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CIVIC ENGAGEMENT PROGRAM II (CEP II)

Year 3 Quarter 3 Report

(1 April – 30 June 2011)



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KEY TERMS

BJM	Beit Jala Municipality
BRCS	Blind Rehabilitation and Care Society
BZM	Bir Zeit Municipality
CHF	Community Housing Foundation
CRS	Catholic Relief Services
CSO	Civil Society Organization
D&G	Democracy and Governance
DFG	De Facto Government
ER	Early Recovery
FHSB	De La Salle (Frères) High school in Bethlehem
GEAR	Gaza Emergency and Recovery
HA	Humanitarian Assistance
HKS	Helen Keller School
HoH	House of Hope
IDF	Israeli Defense Force
INGO	International Non-governmental Organization
IOCC	International Orthodox Christian Charities
IT	Information Technology
JCDC	Princess Basma Jerusalem Center for Disabled Children
JM	Jericho Municipality
JM	Jayyus Municipality
JSFCU	Jenin Society for Family Co-operation and Unity
JYWC	Jenin Young Women Club
KMT	Knowledge Management Team
LHA	Life and Hope Association
LGU	Local Governmental Unit
NASCD	Nablus Association for Social and Community Development
NFI	Non-Food Items
NGO	Non-Governmental Agency
NIS	New Israeli Shekel
NSDL	National Society for Democracy and Law
NGO	Non-governmental Organization
OTI	Office of Transition Initiatives
PA	Palestinian Authority
PACD	Program Activity Completion Date
PCMC	Palestinian Center for Mass Communication
PFS	Patients Friends Society
PMP	Performance Monitoring Plan
RI	Relief International
SHCC	South Hebron Chamber of Commerce
SHS	Stars of Hope Society
SPSW	Syndicate of the Psychological and Social Workers
SYFS	Save Youth Future Society
TtARD	Tetra Tech ARD
TVC	Ti'innik Village Council
WBG	West Bank and Gaza Strip
YM	Yatta Municipality
ZVC	Zabda Village Council

I.0 EXECUTIVE SUMMARY

The Civic Engagement Program II (CEP II) supports the creation of a viable, democratic, Palestinian state living in peace with Israel and its neighbors. CEP II is implemented by Tetra Tech ARD (TtARD), a contractor for the United States Agency for International Development (USAID). CEP II is a three-year program and will close out on 29 September 2011.

CEP II is a flexible grant-making mechanism that has been able to adapt to the social, economic, and political climate of West Bank and Gaza. In line with US government transformational developmental objectives, CEP II supports the voices and forces of moderation across the West Bank and Gaza and promotes opportunities for communities to link tangible improvements in their daily lives with positive developments in the Palestinian-Israeli peace process. **CEP II works with local and national Palestinian Authority entities and local non-governmental organizations to deliver this assistance.**

In addition to its work as a USAID democracy and governance program, following an intensive Israeli military campaign in late 2008, CEP II was expanded to help reduce the economic stress of marginalized and vulnerable households through the provision of humanitarian assistance and support early recovery by identifying and creating sustainable economic opportunities.

This quarterly report covers the period from 1 April through 30 June 2011, which is the third quarter of CEP II's third and final year (Y3Q3).

To date, CEP II has implemented **178** grants (in-kind and standard) and sub-contracts, valued at **over \$50.5 million**, impacting lives of Palestinians **1.78 million** times² with either direct or indirect assistance. Of CEP II's activities, **121** in-kind grants fall under its Objectives 1 and 2, **51** standard grants fall under Objectives 3 and 4, and **6** sub-contracts support programming across the objectives. Over the life of CEP II, **57%** of its grant-making and **86%** of the grants budget (**\$45 million**) have been directed in response to US government priorities.

During this quarter, CEP II has **60** active grants and subcontracts, impacting the lives of Palestinians around **334,676** times, valued at **\$14 million**. Of that number, **34** grants and subcontracts (valued at **\$3 million**) were ongoing throughout the quarter. In addition, **26** grants and subcontracts were completed (valued at **\$10 million**). This quarter, around **28%** of its active grants and subcontracts (valued at over **\$10 million**) were developed in response to Mission guidance.

Against a backdrop of national reconciliation, CEP II supported the voices and forces of moderation across the West Bank and Gaza and promoted opportunities for communities to link tangible improvements in their daily lives with positive developments in the Palestinian-Israeli peace process. Of the 32 ongoing grants under Objectives

CEP II Objectives

1. Support initiatives and processes that support a democratic, peaceful, and prosperous Palestinian state.
2. Strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen needs.
3. Supply basic humanitarian commodities to disadvantaged groups, to preserve hope and moderation among impoverished populations.
4. Distribute food and relief items directly or through work and training, to preserve hope and moderation among impoverished populations.

¹ In addition to 122 in-kind grants to local government units, CEP II provided one in-kind grant (ARDWBG477) to the Ministry of Youth and Sports at the request of the USAID/WBG Mission.

² Due to the nature of its programming under Objectives 3 and 4, CEP II describes its overall impact on beneficiaries in terms of "times of impact," rather than in terms of "individual beneficiaries." For further explanation, see Footnote 5.

I and 2 this quarter, 62.5% (20 grants) focused on community infrastructure and services and civic engagement activities. Educational and recreational opportunities were a main focus of this programming: of the 20 grants, six grants supported the construction or renovation of schools by LGUs and six other grants enabled organizations to improve recreational or educational equipment or facilities. The remaining 37.5% of ongoing grants were capacity-building interventions designed to improve institutional performance across operational and programmatic areas. Further capacity-building support was provided through a strategic planning workshop for eight institutional partners in late May, held in response to a recommendation in the Capacity-Building Midterm Review (submitted in Y3Q1) that the grantees improve their strategic planning skills.

CEP II's provision of humanitarian and early recovery assistance in the Gaza Strip continued to be significant. Through seven grants to international NGOs, CEP II helped to reduce the economic stress of marginalized and vulnerable households through the provision of humanitarian assistance and supported early recovery by identifying and creating sustainable economic opportunities, reaching Palestinians an estimated 207,232 times. Of the seven grants, one grant supported early recovery activities, while the remaining six grants focused on the provision of winterization relief to vulnerable households, awarded in a fifth and final round of humanitarian assistance grants made by CEP II.

This quarter, via the **106 truckloads** of winter clothing commodities delivered to the Gaza Strip under the fifth round of humanitarian response in Gaza, CEP II was able to deliver **2,239** pallets that include: food, non-food items, hygiene kits, winter clothing and stationery, and other educational tools and books on behalf of the US Consulate General and USAID partners. This assistance was distributed **207,232** times in the Gaza Strip this quarter. (To date, CEP II delivered **13,450** metric tons of humanitarian assistance transported via **660** truckloads, carrying **13,656** pallets of commodities. **Through this assistance, CEP impacted the lives of Gaza Strip residents over 1.5 million times.**)

As its Program Activity Completion Date (PACD) approaches, CEP II is capturing the impact of its three years of programming, as well as harvesting its experience of rapid, flexible grant-making to share with USAID. This quarter, CEP II began a 14-week impact assessment of its civic engagement programming: the three-pronged evaluation uses a multi-methodological approach and will complete in **early September**. CEP II also used the Most Significant Change methodology to identify stories of impact resulting from its Early Recovery programming in the Gaza Strip, in the first known application of this qualitative methodology in the West Bank and Gaza. Also this quarter, CEP II identified key best practices for remaining effective and compliant within an evolving operational environment and formally presented these strategic concepts to its staff and USAID representatives at the Best Practices Workshop, held in mid-June in Haifa.

2.0 PROGRAM OVERVIEW

The Civic Engagement Program II (CEP II) supports US foreign policy objectives toward a viable, democratic Palestinian state living in peace and security with Israel and its neighbors by providing a flexible grants program focused on visibly improving the quality of life for Palestinians in the West Bank and Gaza.

CEP II is a three-year \$62.5 million³ grant-making program implemented by Tetra Tech ARD (TtARD), a contractor for the United States Agency for International Development (USAID). It builds on previous USAID initiatives to bolster prospects for peace in the region and is the direct follow-on to CEP I, which ran from January 2008 to June 2009.

CEP II started in October 2008 with two strategic objectives aimed at promoting stability and democratic reform in the West Bank and Gaza. Following the Israeli military campaign Cast Lead in December 2008, USAID added two new strategic objectives focused on the humanitarian and emergency response needs of the Gaza Strip. CEP II will close out on 29 September 2011.

The four objectives of CEP II are:

- 1) Support initiatives and processes that support a democratic, peaceful, and prosperous Palestinian state.
- 2) Strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen needs.
- 3) Supply basic humanitarian commodities to disadvantaged groups, to preserve hope and moderation among impoverished populations.
- 4) Distribute food and relief items directly or through work and training, to preserve hope and moderation among impoverished populations.

In line with US government (USG) transformational development objectives, CEP II supports the voices and forces of moderation across the West Bank and Gaza and promotes opportunities for communities to link tangible improvements in their daily lives with positive developments in the Palestinian-Israeli peace process. CEP II works directly with PA ministries and local government entities as well as local NGOs in the delivery of this assistance.

In addition to its work as a USAID democracy and governance program, CEP II helps to reduce the economic stress of marginalized and vulnerable households through the provision of humanitarian assistance and supports early recovery by identifying and creating sustainable economic opportunities for Palestinians across the West Bank and Gaza.

The program complements other activities of the USAID/West Bank and Gaza Mission, and targets critical, time-sensitive initiatives consistent with the Mission's transformational development goals and US foreign policy objectives.

³ The original CEP II contract was signed on 29 September, 2008 for a total amount of \$19,999,969. On the 24th July 2009, the CEP II contract was expanded by \$40,500,031 to a new total contract ceiling of \$60,500,000. On 9 September, 2010, USAID expanded the contract by a further amount of \$2,000,000 to bring the total contract value to \$62,500,000 and added the two additional objectives to the scope of work (SOW), focusing on the provision of humanitarian and early recovery assistance.

3.0 OPERATIONAL CONTEXT

CEP II is now in its third and final year, with only three months left until the end of the project. A thorough close-out of all activities is currently underway and will continue to the end of the program on September 29, 2011.

3.1 Political Overview

On May 4, the Palestinian Authority (PA) signed the Palestinian Unity Agreement with the Gaza de facto government (DFG). Palestinian factions immediately started consultations to form a new interim government. In accordance with the Egyptian-brokered agreement, the technocratic government would govern the two territories and public elections would be scheduled tentatively a year later. The interim government would also be tasked with assigning committees to address election and security concerns. However, since the signing, factional discussions have faltered. At the end of this reporting period, no new government had been formed, and the current government under Prime Minister Salam Fayyad continues to operate.

Also in May, the new interim Egyptian government declared its border crossing with the Gaza Strip permanently opened to ease the harsh economic conditions due to the continued Israeli blockade. By the end of the reporting period, the border had been opened intermittently, and travel in and out of Gaza had not visibly improved.

At the end of the quarter, President Abbas confirmed that the PA will hold a unilateral declaration of statehood at the United Nations in September 2011. Despite promises of support from many U.N member nations, the PA's plans are opposed by the United States and Israel, who state the only viable method of statehood is through a direct negotiation. The PA has stated that a real effort for negotiation can only occur if Israel halts settlement construction/expansion in the West Bank and East Jerusalem. Israel has not halted settlement activity or provided an alternative for unilateral declaration.

3.2 CEP Local Analysis

The CEP II team in Gaza constantly monitors the socio-economic and political condition in the Gaza Strip and submits analytical reports to USAID and CEP II for strategic planning. CEP II uses this analysis to make effective programmatic decisions and advise partner organizations in Gaza to ensure the success of grant project activities. This quarter, the CEP II Gaza team provided the following analysis of the Unity Agreement based on their personal observations and in their own words.

Local Analysis: Palestinian Response to Reconciliation/Unity Government *(submitted in May)*

Initial Reactions (I):

Despite all international and regional reactions to the reconciliation between Fatah and Hamas, thousands of Gaza people went out celebrating wildly on the night of May 4. That day was an 'eid (holiday) that no Gazans had witnessed for the last four years! A four-year old waving Fatah's yellow flag in her father's car screamed with joy: "Daddy, can we do this every day?"

Yellow flags, music, fireworks, dancing, and socializing until midnight for three days were the signs of freedom of the new Gaza.

"I believe unity will definitely lead us to establish Palestine and have a stable life," said Nihal al-Alami, 20, one of the celebrators. Al-Alami also says reconciliation enables Palestinians to re-engage in democratic life after months of postponed elections. "I feel great. I will finally vote!" she said. Al-Alami attributed a portion of the push behind the deal to the pro-democracy movement sweeping the region.

Abd Aref, 40, an employee with the former naval police in Gaza doesn't envision return to work as a possible outcome in the near future. "I think that the new government will form new security forces," he said. "It can't be enough for all the former employees to go back to work."

"I believe that we need a deep faith to get the mission totally accomplished," said Rowan Abu Shahla, a 21-year-old student who waved a Palestinian flag at the celebration. "There's a lot of tension and many obstacles already, but I still believe we can do it; this time is totally different. It's the time of our choice."

Among all these beautiful feelings of hope and joy and pride in the nation they belong to, there's still a fear of destroying this first step of unity by different rivals. But the hope remains and the flame of youth still burn to achieve the basic goal which is a free Palestinian State.

Initial Reactions (II):

People in Gaza very much welcomed the reconciliation's agreement between Fatah and Hamas. The joy and excitement of Gazans may have exceeded that of West Bankers, since as people in Gaza think such agreement could bring for them some freedom and security and reduce their suffering from the regional separation. Many who celebrated this event described it as the best event that had happened for them since 2007.⁴ Furthermore, the crowd of people who gathered in the Square of the Unknown Soldier in Gaza City after the reconciliation agreement was announced was several times larger than the crowd who had gathered there to rally for unity on March 15, 2011.

Causes of Reconciliation:

People believe that both parties were forced into reconciliation by the political change in the region, the change in Egyptian regime (which pushed for reconciliation), the Syrian protests against Bashar Al Assad, which impacts Hamas stability and power, and the stalled Israeli-Palestinian peace negotiations.

Public Support:

Most Palestinians believe that an end to the division between Gaza and the West Bank would bring greater freedom, security and reduce the suffering of Gazans as a result of years of division. The division between Fatah and Hamas had great consequences on the people of both areas in all fields (political, social, cultural, economic, etc).

Although when it was first announced, many did not believe the reconciliation was a serious attempt and would result in failure, public opinion has slowly changed towards acceptance, as it appears that both Fatah and Hamas seem genuinely interested in resolving their differences, illustrated by the recent release of political prisoners from both sides and the welcoming of Fatah supporters in Gaza by the DFG.

Anecdotal evidence suggests that Palestinians want to end the division at any price, even if it impacts donor support for the PA. The changes taking place nowadays in the Arab world make them more optimistic that they can also create change and give them some hope of improvement in their own situation, particularly with support from new Arab regimes, as well as the Gulf countries.

Challenges:

Despite reaching the reconciliation, there are many challenges that the Palestinians might face as a result, including the loss of international donors, which will adversely affect the fragile Palestinian economy. Palestinians question whether the new government will recognize the International Quartet's conditions and receive international support.

