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# CIVIC ENGAGEMENT PROGRAM II (CEP II) Year 4 Quarter I Report *DRAFT* (1 October – 31 December 2011)



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*COVER PHOTO: USAID is partnering with the Palestinian Authority's Ministry of Agriculture to transform an existing lab, located in this building on its Arroub campus (Hebron governorate), into the first national food safety laboratory. This support from the American people (through in-kind grant ARDWBG542) will enable the Ministry of Agriculture to provide a new service that responds to Palestinian meat and dairy companies looking to expand into nearby markets. (Credit: CEP II / TT ARD)*

Implemented by:

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# CIVIC ENGAGEMENT PROGRAM II (CEP II)

## Year 4 Quarter I Report

(October 1 – December 31, 2011)

*DRAFT*

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# KEY TERMS

BOQ	Bill of Quantities
CEP	Civic Engagement Program
COGAT	Coordinator of Government Activities in the Territories
COP	Chief of Party
DCOP	Deputy Chief of Party
D&G	Democracy and Governance
EDIP	Enterprise Development and Investment Promotion
GeoMIS	Geographic Management Information System
HO	Home Office
ISO	International Standards Organization
MoA	Ministry of Agriculture
NCE	No-cost extension
PA	Palestinian Authority
Q	Quarter
RIG	Regional Inspector General
USAID	United States Agency for International Development
Y	Year

# I.0 EXECUTIVE SUMMARY

The Civic Engagement Program II (CEP II) is a Democracy and Governance (D&G) program that 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 (TT ARD), a contractor for the United States Agency for International Development (USAID).

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 USG 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<sup>1</sup> Palestinian Authority entities and local non-governmental organizations to deliver this assistance.

In addition to its work as a D&G program, CEP II helps to reduce the economic stress of marginalized and vulnerable households through the provision of relief and assistance and works to support early recovery by identifying and creating sustainable economic opportunities, following an intensive Israeli military campaign in late 2008.

During the life of the program, CEP II implemented **188** grants and subcontracts, valued at **\$51,047,816 million**, impacting lives of Palestinians **1,651,856 million** times<sup>2</sup> with either direct or indirect assistance. Of CEP II's activities, **122** in-kind grants fell under its first two objectives, **52** standard and direct assistance grants fell under Objectives 3 and 4, and **7** subcontracts supported programming across objectives. (Another **seven** grants were implemented by and partially charged to CEP II but designed and approved during CEP I.) CEP II was highly responsive to US government priorities: over the life of the program, **63.8 %** of its grant-making and **83.8 %** of the grants budget (**\$43,328,115 million**) was developed in response to US government priorities.

This quarterly report covers the period from 1 October through 31 December 2011, which is the first quarter of CEP II's fourth and final year (Y4Q1).

At the end of Y3, CEP II closed out all its ongoing grants. Following the no-cost extension of its contract, CEP II is tasked by USAID to focus its grant-making under its second objective to strengthen the Palestinian Authority (PA) Ministry of Agriculture (MoA) in support of improved service provision and increased responsiveness to citizen needs.

In Y4Q1, CEP II designed and submitted for approval ARDWBG542 (valued at **\$620,429**) on November 3, 2011. Through this grant, CEP II will partner with the MoA to create the first national food safety testing laboratory in order to provide a new service that responds to Palestinian meat and dairy companies looking to expand into nearby markets.

## 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.

<sup>1</sup> In addition to 122 in-kind grants under Objectives 1 and 2, CEP II provided two in-kind grants to Palestinian ministries at the request of the USAID/WBG Mission: ARDWBG477 to the Ministry of Youth and Sports and ARDWBG542 to the Ministry of Agriculture.

<sup>2</sup> 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 6.

By the end of October, CEP II had developed a detailed implementation plan in consultation with all technical counterparts, which revised and expanded the original scope of work, extending the completion time of the grant by an additional two months. At the end of this quarter, CEP II received an additional three-month unfunded extension through June 30, 2012 to enable the implementation of the full scope of the grant.

CEP II's approach in designing ARDWBG542 (MoA Veterinary Lab Rehab Al Arroub, Hebron) has been *fully participatory*, ensuring full engagement and coordination with the MoA in the development of every step of the grant, demonstrating *flexibility* in revising the scope and timelines as needs evolved, providing a *rapid response* to a critical and politically sensitive intervention.

Following a request from the Office of the Quartet Representative (OQR) for a tour of the building designated for the new laboratory, the MoA and CEP II briefed a delegation from the OQR and the Food and Agriculture Organization on the USAID-funded intervention and some of the challenges faced, particularly related to ISO certification issues and the lengthy period required to obtain COGAT approval.

## 2.0 PROGRAM OVERVIEW

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. 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.<sup>3</sup>

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.

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.

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<sup>3</sup> The original CEP II contract was signed on September 29, 2008 for a total amount of \$19,999,969. On July 24, 2009, the CEP II contract was expanded by \$40,500,031 to a new total contract ceiling of \$60,500,000. On September 9, 2010, USAID expanded the contract by a further amount of \$2,000,000 to bring the total contract value to \$62,500,000 and the two additional objectives were added to the scope of work, focusing on the provision of humanitarian and early recovery assistance. On September 19, 2011, CEP II received a contract modification that approved a six-month no-cost extension (NCE), taking it into its fourth year of implementation. On December 23, 2011, USAID added an additional three months to the no-cost extension. Accordingly, CEP II will close out on June 30, 2012.

## 3.0 SUMMARY OF GRANT 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 **188<sup>4</sup>** grants (in-kind, standard, and direct assistance) and subcontracts, valued at **\$51,047,816**, impacting lives of Palestinians **1,651,856<sup>5</sup>** times<sup>6</sup> with either direct or indirect assistance. Of CEP II's activities,<sup>7</sup> **122** in-kind grants fall under its first two objectives, **52** standard and direct assistance grants fall under Objectives 3 and 4, and **six** subcontracts support programming across the objectives.<sup>8</sup> The range of grants provided by CEP II varies from **\$1,271** to **\$1,970,947**.

Over the life of CEP II, **63.8%** of its grant-making and **83.8%** of the grants budget (valued at **\$43,328,115**) have been directed in response to US government priorities. Under its first and original two objectives, USAID priorities guided the development of **53.2%** of grant-making (**59** grants) and **48.3%** of its grants budget (**\$4,775,311**) significantly exceeding contractual expectations that one-third of CEP II programming would be Mission-directed.

*All completed project activities are listed in Appendix I. For graphic representation of CEP II's overall project status, see 3.2 below.*

### 3.1 OVERVIEW OF CEP II ACTIVITIES IN Y4Q1

At the end of Y3, CEP II closed out all its ongoing grants in preparation for close down of the project. In September 2011, USAID granted a six month no-cost extension of the contract to allow CEP II to implement a Mission-directed grant under the second program objective to strengthen the Palestinian Authority (PA) Ministry of Agriculture (MoA) in support of improved service provision and increased responsiveness to citizen needs.

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<sup>4</sup> This includes seven grants that were approved under CEP I and implemented and partially charged under CEP II. Since these grants were designed by CEP I (according to its distinct contract objectives), these seven grants are not included in the detailing of the CEP II portfolio and any analysis. In addition, the grant beneficiaries are not included in any description or analysis of CEP II beneficiaries.

<sup>5</sup> This is the total of beneficiary impact over the life of the project (as of Y4Q1), following grant programmatic and reconciliations conducted prior to the NCE. Any difference in beneficiary totals provided in other CEP II reports is a result of the reconciliation process. Previous reports used a mixture of planned and actual beneficiary numbers, which were finally verified in August 2011.

<sup>6</sup> 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.

<sup>7</sup> As noted above, listing of CEP II activities does not include the seven grants designed and approved under CEP I.

<sup>8</sup> 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.

### 3.1.1 Quarterly Overview of Grant Activities

In Y4Q1, CEP II designed and submitted for approval ARDWBG542 (valued at an estimated **\$620,429**) that will build the capacity of the MoA to enhance its service delivery capacity and improve food safety standards throughout the Palestinian food chain to international certification standards. (USAID provided yellow-light approval on October 28.)

Through this grant, CEP II will partner with the MoA to create the first national food safety testing laboratory in order to provide a new service that responds to Palestinian meat and dairy companies looking to expand into nearby markets.

By the end of October, CEP II had developed a detailed implementation plan in consultation with all technical counterparts, which revised and expanded the original scope of work, extending the completion time of the grant by an additional two months. At the end of this quarter, CEP II received an additional three-month unfunded extension through June 30, 2012 to enable the implementation of the full scope of the grant.

This quarter, CEP II also had one active subcontract (valued at **\$22,600**) with a local engineering company to provide expert technical support to the MoA in the grant design period.

#### ARDWBG542: GRANT DETAILS

- The grant will rehabilitate an existing facility to meet International Standards Organization (ISO) standards for certification for international export (ISO 17025). It will also provide equipment and materials to enable the proper testing of meat and dairy products from Palestinian would-be exporters in the West Bank to sell these products, initially in East Jerusalem (EJ) and Israel.
- The laboratory is located on the grounds of the MoA agricultural college in Al Arroub (Hebron governorate). Designed in accordance to ISO 17025, the facility will comprise ten new rooms with the equipment and materials necessary to support the testing regime and procedures required to meet GOI and international certification standards.
- In addition to directly benefiting the six MoA employees working in the laboratory, ARDWBG542 will expand opportunities for 74 Palestinian companies manufacturing meat and dairy products (with their 1,179 workers) and improve food safety for the nearly three million Palestinian consumers in the West Bank and East Jerusalem.

