



**USAID**  
FROM THE AMERICAN PEOPLE



Global Civil  
Society Strengthening

**COUNTERPART**  
INTERNATIONAL



## **CIVIC ADVOCACY FOR DEMOCRATIC RESILIENCE IN EGYPT PROGRAM (CADRE)**

### **Quarterly Report**

*Period: October 1 – December 31, 2014*

**Submitted to: USAID/Egypt**

**Cooperative Agreement: AID-263-LA-14-00003**

**LWA Cooperative Agreement: DFD-A-00-09-00141-00**

**Grantee: Counterpart International**

Alex Sardar, Vice President, [asardar@counterpart.org](mailto:asardar@counterpart.org)

2345 Crystal Drive, Suite 301

Arlington, VA 22202 USA

Tel: 571-447-5700

Fax: 703-412-5035

This report was made possible by the generous support of the American people through the United States Agency for International Development (USAID) under the terms of its Cooperative Agreement Number DFD-A-00-09-00141-00 for the "Civic Advocacy for Democratic Resilience in Egypt (CADRE)", implemented by Counterpart International and through its Leader with Associates Cooperative Agreement. The contents and opinions expressed herein do not necessarily reflect the view of USAID or the United States Government.

هذا التقرير مقدم كمساعدة سخية من قبل الشعب الأمريكي من خلال الوكالة الأمريكية للتنمية الدولية (USAID)، و بموجب اتفاقية التعاون رقم-DFD-A-00-09-00141-00 لمشروع "الدعم المدني للديمقراطية الفاعلة في مصر (كادري)" المبرمة مع منظمة كاونتر بارت العالمية كمنظمة غير حكومية منفذة للمشروع بموجب هذه الاتفاقية. إن جميع المحتويات والآراء المطروحة في هذا المشروع لا تعبر بالضرورة عن وجهة نظر الوكالة الأمريكية للتنمية الدولية أو الحكومة الأمريكية.



January 29, 2015

**Amira Radwan**  
Agreement Officer's Representative  
USAID/Egypt

Subject: CADRE Quarterly Report (Yr1 Q2)

Ref: Cooperative Agreement No. AID-263-LA-14-00003  
LWA #DFD-A-00-09-00141-00

Dear Ms. Radwan,

On behalf of the Civic Advocacy for Democratic Resilience in Egypt (CADRE), and its implementer, Counterpart International, I am pleased to provide you with our Quarterly Report for the period October 1 – December 31, 2014.

Should you have any questions regarding this Quarterly Report, please do not hesitate to contact me for further information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Youssef A. Khalick'.

Youssef A. Khalick  
Acting Chief of Party  
Civic Advocacy for Democratic Resilience in Egypt (CADRE)

## TABLE OF CONTENTS

---

ACRONYMS .....	4
I. Executive Summary .....	5
II. CADRE Program Strategy.....	5
III. Accomplishments .....	9
Overview:.....	9
Component 1: CSO Capacity Building .....	11
Component 2: Improved Civil Society Enabling Environment .....	12
Component 3: Empower Women in Political Process .....	13
Component 4: Grant-Making Targeting Women, Youth and Marginalized Groups .....	13
IV. Monitoring and Evaluation Plan .....	14
VI. Challenges.....	14
VII. Planned Activities for Next Quarter .....	15

### **Annexes**

Annex 1:	Preperatory Work Plan (October 1 – December 31, 2014)
Annex 2:	Proformance Monitoring and Evaluations Plan
Annex 3:	Grants Manual

## ACRONYMS

<b>ACOP</b>	Acting Chief of Party
<b>CADRE</b>	Civic Advocacy for Democratic Resilience in Egypt
<b>CPI</b>	Counterpart International
<b>CSSC</b>	Civil Society Support Centers
<b>CSO</b>	Civil Society Organizations
<b>COP</b>	Chief of Party
<b>DCOP</b>	Deputy Chief of Party
<b>ENGOSC</b>	Egyptian NGO Service Center
<b>ECSS</b>	Egypt Civil Society Support Program
<b>FO</b>	Field Office
<b>GOE</b>	Government of Egypt
<b>ICNL</b>	International Center for Not-for-Profit Law
<b>IFES</b>	International Foundation for Electoral Systems
<b>IP</b>	Implementing Partner
<b>LOA</b>	Letter of Authorization
<b>LWA</b>	Leader with Associates
<b>M&amp;E</b>	Monitoring and evaluation
<b>MOFA</b>	Ministry of Foreign Affairs
<b>MOSS</b>	Ministry of Social Solidarity
<b>MSI</b>	Management Systems International
<b>NCW</b>	National Council for Women
<b>NGO</b>	Non-Governmental Organization
<b>OD</b>	Organizational Development
<b>PEACE</b>	Promoting Effective and Active Civic Engagement Program
<b>PMEP</b>	Performance Monitoring and Evaluation Plan
<b>PODA</b>	Participatory Organizational Development Assessment
<b>STTA</b>	Short Term Technical Assistance
<b>SWMENA</b>	Status of Women in the Middle East and North Africa
<b>TA</b>	Technical Assistance
<b>TBD</b>	To Be Determined
<b>ToT</b>	Training of Trainers
<b>USAID</b>	United States Agency for International Development
<b>USG</b>	United States Government
<b>UG</b>	United Group of Human Rights Lawyers

## I. Executive Summary

During this quarter, CPI submitted its application for registration to the Ministry of Foreign Affairs (MOFA). Since International Non-Governmental Organizations (INGOs) are prohibited from implementing technical activities prior to receiving full registration, CPI has undertaken only preparatory and planning activities that will lay the foundation for full scale operations to proceed once registration is received.

During the performance period, and in line with its preparatory work plan, the following programmatic achievements were reached:

- Finalized all registration requirements and submitted the official application for registration to GOE.
- Submitted CADRE's Preparatory Work Plan and Performance Monitoring and Evaluation Plans.
- Refined and finalized training modules on core functional areas of CSO institutional strengthening and development.
- Updated and fine-tuned the Maktabat and E-Learning portal websites.
- Conducted an initial desk study on research related to the status of women in Egypt.
- Submitted the CADRE Grant Manual to USAID for review and concurrence.

## II. CADRE Program Strategy

CADRE intends to lend ongoing support to Egypt's historically vibrant civil society sector. In Upper Egypt, Lower Egypt, and Greater Cairo, CADRE's primary objective is to support Egypt's ongoing political transition through technical assistance, organizational capacity development, and grant making opportunities for CSOs that are working to raise public awareness around upcoming electoral events through voter and civic education; to promote inclusive dialogue that elevates the role of women and youth, the protection of minority rights, and religious tolerance; to combat gender-based violence; and to promote human rights and transitional justice.

The key "theory of change" behind this primary objective is that if CADRE strengthens Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and influence the ongoing political process.

This theory of change assumes that the target leaders, organizations, and networks that will participate in the programs activities are focused on the civic participation sector (defined broadly as programming that promotes collective dialogue or action around issues of common concern to the public, including civic education, social integration, advocacy, and human rights). As a result, as target organizations receive capacity building support to strengthen their institutions, they will become more efficient in their internal operations and increase the quality of their technical interventions, leading to increased numbers of Egyptian citizens participating in the political process and with greater impact, including the ability to positively influence public policies especially those directly affecting them.

In addition, without improving the enabling environment, CADRE may create stronger organizations that cannot actually implement initiatives, easily operate, or access a receptive or cooperative government audience. This would reduce the overall potential impact of the program's investments (i.e., the first portion

of the ‘if statement’ in the theory of change– building stronger institutions and networks and supporting civil society leaders).

Building on this theory of change, its underlying assumptions, and to better link the program’s components to its primary objective, CADRE has developed three sub-objectives to capture the program’s theory of change. These include:

(1) Strengthened Egyptian Civil Society Organizations and Networks: Under this objective, CADRE intends to assist approximately 220 civil society organizations increase their capacity, 70% of which will increase their overall organizational capacity, 35% (or 75 organizations) will demonstrate improved financial accounting practices, and 50% will demonstrate an increased capacity in advocacy. In addition, target Civil Society Support Organizations (CSSCs) and their target CSOs will increase the representation of women and youth on their boards of directors, increasing their decision-making authority in their communities and their overall civic participation. Target organizations will receive grants that include institutional support and also enable organizations to apply their learning (gained via training, technical assistance, and mentoring) in their work. In addition, the program will create and strengthen networks among target organizations to encourage collaboration and a further resilience in the civil society sector. This objective will be achieved through the program’s 4 Components outlined below.

(2) Improved Civil Society Enabling Environment. A restrictive legal environment can negatively impact the ability of civil society to meet its objectives or positively and constructively influence government decision-making. As a result, the second sub-objective focuses on improving the enabling environment for civil society actors by:

- a. Providing technical assistance to government officials, CSO leaders, and other stakeholders to inform the drafting of laws and policies to establish an enabling legal and regulatory framework for civil society;
- b. Advocacy support to CSOs to facilitate campaigns for more enabling constitutional provisions, laws, and regulations governing civil society;
- c. Implementation assistance to government officials and CSOs to support the fair, effective, and enabling implementation of a new CSO legal framework; and
- d. Capacity building technical support to strengthen the ability of CSOs in Egypt to benefit from, and comply with, a new CSO legal framework, including compliance with standards of good governance. As a result of these investments, at least 5 public policies will be introduced, adopted, repealed, changed, or implemented with citizen input supported under the program. This objective will be achieved via Components 2 and 4 as outlined below.

(3) Increased Civic Participation of Egyptian Citizens, particularly women. Stronger organizations will be better able to engage local constituents, improve their civic participation programming, and engage with the government directly about issues of concern, including the enabling environment discussed under objective 2. While this objective focuses on the civic participation of all, it is particularly focused on increasing women’s civic participation and will support at least 15 activities designed to promote or strengthen the civic participation of women while also improving women’s advocacy skills and networks to influence gender-related policies. In addition, in their grant implementation, CSO grantees will provide voter and civic

education activities and increase civic participation among all segments of society, particularly women and youth. This objective will be achieved via Components 2, 3, and 4 as outlined below.

While not necessarily explicit in the theory of change, gender sensitivity is a primary strategy of the program. Gender considerations will be integrated into the practices, programs and policy advocacy of our partner organizations, at least 25% of the targeted CSOs will focus on issues of concern to women, and the program will work to involve men and boys in support of women's issues and greater inclusion in society.

To help this program vision become a reality, CADRE will focus on four, inter-related program components:

Component 1: Capacity Building for Egyptian Civil Society Organizations

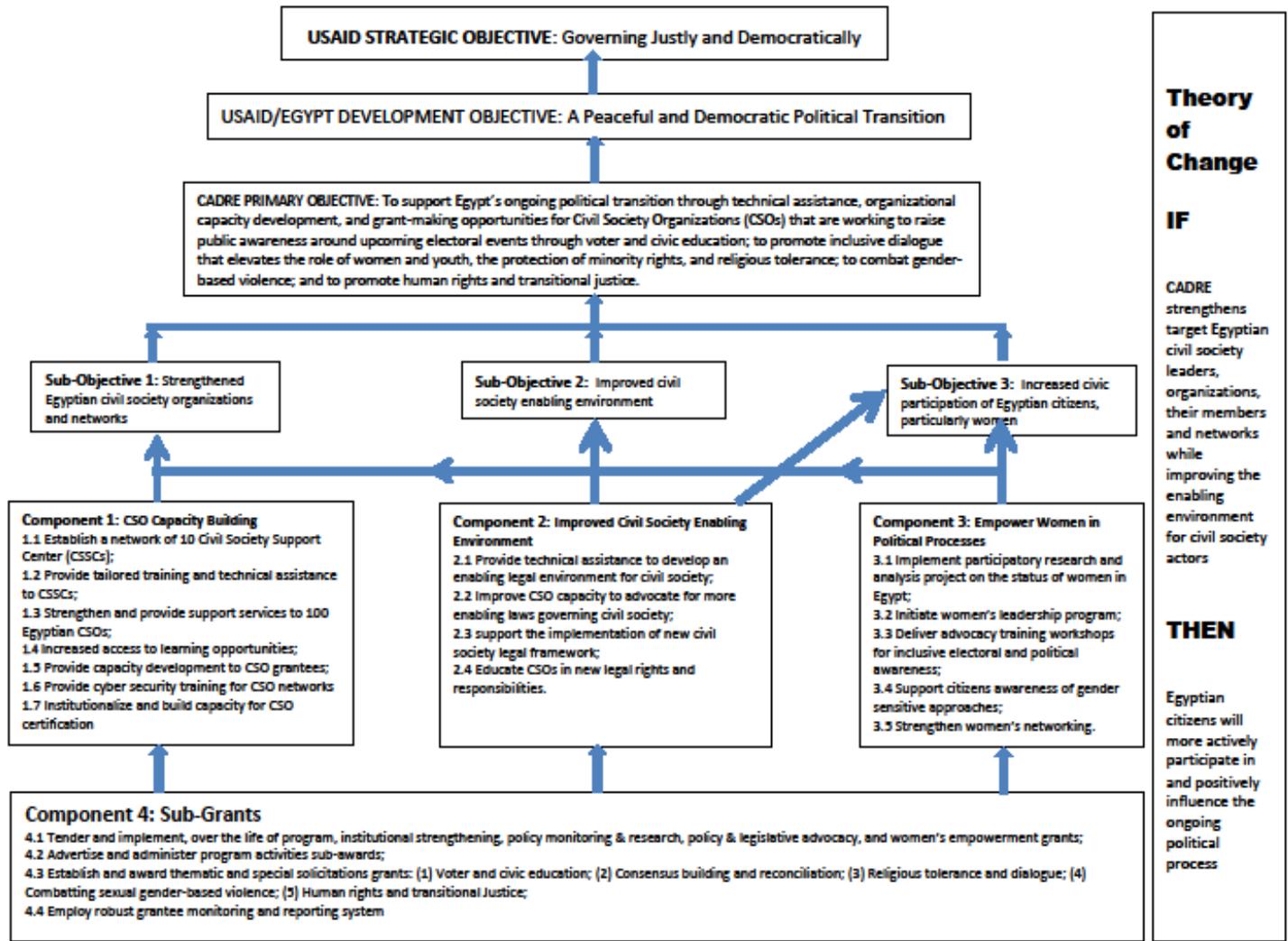
Component 2: Support to Improve the Civil Society Enabling Environment

Component 3: Women's Empowerment in Political Processes

Component 4: Grant-making targeting women, youth and marginalized groups in support of Components 1-3

The below results framework outlines the connections between the program's primary objective, sub-objectives, and components:

**RESULTS FRAMEWORK**



### III. Accomplishments

#### Overview:

CADRE's work plan identifies specific milestones to be completed by the end of the specified period. Due to limitations in activity implementation, the section below details achievements made during this preregistration phase of the program leading up to full implementation of program activities. The section covers startup tasks and initiation of activities under the programs four (4) components:

#### Startup Activities:

##### *Milestone: Counterpart International Egypt Office Functioning*

During this reporting period, the following key personal changes have occurred due to personal reasons, CADRE's Chief of Party (COP) resigned on October 18, 2014. All duties and responsibilities of the COP position were transferred to the Deputy Chief of Party (DCOP) who became CADRE's Acting Chief of Party (ACOP), effective October 19, 2014. CPI immediately begun a competitive recruitment process for the COP position replacement; candidates are being vetted in preparation of interviews. Selection of the new COP will continue into next quarter.

The programs Grant Administrator position has also become vacant effective from December 15, 2014. Since this date, Counterpart has immediately begun a competitive and targeted recruitment process to find a suitable replacement for this position.

During the reporting period, an M&E and Learning Specialist conducted a two week field assignment in November 2014 to set up the program's performance monitoring and evaluation framework and plan. The consultant facilitated the Performance Monitoring and Evaluation Plan (PMEP) development with the CADRE team including guiding the development of program indicators (integration of USAID and CPI standard indicators), data collection methods and tools, program learning framework, and monitoring systems with the CADRE team and the program's partners. The consultant also supported the field team in developing M&E manuals for the program, its partners, Civil Society Support Centers (CSSCs) and Civil Society Organizations (CSOs).

CADRE's HQ Program Officer conducted a field visit to the CPI CADRE Field Office during December 2014, to support overall day-to-day operations and administration of the Program to date. The Program Officer assisted with the development of a Human Resources Field Manual for CADRE program in anticipation of rapid recruitment of full-time employees post CPI registration: transferred CPI templates to the field office; worked closely with ACOP and finalized a draft workable/changeable organizational chart for the program; and, ensured that Field Office inventory lists and systems are in line with CPI and USAID policies and procedures.

##### *Milestone: Obtain CPI Registration through MOFA*

CPI officially submitted its application for registration to MOFA on October 28, 2014. MOFA has requested additional clarifications and CPI is responding to these requests in a timely manner. CPI is currently waiting for MOFA's final approval or request for further information.

***Milestone: CADRE fully executed Implementation Partner (IP) sub-agreements***

CPI issued Letters of Authorization (LOA) to all program Implementing Partners (IPs) to allow funding for the first 90 days of the program. All sub-agreements have been drafted, finalized and sent to IFES, ICNL, and MSI for review which would allow funding for the remaining period of the program.

All agreements with local implementation partners were put on hold until CPI receives its registration in Egypt. The requirements for registration prohibit INGOs applying for registration to perform any activities in country until the registration is approved by MOFA and a work permit is received from MOSS.

***Milestone: Work Plan and PMEP approved by USAID***

USAID approved a 3-month Preparatory work plan to allow Counterpart to conduct planning and preparatory activities with the aim that these activities lay the foundations for full scale implementation after CPI receives its registration.

CPI submitted an updated and complete PMEP with attachments to USAID on December 9, 2014, with the understanding that the PMEP is a living document and subject to revisions after CPI receives its registration and after awarding grants to partner CSOs. The PMEP included: Performance Indicator Tracking Table; Narrative Description; and Performance Indicator Reference Sheets. During the development of the PMEP, it was important to first start with the program's learning framework, which is, simply put, a research or evaluation framework that guides the program in developing and testing its theory of change, key learning questions that will be explored during the course of implementation, the data collection and analysis methods that will be used to answer these questions, the financial and staffing resources needed to implement the agenda, and the mechanisms by which learning will be shared.

***Milestone: In-country Security Assessment and Safety and Security Plan Finalized***

CADRE's Safety and Security Plan, submitted in quarter one, is currently under review by USAID. Upon receiving approval from USAID, registering CPI in Egypt, and hiring of full time staff, the program will provide training on security and safety to all field staff members. The plan will also incorporate non-Egypt based partners' security protocols after registration.