⁴ In February 2007, Fatah and Hamas signed an agreement for a truce in the Gaza Strip and the formation of a unity government.

Palestinians also have little faith in both factions, Fatah and Hamas, but, due to the lack of an alternative, it seems likely that one or the other will win the national elections.

Furthermore, civil society organizations (CSOs) were heavily restricted under the DFG. To create a transparent and democratic election, CSOs must increase public awareness in the political processes.

Opportunities for Interventions by Donors:

With the fall of authoritarian regimes in the Arab world and the reconciliation between Fatah and Hamas, the region and many countries across the globe have entered a period of dramatic change. Authoritarian regimes surrendered to the forces of democracy, and longstanding rivals (Fatah and Hamas) moved from the battlefield to the negotiating table with one-year preparation period for moderation to prevail. It is apparent that choices made during this transition period will have enormous influence on the two countries' future (Israel and Palestine). It is clear that traditional forms of humanitarian aid and development assistance are not suited for meeting the rapid-response needed for the new changes, such as stabilizing democratic transition and diminishing the conflict.

USAID can take advantage of a window of opportunity to build democracy and peace by promoting reconciliation for the security of Israel and establishment of an independent Palestine. Immediate response through quick start-up and direct grants to small, local organizations would help stabilize democratic changes.

Here is a summary of opinions from academic, human rights advocates and young activists on what can be done this year and the next year:

- The new relatively suitable environment in Gaza encourages civil society work, helping the civil society sector recover and develop action plans for (1) elections, and (2) awareness campaigns in preparation for elections.
- Supporting community programs that encourage political participation of marginalized groups (moderate voters) and swing voters and link constituents with their representatives.
- Building the capacity of civil society organizations to effectively engage moderate leaders in dialogue and debate with the local community and build their election campaigns.
- Assisting alternative media (new media) and public information campaigns to encourage peace, tolerance, reconciliation, and informed participation in elections. This includes young rappers, social media activities (i.e. bloggers, tweeters, and Facebook campaigners).
- Promoting moderate values and human rights through education, advocacy, theatre workshops, specialized summer camps projects.
- Supporting local efforts to mitigate conflict through training, improved communication and confidence-building measures.
- Providing opportunities for children and adolescents to engage in constructive and educational activities, reducing their vulnerability to illegal recruitment in armed forces and other forms of exploitation and abuse.

Impact on the Civil Society:

During the last four years, the DFG has targeted local CSOs, particularly those under moderate leadership. The DFG has closed organizations, confiscated assets, and forcibly added Hamas party members to advisory boards. Many in the civil society believe that the DFG moves against certain CSOs have been an attempt to counter their influence on local communities. As a result, CSOs are less visible and have fewer resources for normal activities.

Civil society leaders feel that the agreement will bring a return to rule of law, preventing the DFG from harassing CSOs, enabling the return to normal activities without governmental scrutiny, and the reopening of organizations closed down.

Local Analysis: Growth of Gaza Economy

According to a recent report by the Palestine Trade Center (Pal Trade), the top three sectors that have experienced growth in the first quarter of 2011 were garments, metal and food. The report attributed the growth to the Israeli partial easing of the siege. Average sales in the Gaza manufacturing sector increased four percent by March 2011. The report also states that 60% of Gaza manufacturers expressed their readiness to manufacture and export their products within a month of receiving approval. The major business constraints continue to be: a) extremely limited access to export markets; b) the unpredictable availability of raw textiles and materials; and c) the unreliable supply of electricity. The report also mentions that supply of spare parts and access to finance were cited as secondary impediments. The availability of adequate facilities (buildings), skilled employees and technical assistance were not considered major business restrictions.

4.0 SUMMARY OF CEP II ACTIVITIES

CEP II is distinguished for its rapid assistance and flexible support of USG initiatives in the West Bank and Gaza through in-kind, standard grants, and subcontracts. CEP II supports a diverse range of projects that include community infrastructure, youth activities, civic engagement forums, local NGO capacity building, humanitarian assistance, and the rebuilding of livelihoods in Gaza.

To date, CEP II has implemented **178** grants (in-kind and standard) and sub-contracts, valued at **\$50,530,499**, impacting lives of Palestinians **1,782,395** times⁵ with either direct or indirect assistance. Of CEP II's activities, **121** in-kind grants fall under its first two objectives, **51** standard grants fall under Objectives 3 and 4, and **six** sub-contracts support programming across the objectives.⁶ Over the life of CEP II, **57%** of its grant-making and **86%** of the grants budget (valued at **\$45,048,789**) have been directed in response to US government priorities. The range of grants provided by CEP II varies from **\$1,271** to **\$1,999,971**.

All ongoing and completed project activities are listed in Appendix 1. For graphic representation of CEP II's overall project status, see 4.2 below.

4.1 Quarterly Overview of CEP II Activities

During this quarter, CEP II has **60** active⁷ grants and subcontracts, impacting the lives of Palestinians approximately **334,676** times, valued at **\$14,001,248**. Of that number, **34** grants and subcontracts (valued at **\$3,223,093**) were ongoing throughout the quarter (including **11** newly approved, totaling **\$337,534**). In addition, **26** grants and subcontracts were completed (valued at **\$10,778,155**).

For a detailed listing of grants ongoing (including approved) and completed this quarter, see Appendix 1.2 (Listing of Grants by Objective).

4.1.1 Quarterly Summary of CEP II Activities

Objectives 1 and 2

CEP II continued to support reform-minded institutions to provide improved responsiveness and services to their community. With its grant-making for relief and assistance and early recovery in the Gaza Strip wrapping up this quarter, CEP II has continued to focus on its in-kind grant-making under the first two objectives, under which it

⁵ CEP II describes its overall impact on beneficiaries in terms of "times of impact," rather than as individual beneficiaries due to the nature of its programming under Objectives 3 and 4. In order to preserve hope and moderation among impoverished populations (Objectives 3 and 4), CEP II focused its assistance on highly vulnerable communities within the Gaza population, providing the most vulnerable households with repeated rounds of humanitarian commodities to help meet their basic, urgent needs in the aftermath of Operation Cast Lead. As a result of this multiple intervention in beneficiary lives, CEP II tracks numbers of times it impacts beneficiaries' lives under Objectives 3 and 4, in addition to the number of individual beneficiaries impacted under all four objectives. (Under Objectives 3 and 4, CEP II calculates individual beneficiaries by subtracting 28% from the total number of interventions, which is a formula developed following analysis of CEP II beneficiary lists.) All verified beneficiary numbers included in this report have been adjusted accordingly.

⁶ As described below, CEP II uses subcontracts to support programming under Objectives 3 and 4, as well as to evaluate programming under Objectives 1 and 2.

⁷ Active grants include projects under implementation throughout the quarter, projects completed by the end of the quarter, and grants approved during the quarter.

strengthens community institutions, particularly local government units (LGU), and recipients of capacity-building assistance, to improve services to constituents.

Under Objective 1 and 2 this quarter, CEP II had **47** active grants (with a total value of **\$5,202,662**), reaching an estimated **127,444** Palestinians. Of this number, **32** grants were ongoing (with a total of **\$3,167,709**) during this quarter and **15** grants were completed (with a total value of **\$2,034,953**).

Of the **32** ongoing grants under Objectives 1 and 2 this quarter, **62.5% (20 grants)** focused on community infrastructure and services or civic engagement activities. This quarter, CEP supported **nine** LGUs to provide new or rehabilitated infrastructure for local residents. In addition to improving public spaces (such as the main Jericho square, access roads, and sidewalks), CEP local government partners continue to respond to the needs of young community members by enhancing educational opportunities. Through CEP grants ongoing or completed this quarter, local councils built **four** new schools and improved the facilities of **two** others. CEP II also supported eleven community-based NGOs to better serve and respond to their constituents. This quarter, CEP II focused on improving recreational and educational opportunities for children and youth through six grants that rehabilitated or equipped sports and educational facilities. Two grants improved services to disabled Palestinians, one grant enhanced tourist facilities in Bethlehem, and two final grants filled critical activity gaps in USAID partner projects. I think several brief examples would be appropriate inserted here.

The remaining **37.5%** of ongoing grants were capacity-building interventions designed to improve institutional performance across operational and programmatic areas. This quarter, CEP II continued to respond to its contractual mandate to build the capacity of key local institutions, with **12** capacity-building grants under implementation. This quarter, CEP II brought its capacity-building efforts to a close by awarding one final small grant to one of its 10 institutional partners (ARDWBG521). This grant to the National Council for Development is designed to assist in better service delivery through developing a grants making manual and installing new accounting software.

(For more information about the completed grants under Objectives 1 and 2, refer to Section 5.0.)

Objective 3

CEP II had no active grants under its third objective this quarter.

Objective 4

CEP II's provision of humanitarian and early recovery assistance in the Gaza Strip continued to be significant, with **seven** grants to international NGOs completed under Objective 4 (with a total value of **\$6,483,154**), reaching Palestinians an estimated **207,232 times**. Of the seven grants, one grant supported early recovery activities, while the remaining six grants focused on the provision of winterization relief to vulnerable households, awarded in a fifth and final round of humanitarian assistance grants made by CEP II.

Over this quarter, CEP II grants provided nutritional and academic support to children, recreational therapy for women, and increased employment opportunities for youth, women farmers, construction workers, and fishermen and vulnerable households, with an estimated **56,516** working days created. Commodities distributed through these grants continued to enter as scheduled, via the CEP II transportation system, in the form of winterization kits, food products, clothing, household commodities, and other needs. *(For more details about the CEP II transportation system, see paragraph below and Section 4.6.)*

(For more information about the completed grants under Objective 4, refer to Section 5.0.)

Sub-contracts

CEP II had six active sub-contracts to local companies this quarter for transportation, storage, and evaluation services. This quarter, four subcontracts were completed and two remained ongoing.

Transportation and Warehouse

In order to ensure the delivery of the humanitarian supplies and commodities to the vulnerable people of the Gaza Strip as part of its Objectives 3 and 4 grant-making, CEP II subcontracted with warehousing and transportation companies to facilitate the CEP movement of these commodities into the Gaza Strip and their distribution to the targeted beneficiaries. In total, CEP II issued **five** subcontracts this quarter; four subcontracts for warehouse and transportation completed (for a total value of **\$2,260,047**), **with one final subcontract (due to be completed next quarter and valued at \$3,000)**.⁸

Impact Assessment

During this quarter, CEP II issued **one** subcontract to a local consulting company Arab World for Research and Development (AWRAD) to undertake an impact assessment of its programming under Objective 1 and 2. Valued at **\$52,384**, the 14-week subcontract was signed on May 29. (For more detail, see Section 6.5.)

4.1.2 Quarterly Status of CEP II

The following represents the various stages of CEP II West Bank/Gaza grants and sub-contracts for Y3Q3:

- **Under Implementation in Y3Q3** (ongoing at the end of the quarter, including newly approved):

– Objectives 1:	0 grant valued at	\$0
– Objective 2:	32 grants valued at	\$3,167,709
– Objective 3:	0 grant valued at	\$0
– Objective 4:	0 grant valued at	\$0
– Sub-contracts:	2 subcontracts valued at	\$55,384
– Total:	34 grants and sub-contracts valued at	\$3,223,093
- **Completed in Y3Q3** (activities completed but pending administrative actions such as final payments and title transfers before closing out):

– Objective 1:	1 grant valued at	\$42,870
– Objective 2:	14 grants valued at	\$1,992,083
– Objective 3:	0 grant valued at	\$0
– Objective 4:	7 grants valued at	\$6,483,154
– Sub-contracts:	4 sub-contracts valued at	\$2,260,047
– Total:	26 grants and subcontracts valued at	\$10,778,155
- **Closed, Cancelled, or Rejected in Y3Q3:** 1 grant cancelled (valued at **\$40,156**)⁹

⁸ The subcontract was with Concord to cover the storage of commodities scheduled for distribution in the West Bank in July under ARDWBG539.

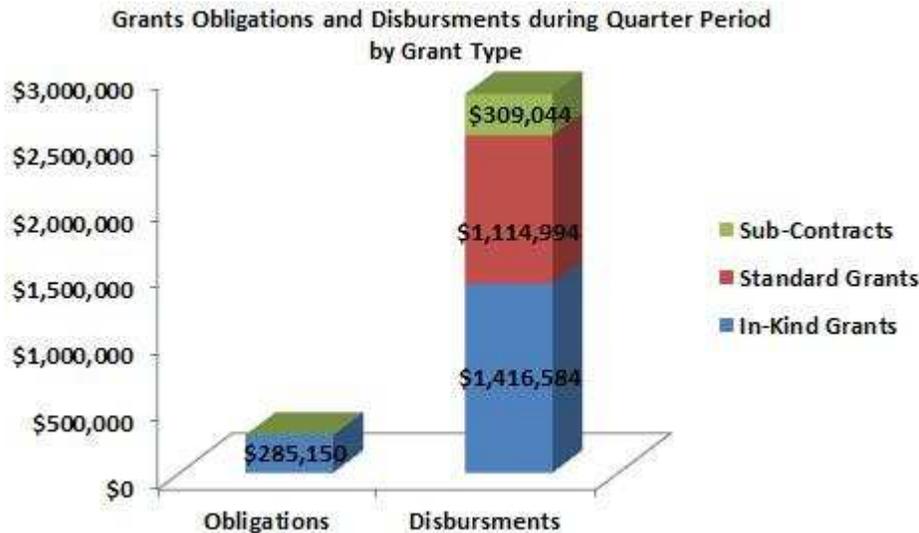
⁹ ARDWBG493 Alnayzak Staff Training Ramallah was designed as a capacity-building initiative to improve staff service provision to beneficiaries of Alnayzak's youth and education activities. Despite starting solicitation efforts in February 2011, CEP II was unable to

4.1.3 Responsiveness to USAID Priorities in Y3Q3

CEP II continues to be responsive to the Mission’s programming priorities. This quarter, around **27** (or **28%**) of its active grants and subcontracts (valued at over **\$10,178,003**) were developed in response to Mission guidance. Of that number, over half (**15** grants) were under Objectives 1 and 2, including two grants for improving the public community infrastructure (health clinic and sidewalks); two grants for capacity-building for chambers of commerce; two grants for rehabilitating school/ educational center facilities; two grants for building a school; six grants for providing equipment and furniture; and one grant for improving recreational places for children and youth. In addition, CEP II developed all active **seven** grants under Objective 4 and the **five** subcontracts for commodity transportation and storage as part of its USAID-directed delivery of humanitarian and early recovery assistance to the Gaza Strip.

4.1.4 Quarterly Obligations and Disbursements

The graph below illustrates the quarterly obligations and disbursements of in-kind grants (under Objectives 1 and 2), standard grants (under Objective 4) and subcontracts. In this reporting period, CEP II made a few modest obligations for a total of **\$285,150** for newly approved in-kind grants. Disbursements this quarter included **\$1,416,583** for in-kind grants, **\$1,114,994** for standard grants, and **\$309,044** for sub contracts.



4.1.5 Quarterly Overview of Gaza Transportation System

In response to the difficulties faced in transporting goods into the Gaza Strip, in February 2009, CEP II developed its own transportation system to improve the efficiency of humanitarian aid shipments. Through this system, CEP II has helped ensure the timely delivery of humanitarian aid for its INGOs partners operating in Gaza. At the request of USAID, CEP II extended its transportation services to support other INGOs and the USG.

This quarter, via the **106 truckloads** of winter clothing commodities delivered to the Gaza Strip under the fifth round of humanitarian response grants in Gaza, CEP II was able to deliver **2,239** pallets that included: food, non-

source qualified and experienced trainers for the planned training activities. Further solicitation efforts were precluded by CEP II’s determination that there was no longer sufficient time to vet the proposed Gaza-based trainees or to procure required specialized equipment in time for the grant activities to be completed within CEP II’s life of project. After consultation with the grantee and USAID, CEP II decided to cancel the grant.

food items, hygiene kits, winter clothing and stationery, and other educational tools and books on behalf of the US Consulate General.

The last shipment of humanitarian commodities was delivered to Gaza in April.

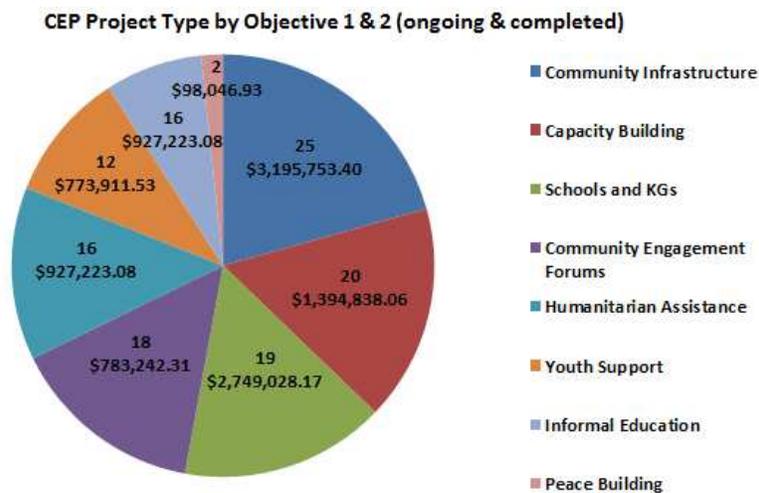
To date, CEP II delivered **13,450** metric tons of humanitarian assistance transported via **660** truckloads, carrying **13,656** pallets of commodities. This assistance has been distributed over **1.5 million times** in the Gaza Strip.

4.2 Overview of CEP II Activities to Date

As noted above, CEP II has implemented **178** grants and sub-contracts to date, valued at **\$50,530,499**. The charts below show completed and ongoing projects¹⁰ disaggregated by objective and by geographical area over the life of the program (29 September 2008 – 30 June 2011). (For details, see Appendix I.1)

4.2.1 Status to Date by Objective¹¹

To date, under **Objectives 1 and 2**, there are **121** completed and ongoing in-kind grants for a total of **\$10,618,090**.



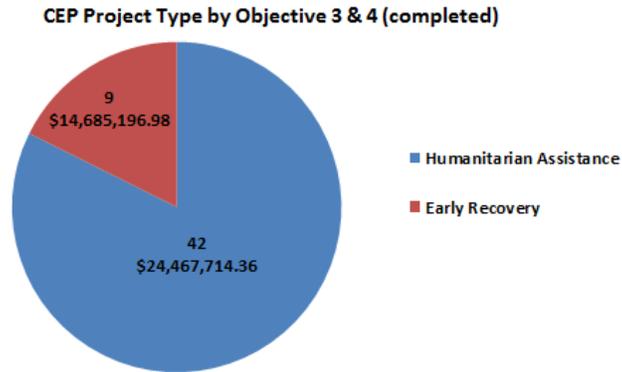
12

¹⁰ In this section, CEP II defines projects as including in-kind grants, standard grants, and subcontracts.

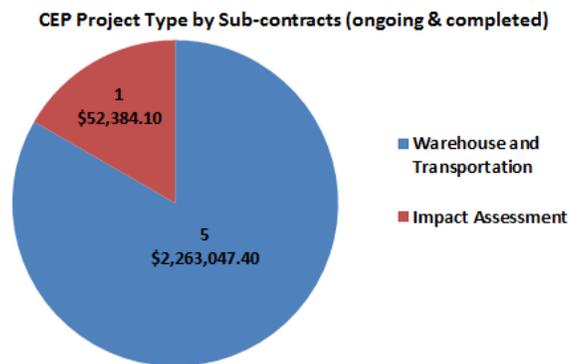
¹¹ CEP II was not able to calculate the adjusted value of the grant/subcontract budget line until Y3Q4 (August), when all final grant financial reconciliations were completed and residuals from savings in closed grants were identified. During the revision of this report, CEP II provided the adjusted value in the narrative but was not able to adjust the graphics below. The pie charts in this section correctly represent the proportion of grants across project types and objectives (respectively), but the grant values remain unadjusted.

¹² CEP II implemented two grants to support peace-building activities (ARDWBG310 Disabled Equestrian Rehab Jericho and ARDWBG355 MC Peace Run Beit Sahur) and 18 grants to support community engagement forums (e.g., ARDWBG315 PCDCR Democratic Forums Gaza, ARDWBG405 RUSC Cultural Sports Nights Rummana, and ARDWBG478 ACMD Tent of Culture and Friendship Hebron).

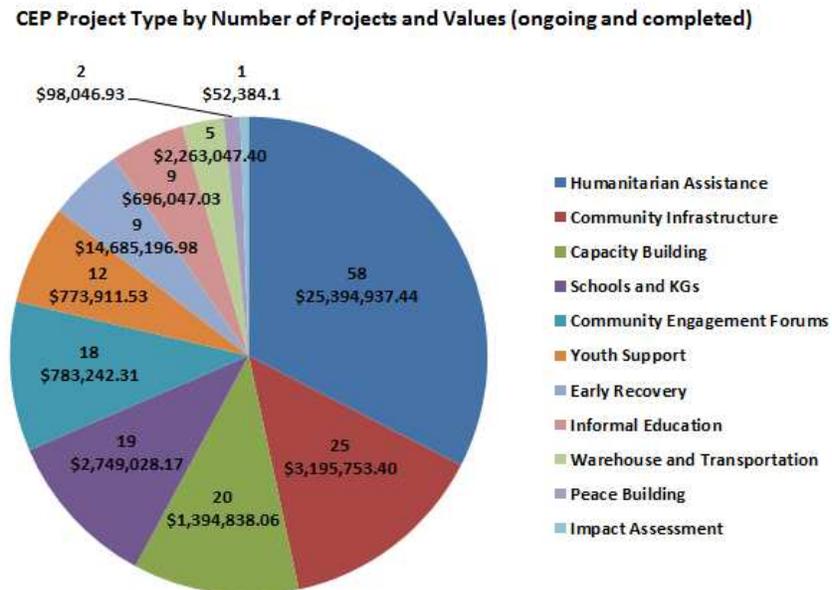
To date, under **Objectives 3 and 4**, there are **51** standard grants completed or ongoing for a total of **\$39,152,911**.



To date, there are **6** completed and ongoing sub-contracts under CEP II for a total of **\$2,315,431**.



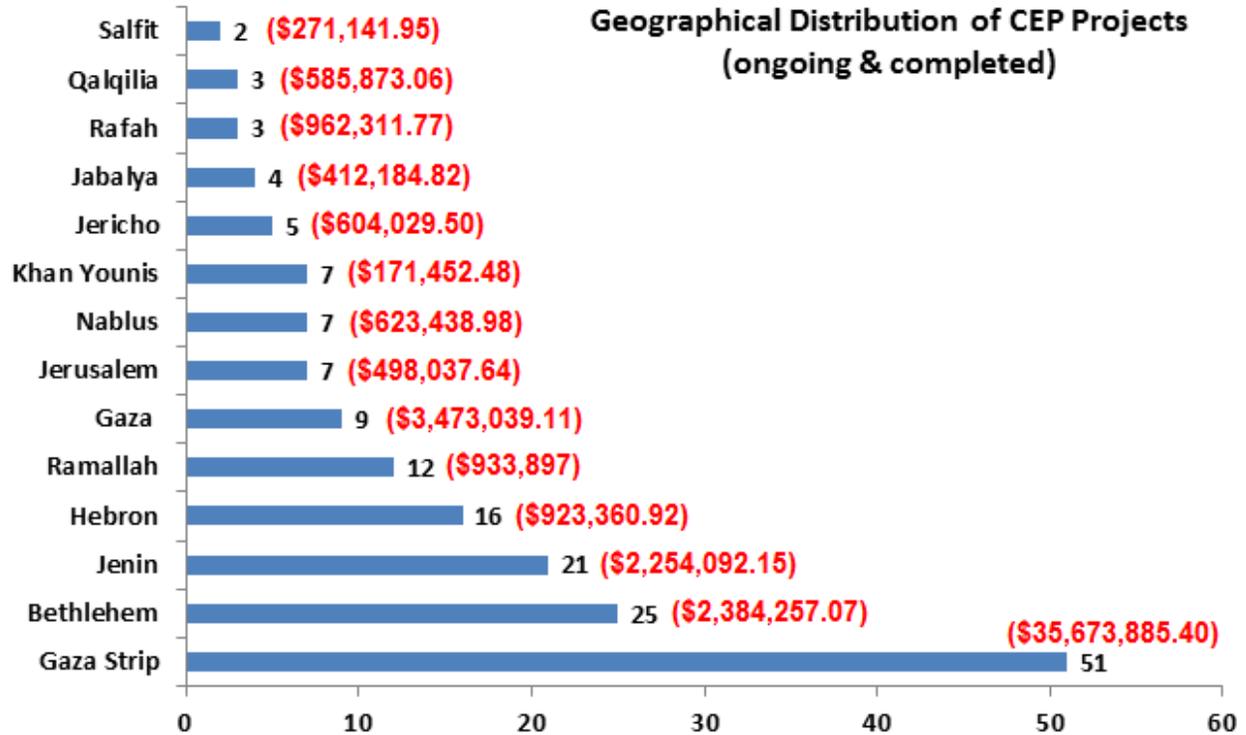
In total, to date, CEP II has **178** in-kind grants, standard grants, and subcontracts valued at **\$50,530,499** completed or ongoing.



4.2.2 Status to Date by Geographical Area

To date, under its grant-making, CEP II has worked in all 14 governorates of the West Bank and Gaza Strip through its 172 grants. The chart below illustrates the geographical distribution of the number of CEP projects and the total funds allocated.

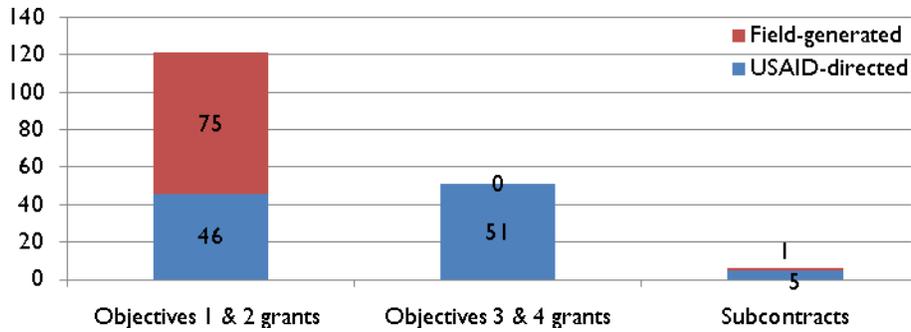
This chart provides grant distribution both across governorates and across the Gaza Strip. (Thirty-nine CEP II grants focus on beneficiaries located across the Gaza Strip, rather than in one specific governorate in the Gaza Strip.)



4.2.3 Responsiveness to USAID Priorities To Date

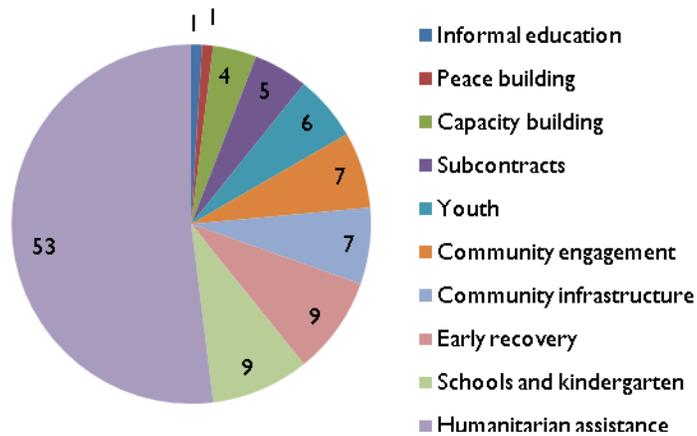
Over the life of CEP II, 57% of its grant-making (102 grants and subcontracts) and 86% of the grants budget (\$45 million) have been directed in response to US government priorities.

As shown in the bar chart below, USAID guidance has proportionally focused on the humanitarian and early recovery needs in the Gaza Strip, with all grant-making under Objectives 3 and 4 and five of the six subcontracts developed by CEP II to support USAID's response following Operation Cast Lead. Under Objectives 1 and 2, CEP II developed around 38% of its grant-making in response to USAID priorities, exceeding contractual expectations that one-third of CEP II programming would be Mission-directed.



Within the 57% of Mission-directed grant-making, CEP II has responded to USAID priorities through a diverse set of grants. CEP II has developed Mission-directed grants across all project types. After humanitarian and early recovery assistance,¹³ the main focus of USAID's guidance has been on programming for Palestinian children and youth (with grant-making supporting schools and kindergartens and youth activities).

USAID-directed Grants by CEP II Project Type



¹³ Prior to initiating the grant-making to international NGOs under its third and fourth objectives, CEP II operationalized USAID's priorities post-Operation Cast Lead by providing Initial Response grants under Objective 2 in order to help reform-minded institutions to respond to their constituents' urgent needs.

5.0 HIGHLIGHTS: ACHIEVEMENTS AND IMPACT

This quarter, CEP II completed **22** grants (valued at **\$8,518,107**) across the West Bank and Gaza Strip. As detailed below, 15 grants supported the voices and forces of moderation across the West Bank and Gaza and promoted opportunities for communities to link tangible improvements in their daily lives with positive developments in the Palestinian-Israeli peace process. Through seven grants to international NGOs, CEP II helped to reduce the economic stress of marginalized and vulnerable households through the provision of humanitarian assistance and supported early recovery by identifying and creating sustainable economic opportunities.

5.1 Grants Completed Under Objective I

Objective I: Support initiatives and processes that support a democratic, peaceful, and prosperous Palestinian state.

Through one grant completed under Objective I this quarter, CEP II enabled a moderate NGO in the Gaza Strip to reach out to women in its community struggling to cope with post-conflict trauma.

ARDWBG517 SYFS Women Theater Shows Gaza

Empowering Women through Untraditional Remedial Activities in Gaza (ARDWBG517)



I had never understood that, because our children cannot express their frustration and fear through words, they express themselves by fighting.

The activity is so helpful in making me realize the problem and try to find a solution, rather than being violent all the time. Thanks to SYFS and USAID for the support!

- Participant

The extraordinary social, political and economic pressures resulting from recent conflict, the closure of the Gaza Strip, the lack of educational opportunities for women, and increasingly conservative context have left women in Gaza highly stressed and unable to function properly within their families.

According to a survey conducted by United Nations Development Fund for Women (UNIFEM) after Operation Cast Lead, more than 40% of women in Gaza City and 30% of women in Rafah suffer from post-conflict psychological trauma that may affect their emotional health in the long-term.

Save Youth Future Society (SYFS) is the only Gaza-based organization that targets vulnerable women through drama activities to release their stress and raise their awareness on conflict resolution. Women felt empowered by learning new techniques to understand and influence their family's emotions and behaviors.

FOCUS ON IMPACT:

With a grant from CEP II, SYFS organized 40 theatre workshops for 813 women of Gaza. In small groups of 20, the women performed short drama sketches and then discussed the sketches with **facilitators trained in conflict resolution and stress management.**

By using drama to discuss sensitive personal issues, the activity helped the women talk about their biggest fear: family conflict. “Our society expects the woman to take the lead and maintain harmony within the family,” said Wafa' Eid, one of the workshop facilitators. “Therefore, she is blamed for any problems in the family, which is very stressful.”

5.2 Grants Completed Under Objective 2

Objective 2: Strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen’s needs.

Through 14 grants completed under Objective 2 this quarter, CEP II enabled local government partners to visibly improve the quality of community life, supported moderate NGOs to increase their response to critical community needs, and built the capacity of institutions to strengthen the economic and democratic opportunities in their constituencies.

ARDWBG309 VC Main Street Rehab Deir Ibbzi'
ARDWBG327 MC Main Square Rehab Jericho
ARDWBG386 VC School Labs Zabda
ARDWBG398 HOH Rehab Furniture Bethlehem
ARDWBG403 JSFCU Theater Equipment Jenin
ARDWBG412 SYSF After School Activities Jabalya
ARDWBG417 FHSB Facilities Rehab Bethlehem

ARDWBG445 JG Seedlings Jenin
ARDWBG481 NASCD Naseej Center Nablus
ARDWBG482 MC Schools Road Rehab Beit Jala
ARDWBG489 SHS Staff Training & Admin Development Ramallah
ARDWBG492 Alnayzak Mobile Experiment Equipment Ramallah
ARDWBG498 BRCS An Noor Club Jenin
ARDWBG534 Al Ram School Rehab Jerusalem

Following the project-level evaluations early next quarter of six grants¹⁴ completed this quarter, CEP II will report on the impact of these grants in the next progress report.

Moderate Municipalities Enhance Educational Opportunities in their Communities

Recognizing the critical role that local government entities play in developing democratic and prosperous Palestinian communities, USAID continues to support village councils and local municipalities in their efforts to respond to citizen's needs and build grassroots credibility. Through two CEP II grants completed this quarter, reform-minded local government units in marginalized areas of the West Bank built or renovated school facilities, thereby improving the educational services for local students.

¹⁴ ARDWBG309, ARDWBG327, ARDWBG403, ARDWBG412, ARDWBG445, ARDWBG481

FOCUS ON IMPACT:



ARDWBG386 VC School Labs Zabda

One of the Jenin villages affected by the separation barrier, the Zabda village school lacks sufficient teaching space. Through a CEP II grant, the Zabda Municipality responded to the needs of its citizens by constructing an annex containing a classroom and the first two educational labs in the local area for science and computer. With the grant, the municipality also improved the school's playground and ball courts.



ARDWBG534 Al Ram School Rehab Jerusalem

With a grant from CEP II, the village council of Al Ram, a Palestinian village in northwest Jerusalem near the Israeli separation wall, increased the safety of students at the Al Ram Secondary Boys School. In response to a community priority, the village council created walls to separate the school from neighboring homes and provide security against trespassers. The village council also built a school cafeteria that allows students to purchase meals and snacks without having to leave the premises.

Reform-minded NGOs Reach Marginalized Palestinians in the Southern West Bank

Local organizations serving marginalized communities provide an essential safety net for Palestinian households unable to pay for education for their family members, particularly when their dependents are physically or mentally disabled. Through grants to organizations such as the Frères High School and the House of Hope, CEP II helps maintain these specialized services within their community and strengthen the organizations in their mission to integrate vulnerable community members, regardless of the divisions created by cultural or physical differences.

FOCUS ON IMPACT:



ARDWBG398 HOH Rehab Furniture Bethlehem

The Bethlehem-based House of Hope serves the visually and mentally disabled, of all ages and faith denominations, including providing basic education to children and life and work-related training to empower the residents and ease their transition into society

Through a CEP II grant, the House of Hope furnished a newly constructed three-story dormitory that had been unusable due to lack of furniture. With this extra living space, 54 additional disabled children will be able to live at the House of Hope and receive the special education and training only available there.



ARDWBG417 FHSB Facilities Rehab Bethlehem

A local institution serving marginalized Christian and Muslim youth in the Bethlehem Governorate, the Frères High School in Bethlehem (FHSB) is struggling financially as the majority of its students can no longer pay fees and cannot afford to maintain service provision to its community.

Through a CEP II grant initiated in response to USAID priorities, the FHSB expanded its kindergarten to accommodate the growing student population. As a result of the grant, the kindergarten has been able to shift funds to buy essential educational supplies and furniture and use the new space to bring teachers together for a more effective curriculum planning process.

Gaza NGOs Build Women’s Confidence in their Rights¹⁵

(ARDWBG382, ARDWBG383, ARDWBG384)

As a result of the war, many families of Gaza Strip have found themselves struggling to return back to normal life. Women in particular are facing many challenges to deal with the war effects. According to a survey conducted by UNIFEM an average of 28% of the women in Rafah, Gaza city and Jabalya are suffering from post-war psychological trauma. Nervousness, stress, introversion, and violent behavior are very noticeable among women.

With CEP II’s support, four moderate NGOs responded to this widespread community trauma by teaching women how to mitigate the impact of post-conflict stress on their family and themselves. Over 2,400 women attended 120 recreational workshops held by National Society for Democracy and Law (NSDL), Save Youth Future Society (SYFS), and Life and Hope Association (LHA) in Jabalya, Rafah, and Gaza city.

FOCUS ON IMPACT:

Participating women responded enthusiastically, with vivid stories of the immediate impact of the training on themselves and their family (see Voices of Impact). Interest in the workshops was so high that participants



VOICE OF IMPACT:

“This workshop was a refuge! My husband’s joblessness and addiction have turned our lives upside down. It’s good to know how to deal with stress. My family happily welcomed my changes in attitude and my husband is taking medication. Today, I have to think positively for the sake of my family. My main mission is my daughters’ education. My eldest daughter got married very young and didn’t finish her school. I don’t want the rest of my daughters to experience the same.”

-Fathia

“I am the bread-provider for a family of nine. I work hard to feed my family and provide my children with their basic needs. The economic situation and daily stresses of life makes me nervous and angry towards my husband and children. After participating in the workshops, I started to become more sensitive to my own needs and the needs of my family. Every night before bed, I practice the stress releasing exercises that I was taught. I feel great about myself and I’ve become a stronger woman who can say no to those who try to take advantage of me. I feel more confident asking for my rights!”

-Hanan

¹⁵ These three grants under Objective 2 were completed on the last day of the last quarter (31 March 2011): ARDWBG382, ARDWBG383, and ARDWBG384. Following the project-level evaluations this quarter, CEP II is reporting on the impact of these grants in this report.

asked for more sessions, often spurred on by family demand, and other women asked to join.

Capacity Building Improves NGO Performance and Work Environment

(ARDWBG489, ARDWBG492, ARDWBG498)

As part of its in-kind grant-making, CEP II is providing capacity building support for ten leading local institutions throughout the West Bank. This quarter, CEP II completed three capacity-building grants to Stars of Hope Society (SHS), Alnayzak for Supportive Education and Scientific Innovation (Alnayzak), and Blind Care and Rehabilitation Society (BRCS).

FOCUS ON IMPACT:

The grants have increased organizational capacity to provide improved services and better respond to community need and included establishing a social club for visually impaired children, creating facilities for continuing education and members services, providing specialized equipment for youth recreation and learning, and improving internal resources through staff training and provision of organizational systems and procedures.

Upgrading of organizational facilities and equipment has resulted in grantees offering new and improved specialized services for their community. For **Alnayzak**, “the mobile experiments” is the first of its kind in the area which is aimed to be used in an exhibition that promotes the non- traditional approach of teaching science. As reported by the staff of Alnayzak, it was their first time working on such mobile experiments which contributed in enriching their technical experience in this field.

Training provided through other grants impacted both the organizational staff tasked with responding to community needs and the organizations’ constituents. For instance, an 18-day training on gender and development training and project management for the **SHS** staff and focal points (led by an international consultant and a local trainer/consultant) has provided SHS with in-house training expertise and improved outreach to its beneficiaries across the West Bank. Among the positive feedback received, the participants described the training as effective in helping them raise awareness of women with disabilities.



Through the capacity building grant, **BCRS** expanded life opportunities for blind children by establishing Al Noor Club, a social club where visually impaired student receive professional music training, enabling them to establish a musical band for the Al Noor School.

5.3 Grants Completed Under Objective 4

Objective 4: Distribute food and relief items directly or through work and training, to preserve hope and moderation among impoverished populations

After almost four years of strict blockades and two years since the end of the military operations, the living conditions in Gaza remain dire. Life for the **1.6 million** residents of the Gaza Strip is characterized by high levels of poverty, unemployment, and food insecurity; constrained access to basic services; and limited opportunities for sustainable development. Through grants for relief and assistance to international partners and its transportation system, CEP II has responded by distributing basic household items, from food, hygiene kits, school supplies, and infant care packages.

Containing the humanitarian crisis is only the first step on a long road to rebuilding the lives of Gaza’s residents, however. While the vulnerable populations of the governorates of Gaza North and Gaza are still in need of short-term relief supplies, of equal importance at this stage are short- to medium-term recovery activities. With its international partners, CEP II has worked towards early recovery in the Gaza Strip through supporting household

agriculture to promote household food security; opportunities to earn cash income such as rubble removal and agricultural land clearing to be done in private places; and responsive services to help children and young people cope with and begin to overcome their current circumstances.

To date, through CEP II, USAID has provided \$14.7 million to support early recovery for vulnerable households in the Gaza Strip through nine grants to INGO partners. This quarter, CEP II completed its final early recovery grant through IOCC.

ARDWBG465 IOCC Early Recovery
ARDWBG510 ANERA Winter Relief Gaza
ARDWBG511 CHF Winter Relief Gaza
ARDWBG512 CRS Winter Relief Gaza

ARDWBG513 IOCC Winter Relief Gaza
ARDWBG514 IRD Winter Relief Gaza
ARDWBG515 RI Winter Relief Gaza

The impact of selected grants completed under Objective 4 is described below.

IMPACT SNAPSHOTS:

Learning and Ambitions in Early Recovery Project (ARDWBG465)



For many, the assistance meant a chance to recover from the scars left by conflict.

Narmeen Abu Namous' life had been turned upside down when her 10-member family fled from their war-damaged house to live with relatives. When asked about her ambitions for the future, 14-year old Narmeen drew a doctor healing a sick person.

With a grant from CEP II, IOCC provided short- to medium-term cash-for-work opportunities, assistance in recovering a degree of agricultural capacity, recreational therapy support, and humanitarian non-food assistance for the poor and vulnerable populations of northern Gaza most affected by the recent conflict.

FOCUS ON IMPACT:

Through its diverse activities, the Early Recovery grant program provided beneficiaries with the technical support and /or commodities needed to start over again after the destruction of the military action.

Receiving the opportunity to work or the tools with which to work put them on the road to financial recovery. "My greenhouse was badly damaged by the war," described Mohammed Ashoor, a farmer. "I could not repair it. I applied to many organizations, but no one answered my pleas." After receiving materials and labor needed to repair his greenhouse, Mohammad is planning to grow tomatoes, which will generate ILS 1,000-1,200 per month to support his 12-member family.

Providing Essential Goods and Hope though Winter Relief (ARDWBG510, ARDWBG511, ARDWBG512, ARDWBG513, ARDWBG515)

Through grants to five international partners, CEP II enabled families in the Gaza Strip to cope with their most basic needs created by poverty and isolation. Goods distributed included blankets and heavy clothes for the cold weather, school supplies for children, hygiene kits, and nutritious foods.

For many beneficiaries, the assistance was the first they had received for a long time, despite urgent needs. "The last time I received similar help was nine months ago," said Eid Abu 'Eriban, an unemployed father of ten. "Most of us lined up to get the assistance are receiving such items for the first time."

The nutritious food items were singled out by one beneficiary as a rare and much valued commodity for her family. A mother of five, Mrs. Ziad Za'about described how her husband's long term unemployment has left her family unable to pay for even basic household costs. The only assistance they receive is from WFP in the form of basic food staples with no nutritious value. "Thanks to USAID, what I received in this kit will feed my family and provide us with some complementary items that will help secure our nutritious needs for two to three weeks," added Mrs. Za'about.

The assistance was also timely, according to Mosa Abu Qita, an unemployed farmer, since it arrived during cold weather and the school year. "I have 5 children at school," said Mr. Abu Qita, "but the schools didn't distribute stationery kits this year. I can't afford to buy such supplies, so thank you for your help."



Alongside the commodities, under one grant, children received educational sessions that taught them how to protect their health by improving hygiene practices. "I learned better hygiene practices and now I know what kind of unhealthy foods will weaken my immune system if eaten regularly," said seven-year old Odai Yaseen.

6.0 PROGRESS AGAINST WORKPLAN

6.1 In-Kind Grants (Objectives 1 and 2)

Development, implementation, evaluation, and close-out of in-kind grants under Objectives 1 and 2 continued throughout this quarter.

CEP II held a strategic planning workshop for eight institutional partners who were recipients of its capacity-building grants in Jericho on May 23-24. The workshop responded to a main recommendation of the Capacity-Building Midterm Review¹⁶ that the grantees improve their strategic planning skills. At the workshop, the CEP Capacity-Building Consultant trained the grantees on strategic planning skills. The final development of all eight strategic plans for each participating grantee was completed at the end of this quarter.

6.2 Standard (INGO) Grants and Sub-contracts (Objective 4)¹⁷

Early Recovery (ER): This quarter, CEP II completed the last ER grants implemented through IOCC. Effective oversight was maintained across the portfolio in adherence to USAID compliance regulations with sustained mentoring and guidance provided to all partners. CEP II is in the process of closing out all nine ER grants, and making sure that all documents provided are in compliance with USAID rules and regulations. Final payments are being processed.

Relief and Assistance (RA): CEP II Completed the implementation of RA Round V grant agreements with six grants to INGOs for winter-related relief to Gaza. CEP II is closing out Round V grants.

Sub-contracts: CEP II finished using the services of one transportation company to effectively move goods from the West Bank into Gaza for the ER grants and RA Round V grants. All commodities were delivered to Gaza successfully and on time.

6.3 Grants, Compliance, and Procurement

To ensure the completion of all grants by Y3Q3, the grants-making team met regularly for weekly grant planning purposes, financial projection reviews, and establishment and monitoring of overall milestones.

To support close-out activities, the Procurement Unit held weekly meetings to review all open procurement files, disseminated weekly updates to all grant staff on the status of grant files, and continued regular coordination with the finance and administration unit to meet grant payments.”

6.4 Program Finance and Administration

Recruitment

Following the resignation of the Senior Accounting Specialist, CEP II is recruiting for a new Senior Accounting Specialist. CEP II has hired a Financial Support Consultant to assume the responsibilities of the Senior Accounting Specialist until the position is filled.

¹⁶ A midterm review of the capacity-building interventions by CEP II was conducted in Y3Q1.

¹⁷ There are no grants under implementation under Objective 3.

Consultancies

As it approaches the PACD, CEP II is maintaining progress toward a timely and compliant close-out by providing its staff with appropriate technical support. This quarter, a Procurement Support Consultant was hired to provide support to the Procurement Unit. In addition, CEP II initiated a three-month grant management consultancy (in the form of two sequential consultancies), designed to provide ongoing support for the close-out of grants implemented in the West Bank.

6.5 Knowledge Management

Evaluation

This quarter, CEP II began a 14-week impact assessment of its civic engagement programming under Objectives 1 and 2. Conducted by local research company AWRAD, the assessment comprises three evaluative tasks, which will be implemented simultaneously, using a multi-methodological approach (including semi-structured interviews, beneficiary satisfaction surveys, and Most Significant Change). The assessment will focus on an estimated 440 grantees and end beneficiaries from a representative random sample of CEP II's civic engagement projects. By the end of this quarter, all field work was completed. The final report on the impact assessment is due from AWRAD by **September 8** (in CEP II's fourth and final quarter).

Following the introduction of the After Action Review¹⁸ managed by the Impact Specialist last quarter, CEP II has evaluated 19 grants over the past three months through a facilitated, collective results-focused discussion. Project-level lessons learned continue to be generated and circulated in real-time.

Stories of Impact

CEP II used the Most Significant Change (MSC) methodology¹⁹ to identify stories of impact resulting from its Early Recovery programming in the Gaza Strip (under Objective 4). In the first known application of the qualitative methodology in the West Bank and Gaza, CEP II collected 44 stories of significant change from beneficiaries of the nine ER grants. Over a two month-period, the CEP II team in Gaza were trained in the MSC methodology, conducted 90 in-depth interviews to produce 44 MSC stories, and conducted three MSC selection workshops.

During the three workshops, USAID and the INGO partners collectively reviewed the stories to select the story identified as the most significant change. From the 44 stories collected by the CEP II Gaza team, CEP II staff in the West Bank selected the 10 most significant stories, which were then reviewed by representatives of USAID and eight of its INGO partners during a final selection in the Gaza Strip. During the Best Practices Workshop (see below), CEP II held a mini-MSC final selection process for USAID participants, during which three of the 10 stories were reviewed.

This beneficiary-driven methodology enabled the participants to identify possible strategies for future early recovery programming by understanding what beneficiaries feel are the most effective consequences of the USAID-funded interventions. Response from USAID and the INGOs was very positive, and CEP II has been invited to present the MSC methodology to the Mission early next quarter.

¹⁸ *After Action Review: Technical Guidance*. USAID (2006).

¹⁹ For further information, refer to <http://www.mande.co.uk/docs/MSCGuide.pdf>.

Best Practices

After nine years of TtARD's provision of rapid and flexible response programming in the West Bank and Gaza,²⁰ CEP II has identified key best practices for remaining effective and compliant within an evolving operational environment. This quarter, CEP II formally presented the following strategic concepts to its staff and USAID representatives at the Best Practices Workshop, held in mid-June in Haifa:

1. Specialized and empowered field staff with technical support
2. Dynamic and graphic road-map for grant-making
3. In-kind mechanism for rapid, flexible, and compliant response
4. Integration of procurement into initial grant design
5. Simplification of commodity types in restrictive market for rapid response
6. Dynamic management of knowledge

For further information, see Appendix 4.

²⁰ Since 2002, TtARD has implemented rapid, flexible responsive grant-making in the form of the Emergency Assistance Program (EAP), Office of Transition Initiatives (OTI), Civic Engagement Programming (CEP), and CEP II.

7.0 SUMMARY OF PROGRAM INDICATORS

7.1 Indicator Reporting

CEP II measures the progress of each of its grants against established project indicators, chosen by CEP II staff in collaboration with USAID, for its Performance Monitoring Plan (PMP). Shown in the table below, these indicators are predominately output indicators and measure the direct results of project activities.²¹

TABLE – CEP II INDICATORS
November 1, 2008 – June 30, 2011
(Actual results achieved in completed grants per indicator)

Sector	Sub-sector	Indicators	Total Outputs to Date
1. Education / Basic Education	Construction/renovation of classrooms and related facilities	Number of educational rooms constructed/ renovated/ rehabilitated	84
2. Education / Youth	Construction/renovation of facilities for youth	Number of youth facilities constructed (built)/ renovated/rehabilitated	8
		No. of youth facilities furnished/ equipped	16
3. Water	Provision of emergency water related services	No. of water/ roof tanks provided	608
4. Roads /Other infrastructure	Construction / improvement of interior and connecting roads (non-agricultural)	Number of square meters of sidewalks, fences, school fences, retaining walls, terraces, shades, balconies, roofs, constructed, renovated, rehabilitated, or painted.	32,178
		No. of community centers constructed/ renovated/ equipped	9
		No. of public parks/ recreational areas constructed/ renovated	6
		No. of houses rehabilitated/ renovated	0
5. Humanitarian Assistance	Supply of basic humanitarian commodities to disadvantaged groups	Number of students/children and individuals from disadvantage groups benefiting from humanitarian assistance (uniforms, bags, clothing, hot meals, household items, medical aids, coupons, stationery supplies, CBI kits, recreational activities).	1,134,612

²¹ Due to the cross-sectoral nature of its programming, CEP II does not report the full data captured by its PMP to the USAID GeoMIS. This is done in agreement with the Mission to avoid inaccuracies within the system, which is structured to reflect the Mission's operating sectors. In many of its grants, CEP II conducts activities that simultaneously fall into several Mission sectors. Reporting all activities under such grants across multiple sectors, while avoiding duplication, is extremely problematic. Under guidance by the Mission, when reporting on a cross-sectoral grant, CEP II identifies the most relevant sector from the multiple sectors impacted and reports the outputs that fit under that single sector. This means that not all CEP II grant achievements are fully captured in the GeoMIS system. However, CEP II provides a full set of quality data on CEP achievements by using its PMP to capture all outputs for each grant activity against indicators (as provided in Section 7.1 and 7.2).

TABLE – CEP II INDICATORS

November 1, 2008 – June 30, 2011

(Actual results achieved in completed grants per indicator)

Sector	Sub-sector	Indicators	Total Outputs to Date
		Number of student/children or individuals benefitted from Early Recovery (workshops, recreational activities, training, dunums reclaimed, meals, houses renovation, water cisterns, water catchments, Cash-for-Work activities)	9,346
		No. households benefiting from humanitarian assistance	140,183
		Metric tons of food commodities distributed	917
		No. of meals provided for kids	128,210
6. Democracy & Governance / Civil society	Support needy institutions to deliver better services (NGO, GO, private, etc...)	No. of CSO/NGOs, GOs and LGU's benefiting from TA/CB/infrastructure activities.	132
		Number of workshops/events/media campaign/ TV messages, awareness campaign and informal education conducted.	340
7. Health/ Psychological	Provision of CBI training and Basic psycho-social support	No. of participants in recreational activities.	5,559
8. Economic Growth / Agriculture	Assistance to small farmers and households (Ag. Olive, diary, cisterns, fish)	Number of farmers and fisher folk benefiting	1,724
		No. of home gardens established	0
		No. of greenhouses dunums rehab./ upgraded	0
		No. of dunums reclaimed	0
		No. of water cisterns constructed/ rehabilitated	0
		No. of water catchments constructed/ developed	0
		No. of demonstration gardens for children programming built	0
Cross Cutting		No. of people employed in short-term jobs as a result of USG-supported social assistance programming.	3,344
		Number of grants provided	172
		Person Days of employment generated	153,744
		No. of people benefiting through CSO/NGO/LGU/HA activities	1,344,093

7.2 Performance and Monitoring Plan - FY11 Indicator Reporting

The table below shows the actual outputs for CEP II's completed grants under the Performance and Monitoring Plan (PMP) for FY11.²² The figures, which are entered into the GeoMIS system,²³ reflect planned results for FY11 versus achieved per indicator for the first three quarters of FY11 (October 1, 2010 - June 30, 2011). To ensure accuracy and quality of all data, CEP II uploads output figures into the USAID GeoMIS system only when supporting documentation is obtained from grantees during grant close out.

NOTE: CEP only reports verified project outputs to the GeoMIS system. Since the verification process can only begin once grants are completed, CEP II is not always able to report achieved outputs in the same quarter in which grants finish. Although a discrepancy exists between FY11 Planned Outputs and Achieved Outputs to Date in the table below this quarter, CEP II estimates that all PMP targets will be met in the next and final reporting quarter. Once all remaining grants are completed in Y3Q4 and outputs are verified, CEP II will report the additional data to GeoMIS. Since these grants will include all major construction projects, the seven remaining Early Recovery grants, and the fifth round of Humanitarian Assistance, the data will include significant numbers across all PMP indicators.

Element Code/ Name	New Indicator title/description	OP/MGT	FY11 Planned Outputs	Achieved Outputs To Date
Education / Basic Education	Number of educational rooms constructed/ renovated/ rehabilitated	Op	55	50
Education / Youth	Number of youth facilities constructed (built)/ renovated/rehabilitated	Mgmt.	9	4
	No. of youth facilities furnished/ equipped	Mgmt.	25	3
Water	Number of water/ roof tanks provided	Mgmt.	122	8
Roads /Other infrastructure	Number of square meters of sidewalks, fences, school fences, retaining walls, terraces, shades, balconies, roofs, constructed, renovated, rehabilitated, or painted.	Mgmt.	25,300	5,921
	No. of community centers constructed/ renovated	Mgmt.	4	1
	No. of public parks/ recreational areas constructed/ renovated	Mgmt.	3	2
	No. of houses rehabilitated/ renovated	Mgmt.	300	0
Humanitarian Assistance	Number of students/children and individuals from disadvantage groups benefiting from humanitarian assistance (uniforms, bags, clothing, hot meals, household items, medical aids, coupons, stationery supplies, CBI kits, recreational activities).	Mgmt.	123,245	15,854
	Number of student/children or individuals benefitted from Early Recovery (workshops, recreational activities, training, dunums reclaimed, meals, houses renovation, water cisterns, water	Mgmt.	86,725	8,524

²² FY11 starts from October 1, 2010 and ends on September 30, 2011.

²³ As noted above, due to the cross-sectoral nature of its programming, CEP II does not enter all PMP data into the GeoMIS, in agreement with USAID, to avoid inaccuracies within the system.

Element Code/ Name	New Indicator title/description	OP/MGT	FY11 Planned Outputs	Achieved Outputs To Date
	catchments, Cash-for-Work activities)			
	No. households benefiting from humanitarian assistance	Op	22,481	1,969
	Metric tons of food commodities distributed	Op	335	0
	No. of meals provided for kids	Mgmt.	166,920	128,210
Democracy & Governance / Civil society	No. of CSO/NGOs, GOs and LGU's benefiting from TA/CB/infrastructure activities.	Mgmt.	65	58
	Number of workshops/events/media campaign/ TV messages, awareness campaign and informal education conducted.	Mgmt.	203	198
Health/ Educational/Recrea tional	Number of participants (training, workshops, etc.) in recreational/educational activities.	Mgmt.	5,669	3,675
Economic Growth/ Agriculture	Number of farmers and fisher folk benefiting	Mgmt.	3,851	1,620
	No. of home gardens established	Mgmt.	1,000	0
	No. of dunums reclaimed	Mgmt.	1,552	0
	No. of water cisterns constructed/ rehabilitated	Mgmt.	40	0
	No. of water catchments constructed/ developed	Mgmt.	179	0
Cross Cutting	No. of female (disaggregated by age, and element) benefiting.	Mgmt.	163,326	37,276
	No. of male (disaggregated by age, and element) benefiting.	Mgmt.	165,673	32,276
	Number of grants provided	Mgmt.	76	78
	Person Days of employment generated	Op	223,543	23,227
	No. of people employed in short-term jobs as a result of USG-supported grants/activities.	Op	11,419	430

8.0 CHALLENGES, REMEDIAL ACTIONS AND LESSONS LEARNED

8.1 Regulatory Challenges

I. Managing reporting requirements:

To ensure compliant operation, the CEP II compliance unit must ensure the integrity of the process and documentation of CEP II's busy operations. At the same time, the unit must deal with multiple requests related to financial audits, compliance audits, and informational requests from local audit firms, USAID, CEP II office staff and the TtARD Home Office. It is a challenge to balance responding to often overlapping requests for past compliance files with the tasks needed to ensure files and processes are compliant during our normal operations.

Remedial action: A dedicated short term consultant was brought on board to help the compliance unit deal with the load, and files and filing systems were re-designed to ease review. CEP II responds promptly to those requesting the information to ensure a high comfort level, thereby to reducing their need to call for additional information. In addition, CEP II triages requests in order to determine what needs to be done immediately and what can be done later. The compliance unit also keeps up to date files and tracking sheets to easily access information.

Lesson Learned: By providing additional specialized support to the compliance unit, CEP II has increased its responsiveness and enabled better data management. Additional means of improving efficiencies include introducing an internal classification of file contents that facilitates access to data, responding promptly to ensure a high comfort level with those requesting information, and updating filing tracking sheets on a regular basis. These techniques allow us to always know what we need from other departments.

8.2 Implementation Challenges

I. Front loading procurement

During the last three months, CEP II initiated new grants that required a very short and quick implementation period to ensure completion ahead of its PACD.

Remedial action: To ensure swift implementation, grants teams began frontloading procurement this quarter upon submission of upon Yellow Light Approval.²⁴ For example, all procurement actions prior to signature of procurement contract were completed for five grants (ARDWBG509, ARDWBG519, ARDWBG526, ARDWBG535, and ARDWBG537) so that procurement of commodities could begin immediately upon receipt of Green Light Approval.

Lessons Learned: By managing grant design and procurement in parallel, CEP II is able to reduce the overall period of grant implementation.

Page break

²⁴ Yellow lighted projects are grant concepts approved by USAID for further development and submission for final USAID approval (referred to as Green Light Approval).

2. Simplifying the commodity packages:

As time-sensitive end-of-program grants require rapid implementation, the lack of availability of commodities required by grant activities would prevent timely completion. As a result, for grant-related procurements this quarter, CEP II selected commodities that should be available in vendor stocks or be delivered within a maximum period of three weeks.

Remedial action: Grants teams designed simplified budgets for the grants to include commodities packages that are readily available in the local market and do not need a complicated or lengthy period of bidding (ARDWBG526, ARDWBG535 and ARDWBG537, in addition to the programmatic shifts as a result of the savings on the ongoing grants ARDWBG381, ARDWBG426, and ARDWBG530).

Lesson Learned: To ensure that required commodities are available in vendor stocks or can be delivered within a maximum period of three weeks. CEP II designed commodities packages to be simple and clearly specified.

3. Ensuring vendor delivery within tight time lines

In this period, it is essential that vendors deliver commodities for CEP II grant activities within very tight time lines. There is no flexibility on delivery times as all projects must be completed by July 31, 2011.

Remedial Action: This quarter, CEP II inserted wording in all Purchase Orders stating for vendors that all commodities not delivered by the July 31 deadline will be cancelled from the Purchase Order, with the vendor bearing the financial liability.

Lesson Learned: Purchase Orders can be modified to meet CEP II grant making requirements.

4. Limited availability of unique commodities:

Due to the lack of local market availability for certain specialized grant commodities (such as Braille IT equipment under ARDWBG488, English literacy books under ARDWBG520, and heavy duty machines used for manufacturing under ARDWBG460), the procurement of these commodities required a lengthy search, complicated bidding process, and a long delivery period, creating a greater workload and an expanded timeframe for procurement.

Remedial action: One of the solutions was to search for these commodities in the Israeli market, although this also required extra effort, particularly because the Israeli suppliers were not always flexible or cooperative (e.g., vendors of the cutting machine for ARDWBG460 and the Braille printer for ARDWBG488). CEP II's response to this challenge was constant coordination by the Procurement Specialist with vendors to ensure they responded to our bidding requirements or met the delivery time. During its procurement of specialized English literacy books under ARDWBG520, CEP II divided the bid among different suppliers in the local market to ensure the procurement of the majority of books. However, some books were not available in the local market and cannot be procured under the grant.

Lesson Learned: The inclusion of the procurement specialist in the earliest stages of grant design is key to creating a commodity package that can be procured within the grant implementation period. The procurement specialist supports the grant design process by identifying local market availability of commodities and developing realistic procurement schedules to meet the grant activity time lines.

9.0 UPCOMING PLANS

9.1 Descriptive Listing of Yellow Lights,²⁵ AITs,²⁶ and Pipeline

Yellow Lights

While the primary focus in the next and final quarter will be on closing out its portfolio, CEP II plans to submit two yellow lights for approval to complete its programming under the Contract. One of these grants will build capacity in human resource management, basic NGO management skills, financial and administrative systems and procedures, and strategic planning. The other grant is a direct assistance initiative by which CEP II will distribute household kits and educational toys to vulnerable households in the West Bank through a subcontract with USAID partner Catholic Relief Services. The yellow lights will be submitted for approval early next quarter.

AITs

CEP II's programming under the Contract has been largely completed (see above) and no new AITs are anticipated.

Pipeline

CEP II has a remaining pipeline of 29 unsolicited proposals focused on requests for assistance from LGUs and moderate NGOs (with a total value of over \$3 million).

9.2 Upcoming Events

During this quarter, CEP II developed a comprehensive event management tool to rapidly respond to USAID interests in CEP II grants. The CEP Events Matrix allows CEP II to develop field visits organized by geographical location, sector, impact, and keywords.

During the next quarter (Y3Q4), CEP II will utilize the Events Matrix to generate more precisely targeted field visits. CEP II will also continue sponsoring inaugurations for completed USAID/CEP grants, including a ribbon-cutting ceremony and sports game commemorating the USAID-funded renovation of the Jericho Youth Club Soccer field.

CEP will continue to conduct field visits and activities as grants are completed.

²⁵ Yellow lighted projects are those approved by USAID and then developed for green light request.

²⁶ Activity Idea is a concept paper prepared for collective comments before being submitted to yellow light.

APPENDICES

Appendix I Program Achievements To Date (15 September 2008 – 30 June 2011)

This section summarizes achievements to date, across all contract objectives, and lists all ongoing (including recently approved) and completed grant activities.

I.1 Grant Overview by Objective

OBJECTIVE ONE

Completed Grants	Value	Events	Value of Community Cost Share	Participants/Beneficiaries
15	\$460,717.59	15	\$45,690	40,814

OBJECTIVE TWO

Completed Grants	Value	Community Infrastructure	Beneficiaries	Value of Equipment	Working days Generated	\$Value of Community Cost Share
74	\$6,989,663.85	29 completed	247,182 (est.)	\$1,669,206	44,498 (est.)	\$459,041
Ongoing Grants						
32	\$3,167,709.07	13 ongoing	45,066 (est.)	\$399,950 (est.)	26,814 (est.)	\$32,550 (est.)

OBJECTIVE THREE

Completed Grants	Value	Households Reached	Metric Tonnes of Food Provided	Value of NFIs	Individual Beneficiaries
16	\$7,345,196.45	90,860	673	\$3,825,937	677,368
Ongoing Grants					
0	0	0	0	0	0

OBJECTIVE FOUR

COMPLETED GRANTS	35
Total Value	\$31,807,714.80
RELIEF AND ASSISTANCE	
Number of grants	26

Value	\$17,122,518
Households benefited from food and NFI	99,764
Individual beneficiaries	682,935
Metric tonnes of food provided	994
Working days generated	20,641
EARLY RECOVERY (ESTIMATED NUMBERS)	
Number of grants	9
Value	\$14,685,196.98
Houses rehabilitated/ renovated	300
Individuals benefited	89,030
Household benefited	5,381
Children's meals provided	128,210
NGOs with increased capacity	41
Workshop or training provided	94
Participants in workshop or training	4,258
Farmers benefited	2,231
Home gardens established	1,000
Dunums of land reclaimed	1,552
Water catchment constructed/ rehabilitated	179
Water cisterns constructed/ rehabilitated	40
People employed in short-term jobs	6,301
Working Days Created	269,866

1.2 Listing of Grants by Objective

(Grants approved this quarter are highlighted in blue and grants completed this quarter are highlighted in red)

OBJECTIVE I: SUPPORT INITIATIVES AND PROCESSES THAT SUPPORT A DEMOCRATIC, PEACEFUL AND PROSPEROUS PALESTINIAN STATE.

COMPLETED TO DATE

(Grants completed this quarter are highlighted in red.)

OBJECTIVE I: WEST BANK PROJECTS			
Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG310	JEC Improvements Equipment Jericho	Jericho Equestrian Club	\$95,248.93
ARDWBG355	MC Peace Run Beit Sahur	Beit Sahur Municipal Council	\$2,798.00
ARDWBG358	ACMD Forums Equipment Hebron	Alistiqlal Center for Media and Development	\$26,740.00
ARDWBG402	Amideast Cultural Movie Outing Nablus	Direct Implementation	\$1,270.90
ARDWBG410	AADM Ramadan Nights Bethlehem	Al-Hares Association for Democracy and Media	\$24,615.00
ARDWBG416	MC Tourism Promotion Festival Beit Sahur	Beit Sahur MC	\$29,504.90
ARDWBG421	MC Old City Ramadan Business Reviving Hebron	Hebron MC	\$39,146.78
ARDWBG477	MOYS Cultural Sports Nights Jenin Governorate	Ministry of Youth	\$53,731.92
ARDWBG506	BCCI Ramadan Business Promotion Bethlehem	Bethlehem Chamber of Commerce and Industry	\$28,727.79
ARDWBG527	MC Tourism Promotion Festival Beit Sahur	Beit Sahur MC	\$19,276.60
ARDWBG528	MC Tourism Promotion Festival Beit Jala	Beit Jala MC	\$21,176.43
		Subtotal	\$342,237

OBJECTIVE I: GAZA PROJECTS

Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG315	PCDCR Democratic Forums Gaza	Palestinian Center for Democracy and Conflict Resolution	\$11,659.75
ARDWBG354	ICCE Educators Training Gaza	International Center for Contemporary Education	\$38,190.81
ARDWBG408	UHIGA Ramadan Cultural Nights Gaza	Universities and Higher Institutions Graduates Association	\$25,759.78
ARDWBG517	SYFS Women Theater Shows Gaza	Save Youth Future Society	\$42,870
		Sub-total	\$118,480.34

OBJECTIVE 2: STRENGTHEN REFORM-MINDED PALESTINIAN LEADERS AND INSTITUTIONS IN SUPPORT OF IMPROVED SERVICE PROVISIONS AND INCREASED RESPONSIVENESS TO CITIZEN'S NEEDS.

COMPLETED TO DATE

(Grants completed this quarter are highlighted in red.)

OBJECTIVE 2: WEST BANK PROJECTS (completed to date)			
Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG300	YC Rehab/Equipment Salfit	Salfit Social Cultural Club	\$76,625.00
ARDWBG301	VC Public Park Bizzariya	Bizzariya VC	\$248,954.79
ARDWBG302	MC Road Rehab Salfit	Salfit MC	\$194,516.95
ARDWBG304	VC Girls School Jayyus	Jayyus VC	\$223,157.33
ARDWBG305	VC Main Road Beautification Deir Ghazala	Deir Ghazala VC	\$207,590.84
ARDWBG306	VC School Building Al Tayba	Al Tayba VC	\$243,817.82
ARDWBG308	LC Road Rehab Al 'Ezariya	Al 'Ezariya Local Council	\$156,892.00
ARDWBG309	VC Main Street Rehab Deir Ibzi'	Deir Ibzi' VC	\$157,935.00
ARDWBG312	MC Sports Field Rehab Kharas	Kharas MC	\$127,906.79
ARDWBG313	CACB Rehab Equipment Bethlehem	Catholic Action Club Bethlehem	\$136,947.46
ARDWBG314	PCRC Equipment Workshop Bethlehem	Palestinian Conflict Resolution Center	\$52,583.75
ARDWBG320	VC Girls School 'Anin	Anin VC	\$224,683.58
ARDWBG322	TGYC Sports Equipment Jenin	Tura al Gharbiya Club	\$42,201.10
ARDWBG327	MC Main Square Rehab Jericho	Jericho MC	\$265,385.00
ARDWBG333	VC Road Beautification Rummana	Rummana VC	\$1,440.43
ARDWBG340	Crèche Fuel and Food supplies Bethlehem	Daughters of Charity Bethlehem	\$48,035.78
ARDWBG352	NCD Schools Rehabilitation Hebron	National Council for Development	\$60,985.46
ARDWBG353	MC Roads Rehab Beit Jala	Beit Jala MC	\$77,995.00
ARDWBG356	Al Ihsan Peace March Beit Jala	Al Ihsan Society	\$18,620.00
ARDWBG359	BRCS Theater Equipment Jenin	Blind Rehabilitation and Care Society	\$90,104.00
ARDWBG363	QADS Kindergarten Equipment Qatanna	Qatanna Association for Development and Strengthening	\$80,197.60
ARDWBG378	AOCB Rehab Equipment Beit Sahur	Arab Orthodox Club Bethlehem	\$167,147.63
ARDWBG379	SOJ Furniture Equipment Beit Sahur	School of Joy	\$27,233.00
ARDWBG380	MC Women Center and Health Clinic Equipment Aqraba	Aqraba MC	\$41,727.00
ARDWBG386	VC School Labs Zabda	Zabda VC	\$193,450.61
ARDWBG396	MC Schools' Access Road Rehab Al Ubeidiya	Al-Ubeidiya MC	\$120,781.73
ARDWBG397	JCDC Food Supplies Furniture Jerusalem	Jerusalem Princess Basma Center for Disability	\$98,858.04
ARDWBG398	HOH Rehab Furniture Bethlehem	House of Hope	\$242,431.00
ARDWBG400	JYWC Sports and Office Equipment Jenin	Jenin Young Women's Club	\$56,876.64
ARDWBG401	JSC Cultural & Sports Nights Jenin	Jenin Sports Club	\$24,918.30
ARDWBG403	JSFCU Theater Equipment Jenin	Jenin Society for Family Cooperation and Unit	\$173,100.00
ARDWBG404	YYSC Cultural & Sports Nights Al Yamun	Al Yamun Youth Sporting Club	\$20,091.48
ARDWBG405	RUSC Cultural & Sports Nights Jenin	Rummana Union Sporting Club	\$11,996.73

ARDWBG406	YSC Sports & Cultural Nights Jenin	Ya'bad Sporting Club	\$19,438.70
ARDWBG409	NCD Ramadan Food Baskets Old City Hebron	NCD	\$36,136.00
ARDWBG417	FHSB Facilities Rehab Bethlehem	FHSB	\$86,170.00
ARDWBG419	MC Guest House Bir Zeit	Bir Zeit MC	\$35,118.00
ARDWBG422	AHCS Health Al Samou'	Al Aqsa Handicapped Charitable Society	\$134,660.40
ARDWBG424	CSPO Olive Press Rehab Bethlehem	Cooperative Society for Olive Pressing	\$88,903.00
ARDWBG425	MC Health Clinic Yatta	Yatta MC	\$87,881.01
ARDWBG427	SPSW Treatment of Trauma and Psychological Disorders Nablus	Syndicate for Psychological and Social Work	\$54,514.18
ARDWBG428	SPSW Provision of Equipment Nablus	SPSW	\$19,130.61
ARDWBG436	SHCC ISO9001 Certification Hebron	South Hebron Chamber of Commerce	\$28,800.00
ARDWBG437	SHCC IT Equipment and Furniture Hebron	SHCC	\$53,292.04
ARDWBG438	PCMC Training Institute Hebron	Palestinian Center for Mass Communication	\$58,452.73
ARDWBG445	JG Seedlings Jenin	Jenin Governorate	\$225,000.00
ARDWBG449	HKS Visually Impaired Equipment Jerusalem	Helen Keller School	\$19,920.00
ARDWBG478	ACMD Ramadan Tent of Friendship & Culture Hebron	ACMD	\$24,599.71
ARDWBG481	NASCD Naseej Center Nablus	Nablus Association for Social and Cultural Development	\$135,403.00
ARDWBG482	MC Schools Road Rehab Beit Jala	Beit Jala MC	\$179,495.00
ARDWBG483	MC School External Works Jaryus	Jaryus MC	\$134,616.00
ARDWBG489	SHS Staff Training & Admin Development Ramallah	SHS	\$65,814.00
ARDWBG492	Alnayzak Mobile Experiment Equipment Ramallah	Alnayzak	\$71,600.00
ARDWBG498	BRCS An Noor Club Jenin	BRCS	\$30,100.00
ARDWBG534 ²⁷	Al Ram School Rehab Jerusalem	Al Ram Local Council	\$50,000
		Subtotal	\$5,568,182

OBJECTIVE 2: GAZA PROJECTS (completed to date)			
Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG316	UHIGA After School Program Khan Younis (278)	UHIGA	\$50,014.97
ARDWBG317	LHA After School Program Jabalya (280)	Life and Hope Association	\$48,005.82
ARDWBG321	Ahli Arab Hospital Food Gaza	Al Ahli Hospital	\$18,994.00
ARDWBG323	Ahli Arab Hospital Medicine Gaza	Al Ahli Hospital	\$21,151.00
ARDWBG324	PFBS Medical Supplies Gaza	Patient's Friends Benevolent Society	\$17,500.51
ARDWBG329	PCDCR Milk & Blankets to Gaza	PCDCR	\$154,468.49
ARDWBG360	MC Water Tanks Al Fukhari	Al Fukhari MC	\$40,443.83
ARDWBG362	MC Water Tanks Abasan Al Kabira	Abasan Al Kabira MC	\$40,443.83
ARDWBG382	NSDL Women Recreational Support Workshops Rafah	NSDL	\$238,368.75
ARDWBG383	SYFS Women Recreational Support Workshops Gaza	SYFS	\$55,972.88
ARDWBG384	LHA Women Recreational Support Workshops Jabalya	LHA	\$183,981.00
ARDWBG388	AISG School Supplies Gaza	American International School of Gaza	\$238,368.75
ARDWBG389	AISG Textbooks Gaza	AISG	\$223,621.55
ARDWBG391	LHA School Clothing Gaza	LHA	\$6,074.39
ARDWBG392	UHIGA School Clothing Khan Younis	UHIGA	\$6,074.39
ARDWBG394	MC School Clothing Abasan Al Kabira	Abasan Al Kabira MC	\$6,074.39
ARDWBG395	MC School Clothing Al Fukhari	Al Fukhari MC	\$6,074.39
ARDWBG411	NSDL After School Activities Rafah	National Society for Democracy and Law	\$95,920.00
ARDWBG412	SYFS After School Activities Jabalya	SYFS	\$96,200.00

²⁷ Grant was approved and completed during this quarter.

		Subtotal	\$1,421,481.90
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UNDER IMPLEMENTATION AND APPROVED

(Grants approved this quarter are highlighted in blue.)

OBJECTIVE 2: WEST BANK PROJECTS (under implementation and approved)			
Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG307	VC Road Rehab 'Ein 'Arik	Ein 'Arik VC	\$111,000.00
ARDWBG381	MC School Building Azzoun	Azzoun MC	\$234,150.00
ARDWBG390	VC School Building Ti'nnik	Ti'nnik VC	\$265,129.00
ARDWBG407	VC School Construction Beit Ta'mir	Beit Ta'mir VC	\$249,975.00
ARDWBG418	AYC Sports Field Hindaza	Al-Ta'amreh Youth Club	\$96,200.00
ARDWBG423	MC Park Rehab Al Doha	Al-Doha MC	\$140,380.00
ARDWBG426	SPSW Staff and System Development Nablus	SPSW	\$122,438.50
ARDWBG432	BCCI IT Equipment Software Bethlehem	BCCI	\$100,650.00
ARDWBG435	BCCI Training Center Construction Bethlehem	BCCI	\$250,000.00
ARDWBG448	JYC Sports Field Rehab Jericho	Jericho Youth Club	\$171,120.57
ARDWBG460	ABA Equipment & Furniture Jerusalem	Arab Association of the Blind	\$62,870.00
ARDWBG480	VC School Building Barta'a	Barta'a VC	\$250,000.00
ARDWBG488	SHS Equipment & Furniture Ramallah	Stars of Hope Society	\$70,000.00
ARDWBG490	SHS Resource and Publicity Materials	SHS	\$30,780.00
ARDWBG494	Alnayzak E-Experiments Portal Development Ramallah	Alnayzak	\$30,000.00
ARDWBG495	JYWC Human Resources Development Jenin	JYWC	\$18,751.00
ARDWBG496	JYWC Sports Teams Training Jenin	JYWC	\$31,970.00
ARDWBG499	BRCS Computer Lab Jenin	BRCS	\$69,700.00
ARDWBG502	TAM Rehab & Equipment Bethlehem	Women Media and Development (TAM)	\$138,650.00
ARDWBG509	JWCS Furniture Equipment Provision Jericho	Jericho Women's Charitable Society	\$35,775.00
ARDWBG518	VC School Expansion Ras Karkar	Ras Karkar VC	\$230,820.00
ARDWBG519	DWBO Capacity Building Ramallah	Disabled without Borders Organization	\$18,700.00
ARDWBG520	Al Huda School Rehab and Equipment Al Jeeb	Al Huda Islamic School	\$29,300.00
ARDWBG521	NCD Institutional Development Hebron	NCD	\$8,400.00
ARDWBG522	NCD Construction and Equipment Hebron	NCD	\$121,795.00
ARDWBG526	JPII Visitor Information Center Bethlehem	John Paul II Foundation	\$35,960.00
ARDWBG530	MC Sanitation Equipment and Lighting Sinjel	Sinjel MC	\$50,130.00
ARDWBG531	MC Sidewalks Construction Halhoul	Halhoul MC	\$59,750.00
ARDWBG532	YCS Kindergarten Furniture and Equipment Yatta	Yatta Charitable Society	\$36,760.00
ARDWBG533	Al Quds IMM Renovation Ramallah	Al Quds Institute Modern Media	\$42,000.00
ARDWBG535	YMCA Furniture Equipment Provision Jericho	YMCA	\$36,500.00
ARDWBG537	Beit Ummar Health Clinic Furniture	Beit Ummar Health Clinic	\$18,055.00
		Subtotal	\$3,167,709.07

OBJECTIVE 3: SUPPLY BASIC HUMANITARIAN COMMODITIES TO DISADVANTAGED GROUPS TO PRESERVE HOPE AND MODERATION AMONG IMPOVERISHED POPULATIONS²⁸

COMPLETED TO DATE

Grant Number	Grant Title	Grantee	Dollar Value
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²⁸ There was no CEP II grant activity in the West Bank under Objective 3. There were no grants under implementation in Gaza under Objective 3 in Y3Q3.

ARDWBG328	CHF Plastic Sheets Gaza	CHF	\$204,304.00
ARDWBG332	MCI Emergency Assistance Gaza	Mercy Corps International	\$246,782.36
ARDWBG334	CHF Emergency Assistance Gaza	CHF	\$197,294.57
ARDWBG335	CRS Emergency Assistance Gaza	Catholic Relief Services	\$226,832.38
ARDWBG336	CARE Emergency Assistance Gaza	CARE	\$244,859.18
ARDWBG338	RI Emergency Assistance Gaza	Relief International	\$262,922.60
ARDWBG339	ANERA Emergency Assistance Gaza	ANERA	\$239,412.12
ARDWBG341	CHF Plastic sheets Gaza	CHF	\$211,538.25
ARDWBG342	MCI Emergency Response Gaza	MCI	\$713,838.00
ARDWBG343	ANERA Emergency Response Gaza	ANERA	\$658,219.66
ARDWBG344	IOCC Emergency Response Gaza	IOCC	\$694,518.12
ARDWBG345	CARE Emergency Response Gaza	CARE	\$703,270.62
ARDWBG346	CRS Emergency Response Gaza	CRS	\$674,971.99
ARDWBG347	SCUS Emergency Response Gaza	Save the Children US	\$714,253.75
ARDWBG348	CHF Emergency Response Gaza	CHF	\$740,409.22
ARDWBG349	WV Emergency Response Gaza	World Vision	\$611,769.63
		Subtotal	\$7,345,196.45

OBJECTIVE 4: DISTRIBUTE FOOD AND RELIEF ITEMS DIRECT OR THROUGH WORK AND TRAINING, TO PRESERVE HOPE AND MODERATION AMONG IMPOVERISHED POPULATION.²⁹

COMPLETED TO DATE

(Grants completed this quarter are highlighted in red.)

Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG351	RI Emergency Assistance Gaza	RI	\$750,000.00
ARDWBG365	ACTED Emergency Response Gaza	ACTED	\$246,517.04
ARDWBG370	IOCC Humanitarian Assistance Gaza	IOCC	\$747,563.38
ARDWBG371	CRS Humanitarian Assistance Gaza	CRS	\$689,046.55
ARDWBG372	RI Humanitarian Assistance Gaza	RI	\$749,992.50
ARDWBG373	CHF Humanitarian Assistance Gaza	CHF	\$734,200.09
ARDWBG374	IRD Humanitarian Assistance Gaza	IRD	\$739,936.22
ARDWBG375	MCI Humanitarian Assistance Gaza	MCI	\$745,879.00
ARDWBG376	SCUS Humanitarian Assistance Gaza	SCUS	\$717,336.57
ARDWBG377	ANERA Humanitarian Assistance Gaza	ANERA	\$701,709.18
ARDWBG387	ACTED School Uniforms Gaza	ACTED	\$248,819.32
ARDWBG444	ANERA School Clothing Gaza	ANERA	\$521,234.35
ARDWBG450	ACTED Early Recovery	ACTED	\$747,805.00
ARDWBG451	MCI Early Recovery Gaza	MCI	\$1,970,949.00
ARDWBG453	CRS Early Recovery Gaza	CRS	\$1,970,491.00
ARDWBG454	WVI Early Recovery Gaza	WVI	\$1,251,963.00
ARDWBG455	CHF Early Recovery Gaza	CHF	\$1,995,774.00
ARDWBG456	IRD Early Recovery Gaza	IRD	\$1,939,592.68
ARDWBG464	CHF Early Recovery Gaza	CHF	\$1,408,621.00
ARDWBG465	IOCC Early Recovery	IOCC	\$1,999,970
ARDWBG466	WVI Early Recovery Gaza	WVI	\$1,400,031.00
ARDWBG470	RI Relief and Assistance Gaza	RI	\$737,648.57
ARDWBG471	CARE Relief and Assistance Gaza	CARE	\$709,545.21
ARDWBG472	CRS Relief and Assistance Gaza	CRS	\$730,779.08
ARDWBG473	IOCC Relief and Assistance Gaza	IOCC	\$732,887.70
ARDWBG474	IRD Relief and Assistance Gaza	IRD	\$743,717.86

²⁹ There was no CEP II grant activity in the West Bank under Objective 4.

ARDWBG475	ANERA Relief and Assistance Gaza	ANERA	\$668,966.70
ARDWBG476	CHF Relief and Assistance Gaza	CHF	\$701,227.85
ARDWBG510	ANERA Winter Relief Gaza	ANERA	\$737,446.20
ARDWBG511	CHF Winter Relief Gaza	CHF	\$737,446.20
ARDWBG512	CRS Winter Relief Gaza	CRS	\$737,446.20
ARDWBG513	IOCC Winter Relief Gaza	IOCC	\$737,446.20
ARDWBG514	IRD Winter Relief Gaza	IRD	\$737,446.20
ARDWBG515	RI Winter Relief Gaza	RI	\$737,446.20
ARDWBG524	Relief and Assistance Gaza	SYFS	\$22,326.68
		Sub-total	\$31,807,714.80

CONTRACTS³⁰

COMPLETED

Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG500	Sepi Sun Transportation Gaza	Sepi Sun Holding Ltd.	\$1,312,490.00
ARDWBG501	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$935,017.40
ARDWBG503	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$2,100.00
ARDWBG504	Sepi Sun Transportation Gaza	Sepi Sun	\$10,440.00
		Sub-total	\$2,260,047.40

UNDER IMPLEMENTATION

Grant Number	Grant Title	Grantee	Dollar Value
ARDWBG538	CEP Impact Assessment	Arab World for Research and Development	\$52,384.10
ARDWBG540	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$3,000.00
		Sub-total	\$55,384.10

³⁰ The contracts include the transportation, storage, and impact assessment.

Appendix 2 List Of Grants (Yellow Lights and AITs)

YELLOW LIGHTED PROJECTS³¹			
Grant Number	Grant Title	Grantee	Dollar Value
Central West Bank			
ARDWBG539	Support to Orphans and Vulnerable Families in WB	Direct Implementation	\$50,000
		Sub-total	\$50,000
Southern West Bank			
ARDWBG541	NCD School Furniture Hebron	NCD	\$30,000
		Sub-total	\$30,000
		Total	\$80,000

There are no Activity Ideas (AIT).³²

FUTURE IDEAS FOR EXTENSION (AS A SUGGESTED TITLE)

Pipeline			
Grant Number	Grant Title	Grantee	Dollar Value
Northern West Bank			
TBD	ASRPC Furniture Equipment Jenin	Association of Rural Palestinian Charity	\$70,000.00
TBD	VC School Hall Zabda	VC Zabda	\$45,000.00
TBD	VC Furniture Equipment Al Taybah	VC Al Taybah	\$58,650.00
TBD	MC School Building Arraba	Municipality of Arraba	\$250,000.00
		Sub-total	\$423,650.00
Center West Bank			
TBD	Pal-vision Furniture & Equipment Provision Jerusalem	Palestinian Vision	\$18,000.00
TBD	BSC Kindergarten Construction Beitillu	Beitillu Sports Club	\$180,000.00
TBD	HKS Wall and Fence Construction	Helen Keller School	\$110,000.00
TBD	ACSG Scout Equipment	Arab Catholic Scout Group	\$35,000.00
TBD	HPH Rehab and Equipment	The house of Palestinian heritage	\$130,000.00
		Sub-total	\$473,000.00
South West Bank			
TBD	VC Schools Street Rehab Al Karmel	Al Karmel Village Council	\$120,000.00
TBD	PRCS Furniture Equipment Sa'ir	PRCS	\$60,000.00
TBD	ACSB Furniture Equipment Bethlehem	Antonian Charitable Society	\$85,000.00
TBD	ICS Kindergarten Equipment Beit Sahour	Islamic Charitable Society	\$70,000.00
TBD	FTSB Equipment Software Bethlehem	Fair Trade Center Bethlehem	\$60,000.00
TBD	AFS Equipment Furniture Al Thahiriya	Agricultural Farmers Society	\$80,000.00
TBD	ACMD Equipment Software Hebron	Al Istiqlal Center for Media and Development	\$85,000.00
TBD	MC Old City Business Promotion Hebron	Hebron Municipality	\$70,000.00
TBD	MC Tourism Promotion Festival Beit Sahour	Beit Sahour	\$35,000.00
TBD	WUB Furniture Equipment Bethlehem	Women Union Bethlehem	\$95,000.00
TBD	VC School Construction Beit Ta'mir	Beit Ta'mar VC	\$250,000.00
TBD	ACHS Public Park Rehab As-Samou'	Al-Aqsa Charitable Society	\$180,000.00

³¹ Yellow lighted projects are those approved by USAID and then developed for green light request.

³² Activity Idea is a concept paper prepared for collective comments before being submitted to yellow light.

TBD	SHCC Construction of Premises Al Thahirya	South Hebron Chamber of Commerce	\$250,000.00
TBD	SNEH Rehab Equipment Beit Jala	Saint Nicolas Elderly House	\$180,000.00
TBD	WRSD Rehab Equipment Dar Salah	Women Rural Society Dar Salah	\$160,000.00
TBD	PCMC Partners Websites Development Hebron	Palestinian Center for Mass Communication	\$25,000.00
TBD	FVCD Children Support Bethlehem	Future Vision for Community Development	\$40,000.00
TBD	SOJ Kindergarten construction Beit Sahour	School of Joy for Slow Learners	\$220,000.00
TBD	YMCY Hall Construction Beit Sahour	YMCA Beit Sahour	\$20,000.00
		Sub-total	\$2,085,000.00
Gaza			
TBD	GFA Farmers Assistance Gaza South	Greenhouses Farmers Association	\$36,000.00
		Sub-total	\$36,000.00
		Total	\$3,167,650.00

SNAPSHOT

CREATING BROAD SUPPORT FOR DEMOCRATIC REFORM THROUGH THE EMPOWERMENT OF WOMEN



Photo: Young women playing basketball with USAID and CEP II representatives in Jenin.

USAID West Bank/Gaza celebrated *Women's Month*, during March 2011, through a series of activities coordinated with implementing partners which highlight USAID support for women-based initiatives in the West Bank. Under this campaign, USAID partnered with Civic Engagement Program (CEP) to organize a sports tournament, hosted by the Jenin Young Women's Club (JYWC). The Women's sports tournament is complimentary to a current USAID/CEP grant which is expanding JYWC's sports program offerings through women's basketball and volleyball programs.

JYWC was the perfect candidate as it is the first organization, led by women and devoted exclusively to the empowerment of women through educational, athletic and social community-based activities.

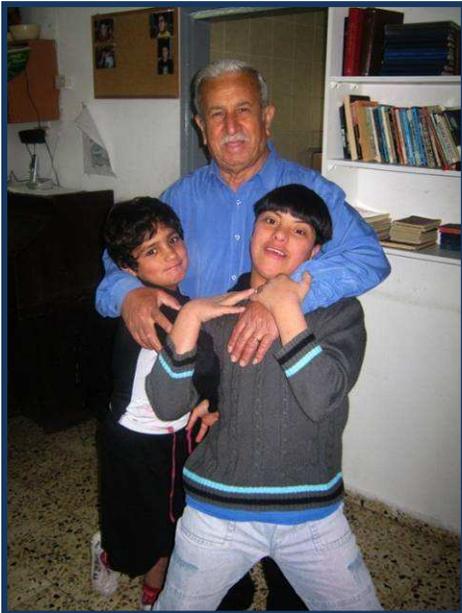
USAID and CEP representatives were in attendance at the sports tournament, as well as community leaders, parents and male and female youth from the local communities of Jenin City. The USAID representative reaffirmed the United States Government's support for strengthening moderate women's organizations, such as the JYWC, and stressed the importance of including women in the state-building process.

Following cultural dance performances by local Palestinian youth groups, the sports games began with USAID/CEP joining JYWC members in friendly but competitive games of volleyball and basketball. A current USAID/CEP grant provided professional coaches which have trained the two youth teams.

USAID/CEP is providing a total of nearly \$108,000 in funding to develop and strengthen the capacity of JYWC, while assisting in the development of a three year plan of action to outline the club's objectives and strategies for the future. Through USAID/CEP grants, club members have seen great improvements through enhanced services ranging from sports programs and physical fitness to computer training programs.

SNAPSHOT

STRENGTHENING HOPE FOR DISABLED CHILDREN IN BETHLEHEM



USAID developed the service capacity of House of Hope, a home for visually and mentally disabled Palestinians, benefiting over 50 young children.

As both a residency home as well as a school endorsed by the Palestinian Authority's Ministry of Education, House of Hope, in Bethlehem, serves people of all ages and faith denominations, from 7 to 90 years of age, who suffer from visual and/or mental disabilities. House of Hope provides basic education to children at the integrated school and life and work-related training to empower the residents and ease their transition into society.

House of Hope is a non-profit organization, funded through the support of international donors and with a limited working staff, relies primarily on pilgrims and volunteers to assist in daily operations. The home recently expanded to include a 3-story dormitory for its younger residents and was unable to furnish it due to lack of funding. USAID responded by completing the interior work and furnishing the dormitory to accommodate visually and mentally impaired boys and girls. Currently, House of Hope has 56 permanent residents and an additional 40 who arrive daily to seek assistance. Through this assistance, House of Hope will be able to provide services to 54 additional children.

Issa Sherabat, an 8year old boy with Downs Syndrome is among the new arrivals at House of Hope and will soon be living in the new dormitory. Due to his disability, he requires special education and training sessions that only House of Hope could provide. Thanks to USAID's assistance, House of Hope has been able to take in Issa and many more children, like him, who require special care and attention.

SNAPSHOT

RECREATIONAL SUPPORT WORKSHOPS HELP WOMEN COPE WITH CONFLICT-RELATED TRAUMA



Palestinian women participate in Recreational Support Workshops in Rafah, southern Gaza Strip.

The last military campaign in Gaza left many families struggling to return to normalcy as they exhibited post-war trauma due to the violent conflict. Women, in particular, have faced numerous challenges in coping with their conflict. According to a survey conducted by UNIFEM, over 30% of women in the Rafah area of Gaza are exhibiting signs of anxiety, stress and aggression and many of them have become introverted.

USAID's Civic Engagement Program (CEP) is supporting moderate grass-roots organizations in the Gaza Strip, strengthening their ability to provide services to marginalized communities. In the southern Gaza governorate of Rafah, USAID/CEP strengthened the capability of the National Society for Democracy and Law (NSDL), a grass-roots non-profit organization, in conducting 40 recreational support workshops for 800 women between 18 and 40 years of age. Due to the conservative beliefs of many families in Rafah, many women were hesitant to openly participate at first. An NDSL trainer recalled, "We faced a lot of rejection at the beginning, but later on the women started to ask for more guidance on critical issues that affect their families' lives."

The women developed healthier and happy relationships with their families as a result of these workshops. They felt changes that affected the way they communicate. Ayda Al Najar, a mother of six used to hid her feelings and oppress her emotions. Now she expresses herself more positively. "I did not beat my kids yesterday," she said. "When I came home, I was feeling happy. Even my children noticed that I tried to treat them differently. My husband, who was hesitant to let me join the workshop, was happy he heard about what I have learned. I was glad to be able to share everything with him. I would like to thank USAID for this unique project."

As a USAID Democracy & Governance program, CEP is a flexible mechanism that supports moderate leaders and institutions in the West Bank and Gaza. By building grassroots credibility for the Palestinian Authority, CEP is strengthening support for democratic reform on the path towards a viable Palestinian state. In 2009, CEP broadened its focus to include critical time-sensitive initiatives such as the provision of humanitarian assistance and support to meet the urgent basic needs of Palestinians living in Gaza.

SNAPSHOT

USAID Enabled Ti'nnik Village Council to Respond to Citizen Priorities by Improving a Boys' School



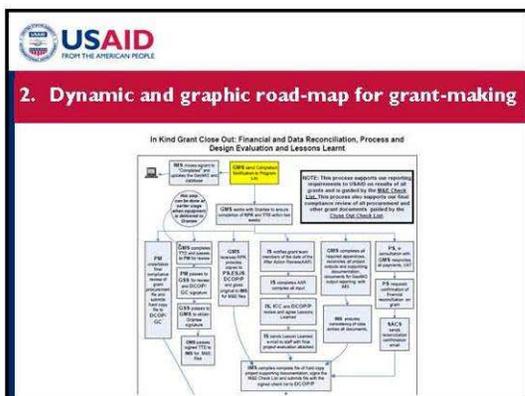
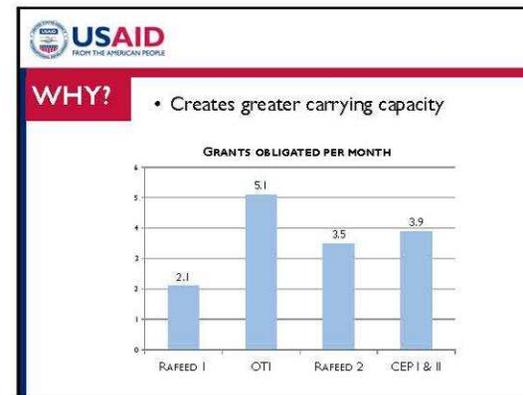
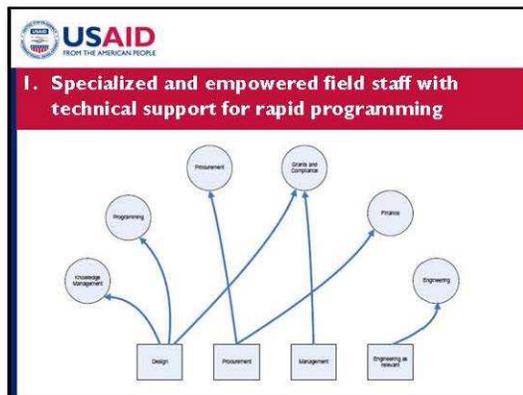
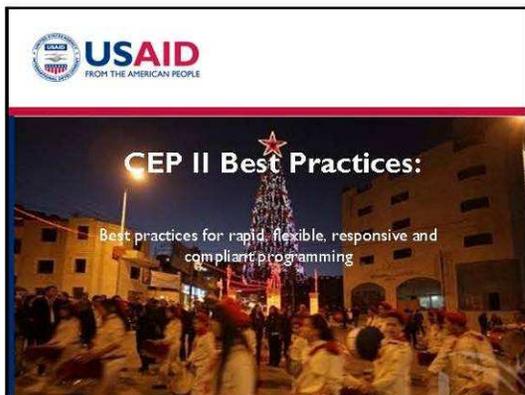
USAID is supporting the Palestinian Authority's efforts to restore law and order in Jenin Governorate, one of the poorest areas of the West Bank, by enabling local governments to create real tangible improvements in the daily lives of citizens.

Through its Civic Engagement Program (CEP), USAID supported the village council of Ti'nnik, a marginalized village in Jenin Governorate, to respond to citizen demands for improved educational services for their children. The local community was concerned about the structural weakness of the Ti'nnik boys' primary school. Most of the existing classrooms were also too small to accommodate the growing student population. One classroom was even divided into a kitchen and a storage room due to the lack of space.

With a USAID/CEP grant, the Ti'nnik Village Council expanded the school, which can now accommodate nearly 400 students. A newly constructed annex building includes six classrooms, a principal's office, a secretary's office, kitchen and sanitary unit. Funding was also allocated for external renovation, including playground shades, boundary walls and a multi-sport playground, with space for volleyball, soccer and basketball.

The students of Ti'nnik are thrilled with the new school building, particularly the playground which now allows them to play sports in a safer environment. Thanks to USAID' support of their village council, this September, boys in Ti'nnik will be attending a new school with improved educational services, without worrying about overcrowding and unsafe conditions.

Appendix 4 CEP II Best Practices Presentation



-
- Enables effective compliance
 - Empowers staff
 - Facilitates efficient streamlining



3. In-kind mechanism for rapid, flexible, and compliant response

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WHY?

- Allows rapid, compliant response with any partner (with systems/structure in place):
 - Compliant:** CEP manages / is accountable for all funds disbursed = guarantee for compliance
 - Flexible:** Enables wide and diverse pool of grantees because CEP handles disbursements/ procurements :
 - grantee capacity is less relevant
 - government entities can be partners
 - Rapid:** CEP manages procurement using systems in place

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4. Integration of procurement into initial grant design



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WHY?

- Facilitates rapid implementation by efficiently sequencing key design tasks
- Enables synchronization of grant and vendor awards

CEP Procurement Plan and Distribution Timeline
THIS TABLE SUPPORTS THE PROCUREMENT ACTIVITY FOUND ON THE ACTIVITY PLAN

GRANTEE: Best Unicef
GRANT NO. HR0000000000
TITLE: HC Health Clinic Equity and Partnership Best Unicef
INDICATION: 18 June 11 to 30 June 11
BUDGET / CEP Funded Amount: \$16,805.00

Category and Item Description (in per-annuum budget)	Contract	Start Date	Closing Date	Estimated Procurement Contract Date (E)	DELIVERY PLAN (Weeks)		
					June	July	August
Consultants	2-Jun-11	16-Jun-2011	16-Jun-2011	20-Jun-11	100%	100%	100%
IT Equipment	1-Jun-11	16-Jun-2011	16-Jun-2011	16-Jun-11	100%	100%	100%
Electrical Appliances	9-Jun-11	16-Jun-2011	16-Jun-2011	16-Jun-11	100%	100%	100%
Books	1-Jun-11	16-Jun-2011	16-Jun-2011	16-Jun-11	100%	100%	100%
Security Alarm Installation	12-Jun-11	16-Jun-2011	16-Jun-2011	16-Jun-11	100%	100%	100%
Office Furniture	1-Jun-11	16-Jun-2011	16-Jun-2011	16-Jun-11	100%	100%	100%
Contract	15-Jun-11	16-Jun-2011	16-Jun-2011	20-Jun-11	100%	100%	100%

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5. USAID regulatory support for flexible, rapid response



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WHY?

USAID regulatory support is needed to enable "window of opportunity" programming (e.g. rapid and flexible):

- Humanitarian assistance (canned food, blankets)
- Seasonal events (vests and caps)
- Events-based grants (election support, sports tournaments)

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6. Simplification of commodity packages in restrictive market for rapid response



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WHY?

- Enables better control of delivery times within rapid response time-frame
- Protects integrity of grant concept and impact (e.g. window of opportunity) by reducing need for modifications in time and scope.

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7. Dynamic management of knowledge

The screenshot displays a complex web-based interface for managing grant information. It includes fields for 'Activity Title', 'Activity ID', 'Activity Type', 'Status', and 'Location'. There are also sections for 'Description', 'Dates', 'Contributions', and 'Funds'. At the bottom, there are several buttons for actions like 'Find Activity', 'Add Activity', and 'Update Activity'.

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WHY?

- Maintains programmatic focus, compliance, quality and impact of rapid, flexible response.

The diagram illustrates the 'Grants Cycle' as a central circular process. It is divided into four quadrants: 'Design' (top), 'Implementation' (right), 'Evaluation' (left), and 'Reporting & Assessment' (bottom). The cycle is surrounded by 'Inputs' on the left and 'Outputs' on the right. External factors like 'Procurement', 'Compliance', 'Programming', 'Communications', 'Engineering', and 'Finance' are shown as boxes connected to the cycle. The entire process is framed by a 'Strategic planning and analysis cycle'.

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BONUS INNOVATIONS

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Capacity-building under rapid response, small grants

The photograph shows a large group of approximately 20 people, including men and women of various ages, posing for a group photo. They are in a meeting room with a banner in the background that reads 'Civic Engagement Program (CEP) Strategic Planning Workshop for Partner NGOs in Capacity Building'. The participants are dressed in professional attire.

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WHY?

- Increases efficiency of capacity-building approach by addressing common issues collectively
- Creates cost and time efficiency gains
- Achieves institutional cross-learning across sectors
- Enhances networking amongst grantee partners

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Grant-making to INGOs for responsive humanitarian assistance



 **USAID**
FROM THE AMERICAN PEOPLE

WHY?

- Rapid shift in programmatic focus possible
- Substantial funds moved into Gaza compliantly
- Supports INGOs to meet USAID directives

 **USAID**
FROM THE AMERICAN PEOPLE

Private sector provision of commodity shipping to Gaza Strip



 **USAID**
FROM THE AMERICAN PEOPLE

WHY?

- Enabled Mission to support USAID-funded INGOs to meet programmatic deadlines for provision of humanitarian assistance and early recovery:
 - Timely
 - Cost-effective
 - Low operational burden for USAID

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