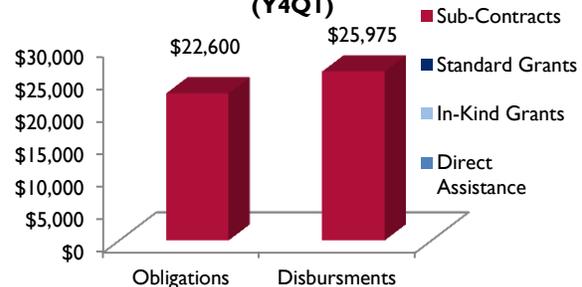
### 3.1.2 Quarterly Overview of Obligations and Disbursements

This graph illustrates the quarterly obligations and disbursements against grants and subcontracts in Y4Q1.

In this reporting period, CEP II obligated a total of **\$22,600** for an engineering design and supervision services subcontract in October.

Disbursements this quarter comprise the final payment (valued at **\$25,975**) for the CEP II Impact Assessment subcontract and a first payment for the engineering consulting services.

Grant Obligations and Disbursements by Grant Type (Y4Q1)



## APPLYING CEP II MODEL TO NEW TECHNICAL SECTOR

CEP II is tasked by USAID to provide rapid, flexible assistance to its grantees that results in a visible improvement to the quality of life of Palestinian citizens. By the nature of its contractual mandate, CEP II focuses on time-sensitive, critical initiatives that are – where possible - complementary to other USAID initiatives, participatory in development and implementation, and coordinated with ministries or local governments.

During this quarter, through ARDWBG542, CEP II has continued to conduct grant-making that is:

✓ **Time-sensitive:**

Within the context of renewed political pressure for Israeli-Palestinian negotiations and the historic need to stabilize the Palestinian economy, the grant to the MoA represents a timely response by the US government to newly imposed conditions placed by the Israeli government on imports of Palestinian meat and dairy products that have effectively blocked previously robust sales to Israel and East Jerusalem. CEP II has focused its grant-making efforts on all the design work necessary for the smooth implementation of this strategic and time sensitive grant with the MoA to establish the first national laboratory dedicated to testing the safety of Palestinian meat and dairy products.

✓ **Critical:**

The grant will help to close one of the key gaps in governmental capacity which is limiting the expansion of the Palestinian meat and dairy industry. To secure access for Palestinian meat and dairy exports to Israel/EJ, the PA needs to provide ISO 17025 health and safety certifications acceptable to the Israeli government. However, the PA currently does not have the capacity to conduct these tests. To begin the process of national level certification for international export, the PA must establish a testing facility at the MoA; once this laboratory is rehabilitated and equipped, the MoA can begin the process of applying for accreditation under ISO 17025 standards.

In addition to facilitating international export, the increased national testing capacity resulting from ARDWBG542 will also have a strategic impact on food quality standards throughout the Palestinian food chain, from inputs to the final products. The increase in the MoA's capacity will enable testing and certification of all raw materials used in the manufacture of meat and dairy products. As a result, the new facility will improve governmental regulation of food on sale to Palestinian consumers.

✓ **Participatory:**

CEP II has worked closely with the MoA to finalize the grant design within eight weeks. Where the MoA did not have the relevant technical knowledge, CEP II provided external expert support (including a regional study tour and a consultancy with ISO-experienced engineering firm) to enable the ministry to continue as the central decision-maker in the preparation for the national food safety lab.

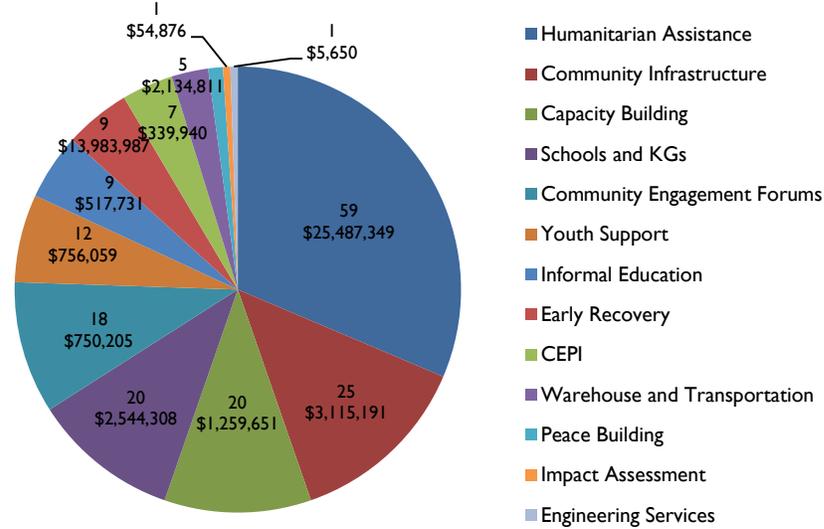
✓ **Complementary:**

By funding the creation of the first national food safety testing facility, USAID is sustaining the impact of USAID private sector development initiatives. As a result of the lab rehabilitation, the MoA will be able to apply for international accreditation to certify Palestinian food for export. Without this new government service, Palestinian companies, including those receiving capacity-building through *USAID/Enterprise Development and Investment Promotion*, will continue to face obstacles in exporting meat and dairy products to Israel and East Jerusalem.

### 3.2 OVERVIEW OF CEP II ACTIVITIES TO DATE

As noted above, CEP II has implemented **188** grants and subcontracts to date, valued at **\$51,047,816**.

**CEP Project Type by all Objectives & Sub-Contracts**

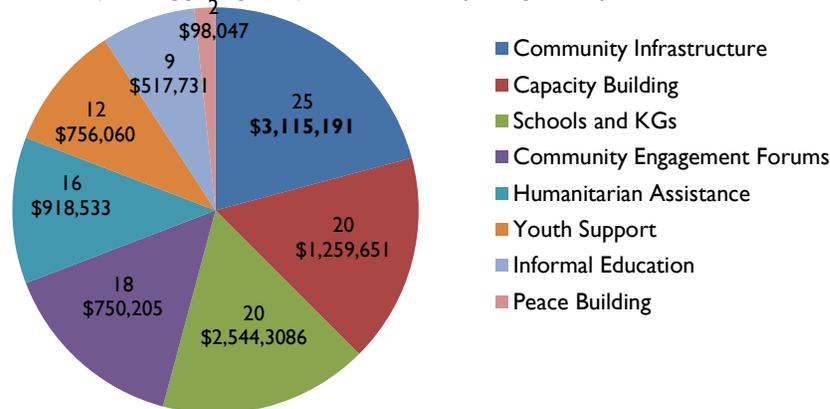


The charts below show CEP II projects<sup>9</sup> disaggregated by objective (Section 3.2.1) and by geographical area (Section 3.2.2) over the life of the program (29 September 2008 – 31 December 2011).<sup>10</sup> (For details, see Appendix 1)

#### 3.2.1 Status to Date by Objective

To date, under **Objectives 1 and 2**, there are **122** completed in-kind grants for a total of **\$9,883,100**.

**CEP Project Type by Objective 1 & 2 (completed)**

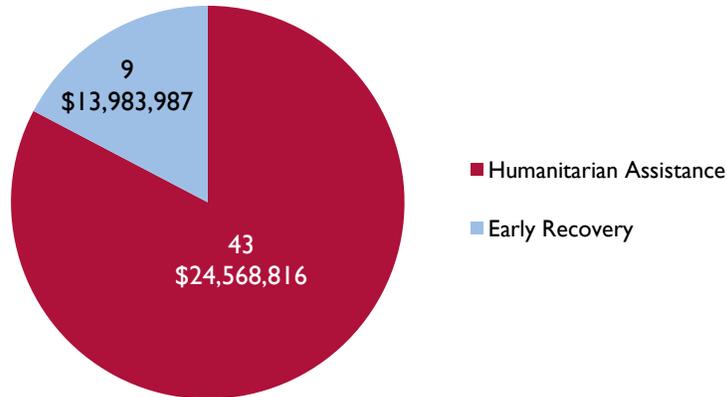


<sup>9</sup> In this section, CEP II defines projects as including in-kind grants, standard grants, direct assistance grants, and subcontracts.

<sup>10</sup> The analysis below does not include the seven CEP I grants implemented under CEP II. Those grants were developed under the CEP I contract and are not included in the analysis of results achieved under CEP II.

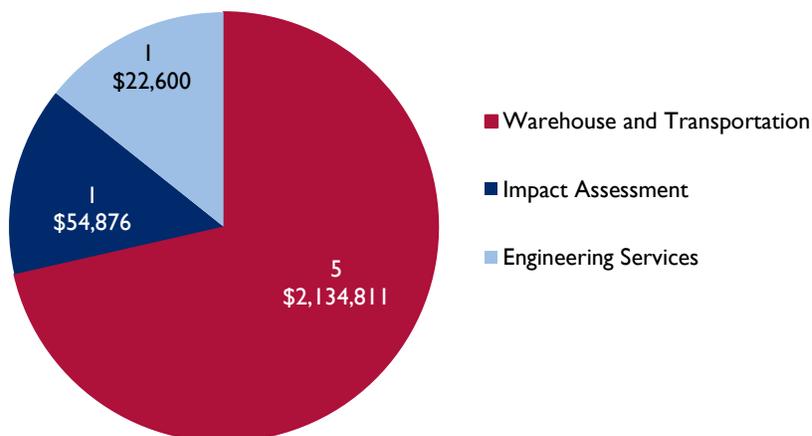
To date, under **Objectives 3 and 4**, there are **52** grants (51 standard grants and one direct assistance grant) completed for a total of **\$38,552,803**.

**CEP Project Type by Objective 3 & 4 (completed)**



To date, there are **six** completed subcontracts under CEP II (valued at **\$2,189,686**) and one on-going subcontract (valued at **\$22,600**).

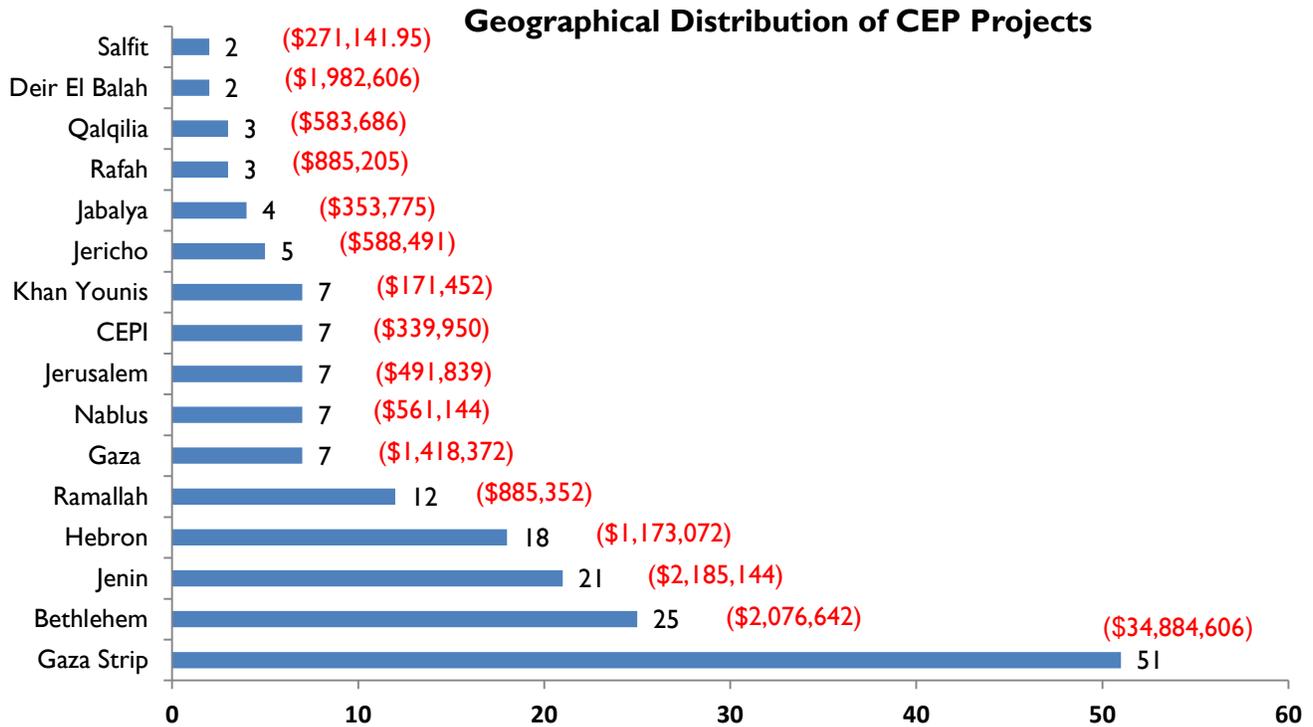
**CEP Project Type by Sub-contracts (completed and ongoing)**



### 3.2.2 Status to Date by Geographical Area

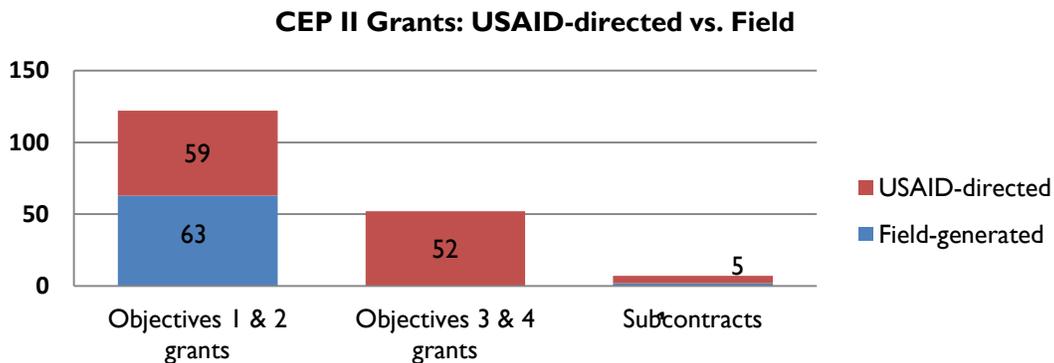
To date, under its grant-making, CEP II has worked in **14** of the **16** governorates of the West Bank and Gaza Strip. The chart below illustrates the geographical distribution of the number of CEP projects and the total funds allocated.

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



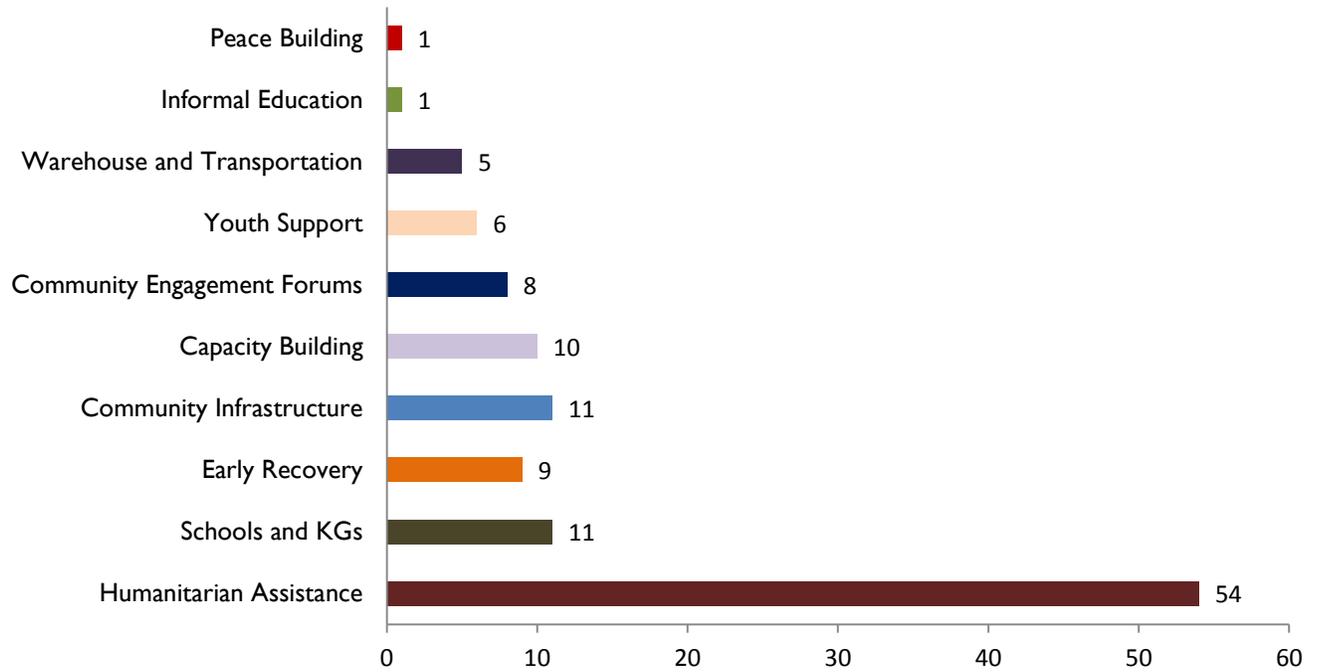
### 3.2.3 Responsiveness to USAID Priorities to Date

Over the life of CEP II, **63.8%** of its grant-making (111 grants and subcontracts) and **83.8%** of the grants budget (**\$43,421,800**) was developed in response to US government priorities.



Over the life of CEP II, USAID prioritized the provision of humanitarian assistance (54% of USAID-directed grants). Construction of schools and kindergartens and community infrastructure were also common – although less frequent – priorities (11%), followed by capacity-building and early recovery initiatives.

### USAID-directed Grants by CEP II Project Type



## 4.0 QUARTERLY HIGHLIGHTS

### 4.1 QUARTERLY GRANT-MAKING: ACHIEVEMENTS

CEP II's approach in designing ARDWBG542 (MoA Veterinary Lab Rehab Al Arroub, Hebron) has been *fully participatory*, ensuring full engagement and coordination with the MoA in the development of every step of the grant, demonstrating *flexibility* in revising the scope and timelines as needs evolved, providing a *rapid response* to a critical and politically sensitive intervention.

As a result, the MoA staff have already experienced and articulated positive outcomes of this capacity building process, as highlighted in *Creating New Services for the MoA* (at right).

With its focus on laboratory equipment and ISO-linked rehabilitation work, ARDWBG542 takes the CEP II grants team into another new technical sector. Capitalizing on three years of flexible response to programming priorities, CEP II applied a key lesson learnt during previous highly technical grants: at the beginning of October, CEP II immediately supported the MoA with externally contracted engineering consulting design and supervisory services to rapidly generate the technical documents and specifications required for the rehabilitation works.

In the first two months of the quarter, CEP II worked with the MoA and a range of other stakeholders to review regional laboratory models for national food certification, finalize all technical drawings and specifications, and release bids for the rehabilitation services and procurement of all laboratory equipment. In the final month of the quarter, all contract documents for this phase had been finalized and submitted to USAID for approval.

CEP II has thus been able to provide technical support to enable the MoA to fully engage with all the complex technical issues around the grant including a full understanding of the ISO design and layout requirements for the lab, helping to fully define the scope of work of the lab and link this to the equipment and materials required, and to begin the process of developing a longer term strategic approach for the establishment and effective operation of the lab.

At a public bid launch for lab rehabilitation, the MoA highlighted how its team had been able to rapidly complete complicated engineering and equipment specifications as a result of this external assistance, which had filled critical gaps in the ministry's capacity. (See *Rapidly Building Capacity* – at right.)

In addition, to ensure implementation within its NCE period, CEP II front-loaded all procurement actions in parallel prior to the signing of the grant agreement in order to meet the implementation time line

#### CREATING NEW SERVICES



“This grant will highlight MoA's new role in ensuring high quality food products,” explained Elena Awwad, Deputy Director of the MoA Central Veterinary Laboratory (pictured above), “Palestinian citizens will appreciate that the MoA will be able to impose food control laws that protect the consumer.”

#### RAPIDLY BUILDING CAPACITY



“We didn't expect to have this lab layout prepared so quickly because we did not have the technical experience,” said Assad Manasra, Director of the MoA Veterinary Lab. “USAID helped us quickly gain the technical understanding through the CEP grant.”

required.

CEP II has also developed an effective technical network embracing the national ISO accreditation institute - Palestine Standards Institution (PSI) –and other local ISO experts to assure that all designs and equipment will support an ISO 17025 accreditation process.

#### QUARTER HIGHLIGHT: SUPPORTING MoA IN DONOR COORDINATION

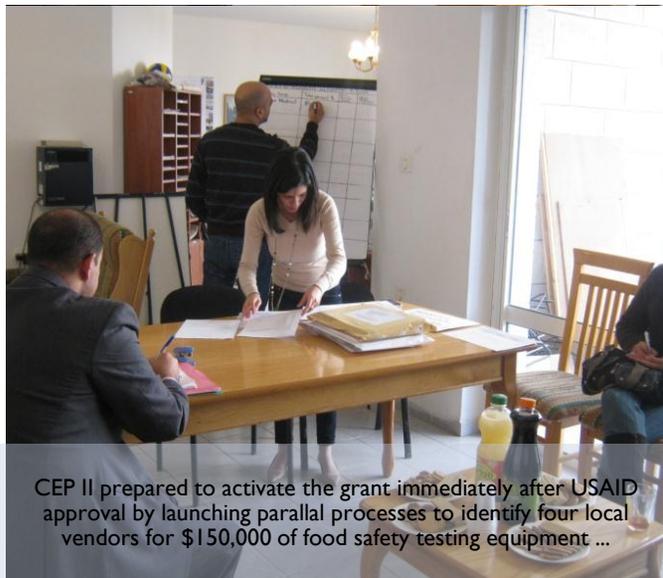
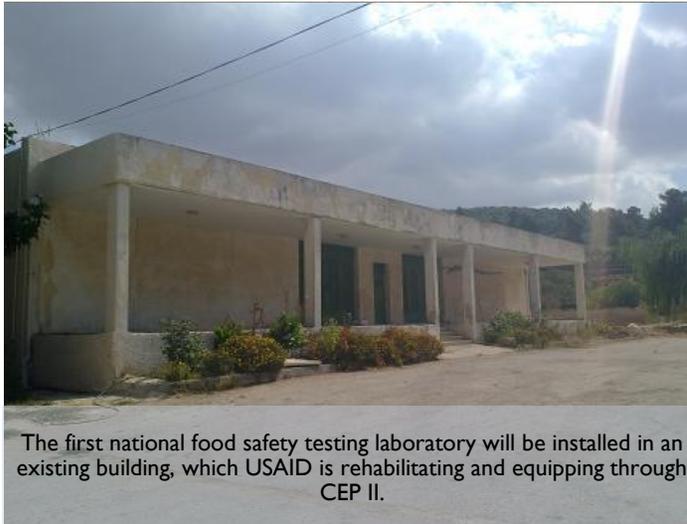


Following a request from the Office of the Quartet Representative (OQR) for a tour of the building designated for the new laboratory, the MoA and CEP II briefed a delegation from the OQR and the Food and Agriculture Organization on the USAID-funded intervention and some of the challenges faced, particularly related to ISO certification issues and the lengthy period required to obtain COGAT approval as the project site is in Area C of the West Bank.

The visitors were impressed by the parallel subcontracting processes used to complete the design, implementation, and delivery of equipment and materials in a timely fashion.

As a result of the briefing, the MoA was able to achieve with this key donor greater clarity on future requirements to operationalize the lab sustainably in order to deliver test results acceptable to Israel. The MoA and OQR also agreed that an accreditation process should be started as early as possible so that the MoA can plan the financial resources necessary to support this including staffing, training, and partnership with an already accredited lab in the region so that best ISO practices, protocols and procedures are rapidly transferred.

## 4.2 QUARTER GRANT-MAKING: PHOTO GALLERY



# 5.0 PROGRESS AGAINST WORKPLAN

## 5.1 PROGRESS WITHIN FUNCTIONAL AREAS

In response to the modified operational context and reduced team in its fourth year, CEP II provided a new taxonomy for its Y4 work plan by identifying seven functional areas in which its team will be accomplishing the key tasks of the no-cost extension. Below, CEP II reports the quarterly progress made within each functional area.<sup>11</sup>

### 5.1.1 Grant-Making

- Design and prepare grant

To enable effective grantee collaboration in grant design, CEP II began immediately building the MoA's capacity to manage the lab rehabilitation. Within the first ten days of Y4Q1, CEP II conducted a joint familiarization visit to the laboratory of the Food and Drug Department of the MoA in Jordan, which is currently finishing a multi-year ISO 17025 process. CEP II also contracted a local engineering company to provide the MoA with expert consulting support in finalizing the list of equipment and layout design. In addition, throughout the design process, the grants team assisted the MoA to develop a longer term strategic approach for the establishment and effective operation of the lab, including supporting the ministry's coordination with other donors, such as the Office of the Quartet Representative.

In the last three months, CEP II requested and received from USAID the approvals necessary to move on with the design of the grant (e.g., Activity Idea Template and Impact on Environment Evaluation). CEP II expects to receive the green light approval to sign the grant agreement with the MoA at the beginning of next quarter.

- Procure lab equipment and diagnostic kits

The grants team worked closely with MoA staff to finalize the equipment and material specifications received within the timeframe of the activity plan. Recognizing MoA's limited experience with such specifications, CEP II provided the ministry with external technical assistance by engaging with the Palestine Standards Institution (PSI) and other local ISO experts to ensure that all designs and equipment would support an ISO 17025 accreditation process. A vendor for the equipment was selected through a competitive bidding process and CEP II will sign the subcontract after receiving the green light approval from USAID early next quarter.

- Rehabilitate facility

CEP II contracted a consultancy engineering company to provide lab design, prepare bidding documents and full supervision of the rehabilitation at the laboratory for the Central Veterinary Laboratory in MoA. The final lab bill of quantities (BOQ) and layout were received from the consultancy engineering company in this quarter. CEP II selected the rehabilitation contractor through a competitive bidding process and expects to sign the subcontract after receiving the green light approval from USAID early next quarter.

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<sup>11</sup> In its Y4 work plan, CEP II identified specific key tasks to be accomplished within each functional area during Y4. Some tasks began in Y4Q1, while others will begin in the next quarter. In this quarterly report, CEP II reports progress within only the former. In addition, CEP II focuses its reporting on noteworthy changes or achievements within each functional area: key tasks that continue from previous quarters without significant change of interest to USAID are not highlighted.

### 5.1.2 Grants Compliance

- Provide compliance support to grants and procurement

Following the selection of vendors in the procurement of equipment and rehabilitation, CEP II submitted vetting forms and received approval from USAID for both contractors by the end of the quarter.

- Manage USAID compliance reviews

USAID Vetting Compliance Specialist Fadi Siam made several visits to CEP II's office during Y4Q1 to conduct regulatory compliance reviews on the monthly sub-award reports submitted between October 1, 2010 and June 20, 2011.

- Support audit

In advance of the upcoming audit, CEP II updated its general compliance and personnel files and prepared them for review by TT ARD's three-year audit of CEP II. (For further detail, see *Section 5.2.5: Maintain fiscal management.*)

### 5.1.3 Procurement

- Manage solicitation, award, and contract for audit

The Procurement Manager supervised the solicitation and award of the audit (described in greater detail in *Section 5.2.5: Maintain fiscal management.*)

- Manage solicitation, award, and contract for CEP II film

With USAID approval, CEP II plans to produce a short video to highlight how the PA is improving its responsiveness to the needs of the private sector through a USAID-funded initiative to certify Palestinian dairy and meat products for export to the Israeli and East Jerusalem markets.

Following USAID's approval of the video production SOW in early November, CEP II submitted a request for proposals to local film production companies and selected one company through a competitive evaluation process. CEP II plans to subcontract with the company early in Y4Q2.

### 5.1.4 Knowledge Management

- Manage results and performance reporting to USAID

CEP II continued to provide USAID with detail-rich and outcome-oriented reporting on its programmatic progress and results through its grant notes and weekly highlights.

Taking advantage of its focused grant-making this quarter, CEP II refined these reporting mechanisms to provide USAID with deeper analytical insight into the context and expected outputs of ARDWBG5452. For instance, through its weekly highlights, CEP II captures the achievements and impact of this grant from different perspectives beyond that of the grantee and its direct beneficiaries (including – so far - private sector labs, local experts on international standards, and engineering consultants).

CEP II also recognizes the importance to USAID of first-person narratives of how ARDWBG542 will impact the MoA, the private sector, and Palestinian consumers, particularly given the strategic importance of the grant. With support from the Communications and Impact Consultant, the grants team included more direct quotes gathered during their site visits, in an effort to connect USAID with the voices of Palestinians impacted by the grant.

- Provide communications products to USAID

CEP II designed a communications strategy for ARDWBG542 so that USAID can easily update other stakeholders about the grant's support for the larger initiative to support Palestinian exports to Israel and East Jerusalem. The first product – an ARDWBG542 fact sheet distributed during a Quartet representative's visit to the rehabilitation site – was developed within hours of the Quartet's announcement of the planned visit. (See Appendix 3.)

CEP II also identified a number of further communication products to be developed in Y4 for USAID, including:

- Narratives modeled on USAID's Telling Our Story templates (e.g., First Person, Photo and Caption, Before and After, Case Study, and Snapshot); and
- A video that visually documents, through a professionally-produced film, the transformation of the national testing facility from a substandard center to a fully rehabilitated, equipped and operational lab that the PA can use to certify food safety to international standards. The film production will begin once the grant agreement is signed.

- Support strategic M&E planning and implementation

Since grant-making in Year Four will focus on only one grant (ARDWBG542) and one subcontract (ARDWBG543) under its second objective, CEP II selected six operational and management indicators on which to report, from the 26 indicators developed over CEP II's implementation period.

### **5.1.5 Finance**

*As a result of its reduced operational resources, CEP II no longer employs a full-time Finance Manager. Instead, the Finance functional area is managed by the Financial Management Consultant Bashar Qara', with support from the Chief of Party.*

- Manage payment cycle and financial reporting

There was a smooth transition in management structure in the Finance functional area, with the payment cycle and financial reporting continuing efficiently.

- Maintain fiscal management

In response to a USAID directive, Tetra Tech ARD will be conducting a three-year audit of CEP II, in addition to its ongoing grant-making. As the quarter started, CEP II formed a task force to oversee the USAID-contracted audit. Led by the Chief of Party, the task force comprises the Financial Management Consultant, the Grants Systems and Administration Consultant, and the Procurement Manager. The Financial Management Consultant also began preparing files and documents for review by the audit team.

### **5.1.6 Administration**

*As a result of its reduced operational resources, CEP II no longer employs a full-time Administrative Manager. Instead, the Administration functional area is managed by the Grants Systems and Administration Consultant Ahlam Daqqaq, with support from the Chief of Party.*

- Manage human resource support

This quarter, CEP II finalized administrative tasks resulting from CEP II's transition into the no-cost extension, including completing severance payments for former staff, managing the transition to short-term status for the six employees who were re-hired as consultants, purchasing workers' compensation insurance for the remaining CEP II full-time staff, and coordinating the recruitment following the departure of two staff (for more detail, see 5.2.7).

- Provide office management support

Following the closure of CEP II's Jerusalem office and relocation to a smaller office in Ramallah, CEP II focused on disposing of its inventory and title transfer tasks and signing or renewing relevant contracts (e.g., office lease, vehicle rentals, and fuel). During the quarter, CEP II revised and updated its inventory sheet and finalized the title transfer documents for office equipment and furniture and signed them with CHF, USAID/TFP, and the Ministry of Education.

CEP II also received inventory from USAID/EDIP to cover operational and programming needs.

- Manage IT support

As part of the relocation of its programming and operations, CEP II moved its server from Jerusalem into the new Ramallah office and installed a network. New telephone and internet lines were connected and telephone wiring and installation completed.

### **5.1.7 Contract Management**

*As part of the transition into a more focused and flexible NCE, CEP II changed its management structure, reduced its staff by two-thirds, and relocated from Jerusalem to a smaller office in Ramallah. As a result, CEP II reviewed and refined its contract management practices to ensure continued responsiveness to USAID and its contractual mandates.*

- Oversee programming and operations

Under the NCE, former DCOP/Programming Kirsty Wright was appointed COP. (Former COP Mark Levenson and DCOP/Grants and Compliance Peter LaRosa demobilized at the end of Y3.) This quarter, the new COP oversaw the transition of programming and operations into the NCE, including:

- *Submission of two budget realignments.* The realignments enabled CEP II to extend through June 30, 2012, allowing for the full scope of the grant with the MoA to be implemented. USAID approved both realignments in Y4Q1.
- *Allocation of programming and operations tasks within the reduced staff structure.* While CEP II maintained sufficient staffing levels to manage all key tasks, the reduced programming activity and smaller team size means that staff are responsible for a wider range of tasks and – in the case of six staff – working as short-term consultants, rather than long-term staff. To clarify the new staffing structure and ensure continued efficiency and effectiveness during the NCE, CEP II held a highly participatory work planning session (led by the Communications and Impact Consultant) that generated a detailed but simple work plan to guide implementation during the NCE period. The NCE programming and operations were divided into seven functional areas in the work plan, with each defined and scheduled by the functional area staff. This collaborative and transparent approach to work planning ensured that the CEP II team is informed about, comfortable with, and responding to the changes in programming and operations as a result of the NCE.

The COP drew upon existing CEP II best practices to oversee a smooth and rapid transition into the NCE: oversight of programming was maintained through review of grant notes submitted several times a week and meetings with the grant-making team to discuss progress, review challenges and agree future steps and remedial actions, while oversight of operations was maintained through periodic meetings to review tasks (particularly for functional areas with fewer or newly assigned staff) and email-based discussions of priority tasks, challenges, and remedial actions, with all staff included.

- Coordinate with USAID and Home Office (HO)

In the first quarter of the NCE, the COP communicated daily with both USAID and HO by e-mail and telephone to ensure alignment, collective understanding and management of overall contract parameters, evolving issues and approvals required.

- *Coordination with HO:* Under her supervision, CEP II staff and consultants either maintained or established direct communication with their counterparts in HO as required, thereby ensuring strong technical support of highly regulated areas, including procurement and contract oversight, inventory control and fiscal management.
- *Coordination with USAID:* CEP II continued to provide USAID with programming strategy and progress updates, as well as request program-related approvals.
  - *Contract deliverables:* CEP II submitted five contract deliverables for approval throughout the quarter: Impact Assessment final report, Y3Q4 Progress Report, Y3 Annual Report Annex, the Y4 Work Plan, and revised Y3Q3 Progress Report (which USAID approved).
  - *Submission of two budget realignments.* Following the modification of its contract in Y3Q4, CEP II realigned its budget to support programming and operations through to March 30, 2012, which USAID approved on October 12. A second budget realignment was submitted – and approved - in December to enable CEP II to extend through June 30, 2012.
  - *Special reporting:* Drawing upon an analytical review of its programming and operations conducted in the months prior to the NCE, CEP II submitted a special report on *Key Best Practices for Rapid Response* for USAID review and approval.

- Manage staff recruitment

CEP II staffing levels were significantly reduced at the end of last quarter as a result of the reduced scope of work of the contract, leaving only four full time staff under contract with an additional six part-time consultants. During the quarter, further staff changes occurred, requiring new recruitment: two consultants left and one full-time staff took maternity leave<sup>12</sup> and two new consultants were appointed,<sup>13</sup> with both transitions managed smoothly. Some tasks were reallocated within the team: output monitoring, PMP management and GeoMIS reporting (formerly managed by the Information Management and Monitoring Consultant) was taken over by Grant Management Specialist Buthaina Shayyeb, with new IT Consultant Ali Sharkasi providing support to overall data quality control.

- Ensure staff safety and security

The reduction in the scope of work of the CEP II contract, the relocation of its office to Ramallah, and the cessation of programming activities in Gaza resulted in a significant decrease in staff movement this quarter. Although regular, site visits have been limited this quarter. As a consequence, day to day safety and security issues related to the crossing of checkpoints, extensive field visits, and periodic commuting of staff between Gaza and Jerusalem are more manageable. No incidents were reported this quarter. Following the restructuring of the CEP II team, updated communication sheets and a telephone tree were developed this quarter.

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<sup>12</sup> IT Consultant Hassan Khraim returned to Australia with his family, while Information Management and Monitoring Consultant Rana Handal took up full-time employment elsewhere. Accounting Specialist (Ruba Nasrallah) went on maternity leave at the end of November.

<sup>13</sup> Ruba Qasim began a three-month maternity leave cover consulting contract as Accounting Specialist Consultant at the end of November and Ali Sharkasi began work as the new IT Consultant at the end of this quarter.

## 5.2 QUARTERLY UPDATE ON RISKS AND MITIGATION

Potential Challenges/Issues Identified in Y4 Work Plan	Y4Q1	Mitigation
<i>The MoA lacks the capacity and/or the availability to properly supervise the highly technical design and implementation of the grant.</i>	➤ The MoA did not have sufficient technical expertise to generate the technical documents and equipment and material specifications for the solicitation process.	➤ CEP II supported the MoA with externally contracted engineering consulting design and supervisory services.
<i>Unexpected political shifts result in suspension of USAID support for the Palestinian Authority.</i>	➤ While USAID funds were impacted this quarter, the Mission did not request CEP II to make any changes to its ongoing grant-making.	➤ N/A
<i>The specialized commodities required by the highly technical grant SOW are not available in the local market in a timely manner.</i>	➤ CEP II was able to select a vendor for all required commodities by the end of the quarter.	➤ N/A
<i>Insufficient number and/or qualification of vendor bids results in lack of competition, requiring re-bidding.</i>	➤ Because CEP II was able to identify and inform qualified vendors of upcoming solicitations, there was robust competition for both vendor bids.	➤ N/A
<i>In the West Bank operational context, lengthy subcontracts are vulnerable to exceeding their implementation time line</i>	➤ CEP II has prepared subcontracts with more robust penalty clauses to provide strong incentives for contractors to complete their work on time.	➤ CEP II will limit the risk of implementation delays by including high penalties in its contracts with vendors. (In Y4, all contractors will be required under the terms of their subcontracts to pay NIS 3,600 for each day of delay)
<i>Review and approval of submissions by USAID is delayed.</i>	➤ USAID continued to be responsive and timely in its review of documents submitted by CEP II.	➤ To support USAID's review and approval process, CEP II ensured that USAID was aware of time-sensitive approval requests by providing a detailed schedule of submission to its COTR and following up, as appropriate and in coordination with its HO.
<i>The ICT equipment and/or system malfunctions, resulting in data loss.</i>	➤ No malfunction occurred this quarter.	➤ CEP II continues to regularly back-up all data and maintain the back-up at a remote location.
<i>CEP II has reduced knowledge management resources,</i>	➤ The resignation of the Information	➤ CEP II strategically used existing resources to

resulting in new tasking of other team members without previous knowledge management experience or skillsets.

Management and Monitoring Consultant Rana Handal resulted in reduced knowledge management resources.

accomplish the duties of these team members, in addition to hiring a short-term consultant. (For more information, see *Section 5.1.7: Manage Staff Recruitment.*)

The GOI imposes or increases restrictions on movement/access, impacting the ability of CEP II's team to travel to work sites.

➤ No movement restrictions occurred this quarter. In fact, CEP II found that, under the NCE, staff movement has been minimized, making day to day safety and security issues related to the crossing of checkpoints and field visits more manageable. (For more information, see *Section 5.1.7: Ensure Staff Safety and Security.*)

➤ N/A

CEP II experiences staff attrition as staff members find new longer-term positions with other organizations.

➤ Two CEP II team members resigned this quarter.

➤ CEP II strategically used existing resources to accomplish the duties of these team members, in addition to hiring a short-term consultant. (For more information, see *Section 5.1.7: Manage Staff Recruitment.*)

## 6.0 SUMMARY OF PROGRAM INDICATORS

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 tables below, these indicators are predominately output indicators and measure the direct results of project activities.<sup>14</sup>

The table below shows the actual outputs for CEP II's completed grants under the PMP for FY12.<sup>15</sup> The figures, which are entered into the GeoMIS system,<sup>16</sup> reflect planned results for FY12 versus achieved per indicator for the first quarter of FY12 (October 1, 2011 – December 31, 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 II reports only verified project outputs to the GeoMIS system.*

**TABLE – CEP II INDICATORS**  
**October 1, 2011 – June 30, 2012**  
**(Actual results achieved in completed grants per indicator )**

<b>Element Code/ Name</b>	<b>New Indicator Title/Description</b>	<b>OP/MGT</b>	<b>FY12 Planned Outputs<sup>17</sup></b>	<b>Achieved Outputs To Date<sup>18</sup></b>
Democracy & Governance / Civil society	No. of GOs benefiting from TA/CB/infrastructure activities.	Mgmt	1	N/A
Cross Cutting	No. of females (disaggregated by age, and element) benefiting.	Mgmt	114	N/A

<sup>14</sup> Due to the cross-sectorial 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-sectorial 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.

<sup>15</sup> CEP II's FY12 starts from October 1, 2011 and ends on June 30, 2012.

<sup>16</sup> As noted above, due to the cross-sectorial 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.

<sup>17</sup> Since grant-making in Y4 will focus on only one grant (ARDWBG542) and one subcontract (ARDWBG543) under its second objective, CEP II will focus its performance monitoring on six operational and management indicators, selected as relevant from the 26 indicators developed over CEP II's implementation period. Since CEP II does not currently plan to conduct any grant-making under its first, third, and fourth objectives, it will not report on the remaining 20 indicators designed to reflect achievements under those three objectives.

<sup>18</sup> Since the green-light approval from USAID from ARDWBG542 is still pending, it is not yet under implementation. As a result, there are no outputs achieved so far in Y4.

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**TABLE – CEP II INDICATORS****October 1, 2011 – June 30, 2012****(Actual results achieved in completed grants per indicator )**

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No. of males (disaggregated by age, and element) benefiting.	Mgmt	1,071	N/A
Number of grants provided	Mgmt	2	N/A
Person Days of employment generated	Op	2,506	N/A
No. of people employed in short-term jobs as a result of USG-supported grants/activities.	Op	30	N/A

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# 7.0 CHALLENGES, REMEDIAL ACTIONS, AND LESSONS LEARNED

## I. Eligibility status of laboratory equipment to be purchased

The procurement of laboratory equipment under ARDWBG542 fall is subject to complex regulations in terms of eligibility and US Government Food and Drug Association (FDA) requirements. Complying with these regulations can be time-consuming, which CEP II identified as a possible challenge within the limited grant period.

**Remedial action:** The CEP II Procurement Manager began frontloading procurement for the laboratory equipment in parallel to the grant design in Y4Q1 to ensure that CEP II is able to meet all necessary eligibility requirements for the laboratory items within the grant period. CEP II also repeated the solicitation for laboratory equipment with more explicit reference to the eligibility conditions regarding the FDA requirements to encourage all eligible vendors to submit offers. In addition, CEP II consulted extensively with local experts<sup>19</sup> and its HO compliance counterparts to seek technical advice when the field-based staff had no relevant previous experience.

**Lessons Learned:** When implementing in a new technical area where procurement is subject to complex regulation, field-based staff need to be able to access strong technical support as needed. In addition, front-loading procurement activities enables CEP II to flag and respond to emerging challenges, which is critical within a rapid response grant period. In addition, maintaining a wide network with local suppliers and other USAID partners to leverage their procurement experience to ensure a quick and flexible response, even when procuring new commodities.

## 2. Parallel submission to USAID for Subcontractor vetting and Subcontract review

Under ARDWBG542, the procurement contracts for the rehabilitation and the medical equipment were both above the \$100,000 threshold set by OCM for contract approval. In addition, both subcontractors required vetting. Both these approval processes can be lengthy, which poses a challenge within the limited grant implementation period.

**Remedial action:** CEP II discussed with OCM the possibility of submitting the approval request for both subcontracts in parallel with the vetting requests of contractors so that the grant milestones could be met more efficiently within the shortest time possible.

**Lesson Learned:** Through consulting on the challenges posed by lengthy approval processes within a limited grant period, CEP II and USAID were able to quickly identify a solution that ensured compliance with USAID regulations and rapidity of implementation.

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<sup>19</sup> The CEP II Procurement Manager conducted intensive market research with local suppliers and other USAID partners in West Bank and working in the health sector (i.e., the Flagship Project) to make sure that the medical equipment required by the grant were not restricted items that required waivers (e.g., pesticides or pharmaceuticals). The market research reduced the procurement time since CEP II had been able to verify the status of the equipment and determined that they were diagnostic materials that did not require any pre-approvals and could be purchased under CEP II's eligibility waiver.

## 8.0 UPCOMING PLANS

1. Implement ARDWBG542

USAID provided yellow-light approval for the grant during this quarter. Once USAID provides the anticipated green-light approval early in Y4Q2, CEP II will begin implementing ARDWBG542.

2. Start audit of CEP II and film production

Following the selection of vendors at the end of this quarter, CEP II plans to contract both the audit company and the film production company early in Y4Q2.

3. Close out of program activities

CEP II will start planning for close out at the end of next quarter to prepare for the new Project Activity Completion Date of June 30, 2012.

# APPENDICES

## APPENDIX I: GRANTS AND SUBCONTRACTS BY OBJECTIVE

(29 September 2008 – 31 December 2011)

This section lists all approved and completed grant activities.

At the end of this reporting period, CEP II had completed all previous grant-making. One grant (ARDWBG542) received initial yellow light approval. CEP II anticipates that, following final USAID review and approval, the proposed grant will start early in Y4Q2.

### OBJECTIVE 1: SUPPORT INITIATIVES AND PROCESSES THAT SUPPORT A DEMOCRATIC, PEACEFUL AND PROSPEROUS PALESTINIAN STATE.

<b>OBJECTIVE 1: WEST BANK PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG310	JEC Improvements Equipment Jericho (285)	Jericho Equestrian Club	\$95,248.93
ARDWBG355	MC Peace Run Beit Sahur (275)	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
		<b>Subtotal</b>	<b>\$342,237.25</b>

<b>OBJECTIVE 1: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG315	PCDCR Democratic Forums Gaza (257)	Palestinian Center for Democracy and Conflict Resolution	\$11,659.75
ARDWBG354	ICCE Educators Training Gaza (260)	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	\$38,663.70
		<b>Subtotal</b>	<b>\$114,274.04</b>

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

<b>OBJECTIVE 2: WEST BANK PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG300	YC Rehab/Equipment Salfit (247)	Salfit Social Cultural Club	\$76,625.00
ARDWBG301	VC Public Park Bizzariya (248)	Bizzariya VC	\$248,954.79
ARDWBG302	MC Road Rehab Salfit (255)	Salfit MC	\$194,516.95
ARDWBG304	VC Girls School Jayyus (270)	Jayyus VC	\$223,157.33
ARDWBG305	VC Main Road Beautification Deir Ghazala (281)	Deir Ghazala VC	\$207,417.56
ARDWBG306	VC School Building Al Tayba (284)	Al Tayba VC	\$243,817.82
ARDWBG307	VC Road Rehab 'Ein 'Arik (259)	'Ein 'Arik Village Council	\$112,770.44

ARDWBG308	LC Road Rehab Al 'Ezariya (262)	Al 'Ezariya Local Council	\$156,892.00
ARDWBG309	VC Main Street Rehab Dier Ibzi' (272)	Deir Ibzi' VC	\$157,663.11
ARDWBG312	MC Sports Field Rehab Kharas (252)	Kharas MC	\$127,906.79
ARDWBG313	CACB Rehab Equipment Bethlehem (264)	Catholic Action Club Bethlehem	\$136,947.46
ARDWBG314	PCRC Equipment Workshop Bethlehem (267)	Palestinian Conflict Resolution Center	\$52,583.75
ARDWBG320	VC Girls School 'Anin (287)	Anin VC	\$224,683.58
ARDWBG322	TGYC Sports Equipment Jenin (286)	Tura al Gharbiya Club	\$42,201.10
ARDWBG327	MC Main Square Rehab Jericho	Jericho MC	\$261,984.83
ARDWBG333	VC Road Beautification Rummana	Rummana VC	\$1,440.43
ARDWBG340	Creche 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 (207)	Beit Jala MC	\$77,995.00
ARDWBG356	Al Ihsan Peace March Beit Jala (276)	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
ARDWBG381	MC School Building Azzoun	Azzoun MC	\$231,962.49
ARDWBG386	VC School Labs Zabda	Zabda VC	\$193,450.61
ARDWBG390	VC School Building Ti'nnik	Ti'nnik VC	\$259,720.95
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	\$242,597.24
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	\$171,636.90
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
ARDWBG407	VC School Construction Beit Ta'mir	Beit Ta'mir VC	\$16,793.41
ARDWBG409	NCD Ramadan Food Baskets Old City Hebron	National Council for Development	\$36,136.00
ARDWBG417	FHSB Facilities Rehab Bethlehem	FHSB, The De La Salle (Frères) High school in Bethlehem	\$67,502.22
ARDWBG418	AYC Sports Field Hindaza	Al-Ta'amreh Youth Club	\$92,858.55
ARDWBG419	MC Guest House Bir Zeit	Birzeit MC	\$35,118.00
ARDWBG422	AHCS Health Al-Samou'	Al Aqsa Handicapped Charitable Society	\$134,660.40
ARDWBG423	MC Park Rehab Al Doha	Al-Doha MC	\$141,610.21
ARDWBG424	CSPO Olive Press Rehab Bethlehem	Cooperative Society for Olive Pressing	\$88,903.00
ARDWBG425	MC Health Clinic Yatta	Yatta MC	\$87,881.01
ARDWBG426	SPSW Human Resources and Administrative Systems Development Nablus	Syndicate for Psychological and Social Work	\$84,069.72
ARDWBG427	SPSW Treatment of Trauma and Psychological Disorders Nablus	Syndicate for Psychological and Social Work	\$54,514.18
ARDWBG428	SPSW Provision of Equipment Nablus	Syndicate for Psychological and Social Work	\$19,130.61
ARDWBG432	BCCI IT Equipment Software Bethlehem	Bethlehem Chamber of Commerce and Industry	\$82,086.80
ARDWBG435	BCCI Training Center Construction	Bethlehem Chamber of Commerce	\$245,014.87

	Bethlehem	and Industry	
ARDWBG436	SHCC ISO9001 Certification Hebron	South Hebron Chamber of Commerce	\$28,800.00
ARDWBG437	SHCC IT Equipment and Furniture Hebron	South Hebron Chamber of Commerce	\$53,292.04
ARDWBG438	PCMC Training Institute Hebron	Palestinian Center for Mass Communication	\$58,452.73
ARDWBG445	JG Seedlings Jenin	Jenin Governorate	\$193,878.61
ARDWBG448	JYC Sports Field Rehab Jericho	Jericho Youth Club	\$173,286.77
ARDWBG449	HKS Visually Impaired Equipment Jerusalem	Helen Keller School	\$19,920.00
ARDWBG460	ABA Equipment & Furniture Jerusalem	Arab Association of the Blind	\$62,870.00
ARDWBG478	ACMD Ramadan Tent of Friendship & Culture Hebron	Alistiqlal Center for Media and Development	\$24,599.71
ARDWBG480	VC School Building Barta'a	Barta'a VC	\$258,532.99
ARDWBG481	NASCD Naseej Center Nablus	Nablus Association for Social and Cultural Development	\$111,476.43
ARDWBG482	MC Schools Road Rehab Beit Jala	Beit Jala MC	\$145,223.75
ARDWBG483	MC School External Works Jayyus	Jayyus MC	\$128,565.73
ARDWBG488	SHS Equipment & Furniture Ramallah	Stars of Hope Society	\$56,144.00
ARDWBG489	SHS Staff Training & Admin Development Ramallah	Stars of Hope Society	\$61,655.51
ARDWBG490	SHS Resource and Publicity Materials	Stars of Hope Society	\$30,195.00
ARDWBG492	Alnayzak Mobile Experiment Equipment Ramallah	Alnayzak	\$71,600.00
ARDWBG494	Alnayzak E-Experiments Portal Development Ramallah	Alnayzak	\$28,785.40
ARDWBG495	JYWC Human Resources Development Jenin	Jenin Young Women Club	\$13,731.18
ARDWBG496	JYWC Sports Teams Training Jenin	Jenin Young Women Club	\$22,394.80
ARDWBG498	BRCS Establish An Noor Club Jenin	The Blind Rehabilitation and Care Society	\$25,847.00
ARDWBG499	BRCS Computer Lab Jenin	The Blind Rehabilitation and Care Society	\$49,232.45
ARDWBG502	TAM Rehab & Equipment Bethlehem	Women Media and Development (TAM)	\$143,707.28
ARDWBG509	JWCS Furniture Equipment Provision Jericho	Jericho Women's Charitable Society	\$31,622.25
ARDWBG518	VC School Expansion Ras Karkar	Ras Karkar VC	\$241,256.36
ARDWBG519	DWBO Capacity Building Ramallah	Disabled without Borders Organization	\$16,317.00
ARDWBG520	Al-Huda School Rehab and equipment AlJeeb	Al Huda Islamic School	\$27,266.17
ARDWBG521	NCD Institutional Development Hebron	National Council for Development	\$7,810.00
ARDWBG522	NCD Construction and Equipping of a Conference Hall	National Council for Development	\$123,187.72
ARDWBG526	JPII Visitor Information Center Bethlehem	John Paul II Foundation	\$34,902.00
ARDWBG530	MC Sanitation Equipment and Lighting Sinjel	Sinjel MC	\$48,524.34
ARDWBG531	MC Sidewalks Construction Halhoul	Halhoul MC	\$57,191.17
ARDWBG532	YCS Kindergarten Furniture and Equipment Yatta	Yatta Charitable Society	\$36,057.54
ARDWBG533	Al Quds IMM Renovation Ramallah	Al Quds Institute of Modern Media	\$25,323.25
ARDWBG534	Al Ram School Rehab Jerusalem	Al Ram Local Council	\$45,835.51
ARDWBG535	YMCA Furniture Equipment Provision Jericho	YMCA	\$26,348.00
ARDWBG537	Beit Ummar Health Clinic Furniture	Beit Ummar Health Clinic	\$17,880.00
ARDWBG541	NCD Schools' Furniture Hebron	National Council for Development	\$46,809.10
		<b>Subtotal</b>	<b>\$8,268,738.99</b>

<b>OBJECTIVE 2: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG316	UHIGA After School Program Khan Younis (278)	Universities and Higher Institutions Graduates Association	\$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	Palestinian Center for Democracy and Conflict Resolution	\$154,468.49
ARDWBG360	MC Water Tanks Al Fukhkhari	Al Fukhari MC	\$40,443.83
ARDWBG362	MC Water Tanks Abasan Al Kabira	Abasan Al Kabira MC	\$40,443.83
ARDWBG382	NSDL Women Psychosocial Support Workshops Rafah	National Society for Democracy and Law	\$55,972.88
ARDWBG383	SYFS Women Psychosocial Support Workshops Gaza	Save Youth Future Society	\$64,919.86
ARDWBG384	LHA Women Psychosocial Support Workshops Jabalya		\$53,178.18
ARDWBG388	AISG School Supplies Gaza	Life and Hope Association	\$229,678.18
ARDWBG389	AISG Textbooks Gaza	American International School of Gaza	\$223,621.55
ARDWBG391	LHA School Clothing Gaza	American International School of Gaza	\$6,074.39
ARDWBG392	UHIGA School Clothing Khan Younis	Life and Hope Association	\$6,074.39
ARDWBG394	MC School Clothing Absan Al Kabira	Universities and Higher Institutions Graduates Association	\$6,074.39
ARDWBG395	MC School Clothing Al Fukhkhari	Abasan Al Kabira MC	\$6,074.39
ARDWBG411	NSDL After School Activities Rafah	Al Fukhari MC	\$95,492.50
ARDWBG412	SYFS After School Activities Jabalya	National Society for Democracy and Law	\$96,292.07
		<b>Subtotal</b>	<b>\$1,234,475.23</b>

**OBJECTIVE 3: SUPPLY BASIC HUMANITARIAN COMMODITIES TO DISADVANTAGED GROUPS TO PRESERVE HOPE AND MODERATION AMONG IMPOVERISHED POPULATIONS<sup>20</sup>**

<b>OBJECTIVE 3: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
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	Mercy Corp International	\$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	Catholic Relief Services	\$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
		<b>Subtotal</b>	<b>\$7,345,196.45</b>

<sup>20</sup> There was no CEP II grant activity in the West Bank under Objective 3.

**OBJECTIVE 4: DISTRIBUTE FOOD AND RELIEF ITEMS DIRECT OR THROUGH WORK AND TRAINING, TO PRESERVE HOPE AND MODERATION AMONG IMPOVERISHED POPULATION.<sup>21</sup>**

<b>OBJECTIVE 4 : WEST BANK PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG539	CRS Household Kits and Toys West Bank	Catholic Relief Services	\$205,535.21
		<b>Subtotal</b>	<b>\$205,535.21</b>

<b>OBJECTIVE 4: GAZA PROJECTS</b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG351	RI Emergency Assistance Gaza	Relief International	\$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	Catholic Relief Services	\$689,046.55
ARDWBG372	RI Humanitarian Assistance Gaza	Relief International	\$733,739.59
ARDWBG373	CHF Humanitarian Assistance Gaza	CHF	\$734,200.09
ARDWBG374	IRD Humanitarian Assistance Gaza	IRD	\$739,936.22
ARDWBG375	MCI Humanitarian Assistance Gaza	Mercy Corps International	\$745,879.00
ARDWBG376	SC-US Humanitarian Assistance Gaza	Save the Children US	\$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	Gaza Strip Early Childhood Development Education Support	ACTED	\$747,696.47
ARDWBG451	Early Recovery Gaza	Mercy Corps International	\$1,970,947.01
ARDWBG453	Gaza Emergency & Recovery	Catholic Relief Services	\$1,845,177.64
ARDWBG454	Atfaluna Amaluna	World Vision	\$1,038,661.00
ARDWBG455	Palestinian Reintegration & Enhancement Program (PREP)	CHF	\$1,857,741.82
ARDWBG456	Gaza Employment Generation Through NGOs Program	IRD	\$1,939,592.68
ARDWBG464	Gaza Urban Agriculture Revitalization & Development	CHF	\$1,257,597.34
ARDWBG465	Gaza Emergency Work Opportunity and Relief Support Program	IOCC	\$1,949,395.36
ARDWBG466	Agriculture Development & Integrated Livelihoods	World Vision	\$1,377,178.00
ARDWBG470	RI Relief and Assistance Gaza	Relief International	\$737,648.57
ARDWBG471	CARE Relief and Assistance Gaza	CARE	\$709,545.21
ARDWBG472	CRS Relief and Assistance Gaza	Catholic Relief Services	\$730,779.08
ARDWBG473	IOCC Relief and Assistance Gaza	IOCC	\$732,887.70
ARDWBG474	IRD Relief and Assistance Gaza	IRD	\$743,717.86
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	\$722,440.11
ARDWBG511	CHF Winter Relief Gaza	CHF	\$724,701.13
ARDWBG512	CRS Winter Relief Gaza	Catholic Relief Services	\$722,364.80
ARDWBG513	IOCC Winter Relief Gaza	IOCC	\$746,263.52
ARDWBG514	IRD Winter Relief Gaza	IRD	\$738,922.75
ARDWBG515	RI Winter Relief Gaza	Relief International	\$740,311.31
ARDWBG524	Relief and Assistance Gaza	SYFS	\$22,326.68
		<b>Subtotal</b>	<b>\$17,018,084.56</b>

**CEP I GRANTS:**

<sup>21</sup> There is only one CEP II grant activity in the West Bank under Objective 4 (ARDWBG539).

<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG150	MC Parking Rehab Tulkarem	Tulkarem Municipality	\$55,674.00
ARDWBG227	VC Bridge Construction Ramallah	Ramallah VC	\$14,647.74
ARDWBG239	MC Park Rehab Beit Sahur	Beit Sahur Municipality	\$21,371.00
ARDWBG242	MC School Al 'Ubeidiya	Al Ubeidiya Municipality	\$134,311.98
ARDWBG244	TPC TV Production/Workshop WB	TPC	\$1,437.55
ARDWBG250	MC Sidewalks Rehab Yatta	Yatta Municipality	\$61,020.27
ARDWBG263	VC School Rehab Kafr Ni'ma	Kafr Ni'ma VC	\$51,487.3
		<b>Sub-total</b>	<b>\$339,949.91</b>

**SUB CONTRACTS:<sup>22</sup>**

<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
ARDWBG500	Sepi Sun Transportation Gaza	Sepi Sun Holding Ltd.	\$1,221,881.39
ARDWBG501	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$909,379.73
ARDWBG503[1]	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$0.00
ARDWBG504[2]	Sepi Sun Transportation Gaza	Sepi Sun Holding Ltd.	\$0.00
ARDWBG538	CEP Impact Assessment	Arab World for Research and Development	\$54,875.72
ARDWBG540	Concord Warehousing Gaza	Concord Co. A.F Ltd.	\$3,550.00
ARDWBG543	Engineering Consulting Services	Arab Engineers	\$5,650.00
		<b>Sub-total</b>	<b>\$2,195,336.84</b>

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<sup>22</sup> The contracts include the transportation, storage, and impact assessment.

## APPENDIX 2: LISTING OF ALL GRANT CONCEPTS (YELLOW LIGHTS AND AITS)

<b>YELLOW LIGHTED PROJECTS<sup>23</sup></b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
<b>South West Bank</b>			
ARDWBG542	MOA Veterinary Lab Rehab Al Arroub, Hebron	Ministry of Agriculture	\$620,429
		<b>Sub-total</b>	<b>\$620,429</b>
<b>ACTIVITY IDEAS (AITS)<sup>24</sup></b>			
<b>Grant Number</b>	<b>Grant Title</b>	<b>Grantee</b>	<b>Dollar Value</b>
<b>Northern West Bank</b>			
TBD	MC Zeita Cultural & Sports Hall	Municipality of Zeita	\$150,000.00
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
		<b>Sub-total</b>	<b>\$573,650.00</b>
<b>Center West Bank</b>			
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
		<b>Sub-total</b>	<b>\$473,000.00</b>
<b>South West Bank</b>			
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 Sahur	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 Sahur	Beit Sahur	\$35,000.00
TBD	WUB Furniture Equipment Bethlehem	Women Union Bethlehem	\$95,000.00
TBD	VC School Construction Beit Ta'mir	Beit Ta'mir VC	\$250,000.00
TBD	ACHS Public Park Rehab As-Samou'	Al-Aqsa Charitable Society	\$180,000.00
TBD	SHCC Construction of Premises Al Thahiriya	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 Sahur	School of Joy for Slow Learners	\$220,000.00
TBD	YMCY Hall Construction Beit Sahur	YMCA Beit Sahur	\$20,000.00
		<b>Sub-total</b>	<b>\$2,085,000.00</b>
<b>Gaza</b>			
TBD	GFA Farmers Assistance Gaza South	Greenhouses Farmers Association	\$36,000.00
		<b>Sub-total</b>	<b>\$36,000.00</b>
		<b>Total</b>	<b>\$3,167,650.00</b>

<sup>23</sup> Yellow lighted projects are those approved by USAID and then developed for green light request.

<sup>24</sup> Activity Idea is a concept paper prepared for collective comments before being submitted to yellow light.

## APPENDIX 3: COMMUNICATION PRODUCTS SUBMITTED IN Y4Q1



**USAID**  
FROM THE AMERICAN PEOPLE

**CIVIC ENGAGEMENT PROGRAM (CEP)  
WEST BANK AND GAZA**

### **BUILDING THE FIRST NATIONAL FOOD SAFETY LABORATORY AT THE MINISTRY OF AGRICULTURE**

#### GRANT DETAILS

**FUNDER:** USAID  
**DURATION:** October 2011 – March 2012  
**IMPLEMENTER:** USAID/Civic Engagement Program  
**OBJECTIVES:**

1. Strengthen the Ministry of Agriculture by improving service delivery capacity
2. Improve food safety standards throughout the Palestinian food chain

#### GRANT TIMELINE

**DESIGN FACILITY:**  
October – November 2011

**PROCURE EQUIPMENT:**  
December 2011 – March 2012

**REHABILITATE FACILITY:**  
December 2011 – March 2012

**CLOSE OUT GRANT:**  
March 2012

#### OVERVIEW: CREATING NEW SERVICES FOR PALESTINIAN CONSUMERS AND PRIVATE SECTOR

The Ministry of Agriculture (MoA) is establishing the first national lab dedicated to testing the safety of Palestinian meat and dairy products, funded by the United States Agency for International (USAID).

The MoA is transforming an existing laboratory at its Veterinary Department in Arroub (Hebron) into a new 500m<sup>2</sup> facility that will help support a ISO 17025 certification process.

The new facility will improve governmental regulation of food on sale to Palestinian consumers by enabling the MoA to certify the safety of locally produced meat and dairy products.

Its construction is also the first step towards the international certification of Palestinian meat and dairy products for export to East Jerusalem and Israel. By establishing the necessary infrastructure and testing equipment and materials to enable health and safety certifications required by Israel, the MoA is creating a new service that responds to Palestinian meat and dairy companies looking to expand into nearby markets.

#### ACHIEVEMENTS TO DATE

In just eight weeks, with technical engineering expertise provided by USAID, the MoA has reviewed regional models for national food certification, finalized all technical specifications, and – through USAID/CEP – released bids for rehabilitation services and procurement of lab equipment.

In order to achieve these steps, USAID/CEP has supported the MoA

- To fully engage with the – Palestine Standards Institution (PSI) – and other local ISO experts to help assure that all designs and equipment will support an ISO 17025 accreditation process
- To conduct joint familiarization visits to the laboratory of the Food and Drug Department of the Ministry of Agriculture in Jordan who are currently in the ISO 17025 process
- In the design and layout of the lab through contracting expert engineering consultancy service
- To finalize a complete list of equipment and materials through defining the scope of work of the lab
- To help develop a longer term strategic approach for the establishment and effective operation of the lab

*The Civic Engagement Program II (CEP II) is a \$62.5 million grant-making program funded by United States Agency for International Development (USAID). 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.*



**USAID**  
FROM THE AMERICAN PEOPLE

**CIVIC ENGAGEMENT PROGRAM (CEP)  
WEST BANK AND GAZA**

## SNAPSHOT

# Ministry Fills Gap in National Food Safety

**New food safety testing lab will improve regulation of meat and dairy industries**



***Now I have hope that, in the future, we can provide the Palestinian people with better services."***

— Elena Awwad, Ministry of Agriculture

**Telling Our Story**  
U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

For years, Dr. Elena Awwad watched other labs provide food testing services that should have been done by her department at the Palestinian Authority's Ministry of Agriculture. However, the ministry was unable to test the safety of meat and dairy products sold to Palestinian consumers because it lacked the required facility. Now, with USAID's support, Dr. Awwad and her colleagues are designing the first national food testing lab that will enable the Ministry of Agriculture to regulate the production of meat and dairy products for local and international markets.

Certifying the safety of meat and dairy products is the responsibility of agricultural ministries around the world, but the Palestinian Ministry of Agriculture was unable to develop the testing lab. "This type of lab should have been built decades ago," explained Dr. Awwad, Deputy Director of the Central Veterinary Laboratory at the Ministry of Agriculture. "It is essential to ensure quality control for local consumption and for the export of meat and dairy products."

By funding the new testing facility, USAID is enabling the Ministry of Agriculture to strengthen its regulation of food safety. Other ministries and private labs have filled the gap with testing services. However, since the Ministry of Agriculture is responsible for enforcing safety standards, the meat and dairy industry did not have critical quality controls. "It is our basic responsibility to ensure that the local industry complies with national food quality and safety requirements when producing and marketing meat and dairy products," said Dr. Awwad. "Our national food control systems suffer from serious insufficiencies."

After weeks of intensive design preparations with USAID, Dr. Awwad is ready to start building the new lab that will enable her ministry to better serve the Palestinian people. "We will be able to respond to many different needs," she said proudly. "Local manufacturers will be able to test their products more quickly and reliably and Palestinian consumers will feel better protected when the ministry can impose food control regulations."

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