***Milestone: Program Training Strategy Developed***

CADRE planned to deploy the services of two Short-Term Technical Assistance (STTA); an expatriate capacity building specialist, and a local training specialist to assess the training needs for CADRE's components 1-3 including future grantees and prepare an integrated training strategy and plan for CADRE. Due to the delay in the registration of CPI consequently slowing the pace of program implementation, this activity has been moved to quarter three although the selection process is already underway with candidates ready to execute work on the training strategy and plan.

***Milestone: Communication Strategy Developed***

CADRE developed a scope of work to recruit the services of a local STTA for a Communication Specialist to develop CADRE's Communication Strategy based on the program's approved Branding Strategy and Marking Plan, which would encompass all communications and outreach conducted under CADRE. This activity will continue in the next quarter. CADRE has recruited and selected the Communication Specialist who will meet with USAID and all IPs early next quarter.

## **Component 1: CSO Capacity Building**

### **Task: Establish Network of 10 Civil Society Support Centers**

#### ***Milestone: CSSCs Identified***

CPI has aligned local consultants to conduct rapid assessments to identify potential CSOs who will eventually act as CADRE CSSC partners. Due to delays in receiving the registration, this activity will be moved to next quarter and will be implemented as soon as CPI receives its registration.

### **Task: Provide Tailored Training and Technical Assistance to CSSCs**

#### ***Milestone: Capacity Building/Action Plans for Identified CSOs Developed***

CADRE worked to refine and finalize training modules that were originally created under MSI's Egypt Civil Society Support (ECSS) project. Each revised module is composed of a workshop outline, course agenda, lesson plan, PowerPoint presentation, exercises and group activities, pre/post-tests, and a trainee manual in the following topics:

- Basic Financial Management
- Advanced Financial Management
- Policy and Procedures Manual for CSOs
- Strategic Planning
- Project Management
- New Fundraising Strategies
- Results Based Monitoring

In addition, CADRE contracted a STTA consultant to update and further refine the Governance training workshop course and materials. The updated training module will be completed in the next quarter.

During this quarter, CADRE also began developing a Scope of Work (SOW) for an additional gender expert STTA to review all ECSS training modules and materials to ensure that gender sensitivity has been effectively integrated into all materials, methodologies and approaches.

As part of the updates to the ECSS training modules indicated above, CADRE also worked to refine and finalize the accompanying Training-of-Trainer (TOT) modules on the topics of financial management and strategic planning. Each revised module includes a workshop outline and agenda, lesson plan, PowerPoint presentation for each session, exercises and activities, pre/post assessment and trainee manual.

In addition, as part of the Scope of Work for the STTA Governance expert, CADRE also contracted the Governance expert to develop materials for a TOT Governance workshop, including Trainer and Trainee manuals.

During this quarter, CADRE continued to add to the pool of STTA capacity-building experts, as they were identified.

### **Task: Increased Access to Learning Opportunities**

### *Milestone: CSOs Access to Learning Materials Prepared*

As CPI's registration has not yet been approved and MSI's registration is no longer linked to the former ECSS project, CADRE inserted a written notification on the front page of the e-learning portal and Maktabat websites informing users and visitors to each online platform that the ECSS project has been completed and closed out.

During this quarter, CADRE's E-Learning Specialist performed the following tasks to update and fine-tune the existing ECSS e-learning portal pending transfer of the domain name to a new offshore domain name until the project can be launched:

- Updated the Module version from version 2.3 to the latest version 2.8
- Created a new theme for the portal
- Translated the portal to make it bilingual (Arabic and English) and made Arabic the default language
- Created a new version of the portal suitable for smart phones and tablets
- Converted the "Introduction to E-Learning" course into an automated, interactive course with snapshots and interactive animation instead of text only
- Reviewed and ensured the quality of the following courses: Financial Management, External Relations, Monitoring and Evaluation
- Fixed 403 permission error on the registration page
- Fixed user permission and ensured that access to the courses and quizzes were well defined
- Resolved performance and loading-speed problems on the portal

CADRE continued to update the Maktabat database with relevant trainers, as they were identified.

CADRE's E-Learning Specialist, with the cooperation of its Capacity Building Advisor, reviewed the existing ECSS e-learning modules for the courses of Results Based Planning, Results Based Monitoring, Results Based Evaluation, Strategic Planning, New Fundraising Strategies, Basic Financial Management, and Advanced Financial Management to identify any potential areas requiring further updates or additional materials.

The creation of a CADRE Facebook page and other social media platforms is currently on hold until Counterpart receives its registration and CADRE can be formally launched. Until then, the CADRE team has inserted a written notification on the front page of the existing ECSS Facebook page informing visitors that the ECSS project is closed, and then disabled the messaging feature so that new messages cannot be posted without prior notice and approval of the Account Administrator.

## **Component 2: Improved Civil Society Enabling Environment**

### **Task: Provide TA to Develop an Enabling Environment for Civil Society**

#### *Milestone: Proposed Provisions of the Draft CSO Law Searched and Analyzed*

CADRE conducted daily research throughout the quarter in order to stay apprised of news and developments related to civil society, and to identify opportunities for legal reform. CADRE issued an electronic

information update on November 10, 2014, to alert the international community to the expiration of the Egypt government's deadline for all "entities" doing civic work to register under Law 84 of 2002.

### **Component 3: Empower Women in Political Process**

#### **Task: Implement Participatory Research and Analysis Project on the Status of Women in Egypt**

##### ***Milestone: Participatory Research and Analysis on the Status of Women Initiated***

During this quarter, IFES identified and contracted a consultant to conduct an initial desk study on research related to the status of women in Egypt. Working closely with IFES' Center for Applied Research and Learning, as well as IFES' Senior Gender Specialist, the consultant undertook thorough background research to inform the context of the Status of Women survey to be rolled out in Egypt after upcoming parliamentary elections are completed.

The desk study examined current knowledge and research available through recent public opinion polling, news sources and advocacy statements made by groups inside and outside of Egypt. The study identified key trends, including: legislative and constitutional barriers, current levels of political representation of women, public perceptions of women's political participation, advocacy for gender reforms and women's participation, personal security and safety in public participation, educational barriers and media literacy, and competing priorities. Additionally, the desk study identified active local organizations and networks that are currently undertaking advocacy efforts around women's participation in Egypt and areas for potential opportunities for the CADRE program.

The desk study was an important first step in mapping out the existing information available on women's political participation in order to inform the adaptation of the Status of Women survey framework to Egypt's current context. The desk study also offers a basis for continual research to be made on these issues that can inform all components of the CADRE program from the crosscutting gender lens.

#### **Task: Initiate Women's Leadership and Internship Program**

##### ***Milestone: WLTI Training Program Modification Started***

During this reporting period, IFES continued to review the existing Women's Leadership curriculum that was initially developed under its previous Women's project in Libya. The review process includes updating materials to fit Egyptian context while incorporating feedback from IFES' gender facilitator reviews of the curriculum. With the completion of the desk study and lessons learned from a recent Women's Leadership curriculum review from other global projects at IFES, next steps will be to integrate this knowledge into the curriculum and consolidate resources.

### **Component 4: Grant-Making Targeting Women, Youth and Marginalized Groups**

#### **Task: Customize CADRE Grant Manual and Issue Grantee Sub-Awards**

##### ***Milestone: CADRE Grant Manual Drafted and Submitted to USAID for Concurrence***

CPI drafted and submitted a comprehensive Grant Manual to USAID on December 31, 2015 for Mission review and concurrence. In addition to the manual itself, CPI attached a series of annexes to be utilized in coordination with the processes outlined in the manual (from grant conceptualization to close out) to support the grant management infrastructure developed for this program. The manual covers all major aspects of grants management as understood by CPI and in compliance with all applicable USG rules and regulations regarding assistance awards/sub-awards. Main elements used to develop the manual beyond Counterpart's grant manual template include CPI's best practices in grants management, ADS 301 (and its various iterations revolving around cost-reimbursable, fixed obligation and in-kind assistance awards), 22 CFR 226, OMB Circular A-122, the Leader with Associates (LWA) prime award and associate award provisions.

## IV. Monitoring and Evaluation Plan

After developing the CADRE program theory of change, CADRE proposed three sub-objectives (they were called sub-objectives so they could fall under the 'main objective' mentioned in the program description) for the program, the purpose of which was to connect the program's components to the main objective and the program's theory of change. These three sub-objectives were also shared with USAID with the theory of change and were incorporated into the updated PMP narrative submitted to USAID in December 2014.

During the next quarter, CADRE's M&E Manager will work to develop an M&E operational manual/guidelines in collaboration with program IPs and CPI HQ. The manual will put in place the tools and methodologies needed to allow for data collection taking into account information submitted to USAID in its PITT and PMP deliverables.

## VI. Challenges

- **Registration:** Upon submission of official registration to MOFA this quarter, and without official registration yet received, CADRE is working solely on pre-registration preparatory activities, within the confines of Egyptian NGO law. Therefore, preparatory work has been the objective of this quarter allowing CADRE the opportunity to set the ground work for full-scale implementation upon receiving registration.
- **Enabling Environment:** The program consortium has been limited in the activities it may engage in, including traveling to Egypt to meet with stakeholders, until the program is fully allowed authorization/registration to implement work in Egypt.

## VII. Planned Activities for Next Quarter

COMP	TASK	SUB-TASK	Activity and Milestone	Jan 2015	Feb 2015	Mar 2015	Action/Resource needed/Notes
0	Startup Activities						
<b>Milestone: CADRE Program Office Functioning</b>							
	0.1	0.1.1	Establish and maintain CADRE Program Office				Bids and offers will be received and analyzed for the procurement of limited computers and printers, Security Services, transportation services. Actual purchasing and contracting will be made after receiving CPI registration
		0.1.2	Recruitment of staff (Phase I: Pre-registration)				Initiation of recruitment processes of COP, Grant Program Administrator, expat and local STTA for Capacity building strategy and plan, Local STTA for Rapid Assessment will be made. Actual hiring of staff will be made after CPI registration.
		0.1.3	Establish field office procedures and guidelines				HQ and FO will work to complete these tasks
<b>Milestone: Obtain CPI Registration</b>							
		0.2.1	Continue CPI registration process with MoFA and Moss				
<b>Milestone: CADRE fully executes Implementing Partner (IP) sub-agreements</b>							
	0.3	0.3.1	Issuance of full sub-agreements to International partners.				Sub Agreements for International Partners to carry out preparatory activities within their original scope under the Cooperative Agreement. Local Partners will be on PAUSE. Currently, all 3 int'l Implementation Partners have signed LOAs to carry out preparatory activities and are currently reviewing the draft sub-agreements sent by CPI. All IIPs are working under a signed LOA which are renewed until the sub-agreements are finalized and signed.
<b>Milestone: Work Plan and PMEP approved by USAID</b>							
	0.4	0.4.1	Development of M&E Operational Manual				
<b>Milestone: Program Training Strategy Developed</b>							
	0.6	0.6.1	Assess training needs for components 1-3 and Prepare integrated training strategy for CADRE Program				Initiation of recruitment for International and local STTA training advisors; actual hiring will be made after registration.

COMP	TASK	SUB-TASK	Activity and Milestone	Jan 2015	Feb 2015	Mar 2015	Action/Resource needed/Notes
<b>Milestone: Communication Strategy developed</b>							
	0.7	0.7.1	Develop communication strategy based on CADRE's approved branding strategy and marking plan, which would encompass all communications and outreach conducted under CADRE				Local STTA with participation of partners
<b>1 Component 1: CSO capacity building</b>							
<b>1.1. Establish Network of 10 Civil Society Support Centers (CSCC)</b>							
<b>Milestone: Local STTA aligned to conduct Rapid Assessment</b>							
		1.1.1	Align local consultants to conduct rapid assessment, as soon as CPI registration received, to identify potential CSOs for the proposed 10 CSCCs (ENGOSC included)				Local STTA consultants (trained by the PODA Int'l Advisors) will be aligned to conduct rapid assessment (after registration) for 18 identified CSOs. The scoring of the rapid assessment will be used to select (after registration) the top 10 CSOs to become CSCCs.
<b>1.2. Provide tailored training and technical assistance to CSCCs</b>							
<b>Milestone: Training Materials Prepared</b>							
		1.2.1	Refine and finalize training modules on 6 core functional areas of CSO institutional strengthening and development				MSI will continue its ongoing review and updates to ECSS training modules and materials, in cooperation with STTA experts as may be needed. MSI has already hired an STTA Governance Expert, who is working on expanding the existing ECSS Governance training module.
		1.2.2	Prepare TOT training materials and methodologies on financial management, strategic planning, gender and M&E				MSI will work in coordination with relevant STTA consultants to update TOT training materials on financial management and strategic planning, as needed. MSI will recruit and hire a STTA Gender Expert to create a new standalone gender mainstreaming training module. MSI will also develop the TOT training module on M&E.
		1.2.3	Integrate gender into all six functional areas				MSI will recruit and hire a STTA Gender Expert to integrate gender into existing ECSS training modules.
		1.2.4	Add to the pool of STTA for capacity building as needed				No hiring just building a pool of consultants.

COMP	TASK	SUB-TASK	Activity and Milestone	Jan 2015	Feb 2015	Mar 2015	Action/Resource needed/Notes
			(including master trainers).				
<b>1.3. Increase access to learning opportunities.</b>							
<b>Milestone: CSOs Access to learning materials prepared</b>							
		1.3.1	Changing domain names for Maktabat website and e-learning portal. Removing all references to the old ECSS projects, MSI name, USAID, and Egypt.				CPI will purchase new domain names for Maktabat and e-learning. MSI will transfer the Maktabat and e-learning portal sites to the new offshore domain names, as well as update all links and databases, as may be required.
		1.3.2	Review and update the technical elements of the e-learning portal under the new domain name until finalizing CPI registration and consequently rebrand the portal under CADRE name.				MSI will develop an Arabic version of the existing e-learning portal and modify the current portal to include English translated tabs; re-design e-learning courses to make them fully dynamic; work with STTA experts on updated content for some e-learning modules; and develop achievement and progress badge system for participants of the portal.
		1.3.3	Update Maktabat database of relevant trainers for implementation of training program.				
		1.3.4	Review and update e-learning modules as needed.				MSI has already hired an STTA Governance Expert who will develop a new Governance e-learning course, and will recruit and hire a STTA Gender Expert to integrate gender into existing ECSSSEL e-learning course modules.
		1.3.5	Design CADRE Face book, Twitter, blog and related social media platforms pending approval of CPI registration				
		1.3.6	Create social media strategies to be incorporated into CADRE Communications Plan				MSI will work with CPI's local STTA Communications Expert to provide relevant inputs to the CADRE Communications Plan and strategy, as may be needed.
		1.3.7	Create content to be shared on the social media platforms once they are branded and				

COMP	TASK	SUB-TASK	Activity and Milestone	Jan 2015	Feb 2015	Mar 2015	Action/Resource needed/Notes
			approved and after CPI receive its registration.				
<b>3 Component 3: Empower Women in Political Processes</b>							
<b>3.1. Implement Participatory Research and Analysis Project on the Status of Women in Egypt.</b>							
<b>Milestone: Participatory research and analysis on the status of women initiated</b>							
		3.1.1	Identify a local firm that will carry out the survey who will be contracted after registration.				Contracting the firm will be made after the registration.
		3.1.2	Draft questionnaire document to be shared with CSOs for input after registration.				CSOs will be engaged in the preparation of the questionnaire after the registration.
<b>3.2. Initiate Women's Leadership Training and Internship Program.</b>							
<b>Milestone: WLTi training program modification started</b>							
		3.2.1	Customize Women's Leadership and Internship curriculum and tailor materials to the Egyptian context.				IFES will continue to work on this activity during this quarter
<b>3.3. Strengthen Women's Networking.</b>							
<b>Milestone: Women's effective networking initiated</b>							
		3.3.1	Identify existing women's networks to link into (regional and national); Keep list updated throughout the project so it may be referenced by CSSCs or other CSOs for potential partnerships, local grant recipients, or information dissemination regarding grant solicitation announcements				
<b>4 Component 4: Grant – making targeting women, youth and marginalized groups, in support of Component 1-3.</b>							

COMP	TASK	SUB-TASK	Activity and Milestone	Jan 2015	Feb 2015	Mar 2015	Action/Resource needed/Notes
<b>4.2. Tender and implement, over the life of the program, Institutional Strengthen, Policy Monitoring &amp; Research, Policy and Legislative Advocacy, and Women's Empowerment grants.</b>							
<b>Milestone: Preparation of Tender documents initiated</b>							
		4.2.1	start the preparation of the grant tender documents for Institutional Strengthen, Policy Monitoring & Research, Policy and Legislative Advocacy, and Women's Empowerment grants				
<b>4.3. Establish and Award Thematic and Special Solicitations Grants: 1. Voter and civic education; 2. Consensus building and reconciliation; 3. Religious tolerance and dialogue; 4. Combating sexual gender-based violence; 5. Human Rights and transitional Justice</b>							
<b>Milestone: Preparation of Tender documents initiated</b>							
		4.3.1	Start the preparation of the grant tender documents for the program's key thematic and special solicitations grants: 1. Civic education; 2. Consensus building, reconciliation, Religious tolerance, and dialogue; 3. Anti- corruption; 4. Combating sexual gender-based violence; 5. Human Rights and transitional Justice including Counter Trafficking in Persons (C-TIP).				

Plan of activities Carried out from October 1, 2014 to December 31, 2014

Assumptions:

1. CPI registration will take 3 months. In case registration takes less time, this plan will be put on hold and replaced immediately with full scale implementation plan.
2. All international Implementation Partners will be allowed to perform preparatory activities within their original scope under the Cooperative Agreement.
3. All local Implementation Partners activities will be paused under this plan.
4. All activities under this plan is to lay the foundations for full scale implementation after CPI receive its registration.

**CADRE PREPARATORY Work Plan: 1 October 2014 - 31 December 2014**

Activity and Milestone			O c t 4	N o v 4	D e c 4	Action/Resource needed/Notes											
<b>0 Startup Activities</b>																	
<b>Milestone: CADRE Program Office Functioning</b>																	
<b>Team Responsibility: CPI Team</b>																	
	0.1.	0.1.1.	Establish and maintain CADRE Program Office												Revision of lease agreement, procurement of limited computers and printers, office supplies and stationary, Car rental as needed.		
		0.1.2.	Recruitment of staff (Phase I: Pre-registration)												COP, DCOP, and Registration Focal Person/Office Manager under CPI. M&E Manager and Admin&finance manger under Paymaster mechanism.		
		0.1.3.	Establish field office procedures and guides												HO and FO		
		0.1.4.	contract with a General support services firm to provide a payment mechanism (Paymaster) for CPI allowable operational costs during the registration phase.												All Field Office operational costs to maintain its office functioning in addition to payment to consultants performing planning and preparatory work		
<b>Milestone: Obtain CPI Registration through MoFA</b>																	
<b>Team Responsibility: CPI Team</b>																	
	0.2.	0.2.1.	Finalization of required registration documents after review of final drafts by MoFA														
		0.2.2.	Notarization, authentication, and official translation of registration documents														
		0.2.3.	Submittal of application for CPI registration to MoFA														
		0.2.4.	Complete CPI registration with MoFA (Depending on fluidity of GOE responsiveness to CPI requests)														
<b>Milestone: CADRE fully executes Implementing Partner (IP) sub-agreements</b>																	
<b>Team Responsibility: CADRE Team</b>																	
	0.3.	0.3.1.	Preparation of a Letter of Authorization (LOA) to allow funding to International partners for the 3 months preparatory period.												LOA for International Partners to carry out the below limited activities. Local Partners will be on PAUSED.		
<b>Milestone: Work Plan and PMEP approved by USAID</b>																	
<b>Team Responsibility: CADRE Team and USAID/Egypt</b>																	
	0.4.	0.4.1.	Upon receive of USAID's Modified SOs indicators, CADRE PMEP will be finalized and submitted to USAID for Concurrence												The PMEP will be for the Life of CADRE Program		









COUNTERPART  
INTERNATIONAL  
In partnership for  
results that last.



## Civic Advocacy for Democratic Resilience in Egypt Program CADRE / Egypt

برنامج الدعم المدني للديموقراطية الفاعلة في مصر

"كادري"

### Performance Monitoring and Evaluation Plan (PMEP)

November 2014

**Submitted to:**

United States Agency for International Development  
Cooperative Agreement No.AID-263-LA-14-00003  
LWA #DFD-A-00-09-00141-00

**Submitted by:**

Counterpart International

## TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
ACRONYMS and ABBREVIATIONS .....	3
1. Purpose of the Performance Monitoring & Evaluation Plan .....	5
2. CADRE’s Results framework in context.....	5
3. Staffing & Information Management Plan for Monitoring, Evaluation & Reporting	
3. Data Collection Tools & Learning Approaches.....	18
4. Data Quality Assurance Mechanisms & Assessing monitoring, evaluation, reporting and learning processes.....	27
5. Reporting & Knowledge Dissemination Mechanisms.....	29

## **ACRONYMS AND ABBREVIATIONS**

BRIDGE	Building Resources in Democracy, Governance, and Elections
CADRE	Civic Advocacy for Democratic Resilience in Egypt
CAPMAS	Central Agency for Public Mobilization and Statistics
CDPs	Capacity Development Plans
COP	Chief of Party
CPI	Counterpart International
CSO	Civil Society Organization
CSSCs	Civil Society Support Centers
DCOP	Deputy Chief of Party
DELTA	Democracy, Elections, and Technical Assistance
ECSS	Egypt Civil Society Support
ECSEL	Egypt Civil Society Support e-learning
ECWR	Egyptian Center for Women’s Rights
ENGOSC	Egyptian NGO Support Center
GBV	Gender-Based Violence
GOE	Government of Egypt
ICNL	International Center for Not-for-Profit Law
IFES	International Federation for Electoral Systems
ISI	Institutional Support and Implementation
KM	Knowledge Management
ME&R	Monitoring, Evaluation and Reporting
MIS	Management Information System
MOSS	Ministry of Social Solidarity
MSI	Management Systems International
NGOs	Non-Governmental Organizations
PLA	Policy and Legislative Advocacy
PMR	Policy Monitoring and Research
PODA	Participatory Organizational Development Assessment
PPS	Political Processes Support
STTA	Short Term Technical Assistance
SWMENA	Status of Women in the Middle East and North Africa
TIP	Trafficking in Persons

TMRS	Training Monitoring and Reporting System
TOT	Training-of-Trainers
UG	United Group of Human Rights Lawyers
USAID	United States Agency for International Development
USG	United States Government
WLTi	Women's Leadership Training and Internship

## **1. PURPOSE OF THE PERFORMANCE MONITORING & EVALUATION PLAN**

In July 2014, USAID/Egypt awarded funding to Counterpart International to implement the Civic Advocacy for Democratic Resilience in Egypt (CADRE) under Cooperative Agreement number AID-263-LA-14-00003 LWA #DFD-A-00-09-00141-00.

This Performance Monitoring and Evaluation Plan (PMEP) outlines CADRE's approach to monitoring, evaluating, and reporting on project performance in a manner that provides for timely and accurate data collection and analysis and leverages learning opportunities to inform program decision making. Specifically, the PMEP supports the program management team, key partners, and USAID by providing a framework for testing the theory of change by collecting relevant data (both quantitative and qualitative), analyzing data, consolidating and reporting on progress and impact, and using that learning to test assumptions, theories and identify potential adjustments to implementation.

This PMEP also adheres to USAID's standards for monitoring, evaluation & reporting (ME&R), learning, and data quality assurance as outlined in the Automated Directives System (ADS) 203.

The remainder of the enclosed PMEP covers:

Section 2: CADRE's Results Framework in Context

Section 3: Staff & Information Management Plan for Monitoring, Evaluation & Reporting

Section 4: Description of Quantitative and Qualitative Data Collection Tools & Learning Approaches

Section 5: Data Quality Assurance Mechanisms & Assessing Monitoring, Evaluation, Reporting and Learning Processes

Section 6: Reporting and Knowledge Dissemination Mechanisms

Annex 1 also includes the detailed Performance Indicator Tracking Table (PITT) and the Performance Indicator Reference Sheets as Annex 2.

## **2. CADRE'S RESULTS FRAMEWORK IN CONTEXT**

### **Development Context:**

The 2011 revolution, fueled by the lack of employment and political transparency in government, widespread corruption, and police brutality, was positively bolstered through CSO engagement. Working to channel these frustrations into positive social change, CSOs were pivotal in providing political awareness training to youth on basic human rights as well as principles of advocacy, civil disobedience and anti-corruption. During the ensuing demonstrations, CSOs joined and supported demonstrators in various capacities including providing legal counsel to those detained, advocating for due process of law, and actively monitoring and reporting on police abuses. Following the overthrow of the Mubarak regime, CSOs continued to play a major role by leading the charge in national public awareness campaigns on the constitutional reform process and presidential elections.

The pivotal role of CSOs did not go unnoticed by the consecutive regimes since Mubarak. Blame for the upsurge in social activism, along with accusations of foreign political meddling was heaped on local and

international CSOs alike and continues as of the submission of this PMEP. In the wake of this, the space in which civil society was once able to make progress has become viewed with consternation by the military government and additional restrictions were proposed to limit freedom of association and dissent.

Most recently in September 2014, the government amended provisions of the Penal Code related to foreign funding, which civil society actors worry gives wide discretion to the government to impose harsh penalties on organizations that accept foreign funding for activities that are considered harmful to national interests and unity. In addition, in July of 2014, the Ministry of Social Solidarity (MOSS) issued an ultimatum to NGOs that required their registration under Law 84 of 2002 by November 10<sup>th</sup> or face investigation or possible dissolution. The ultimatum has since expired and the MOSS has said it will continue reviewing cases on an individual basis. With the recent Presidential election and anticipated Parliamentary elections, civil society must be active in working with the government to redefine the legal environment in which it operates and contribute to a constructive, peaceful, and ultimately successful political transition.

### **CADRE Program Strategy**

In response to this situation, CADRE intends to lend ongoing support to Egypt's historically vibrant civil society sector. In Upper Egypt, Lower Egypt, and Greater Cairo, CADRE's primary objective is to support Egypt's ongoing political transition through technical assistance, organizational capacity development, and grant making opportunities for CSOs that are working to raise public awareness around upcoming electoral events through voter and civic education; to promote inclusive dialogue that elevates the role of women and youth, the protection of minority rights, and religious tolerance; to combat gender-based violence; and to promote human rights and transitional justice.

***The key theory behind this primary objective is that if CADRE strengthens Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and influence the ongoing political process.***

This theory of change assumes that the target leaders, organizations, and networks that will participate in CADRE are focused on the civic participation sector (defined broadly as programming that promotes collective dialogue or action around issues of common concern to the public, including civic education, social integration, advocacy, and human rights). As a result, as target organizations receive capacity building support to strengthen their institutions, they will become more efficient in their internal operations and increase the quality of their technical interventions, leading to increased numbers of Egyptian citizens participating in the political process and with greater impact, including the ability to influence government policy.

In addition, without improving the enabling environment, CADRE may create stronger organizations that cannot actually implement initiatives, easily operate, or access a receptive or cooperative government audience. This would reduce the overall potential impact of the program's investments (i.e., the first portion of the 'if statement' in the theory of change— building stronger institutions and networks and supporting civil society leaders).

Building on this theory of change, its underlying assumptions, and to better link the program's components to its primary objective, CADRE has developed three sub-objectives to capture the program's theory of change. These include:

- (1) *Strengthened Egyptian civil society organizations and networks.*** Under this objective, CADRE will help approximately 220 civil society organizations increase their capacity, 70% of which will increase their overall organizational capacity, 35% (or 75 organizations) will demonstrate improved financial accounting practices, and 50% will demonstrate an increased capacity in advocacy. In addition, target civil society support organizations (CSSCs) and their target CSOs will increase the representation of women and youth on their boards of directors, increasing their decision-making authority in their communities and civic participation. Target organizations will receive grants that include institutional support and also enable organizations to apply their learning (gained via training, technical assistance, and mentoring) in their work. In addition, the program will create and strengthen networks among target organizations to encourage collaboration and a further resilience in the civil society sector. This objective will be achieved via Components 1, 2, 3 and 4 outlined below.
- (2) *Improved civil society enabling environment.*** A restrictive legal environment can negatively impact the ability of civil society to meet its objectives or influence government decision-making. As a result, the second sub-objective focuses on improving the enabling environment for civil society actors by: (1) providing technical assistance to government officials, CSO leaders, and other stakeholders to inform the drafting of laws and policies to establish an enabling legal and regulatory framework for civil society; (2) advocacy support to CSOs to facilitate campaigns for more enabling constitutional provisions, laws, and regulations governing civil society; (3) implementation assistance to government officials and CSOs to support the fair, effective, and enabling implementation of a new CSO legal framework; and (4) capacity building support to strengthen the ability of CSOs in Egypt to benefit from and comply with a new CSO legal framework, including compliance with standards of good governance. As a result of these investments, at least 5 public policies will be introduced, adopted, repealed, changed, or implemented with citizen input supported under the program. This objective will be achieved via Components 2 and 4 outlined below.
- (3) *Increased civic participation of Egyptian citizens, particularly women.*** Stronger organizations will be better able to engage local constituents, improve their civic participation programming, and engage with the government directly about issues of concern, including the enabling environment discussed under objective 2. While this objective focuses on the civic participation of all, it is particularly focused on increasing women's civic participation and will support at least 15 activities designed to promote or strengthen the civic participation of women while also improving women's advocacy skills and networks to influence gender-related policies. In addition, in their grant implementation, CSO grantees will provide voter and civic education and increase civic participation among all segments of society, particularly women and youth. This objective will be achieved via Components 2, 3, and 4 outlined below.

While not necessarily explicit in the theory of change, gender sensitivity is a primary strategy of the program. Gender considerations will be integrated into the practices, programs and policy advocacy of our partner organizations, at least 25% of the targeted CSOs will focus on issues of concern to women,

and the program will work to involve men and boys in support of women's issues and greater inclusion in society.

To help this program vision become a reality, CADRE will focus on four, inter-related program components:

**Component 1: Capacity Building for Egyptian Civil Society Organizations**

1. Establish a network of 10 civil society support centers;
2. Provide tailored training and technical assistance to CSSCs;
3. Strengthen and provide support services to 100 Egyptian CSOs;
4. Increase access to learning opportunities;
5. Provide capacity development for CSO grantees;
6. Provide cyber security training for CSO network;
7. Institutionalize and build capacity for CSO certification.

**Component 2: Support to Improve the Civil Society Enabling Environment**

1. Provide TA to develop an enabling legal environment for civil society;
2. Improve CSO capacity to advocate for more enabling laws governing civil society;
3. Support the implementation of new civil society legal framework;
4. Educate CSOs in new legal rights and responsibilities.

**Component 3: Women's Empowerment in Political Processes**

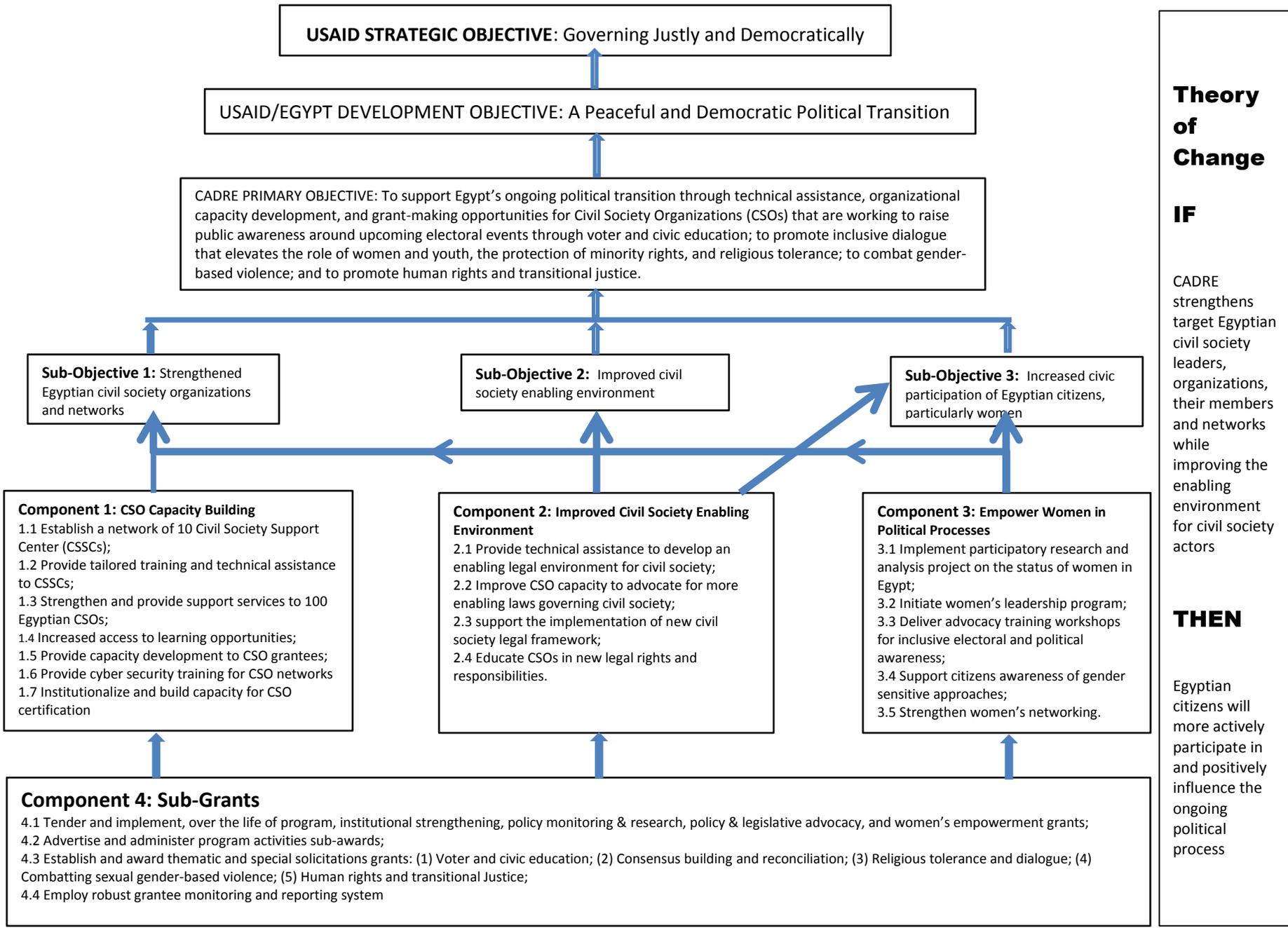
1. Implement participation research and analysis project on the status of women in Egypt;
2. Initiate women's leadership and internship program;
3. Deliver advocacy training workshops for inclusive electoral and political processes.

**Component 4: Grant-making targeting women, youth and marginalized groups in support of Components 1-3**

1. Tender and implement institutional strengthening, policy monitoring and research, policy and legislative advocacy; and women's empowerment grants;
2. Advertise and administer program activity sub-awards;
3. Establish and award thematic and specials solicitations grants
4. Employ robust grantee monitoring, evaluation and reporting system.

The below results framework outlines the connections between the program's primary objective, sub-objectives, and components:

**FIGURE 1 – RESULTS FRAMEWORK**



## USAID/Egypt’s Strategy

The CADRE program is one of the main democracy and governance programs within the USAID/Egypt portfolio and its strategy and approach, as outlined above, directly contribute to the Foreign Assistance Strategic Framework Functional Objective ‘*Governing Justly and Democratically*’ and to the USAID Forward focus on building the capacity of local institutions. All activities envisioned under the program contribute to USAID/Egypt’s Development Objective of ‘*A Peaceful and Democratic Political Transition.*’ As a Global Civil Society Strengthening Leader with Associates program, CADRE falls under *Program Area 2.4: Civil Society* and specifically addresses the following Civic Participation Program Element and Sub-Elements 2.4.1.1 Civil Society Legal and Regulatory Frameworks; 2.4.1.2 Civil Society Capacity for Democratic Processes; 2.4.1.3 Citizen Participation and Oversight; and 2.4.1.4 Civic Education and Democratic Culture. These Sub-Elements have direct overlap with CADRE’s Sub-Objectives:

**Table 1: USAID Sub-Elements and Corresponding CADRE Sub-Objectives**

USAID Civic Participation Sub-Element	Corresponding CADRE Sub-Objective
<b>2.4.1.1 Civil Society Legal and Regulatory Frameworks</b>	Sub-Objective 2: Improved civil society enabling environment
<b>2.4.1.2 Civil Society Capacity for Democratic Processes</b>	Sub-Objective 1: Strengthened Egyptian Civil Society Organizations and Networks
<b>2.4.1.3 Citizen Participation and Oversight</b>	Sub-Objective 3: Increased civic participation of Egyptian citizens, particularly women
<b>2.4.1.4 Civic Education and Democratic Culture</b>	Sub-Objective 3: Increased civic participation of Egyptian citizens, particularly women

## CADRE Performance Indicators

The following quantitative indicators will be used to track the progress and impact of the CADRE program. Indicators include those required by USAID as standard or custom indicators, relevant Counterpart global indicators, and CADRE-specific indicators based on the program description. Indicators have been carefully chosen to support not just reporting, but also to learn from implementation and make timely management decisions. Annex 1 contains a performance indicator-tracking table (PITT) that provides illustrative targets for each and summarizes required source documentation, frequency of collection, and the CADRE partners responsible for collection. Additional details for each indicator, including precise definitions, are included in Annex 2 (the performance indicator reference sheets). The table below aligns the (1) proposed indicators with (2) the relevant CADRE sub-objective, and (3) the relevant CADRE program component to clarify the connection between all three.

**Table 2: CADRE Indicators**

Indicator	Type of Indicator		Relevant CADRE Component
<b>Sub-Objective 1: Strengthened Egyptian Civil Society Organizations and Networks</b>			
Number of Civil Society Organizations (CSOs) using USG assistance to improve internal organizational capacity	USAID - Custom	Output	1, 4
Number of awards made directly to local organizations	USAID - Standard	Output	1, 2, 4
Number of individuals certified to provide Institutional Development training for CSOs	CADRE-Specific	Output	1
Number of networks established	Counterpart	Output	1, 2, 3, 4
Number of networks strengthened (providing funding, technical assistance and/or training to support networks' ability to function)	Counterpart	Output	1, 2, 3, 4
Number of target CSOs with improved financial accounting practices as a result of USG assistance	USAID - Custom	Outcome	1
% of target organizations demonstrating increased organizational capacity	Counterpart	Outcome	1
% of target CSSCs and CSOs that reduce the average age of Board of Directors membership by 10 years or more	CADRE-specific	Outcome	1
% increase in the representation of women on target CSSCs' and CSOs' boards of directors	CADRE-specific	Outcome	1
% increase in the satisfaction of target CSOs' clients in services supported under CADRE	CADRE-specific	Outcome	1
% of target organizations demonstrating increased advocacy capacity	CADRE-specific	Outcome	1
<b>Sub-Objective 2: Improved civil society enabling environment</b>			
Number of human rights defenders trained and supported with USG assistance	USAID – Standard; Required as Applicable	Output	2, 4
Number of judges, prosecutors and lawyers trained on human rights issues	USAID - Custom	Output	2, 4
Number of public policies introduced, adopted, repealed, changed or implemented with citizen input (resulting from CADRE program activities) (Standard)	USAID – Standard	Impact	2, 4
<b>Sub-Objective 3: Increased participation of Egyptian citizens, particularly women</b>			
Number of CSOs receiving USG assistance engaged in advocacy interventions	USAID – Standard; Required as Applicable	Output	2, 3, 4
Number of USG supported activities designed to promote or strengthen the civic participation of women	USAID – Standard; Required as Applicable	Output	3, 4
Number of individuals receiving voter and civic education through USG-assisted programs	USAID – Standard; Required as Applicable	Output	4
Number of USG supported CSOs promoting the participation of youth in the democratic process	USAID - Custom	Output	4
Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	USAID - Standard	Output	2, 3, 4

Number of USG-funded organizations representing marginalized constituencies trying to effect government policy or conducting government oversight	USAID - Standard	Output	3, 4
Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level	USAID – Standard; GNDR	Output	3, 4
Number of laws, policies, or procedures drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national, or local level	USAID – Standard; GNDR	Output	3, 4
Number of public policies introduced, adopted, repealed, changed or implemented with citizen input (resulting from CADRE program activities)	USAID – Standard	Impact	2,4
# of services improved by national or sub-national government entities as a result of citizen input (resulting from CADRE program activities)	CADRE-Specific	Impact	2, 3, 4
<i>Indicator to track change in civic participation (TBD - SEE NOTE)</i>	<i>TBD</i>	<i>Impact</i>	<i>2, 3, 4</i>
<b>Cross-Cutting</b>			
Percent of females who report increased self-efficacy at the conclusion of USG supported training/programming	USAID – Standard; GNDR	Outcome	3, 4
Percent of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	USAID – Standard; GNDR; Required as Applicable	Outcome	3, 4
Number of people reached by USG funded interventions providing GBV services (e.g. health, legal, psycho social counseling, shelters, hotlines, other)	USAID – Standard; GNDR	Output	4
Number of communities accessing program services	Counterpart	Output	1, 2, 3, 4
Number of trainees (individuals)	Counterpart	Output	1, 2, 3, 4
Number of people assisted (individual, direct beneficiaries)	Counterpart	Output	1, 2, 3, 4
Percent increase in scores of post-training assessments compared against pre-training assessments.	Counterpart	Outcome	1, 2, 3, 4
% of program partners satisfied or very satisfied with the program	Counterpart	Outcome	1, 2, 3, 4

## 2. STAFF AND INFORMATION MANAGEMENT FOR MONITORING, EVALUATION & REPORTING

### Staff & Partner Roles and Responsibilities

CADRE’s seasoned, local led team, closely supported by Counterpart headquarters, is well equipped to implement the project’s ME&R system. While the specifics of how this PMEP plan will be managed are below, as a core management principle, Counterpart and the CADRE program will encourage evaluative thinking among all program staff and partners. This means encouraging those engaged in the program to think critically about what it is accomplishing, how, under what conditions, and what is (or is not) working. This type of thinking is especially important in fluid environments such as Egypt. Ultimately, it is not only the responsibility of the ME&R team to apply this lens, but also the responsibility of the entire

CADRE team. In line with this approach, the CADRE team has developed a learning agenda for the program. This is an internal document that provides a set of learning questions to focus staff and partners on the types of questions and data the program should be gathering over the life of the project to test its theory of change. The process of developing this learning agenda has directly informed this PMEP (see Section 3 – Data Collection Tools & Learning Approaches for more information on the CADRE learning agenda).

Specifically, to ensure adherence to the enclosed PMEP, daily management will rest with the Monitoring & Evaluation Manager directly supervising the work of three Monitoring & Evaluation Officers. The M&E Manager reports directly to the Deputy Chief of Party to provide real-time feedback and information to help inform management decisions and priorities.

The primary duties of the M&E Manager include:

- Managing the overall integrity of the program’s ME&R system
- Overseeing ME&R implementation by staff and partners
- Constantly improving the system based on the program’s experience
- Managing data analysis efforts and providing up-to-date information to program management to inform decision making and ensure the program is on track
- Reporting to program management, USAID, and Counterpart on the program’s indicators, and ensuring data provided is high quality per data quality assurance standards
- Developing data collection tools to be used by the program and ensuring all tools are gender-sensitive
- Overseeing the implementation of the program’s learning framework and application of Most Significant Change methodology and other learning methods outlined in the PMEP and learning agenda
- Drafting the PMEP sections for the program’s quarterly, annual and final reports
- Overseeing the work of any external ME&R support services
- Coordinating ME&R efforts with partners, including leading partner training and orientation and troubleshooting ME&R challenges.
- Directly supervising Counterpart’s three M&E Officers, and indirectly providing oversight to partner M&E focal points

The primary duties of the M&E Officers include:

- Managing their portfolio of CSSC partners and CSO partners in their ME&R efforts
- Regularly orienting and updating partners on ME&R guidelines
- Providing ongoing capacity building (coaching, mentoring, and support) to partners in ME&R
- Coordinating with Grant Officers for data collection and entry for grantees awarded directly by Counterpart
- Ensuring adherence of aforementioned partners to data quality standards
- Conducting monitoring visits and data quality assurance assessments
- Providing ongoing capacity building (coaching, mentoring, and support) to partners in ME&R

- Analyzing data collected by the program
- Directly using and overseeing use of the Knowledge Management portal (described below) by partners
- Aggregating and verifying PMEP indicator data reported and ensuring source documentation is readily and easily available

The Counterpart ME&R and program implementation teams in Cairo will be supported by Counterpart's Program Quality & Learning Team based in Counterpart headquarters in Virginia, and includes technical specialists in Gender, Organizational Development, and Monitoring and Evaluation. Their role is to provide support to the CADRE field team in these areas as needed as well as provide oversight and quality control.

Each named partner in the program description (three international and two Egyptian organizations) and additional grantees, including the nine other CSSCs, will have an identified ME&R focal point who will receive an orientation from the Counterpart ME&R team to ensure they are aware of the indicators they must report on and use the appropriate ME&R tools to collect and report on this quantitative data and share qualitative data. The orientation will also cover reporting requirements for all partners, which will include monthly monitoring reports from all local partners, including CSSCs and CSOs. The CSSCs will also receive training in data verification and data entry and enter the data generated by their CSO partners in the Knowledge Management Portal. The Counterpart ME&R team in Cairo will then perform regular spot checks and verification of a sample of the data entered by the 10 CSSCs to ensure validity and integrity, etc. (see more in Section 5 – Data Quality Assurance Mechanism).

A similar orientation will flow down from the CSSC ME&R focal point to their respective CSO partner ME&R focal points and will be attended by the Counterpart ME&R team to ensure complete and adequate instructions are provided and proper data collection and reporting forms are shared. Each CSSC M&E focal point will be responsible for supporting the M&E capacity and work of its CSO partners, providing training and orientation to CSO ME&R focal points, reviewing reports, and spot-checking and ensuring high quality reported data.

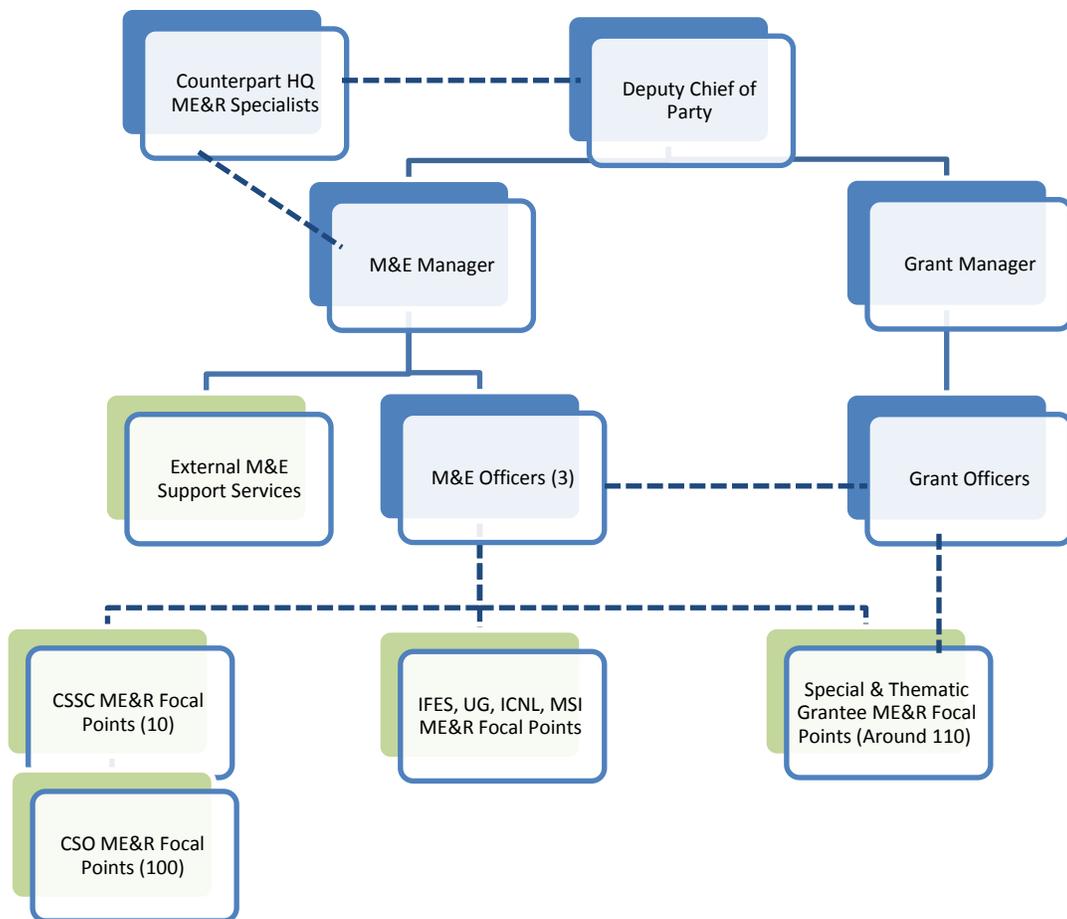
For the grants that are awarded directly from Counterpart to local organizations, Counterpart's Grant Officers will support in the M&E function by also supporting and overseeing the integrity of data reported and entering data into the Knowledge Management Portal given the high number of anticipated grantees. In both cases, the Counterpart CADRE M&E team has overall responsibility for ensuring high-quality and accurate data and will act as another data quality assurance layer. The Counterpart M&E team will also aggregate all results (received monthly from local partners and quarterly from international partners) and submit accurate and reliable reports to the DCOP and COP for submission to USAID on a quarterly and annual basis.

The Counterpart M&E team will also manage any M&E related external contracts. At this stage, CADRE is still determining whether these M&E support services will be provided by Counterpart's Program Quality and Learning team or local Egyptian consultants/firms based on the availability of resources at Counterpart HQ and analysis of the capacity of the local Egyptian market to provide these services. The

four key support services would include: (1) implementation of the Most Significant Change methodology described on page 26; (2) rapid situational analyses described on page 19; (3) statistical data analysis of quantitative indicators in the PMEP as needed; and (4) assessing the program’s monitoring, evaluation, reporting, and learning processes described on page 28.

The below organizational chart provides a visual representation of the above relationships. A solid line represents a direct reporting relationship with supervisory authority, while a dotted line represents an indirect reporting relationship based on agreed upon ME&R guidelines between partners as described above. The blue shading indicates Counterpart staff while the green shading represents external partners or sub-contractors.

**FIGURE 2: ORGANIZATIONAL CHART FOR MONITORING, EVALUATION AND REPORTING**



### Information Management

**Knowledge Management Portal:** CADRE will use Counterpart’s Knowledge Management Portal (KM Portal) for its program monitoring, evaluation and reporting purposes. The Portal will capture CADRE generated inputs, outcomes and impacts to enable effective monitoring of and reporting on all program

activities. All CADRE related data and activity documentation will be entered in the three following components of the system:

- 1) *Management Information System (MIS)* – allows Counterpart and its implementing partners to enter and access program information in real time and run monitoring reports that inform management decisions;
- 2) *Local Contacts Database* – provides a listing of local contacts, including CSOs, media and government agencies;
- 3) *Document Management System* – enables users to share important programmatic, financial, marketing, reporting and other documents with project staff, Counterpart and USAID.

Once the M&E Team is onboard, Counterpart headquarter specialists will conduct training on grant monitoring, frequency of data quality reviews, data and document submission to the KM Portal, and responsibilities within the team for monitoring, reporting and quality controls. The M&E specialists will also conduct this orientation for partners in D.C. and the M&E team in Egypt will do the same for CSSC partners in Egypt.

#### *Management Information System (MIS)*

The Management Information System (MIS) will be at the core of the program's knowledge management and performance monitoring and evaluation system; it will serve as a living body of information that grows and expands as CADRE is implemented. It will provide immediate, updated performance information related to indicators, benchmarks, and milestone achievements of CADRE. This information will be an integral part of project planning, monitoring, evaluation and management decision making. USAID will have access to all information in the MIS related to the Program. This system will allow the USAID/Egypt and program managers to access information in real time and in clear report formats from any desktop with internet access. Project input, output and outcome data will be organized by activity. The data can be disaggregated by type of activity, CSO, geographic area, dates, type of organization receiving assistance, sex of beneficiaries, grantee conducting activity, training or TA topics and sub-grant focus among others.

#### *Local Contacts Database*

Counterpart International has employed the Local Contacts Database to maintain up-to-date information on past, present and future partners as well as to track all assistance provided to a given organization through CADRE. Counterpart will continue populating the database with information on all organizations that will receive any assistance through the program. USAID, Counterpart and its implementing partners will be able see what type of assistance has been provided to any given organization. The database provides contact information (name, address, contact person, phone number, email address, website) for the organization; keyword description of the mission (i.e. advocacy, gender mainstreaming, legal education, decentralization/local government strengthening, civic education, etc.); and affiliation with a network, if any. The database is searchable by any and all of the following: name, country, location, umbrellas/networks the organizations belong to, and the keyword

description of the organization’s mission. This information will be edited periodically as contact information for the organization changes.

*Document Management System*

The document management portion of the MIS will house all key project documents that will be easily accessible to USAID and Counterpart. The Document Management System will include: program updates, the PMEP, annual implementation plans, progress reports, financial reports, methodologies/tools by activity, reports and publications, monitoring and evaluation documents, best practices and lessons learned, project innovations, success stories, impact statements, media, notes of appreciation, country related non-program publications and photos.

At the end of each quarter, actual outputs will be compared and management decisions will be made with a view to producing intended results. The system makes for ready data analysis by comparing planned with actual performance to help both field and headquarters managers keep on top of program targets and benchmarks, and enable them to identify priorities for programming during the next quarter and to take corrective actions in a timely way. Data and information in the MIS will be used for program management and learning purposes by Counterpart and USAID.

**Table 3: Illustrative Documents to be uploaded with KM Portal forms**

<p><b>Events:</b></p> <ul style="list-style-type: none"> <li>▪ Implementation plan, with budget</li> <li>▪ Agenda</li> <li>▪ Event Report</li> <li>▪ List of Invitees</li> <li>▪ Participant List (in PDF)</li> <li>▪ Presentations</li> <li>▪ Evaluation</li> <li>▪ Photos</li> <li>▪ Other Event Documents</li> </ul>	<p><b>Training:</b></p> <ul style="list-style-type: none"> <li>▪ Implementation plan with budget</li> <li>▪ List of Invitees</li> <li>▪ Training Attendance Sheet (in PDF)</li> <li>▪ Evaluation</li> <li>▪ Training Module/Manual or Curriculum Outline</li> <li>▪ Training Monitoring Report</li> <li>▪ Training Output</li> <li>▪ Training Report</li> <li>▪ Photos</li> <li>▪ Other Training Documents</li> </ul>	<p><b>Enabling Environment</b></p> <p><b>Monitoring:</b></p> <ul style="list-style-type: none"> <li>▪ Comparative Analysis Paper</li> <li>▪ Legal Commentary</li> <li>▪ Copies of government policy changes or relevant news coverage documenting changes</li> <li>▪ Technical Assistance Report</li> <li>▪ White Paper</li> <li>▪ Photos</li> <li>▪ Other Technical Assistance Documents</li> </ul>
---	---	--

<p><b>Grants:</b></p> <ul style="list-style-type: none"> <li>▪ Grant Agreement</li> <li>▪ Grant Application/proposal</li> <li>▪ Grant final financial report</li> <li>▪ Grant final progress report</li> <li>▪ Grant periodic financial report</li> <li>▪ Grant monthly progress reports</li> <li>▪ Most Significant Change Stories</li> <li>▪ Project Work Plan</li> <li>▪ Project M&amp;E Plan</li> <li>▪ Site Visit reports</li> <li>▪ Photos</li> <li>▪ Other Grant Documents</li> </ul>	<p><b>Assessments/Evaluations:</b></p> <ul style="list-style-type: none"> <li>▪ Implementation plan with budget</li> <li>▪ Report</li> <li>▪ Research SOW/Design</li> <li>▪ Research Tools/Instruments</li> <li>▪ Photos</li> <li>▪ Other Research Documents</li> <li>▪ Pre- and post-surveys related to gender-specific indicators and satisfaction surveys</li> </ul>	<p><b>Organizational Capacity &amp; Networks:</b></p> <ul style="list-style-type: none"> <li>▪ Participatory Organizational Development Assessment reports</li> <li>▪ Advocacy Capacity Index results</li> <li>▪ Client Satisfaction pre- and post-surveys</li> <li>▪ Common organizational development tools that are adapted to the Egyptian context</li> <li>▪ Networking agreements or other source documentation</li> </ul>
<p><b>Media and Public Outreach:</b></p> <ul style="list-style-type: none"> <li>▪ TV and radio Broadcast</li> <li>▪ Mobile Messages</li> <li>▪ Listserv Material</li> <li>▪ Press release</li> <li>▪ Printed news articles</li> <li>▪ Printed Materials</li> <li>▪ Publication</li> <li>▪ Facebook content</li> <li>▪ Blog content</li> <li>▪ Twitter content</li> <li>▪ Website content</li> <li>▪ YouTube video clip</li> <li>▪ Other relevant media files/documents</li> </ul>		<p><b>Other Documents:</b></p> <ul style="list-style-type: none"> <li>▪ Weekly, quarterly and final reports</li> <li>▪ Program impacts, success stories</li> <li>▪ Annual work plans and PMEP</li> <li>▪ Methodologies and tools</li> <li>▪ Grant RFAs, manuals, procedures and policies</li> <li>▪ Quantitative data and analysis, if available</li> <li>▪ Locally written proposals, concept papers, teaming agreements</li> </ul>

### 3. DATA COLLECTION TOOLS & LEARNING APPROACHES

CADRE will use a number of data collection tools, methods, and knowledge management approaches to inform program implementation strategies and conduct programmatic monitoring and evaluation. The learning agenda, the full range of tools that will be used to inform implementation, and those mentioned in the program’s performance indicator tracking table (PITT) are described below.

#### CADRE Learning Agenda

As mentioned under Section 2, the CADRE team has developed a learning agenda that helps the program staff and partners to reflect on and regularly test the program’s theory of change. This learning

agenda was developed in parallel with the PMEP to ensure appropriate indicators were developed to both monitor outputs and evaluate impact and identify the appropriate data collection tools and learning approaches for the program. The illustrative learning agenda is an internal document to the program but is attached as Annex 3 as background. As the reader will see, the learning methods, learning activities, staffing and resources required, and dissemination methods mentioned in the learning framework are fully incorporated into this PMEP.

### **Status of Women Survey**

Once project approval is received from the GOE and the survey methodology is approved by the Central Agency for Public Mobilization and Statistics (CAPMAS), IFES will lead the implementation of the Status of Women Survey in coordination with program partners, particularly the CSSCs and their CSO partners in the field. The purpose of the Status of Women Survey is to identify the issues of most concern to women, the overall obstacles they face and potential opportunities for engagement and advancement, especially related to focus areas of the program, including political participation, civic engagement, networking, and expanding women's rights. The survey will provide CADRE implementing partners and USAID with a comprehensive review on the status of women in Egypt and will address the needs and priorities identified by local women's groups. The implementation of the survey and analysis will include:

- Holding meetings to solicit local organizational and individual input
- Contract survey work with local firm for national information gathering
- Conduct focus groups to collect inputs and to review the first draft of the questionnaire
- Create written summaries, data presentations and other visuals on survey results

Though this effort does not relate directly to PMEP indicators, it is an important data collection and learning method that will contribute towards a more comprehensive situational / gender analysis for the program covering the challenges and concerns facing women of all ages. This will inform CADRE project activities, messaging, outreach, and grant design, and enable our CSO partners to build a foundation of knowledge about their beneficiaries and integrate the findings into their program and outreach activities.

### **Rapid Situational Analyses**

CADRE is focused on providing grants and contracts to local organizations (an estimated 272 awards will be provided to 250 non-profits and 22 for-profits). Prior to release requests for applications (RFAs) in various sectors (i.e., civic participation, human rights, religious tolerance, etc.), the program team must be aware of the latest research in Egypt on these technical sectors and strategies that have (or have not) worked in addressing these issues in Egypt or similar contexts. This information will directly inform the design of requests for applications (RFAs), provide required background information in RFAs for applicants, and help proposal evaluators determine if proposals include interventions that have an evidence base demonstrating their effectiveness or ineffectiveness or are new, truly creative pilot ideas that can increase civil society sector knowledge in a specific technical area. In addition, in specific cases,

the program team will require a rapid situational analysis to inform program implementation strategies, as in the case of a rapid situational analysis on networks described below.

As these needs arise, an external service provider will conduct a rapid situational analysis (RSA) on a specific subject at the request of the CADRE team. The RSA will cover the following points per topic, though the final list of questions will depend on the specific topic. In general, each RSA will cover the current status of the topic and review of strategies used to address the topic.

- i. **Current Status:** What is the current status of the issue in Egypt? What have been the most significant changes in the status of the issue in recent years? What are the key challenges? What are the key opportunities? What risks does the program face in addressing this issue?
- ii. **Review of Strategies:** What strategies have been used in Egypt or other similar contexts to address the issue? Which strategies have been effective? Why? What strategies have been ineffective and why?

To answer these questions, the service provider will conduct a desk / literature review of resources available online and in Egypt. There is a wealth of research available on the topics that will be requested by CADRE. In addition, the service provider may supplement their desk / literature review with key civil society or governmental stakeholders focused on the topic.

The first RSA will cover civil society networking in Egypt. This RSA will inform the development of the program's strategy in supporting Egyptian civil society networks. The scope of the RSA will include:

- i. **Current Status:** What is the current status of civil society networking in Egypt? What have been the most significant changes in civil society networks recent years? What are the key challenges in civil society networking? What are the key opportunities? What risks does the program face in addressing this issue?

**a. Additional Questions Specific to this Topic:**

- i. Which civil society networks in Egypt have proven successful? What are the factors that have led to their success? What can we replicate from those experiences?
- ii. Which civil society networks in Egypt have not performed as expected? Why or why not? What can we learn from those experiences?

- ii. **Review of Strategies:** What strategies have been used in Egypt or other similar contexts to build or strengthen civil society networks? Which strategies have been effective? Why? What strategies have been ineffective and why?

**a. Additional Questions Specific to this Topic:**

- i. What has been the experience of the regional federations of civil society organizations? What is their current status? Is there potential to work with the regional federations or build on their experience under CADRE?

### Organizational Capacity Assessment Tools

**Participatory Organizational Development Assessment:** One of the key evaluation tools for the program is the Participatory Organizational Development Assessments (PODA). This tool will be applied to the 10 partner CSSCs and their 100 CSO partners to measure change in organizational capacity during the course of the program. The PODA has been adopted for the Egyptian context as of September 2014 and developed into a self-assessment tool, ensuring high levels of ownership and buy-in by target organizations. Counterpart will facilitate the PODA self-assessment for the 10 selected CSSCs, who will subsequently carry out a slightly modified version for their 100 CSO partners. Following the signing of a grant agreement, the PODA will be the first activity with any partner to set a baseline score for organizational capacity. The PODA will be applied annually thereafter, at the mid-point and end of the program.

Based on the assessment results, the institution itself will set its development priorities and choose which areas it intends to invest the majority of its time and resources. The specific size and scale of an institution’s Action Plan will determine what areas are developed. In general, priority should be given to those areas that represent the largest management burden or obstacle to growth.

The Egypt-specific PODA aligns with Counterpart’s global organizational development framework and covers six key functional areas critical for the success and sustainability of any organization. *Successful organizations* are able to fulfill their mission, are considered credible within the civil society sector, and, as a result of their success, elevate and contribute to a strong and vibrant civil society sector. *Sustainability* is one critical aspect of success, and refers to the ability of an organization to fulfill its mission in the future, exhibit control over its destiny, and be resilient in the face of a constantly changing environment.

**Table 4: Counterpart’s Egypt-Specific PODA Framework**

Functional Area	Primary Question	Sub-Category Examples
Governance & Strategic Management	Who are we? Who do we want to be?	Establishment; Mission; General Assembly; Board of Directors; Governance; Management Systems
Program Management & Quality Control	What do we do and how do we know we do it well?	Program Design & Planning; Program Implementation & Impact; Knowledge Management; Gender Integration; Organization’s Technical Focus Areas (customizable based on organization’s specialty)
Accounting & Financial Management	How do we account for and maximize the resources we have?	Financial Reporting; Cash Management & Spending Plans; Procurement; Sub-contracting
Human & Material Resources	How do we make sure we attract and retain the right people and resources to support our	Staff Management; Safety & Security; Facility & Equipment Management; Supplemental Human Resources

	activities?	
Financial Sustainability	How do we pay for what we want to do?	Proposal Writing; Fee for Services; Funding Diversification
External Relationships	How do we communicate who we are and what we do? And leverage external relationships for greater impact?	Network Participation; Communications Strategies & Materials; Media Relations

Within each of the six functional areas, the PODA has gender-specific indicators that also allow for an analysis of overall changes in capacity related to gender mainstreaming within the organization and in its programs.

**Table 5: Gender Mainstreaming in Counterpart's Egypt-Specific PODA Framework**

Functional Area	Gender-Sensitive Considerations
<b>Governance &amp; Strategic Management</b>	Gender Equality & Social Inclusion in Board Composition; Gender Equality & Social Inclusion mandate; Staffing Balance, etc.
<b>Program Management &amp; Quality Control</b>	Gender Analysis; Gender Integration Planning; Gender Technical Capacity; Sex & Age Disaggregated Data, etc.
<b>Accounting &amp; Financial Management</b>	Gender Budgeting
<b>Financial Sustainability</b>	N/A
<b>Human &amp; Material Resources</b>	Equal Opportunity / Anti-Discrimination / Harassment Policy
<b>External Relationships</b>	Gender Integration in Communications Strategy

In this way, the PODA can be used to measure changes in overall organizational capacity and within each of the six functional areas and gender as a cross-cutting theme.

The PODA self-assessment provides ideal statements for all the sub-categories found under each functional area. If an organization meets the ideal statement, they would put a score of 4. The rest of the scoring for the PODA is as follows:

**Table 5: PODA Self-Assessment Scoring Rubric**

Scores	Description
--------	-------------

4	Ideal/Mature	Full understanding and implementation of the ideal.
3	Developed/Advanced	Shared understanding of the ideal with minimal revisions necessary.
2	Developing	Partial understanding of the ideal with significant steps needed to put the ideal into practice.
1	Beginner	Minimal understanding of the ideal and no evidence of practice within the organization.
0	No Capacity	No aspect of the ideal is present.

The baseline, mid-term, and endline will determine whether organizations have improved their overall capacity (increase of at least one point when all six functional areas are averaged together). The number of organizations that achieve this capacity increase out of the TOTAL number of target organizations will represent the percent of organizations that demonstrate an increase in organizational capacity.

As part of the PODA report, the facilitator will document key organizational data for later analysis by the CADRE team. Documented data will include:

- Location
- Number of staff and disaggregation by sex and type of employment
- Sex and age of the Executive Director and all Board Members
- Annual operating budget
- Number of active donors
- Number of active programs
- Technical Sectors

This data collection will enable reporting against PMEP indicators related to the diversity of members of Boards of Directors and additional analysis as needed.

**Advocacy Capacity Index:** The advocacy capacity index is a Counterpart tool developed under a previous USAID program that will also be applied for any target CSSCs or CSOs engaged in advocacy under the program. It will be applied once a grant agreement is signed to represent a baseline and at the end of the program to measure change in the organization’s advocacy capacity. Counterpart HQ technical specialists will update the current tool to ensure greater gender-sensitivity by incorporating of gender-specific indicators that can also evaluate the extent to which organizations are carrying out gender-sensitive advocacy efforts. The tool will be finalized in Egypt by the local M&E team to ensure appropriateness for the Egyptian context.

As with the PODA, the baseline and endline will determine whether organizations have improved their advocacy capacity (increase of at least one point when all indicators are averaged together). The number of organizations that achieve this capacity increase out of the TOTAL number of target organizations will represent the percent of organizations that demonstrate an increase in advocacy capacity.

**Client Satisfaction Surveys:** One underlying assumption in Counterpart’s OD work is that improved organizational capacity (in all functional areas, not simply Program Management & Quality Control) contributes to the improved ability of CSOs to carry out their mission, and part of many CSOs’ mission statements includes service delivery. Therefore, as part of the PODA under Program Management & Quality Control, organizations are assessed against their ability to self-evaluate and learn from program interventions. One aspect of this is evaluating the satisfaction of CSO clients with the services provided by the CSO.

To see if the program has an impact on improving CSOs services to clients, those CSOs funded to provide specific services (in the context of CADRE, this could be services to victims of Gender-Based Violence (GBV) or Trafficking in Persons (TIP) or those in need of legal services, etc.) will survey a sample of their clients following signing a grant agreement with the CADRE program and at the end of the program to see if there was any improvement in client satisfaction. Modeling the same value and approach, Counterpart will also survey CSSC and CSO partners targeted for capacity building to determine their level of satisfaction with the program once it is completed.

### **Training Monitoring and Evaluation Tools**

Monitoring and evaluation of training will be the primary responsibility of MSI (delivering training to CSSCs) and CSSCs (delivering training to CSOs). CSOs will also deliver ad hoc trainings to others in their community depending on the nature of their grant. In addition, IFES will deliver training under Component 3 and UG will also deliver training to other organizations and human rights defenders. The Counterpart CADRE M&E team will provide standardized reporting templates for all partners engaged in training and review and aggregate all data submitted by partners. This will include a database to track trainees to avoid double counting the same trainee.

Training events will be properly documented by using training attendance sheets signed by participants on a daily basis to confirm their attendance and provide accurate numbers of trainees (and appropriate disaggregation per the PMP for sex and age. In addition, training curriculum will be documented and stored and training information will be accurately uploaded to USAID’s TraiNet system per the CADRE cooperative agreement.

Training effectiveness will be evaluated by using pre- and post-tests to ensure trainee knowledge and understanding has been impacted. In addition, end of training evaluation forms will be provided to participants to share their feedback on the quality of the training, the trainers, and logistical arrangements and inform the use of future trainers, training venues, and adjust curriculum or training methodologies as appropriate.

Training specific to the issue of women’s empowerment / leadership and gender mainstreaming will also apply pre- and post-surveys on participants to determine the extent to which their attitudes towards gender equality or participants’ self-efficacy have changed (measuring GNDR-3 and GNDR-4 indicators as appropriate).

### **Tracking Changes in the Enabling Environment**

ICNL will closely monitor the legal and political environment in Egypt in order to identify opportunities for reform of the CSO law and other legislation affecting CSOs in Egypt. This will comprise daily desk research and review of local and international media sources, in both English and Arabic, as well as regular outreach to local contacts for additional insights. ICNL will utilize this monitoring to inform updates and analyses of emerging drafts and major developments relating to the NGO law, which we will convey to key stakeholders. Through electronic information updates, ICNL will keep project partners and CSSCs, other interested Egyptian CSOs, the international community, and other actors informed about the progress of the draft law. These updates and analysis will provide rapid responses to new drafts or amendments during the CSO law reform process, and help inform advocacy activities led by UG and others. ICNL will further engage members of the international community as needed, including through, for instance, ‘calls to action’ for support from member governments in the Community of Democracies Working Group or interventions by the UN Special Rapporteur on freedom of peaceful assembly and association. Ultimately, any changes to public policies related to the enabling environment will be documented by ICNL via their quarterly program reports with copies of relevant policy documents as appropriate.

### **Grant Monitoring and Evaluation**

Grantee monitoring is an integral part of Counterpart’s grant management process, program implementation, and monitoring and evaluation efforts.

Grantee monitoring is carried out through a variety of ways, including:

1. **Programmatic and Financial Reporting:** It is through program and financial reporting that CADRE learns details about successes, challenges and lessons learned of grantees/partners during the course of grant implementation. Local CSSCs and CSOs will be required to submit standardized monthly programmatic progress reports describing their activities for that month and reporting against indicators required according to their scope of work. Both program and financial reports are effective means of verifying that reported activities and expenses associated with them are relevant and in sync with the project work plan. All monitors will review progress reports in preparation for any monitoring visits, to provide recommendations on improving the reporting quality, and to discover and document lessons learned by the partners in the course of implementation of the funded project. Programmatic and financial reporting is reviewed and approved by program and the grants team, respectively. Also, the M&E and program teams will review progress reports preceding any monitoring visits.
2. **Monitoring of Grantees:** Each quarter, a schedule of monitoring visits will be developed and coordinated amongst the Grants, Program and M&E staff, and disseminated to all relevant staff. Monitoring visits can and will be conducted by Counterpart’s M&E team and grants officers and also by CSSC program and M&E focal points for their local CSO partners. These visits will incorporate various techniques to not only check on progress, but to also gain an understanding of the *how* and *why* behind the grants performance so that this information can be used to better inform management and reinforce program learning.

3. **Ad-hoc, spontaneous Spot Checks:** It is important to coordinate with partners before going to visit them. Nevertheless, ad-hoc/spontaneous spot checks would give CADRE staff an opportunity to actually see the organization on-site, to make sure the offices and the staff are in place and operational – especially when there are signs or suspicions of grantee/partner difficulties.
4. **Monitoring of KM Portal Reporting:** Similar to the requirements for CADRE staff reporting, grantees will be required to report on all activities conducted under their grant. This reporting enables CADRE staff to remain up to date on each grantee’s activities, identify trends for further technical assistance, as well as to verify data reported in programmatic reports. Source documentation and activity and indicator information will be uploaded directly by CSSCs on behalf of their CSO partners to the KM portal based on their review and verification of data. CADRE M&E and program staff will do the same for CSSC reporting and for any grantees receiving funds directly from Counterpart. The Counterpart M&E team in Cairo and the M&E Specialists in D.C. spot-check data entry to ensure it is complete and accurate, but full responsibility for this will rest with Counterpart’s CADRE M&E team in Cairo.

### **Most Significant Change (MSC)<sup>1</sup>**

CADRE staff and grantees will use MSC methodology as the primary qualitative data collection tool and learning method. MSC is a bottom-up, participatory and community-based monitoring process that assesses the program along various domains of change. The program will focus the domains of change on the expected outcomes based on the program’s theory of change and sub-objectives, namely changes in civic participation, social integration / cohesion, ability of citizens to influence and shape the ongoing political process, and women’s empowerment. Additional domains may include changes in services provided by CSOs or the government. Those gathering MSC stories will also ask about change in general (without a specific domain) to allow participants to specify the most significant changes they see from their perspective as a result of the program.

The MSC methodology relies on a standardized interview or focus group protocol to understand what the most significant changes are from the program from the perspective of those most affected by the program. As with other data collection and learning methods under the program, Counterpart and its named partners will apply the tool with its direct partners, including CSSCs, who will then apply the tool with their CSOs, who will then apply the tool with their direct constituents or clients, depending on the nature of their work. This will ensure MSC stories are captured from across levels and regions of the program and that program participants inform the management team what impact is happening on the ground and why it is significant from their perspective.

Implementing the MSC methodology is a time intensive process that requires properly trained staff and partners to interview and write stories. To support this important data collection and learning method, CADRE will seek external consulting services to conduct MSC training for staff and partners who will regularly collect MSC stories. At the same time, this external service provider will provide ongoing mentoring and reviewing of stories to give feedback on how they can be better captured. Lastly, to

---

<sup>1</sup> For details on the MSC methodology, please see [www.mande.co.uk/docs/MergedocSat10Oct.doc](http://www.mande.co.uk/docs/MergedocSat10Oct.doc)

provide an external eye, the service provider will also conduct MSC interviews and focus groups annually to also capture stories and enable annual reflection on program implementation.

### **After Action Reviews**

Following key program activities, the CADRE team will conduct AARs to identify programmatic successes and improvements that can be made. AARs are not effective if there is an underlying attempt by participants to either place or avoid blame; the focus instead will be on learning and constant improvement, and setting new expectations if challenges arose during the implementation of the activity under review. While the entire CADRE team will be encouraged to conduct AARs among their teams or between teams, at a minimum the M&E team will take the lead in facilitating at least two after action reviews per quarter, particularly when there are activities that bring together multiple partner organizations, stakeholders, or are the first time such an activity is being implemented. The M&E team will also distribute summaries of the key learning from the AARs to participants for consideration in future activity implementation and review any AARs received for trends or additional learning.

### **Learning Workshops and Partner Meetings**

Partner gatherings (for both the six named partners and CSSC and CSO partners to be selected) are a key opportunity to both share learning and create new learning. Often, it can be difficult for partners to capture the tacit knowledge they gain during program implementation, including anecdotal evidence or trends they are seeing. Once brought together, partners can share these observations, discuss and reflect on them, and determine if there is more that should be investigated to ensure the effectiveness of the program. In addition, partners can share key documented learning and most significant changes stories to ensure the program is having its intended impact.

Counterpart will constantly be coordinating with the five other named partners, but will ensure that there are at least quarterly coordination meetings that can also provide learning opportunities. Part of the agenda for these meetings will include discussing any data or information gained to help answer the learning questions found in the learning agenda. In addition, learning workshops are planned for the CSSC partners, and they will also host workshops to encourage networking and information exchange among their respective 10 CSO partners.

## **4. DATA QUALITY ASSURANCE MECHANISMS & ASSESSING MONITORING, EVALUATION, REPORTING AND LEARNING PROCESSES**

### **Ensuring Data Quality**

Counterpart follows USAID's data quality standards, a description of which may be found in USAID's Automated Directives System (ADS), Chapter 203.3.5. They include Validity, Integrity, Precision, Reliability, and Timeliness:

Validity: The data will adequately represent the program's performance. The data results in the PMEP will be measured by well-trained staff that will use a number of tools to track and verify indicator results.

Integrity: The data will be free of manipulation. Subcontractors/sub-grantees will be contractually obligated to use specific templates to reduce inconsistencies when reporting data across all activities implemented under the CADRE project. CADRE's staff will also be obligated to report data based on actual project outputs using standardized templates.

Precision: The data collected under CADRE will be within an acceptable margin of error; margins of error will be jointly reviewed with USAID to determine acceptable ranges.

Reliability: Data will be collected using stable and consistent methods and processes, as outlined above. Data will be reviewed and verified by regular spot-checks and DQAs conducted by the M&E Manager and Officers semi-annually.

Timeliness: The data collected under LGI will be current and collected frequently. Reports will be collected monthly, quarterly and yearly, as required.

Counterpart's Knowledge Management Portal will be an integral part of CADRE's data collection and analysis. As such, CADRE will develop a reporting and review plan that outlines timing of data entry, and stipulates both random and periodic quality reviews by CADRE managers, the M&E Manager, COP and Counterpart staff at headquarters to ensure that data collected is accurate, timely, valid, and reliable and reflect activities conducted in the field. Where weaknesses should arise, Counterpart M&E staff in Egypt and Washington will provide training and support to staff and institute additional quality controls; monitoring frequency will be increased until data collection and reporting have improved.

### **Assessing CADRE's Monitoring, Evaluation, Reporting, and Learning Processes**

As with financial reporting, organizations often have external specialists or firms review financial processes and reported figures. In the same way, CADRE will either use Counterpart HQ's M&E Specialists or access a service provider to review its monitoring, evaluation, reporting and learning processes in Egypt, which will help the team improve its internal operations and ensure that monitoring, evaluation, reporting, and learning processes are leveraged to their full potential for the benefit of the program and capacity building of partners.

The assessment of CADRE's monitoring, evaluation, reporting, and learning processes will take place on an annual basis after program implementation begins and inform updates to the program's Performance Monitoring and Evaluation Plan (PMEP) and management of its processes. The scope of the assessment will cover:

- 1. Shared Understanding of Program's Results Framework and Theory of Change:** Do local and international partners have a shared understanding and agreement around the program's results framework and theory of change? Is the program's results framework and theory of change guiding program implementation? If so, how? To what extent is the learning agenda being implemented?

- 2. Staffing & Monitoring, Evaluation, Reporting & Learning:** Are staffing resources being used efficiently to implement the PMEP? Are roles between partners with regards to MERL clear? Are there gaps in staff or partner resources or capacity in MERL that need to be addressed?
- 3. PMEP Tools:** Are data collection tools appropriate for the information that the program needs? Are the tools being applied and used properly? Is data collection and entry being done correctly and in line with data quality assurance standards? To what extent are qualitative tools being applied by the program (i.e., Most Significant Change, After Action Reviews, partner meetings and learning workshops)? To what extent are the tools used generating useful knowledge for the program?
- 4. Information Management and Knowledge Sharing:** Are the program and partners using the Knowledge Management Portal effectively? Are information and knowledge being shared efficiently and easily between partners and staff? Are partners benefiting from knowledge sharing efforts? If so, how? How is information and knowledge generated by the program being analyzed and used by program management to inform decision-making? What improvements in information management and knowledge sharing can be made to improve partner coordination and program implementation

For each topic above, the assessment should also provide feedback on what is working well and recommendations for further improvement. To answer these questions, the assessment will include focus groups and interviews with key stakeholders, including Counterpart's HQ and field teams, international partners and a sample of local partners, and USAID. This feedback will directly feed into any required improvements to overall program management and the program's PMEP.

## **5. REPORTING & KNOWLEDGE DISSEMINATION MECHANISMS**

Counterpart's M&E team under CADRE will analyze and share the reports and data analysis efforts resulting from the above data collection methods. CADRE will ensure timely report submissions, share the most relevant MSC stories as they become available with USAID, and also translate and distribute the executive summaries of quarterly and annual reports to partners, along with the summary indicator table sharing what the program has achieved to date. Anticipated reports include:

### **Quarterly and Annual Performance Reports**

At the heart of the CADRE's monitoring and evaluation system will be Quarterly Performance Reports that will track progress against benchmarks and objectives. Quarterly reports will not exceed 15 pages in length (excluding annexes) and will focus on: (1) outcomes of the project activities; (2) program accomplishments or progress toward results during the reporting period; (3) a comparison of those results to the tasks in the implementation plan and PMEP and a discussion of potential constraints that might prevent Counterpart/CADRE from meeting targets; (4) progress since the last report; (5) problems encountered and whether/how they were solved or if they are outstanding (i.e. challenges); (6) proposed solutions to new or ongoing problems; (7) success stories; and (8) documentation of best practices.

The last quarterly report of each fiscal year will also double as the annual report. Annual reports will not exceed 30 pages (excluding annexes) and will focus on annual results data, success stories, as well as overall analysis of program impact that closely analyzes the collective achievements in term of the programs' goals, objectives, expected results, and the impact of the achievements at the broader program level.

Both quarterly and annual reports incorporate the final, approved CADRE PMEP indicators and targets as a baseline for reporting results, and identify progress made toward the CADRE's targets on a quarterly basis. The reports will be prepared based on the data collection tools highlighted above and regular monitoring by field teams of program implementation with local partners and beneficiary CSOs, and will be finalized by Counterpart's Headquarters team prior to submission to USAID by the end of the first month of each quarter, for activity in the previous quarter. All programmatic reporting will be housed in Counterpart's Knowledge Management Portal, and will be accessible to Counterpart and USAID/Egypt, who will all have real-time access to qualitative and quantitative data demonstrating program implementation progress.

### **Quarterly Financial Reports**

Counterpart also prepares quarterly financial reports for USAID, which are submitted within 30 days of the completion of each quarter. The Finance and Administration Department in Counterpart's headquarters office supports the field-based finance staff, backstopping the field staff as they monitor the grant program and all expenditures to ensure compliance with USAID regulations. The HQ Finance and Administration Department also provides pipeline reports to the CADRE office on a monthly basis.

### **End-of-Project Report**

Counterpart will prepare a final report on the program within 90 days of the close of the project. The final report will not exceed 30 pages (excluding annexes) and will (1) contain an overall description of the activities under the program during the period of the agreement, and the significance of the activities; (2) describe the methods of assistance used and the pros and cons of these methods; (3) present life of project results toward achieving the project objectives and the performance indicators, as well as an analysis of how the indicators illustrate the project's impact on the accomplishment of the program's overall objectives; (4) summarize the program's accomplishments, including success stories and anecdotal evidence, as well as any unmet targets and the reasons for them including leveraging; and (5) discuss the issues and problems that emerged during program implementation and the lessons learned in dealing with them (i.e. challenges, lessons Learned).

### **USAID TraiNet**

On an ongoing basis, Counterpart International will update the USAID TraiNet database. This is a database supported by USAID, which all USAID contractors are required to use, entering all project-related training into the system.

### **USAID-Commissioned Final Program Evaluation**

While not under Counterpart's scope, it should also be noted that USAID will commission a final program evaluation for CADRE per the USAID Evaluation Policy. This evaluation will provide critical information about the program's overall effectiveness and impact.

### **Other Opportunities for Knowledge Dissemination and Alignment with CADRE's Communications Strategy**

In addition to reporting back to USAID, Counterpart also emphasizes the need to report back to partners and program participants to demonstrate accountability and transparency. Towards this end, additional knowledge dissemination approaches will be outlined in the program's communication strategy. Communications materials will be evidence-based, utilizing M&E data to present an accurate and reliable image of the program. In addition, to reach program partners in the field, the program will utilize its program sites (e-learning and Maktabat, as appropriate) as well as social media, primarily LinkedIn and Facebook, as mechanisms for knowledge dissemination to partners and stakeholders.

### **LIST OF ANNEXES**

Annex 1: Performance Indicator Tracking Table (PITT)

Annex 2: Performance Indicator Reference Sheets (to be submitted)

Annex 3: CADRE Learning Agenda

## Civic Advocacy and Democratic Resilience for Egypt Program

### Annex 1 Performance Monitoring & Evaluation Plan

**Theory of Change: If CADRE strengthens target Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.**

Ind.	Indicators	Responsible Partner	Method and frequency of data collection; frequency of reporting	Disaggregation	Baseline	LOP			Year 1 Target	Year 2 Target	Year 3 Target	Notes
						LOP Target	LOP Actual	LOP Variance				
<b>Output Indicators</b>												
1	Number of civil society organizations (CSOs) using USG assistance to improve internal organizational capacity (Custom)	Counterpart / CSSCs	Source Documentation: Executed contractual/grant agreement that include specific institutional strengthening / organizational development component	Governorate	N/A	Total: 220 (at least 20% focused on women's issues per cooperative agreement)	Total:	Total:	Total: 10	Total: 160	Total: 50	
			Frequency: Quarterly			North: 66	North:	North: 3	North: 48	North: 14		
			Analysis & Reporting: Quarterly	Greater Cairo: 88		Greater Cairo:	Greater Cairo: 4	Greater Cairo: 64	Greater Cairo: 22			
				South: 66		South:	South: 3	South: 48	South: 14			
2	Number of awards made directly to local organizations (Standard - required as applicable)	Counterpart / CSSCs	Source Documentation: Executed contractual/grant agreement	Type of Organization (Not for Profit or For Profit)	N/A	Total: 272	Total:	Total:	Total: 13	Total: 167	Total: 92	Need reference sheet from USAID
			Frequency: Quarterly			Not for Profit: 250	Not for Profit:	Not for Profit: 11	Not for Profit: 157	Not for Profit: 87		
			Analysis & Reporting: Quarterly	For Profit: 22		For Profit:	For Profit: 2	For Profit: 13	For Profit: 7			
3	Number of CSOs receiving USG assistance engaged in advocacy interventions (Standard - required as applicable)	Counterpart / ICNL / UG / IFES / CSSCs	Source Documentation: Activity reports / Sub-grant monitoring reports	None required by USAID	N/A	60			1	40	19	
			Frequency: Annual			Suggested: Governorate; Technical Sector of Advocacy Cause						
			Analysis & Reporting: Annual									
4	Number of USG supported activities designed to promote or strengthen the civic participation of women (Standard Indicator - required as applicable)	Counterpart / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports	None required by USAID	N/A	15			2	7	6	Need reference sheet from USAID.
			Frequency: Quarterly									
			Analysis & Reporting: quarterly									
5	Number of individuals receiving voter and civic education through USG-assisted programs (Standard Indicator - required as applicable)	Counterpart / CSSCs / CSOs	Source Documentation: Attendance sheets (individuals cannot be double counted). Copy of Facebook pages and public service announcements. For any individuals reached via mass media methods, the number of individuals will be assumed to be 25% male 29 or under, 25% male 30 or over, 25% female 29 or under, and 25% female 30 or over per USAID.	Sex, Age	N/A	Total: TBD depending on grants funded	Total:	Total:	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	
			Frequency: Quarterly			Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD		
			Analysis & Reporting: Quarterly			Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD		
						Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD		
						Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD		
6	Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees (Standard)	Counterpart / ICNL / UG / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports	None required by USAID	N/A	30			2	18	10	
			Frequency: Annual			Suggested: Technical Sector of Advocacy Cause						
			Analysis & Reporting: Annual									
7	Number of victims of TIP receiving services with USG assistance (Standard Indicator) - dependent on grants	Counterpart / CSSCs / CSOs	Method: Activity reports / Sub-grant monitoring reports. Client files if not considered confidential.	Number of men Number of women Age: Minor (17 or under) Age: Adult (18 or over) Type of Victim: Labor Type of Victim: Sex trafficking	N/A	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	TBD depending on grants funded	
			Frequency: Quarterly									
			Analysis & Reporting: Quarterly									
8	Number of USG-funded organizations representing marginalized constituencies trying to effect government policy or conducting government oversight (Standard Indicator)	Counterpart / CSSCs	Source Documentation: Activity reports / Sub-grant monitoring reports	Sex, Ethnic Groups, Religious Groups, Sexual Orientation, Disability	N/A	20			1	10	9	
			Frequency: Annual									
			Analysis & Reporting: Annual									
9	Number of human rights defenders trained and supported with USG assistance (Standard Indicator - required as applicable)	Counterpart / CSSCs / UG / CSOs	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed) - ensure no double counting between quarters	Sex, Age	N/A	Total: TBD depending on grants funded	Total:	Total:	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	
			Frequency: Quarterly			Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD		
						Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD		
						Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD		
						Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD		
10	Number of judges, prosecutors and lawyers trained on human rights issues (Custom)	Counterpart / CSSCs / UG / CSOs	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed) - ensure no double counting between quarters	Sex, Age	N/A	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	
			Frequency: Quarterly			Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD	Male 29 or under: TBD		
						Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD	Male 30 or over: TBD		
						Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD	Female 29 or under: TBD		
						Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD	Female 30 or over: TBD		
11	Number of USG supported CSOs promoting the participation of youth in the democratic process (Custom)	Counterpart / CSSCs	Source Documentation: Executed contractual/grant agreement and Activity reports	None required by USAID	N/A	20			0	10	10	
			Frequency: Annual			Suggested: Governorate						
			Analysis & Reporting: Annual									
12	Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level (GNDR -1; Standard)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures	1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted	N/A	Total: 5	Total:	Total:	Total: 0	Total: 3	Total: 2	Likely only national level will be relevant in Egypt
			Frequency: Annual			Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:	Drafted/Presented for Public/Stakeholder Consultation:		
						Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:	Proposed/Presented for Legislative or Official Action:		
						Passed/Adopted:	Passed/Adopted:	Passed/Adopted:	Passed/Adopted:	Passed/Adopted:		

## Civic Advocacy and Democratic Resilience for Egypt Program

### Annex 1 Performance Monitoring & Evaluation Plan

**Theory of Change: If CADRE strengthens target Egyptian civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.**

Ind.	Indicators	Responsible Partner	Method and frequency of data collection; frequency of reporting	Disaggregation	Baseline	LOP						Notes
						LOP Target	LOP Actual	LOP Variance	Year 1 Target	Year 2 Target	Year 3 Target	
13	Number of laws, policies, or procedures drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national, or local level (GNDR-5; Standard)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures	1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted law, policy, or procedure for	N/A	Total: 5	Total:	Total:	Total:	Total: 3	Total: 2	Need the reference sheet from USAID; Likely only national level will be relevant in Egypt
			Frequency: Annual			Drafted/Presented for Public/Stakeholder Consultation:						
			Analysis & Reporting: Annual			Proposed/Presented for Legislative or Official Action:						
14	Number of people reached by USG funded interventions providing GBV services (e.g. health, legal, psycho social counseling, shelters, hotlines, other) - (GNDR-6; Required as applicable) - dependent on grants	Counterpart / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports. Client files if not considered confidential.	Number of Men Number of Women Age: 10-29 Age: 30 & over	N/A	Total: TBD depending on grants funded	Total:	Total:	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Total: TBD depending on grants funded	Need reference sheet from USAID
			Frequency: Quarterly			Male 10-29: TBD	Male 10-29:	Male 10-29: TBD	Male 10-29: TBD	Male 10-29: TBD		
			Analysis & Reporting: Quarterly			Male 30 and over: TBD	Male 30 and over:	Male 30 and over: TBD	Male 30 and over: TBD	Male 30 and over: TBD		
						Female 10-29: TBD	Female 10-29:	Female 10-29: TBD	Female 10-29: TBD	Female 10-29: TBD		
15	Number of networks established	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES	Source Documentation: Written agreement/understanding, including letter of cooperation, MoU, contract, etc. between 2 or more organizations sharing a common interest or purpose	Sector, Type, Location	N/A	11			10	1		
			Frequency: Quarterly									
			Analysis & Reporting: Quarterly									
16	Number of networks strengthened (providing funding, technical assistance and/or training to support networks' ability to function)	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES	Source Documentation: Executed grant/contractual agreement; report documenting TA provided, or training report	Sector, Type, Location	N/A	13				10	3	
			Frequency: Quarterly									
			Analysis & Reporting: Quarterly									
17	Number of communities accessing program services	Counterpart / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports. Community will be defined by districts.	Governorate	N/A	Total: 85	Total:	Total:	Total: 0	Total: 80	Total: 5	
			Frequency: Annual			North: 25	North:	North: 0	North: 24	North: 1		
			Analysis & Reporting: Annual			Greater Cairo: 34	Greater Cairo:	Greater Cairo: 0	Greater Cairo: 32	Greater Cairo: 2		
						South: 26	South:	South: 0	South: 24	South: 2		
18	Number of trainees (individuals)	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES / MSI	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed); ensure no double counting between quarters.	Sex, Age, Training Topic / Subject	N/A	Total: 1300			Total: 100	Total: 1000	Total: 200	
			Frequency: Quarterly			Male 29 or under: 250		Male 29 or under: 20	Male 29 or under: 200	Male 29 or under: 40		
			Analysis & Reporting: Annual			Male 30 or over: 400		Male 30 or over: 300	Male 30 or over: 300	Male 30 or over: 60		
						Female 29 or under: 250		Female 29 or under: 20	Female 29 or under: 200	Female 29 or under: 40		
19	Number of people assisted (individual, direct beneficiaries)	Counterpart / CSSCs / CSOs / ICNL / UG/ IFES / MSI	Source Documentation: Training reports with outlined training curriculum & attendance sheets (signed); ensure no double counting between quarters.	Sex, Age	N/A	Total: 3,000			Total: 100	Total: 1500	Total: 1400	
			Frequency: Annual			Male 29 or under: 600		Male 29 or under: 20	Male 29 or under: 300	Male 29 or under: 275		
			Analysis & Reporting: Annual			Male 30 or over: 900		Male 30 or over: 30	Male 30 or over: 450	Male 30 or over: 425		
						Female 29 or under: 600		Female 29 or under: 20	Female 29 or under: 300	Female 29 or under: 275		
20	Number of individuals certified to provide Institutional Development training for CSOs	MSI	Source Documentation: Trainer certifications	Sex, Age, Area of Expertise per PODA functional areas	N/A	Total: 20	Total:	Total:	Total: 0	Total: 20	Total: 0	
			Frequency: Annual			Male 29 or under: 2	Male 29 or under:	Male 29 or under: 0	Male 29 or under: 2	Male 29 or under: 0		
			Analysis & Reporting: Annual			Male 30 or over: 12	Male 30 or over:	Male 30 or over: 0	Male 30 or over: 12	Male 30 or over: 0		
						Female 29 or under: 1	Female 29 or under:	Female 29 or under: 0	Female 29 or under: 1	Female 29 or under: 0		
21	Number of target CSOs with improved financial accounting practices as a result of USG assistance (Custom)	Counterpart / CSSCs	Source Documentation: Participatory Organizational Development Assessment (PODA) reports, specifically the financial/internal capacity scores	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director	N/A	75			0	0	75	
			Frequency: Annual									
			Analysis & Reporting: Annual									
22	Percent of females who report increased self-efficacy at the conclusion of USG supported training/programming (GNDR-3)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Pre- and Post-Surveys (use required questions from USAID)	Required by USAID: Age (10-29, 30 and over)	TBD	Total: 50%	Total:	Total:	Total: 50%	Total: 50%	Total: 50%	
			Frequency: Baseline in year 1 and end of program			Females 10-29: 50%	Females 10-29:	Females 10-29: 50%	Females 10-29: 50%	Females 10-29: 50%		
			Analysis & Reporting: Year 1 and Year 3			Females 30 and over: 50%	Females 30 and over:	Females 30 and over: 50%	Females 30 and over: 50%	Females 30 and over: 50%		
23	Percent of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities (GNDR-4; Required as applicable)	Counterpart / CSSCs / CSOs / IFES	Source Documentation: Pre- and Post-Surveys (use required questions from USAID)	Suggested: Governorate	N/A	Total: 40%	Total:	Total:	Total: 40%	Total: 40%	Total: 40%	Need reference sheet from USAID.
			Frequency: Quarterly			Male: 30%	Male:	Male: 30%	Male: 30%	Male: 30%		
			Analysis & Reporting: Quarterly			Female: 50%	Female:	Female: 50%	Female: 50%	Female: 50%		
24	% of target organizations demonstrating increased organizational capacity	Counterpart / CSSCs	Source Documentation: Participatory Organizational Development Assessment (PODA) reports	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Organizational Capacity analyzed according to six	TBD based on PODA scores	70%			0%	30%	70%	
			Frequency: Annual									
			Analysis & Reporting: Annual									

## Civic Advocacy and Democratic Resilience for Egypt Program

### Annex 1 Performance Monitoring & Evaluation Plan

**Theory of Change: If CADRE strengthens target Egyptian civil society leaders, performance, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.**

Ind.	Indicators	Responsible Partner	Method and frequency of data collection; frequency of reporting	Disaggregation	Baseline	LOP			Year 1 Target	Year 2 Target	Year 3 Target	Notes
						LOP Target	LOP Actual	LOP Variance				
25	Percent increase in scores of post-training assessments compared against pre-training assessments.	MSI, CSSCs	Source Documentation: Pre- and Post-Tests Frequency: Quarterly Analysis & Reporting: Quarterly	Sex, Age, Training Topic / Subject	TBD	50%			50%	50%	50%	
26	% of program partners satisfied or very satisfied with the program	Counterpart / CSSCs	Source Documentation: Satisfaction Surveys Frequency: Mid-term; End of Program Analysis & Reporting: Final Program Report	Governorate, Responsible CSSC	N/A	80%			N/A	80%	80%	
27	% of target CSSCs and CSOs that reduce the average age of Board of Directors membership by 10 years or more	Counterpart / CSSCs	Source Documentation: Board of Directors Member lists pre- and post-program implementation. Only target CSSCs and CSOs with scheduled board elections during Year 3 will be considered here. Comparison between board composition in Year 1 and Year 3 (endline). Frequency: Annual - Year 1 (CSSCs baseline); Year 2 (CSOs baseline); Year 3 (endline). Analysis & Reporting: End of project	Sex, Age (Youth = 29 and under; Non-Youth: 30 and over)	N/A	20%			N/A	N/A	Total: 20%	This calculation based on assumption that "almost" half the CSO will have their board renewal election during CADRE's project life  This said that the grand percentage will be half what's written in the table if we consider the total number of CSOs
28	% increase in the representation of women on target CSSCs' and CSOs' boards of directors	Counterpart / CSSCs	Source Documentation: Board of Directors Member lists pre- and post-program implementation. Only target CSSCs and CSOs with scheduled board elections during Year 3 will be considered here. Comparison between board composition in Year 1 and Year 3 (endline). Frequency: Annual - Year 1 (CSSCs baseline); Year 2 (CSOs baseline); Year 3 (endline). Analysis & Reporting: End of project	Sex, Age (Youth = 29 and under; Non-Youth: 30 and over)	N/A	20%			N/A	N/A	20%	Increase of 10% usually means one more woman per board which is usually composed of 7-11 persons
29	% increase in the satisfaction of target CSOs' clients in services supported under CADRE	Counterpart / CSSCs / CSOs / UG	Source Documentation: Pre- and Post-Satisfaction Surveys Frequency: Baseline and Endline. Baseline will be in Year 2 once target CSOs are selected. Endline will be end of the program (Year 3). Analysis & Reporting: Year 2 & 3	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Type of service.	TBD based on pre-satisfaction surveys	50%			N/A	N/A	50%	
30	% of target organizations demonstrating increased advocacy capacity	Counterpart / CSSCs / IFES	Source Documentation: Pre- and Post- Gender-sensitive Advocacy Capacity Index applied to organizations focused on advocacy Frequency: Baseline and Endline (Year 1 & 3) Analysis & Reporting: Year 1 & 3	Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Advocacy tool will also include gender-sensitive aspects of advocacy capacity that will determine if organizations are able to specifically integrate	TBD based on assessment scores	50%			N/A	N/A	50%	Need to develop gender-sensitive advocacy tool; does not currently exist. Discussed sharing with IFES once complete for any feedback.
31	Number of public policies introduced, adopted, repealed, changed or implemented with citizen input (resulting from CADRE program activities) (Standard)	Counterpart / ICNL / UG / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports and copies of public policies Frequency: Annual Analysis & Reporting: Annual	public policies introduced public policies adopted public policies repealed public policies changed public policies implemented	N/A							
32	# of services improved by national or sub-national government entities as a result of citizen input (resulting from CADRE program activities)	Counterpart / ICNL / UG / IFES / CSSCs / CSOs	Source Documentation: Activity reports / Sub-grant monitoring reports, and/or Most Significant Change stories and evidence documenting 'improvement.' Improvement defined in performance indicator reference sheet. Frequency: Annual Analysis & Reporting: Annual	Type of service	N/A	Total: 20			Total:	Total: 10	Total: 10	
33	indicator to track change in civic participation (TBD - SEE NOTE)											11/7 meeting with USAID - discussed the importance of a civic participation indicator given the Theory of Change. USAID is piloting and finalizing a civic education and participation evaluation tool which will be available mid-December. Agreed in theory to modify that tool and apply it in CADRE. Would require focus groups with our direct program participants to understand changes in their civic participation levels as a result of the program. Will not require randomized surveys in target areas. This was discussed but concern that our investment and length

\* Red Font = USAID indicator; Blue Font = Counterpart Global Indicator; Black Font = CADRE-specific indicator

Summary	Updated (11.14)	Updated (11.17)
Total Number of Indicators	33	32 (will become 33 once civic participation indicator finalized with USAID)
USAID Standard Indicators	18	18
CPI Global Indicators	8	8
CADRE-specific	7	6 (with 7th agreed upon with USAID in December)

## Annex 2: CADRE Performance Indicator Reference Sheets

PERFORMANCE INDICATOR REFERENCE SHEET
<b>Name of Sub-Objective (1):</b> Strengthened Egyptian CSOs and Networks
<b>Name of Component (1 &amp; 4):</b> CSO capacity building Grant-making targeting women, youth and marginalized groups
<b>Name of Indicator (1):</b> Number of civil society organizations (CSOs) using USG assistance to improve internal organizational capacity
<b>Is this an F-Indicator?</b> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> (Custom)
DESCRIPTION
<b>Precise Definition(s):</b> CSOs include those non-government organizations that are funded or otherwise supported under CADRE and who undergo a Participatory Organizational Development Assessment (PODA), specifically Civil Society Support Centers (CSSCs) and the 100 CSOs that the 10 CSSCs will work with, and an estimated 110 additional CSOs that receive special or thematic grants. USG assistance includes funding through grant or contract mechanisms, training, and other forms of capacity building that are specifically meant to improve the organization's internal capacity in the areas of Counterpart's OD framework, including governance and strategic management, financial management & accounting, external communications, human and material resources, program management and quality control, financial sustainability, and gender (both mainstreaming gender considerations inside the organization and in its external work).
<b>Unit of Measure:</b> Number of organizations
<b>Disaggregated by:</b> Governorate and Region (North, Greater Cairo, South); Focus on women's issues (25%), type of organization
<b>Justification &amp; Management Utility:</b> The indicators will track that CSOs are provided with assistance in six functional areas to improve organizational capacity. By receiving training or other capacity building support (coaching, mentoring, etc.) in the six functional areas across the program, the CSOs will be better implementers of program goals and will be more sustainable after the end of the program.
PLAN FOR DATA ACQUISITION
<b>Data Collection Method:</b> Documenting number of organizations based on source documentation
<b>Data Source:</b> Executed grant agreements that include specific institutional strengthening / organizational development component and PODA report
<b>Frequency and Timing of Data Acquisition by USAID:</b> Quarterly
<b>Estimated Cost of Data Acquisition:</b> Costs are included in the existing contract
<b>Individual Responsible at CADRE</b> M&E manager (Counterpart) – data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission
<b>Individual Responsible for Providing Data to USAID:</b> CADRE CoP
<b>Location of Data Storage:</b> Counterpart Knowledge Management (KM) Portal; CADRE program records
DATA LIMITATIONS
<b>Date of Initial Data Quality Assessment:</b> N/A
<b>Known Data Limitations and Significance (if any):</b> None at this time.
<b>Actions Taken or Planned to Address Data Limitations:</b> None at this time.
<b>Date of Future Data Quality Assessments:</b> TBD
<b>Procedures for Future Data Quality Assessments:</b>
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING
<b>Data Analysis:</b> Quarterly
<b>Presentation of Data:</b> In the Performance Indicator Tracking Table per quarter – total and by region; % of women focused organizations
<b>Review of Data:</b> Counterpart will review and analyze this data on a quarterly basis.
<b>Reporting of Data:</b> This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.
OTHER NOTES

---

**Notes on Baselines/Targets:** There are no baselines that will be conducted for this indicator.

The target for this indicator is 220 organizations by end of the project implementation.

---

**Other Notes:** None at this time

---

**THIS SHEET LAST UPDATED ON: 11/30/2014**

---

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian CSOs and Networks

**Name of Component (1, 2 & 3):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

**Name of Indicator (2):** Number of awards made directly to local organizations

**Is this an F-Indicator?** No \_\_\_ Yes \_\_\_ X (Required as applicable)

### DESCRIPTION

**Precise Definition(s):** Awards include any contracts or grants made to an Egyptian organization, non-profit or for-profit, using funds from the CADRE program to implement program activities. Any operational or administrative contracts are excluded here.

**Unit of Measure:** Number of awards

**Disaggregated by:** Organization type (not for profit or for profit)

**Justification & Management Utility:** The indicator permits CADRE to track and ensure that awards are being disbursed in a timely manner and following the frequency detailed in the work plan.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of awards based on source documentation

**Data Source:** Executed grant agreements or contracts with specific Terms of Reference related to implementation of the CADRE program

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table per quarter.

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

The target for this indicator is 272 awards by end of the project implementation.

**Other Notes:** None at this time

THIS SHEET LAST UPDATED ON: 11/30/2014

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (2, 3 & 4):**

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (3):** Number of CSOs receiving USG assistance engaged in advocacy interventions

**Is this an F-Indicator?** No \_\_\_ Yes  (Required as Applicable)

### DESCRIPTION

**Precise Definition(s):** CSOs that initiate or participate in advocacy interventions. Advocacy should be understood as a means for individuals, constituencies, or organizations to shape public agendas, change public policies, and influence other processes that impact their lives. Advocacy does not involve one march, meeting or poster, but a series of strategies, interconnected, integrated activities designed to achieve a goal. It may include a wide range of activities, such as lobbying, public interest litigation, letter writing campaigns, etc...

**Unit of Measure:** Number of organizations

**Disaggregated by:** Governorate; Technical Sector of Advocacy Cause (None required by USAID)

**Justification & Management Utility:** The indicator will allow CADRE to verify that the targeted number of CSOs is being attained; an integral part in positively influencing policy change at the governmental level. The number of CSOs that are trained to develop and promote advocacy interventions will increase the sustainability of these activities post USG assistance.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of organizations based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator, but the intended number of CSOs over the LoP is 60.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (3 & 4):**

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (4):** Number of USG supported activities designed to promote or strengthen the civic participation of women

**Is this an F-Indicator?** No \_\_\_ Yes\_ X (Required as Applicable)

### DESCRIPTION

**Precise Definition(s):** \*

**Unit of Measure:** Number of activities

**Disaggregated by:** Governorate

**Justification & Management Utility:** \*

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of activities based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table per quarter.

**Review of Data:** Counterpart will review and analyze this data on quarterly basis.

**Reporting of Data:** This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

The LoP target is 15 activities.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

\*Pending till receipt of USAID's PIR sheet for this indicator.

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (4):** Grant-making targeting women, youth and marginalized groups

**Name of Indicator (5):** Number of individuals receiving voter and civic education through USG-assisted programs

**Is this an F-Indicator?** No \_\_\_ Yes X (Required as Applicable)

### DESCRIPTION

**Precise Definition(s):** Any eligible voter that receives voter or civic education messages through print, broadcast, or new media, as well as via in-person contact can be counted. Voter and civic education also includes community-based trainings in underserved areas, public service announcements on electronic media, written materials, internet-based information and messages using the new media (in this usage primarily, but not exclusively social networking sites like Facebook and Twitter). Content may include voter motivation, explanation of the voting process, the functions of the office(s) being contested and descriptions of the significance of the elections in democratic governance. Number of people reached by USG-supported materials, messages and other educational forms of information about elections. This number can include people receiving pamphlets distributed, PSA broadcast estimated audience, Facebook "likes" for relevant pages, other social media etc.

**Unit of Measure:** Number of individuals

**Disaggregated by:** Sex and age, if possible. Outreach via social media will be counted disregard of age or sex. Copies of Facebook pages and public service announcements with count of people reached as to be disaggregated to 25% for each of males 29 years or under, males 30 or over, females 29 years or under, females 30 or over, per the USAID.

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of people reached and covered by civic education activities.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of individuals based on source documentation

**Data Source:** Attendance sheets (individuals cannot be double counted). Copy of Facebook pages and public service announcement

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** The voter and civic education varies tremendously in quality because we are counting a Facebook "like," viewing a PSA or billboard, and a training equally. Numbers viewing PSAs or reading pamphlets are educated guesses (justified by the implementer) and cannot be verified with the level of accuracy of a training participant with a sign in sheet.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table per quarter.

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator. LoP target is to be determined based on grants funded.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 08/04/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (2, 3 & 4):**

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (6):** Number of USG-assisted civil society organizations that participate in legislative proceedings and/or engaged in advocacy with national legislature and its committees

**Is this an F-Indicator?** No \_\_\_ Yes X

### DESCRIPTION

**Precise Definition(s):** To be counted CSOs need to actively participate in, or engage with, the legislature; for example, attend and contribute to committee meetings, send policy briefs, send comments on proposed legislation, provide research etc.

**Unit of Measure:** Number of organizations

**Disaggregated by:** Technical sector of advocacy cause - (none required by USAID)

**Justification & Management Utility:** A measure that captures CSO contribution to democratic policy making and the legislature's acceptance of, and cooperation in, that process.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of organizations based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator, but we project that 30 organizations will participate in legislative proceedings and/or engage in advocacy with national legislature and its committees.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON:** 11/3014

## Performance Indicator Reference Sheet

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1 & 4):**

CSO capacity building

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (7):** Number of victims of TIP receiving services with USG assistance

**Is this is an F-Indicator?** No \_\_\_ Yes X

### DESCRIPTION

**Precise Definition(s):** This indicator captures the number of victims of TIP assisted through a USG funded anti-TIP program. This indicator is intended to cover services for victims of all forms of trafficking and for victims of all ages. Services refer to any intervention designed to specifically benefit an individual victim of trafficking. These can include medical services; legal services; psychological and psychosocial care; shelter and rehabilitation; food and clothing; formal and informal education; vocational training; life skills training; return and reintegration assistance; and other rehabilitation and recovery services. A person is considered a victim of TIP if they are identified as such by a government agency, non-governmental organization, or law enforcement personnel. "Trafficked" persons will include the broad definition of trafficked and smuggled persons who are exploited and abused.

**Unit of Measure:** # of TIP victims

**Disaggregated by:** Sex, minor (under 18), adult, victimization labor, victimization sex trafficking.

**Justification and Management Utility for indicator:** This is a standard output indicator that quantifies the number of victims of TIP receiving services. An increase in this indicator is a proxy for an increase in the capacity of the government and civil society to respond to human trafficking and provide victims with the appropriate services. It is a reflection of both the government's and civil society understanding of the scope of the problem and their ability to identify TIP crimes and assist victims.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of victims based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports; Client files if not confidential.

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Dates of Previous Data Quality Assessments and name of reviewer:** N/A

**Date of Future Data Quality Assessments:** deadline: Not at this time.

**Known Data Limitations:** There is the overall assumption that victims are being properly identified and referred for assistance and that victims desire the offered assistance. It does not measure access to services or quality of services provided. An increase in the number of victims receiving services could mean that the number of victims has increased in a country, though this is usually the result of improved identification procedures rather than due to an actual increase in victims.

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in annual quarterly reports

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

Target will be determined based on grants funded.

---

**Other Notes: None at this time**

---

**THIS SHEET LAST UPDATED ON: 11/30/14**

---

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (3 & 4):**

Improved civil society enabling environment

Empower women in political process

**Name of Indicator (8):** Number of USG-funded organizations representing marginalized constituencies trying to effect government policy or conducting government oversight.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Number of USG-funded organizations that have marginalized groups (including ethnic minority, religious minority, disabled, and Lesbian/Gay/Bisexual/Transgender populations) as constituents and represent the views and interests of these groups through policy advocacy (i.e., efforts to enable an individual, constituency, or organization to shape public agendas and change public policies) and government monitoring and oversight (i.e., overseeing the implementation of public policy, monitoring and reviewing budgets, etc.) activities. The definition of 'marginalized' must be determined at the Operating Unit level. The organizations may be active in any development sector (i.e., health, education, democracy and governance, environment, education, etc.). In the case of Egypt, marginalized constituencies will include women, youth, and persons with disability.

**Unit of Measure:** Number of organizations

**Disaggregated by:** Marginalized Constituency (sex, age, and disability status)

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of active CSOs representing marginalized constituencies that are trying to affect government policy or conducting government oversight. Bureaus, missions, and in-country program managers will use the data for program planning and adjustment. It is important to ensure that marginalized populations are engaged in CADRE. It can also be used to track broader trends in supporting marginalized groups (i.e., for congressional inquiries).

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of organizations based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator. It is projected that the end-line will be 20 organizations.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (2):** Improved civil society enabling environment

**Name of Component (2 & 4):**

Improved civil society enabling environment

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (9):** Number of human rights defenders trained and supported with USG funds.

**Is this an F-Indicator?** No \_\_\_ Yes \_\_\_ X (Required as Applicable)

### DESCRIPTION

**Precise Definition(s):** To be a human rights defender, a person can act to address any human right (or rights) on behalf of individuals or groups. Human rights defenders seek the promotion and protection of civil and political rights as well as the promotion, protection and realization of economic, social and cultural rights, including rights related to the protection of the environment. USG support includes training, grants or other support designed to improve the human rights services, reporting, and advocacy for the citizens. The types of trainings measured are provided assistance as a result of USG programs, whether short-term or long-term, in-country or abroad, provided with USG assistance. People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected outcomes.

**Unit of Measure:** Number of individuals

**Disaggregated by:** Sex and age

**Justification & Management Utility:** This data indicates the level of effort used to train, and bureaus, missions, and in-country program managers will use the data for program planning, adjustment and resource allocation.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** The implementers will document attendance to training through registration sheets and/or attendance sheets

**Data Source:** Attendance sheets

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** N/A.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in quarterly reports

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator; targets per educated groups are TBD depending on grants funded.

**Other Notes:** None at this time

THIS SHEET LAST UPDATED ON 11/30/14

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (2):** Improved civil society enabling environment

**Name of Component (2 & 4):**

Improved civil society enabling environment

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (10):** Number of judges, prosecutors, and lawyers trained on human rights issues.

**Is this an F-Indicator?** No \_\_\_ Yes X

### DESCRIPTION

**Precise Definition(s):** USG support includes training, grants or other support designed to improve the human rights services, reporting, and advocacy for citizens. The types of trainings measured are provided as assistance under CADRE, whether short-term or long-term, in-country or abroad, provided with USG assistance. People attending the same type of training, but on different subjects can be counted twice. Narrative reports should indicate the type of training, who the training is for, level of training, duration of training, what constitutes completion. It is required that trainings follow a documented curriculum with stated objectives and/or expected outcomes.

**Unit of Measure:** Number of individuals

**Disaggregated by:** Sex and age

**Justification & Management Utility:** Legal professionals are a critical target for human rights training. Human Rights defenders and legal professionals need to have the same basis of knowledge.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** The implementers will document attendance to training through attendance sheets

**Data Source:** Attendance sheets

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** N/A.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in quarterly reports

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator; targets are TBD depending on grants funded.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (4):** Grant-making targeting women, youth and marginalized groups

**Name of Indicator (11):** Number of USG supported CSOs promoting the participation of youth in the democratic process

**Is this an F-Indicator?** No  X (Custom) Yes

### DESCRIPTION

**Precise Definition(s):** Youth are defined as direct participants in programs who are between the ages of 10 and 29 when they participate. Programs that address youth participating in the “democratic process” are defined as training or direct action in civic education, electoral processes, advocacy etc...

**Unit of Measure:** Number of organizations

**Disaggregated by:** Governorate

**Justification & Management Utility:** This indicator will track which NGOs are focused on youth participants, and youth are a cross-cutting focus of the DG portfolio.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of organizations based on source documentation

**Data Source:** Executed contractual/grant agreement and Activity reports

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart’s KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

The LoP target is 20 organizations.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (3 & 4):**

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (12):** Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** To be counted, the law, policy, or procedure should have as its objective or intent one or more of the following: reducing an aspect of social, economic, or political inequality between women and men, girls and boys; ensuring that women and men, girls and boys, have equal opportunities to benefit from and contribute to social, political, economic, and cultural development; to realize their human rights; or to have access to/control over resources necessary to survive and thrive; or preventing gender-related discrimination or compensating for past gender-related discrimination or historical disadvantage. A law, policy, or procedure may be designed to promote or strengthen gender equality at regional, national, sub-national, or community levels, and affect either formal or informal groups or institutions. Illustrative examples for this indicator include but are not limited to:

- Laws—USG assistance for civil society to draft and advocate for passage of a law eliminating a barrier to women’s effective political participation.
- Policies—USG support for adoption of a comprehensive policy on sexual harassment by the local police force.
- Procedures—USG assistance for host government agency implementation of procedures for gender-sensitive survey design and data collection.

Indicator narratives should include the name of the law, policy or procedure and should specify whether it was developed or implemented at the regional, national, sub-national, or community level (e.g. draft law on public financing for women political candidates developed by national civil society, municipal police force begins systematic implementation of existing policy to provide joint male-female patrols in critical areas, etc.). Items counted may include regulations, constitutional amendments or components, provisions to peace agreements, or other provisions designed to carry the force of law, official mandate, or authority.

Operating units may count a law, policy, or procedure only once in each stage of development or implementation; operating units may not report on the same law, policy, or procedure across multiple reporting periods unless it has advanced to the next stage (e.g. law drafted in one reporting period, law presented for legislative action in the next reporting period).

**Unit of Measure:** Number of laws, policies, or procedures

**Disaggregated by:** 1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted law, policy, or procedure for which implementation has begun

**Justification & Management Utility:** This indicator measures the output of USG assistance that seeks to build the necessary or enabling conditions for the achievement of long-term, sustainable progress toward gender equality objectives across a wide range of sectors in which the USG provides assistance (e.g., reduced gender gaps in employment, income, political representation, or access to basic services).

### PLAN FOR DATA ACQUISITION

**Data Collection** Documenting number based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners,

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart’s KM portal; CADRE program records

## DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** This indicator is an intermediate measure representing the number of laws, policies, or procedures developed or implemented with USG assistance, which are intended to promote gender equality and which are linked or presumed to be linked to the achievement of specific gender equality objectives. The indicator does not measure the quality of such laws, policies, or procedures, or the extent or quality of their implementation. The indicator does not measure outcome or impact-level progress against specific gender equality goals or objectives.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

## PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual narrative.

## OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.  
The LoP target is 5 laws, policies, or procedures.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (3 & 4):**

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (13):** Number of laws, policies or procedures drafted, proposed or adopted with USG assistance designed to improve prevention of or response to sexual and gender based violence at the regional, national or local level

**Is this an F-Indicator?** No \_\_\_ Yes \_\_\_ X

### DESCRIPTION

**Precise Definition(s):** Any law, policy, or procedure drafted, proposed, or adopted with USG assistance designed to improve prevention of and response to sexual and gender based violence promoted at the regional, national or local level. Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. Forms of gender-based violence include, but are not limited to, domestic or intimate partner violence; rape as a weapon of war; sexual violence and abuse; female infanticide; psychological or emotional abuse; sexual harassment or violence in the workplace or in educational institutions; and harmful traditional practices including female genital mutilation/cutting, honor crimes, early marriage, forced marriage, bride kidnapping, and dowry related violence.

To be counted, the law, civil or penal code, policy, or procedure should address an aspect of the country's efforts to combat GBV, for example by spelling out individuals' rights to be free from violence in the public and/or private spheres; presenting a National Action Plan, strategy, or stand-alone law designed to address GBV; proposing or strengthening procedures to prevent, punish or eradicate gender-based violence; making provisions for new or increased services to victims of violence; proposing new legal remedies for addressing GBV such as the use of restraining orders or establishing new legal procedures that allow for the provision of services by NGOs.

Operating units may count a law, policy, or procedure only once in each stage of development or implementation; operating units may not report on the same law, policy, or procedure across multiple reporting periods unless it has advanced to the next stage (e.g. law drafted in one reporting period, law presented for legislative action in the next reporting period).

**Unit of Measure:** Number of laws, policies, and/or procedures drafted, proposed or adopted.

**Disaggregated by:** 1. law, policy, or procedure drafted/presented for public/stakeholder consultation; 2. law, policy, or procedure proposed/presented for legislative or other official action; 3. law, policy or procedure passed/adopted; 4. law, policy, or procedure for which implementation has begun

**Justification & Management Utility:** This indicator measures the output of USG assistance that is designed to build the necessary or enabling conditions for reducing gender-based violence.

### PLAN FOR DATA ACQUISITION

**Data Collection** Documenting number based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports and copies of laws, policies, or procedures

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners,

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** The indicator does not measure the quality of such laws, policies, or procedures, or the extent or quality of their implementation. The indicator does not measure outcome or impact-level progress against reduction of specific forms of GBV.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

---

**Date of Future Data Quality Assessments:** TBD

---

**Procedures for Future Data Quality Assessments:** N/A

---

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

---

**Data Analysis:** Annual

---

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

---

**Review of Data:** Counterpart will review and analysis this data on an annual basis.

---

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual narrative.

---

**OTHER NOTES**

---

**Notes on Baselines/Targets:** There is no baseline for this indicator.

The LoP target is but will target 5 laws, policies, and/or procedures.

---

**Other Notes:** None at this time

---

**THIS SHEET LAST UPDATED ON: 11/30/14**

---

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** *Cross-cutting*; relates to technical services provided by CSOs that will be strengthening under Sub-Objective 1 (Strengthened Egyptian civil society organizations and networks)

**Name of Component (4):** Grant-making targeting women, youth and marginalized groups

**Name of Indicator (14):** Number of people reached by USG funded interventions providing GBV services (e.g. health, legal, psycho social counseling, shelters, hotlines, other)

**Is this an F-Indicator?** No  Yes  X (Required as Applicable)

### DESCRIPTION

**Precise Definition(s):** This indicator is a count of the individuals served by GBV services. Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. Forms of gender-based violence include, but are not limited to, domestic or intimate partner violence; rape as a weapon of war; sexual violence and abuse; female infanticide; psychological or emotional abuse; sexual harassment or violence in the workplace or in educational institutions; and harmful traditional practices including female genital mutilation/cutting, honor crimes, early marriage, forced marriage, bride kidnapping, and dowry-related violence.

Examples of type of service include:

- Legal: Legal advice or accompaniment for survivors of GBV seeking protection or redress through the justice system; advice and assistance regarding divorce laws, restraining orders, remediation for property disputes, among others.
- Health: Includes GBV screening, GBV referral programs that connect GBV survivors with appropriate psychosocial services, legal services, or economic support, and examination and treatment services for rape survivors.
- Psycho-social counseling
- Economic: Skills training or income-generation activities to help establish/re-establish livelihoods for survivors and their families.
- Shelters: Activities to establish or rehabilitate centers where survivors of GBV can seek shelter, information, or services.
- Hotlines

Individuals reached by mass media interventions are not counted in this indicator.

**Unit of Measure:** Number of individuals

**Disaggregated by:** Sex and age - Number of Men; Number of Women; Age: 10-29; Age: 30 & over

**Justification & Management Utility:** The indicator is intended to help CADRE understand the reach and scale of activities to address various types of services that are provided to male and female victims of abuse.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of victims based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports; Client files if not confidential.

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** The indicator cannot provide information about the quality or intensity of GBV interventions or services. Second, because the indicator is a basic count without a denominator, and because distinctions between individual-, small group-, and community-level interventions are not being made: program coverage is difficult to estimate and comparisons across programs or countries will be difficult to interpret. The indicator could be subject to double-counting (e.g., a beneficiary could be reached by both individual- and community level interventions and counted twice) which could inflate estimates of the number of people reached.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

#### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in quarterly reports

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

#### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

LoP target is TBD depending on grants funded.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (15):** Number of networks established

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Groups of 2 or more organizations that, after working with CPI, have agreements on cooperation or collaboration in place, such as a letter of cooperation, memorandum of understanding, or contract.

**Unit of Measure:** Number of networks

**Disaggregated by:** Sector, type, region

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of networks established under the project.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting the number of networks based on the source documentation

**Data Source:** Written agreement/understanding, including letter of cooperation, MoU, contract, etc. between 2 or more organizations sharing a common interest or purpose

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in quarterly reports

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

LoP target is 11 networks.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (16):** Number of networks strengthened

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** A network is a group of 2 or more organizations with a formal agreement on cooperation or collaboration in place. Strengthening refers to funding, technical assistance and training to support these networks' ability to function. Once established, networks can be strengthened, so networks may be counted under both indicator # 15 and indicator # 16.

**Unit of Measure:** Number of networks

**Disaggregated by:** Sector, type, region

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of networks strengthened during the lifetime of the project including the grants.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of networks based on source documentation

**Data Source:** Depending on type of support provided, could be executed grant/contractual agreement; report documenting TA provided, or training report

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in quarterly reports

**Review of Data:** Counterpart will review and analyze this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarter narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

LoP target is 13 networks.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective:** Cross-cutting

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (17):** Number of communities accessing program services.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Community under CADRE is defined as the district in which Egyptian awardees are implementing program activities using funding made available by the CADRE program. Each district should only be counted once per fiscal year (no double counting of districts of multiple organizations are working in the same district). For the LoP target, number of communities will not double count between fiscal years. If the same district/community accesses program services each fiscal year, that district/community will only be counted once to report on the achievement for the LoP.

**Unit of Measure:** Number of communities (districts)

**Disaggregated by:** Governorate

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of communities covered by project funds.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of communities based on source documentation

**Data Source:** Activity reports – sub-grant monitoring reports

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

LoP target is 85 communities (districts).

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 08/04/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective:** Cross-cutting

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (18):** Number of trainees (individuals)

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Trainee is anyone who attending a CADRE-sponsored training implemented by any partner, defined as a session with clear training / learning objectives that is intended to transfer knowledge about of a specific topic. Training session should have a clear outline or curriculum and be led by an identified trainer. