by former Middle East envoy, Ambassador Dennis Ross with the assistance of Dr. Ziad Asali, president of the American Task Force on Palestine. The project was managed by Ben Fishman, former special assistant to Ambassador Ross at the Washington Institute for Near East Policy and Mohammad Yaghi, a Lafer International Fellow at the Washington Institute with extensive experience as an NGO professional and donor representative. Research for the project was conducted by a local field team of four experts in Palestinian politics and various sectors of civil society. Additionally, the project was supported by the political research firm AWRAD and its director, Dr. Nader Said.

Over the course of seven months, the NGO Mapping Project:

- Undertook a 10-day research trip to the West Bank where the project management team met more than 50 NGO representatives throughout the West Bank and interviewed dozens of Palestinian political leaders and representatives of international organizations, including civil society experts from the USAID mission in Tel Aviv, the United States consulate in Jerusalem, the World Bank, the office of the United Nations Special Coordinator, the Danish Representative to the Palestinian Authority, the Konrad Adenauer Foundation, and the National Democratic Institute's West Bank/Gaza office. The findings of this research trip are reported as part of a broader assessment of Palestinian civil society in Part I below.
- Compiled detailed information about 56 moderate Palestinian NGOs from throughout the West Bank, representing a diverse group of organizations with a range of specializations, levels of expertise, constituencies, and relationships with donors.¹ This group of NGOs is intended to provide a representative sample – rather than a comprehensive list –

¹ This research initiative was limited to the West Bank because of the current difficulties accessing Gaza and the distinct political climate there since the Hamas takeover in June 2007. Future work would transplant the research done for the NGO Mapping Project in the West Bank to Gaza should political circumstances allow.

highlighting the diversity of moderate, community-based Palestinian NGOs. A detailed summary and analysis of this sample is provided in Part II of this report. Complete details of the included organizations are listed in Appendix II.

- Hosted a delegation of NGO representatives and members of the project's research team in Washington, DC for an intensive week of meetings with the policy and donor communities. Highlights of the NGO delegation's visit included meetings with: three senior members of Congress – Howard Berman (D-CA), Nita Lowey (D-NY), and Frank Wolf (R-VA); the president of the World Bank, Robert Zoellick; the ambassadors to the United States of Denmark and Bahrain; representatives from the embassies of Canada, Germany, and Japan; senior officials from the Department of State and USAID; and, the staff of American democracy assistance organizations, including the National Endowment for Democracy, the International Republican Institute, and the National Democratic Institute.
- Commissioned a series of focus groups in the West Bank evaluating the current state of Palestinian civil society, the role of the non-governmental sector in Palestinian life, and the best practices of NGOs. The focus groups were conducted by the political research firm AWRAD and its director, Dr. Nader Said. In all, twelve focus groups were conducted in every major community in the West Bank with more than 120 participants representing NGO experts, staff, and beneficiaries. A full report and analysis of these focus groups is included below as Appendix I.

Based on the above activities, this report proceeds in three parts:

- 1) Part I provides an analytical assessment of the state of Palestinian civil society and its relationship to the current political dynamics and challenges in the West Bank. This analysis is derived primarily from the management team's research trip and the focus group report.
- 2) Part II describes the sample of moderate, community-based NGOs identified by the project's research team. Further analysis of Palestinian civil society is drawn from information contained in this sample of 56 NGOs from throughout the West Bank.
- 3) Part III offers a series of recommendations to donors about future funding priorities and initiatives.

In addition to these analytical sections, this report also includes the report of the NGO focus groups and a detailed guide to 56 community-based NGOs as Appendixes 1 and 2 respectively.

The findings and recommendations in this report were conducted independently and do not necessarily reflect the views of the Center for the Study of the Presidency or USAID.

Part I: The Challenging State of Palestinian Civil Society

Palestinian civil society is among the most active and vibrant in the Arab world, partly stemming from its traditional role supporting the population in the absence of a national government, and partly as a result of significant donor assistance provided to this sector starting in the 1990s. Despite millions of dollars of aid over the past 15 years, Palestinian civil society remains insufficiently equipped to address the numerous challenges facing the population. However, the non-governmental sector represents an essential arena for advancing political moderation and promoting democratic principles, particularly in the current climate of increased radicalism.

There are currently hundreds of NGOs operating in the West Bank. The 2006 *Directory of Non-Governmental Organizations in the West Bank* compiled by the Office of the United Nations Special Coordinator (UNSCO) includes 716 NGOs.² A 2007 study by the Palestine Economic Policy Research Institute (MAS) found a total of 951 NGOs in the West Bank, an increase of nearly 40 percent since its 1999 survey identified 675 NGOs in the West Bank.³ The results of the research efforts of our team suggest that the actual number of NGOs in the West Bank is closer to 1200. The larger number stems from the inclusion of sports clubs for youth that were omitted from previous surveys. The numbers were also checked against official data on registered NGOs kept by the Ministry of Interior. In addition, several young NGOs were identified that had neither been registered with the government nor been counted by either the UN or MAS because of their small size or location in marginal areas.

Table 1 below presents the numbers of NGOs in the West Bank by district according to all three sources.

Of the hundreds of NGOs in the West Bank, most are inactive or do not implement regular programs. Hamas-affiliated NGOs represent a small minority in number but are responsible for a majority of social activities in several communities.

Although there is clearly a wide spectrum of NGOs in the West Bank, only a fraction of them are engaged in regular programs and activities. And while Hamas operates relatively few of these NGOs, they are invariably among the most active and professional in the field.

For example, our research team discovered that out of more than 200 NGOs in the Bethlehem district, only around 30 – or 15 percent – are affiliated with Hamas. Yet these Hamas-run NGOs account for the majority of programs and activities sponsored by NGOs in Bethlehem. Only a handful of non-Hamas NGOs operate regular professional programs in the area. This pattern of Hamas' effectiveness in the NGO sector occurs throughout the West Bank, particularly in its strongholds of Hebron and Nablus.

² *Directory of Non-Governmental Organizations in the West Bank*, Office of the United Nations Special Coordinator, 2006. UNSCO lists 714 NGOs by district and two "Other NGOs" in a separate category for a total of 716 organizations in the West Bank.

³ *Mapping Palestinian Non-Governmental Organizations in the West Bank and Gaza Strip*, Palestine Economic Policy Research Institute (MAS), 2007: Available at: http://www.pal-econ.org/index.php?option=com_docman&task=cat_view&gid=36&dir=DESC&order=name&limit=5&limitstart=5

Table 1: Number of NGOs in the West Bank per District

	UNSCO	MAS	NGO Mapping
Bethlehem	89	128	228
Hebron	72	151	210
Jenin	52	116	77
Jericho	57	20	19
Jerusalem	124	81	130
Nablus	93	138	112
Qalqilya	18	33	31
Ramallah	145	166	285
Salfit	23	27	22
Tubas	-	25	13
Tulkarem	41	66	69
Total	714	951	1196

In Nablus, Islamic-affiliated NGOs do not exceed more than 25 percent of the NGOs in the district. Yet they are responsible for approximately 80 percent of all NGO activities through the provision of a range of services to their constituents, including health care, kindergartens, and daycare facilities. More significantly, these NGOs also run factories that provide income generating activities, including a yogurt factory as well as medicine and medical equipment companies. Hamas' presence in Hebron is even stronger than in Nablus in the non-governmental sector. Its charitable societies also run income-generating projects, such as bakeries, restaurants, shoe factories, and sewing and textile facilities.

While Fatah-affiliated NGOs account for the majority of organizations in most districts, they are largely inactive and poorly funded.

In contrast to Hamas' wide-reaching, active NGOs, Fatah-affiliated NGOs are large in number but very limited in their operations. More than 50 percent of the NGOs in Hebron and Nablus are Fatah-affiliated, yet most are inactive or support the individual needs of elites rather than the movement or the population as a whole. Most Fatah-affiliated NGOs rely on funding from the movement itself rather than outside sources, although there are exceptions, such as the Palestine Center for Mass Communication in Hebron and the Karamah Foundation for Learning and Education in Nablus.

NGOs operating in the central West Bank exist in a different context from their associates in the north and south. First, international organizations have their local headquarters in Jerusalem or Ramallah, which are often competing with local organizations. Second, independent and leftist NGOs have a much greater presence in Ramallah and Jerusalem than in the rest of the West Bank. Third, most Israeli-Palestinian cooperative organizations aimed at promoting peace are based in Jerusalem. Finally, as will be discussed below, the primary focus of many Ramallah-based NGOs (and to a lesser extent those in Jerusalem) is conducting workshops and training

sessions aimed at promoting democracy, human rights, civic participation, and the empowerment of youth and women.

Many past donor efforts supported Palestinian NGOs located in Ramallah who cultivated a vibrant, but isolated elite civil society with limited connections to the grassroots and the broader population.

As several donor representatives expressed, many past efforts at supporting Palestinian civil society concentrated on aiding a select number of Ramallah-based organizations focused on holding workshops and training sessions on democracy, human rights, and civic participation. In many cases, these organizations have performed important functions, but they have largely targeted a limited segment of the population whom many Palestinians identify as the elite. As one Palestinian NGO leader expressed, the activities of these elite-oriented NGO's "didn't go directly to the people or the grassroots." This vacuum helped, "create the success of Hamas as the main outlet for change in society." One young activist in Bethlehem reinforced the point by stressing that hundreds of thousands of dollars have been spent on programs discussing human rights and democracy, "but not to build solid organizations." Or as a female participant from Nablus explained in a focus group, "We have been flooded with talk about democracy; we need to create conditions that promote democracy."

The NGOs that are less connected to existing donor institutions and processes tend to be community-based organizations working in particular localities on issues of immediate concern to their constituencies. There is tremendous diversity in the range and scope of activities run by these community-based NGOs, which operate at diverse levels of institutional capacities and levels of experience.

Palestinian and international donor representatives agreed that the NGOs that have traditionally received less attention from the donor world are those that are more connected to the grassroots in towns, villages, and refugee camps outside of Ramallah, many surrounding the major population centers of the West Bank. Palestinian NGOs range widely in the scope of their activities, their experiences and organizational infrastructures, their relationship with international donors, and their future plans. There is incredible diversity in the substance of their work, their capacities as organizations, and their levels of expertise. Some organizations, such as the Association of Women Committees for Social Work have existed for well over a decade, have extensive relationships with international donors and an established professional staff. Others, such as Touris in the Silwan area of East Jerusalem, have been founded in the past year by concerned citizens hoping to address the needs of youth and women in their communities. These more nascent, community-driven NGOs are run largely by volunteers on limited funds and have little if any experience or expertise in soliciting funds from international donors. Yet they are interfacing daily with communities and have the greatest influence in areas where donor efforts and the Palestinian Authority have limited reach. One female participant in a focus group covering Jenin and Tubas summarized the general imbalance that exists between organizations with strong capacities and NGOs connected deeply to the population. She observed, "Groups working with the bulk of the people are weak, while the strong ones have little connectivity."

The future of moderate, non-Islamist Palestinian civil society requires institutions to deliver services that can provide a “normal life” to the population. Ensuring a moderate, democratic future for Palestinians requires that community-based NGOs be able to flourish.

If Palestinian moderates seeking to advance modern, secular ideals in their society are going to be able to compete with the Islamist vision of Hamas, NGO+-s focused on quality and sustainable service delivery to the population must be able to flourish. As Khaled Osaily, the mayor of Hebron explained, “when children finish school, there are only three alternatives for them: they can engage in crime on the street, take drugs, or go to the mosque.” If Palestinians are going to believe in the prospects of a better future, according to Osaily, new institutions must be built that can demonstrate the appeal of a “normal life” in a new atmosphere. Similarly, Dr. Noman Amr of the Al-Quds Open University and the Director of Hebron’s Educational Region described the need to empower individuals with the values, education, and skills necessary for them to improve their prospects and pursue a “normal life.” Dr. Amr stressed advancing these changes in society will directly impact Palestinian political culture and is the surest way to protect a democratic future for Palestinians.

Strengthening the Palestinian non-governmental sector, particularly those organizations that are most connected to their communities and committed to contributing to the advancement of youth, the empowerment of women, and the improvement of health care is one key way of addressing the concerns and objectives of Mayor Osaily and Dr. Amr. Those individuals who have recognized the deficiencies and challenges in their local communities and organized to address these issues with a spirit of volunteerism and limited outside support are the most telling example that change is possible. These are the types of organizations that have the potential to improve the situation on the ground, which is particularly important now given that typical Palestinians bemoan the lack of palpable change and improvement to their lives.

The pervasive disappointment and skepticism in Palestinian society means that there is only tepid support to the current post-Annapolis peace process. Part of the purpose of the NGO Mapping Project is to help invigorate community-based organizations capable of delivering services and programs that can begin to restore public confidence in the prospects of a better future. Part III of this report suggests how the international donor community can most effectively support moderate community-based NGOs. Before presenting these recommendations, the following section provides further details on 56 organizations that represent the diversity of community-based NGOs in the West Bank and form the core of a potential network designed to maximize their impact among the population.

Part II: A Representative Sample of Moderate, Community-Based NGOs in the West Bank

From October 2007 to April 2008, the local research team of the NGO Mapping Project worked to identify a sample that best represents moderate NGOs in the West Bank with connections to the grassroots. The research team strove to identify NGOs that have deep connections to the populations they serve by providing education, health, and social services with good reputations for transparency and accountability in their communities. The sample of NGOs is not intended to be an exhaustive list of all organizations fitting these criteria, but a grouping aimed to represent the diversity of capable, moderate, and credible organizations operating in communities throughout the West Bank.

As a resource for donors, this sample is intended to serve two functions:

- 1) To offer donors information about particular organizations operating in communities in the West Bank to help facilitate the identification of partners for future projects*
- 2) To present donors with a model of the types of moderate, community-based NGOs requiring additional outside support as donors design future civil society initiatives in the West Bank and Gaza.*

The sample demonstrates that a wide range of moderate, active, community-based NGOs operate throughout the West Bank. While some of these organizations have long-standing relationships with the donor community, most do not. Therefore, if this sample helps facilitate the establishment of new relationships between NGOs and donors, it will have served its primary purpose.

A note about methodology: the Palestinian research team consisted of three researchers who each focused on one geographical region of the West Bank. One local program officer coordinated and supervised the team's work. To identify the NGOs included in the final sample, the research team conducted dozens of interviews with NGO representatives, visited their offices, observed their activities, and solicited common background information from each organization. Additionally, the research team conducted numerous interviews in each district with citizens to solicit information about an NGO's local reputation and effectiveness. Finally, the research team surveyed civic leaders to obtain recommendations on the most effective and respected NGOs in their districts.

Overall, 56 NGOs were selected from across the West Bank. The table below summarizes the distribution of NGOs by region and specialization. Since the sample is intended to provide donors with a representative group of moderate, community-based NGOs operating throughout the West Bank, an effort was made to present a diverse group of organizations by region, specialization, and level of expertise. A particular emphasis was placed on identifying NGOs operating in non-traditional areas of donor attention, primarily in the North and South West Bank and away from the crowded non-governmental arena in Ramallah and Jerusalem.

Table 2: Distribution of NGO Sample By Region and Specialization

<i>Region</i>	<i>Specialization</i>					Total
	Women/ Children/Youth	Youth/Students	Health	Special Needs	General Social Services	
North	13	7	3	2	4	29
Central	2	2	1	0	5	10
South	8	6	2	0	1	17
Total	23	15	6	2	10	56

Geography: Of the 56 NGOs included in the sample, 29 were selected from the North, 10 from the Center, and 17 from the South West Bank. Of the NGOs from the North, five come from Nablus, nine from Tulkarem, four from Jenin, six from Qalqiliya, three from Salfit, and two from Tubas. Of the NGOs from the Center, three are based in Ramallah, six in Jerusalem, and one in Jericho. And of the NGOs from the South, eleven are located in Hebron and six in Bethlehem.

Areas of specialization: Twenty-three NGOs in the sample focus on women’s empowerment, sometimes independently, but mostly together with providing care and services for children and youth – activities which can help women play more active roles in society away from their own households. Fifteen NGOs in the sample provide educational, enrichment, and sports activities for youth and students. Six NGOs provide health services, including drug treatment and rehabilitation centers. Two NGOs, both located in the North, offer care for people with special needs, particularly the blind and the deaf. And 10 organizations provide a wide range of general social services, including aid to the agricultural sector.

Sources of funding: The NGOs in the sample were asked to report their primary sources of funding. While this method of self-reporting is not exhaustive, it is indicative of broader funding patterns among the community-based NGOs selected in the sample. Almost 40 percent of the 56 NGOs – or 22 out of 56 – reported that their primary or only sources of funding came from their local communities or internal Palestinian sources. This number represents the highest category in the sample, suggesting that a significant number of NGOs remain unfunded by external donor sources. USAID was reported as the single agency contributing to the most NGOs (13 or 23 percent), followed by UNDP (6) and the British Council (3). Arab states, such as Qatar, the UAE, and Kuwait funded 14 of the 56 NGOs. The member- states of the European Union also represented a significant funding source, especially Norway, Germany, Spain, Italy, the Netherlands, and the UK while the European Commission itself provided funding to four NGOs.

Key Findings

NGOs focused on social service activities are also effective promoters of democracy and civic participation.

Except for the most specialized NGOs that provide health care services or run centers for individuals with special needs, virtually all NGOs in the sample run programs related to advancing human rights, civic and political participation, and promoting the rule of law. The NGOs view these activities as central to their missions of advancing social change by practicing democratic principles. Service provision and civic education programs thus should be viewed as complementary activities rather than mutually exclusive arenas.

The newest NGOs are most in need of capacity building and have the least access to international donors. Yet these NGOs are often the most active and respected in their communities with the greatest desires to deliver services to their constituencies.

Out of 56 NGOs in the sample, only 23 have professional staffs capable of writing strong proposals that can attract donor funding. All of these more professionalized NGOs have received outside donor funding from at least two sources, suggesting their skills at drafting proposals and engaging donors. The advanced NGOs operate a range of programs from expensive health care facilities to relatively inexpensive summer camps and educational training courses, suggesting that success with donors stems from more advanced organizational capacities rather than areas of specialization. Of the 23 professional NGOs in the sample, 20 of them were established before 2000, including some which have existed for 30 or 40 years. It seems clear that this extensive experience has helped develop the capacities necessary for the successful execution of proposals and programs. The remaining 33 NGOs require capacity building programs for their staffs. More than half of these NGOs were founded after 2004, suggesting that the newest organizations are most in need of training and capacity building. Similarly, only 11 out of the 56 NGOs have websites; of these organizations with websites, most were founded prior to 2003 – another indication that newer organizations are most in need of resources and training for capacity building.

The majority of NGO employees work for a minority of organizations. Volunteer-based NGOs are often the organizations with the largest constituencies.

There are 288 employees working in the 56 NGOs sampled. Of these, 178 employees (or 62 percent) work for just nine NGOs (or 16 percent) of the organizations. The organizations with the largest numbers of employees include: the Association of Women Committees for Social Work; the Psycho-Social Counseling Center for Women; the Social and Cultural Charitable Association in Nablus; Halhul Red Crescent outside of Hebron; the Patients' Friends Society of Tulkarem; the Cultural Center for Child Development in Tulkarem; and, the Tubas Charitable Society.

Sixteen NGOs in the sample (or 29 percent) operate entirely without paid employees, relying instead on volunteers to implement their programs. The 56 NGOs have close to 1700 volunteers, an average of 30 volunteers per organization, suggesting the depth of their community connections. Certain activities are particularly conducive to high numbers of volunteers, such as the kindergartens and daycare centers operated by the more than 500 volunteers of the Association of Women Committees for Social Work.

A key deficiency among these NGOs is the lack of permanent infrastructure to sustain activities in communities.

Nearly half of the NGOs lack permanent buildings to host their programs and operate their services, particularly in the areas of health, youth education, women's empowerment, and childcare. Lacking permanent infrastructure, these NGOs are forced to rent facilities, which consumes significant portions of their budgets that could be allocated toward running programs. Moreover, certain facilities, such as indoor sports halls required to run year-round activities or outdoor playgrounds for children in kindergartens or daycare centers are not available for rent. Therefore, assisting NGOs with the provision of permanent infrastructure will help secure their roles in society.

Vocational training is central to the function of NGOs in multiple sectors.

Many NGOs across all sectors consider vocational training or funding small-scale job-creation programs central to their broader roles as agents of economic improvement in society. For example, women's NGOs offer sewing classes, agricultural NGOs train constituents in the food industry, raising bees, and carpentry, and youth-oriented NGOs offer a range of classes in languages, administration, and accounting. Vocational training has become such a significant function for NGOs because of the high level of Palestinian unemployment, which is nearly 35 percent according to the Central Bureau of Statistics. Twelve NGOs in the sample have connections to microcredit programs in order to assist recipients with initiating independent projects and 15 NGOs operate or seek computer centers and libraries to provide constituents additional educational and communications tools. A wide range of NGOs thus focus on vocational training as a means of multiplying their effect on society by seeking economic improvement in addition to their particular areas of concentration. Vocational training thus serves as an effective means through which NGOs can build connections within their target populations.

Virtually all the NGOs play an active role in coordinating community volunteering activities.

Almost all of the NGOs in the sample organize or participate in community volunteering activities, the most popular of which include organizing community clean-up days, offering free medical care, planting trees, and helping farmers with harvests. These activities suggest the important role that NGOs play in fostering a culture of volunteerism and promoting community responsibility and accountability. Community-wide volunteering activities also help develop networks of collaboration among local NGOs.

Part III: Recommendations on Funding Palestinian Civil Society

Donors seeking to strengthen the moderate Palestinian non-governmental sector should consider the following recommendations concerning funding approaches to Palestinian civil society:

Identify and Strengthen Effective, Transparent, Community-Based NGOs Focused on Service Delivery.

The types of organizations that donors should concentrate more on supporting are those NGOs that are active in their local communities and relied upon by citizens to deliver services required for maintaining and enriching daily life. These organizations may operate after-school classes or computer centers for students, sports clubs, women's organizations aimed at education or job skills training, or health clinics. Projects should be identified locally based on citizen needs and the most responsive organizations to their communities should be furnished with the resources needed to deliver essential services and programs.

Develop small grants funding mechanisms aimed at dozens of NGOs that are active in their local communities and relied upon by citizens.

A significant obstacle confronting donors seeking to channel assistance to community-based organizations stems from the absence of appropriate funding mechanisms that can provide small grants to a large number of groups. Therefore, where possible, donors should establish small-grants mechanisms capable of issuing small awards to a wide range of NGOs that can implement dynamic projects in a range of areas. The infrastructure of these small-grants mechanisms should be minimized. One potential model may be the establishment of trust funds designated for community-based organizations that are guided by local boards or steering committees and managed by accounting firms. Small grants should focus on providing awards in the \$10,000 - \$50,000 range rather than large-scale donations, which newer organizations may not have sufficient capacities to absorb effectively. Limiting the size of awards will provide organizations with the resources necessary to implement new activities and help organizations develop to the point at which they are better prepared to absorb larger awards.

Recognize that the most effective organizations often require capacity-building, including at the level of identifying potential projects and drafting proposals. Designate money for recently founded NGOs and include training and capacity-building efforts in their awards.

Many community-based NGOs, particularly those established recently, lack the capacity, training, and experience to identify projects and draft clear, effective, proposals. For this reason, many community-based organizations have been shut out from competitive bidding grants because they do not look as effective on paper as their activities reflect. Therefore, donors must recognize that a significant hurdle for young community-based NGOs to accessing donor structures is their limited capacities in these areas. To address these limitations, donors should designate awards specifically to recently established NGOs and include training and capacity-building efforts in their awards. Rather than relying on expensive international experts to help develop the capacity of these new NGOs, donors should identify a core group of veteran

Palestinian NGOs and fund efforts by these experienced organizations to train their junior colleagues.

Advance sustainable projects and institutions by including infrastructure support in projects implemented by NGOs lacking facilities.

To have a lasting impact with their constituencies, community-based NGOs require the infrastructure and resources to impact citizens on a long-term basis beyond the life of any one particular project. Consequently, the types of projects that will have the potential to provide these organizations a lasting place in their communities will include the provision of infrastructure in the form of office space and appropriate facilities to conduct activities, computer hardware for internet centers and educational programming, libraries, health care equipment, and other permanent assets that will expand the reach and capabilities of these NGOs. One of the reasons Hamas has remained capable of supporting its followers despite the economic siege imposed on Gaza is that it has already developed the infrastructure needed to support its activities and now must only find the finances for maintenance, which is considerably less expensive. Moderate NGOs with limited assets are thus operating at a deficit from Hamas' elaborate social services network. They must be furnished with comparable equipment and infrastructure if they are going to be able to compete and advance democratic, moderate ideas.

Cultivate local and regional networks among NGOs by incentivizing collaborative initiatives, including projects dedicated exclusively to the development and enrichment of such networks.

For NGOs to impact communities beyond the immediate range of their projects, they should develop close working relationships with similar organizations in their own communities and beyond. Such networks exist at varying levels of sophistication in particular districts and across the West Bank. For example, the Hebron-based Palestinian Center for Mass Communications (PCMC) leads a consortium of 58 smaller NGOs operating in villages and refugee camps around Hebron in different sectors. Currently, PCMC uses this consortium to provide support to member organizations. Networks can be cultivated not just for centralizing fundraising and distributing resources but to build capacity and capabilities by sharing expertise, collaborating on activities, and increasing specialization. Networking can take place locally where organizations operating in different villages, towns, and refugee camps within the same district can engage on issues of common concern and develop political constituencies capable of mobilizing on behalf of local needs. Furthermore, local, national, and specialized NGOs can serve as effective political advocates, urging that the government and moderate political parties adopt policies recommended by their collective expertise. In all, donor attention should encourage activities that develop local and regional NGO networks. Donors should designate funds within particular projects for the purpose of encouraging collaboration among prospective partners.

Facilitate the coordination between the non-governmental sector, institutions of local government, and the Palestinian Authority.

In order to ensure that greater NGO activity does not compete with the efforts of the Palestinian Authority and local government bodies to improve their own capacities, NGOs should coordinate with the public sector. Locally based steering committees should be established between

representatives of municipalities, governorates, PA ministries, and locally-based NGOs to ensure effective cooperation between the governmental and non-governmental sectors. These committees can serve as information-sharing and coordinating bodies focused on identifying areas where NGOs can have the greatest impact, where NGOs can supplement government-run efforts in health and education, and where government led initiatives require minimal NGO support. Successful coordination will not only advance collaborative efforts but ensure that public institutions share the credit gained by effective NGO programs and initiatives.

As the focus group study confirmed, there is currently a minimal level of dialogue between the non-governmental community and the government. Indeed, too often the relationship is adversarial rather than collaborative. International donors can help foster this relationship by designating assistance to municipalities or PA ministries for executing programs in cooperation with NGO partners.

Appendix 1: Results of Civil Society Focus Group Study

**Prospects for Empowering Moderate Palestinian NGOs in
the West Bank**

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Introduction

Support for civil society organizations is vital to the core existence and sustainability of Palestinian society. In the absence of a national government, these organizations have traditionally played an important role in the development and progress of Palestinian society throughout history. Under the Palestinian National Authority, they continue to complement the work of the government, provide services and advocate for reform and democracy. For these organizations to respond to the unfolding political realities and to play an improved role that responds to the needs of the Palestinian public, their priorities and approaches must be revisited periodically.

The January 2006 Palestinian legislative election proved that civil society represents a source of political power, particularly through its role in providing social services. The astounding Hamas victory and the defeat of moderates raises major questions about the relationship between service-provision and political relevance. It also raises fundamental questions about the approaches toward civil society previously emphasized by the Palestinian National Authority and international donors. What has been the effect of more than a decade of supporting organizations largely oriented toward promoting democracy, human rights, civic participation, and other related concepts? Were all types of civil society groups supported? Did the funding target moderate NGOs with the ability to reach relatively large groups of citizens throughout the Palestinian territories?

The conventional wisdom drawn from the legislative election is that Hamas benefited politically from its close ties with the communities and the beneficiaries of its services, especially in the fields of education, health, and social assistance. At the same time, Fateh lost support because of its relationship with a spectrum of institutions that failed to deliver political solutions, proper services, and succumbed to corruption. Independent civil society organizations that grew out of smaller PLO parties were efficient in providing services, but did not succeed in translating these contributions into political gains and long-term influence over Palestinian political culture.

Polling had shown that the popularity of Fateh fell from 54 percent support during 1994 to a low of 25 percent during 2004. Hamas gained support during that period, increasing from 10 percent during 1994 to over 33 percent just before the 2006 PLC elections. Support for independent and other small nationalist parties ranged from 10 to 20 percent during these years. It should also be noted that support for Hamas during the last elections derived mainly from the failures of other political actors. The largest group of voters confirmed that their vote for Hamas was a vote for “change and reform” and not a vote for Hamas’s political or religious agenda⁴.

These arguments call for a careful investigation of the status of Palestinian civil society and its unfolding role, including in the political arena. Such a study should include an evaluation of the needs and priorities of the population, the best practices that help provide services most efficiently, and an assessment of existing NGOs that currently work in relevant fields.

⁴ For more polling history, see the Birzeit University Exit Poll – 2006 (home.birzeit.edu/dsp) and other polls previously carried out by the Center for Palestine Research and Studies (1993-1999) and Birzeit University 1999-2006.

This study relied on a series of targeted focus groups throughout the West Bank aimed at discerning how NGOs can most effectively address the needs of local communities. The focus groups elicited information from NGO beneficiaries on the needs and priorities of their communities and the types of NGOs that best serve those needs. They also examined the views of community leaders, civil society experts, and NGO officials on lessons learned from past efforts in the non-governmental sector.

Methodology

This report relies on a participatory methodology. Twelve focus groups were organized throughout the West Bank. An assessment of needs, priorities and recommendations was based on the experiences and views of different categories of citizens: beneficiaries, potential beneficiaries, NGO staff, political and community leaders, and other experts. Nine workshops were organized to cover all eleven districts in the West Bank, and three workshops were organized on a regional basis, covering the North, Middle, and South West Bank respectively. A total of 128 Palestinians participated in the discussions, 67 female and 61 male. Among the participants, 86 were beneficiaries and 42 were experts and NGO representatives⁵. From a political point of view, the participants came from moderate and independent backgrounds.

The workshops were organized between February 15 and March 15, 2008. This period witnessed meetings between the Palestinian and Israeli leaderships to promote the peace process. Negotiations had not yet produced any tangible results for the Palestinians. At the same time, Hamas continued to control Gaza, with no signs of any significant agreement between Fatah and Hamas to end the conflict between the two parties. The Yemen Agreement was born dead as both parties did not take it seriously. While Egypt was trying to orchestrate a truce and an agreement to lift the closure imposed on Gaza, violence continued to claim the lives of militants and civilians. During the research period, the payment of salaries to the PA employees continued, while inflation was on the rise. A number of strikes and protests were organized.

The focus groups were organized in coordination with a large number of national and community-based organizations. They were invited to nominate a number of their beneficiaries and staff to participate. The research team, however, made the final selection to ensure balanced representation. The majority of the workshops were convened in the premises of community-based organizations. They were facilitated by well-trained researchers with long-standing experience. The discussions were recorded, transcribed, and analyzed according to the themes of discussion. In general, the following themes were discussed in the focus groups⁶:

1. The role of the current government in meeting needs.
2. The local and national needs and priorities as perceived by the participants.
3. The role of civil society organizations in meeting these needs and priorities.
4. The best practices that should be adopted by NGOs.
5. The best indicators for a model NGO under the Palestinian conditions (Vision, methods, outreach, fields of interest, governance, etc.).
6. The relationship between NGOs and government.
7. The relationship between NGOs and donor institutions.

⁵ For more on the distribution of participants, please refer to annex 1.

⁶ Details of the discussion themes are included in annex 2.

8. Recommendations of means to improve NGO performance.

Main Results

One: An evaluation of the current government

Discussions over the role of the current government were characterized with intensity. Some participants acknowledged the contributions of this government. They focused mainly on the government's ability to secure salaries, provide basic health services and free basic education, and create less bureaucratic procedures to complete paperwork.

The salaries are paid on a consistent basis (Male, Tubas-Jenin).

The one achievement of this government is the resumption of the payment of salaries (Female, Tulkarem-Qalqilya).

Most people go to government hospitals that provide basic health services (Male, Ramallah).

The Ministry of Health gives patients the chance to go outside of the country to receive critical health services (Female, Bethlehem).

We must give praise to the free education that the government provides (Female, Tulkarem-Qalqilya).

In our district, we have good distribution of health centers (Male, Salfit).

We used to have to go to Nablus to get our paperwork done; now we do that very quickly in our own district (Male, Salfit).

Participants also cited failures, as well as obstacles that face the current government. The most common obstacles cited were related to the occupation, the limited and conditional international funding, and internal strife.

Remember that the occupation still exists; roadblocks and incursion make it extremely difficult for the government to perform (Male, Nablus).

Funding for this government is limited to salaries; it is also inconsistent (Female, Jericho).

All governments have the good and the bad; this government can not give 100% performance (Male, Salfit).

Some in Gaza, and even some in Fateh, don't want this government to succeed (Male, Ramallah).

Many other challenges were also cited:

1. The ability of the government to build trust with the population by advancing a national agenda.
2. The need to assist the government in developing a broad-based political constituency.
3. The need to mediate between the government and the community since the government is comprised of independents with no political party base. This calls for other moderate groups and NGOs to serve this function as a link between the government and the population.
4. The need to complement the work of the government in service delivery, poverty alleviation programs and other areas that are not the focus of the government because of limited resources.
5. The rising prices of essential goods, increasing poverty and unemployment rates, the quality and distribution of health services, and the perceived deterioration in the quality of education.

Two: Identification of needs and priorities

The results of the focus groups confirm earlier quantitative research about needs and priorities in the Palestinian population. The participants in the focus groups concentrated on the following (listed by frequency of citation within the discussions):

1. **Economic development:** This includes alleviating poverty, creating jobs and dealing with inflation. Participants focused on the need to create jobs through establishing productive businesses. The one most talked about issue was the increasing prices of essential commodities (oil, flour, transportation, cement, etc...) and the lack of measures to support needy consumers. Almost all demographic groups cited this issue as a priority, especially in the North and South of the West Bank. Women and youth were also most likely to list this issue as a priority. The issue of economic development was cited more in the districts of Nablus, Jenin, and Tulkarem and Qalqilya than other districts.
2. **The rule of law:** For a majority of the participants, this is still a critical issue even with the progress in some cities such as Nablus. Further control over militias, through rehabilitation programs for the members and tougher measures over unruly acts, was a clear message. Consistency in applying the law was another major issue where participants complained about corruption at the higher government and political ranks. Many of the cases of corruption go unpunished. Reinforcing the rule of law was a priority in the districts of Jenin, Nablus, Tulkarem and Bethlehem.
3. **Basic needs:** In a number of communities, some the basic infrastructure needs are still missing. Electricity, water and sewage systems are real needs in a large number of communities. In some cases, it is the quality of the service that is under question. Participants from rural areas have cited this issue as a priority. Many of the participants from the villages around Jericho, Hebron, and Jenin were more expressive of these needs than others.
4. **Health:** Even with the large number of government subsidized services, participants complained about availability, access, quality and distribution. With all the investment in

the health sector, there is essential equipment that is not available, leading the government to spend significant money to send patients outside of the country to be treated. The quality of government services was a source of questioning. Some participants were critical of the unfair distribution of health services; while some areas have lots of services, others have no access. Women, youth and elders in the groups were most likely to cite health care as a priority. Many of the refugee participants also cited low quality services. Participants with disabilities were also critical of the government's ability to provide services for those with disabilities.

5. **Education:** There were two main issues with the educational system. First, many parents complained that the new curriculum is too difficult and requires too much work by both parents and students. Second, regarding the overall quality of education, many parents felt that either there should be an improvement in public education, or that private schools should be opened in major cities such as Hebron, Nablus, Jenin, and Tulkarem. These schools will help provide an alternative to moderate parents to send their children to attain quality education in a politically appropriate environment. Parents in almost all focus groups cited improving educational access and quality as a priority. The teachers in the groups also shared this view.
6. **Agriculture:** Farmers and consumers in general feel that the agricultural sector has been abandoned by the government. The losses of farmers due to unfair competition, expensive material and water and weather are all leading to the decay of Palestinian agriculture. Israeli agricultural products are becoming more and more a substitute for Palestinian products leading to further unemployment and hardship. The outcry to support this sector came mainly from the districts of Jenin, Tubas, Jericho, Qalqilya and Tulkarem.
7. **Youth:** The status of youth was one of the main concerns for the participants. Many of them felt that youth are ignored especially in marginal areas (villages, refugee camps and marginal urban neighborhoods). This leads youth to boredom and lack of direction, which plays very easily into the hands of fundamentalist groups. Substantial, community-based, sustainable services and activities that are owned by the youth themselves are needed. Youth are in need of quality education, sports activities, and other cultural engagements. They mostly need hope for the future through creating an empowering environment that gives them a light at the end of the tunnel. Of course, jobs are very important for young people. They are the ones who suffer the most from unemployment with no prospects for change in the future.
8. **Children:** Among the most urgent priorities is the status of children, where kindergartens and primary schools are increasingly dominated by fundamentalist groups. Children in marginal areas (mostly rural) have neither recreational activities nor any meaningful engagements that promote their creativity and innovation.
9. **Women:** Participants focused on the increasing burdens on women given economic, social, and psychological crises. Women are further affected by the unemployment of their spouses, which causes many women to work menial jobs or suffer from domestic

violence caused by the depressing conditions faced by their husbands and young males. Many women must endure extreme economic conditions and bear the main responsibility for coping with the conditions. While some participants felt that many programs are already focusing on women, others said that focus had been incorrectly oriented toward soft activities such as lectures and workshops rather than providing tangible outcomes to recipients, including the improvement of living conditions.

10. **Palestinians with disabilities:** A number of participants felt that the needs of persons with disabilities are not being met as the economic crisis makes their issues receive less attention. The need for employment, health services and other rehabilitation programs to this targeted part of the population is essential. Official data show that the percentage of Palestinians with disabilities is higher than the international average, where over 2 percent suffer from at least one form of disability. This segment of the population, along with their families and unions, are becoming more vocal in their demands for legislation and reforms establishing rights for the disabled.
11. **Vocational centers:** Under the current economic crises and the inability of the educational system to address the needs of the market, many young people find themselves deprived of education because of weak vocational training facilities. The participants would like to see more vocational training centers that are directed particularly at youth, women and the disabled.
12. **Ex-detainees and their families:** A large number of young Palestinians and their families are negatively influenced by the imprisonment in Israeli jails. Ex-detainees, especially, young ones are under a great deal of pressure as they lack the skills and education that help integrate them in the work force. They also lack the psycho-social support needed to cope with the unfolding realities. Their families suffer a great deal with limited services provided for them.

These needs expressed by the participants are overwhelming and require close cooperation and coordination between all actors including government and civil society. Of course, the government bears the primary responsibility for meeting some of these needs including infrastructure, economic revival, and security. The fulfillment of the other needs require concerted efforts by all parties, including civil society organizations.

Three: The role of NGOs in meeting needs and priorities

The majority of participants recognized the vital role played by NGOs in meeting the needs of the various groups in Palestinian society. Some of the participants gave these NGOs a grade between 30 percent and 70 percent in meeting needs and in providing services.

I could easily say that NGOs provide 70 percent of the needs in their fields of interests (Female, Bethlehem).

NGOs play a major role in Palestinian development (Male, Jenin).

If it were not for NGOs, the government would collapse (Male, Ramallah).

Having recognized the vital role played by the current NGOs, participants were equally critical. They raised a large number of issues including:

A) Type of services:

Many participants were critical of the over-emphasis on what they described as “soft” programs versus real tangible services. They cited the need for less civic education, democracy programs, and gender education, and more on creating an enabling environment that facilitates the practice of these concepts. Many participants thus noted that the focus of NGOs must be on providing tangible services that lead to a real improvement in living conditions.

We have been flooded with talk about democracy; we need to create conditions that promote democracy (Female, Nablus).

They have talked and talked, but they did not provide the services that are needed by the majority of the people (Male, Tulkarem).

They want us to be democratic, we want the same, but how could you have democracy if kindergartens are teaching fundamentalism (Female, Salfit).

Where did all the money go? Up in the air? (Male, Hebron).

While Hamas provided the community with services, we were talking about the importance of these services (Male, Jericho)

These findings confirm the need to assess the approach that Hamas adopted to create its constituency. Social services were at the heart of the Hamas program. They invested heavily in education, health and social assistance programs. They had a network of organizations that synchronized the efforts of the group in meeting needs in all regions at the same time. Hamas proved less interested in raising awareness and advocacy, but more focused on actually delivering service that are of immediate importance to the citizens.

B) Outreach:

Another issue that received attention from the participants was related to outreach and the proximity of NGOs to the communities and the marginal groups that most need access to services. Many of the participants complained about the concentration of programs and services in big cities, especially Ramallah, and the weak presence of effective NGOs in communities that need the most help. The presence of the strongest NGOs in the central West Bank and major cities prevents them from being in constant touch with the people who need the services the most. Rural areas and refugee camps receive the least developmental attention. Districts in the North and South West Bank are also marginalized. The vast majority of the workers, teachers and farmers felt that they are ignored by the current support regime. The growing size of NGOs has not necessarily led to increased activity or effectiveness

The majority of the strong NGOs are not in touch with the people (Female, Jerusalem).

How much attention is really given to the marginalized groups and region? Not much (Male, Qalqilya).

We need to focus on groups that are not looked at carefully; look at how ignored the refugee youth and the children in villages (Female, Bethlehem).

Not to generalize, but groups working with the bulk of the people are weak, while the strong ones have little connectivity (Female, Jenin-Tubas).

The participants criticized the over-professionalization of NGOs, which prevents them from being relevant to the needs of the people or from being close to the communities. Many of the international and local institutions were criticized for relying on methods that promote their own interests and the interests of their employees instead of servicing the community. Many of the participants gave examples:

Working for one of these NGOs had become a luxury; they enjoy too many benefits (Female, Tulkarem).

Instead of servicing the community, they are servicing themselves (Male, Ramallah).

They spend all of the money on experts and capacity- building; where did all the money go? (Male, Bethlehem).

They take most of the budget, spend it on superficial things. They say that we are helping the Palestinians (Female, Hebron).

They come and go and nobody notices. They leave nothing behind (Male, Jenin).

The dominant approach, of assessing needs and priorities through professional studies by experts from outside of the communities is not sufficient. Proximity and direct engagement of the NGOs with the community will enhance their ability to understand the real needs and priorities of the people they seek to serve.

C) Relations with the donors:

The majority of the participants felt that the policies and actions of the donor institutions must be brought into question. Some criticized these institutions as promoting their own agendas at the expense of the needs of the people.

They came and told us about what we need; we agreed then, but now we know that these are not our needs (Female, Ramallah).

Who decides what our needs are? The donors do, without really knowing what would be really helpful for our cause (Male, Jerusalem).

Many saw the relationship between the NGOs and the donors as one of dependence and compliance. This perceived relationship has a negative influence on the ability of these NGOs to provide real services and destroys their image in the community.

Those who do not conform to the agenda of the donor are immediately shunned (Female, Hebron).

The NGOs are becoming increasingly agents of the donors rather than their own constituencies; this does not help us (Male, Qalqilya).

Many of the participants felt that the international aid organizations and the national NGOs must work together to help the needs of the Palestinians since that is the only way to help a democratic transition and to create the needed credibility of moderate streams in Palestinian society.

This relationship between donor and NGO must change; they need to work together to make sense to the Palestinian people. They don't become more popular by spending money on themselves instead of the people (Female, Ramallah).

Donors are criticized for creating their own circles of allies and friends. It becomes difficult to break away and to reach others who might also be in need of assistance. The skewed relationship with donors is an outcome of a number of factors: the tendency of donors to have their agenda before they actually consult with the community on its needs and priorities; the weak coordination between donors themselves; the weak coordination between international and local organizations that work within the same sector; and, the weak capacity of many NGOs that leaves them at a disadvantage when proposing and negotiating programs with donors.

D) Relations with the government:

The participants stressed the need for a more meaningful engagement between the government and NGOs. Both sides work towards the same vision and goals; they however need to operationalize the relationship and create specific mechanisms to ensure complementarities.

This government still feels that it could do anything without resorting to the community (Male, Ramallah).

Paying salaries is not sufficient to create legitimacy (Female, Nablus).

There is so much that this government could do; it needs the help of civil society (Male, Tulkarem).

We want to complement the work of the government; it is just not clear how (Male, Jenin).

Those who were critical of the current government were more inclined to call for advocacy and protest activities.

Everyday the government is making mistakes; things must change (Male, Jericho).

E) Complementarity vs. duplication:

The issue of coordination, complementarity and networking was another major issue raised by the participants in the focus groups. They criticized the NGOs for lack of coordination among themselves, and lack of networking to ensure efficiency and to avoid duplication.

You feel like everyone is doing the same work at one point; they use all the resources without any significant impact (Male, Qalqilya).

The most important thing is to network among each other; they must work together to have an influence (Female, Jenin).

NGOs must pool resources and work together around specific issues; they need to specialize (Female, Hebron).

The weak coordination and networking resulted from a number of factors:

1. Political allegiances, where many of the NGOs felt that they must serve the interests of their political groups at the expense of coordination with others.
2. Varying views on what constitutes development and the role of civil society in achieving that.
3. Competition over funding and the tendency of donors to reinforce divisions and a clique mentality.
4. The lack of clear implementation of the NGOs Law.

In the case of moderate NGOs that work on a community level, there was no awareness of effective coordinating networks. Some of these organizations were part of existing networks that were ineffective and unrepresentative. The current mechanisms for networking are criticized for being inappropriate for community-based organizations. These networks accommodate the needs of large NGOs but are not yet attuned to the needs of smaller, community-based NGOs. The recommendations in this direction are listed later in the report.

F) Partisan vs. political services:

While the participants realize the political nature of service delivery, the majority of them rejected the idea that service delivery be restricted to supporting partisans. They criticized political groups that use service delivery for immediate political gains.

Yes Hamas won because of many factors including service delivery; but Hamas should not be the model (Female, Ramallah).

In fact, we should stay away from services based on partisan interests; people will eventually know and they will not like it (Female, Hebron).

Service should not be for partisan gains (Male, Bethlehem).

In contrast, some of the participants felt that non-partisan services will bring gains to moderate political streams as they will not be accused of favoritism and corruption.

Let's attract all people through our services (Female, Nablus).

In addition, many participants realized that the moderate and secular groups must be actively engaged in service delivery through which they will be able to advance a culture of moderation and secularism. They must be visible but humble. They should avoid direct charitable work, but instead must develop and empower their constituency. This is how they would compete with Hamas. But they should not duplicate what Hamas had done, as the Hamas model is demoralizing since it is devoid of citizenship rights and responsibilities.

We should compete with them by providing tangible and quality services that matter to people, and not by giving handouts (Male, Ramallah).

Hamas had corrupted Palestinian society; we should just be there and prove to people that things could be done differently (Female, Tulkarem).

Main Conclusions and Recommendations

Invisible Majority

The data obtained from the focus groups revealed that the largest segment of Palestinian NGOs is not visible nor is it appreciated by the various development actors. This invisible majority of civil society is community-centered, with large bases of followers, works closely with the communities and is accountable to its constituencies. These groups have their origins in moderate Palestinian politics. They were originally offshoots of the Fateh movement and independents close to nationalist-secular groups. Although these groups provide services and initiate programs, they also have political objectives to promote democracy, pluralism and the establishment of a Palestinian state living in peace. These community-based organizations are not a homogenous group. While some of them have," been working effectively to deliver services to the community, others are less experienced. Many have limited resources and require a great deal of capacity-building.

Centralization vs. Outreach

The reliance on a few large NGOs that are highly sophisticated, affluent and centralized will not be an alternative to a more community-based approach. The seeds of a community-based model of NGOs exists and is in need of development, organization, networking, and consolidation.

Agenda

The nature of the invisible majority creates a closer link between these groups and the community. They are more in touch with the needs and priorities of the communities, and they are more accountable to their constituencies. In order to maintain these advantages, these organizations must be assisted by the international donor community to enhance their resources and expand their activities.

Focus on services and deliverables

A shift in paradigm is necessary. The current funding approach to NGOs (especially American formal funding) needs to reassess its vision, approach and tools. The current paradigm represents

an inverted pyramid where the majority of the funding is allocated to an elite level of civil society with few connections to the wider population. The new paradigm calls for returning the pyramid to an upright position, meaning that democracy must be built from the bottom up by strengthening its base of support. Such actions would include a strong economic situation, improvement of living conditions, and an enabling environment where people can actually practice democracy and not only preach it. A shift in paradigm requires that we develop democracy by supporting democrats and impacting people's lives directly; we should avoid false illusions that democracy will simply feed itself. Democracy, civic education programs, and other soft projects must be viewed as outcomes of service delivery projects. For example, advancing the status of women requires the creation of jobs and kindergartens, coupled with appropriate legislation and awareness. The promotion of youth participation in civic matters requires that these youth also receive educational, health and recreational services that will engage them in their societies and give them more of a stake in social progress.

Democracy and civic education

The focus groups revealed the necessity of rethinking the types of functions provided by most NGOs in the past. For example, the majority of women's groups with moderate leanings had abandoned providing care for children through kindergartens. As a result of changing funding priorities by donors, these organizations went to educate society about children's and women's rights. Yet their calls often rang hollow as the social and economic environment in Palestinian society declined and became less conducive to women's liberation. The same dynamic occurred in the field of civic education that attempted to promote democracy. Organizations advocating democracy and fair elections were unable to create an environment and living conditions that demonstrated how democracy would lead to an environment where people could prosper and practice democratic principles.

Networking and coordination

The majority of community-based NGOs are not doing enough networking or coordination. National, regional and specialized networks need to be created to consolidate the efforts of these small organizations and make for more effective service delivery. Networks will strengthen the capacity of these organizations and their leverage in Palestinian society and politics, but also will create a more logical and flexible funding dynamic. Further, as natural groups of experts, NGO networks will be able to influence national policymaking as well as influence the reform of the government and the largest political movement Fateh. This advocacy role could develop if these organizations are able to work on a more professional basis while remaining close to their constituencies. Additionally, the development and consolidation of small community-based moderate groups will help advance the political influence of a younger generation of leaders. Networks should focus on developing at the regional, national, and functional levels:

1) Regional Networks:

Given the nature of many of these organizations and the fact that most of them work within their own communities or regions, it is essential that they consolidate and work collectively at the regional level. Such regional networks will bring the NGOs together and enhance their ability to lobby and advocate for the region and its needs. The regional network will also help facilitate the entry of funding to the region through the network as many of the organizations are so small that they usually are unable to compete with larger national NGOs. The regional network would also

help in consolidating developmental and political efforts by prioritizing needs and specifying divisions of labor.

2) Specialized Networks:

The issue of specialization was of high importance to the participants in the workshops, as specialization is believed to lead to harmonization of efforts in the same field. It is recommended that a number of specialized networks be established. They will serve on a national basis to coordinate efforts, share expertise and proven best practices, and consolidate resources. These networks will also help facilitate large-scale national projects. They will help define priorities and set goals for the government in their areas of specialization and serve as advocates with Fateh and other moderate political parties as they begin to define positions on social policy. Such activities are essential for moderate parties to perform better in upcoming elections.

3) A National NGO Network:

This will include all NGOs that fall within the moderate stream of Fateh supporters and independents with democratic leanings. A main coordinating office will help facilitate the work of the NGOs themselves. It will be designed to provide services to the NGOs (rather than serving as an alternative to them) by facilitating contacts and fundraising with donors, capacity-building, and public relations. A steering committee should be established consisting of professionals approved by the members of the network who will help the office staff to identify donors, design training programs, and provide advice, resources, and expertise to members. The office staff and steering committee will continuously assess the needs of the member NGOs and design their activities accordingly.

Approach

The prevailing approach to service-provision by NGOs relies on a project-by-project basis. Many of the projects that are implemented by Palestinian and international NGOs or other governmental agencies are not sustainable. When the project ends, the activities and institutions around it perish. In addition, the reliance on expensive international and local experts minimizes the benefits to the community. This is exacerbated by the fact that international and Palestinian institutions rely on large institutional infrastructures and arrangements that consume large portions of the operating budgets, which takes away from resources that could be applied directly toward the Palestinian people. Professional modes of work substituted for the widespread voluntary approach that prevailed during the 70's and 80's.

Future efforts should focus on sustainability and the need to fund projects and long-term assets that will allow organizations to survive in their communities after the lifespan of any one particular project. This might take place through a number of means including creating line items in each project budget for income-generation activities that will be invested further in the NGO, or to provide support for trust funds for the NGOs.

Relations with the government

Historically, the relationship between the government and NGOs ranged from cooperation, competition and outright conflict depending on the issue and the circumstances. Lately, the relationship is not very clear as there is no real debate between the concerned parties. The current government relies heavily on its international connections and leverage, and believes that

providing salaries and basic needs will consolidate its popular support. This is a government of technocrats with no political party backing. The 2006 elections revealed the limited popular backing for independents in terms of votes. However, the credibility of independent technocrats has been high the polls over the years. The current government will have a lasting impact on how people view independents and technocrats. If it wants to develop a sustainable political following, it requires a closer relationship to the people. Grassroots civil society organization can serve as natural mediators between the government and the people. Consequently, the current government, more than any other, needs the backing and support of the community-based organizations. A relationship based on respect, division of roles, and complementarity will benefit both sides. This could be facilitated only if a constructive dialogrue takes place as soon as possible between the government and the civil society sector.

Criteria for evaluating the performance of NGOs

There were a large number of suggestions related to how NGOs must be evaluated. The participants suggested these general and specific criteria:

One: Relationship with the community

- Physical proximity to the local community
- An understanding of what the real needs of the people are
- Have offices and centers within the community
- Accountability to the community by being close and transparent
- A large number of people must benefit from services
- Large constituency and ability to impact the political landscape in the community

Two: Good governance

- Clean record of staff and volunteers
- Credibility and reputation in the community
- Have a general assembly and board of directors that are engaged and effective
- Transparent financial records

Third: Relationship with the donors

- Mutual respect and dependence
- Agenda must represent the needs of the people and not the donor

Fourth: Types of services

- Must deliver tangible services
- Health, education and other social services are paramount
- Target youth, women, children, unemployed Palestinians and the disabled
- Create jobs and improve living conditions
- Quality services
- Non-partisan services

Fifth: Approach

- Create sustainable mechanisms and avoid limited focus on projects
- Encourage voluntarism and community participation
- Diversify funding resources
- Build capacity and self-reliance

A decision to support a civil society organization must be based on an evaluation of the degree to which it conforms to criteria that serve society at large and is perceived by citizens as relevant to their needs. Its work must also conform to national agendas and plans.

Annex 1: Distribution of participants

District/ West Bank	Beneficiaries	NGOs experts	Female Beneficiaries	Female Experts	Male Ben.	Male Exp.
North	47	15	28	11	19	4
Middle	29	14	13	5	16	9
South	10	13	6	4	4	9
Total	86	42	47	20	39	22

Annex 2: Discussion Guidelines

Introduction (10 minutes)

- An introduction to the project and the research objectives
- Discussion protocol and rules
- Introductions of participants

District – Specific Guidelines:

Theme One (15 minutes): Analysis of the socio-economic-political context & impact on NGOs (grounding the discussion)

- How do you assess the overall Palestinian political context?
- How do you assess the overall Palestinian economic context?

Theme Two (15 minutes): Overall guiding values and goals (vision) for NGOs

- What are the overall values that need to be adopted to achieve the type of society we aspire for?
- Do we adopt democracy? Pluralism? Human development? Intuition-building? Community empowerment? Etc.

Theme Three (20 minutes): Identification of needs and priorities

- What are the most urgent priorities in your district? Economic? Social? Institutional? Political?
- List and prioritize? Be as specific as possible in each field of interest.

Theme Four (20 minutes): The role of NGOs in meeting needs and priorities

- Do NGOs meet the needs of the community?
- Do the NGOs work according to a plan of action consistent with the national goals specified previously?
- Do these NGOs cover the needs in the various fields (education, health, agriculture, etc.)?
- Do they reach the various groups (women, youth, disabled, etc.)?

Theme Five (20 minutes): Criteria for evaluating the performance of NGOs

- What are the traits that describe the best practices that NGOs must adopt? In their vision, goals, tools, outreach, areas of specialization, management and governance, work ethics, etc.
- Are there NGOs (local, district or national) that have these traits? Why? (This will be for example and not a full listing)
- Are there NGOs that serve the needs of the community? How?

Theme Six (20 minutes): Recommendations for developing the role of NGOs

- What are your suggestions to improve the role of NGOs?
- How should NGOs adjust their vision and goals to better serve the community?
- How should NGOs improve their coordination with each other to better serve the community?
- How should they adjust their programs for better targeting and outreach?

- How should they improve their performance to better coordinate and network with the government?
- What recommendations do you have to the NGOs in way of their relationship with donor institutions?
- Overall, what are the best means to improve the performance of NGOs in serving Palestinian society and your district?

Appendix 2:

***A Guide to Moderate, Community-Based NGOs
in the West Bank***

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BETHLEHEM NGOs

Ajial Foundation

مؤسسة أجيال

Wad Shaheen St., Bethlehem
Tel: 02-2747457 Fax: 02-274 7475
Email: ajial.ins@hotmail.com

Mission Statement and Objectives:

Provide services and enrichment activities for children.

Background:

The Society was established in 2004 to work with children in Bethlehem. It rents its office.

Board of Directors:

Hussein Mousa el Jaouni; Yousef George Habash; Sultan Ahmed Thawabtch; Tayseer Ahmed Sha'aneen; Intisar Mahmoud Amer; Inas Ibrahim Dahamsheh; Amal Mohammed Horani.

Employees: No current employees

Volunteers: 15

Accountant: Ahmed Shoman; Budget available upon request.

Recently Implemented Programs and Beneficiaries

Conducted sports activities with children in collaboration with the Ministry of Sport; Held several special medical awareness days to examine children's health in coordination with local schools; Coordinated educational courses for high school students run by volunteers; Hosted two summer camps; Provided a range of arts and cultural skills development activities for children focused on traditional folk dancing, drama, and drawing.

The Foundation seeks to establish a kindergarten, a medical clinic for children, and a Palestinian heritage center.

Current or Past Donors: Local community.

Ansar Center

مركز انصار

Almadrasah St., Al Walaja, Bethlehem

T: 02-2760031 Fax:02-2760031

Email: waelaraj@yahoo.com

Mission Statement and Objectives:

Empower youth through training and developing of educational and professional skills.

Background:

The Center was established in 2000 to empower youth and provide care and services for children. It operates a computer center and rents its offices.

Board of Directors:

Khader Araj; Amar Abu Nascem; Ula Abu Ali; Wael Araj; Dia' Hamdan; Iyad Abu Ali; Sherin Araj

Employees: There are no current employees.

Volunteers: 10

Accountant: Khader and Partner Accounting.

Recently Implemented Programs and Beneficiaries

Conduct educational courses in local high schools; Hold workshops on democracy and human rights; Sponsor community clean-up and tree planting days; Host annual summer camps for children; Participate in conferences on non-violence sponsored by the Holy Land Trust; All together, the Center works with 270 youth and children.

Future projects include establishing an internet cafe and a library.

Current or Past Donors: Word Vision, Oxfam, and British Council.

Future Vision Society
جمعية نظرة المستقبلية

Center of City, Wadi Fukeen, Bethlehem
P.O.BOX 785
Tel: 02-2755454 Fax: 02-2750105 Mobile: 0599-607516
Email: fvsofwadi@yahoo.com
Website: www.futurevisionsociety.org

Mission Statement and Objectives:

Provide childcare and assistance to needy families and students. Assist with the general development of the village.

Background:

The Society was established in 2003 to run a kindergarten and sponsor development projects for the village. It covers the western area of the Bethlehem district.

Board of Directors:

Ata Manasra, Chair; Mohammed Manasra, Vice Chair; Khalid Hilmi, Secretary; Nidal Manasra, Treasurer; Isam Sukar, member; Mohammed Awad, member; Sabri Manasra, member.

Director: Ahmed Sukar holds a master's degree and has extensive experience as a project administrator.

Employees: 4 based on projects

Volunteers: 8

Accountant: Abu Shamah Accounting. Budget available upon request.

Recently Implemented Programs and Beneficiaries

Assisted 240 farmers with building irrigation channels and preparing grounds for plantings; Built and operated kindergarten for the village; Organized several free medical care days in coordination with Committees of Medical Work; Hosted first aid training courses; Assisted 114 families with the distribution of food assistance; Organized several community clean-up days for the village; Participated in the annual Arab Reform conference at the Alexandria Library in Egypt;

Future projects include constructing a daycare center, installing street lighting in the village, purchasing a bus for use by the kindergarten, and continued efforts to improve farmland.

Current or Past Donors: Norway

Lajee Center

مركز لاجيئون

Elias Bandak St., Aidah Camp
Tel: 02- 2750789 Fax: 02-2776446
Email: info@lajee.org
Website: www.lajee.org

Mission Statement and Objectives:

The Center aims to provide refugee youth with cultural, educational, social and developmental opportunities. Its programs are designed in response to the particular needs of the children and the skills and abilities of its members.

Background:

The Center was established in 2000 to target children and youth in the refugee camp and instill values of democracy, human rights, and pluralism through cultural and educational activities. Before its establishment, Aidah camp had no center for youth. The Center recently opened its own activities hall.

Board of Directors:

Salah Ahmed Mohammed Al Amaireh (journalist); Nidal Al Azzah (university professor); Mohammed eh Meda (public sector employee); Shorooq Mu'ala (Bethlehem University student); Halah Khawaja (social affairs ministry employee); Faris Helis (businessman); Majd el Azraq (student).

Director: Salah Al Amaireh, a social activist, has headed the center since its founding.

Employees: 4 based on projects

Volunteers: 14

Accountant: Jameel Titi, Titi Company. Budget is available upon request

Recently Implemented Programs and Beneficiaries

Held book and photo exhibitions displaying Center publications and artwork produced by students; Participated in cultural exchange activities with other refugee camps; Ran training workshops for youth on democracy and human rights; Operated annual summer camp; Offered language training courses for students; Sponsored scout group, folk dancing troupe, and choral group, including international exchange visit for folk dancing troupe. In all, approximately 325 youth from Aidah Camp benefit from these activities.

Current or Past Donors: United States, Belgium, European Commission, British Council

Publications: Quarterly English-language magazine and several student-produced books, including, *The Boy and the Wall*, *Our Eyes*, and *Dreaming in a Homeland*. Since its founding, the Center has launched more than 10 international exhibitions of its works.

PRIDE Center for Social Development

جمعية برايد للتنمية المجتمعية

Al Mahad St., Azzah Camp, Bethlehem
Tel: 02-2750514 Fax: 02- 2750514

Mission Statement and Objectives:

Empower youth to play active roles in society; Raise awareness among youth about social issues; Train youth for taking on leadership roles in society.

Background:

The Center was established in 2007 to assist youth in social development. The Center's office is rented and its activities cover the Bethlehem district, primarily in the Azzah Camp.

Board of Directors:

Ahmed Azzah (social specialist); Mohammed Awad (university professor); Mohammed Azzah (high school teacher); Ahmed Hashem (social activist); Sahar Qandeel (women's activist); Amal Najjar (women's activist); Mohammed Nofal (social activist).

Director: Ahmed Khalil Azzah holds a master's degree in democracy and human rights. He is the former head of the Bethlehem University Students Union and a human rights activist.

Employees: No current employees

Volunteers: 11

Accountant: Fared Sa'ad, Beit Sahur Accounting. Budget available upon request.

Recently Implemented Programs and Beneficiaries

Training courses on accounting practices, English language, proposal writing, and resume drafting; Participated in numerous workshops for youth internationally and in the West Bank; Sponsored volunteer clean-up days; Hosted international visitors who provided entertainment to residents of the Camp; Conducted several seminars and workshops with youth in the Bethlehem district to explore their needs.

Current or Past Donors: European Commission

Publications: Manuals for Center's training sessions.

Psycho-Social Counseling Center for Woman (PSCCW)

مركز الارشاد النفسي والاجتماعي للمرأة

Abu Sroor Building, 3rd Floor Bethlehem-Dehesha Road, Bethlehem

Tel: 02-2750895, 02-2745578

Fax:02-2745578

Email: wcsbethlehem2006@yahoo.com

Mission Statement and Objectives:

- 1) Raise awareness about women's rights through lectures, seminars, and awareness campaigns.
- 2) Lobby to ensure that laws passed by the Palestinian Legislative Council are based upon equality and do not discriminate against women.
- 3) Provide counseling services to victims of domestic violence; raise women's awareness of domestic violence; and, empower women to address situations of domestic violence.
- 4) Empower youth through training, awareness, and education programs.

Background:

The Center was established in 1997 to provide social, health care, and economic services to women. The Center rents its office. It is active primarily in Bethlehem but also engaged in activities throughout the West Bank.

Board of Directors:

Khawla Qaraq, Chair ; Mariam Murtaja, Vice Chair; Muna Kanan, Treasurer; Ikram Muhtaseb; Alice Sa'ad; Khadijah Radaiedah; Janet Barhoum.

Founder and Director:

Khawla Qaraq holds a master's degree in guidance counseling. She worked for 18 years at the Beit-Sur YMCA and is an active member in several Palestinian women's organizations.

Employees: 12 based on projects

Volunteers: 22

Accountant: Wafa Qassem Azraq, George Khader Accounting Company. Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Stay-in-school programs working with 840 students in 14 schools to address family and social problems and improve student achievement; Counseling services to domestic violence victims in 400 families; Training 175 youth and women on conflict resolution techniques in five refugee camps in Bethlehem and Hebron; Providing counseling and social support to 200 families with members in Israeli prisons; Conduct leadership training to 113 young women between ages 18-35.

Current or Past Donors: Norway, European Commission, Mundubat

Hebron NGOs

Al Samou' Youth Sport Club مركز شباب السموع الرياضي

Address: Center of Samou'
Tel: 02-2268623 Fax: 02-2268623
Email: info@taqadum-marble.com

Mission Statement and Objectives:

Provide sports, cultural, and social services to the community.

Background:

Established in 1976 to carry out sports, cultural, and social activities to citizens of Al Samou'. The Club owns its own building.

Board of Directors: Omar Za'reer, Head of club; Ayman Mahareeq, Deputy; Mohammed Badarin, Secretary; Mohammed Daghamin, Treasurer

NGO Director

Omar Za'reer hold bachelor's degree in administration and is an activist in social affairs and sports in the Hebron district.

Employees: 1 permanent; 2 based on projects

Volunteers: 50

Accountant: The center hires an accountant based on projects; Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Organized handball camp for young females; Coordinated regular sports activities engaging most of the youth in the town; Organized workshops and training for developing sports skills; Coordinated voluntary tree-planting in the community;

Future priorities include the establishment of a closed sports hall for year-round activities in the town and surrounding areas.

Current or Past Donors: USAID and local community

Arroub Youth Activities Center
مركز شباب مخيم ال عروب الاجتماعي

Al Madares St., Al Arroub Camp, Hebron
Tel: 02-2522478 mobile:0599873339 Fax:02-2522478
Email: arroub@uyac.org

Mission Statement and Objectives:

Empower youth in Arroub Refugee Camp and raise awareness about social and cultural issues. Implement sports and cultural activities.

Background:

Established in 1959 to provide the residents of Arroub camp with services. The Center owns its office and also has a medical clinic.

Board of Directors:

Khader Thiab, Chairman; Sameer Jawabreh, Vice Chairman; Ismael Hayan, Secretary; Moneer Jawabreh, Treasurer.

NGO Director:

Khader Thiad holds a bachelor's degree in sports and coaches the Center's basketball team. He is a social activist in the camp.

Employees: None

Volunteers: 22

Accountant: The center hires accountants based on projects. Its budget is available upon request.

Recently Implemented Programs and Beneficiaries:

The Center serves as a resource for all the youth in Al-Arroub, but is widely used by residents of all ages. The Center has lit and paved the playground of a school in the camp, constructed a fitness facility, a computer and internet center, and equipped a soccer team. The Center holds workshops about the role of sports in youth development and offers sports training classes, mainly in basketball. Future plan include establishing a daycare center.

Current or Past Donors: UNRWA, USAID

Bani Naim Women Society

جمعية سيدات بني نعيم

Al Qamar quarter, Bani Naim, Hebron
T: 02-2297822 Fax: 02-2297822
Email: sonia_teir@maktoob.com

Mission Statement and Objectives:

Educate women; Revive cultural heritage through workshops exhibitions and festivals; Support women through agricultural projects to fight unemployment.

Background:

Established in 2005 to empower and serve the women. The society rents its facilities.

Board of Directors: Abeer Manasrah, Chair of the society; Sabah Naim, Vice Chair; Alya Qasem, Secretary; Firial Abdulah, Treasurer

Employees: 2 based on current project needs.

Volunteers: 12

Accountant: Hired based on project needs. Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Constructed a greenhouse for use by 100 women; implemented a bee raising project for 36 women; Dug wells for increased water access in the village. In addition to these economic-oriented activities, the Society also conducted workshops about violence against women, distributed backpacks for students and food and clothes to needy families, and provided free medical treatment for pregnant women.

Future priorities include the establishment of a permanent office for the society and the creation of an effective school in the village.

Current or Past Donors: World Vision and local community

Development Student University Society

جمعية تنمية الطلاب الجامعي

3rd Floor, Al Jamal Building, Ain Sara, Hebron
Tel: 02-2299246 Mobile: 0599 830530 Fax:02-2299246
Email: friends.students@googlemail.com

Mission Statement and Objectives:

Raise the social and cultural awareness of university students through programs and exchange experiences with other student organizations; Assist students in the continuation of their education; Help the most talented students pursue graduate studies; Assist graduates with job placement.

Background:

Established in 2005 to serve university students in Hebron district. The society rents its offices. The society owns sports equipment as well as computer and internet facilities.

Board of Directors:

Abed Al Naser Jawabreh, President; Mohammed Hroub, Vice President; Mohammed Jawabreh, Treasurer; Walid Abed el Kareem, Secretary; Mohammed Awad, Chair of Social Committee; Intisar Amr: Chair of Women's Affairs Committee; Yousef Muhsen, Coordinator of projects

NGO Director:

Ashraf Juma', former student leader and head of the Palestinian Legislative Council branch in Hebron.

Employees: 2 based on projects

Volunteers: 3

Accountant: Saber Alameh, Alameh Accounting Company. Budget available upon request

Recently Implemented Programs and Beneficiaries

Provided assistance packages to 2500 students; Conducted computer and internet training courses for 120 students; Held workshops about human rights and non-violence in universities; Offered sports training courses; Held seminars about elections; Produced a guide used by 2000 university students; Conducted free vision examinations for students.

Future plans include the establishment of an electronic library and a computer center with high speed internet access and continued assistance to students seeking advanced educational opportunities.

Current or Past Donors: Local community and Palestinian businessmen.

Palestinian Center for Mass Communications (PCMC)

المركز الفلسطيني للاتصال الجماهيري

Da'erah Al Seir, Hebron

T: 02-22934006 Fax: 02-2293707

Email: palcmc@palnet.com

Mission Statement and Objectives:

Advance principles of dialogue, democracy, social development, and the rule of law; Empower youth through training to increase capacity and raise political awareness; Issue magazines, newsletters, and other publications to promote the above objectives among the population.

Background:

PCMC was established in 2004 to raise political awareness through the use of mass communications. PCMC has three branches in Ramallah, Hebron and Gaza. All of its facilities are rented.

Board of Directors:

Nabil Amr, Chair (former PA Minister of Information); Hafez Barghouthi: Vice chair, (Editor of Al Hayat Al Jadidah); Abed Al Hafez Nofal, Secretary (General Manager at Ministry of Economy); Basem Abu Sumaiah, Treasurer, (Head of Palestinian Broadcasting Corporation)

NGO Director:

Mahmoud Sameer Amr, PhD in Engineering.

Employees: 6 based on projects; 2 permanent

Volunteers: 53

Accountant: Al Wafa' Accounting. The budget is available upon request.

Recently Implemented Programs and Beneficiaries

Furnished 47 clubs around Hebron with sports equipment; Organized training courses for 45 journalists; Provided assistance to 6000 students; Conducted 20 workshops in public management skills; Implemented five human relief programs for 2500 needy families; Distributed computers to 50 organizations and 60 schools lacking computers; Organized 15 summer camps; Promoted democratic political ideals through appearances on over 100 television and radio programs.

Current or Past Donors: USAID, Germany, and Kuwait

Publications: Biweekly *Hebron Letter* and monthly *Hiwar* magazine.

Palestinian Committee for Drug Studies (PCDS)

الهيئة الفلسطينية لدراسات الأدوية

Ain Sara St., Hebron
Tel: 02-2293825 Mobile: 0599796060 Fax: 02-2293825
Email: izzidin2000@yahoo.com

Mission Statement and Objectives:

Protect public health, particularly through education about medication and the distribution of drugs to patients.

Background:

Established in 2004 to help patients use drugs safely and effectively, The Committee offers services in Hebron, Bethlehem, and Jericho.

Board of Directors:

Dr. Izzidin Abu Arqoub, (Consultant at ministry of agriculture); Dr. Khalid Sarahneh, (Director of Yatta Hospital); Dr. Iyad Adarah, (Director of Hebron's veterinary department); Dr. Ahmed Amro, (pharmacist); Hisham Abadi, (engineer); Ashraf Abu Karsh, (engineer); Adel Abu Ne'ma, (journalist).

NGO Director:

Dr. Izzidin Abu Arqoub: PhD in drugs and poison; Consultant to ministry of agriculture; Professor at Hebron University. Dr. Abu Arqoub works as a volunteer.

Employees: 3

Volunteers: 5

Accountant: Qais Al Aramin, Wifaq Accounting Company. Budget is open to the public.

Recently Implemented Programs and Beneficiaries

Provided medicine to 3000 patients with chronic diseases and 500 patients with kidney disease; Distributed potable water to 1600 families in Southern Hebron; Conducted workshops on public health; Sponsored free health treatment days for the poor.

Future programs include plans to establish a kidney treatment facilitate and to establish wastewater treatment facilities.

Current or Past Donors: USAID, Arab Fund, OPEC

Palestinian Red Crescent Society- Halhol

حلحول-جمعية الهلال الأحمر الفلسطيني

Center of Halhol City

Tel: 02-2219101

Fax: 02-2219101

Email: hal.pal.prcs@hotmail.com

Mission Statement and Objectives:

Provide health services to citizens in the north and west of Hebron. Advance health awareness among population.

Background:

Established in 2001 to treat patients in Halhol and the villages to the northern and western areas of Hebron, which lack medical facilities, the Society operates a health care center, a first aid center, an emergency medical center, a modern medical laboratory, specialized clinics, a pharmacy, and an ambulance. The Society relies primarily on the Palestinian communities in Saudi Arabia and the United States for funding. It has 250 members of the Society, all of whom are volunteers.

Board of Directors:

Elected in October 2004:

Dr. Jihad Badawi, Chair (Director-general in Ministry of Health); Fawzi Isbetan, Vice Chair (Arab Bank); Abdullah Aqel: Secretary (Engineer); Yousef Awad, Treasurer (Nurse); Hamzeh Al Baba (Dental technician); Isam Anwar Fishan, (Employee of Hebron municipality); Jamal Abu Rayan (Lab technician).

Employees: 16

Volunteers: 30

Accountant: Al Basheer Accounting. The budget is available to the public and donors upon request.

Recently Implemented Programs and Beneficiaries

In 2007, the following numbers of people used different services provided by the Society:
From January 2007 until December 2007: 16,830 patients visited the general clinic; 14,213 used the pharmacy; 6,426 used the laboratory; 747 patients utilized the specialized clinic; 2,430 people visited the diabetes clinic; and, 2690 visited the dental clinic.

Additionally, the Society runs regular health awareness programs and health education activities throughout Halhol.

The Society hopes to be able to build a hospital that will service 125,000 people in the area.

Current or Past Donors: Government of Spain, Palestinians living in the U.S. and Saudi Arabia.

Sureef Cultural Center

مركز ثقافي صوري ف

Al Barid St., Soureef, Hebron
Tel: 02- 2524335 Fax: 02-2523936
Email: hatem.nasrallah@yahoo.com

Mission Statement and Objectives:

Promote cultural enrichment in Soureef.

Background:

Established in 1994 to service the cultural and social needs of the village Soureef. The Center rents its facilities.

Board of Directors: Ayoub Al Jamal, Chairman; Hatem Nasrallah, Vice Chairman; Ibrahim Hmeidat, Secretary; Ahmed Arar, Treasurer.

Employees: 2 permanent staff

Volunteers: 13

Accountant: Hired according to project needs. Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Held a festival celebrating 75 high achieving high school students; Conducted several political seminars and workshops on the rule of law and elections; Organized community clean-up of schools and volunteer assistance to olive growers during the harvest; Conducted educational courses for high school students.

Future activities will include establishing a computer center, a library, and a permanent facility for the Center.

Current or Past Donors: Local Community

Women Forum Charitable Society-Idna

جمعية سيدات اذنا الخيرية

Middle of village, Idna, Hebron
Tel: 02-2256447 Fax:02-22256447
Email:sweet_amna83@yahoo.com

Mission Statement and Objectives:

Empower women and strengthen their role in society through promoting awareness of gender rights. Establish daycare centers and kindergartens. Provide maternity and child care.

Background:

Established in 200, the Society aims to empower women and provide child care in the village of Idna.

Board of Directors:

Zeinat Tumezi, Chair of society; Amna Battran, Vice Chair; Ifikhar Shweiki, Secretary; Sana' Jawabreh, Treasurer.

NGO Director:

Zeinat Tomezi holds a bachelor's degree and is an activist for women and social work.

Employees: 3 currently; based on project needs.

Volunteers: 12

Accountant: Hired based on project needs. Budget available upon request

Recently Implemented Programs and Beneficiaries:

Psychological health program for 80 women; Provided rehabilitation to 90 handicapped residents of the village; Operated summer camps for 150 children. Conducted workshops for women about decision-making and the participation of women in elections; Offered training courses in English to village residents.

Current or Past Donors: Local Community and Committees for Medical Work

Women Sport Club

نادي المرأة الرياضي

Da'erah Al Seir, Hebron

Tel: 0599-836383

Fax:02-2293407

Email: maysoun_q@yahoo.com

Mission Statement and Objectives:

Increase cultural and social awareness among women through sports activities; Establish women's sports teams; Encourage women to participate in social activities.

Background:

Established in 2005, the Club is the only organization specifically oriented toward promoting sports activities for women. The center owns fitness equipment, but rents its facility.

Board of Directors:

Maysoun Qawasmi, Head of club; Madline Amr, Deputy; Suha Shhadeh, Secretary; Naderah Ajlouni, Treasurer.

NGO Director:

Umaymah Badr holds a diploma in social work and is a women's activist.

Employees: 2 based on project needs.

Volunteers: 10

Accountant: Jameel el Amleh. Budget is available upon request

Recently Implemented Programs and Beneficiaries:

Offers gym training courses, organizes and participates in women's sports competitions. In addition to sports, the Club also holds workshops about women's participation in politics and elections, conferences about violence against women, and training courses in language skills. It also sponsors medical relief days.

Future priorities include the establishment of a permanent facility, and the training of women's sports teams for international competition.

Current or Past Donors: USAID, Temporary International Presence in Hebron

Yatta Center for Development
مركز يطال للتنمية

Main St., Yatta, Hebron
Tel: 0599678320
Email: wahhab2002@hotmail.com

Mission Statement and Objectives:

Promote cultural activities in the town to help support its youth population.

Background:

Established in 2007 to help and support youth in Yatta.

Board of Directors:

Kamal Younes, Chairman of center; Jihad Adarah, Vice Chairman; Majed Abu Hassan, Treasurer; Mohammed Abu Zahra, Secretary

NGO Director:

Mohammed Abu Zahra holds bachelor's degree in administration and is the students coordinator at Al Quds Open University.

Volunteers: 15

Recently Implemented Programs and Beneficiaries:

Held workshops promoting democracy and good governance, political seminars, and cultural meetings. Distributed clothes to needy families at festivals.

Future priorities include the establishment of a computer center with high speed internet access and a library for youth. Assist graduates with job placement and conduct training activities for high school students.

Current or Past Donors: Local Community

JENIN NGOs

Jenin West Quarter Society for Community Rehabilitation

جمعية احياء غرب جنين للتأهيل المجتمعي

Al Madares St., Jenin

Tel: 04-2504449

Email: ebrahim647@hotmail.com

Mission Statement and Objectives:

Provide support for women and children; sponsor microcredit programs; Advance democratic values.

Background:

The Society was established in 2004 to provide support for the poor in the community.

Board of Directors:

Shami Yousef Shami: Chair and member of the Palestinian Legislative Council; Naim Manasrah, executive director; Numaan Turkman, Treasurer; Hassan Eid Faheem; Musa Jaradat; Bassam Turkman: Member; Hassan Mohammed Abdullah.

NGO Director: Shami Yousef Shami, member of the PLC.

Employees: Employees based on projects; currently no paid staff.

Volunteers: 5

Accountant: Hired based on project.

Recently Implemented Programs and Beneficiaries:

Distribution of food assistance during Eid holidays to hundreds of poor families; Distribute backpacks and stationery to students; Convene local meetings during Ramadan to discuss issues of concern to the community; Hold workshops aimed at educating and empowering women and youth.

Future plans include the establishment of computer centers to serve eight towns in the Jenin region, the construction of a building for the Society, and holding training workshops for developing language and administrative skills.

Current or Past Donors: USAID, Qatar, UAE

Kufur Ra'i Women's Center

جنين مركز نسوي كوفر راعي

North town, Kufur Ra'i, Jenin

Tel: 0599 351456

Mission Statement and Objectives:

Provide services and empower the women and children of Kufur Ra'i.

Background:

Established in 2005 to empower the women in Kufur Ra'i and to provide care for children.

Board of Directors:

Halah Mulhem: Chairman.; Wafa Obeid: Vice Chairman; Haifa Mulhim, Treasurer; Hana Hussein, Secretary; Alwafa Khayree Ahmed, Cultural Coordinator; Lubna Shareef, Social Coordinator; Fatimah Qassem, Childhood Coordinator

NGO Director: Halah Mulhem, member of Kufur Ra'i municipal council.

Employees: 2 based on projects

Volunteers: 9

Accountant: Accountants hired by projects.

Recently Implemented Programs and Beneficiaries

Operate kindergartens and daycare facilities for 45 children; Courses in needlework and sewing for 20 women; Courses in home food industries for 25 women. Run training courses about leadership and political participation for women.

Planned future projects include the establishment of a computer center and microcredit programs for women to promote economic activities and reduce unemployment.

Current or Past Donors: Local community and Ministry of Women's Affairs.

Rehabilitation and Care of the Blind Society

جمعية تاهيل ورعاية الكفيف

Marah Saed St., Jenin

Tel: 04-2415334

Fax:04-24163334

Email: thcblind_society@yahoo.com

Mission Statement and Objectives:

Provide services to the blind in the North West Bank and educational opportunity for blind children, including the use of books in Brail. Facilitate the use of technology to help the blind population.

Background:

The Society was established in 1987 to provide care and assistance to the blind in the North West Bank. The Society owns its own building.

Board of Directors:

Lateefa Subhi Nafa', Chair (Retired teacher); Bassam Hab El Reeh, Vice Chair (Attorney); Yaseen Abu Surour, Secretary; Nader Hussein Abu Zeinah, Treasurer (Businessman); Bilal el Ahmed (Attorney); Ghadah Irsheid (Retired teacher); Suhad Amin Haj Hassan (Retired teacher);

NGO Director: Lateefa Nafaa, social activist.

Employees: 8 based on projects

Accountant: Sami Dabhour Accounting Company; Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Operate a school and residence for the blind in the North West Bank; Provide voice recognition computers and software for educational activities to students; Hold workshops in Ramallah and Qatar about the needs and best practices for working with the blind; Sponsor free medical car in conjunction with the Red Crescent Society.

Future plans include establishing a sport hall for the blind, an electronic library, and to furnish the society's dormitory for blind residents.

Current or Past Donors: USAID, Hope Society, UAE, Italy, KFW, Austria

Ya'abad Benevolent Society

جمعية عبد الخيري

Main St., Near Ya'abad Municipality

Tel: 09-2582915

Email: lubna_h_m@yahoo.com

Mission Statement and Objectives:

Empower women through social, economic, and cultural programs; Educate women in Ya'abad; Sponsor educations program for women, youth, and children.

Background:

The Society was established in 1976 to assist women in Ya'abad. It owns its own building.

Board of Directors:

Rasmieh Qasem; Khitab Ibrahim Zeid; Mariam Dawood Hamarsheh; Taghreed Ibrahim Mohammed; Najlah Hamarsheh; Fadiya Taher; Itaf Hamarsheh

NGO Director: Rasmieh Qasem, social activist.

Employees: 4

Volunteers: 20

Accountant: Sami Dahbour Accounting Company; Budget available to public yearly.

Recently Implemented Programs and Beneficiaries:

The Society is the principal organization used by women and children in Ya'abad. It runs a kindergarten, daycare center as well as training and educational programs for children and youth. Conducts periodic medical examinations of children in kindergarten and daycare centers; Runs programs and educational workshops for women.

Future plans include developing a computer center and holding fitness training classes for women.

Current or Past Donors: UNDP, UNRWA, United Arab Emirates

JERICHO NGOs

Nuwaimeh Charitable Society

جمعية النوي عمرة الخيرية

Public St., Al-Nuwaimeh, Jericho
Tel: 02 2323044 Fax: 02 2323044

Mission Statement and Objectives:

Raise social and cultural awareness; develop village's infrastructure and assist the poor.

Background:

Established in 1994 to provide social services and assist in social development. The Society rents its offices

Board of Directors:

Ahmed Shihadeh, Chair of society (Accountant); Mohammed Awatleh, Vice Chair, (Accountant); Mohammed Amira, Secretary (member of local council); Riad Khalf; Taher Awatleh; Khalid Irmeileh; Musalam Shihadeh Salem.

Accountant: Ahmed Shihadeh. Budget available upon request

Employees: 0

Volunteers: 22

Recently Implemented Programs and Beneficiaries

Distributed food assistance to 118 families; implemented a work-for-food program with 472 beneficiaries; offered training courses in leadership, accounting, and communications; organized winter sports activities; participated in community clean-up activities; helped coordinate three free medical care days over the past year.

Future projects would include the construction of a building for the Society and the establishment of a factory for canned vegetables to provide employment opportunities.

Current or Past Donors: UNDP and United Arab Emirates

JERUSALEM NGOs

Al HUDA Association for Treatment and Rehabilitation of Drug Addiction

جمعية الهدى لعلاج وتأهيل مدمني المخدرات

Anata St., Shu'fat Camp, Jerusalem
Tel: 02-5327227 Fax: 02-5327227
Email: info@h-tn.org
Website: www.h-tn.org

Mission Statement and Objectives:

Treat, guide, and rehabilitate drug addicts and alcoholics; Provide support and guidance to families of drug addicts; Raise awareness in the community about the dangers of addiction.

Background:

The Association was established in 2000 to combat the problems of drug addiction. The Association runs a clinic in the Shufat Camp in Jerusalem and a long-term care facility in Jericho. It services individuals from throughout the West Bank.

Board of Directors:

Mazen Ja'abari, President; Charlie Subhi, (social worker); Hani Ghosheh (engineer); Sameer Amro (engineer); Bassam Keloti; Sonia Dieba (guidance counselor); Fahmi Shobaki, (businessman); Ahmed Hijazi, businessman, used to work for longtime as a volunteer in treating addicted.

NGO Director:

Isam Jwehan holds a bachelor's degree in business administration and a diploma in addiction treatment. He worked for 20 years with drug addicts in Israel.

Employees: 11 part time, and based on projects

Volunteers: 12

Accountant: Ibrahim Firon, Al Manhal Accounting. Budget available to public and on request.

Recently Implemented Programs and Beneficiaries:

The Association's Al-Noor and Al- Tahara treatment centers have worked with 344 patients over the past two years. Additionally, the Association has worked on education and awareness campaigns about drug addiction to nearly 1000 people, particularly in the home communities of patients; The Association also has participated in several seminars and TV shows to raise awareness about drug addiction, and has lectured widely in schools and universities.

Current or Past Donors: More than 80 percent of the Association's budget depends on fees paid by families of patients. The PA funds 11 percent of the budget and the local community contributes approximately 5.5 percent of the budget. Additional funding would enable the association to expand the reach of its treatment facilities to families unable to pay on their own.

Al MAQDESE Society for the Development of Society
مؤسسة المقديسي لتنمية وتطوير المجتمع

Al Maqdese 59 St., Wad el Joz, Jerusalem
Tel: 02-6285918 Fax: 02-6298284
Email: almaqdese.society@hotmail.com

Mission Statement and Objectives:

Provide services to fulfill the social and community needs of Jerusalem residents, particularly through educational, sports, and cultural activities for youth, the empowerment of women, and the provision of legal services to the community.

Background:

The society was established in 2007 to assist Palestinian citizens of Jerusalem.

Board of Directors:

Zaki Abu Ta'a; Ahmed Eid; Barakat Zatari; Mohammed Dmeri; Abdul Salam Kashoor; Amar Hanini; Dima Dajani:

NGO Director:

Mua'th el Za'atari holds a bachelor's degree in business administration and is a social activist.

Employees: 4 based on projects

Volunteers: 22

Accountant: Salah Izz el Din. Budget available upon request

Recently Implemented Programs and Beneficiaries:

Held a summer camp "Future Flowers" for 210 children; Offered educational and leadership training courses for 45 students; Assisted 19 families who suffered from the flood of May 2007 with \$300 each; Provided \$150 in assistance to 10 university students; Provide legal services to approximately 2000 citizens through the legal clinic run by the Society; Established a sports team for teenagers; Prepared a study about the educational system in Jerusalem.

Future projects would expand activities aimed at children and youth through summer camps, scout troupes, educational and computer training programs, and the establishment of a kindergarten in Wadi el-Joz.

Current or Past Donors: Qatar and the Al-Razee Center

Al RAZEE Cultural and Social Society
جمعية الرازي للشقافة والمجتمع

Main St., Al Ram, Jerusalem
Tel: 02-2347593 Fax: 02-2348593
alrazee-cultural@hotmail.com

Mission Statement and Objectives:

Provide social and cultural services for Palestinians in Jerusalem.

Background:

The Center was established in 2000.

Board of Directors:

Jameel Duwaik, Chair; Jihan al Ajwaf , Vice Chair; Amin Khatib, Secretary; Naser Kusa, Treasurer; Osama Abu Ziad, Head of Social Department ; Sileen al Muhtasib, Legal Consultant; Basimah Siam, Head of Cultural Department

NGO Director:

Kifaya Hamoudeh holds a diploma in administration and previously worked at the Royal Center before being recruited by Al Razee.

Employees: 1 permanent

Volunteers: 15

Accountant: Salah Ala'a Edin. Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Held summer camps for 1600 children throughout Jerusalem; Research department conducted 80 studies of social and cultural issues; 450 students participated in a civic participation program; and 3000 Jerusalem residents benefit from the Ukath Market sponsored by the society. Held workshops on democracy and human rights.

Future programs include the establishment of a sewing factor for school uniforms and the development of a student parliament project.

Current or Past Donors: USAID, Spain

Arab Orthodox Union Club-Jerusalem
القدس-نادي الاتحاد الارثوذكسي العربي

Dahiet Al Bareed Juncture, Jerusalem
Tel: 02 2840808 Fax: 02 2840808

Mission Statement and Objectives:

Provide social services to the local community, organize sports activities, and increase community activism among residents.

Background:

The club was established in 1942 to serve the local community in Jerusalem. It owns one facility and rents another.

Board of Directors: Nabil Mashhour, Head of club (Attorney); Waseem Khouri, Deputy (Attorney); Wasel Turkman, Secretary (Dentist); Maher Sajda, Treasurer, (Financial manager); Hana Musmar (Financial manager).

Employees: 3

Volunteers: 12

Accountant: Saba Accounting Company. Budget is available to the public and discussed at annual assembly.

Recently Implemented Programs and Beneficiaries:

The club has a general focus on youth and children. Roughly 500 youth participate in its social, cultural, and sports activities. In addition, the club runs five seminars every year on different social, political and cultural topics; it conducts 3 training courses in sports every year; and sponsors a monthly community volunteering activity.

Future plans include establishing a webpage for the club and sponsoring a scout group.

Current or Past Donors: Local community and Palestinian communities abroad.

Thawri-Silwan Women Center
المركز النسوي الثوري سلوان

Address: Al Tour, Silwan Village, Jerusalem
Tel: 02-6719278 Fax: 02-6719278
Email: wpc_as@yahoo.com
Website: www.jerusalemwomen.org

Mission Statement and Objectives:

Empower women socially, economically and politically; raise awareness about social and economic rights of women; training women for employment and assist with job placement; provide care for children.

Background:

The society was established in 2007 as the only center for women in the Silwan and Thawri neighborhoods of Jerusalem where there are 62,000 residents. The Society rents its two offices.

Board of Directors:

Abeer Zayyad; Amal Naser; Sa'adieh Abu Rumeileh; Haifa' Sheikh; Naheel Sheikh; Najah Bedis; Nida' Abu Rumeileh; Najah Abu Rumeileh; Shahrat Abu Siriyeh

NGO Director:

Abeer Zayyad holds a master's degree in archeology.

Accountant: Isam Milhem, Ismat Watad Company. Budget available upon request

Recently Implemented Programs and Beneficiaries:

Held a summer camp for 50 children from ages 5-14; Held training courses in reproductive health, women's leadership, and broader educational courses; Offered literacy courses; Sponsored an Iftar together with the Union of Charitable Societies; Opened a daycare center in Thawri Camp; provided after-school enrichment classes for students in the Society's offices; Trained children in Dabka traditional dance, drama, drawing, and singing.

Future projects include the establishment of a children's library, offering vocational training classes, and the establishment of women's sports teams. The Society also seeks to conduct a comprehensive study about the needs of women and children in Thawri and Silwan.

Current or Past Donors: The Al-Razee Center and local businesses and community members.

Youth Development Department- Arab Studies Society
جمعية الدراسات العربية - دائرة تنمية الشباب

Al Balad, Jerusalem
Tel: 02-2343352 Fax: 02-2343354
Email: ydd@orienthouse.org
Website: www.orienthouse.org

Mission Statement and Objectives:

Develop and improve the capacities of youth organizations in Jerusalem; Advance networking activities among Jerusalem's youth organizations; Provide opportunities for Jerusalem youth locally and internationally.

Background:

The Department was established in 1982 to conduct studies and research about issues related to youth in Jerusalem.

Board of Directors: Ibrahim Sha'aban (Professor of law, Al Quds University); Lamees Alami (Minister of Education); Dr. Hassan Duwaik (Professor, Al Quds University); Zuheir el Hamad (Businessman); Dr. Hassan Silwadi (Al Quds University); Basel Al Hussein (Businessman); Dr. Ahmed Baker (Al Quds University).

NGO Director:

Ishaq Al Budeiri has directed the Arab Studies Society since 1990. Mazen Ja'abari directs the Youth Development Department.

Employees: 7 based on projects

Volunteers: 5

Accountant: Lulu el Fahoum, Ma'aika Accounting. Budget available upon request.

Recently Implemented Programs and Beneficiaries:

The Department has worked with hundreds of youth in Jerusalem directly through its own projects and indirectly by supporting other Jerusalem-based youth organizations; Key projects have included vocational training and guidance programs; studying the youth sector in Jerusalem; awarding the Feisal Hussein prize for best research, and assisting with capacity building programs for youth.

Current or Past Donors: France, Italy, Spain, European Commission, and the Ford Foundation.

NABLUS NGOs

Cultural Center for Child Development (CCCD)

المركز الثقافي لتنمية الطفولة

Address: Rafidia St., Nablus
Tel: 09-2341518 Fax: 09-2341890
Email: cccd_site@yahoo.com

Mission Statement and Objectives:

Contribute to the educational development of children; Provide children and youth with modern educational facilities not available in many schools; Raise awareness in families, schools, civil society organizations, and the local community about children's issue and conditions; Provide a healthy environment for children to cooperate and exchange ideas and knowledge; Organize adult education programs in coordination with other NGOs.

Background:

The Center was established in 1977 to provide youth and children with opportunities and develop leadership skills. The Center covers the North West Bank and has offices in Nablus and Tulkarem. The Center also has its own library.

Board of Directors:

Nariman Khalili (Childhood consultant); Dalal Salameh (Former PLC member); Afnan Saied (An-Najah University); Imad Ya'ish (Private sector); Dr. Khalid Hijazi (Academic); Bassam Walweel (Private sector); Razan Hindieh (Administrative assistant); Imad Musa (Palestinian National Council Member)

NGO Director: Inas el Masri holds a master's degree and is a social activist, particularly with youth.

Employees: 2 based on projects

Volunteers: 30

Accountant: Jalal Duwaik, Arab Consultants; Budget available upon request

Recently Implemented Programs and Beneficiaries:

Leadership through art, targeting children and youth from ages 12-22; Civic education project; Conducted cultural workshops for children to develop skills and capabilities; Run drawing classes; Participated in several conferences including "Mental Health and Youth Role" in Ramallah, "Youth Forum" in Egypt, "The Role of Youth in Society" in Amman, "Youth as Leaders" in Sweden, and "the Mediterranean Youth Conference" in Barcelona; Organized educational and cultural summer camps; Coordinated two-month volunteer campaign in Rafeedia Hospital and three days of cleaning and planting in Gamal Abdel Nasser camp; Held training sessions for students aged 14-17 on developing communications skills, leadership skills, as well as gender, civic, and democratic awareness; Encourage reading and literacy through Center's library; Organize cultural dancing groups.

The Center has also produced and published five newsletters titled, "Nutaleb" or "We Demand" whose articles are selected and written by youth.

Current or Past Donors: British Council; German Representative

KARAMAH Foundation for Supporting Learning and Education

مؤسسة كرامة لدعم التعليم والتعلم

Address: Sufian St., Nablus District
Tel: 09-2370715/6 Fax: 09-2370154
Email: karamahn@karamahn.org
www.karamahn.org website under construction

Mission Statement and Objectives:

Raise human, social and cultural awareness for all people and especially youth; Assist students and educational establishments to raise education levels and to establish a student education fund; Encourage youth to develop communication and dialogue skills in order to create a democratic society and to foster the values of tolerance and balance; Support and sponsor talented students and youth; Establish libraries for youth and support other organizations that promote child and youth development.

Background:

The Foundation was established in 2002 to address social, educational and cultural challenges facing Palestinian, particularly youth. Although it is headquartered in Nablus, its activities cover the entire West Bank.

Board of Directors:

Naser Juma', President (PLC member); Khitam Johari ; Mohammed Atrash; Raja' Taher (Nablus Municipality); Mohammed Awad (Head of Hiwara education department); Nihad Abdul Hameed (Attorney); Sahar Tufaha; Ala Hijawi; Afaf Saleh

NGO Director: Riad Khankfar holds a master's degree and is a social activist and youth leader.

Employees: 3 based on projects

Volunteers: 56 without salaries

Accountant: Bassam Ghanem, Experience House for Accounting; Budget Available Upon Request

Recently Implemented Programs and Beneficiaries:

Provided psychological support and counseling services to 3000 children; Constructed several playgrounds throughout Nablus; Implemented an "Education through Playing" program in cooperation with local schools; Operated several summer camps; Conducted numerous workshops promoting dialogue skills, peace, and equality among youth; Held several seminars about dialogue techniques; Participated in several Palestinian-based conferences about youth as well as the second Euro-Mediterranean Youth Forum held in Portugal; Participated in a peace conference in the UK.

Future projects include the construction of a music center and the initiation of drama performances for youth; "Youth Soul" summer camps; Participation in youth neighborhood dialogue in the Euro-Mediterranean area.

Current or Past Donors: Student scholarships from Italy; Child Protection Project in the UK; The Palestinian Community in Sweden.

Palestinian Young Journalist Forum "PYJF"

ملتقى الاعلام يين الصغار

Al Muntazah St., Nablus
Tel: 09-2384024 Fax: 09-2384024
Email: awazany@qou.edu

Mission Statement and Objectives:

Provide teenagers with experience in media and develop their skills as future journalists; Create a media foundation based on correct values; Train teenagers on leadership skills; Use media as a tool for training youth in dialogue and civic participation; Develop an IT-savvy generation.

Background:

The Forum was established in 2004 to train youth and teens to address social concerns through using correct language and dialogue away from factionalism and demagoguery.

Board of Directors:

Majed Kitaneh (Director of Ministry of Information office in Nablus); Nadia Barakat (Coordinator of Ministry of Health food programs in Nablus); Dr. Khalid Wazani (Dentist); Areej Zahran (Student at the Arab American University); Rawan Fitiani (Student at An-Najah University); Ala' Samaro (Accountant); Asma' Zibin (pharmacist)

NGO Director:

Atef Abdullah Abed Al Haq holds a bachelor's degree in computer science and is the coordinator of continuing education at Al Quds Open University in Nablus.

Employees: None currently; Employment based on projects.

Volunteers: 36

Accountant: Adnan Al Jitan; Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Produced six radio and television episodes about early marriage, child labor, violence in schools, people with disabilities, and school curricula; Participated in the coverage of 2006 legislative elections with 20 students issued special journalist IDs by the Central Elections Commission; Implemented "Cultural Meetings" project where students produced three television episodes and a booklet about how Islam, Christianity, and Judaism converge and coexist; Held computer and statistics training courses for children.

Current or Past Donors: Swiss Agency for Cooperation and Development; Holy Book Society.

The Second Hand Society
جمعية اليد الثانية

Rafeedia St., Nablus
Tel: 09-2381045 Fax: 09-2381045

Mission Statement and Objectives:

Provide assistance to needy families; Help poor families initiate with employment generating activities; Fight the phenomenon of dropping out of school.

Background:

The Society was established in 2002 to support the social development in Nablus.

Board of Directors:

Daher Afouna (Businessman); Hazem Aghbar (Works in private sector); Tareq el Heit (Journalist); Sami Abdul Noor (Private sector); Tawfeeq Maqboul; Abdul Salam Abu Rub; Abdel elah Attiri (PA employee).

NGO Director:

Daher Afouna

Employees: 5 currently based on projects

Volunteers: 35

Recently Implemented Programs and Beneficiaries:

Provided assistance to poor families; Initiated a study evaluating why children are quitting school early; Conducted seminars and training courses for students; Sponsored several plays and performances for children.

Future plans include developing a porcelain industry project for employment generation and advancing a stay-in-school project.

Current or Past Donors: none

The Social and Cultural Educational Society

الجمعية الثقافية الاجتماعية الخيرية

Sheitra St., Nablus

Tel: 09 238 5429 Fax: 09 2385429

Email: ccss_n@yahoo.com

Mission Statement and Objectives:

Provide care for the elderly; operate a daycare center for children of working women; provide housing for female university students; establish small factories for sewing and handicrafts; support the domestic food industry.

Background:

The Society was established in 1994 to address humanitarian and social problems through culture. The society owns its facility and its activities cover Nablus and the surrounding area.

Board of Directors:

Jihan el Masri, Chair; Maha el Nimir, Vice Chair; Suher Shwaiki, Secretary; Atiah Nabulsi, Treasurer; Ablah Zubi; Buthaina Hindieh; Nabila Samaro; Suad Hijawi; Hala Anabtawi; Maysoun Shaka'; Asma Odeh;

NGO Director:

Ismael Mahmoud holds bachelor's degree in law and is a former employee at the Ministry of Labor.

Employees: 24 based on projects

Volunteers: 90

Accountant: Jalal Dwaikat, Arab Consultants; Budget available to the public.

Recently Implemented Programs and Beneficiaries:

Runs the "Al Mahaba and Wi'am House for the Elderly" with 18 residents; Operates a dormitory for 12 female university students; Runs a daycare center for 30 children; Operates sewing and netting factories that provide employment for women and whose products benefit all of Nablus; Conduct community awareness and training programs about the needs of the elderly; Run educational workshops for female students; Organize community clean-up days for the Old City of Nablus.

Future plans include the expansion of the women's dorm, the completion of a physical therapy and fitness center, and the further construction of the house of the elderly.

Current or Past Donors: Arab Fund for Social and Economic Development

QALQILYA NGOs

Al Amal Association for the Deaf

جمعية الامل للصم

Al Salam St., Qalqiliya
Tel: 09-2940627 Fax: 09-2945953
Email: paldeaf@yahoo.com
Website: www.paldeaf.org

Mission Statement and Objectives:

Provide deaf people with the necessary means to overcome their disabilities and to become integrated into society. Toward this end the Association has: established a unified curriculum for the Palestinian deaf population similar to neighboring countries; established a unit to treat physical and mental problems associated with hearing and speech impairments; taught reading and writing to the deaf and help families learn sign language; established a library for the deaf; initiated a sports program and an entertainment center for the deaf.

Background:

The Association was established in 1994 to provide assistance to Palestinians with hearing disabilities. It owns its offices and clinics.

Board of Directors:

Mohammed Nazal, President; Raed Odah, Vice President; Taleb Abu Khader, Treasurer; Abed el Fatah Shanti, Secretary; Abdullah Dieb; Abdulhalim Sadouq; Shathli Shalweet; Dalal Basalat; Rajeh Naser Alah;

NGO Director:

Waleed Mahmoud Nazal holds a diploma in computer science from Jordan.

Employees: 24 based on current projects

Accountant: Dr. Adnan el Khateeb; Budget available for public and upon request

Recently Implemented Programs and Beneficiaries:

The school run by the Association was established in 1997. It currently serves 65 students from the northern West Bank and employs 13 teachers. The school features specially-equipped hearing technology; The dormitory supports 34 male and female students and four supervisors; The kindergarten was established in 2000 and currently serves 96 children in three classes with four teachers; Currently, four teachers operate a daycare center serving 55 children; A vocational center for the deaf was established in 2005 with funding from the World Bank, Ta'awon, and the German Development Bank. Currently, 60 deaf people are learning sewing, carpentry, and work with aluminum; Previously, and arboretum flowers project employed four deaf graduates of the program and a car washing and oil change project employed four graduates. Provided warm winter clothes for 2,160 students through USAID funding.

Current or Past Donors: UNICEF, World Bank, Japanese Representative, Catholic Relief, UNDP, ACDI, KfW Bankengruppe, USAID, Ta'awon

Azzun Youth Club

نادي شباب عزون

Al Barid, Kufur Thulth, Qalqiliya
Tel: 09-2940019 Fax: 09-2940019

Mission Statement and Objectives:

Develop sports skills for youth and provide general social and cultural services for the town of Azzun.

Background:

The Club was established in 1978 to develop youth sports skills. It rents its offices.

The Azzun club is one of the most well-regarded clubs in the West Bank since its members belong to dozens of sports unions and it has produced prominent soccer teams and coaches.

Board of Directors:

Mufeed Radwan (Head of agricultural organization); Ahmed Afaneh (PA employee); Ghassan Sweidan (Businessman); Mahmoud Salameh (PA employee); Yousef Hussein (member of local council); Adnan Hanoun (school teacher);

NGO Director:

Mofeed Ismael holds a diploma in sports and has extensive training in sports programming.

Employees: 0

Employees: 30 including sports instructors and counselors.

Accountant: Ma'moun el Jaser, Al Jaser accounting company. Budget available to the public.

Recently Implemented Programs and Beneficiaries:

Built a soccer field, lit volleyball courts, rented a hall for table tennis and chess tournaments; Held several workshops about youth and sports, participated in several conferences in Ramallah about youth and sport; Conducting sports refereeing workshops in soccer, volleyball, and handball; Conducted after school classes for high school students; organized annual summer camp; Held voluntary tree planting activities;

The first priority for future work is to establish a permanent facility and sports hall for the club and to furnish it with needed equipment.

Current or Past Donors: Local Community.

The Charitable Association for the Care of Society and the Environment
جمعية العناية بالبيئة والمجتمع الخيرية

Abu Obaidah St., Qalqilya
T: 09-2940462 Fax: 09-2940462
Email: walced_2003@yahoo.com

Mission Statement and Objectives:

Provide health care to Qalqilya residents; Protect the environment in Qalqilya and assist farmers; Provide assistance to poor families; Raise awareness about health care and environmental protection.

Background:

The association was established in 1984 to provide social and health assistance to poor people. The association includes a dentist and general care medical clinic.

Board of Directors:

Nael Abdul Qader, President; Hassan Afaneh, Vice President; Ahmed Quba'a, Treasurer; Mohammed Hajar, Secretary; Mohammed Nazal; Walid Qatqit; Samer Odeh;

NGO Director:

Nael Mohammed Zeid holds a master's degree and is an instructor at Al-Quds Open University.

Employees: 0

Volunteers: 12

Accountant: Ma'moun Jaser, Jothoor Accounting Company; Budget available to public and upon request.

Recently Implemented Programs and Beneficiaries:

Conducted a study on the location of a waste facility for the district; Assisted 260 farmers with digging irrigation channels and provided farmers with material and consulting services to improve their planting procedures; Conducted several workshops to raise awareness about environmental protection in Qalqilya; Issued several publications to increase awareness on health and environmental issues; Coordinated several community clean-up and tree planting days with local schools; Supported several educational courses for high school students.

Future plans include the establishment of a rehabilitation center for residents of the North West Bank; Constructing a waste and trash processing facility in Qalqilya; and, establishing a cultural and educational center for Qalqilya.

Habla Charitable Association

جمعية حبللة الخيرية

Western area, Habla, Qalqiliya
Tel: 09-2400483 Fax: 09-2400483

Mission Statement and Objectives:

Run a kindergarten, teach literacy, train women in sewing, and raise health awareness.

Background:

The Association was established in 1982 to help residents in Habla and to establish a kindergarten.

Board of Directors:

Abed el Ghani el Jada, President; Bassam Kharoub, Vice President; Azzam Quran, Treasurer; Jameel Shawan, Secretary; Bassam Abdul Aziz; Rasheed Yaseen; Ahmed Qardawi

NGO Director:

Hana Kharoub holds a bachelor's degree is an instructor at Al Quds Open University

Employees: 8 based on current projects

Volunteers: 11

Accountant: Ma'moun el Jaser; Budget is open to the public and available upon request

Recently Implemented Programs and Beneficiaries:

The kindergarten serves 250 children, almost all of the Habla village; Run literacy programs and training in sewing for women.

Future plans include buying a bus for the kindergarten and constructing a facility for the association.

Current or Past Donors: Local community and fees from children in kindergarten.

Jayous Youth Club

نادي شباب جيوس

Address: Al Jamia' St., Jayous
Tel: 09-2900129 Fax: 09-2900129

Mission Statement and Objectives:

Conduct sports, social, and cultural activities.

Background:

The Club was established in 1969 to conduct sports, social, and cultural activities. The club owns its facility.

The club is considered one of the best volleyball clubs in the West Bank.

Board of Directors:

Ma'zooz Qadoumi, Head of Club; Murad Saleem, Deputy; Mutasem Kureshe, Secretary; Abdul Raheem Khalid, Treasurer; Mohammed Abdullah, Chair of Social Affairs Committee; Saleh Qadoumi, Supervisor of sports affairs; Abdul Latif Shamasneh, club spokesman.

NGO Director:

Mutasem Kureshe holds a bachelor's degree in administration and is a social activist.

Employees: 0

Volunteers: 11

Accountant: Abdul Raheem Khalid, The International Accounting Company, Tulkarem; Budget is open to the public and available upon request.

Recently Implemented Programs and Beneficiaries:

Built a 200 square meter facility for the club, constructed fences around soccer fields and volleyball courts; Formed an agreement with Jawal telecom company to sponsor some of the club's activities; Coordinated with local schools to run sports activities and competitions; Offered training courses in administration and general safety.

Future plans include the construction of a closed hall for volleyball and a weightlifting facility.

Current or Past Donors: USAID, ANEARA, local community

The Rescue Society for Care and Rehabilitation of Patients with Chronic Diseases
جمعية الانقاذ لرعاية وتأهيل ذوي الامراض المزمنة الخيرية

Red Crescent St., Nazal area, Qalqiliya
Tel: 09-2945545 Fax:09-2945545
Email: rescue.c.s@gmail.com

Mission Statement and Objectives:

Develop specialized clinics for patients with chronic diseases; provide patients with medicine; raise health awareness in Palestinian society.

Background:

The Society was established in 2006 to provide necessary health services to Qalqilya residents.

A study by the medical association indicated that Qalqilya and Salfit are the two areas in the West Bank most in need of health services, particularly specialized care facilities. In Qalqiliya, the need is particularly acute because of the movement restrictions faced by the city's residents as a result of being enclosed by the Israeli wall.

Board of Directors:

Ihab Taha, Chair; Khalid Nazal, Vice Chair; Mohammad Qatcat, Treasurer; Istiqbal Nazal, Secretary; Bilal Huseein Taha; Kifaya Odeh; Mustafa Nazal;

NGO Director:

Ramzi Abu Yamin holds a master's degree in public health and is a doctor at UNRWA

Employees: Currently none; employees based on projects.

Volunteers: 15

Accountant: Ma'moun el Jaser. Jothoor Accounting Company; Budget is available upon request.

Recently Implemented Programs and Beneficiaries:

Provided free medical treatment to 800 patients; Collaborated with European medical organizations to offer free medical treatment days; Provided 250 children with eyeglasses; Conducted several workshops in the community on children's and women's health; Offered training courses on health to students of Al-Quds Open University.

Future plans include the establishment of specialized clinics for treating difficulties with vision, bones, and nerves; Establishing a hearing center for treating hearing and speech disabilities; Funding small employment-generating projects, especially food industries; Expanding health awareness programs.

Current or Past Donors: Local community

RAMALLAH NGOs

Al Amal Society for Culture and Community Development

ةالامل للثقافة والتنمية المجتمعية جمع عي

Address: Al Barid St., Ebwain, Ramallah

Tel: 0599 391 365

Mission Statement and Objectives:

Support youth in rural areas; Prepare studies and research in social and cultural development; Provide support for small projects to poor families.

Background:

The Society was established in 2007 by young men and women in Ebwain to help develop rural areas in northern Ramallah.

Board of Directors:

Ma'moun el Masri (Journalist); Yasser Rawhi (Accountant); Lubna el Masri (Accountant); Lina Zubeidah (University student); Samah el Masri (University student); Mohammed Naim (University student); Bakri Hamad (University student); Isam Mohammed (Accountant); Mohammed Othman (Accountant); Amin Abdul Latif (Social researcher)

NGO Director:

Bakri Hamad holds a bachelor's degree in social work and is a social activist.

Employees: 0

Volunteers: 9

Accountant: Lina el Masri. The budget is available upon request.

Mission Statement and Objectives:

Held summer camps for 120 children; Distributed assistance to needy families; Provide assistance and advice to farmers.

Future plans include support youth with small employment-generating projects; Establish youth centers for sports and computers; Organize workshops and seminars to raise awareness for youth and farmers.

Current or Past Donors: Local community

Association of Women Committees for Social Work (AWCSW)

جمعية لجان المرأة للعمل الاجتماعي

Nazeeh Qadoura St., Ramallah
Tel: 02-2953550 Fax: 02-2953550
Email: awcsw@palnet.com
Website: www.awcsw.org

Mission Statement and Objectives:

Empower women in order to create a society that embraces democracy and social justice; Raise women's awareness about their natural rights and gender equality; Lobby to adopt laws that ensure women's equality.

Background:

The Association was established in 1981 to empower women. Previously the Association had 400 branches in the West Bank and Gaza, but most were closed after the establishment of the Palestinian Authority since the government took over many of the roles played by the Association in local communities. Currently, the Association has branches in every district of the West Bank and runs several kindergartens and a center for guidance counseling to women.

Board of Directors:

Rabeeha Diab (PLC member and nationally known women's rights political figure); Nahlah Qora (General Director in the PA); Fadwa Barghouthi (Attorney); Khawla el Azraq (General Director and head of Bethlehem branch); Afaf Zibdeh (Teacher); Jihad Abu Zneid (PLC member and women's activist); Salwa Hudeib (Deputy Minister of Women's Affairs); Mariam Hudeib (Head of Hebron branch); Dalal Salameh (Former PLC member and head of Nablus branch)

NGO Director: Saleem Daboor holds a master's degree and is a writer for television and cinema.

Employees: currently 40 based on ongoing projects

Volunteers: 500

Accountant: Talal Abu Ghazalah International Accounting; the budget is available to the public.

Recently Implemented Programs and Beneficiaries:

Implemented "Hand in Hand" program for combating violence against women in six districts; Conducted leadership training for women in three districts; Conducted training program for elected women from the legislative council and municipal councils, including media training; Implemented programs for raising awareness about the problems of early marriage; Operated several daycare centers, kindergartens, and guidance counseling center; Conducted literacy program. Overall, thousands of women across the West Bank benefit from the Association's programs.

Future projects include building permanent centers for the Association throughout the West Bank and equipping these centers with computers; Increase the number of daycare centers and kindergartens operated by the Association; Initiate employment generating projects for women.

Current or Past Donors: USAID, MEPI, UNDP, the Netherlands, Norway, Ireland, Save the Children, and others.

BALAD for Development and Creativity

الباشير للتنمية والابداع

Al Maahed St., Al Masyoun Area., Ramallah
Tel: 02 2975769, 02 2975768 Fax: 02 2975770

Email: info@balad.ps

www.balad.ps

Mission Statement and Objectives:

Raise awareness about freedom, democracy, peace, human rights, social justice, and good governance to spread these values among Palestinians; Improving Palestinian economic conditions by advancing sustainable development and small-scale employment-generation activities; Develop the concepts of volunteerism, collective work, democratic dialogue, and cultural sensitivity; Network with community-based Palestinian NGOs with similar values and objectives.

Background:

BALAD was established in mid-2006 to advance democratic values and to implement projects that support its vision. It works throughout the West Bank.

Board of Directors:

Ibrahim Khureisha (PLC Secretary-General) ; Farouq Diek (BALAD Director); Sameera Hamouz (PA Employee); Buthianah el Seidi (PA Employee); Jad Ghazawi (PA Employee); Moheeb Salameh (PLC Member); Jamal Abu el Rub (PLC member)

NGO Director: Farouq Diek hold's a master's degree in business administration and was student union leader at Bir Zeit University.

Employees: 5 staff hired based on ongoing projects

Volunteers: 25-35

Accountant: International Office for Accounting. The budget is reviewed annually in the society's general assembly and is available for donors upon request.

Recently Implemented Programs and Beneficiaries:

Conducted after school education program for 3,408 students together with 40 organizations; Provided support to three community-based organizations each serving 150-200 people; Implemented a Palestinian heritage program working with 1005 women and 32 local organizations; Held a Ramadan Iftar campaign for over 6000 people; Held summer camps for over 1000 participants with nearly 120 volunteers; Sponsored a stationery exhibition attended by over 16,000 people with 50 volunteers; Sponsored graduation ceremonies for high school and university graduates.

Future plans include a scholarship program for high achieving students and establishing libraries.

Current or Past Donors: Palestinian businessmen and public personalities.

SALFIT NGOs

Al Fajer Charitable and Social Society

جمعية الفجر الاجتماعية الخيرية

Address: Qassam St., Salfit
Tel: 09-2517622 Fax: 09-2517622
Email: Alfajer_society@hotmail.com

Mission Statement and Objectives:

Assist students and provide care for children; establish kindergartens; empower youth; provide enrichment for gifted students.

Background:

The Society was established in 2005 to serve youth and children, and to develop the local community. The society runs a kindergarten and owns its facility.

Board of Directors:

Fathi Alqam, Chair; Abedul Kareem Khafash, Secretary; Jalal Shtaieh, Treasurer; Dr. Shaher Shtaieh; Issa Shtaieh, Chair of social committee; Fadi Fawaz, Chair of finance committee; Abed Al Satar Awad.

NGO Director: Inas Dahdoul holds a bachelor's degree in Arabic language and is the head of a kindergarten.

Employees: 5 based on projects

Volunteers: 10

Accountant: Imad Shtaieh, legal accountant; Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Established a kindergarten serving 70 children; Distributed assistance to 4200 families; Ran educational training courses for 350 students; Established a scout troupe for 120 youth; Conducted workshops about women's and youth issues; Participated in conferences about youth issues inside the West Bank and abroad; Organized community clean-up and distributed tree cutting for planting.

Future plans include further developing the kindergarten, assisting graduates with job placement; establishing a computer and educational training center for youth.

Current or Past Donors: Kuwait Red Crescent Society, Palestine Development Forum

Asayil Charitable and Social Society

جمعية اصايل الخيرية الاجتماعية

Address: Barada St., Salfit

Tel: 09-2519898

Mobile: 0599 778072

Mission Statement and Objectives:

Empower women; Assist female students with school work through supplemental education training; Provide care for children; Assist recent female graduates.

Background:

The Society was established in 2007 to assist women and female students. The society rents its facilities.

Board of Directors:

Rania Younes, Chair; Fatin Zein, Treasurer; Eman Al Aboud, Secretary; Rasha Shtaieh; Areej Shami; Hiba Bani Tamra; Ishraq Afaneh; Huda Shtaieh

NGO Director: Nasrah Ozreil is an engineer with a master's degree in regional planning. Formerly an elected member of the Salfit municipal council, Ozreil is currently a municipal employee.

Employees: 2 based on projects

Volunteers: 25

Accountant: Rasha Shtaieh; Budget is available upon request

Recently Implemented Programs and Beneficiaries:

Held educational and training courses for 35 female students from grades 1 to 7; Conducted workshops with the Center for Democracy and Peace about issues related to peace and democracy; Convened a number of workshops about democracy and the peace process; Coordinated volunteer work with the Al Wafa society for the elderly; Organized several days of free medical treatment for students and children; Distributed backpacks and stationery to students.

Future projects include assisting female graduates with job placement; Opening a daycare center; Implementing projects to reduce unemployment; Equipping an office with computers and photocopiers for students.

Current or Past Donors: Local community in Salfit and the Palestinian Center for Peace and Democracy.

Palestinian Rural Development Society (PRDS)

جمعية تنمية الريفي الفللسطيني الخيرية

Main St., Deir Istia, Salfit
Tel: 09-2514184 Fax: 09-25114184
Email: Reef_PRDS@yahoo.com

Mission Statement and Objectives:

Develop the rural community of Salfit economically and socially; Train women in the rural community to contribute economically; Develop agricultural infrastructure and train farmers.

Background:

The Society was established in 1998 to develop the rural West Bank. There are nearly 200 members in the society outside Salfit.

Board of Directors:

Dr. Shaher Afouneh (Salfit); Dr. Basem Qadoura (Qalqilya); Ibrahim Abdul Haleem (Jenin); Dr. Bassam Daraghmeh (Tubas); Mohammed Jadari; Adnan Abu Layla (Tulkarem); Bassem el Jaghoub (Nablus); Hamed Allah el Hamad (Tulkarem)

Employees: 0

Volunteers: Dozens of volunteers depending on the project.

Accountant: Ibrahim Abdul Halim

Recently Implemented Programs and Beneficiaries:

Training 200 farmers in raising bees; Created a code for honey production under the name "Palestinian Reef" signed by 1000 women and farmers; Conducted training programs in domestic food production; Trained 400 women in the production of handicrafts; Held workshops about volunteer work and women's participation in economic development; Organized community clean-up days; Conducted several research studies on developing rural communities.

Future plans include increasing the production of honey and the location of markets for selling it; distributing tree cuttings to farmers for planting and assisting farmers build greenhouses.

Current or Past Donors: Local community, Ta'awon, YMCA

TUBAS NGOs

Tubas Charitable Society

جمعية طوباس الخيرية

Main St., Tubas

Tel: 09-2573110

Fax:09-2573110

Mission Statement and Objectives:

Provide care for women and children and services to poor citizens; Develop Tubas socially and culturally.

Background:

The Society was established in 1966 to provide services to citizens in Tubas. The society owns a kindergarten, a daycare center, and its own building.

Board of Directors:

Maha Daraghmeh, Chair and director of kindergarten and daycare center; Nuha Ihassan , Vice Chair (headmaster of girls' school); Siham Miqdadi, secretary; Muna Mohammed; Baheeja Salah; Fatima Rasheed; Hiba Falah;

NGO Director:

Maha Naji Daraghmeh holds a diploma in social science and is an activist in social and women's work.

Employees: 13 based on project needs

Volunteers: 170 members of the society

Accountant: Yousef Zughbi, Al Khubara Accounting; Budget available to the public and is discussed annually in a public meeting.

Recently Implemented Programs and Beneficiaries:

Operate a kindergarten serving 200 children annually and a daycare center with 30 children annually; Oversee a sewing factory employing 8 women and a salon employing two women; Provide assistance to poor families; Organize several workshops on issues relating to women and children; Organize community clean-up and tree planting days; Organize several free medical treatment days with the Red Crescent Society.

Future plans include establishing a vocational training center, building a school and opening an office in the Jordan valley.

Current or Past Donors: Kuwait and Canada

Women's Social Center

المركز الاجتماعي للنسوي

Main St., Fara' Camp

Tel: 09-2578834

Fax:09-2578834

Mission Statement and Objectives:

Empower women through public awareness campaigns about the needs of women and children; Provide social and educational services to the community.

Background:

The Center was established in 1996 to raise awareness about women and children, and to contribute to community development. The Center owns its building.

Board of Directors:

Layla Na'im, Chairman, (Headmaster); Salwa Shaheen, Treasurer; Amal Mohammed, Secretary; Fakhriah Maaiah; Hanan Hamideh; Layla Mohammed Abed; Hanan Mohammed.

NGO Director:

Salwa Shaheen holds a bachelor's degree in Arabic and is a women's activist.

Employees: Currently none. Depends on project needs.

Volunteers: 21

Accountant: Yousef Zughbi, Al Khubara Accounting; Budget available to the public and is discussed annually with the center's meetings.

Recently Implemented Programs and Beneficiaries:

Established a library for the community; Conducted a fitness program benefiting 60 participants; Implemented a sewing and hair salon training program for employing 40 women; Organized an awareness campaign in the community about environmental protection; Organized several workshops about women's issues; Organized community clean-up days in Tubas.

Future projects include supporting young female students and females seeking employment; establishing a computer center; and, funding small-scale employment generating projects.

Current or Past Donors: OXFAM, UNDP, Ta'awon, Agriculture Relief.

TULKAREM NGOs

Al YASER Association for Development and Rehabilitation

مركز ال ياسر للتنمية والتأهيل

Middle of city, Tulkarem

Tel: 092670366 Fax: 092670366

Email: Jamal_saaed@yahoo.com

Mission Statement and Objectives:

Support women's participation in development and rehabilitation; Implement capacity building programs for youth; Facilitate coordinator between civil society and the private sector to advance developmental objectives.

Background:

The Association was established in 2007 to contribute to social development and the advancement of youth and women in society. The society has two branches.

Board of Directors:

Jamal Mohammed Hassan, President; Maysoun Mohammed, Vice President; Hanan Khalil Daieh, Treasurer; Raja' Hashash, Secretary; Layla Sabah; Samer Mulhem; Maher Abdul Fatah;

NGO Director: Jamal Saed holds a master's degree in institutional development.

Employees: 2

Volunteers: 29

Accountant: Al Alameh accounting company; Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Trained 400 university graduates in language, computer, management, and finance skills; Assisted with capacity building with 25 NGOs in Tulkarem; Conducted workshops on volunteer work and youth; Issued several studies about economic and social development.

Future projects include establishing a continuing education center and equipping a multi-purpose hall.

Current or Past Donors: Local community

The Cultural Center for Child Development

المركز الثقافي لتنمية الطفلة

Al Amouri St., Tulkarm

T: 09 2680787

Fax: 09 2680787

Email: cultural_98@hotmail.com

Mission Statement and Objectives:

Develop talents and capabilities of youth; Raise awareness among parents about childhood development.

Background:

The Center was established in 1997 to care for children and promote childhood development. The Center owns its building and operates a clinic.

Board of Directors:

Eman Aboushi (Head of libraries department, Ministry of Culture); Maha Hilmi Qubaj, (Head of the computer center at Tulkarem Municipality); Ablah Awad (Retired teacher and Deputy to the Head of Tulkarem Municipality); Mustafa Mohammed Mustafa (Social worker); Ibtisam Qawasmī (Bank employee); Buthaina Awad, (Social worker, Ministry of Social Affairs); Obiada Waleed Sa'eed.

NGO Director: Kulthoum Asa'ad Odeh holds a bachelor's degree in psychology.

Employees: 8

Volunteers: 22

Accountant: Al A'lamieh Accounting Company; Budget available for public and upon request.

Recently Implemented Programs and Beneficiaries:

Run a kindergarten for 295 children; Hold painting classes for 200 children; Conduct several workshops about children's rights and awareness seminars about childhood needs; Organize volunteer work and community clean-up days in Tulkarem; Offer after school educational courses; Provide free medical care for children.

Future programs include expanding the Center's building, constructing a playground, library, and computer center.

Current or Past Donors: Sweden, France, the Arab Fund for Economic and Social Development - Kuwait

Deir al-Ghuseon Benevolent Society

جمعية دير الغصون

Deir al-Ghuseon

Tel: 0599 371748

Fax: 09-2663715

Mission Statement and Objectives:

Support educational and cultural activities and assist needy families.

Background:

The Society was established in 1994 to serve the town of Deir al-Ghuseon and care for children. The Society owns its building and runs a kindergarten that serves 160 children.

Board of Directors:

Hisham Fayyad, Chairman (Employee at Ministry of Finance); Adnan Abu Issa, Vice Chairman (Employee at Ministry of Education); Adnan Mahmoud Ali, Secretary (Retired Teacher); Salam Badran, Treasurer (Accountant); Mufeed Abed Ayesh (Farmer); Mutasem Mohammed Nader (Farmer); Ghassan Ghanem (Farmer)

NGO Director: Samiah Mohammed Zeidan holds a diploma in administration.

Employees: 5

Volunteers: 15

Accountant: Al Alameh Accounting company; Budget available to public.

Recently Implemented Programs and Beneficiaries:

Operate kindergarten for 160 children; Constructed building for the society; Ran sewing courses for women; Conducted workshops on women's empowerment, elections, and democracy; Offered first aid training courses.

Future plans include buying a bus for the kindergarten, purchasing sewing machines to train and employ women, and constructing a fence and playground for the kindergarten.

Current or Past Donors: USAID funded the construction of the Society's building and the kindergarten.

Educational and Welfare Society
جمعية التربيّة الخيريّة

Address: Tukaram
Tel: 0599 610483 Fax: 09-2679453
Email: brhan_sadi@hotmail.com

Mission Statement and Objectives:

Promote values of tolerance, peace, and democracy; Establish entertainment centers for youth; Fight drug addiction through awareness campaigns about the dangers of drug use.

Background:

The Society was established in 2004.

Board of Directors:

Thafer Hassouna (Teacher); Naser Habibah; Faleh Hilal (Headmaster); Mutasem Amous (Manager in Ministry of Information); Suher Shomali (University professor); Sana' Taieh (University Professor); Sadeq Basisa (Farmer).

NGO Director: Burhan Sadi holds a master's degree.

Employees: 1

Volunteers: 5

Accountant: Al Dawli Office for Accounting. Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Produce a weekly television show on Al-Fajar TV aimed at educating families on raising children; Held an educational summer camp for children ages 6-13; Implemented "Childhood Salon" – a program to improve communication between hundreds of sons and parents as well as between students and school officials; Conducted workshops and seminars about educational and behavioral issues; Held workshops about democracy and women's rights; Conducted training courses about children's rights.

Future plans including expanding operations to Salfit and the town of Kafriyat.

Current or Past Donors: Local community.

Kufur Jammal Women's Society

جمعية كفور جمال النساء اى ية

Flamieh St., Kufur Jamal, Tulkarm
Tel:09 2683010 Fax: 09 2670621
Email: kufourjammal_women@yahoo.com

Mission Statement and Objectives:

Raise awareness about women's rights; establish a savings fund for women; fund small employment-generating projects.

Background:

The Society was established in 2004 to empower and assist women in Kufur Jammal. The society rents its office.

Board of Directors:

Maqboula Jalad; Haleema Fareed; Areej Ata Ali; Asma Mansour; Filisteen Yahya; Salam Hamdan; Fatima Hamdan; Rabab Mustafa; Nimrieh Abed Al Khaleq

NGO Director: Maqbouleh Jalad holds a diploma in nursing.

Employees: Al Noor Company for Accounting; Budget is available upon request.

Recently Implemented Programs and Beneficiaries:

Offered agricultural training courses for 46 women; Held several workshops about women's and children's rights; Organized loans for 28 women; Conducted numerous workshops, seminars, and educational courses for women.

Future plans include the construction of a closed multi-purpose hall and the establishment of a café for women at the Center.

Current or Past Donors: Local community

Palestinian Commission for the Development of Youth Talents and Abilities - SHUAA

"شعاع" الةهئة الفللسطهن لة لةمفة قةرلة ومواب الشبالب الفللسطهن

3rd Floor, Samara and Araj Building, Center of city, Tulkarem

Tel: 09-2685016 Fax: 09-2685016

Email:shuaa_westbank2006@yahoo.com

Mission Statement and Objectives:

Develop youth abilities, talents and creativity; Build network for youth; Create a generation of educated youth; Empower women and address problems facing youth.

Background:

SHUAA was established in 2003 to develop the abilities and talents of youth in the West Bank. It has eight offices throughout the West Bank, which it rents; SHUAA has established a network of 37 community-based youth organizations and also operates temporary facilities in rural areas; It sponsors a folk dance and music troupe.

Board of Directors:

Mohammed Zeidan, President and head of National Union of Civic Organizations; Saed Najm, Vice President and head of Jenin Office; Hanan Abu Daich, Treasurer and director of Ramallah office; Abed el Qader Titi, director of Hebron office; Osama Musleh., Director of Salfit office; Majdi Barahmeh., Director of Tubas office; Muhand Zeid, Director of Qalqilya office; Khaled Duwaikat, Director of Nablus office.

NGO Director: Nisreen Abbas heads SHUAA's West Bank office and holds a bachelor's degree in administration.

Employees: 10 based on current projects

Volunteers: Varies from 10-15 in each district

Accountant: The Commission hires an accountant based on projects.

Recently Implemented Programs and Beneficiaries:

Conducted training courses about domestic food production in Tulkarem, Jenin and Qalqilya with 450 beneficiaries; Worked with 320 students in Tulkarem, Jenin, Qalqilya, and Hebron on strengthening democratic values; Sponsored 650 gifted students in Tulkarem schools; Distributed assistance to 175 people with disabilities in all eight societies; Distributed 450 backpacks to students in Tulkarem; Held educational and cultural workshops for 1500 beneficiaries throughout the West Bank. Conducted courses in English, administrative skills, public relations, communications, democracy and good governance.

Current or Past Donors: Doctors without Borders – Germany; UNDP, NEARA

Patient's Friends Society
جمعية اصدقاء المريضة الخيرية

Red Crescent Dr., Tulkarem
Tel: 09-2681739 Fax: 09-2678228
Email: pfs_society@yahoo.com

Mission Statement and Objectives:

Provide health services for the community and services to people with disabilities; Assist poor patients with free medical care; Contribute to improving and developing health care.

Background:

The Society was established in 1986 to treat poor patients, provide citizens with advanced health services, raise health awareness, and provide rehabilitative care to the disabled; The society owns laboratories, X-ray centers and several clinics; The society recently finished constructing a four-story building that will include medical clinics, laboratories, and a surgical unit.

Board of Directors:

Khalid Hoso, Chair (Ophthalmologist); Khalid Khatat, Vice Chair (Lab specialist); Azzam Araj, Secretary, (Professor at An-Najah University); Basem Hamoudi, Treasurer (Director General in the Ministry of Interior); Sulieman Khalil, (Instructor at An-Najah University); Dr. Zuher Khanfar (Osteopath); Fursan Taieh (high school teacher); Bilal Bdeir (Businessman); Jawad el Barakeh (Hospital Administrator).

NGO Director: Dr. Sabah Tayeb, Physician

Employees: 20

Accountant: Husu Accounting; Budget available to the public.

Recently Implemented Programs and Beneficiaries:

Provided free health services to 15,000 patients and reduced fee services to 19,655 patients; Held workshops about epidemics and psychological health; Participated in conferences about x-rays, ophthalmology and internal medicine; Conducted health volunteering days in schools and for the elderly; Held seminars and educational workshops about preventative treatments for common health problems.

Future plans include opening an osteopathic clinic, and advanced eye care clinic, and a center for treating heart disease.

Current or Past Donors: Islamic Bank of Saudi Arabia, The Arab Fund of Kuwait, OPEC, Ta'awon.

Society of Social Work Committees

جمعية لجان العمل الاجتماعي

Al Nuzha St., Near Palestinian Technical University, Tulkarem

Tel: 09-2685874 Fax: 092685874

Email: ssw_committee@yahoo.com

Mission Statement and Objectives:

Support poor families; Assist organizations working in health, education, and social services; Strengthen volunteerism.

Background:

The Society was established in 2000 to address local community needs and social issues. The society owns its offices and has a rehabilitation center and a social services center.

Board of Directors:

Shareef Shahrour, Chairman; Basem Hamoudeh, Vice Chairman; Ziad el Zaghal, Secretary; Imad Abu Sadah, Treasurer; Ziad Ghanem; Nader Shaheen; Mutasem el Jarar.

NGO Director: Mohammed Abu Sheikh

Employees: 2 based on projects

Accountant: Al A'lamiah Company Accounting; Budget available upon request.

Recently Implemented Programs and Beneficiaries:

Provided free medical care for 4500 residents; Held summer camps for 150 youth; Conducted workshops on human rights, democracy, and volunteerism; Organized community clean-up and tree planting in Tulkarem; Offered educational courses in English and Math to students; Distributed clothes and food assistance to poor students and families.

Future programs include the establishment of a center to rehabilitate the disabled and conducting an awareness campaign about social work and citizen's rights.

Current or Past Donors: Arab Fund for Social and Economic Development, Kuwait

Tulkarem Sports Cultural Club

الشق افى - الرى اضى ن ادى طول كرم

Shweikeh St., Tulkaram
Tel: 09-2671855 Fax: 09-2685260
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Mission Statement and Objectives:

Carry out sports, cultural, and scouting activities; Contribute to social service work; Help advance the condition of youth.

Background:

The Club was established in 1970 to practice sports in Tulkarem. The club owns a building.

Board of Directors:

Ala Edin Jaloub, Head of Club (Employee in the Ministry of Youth and Sport); Mohammed Darweesh Dieb , Deputy (Headmaster); Asa'ad Fathi, Secretary (Businessman); Hashem Abu Bakr, Treasurer (Businessman); Zakaria Fahmawi (Accountant at Ministry of Education); Mahmoud Nasif (Teacher); Mohammed Musbah (Employee at Ministry of Education); Ahmed Hussein Abu Shanab (Teacher).

NGO Director:

Jamal Mohammed Sweifi is a social activist and sports organizer in the community.

Employees: 0

Volunteers: 29

Accountant: Huso Accounting company.

Recently Implemented Programs and Beneficiaries:

Organize sports programs, teams, and clubs for youth in Tulkarem; Coordinate Amigo clubs for 5500 young pioneers; Conduct workshops on sports, art, education and health; Conduct training courses for referees, coaches, and competition organizers; Coordinate volunteer efforts to paint school walls, collect olives with farmers, plant trees, and distribute health awareness brochures; Organize health seminars and free medical treatment days.

Future plans include the construction of a swimming pool and a cafeteria.

Current or Past Donors: UNICEF

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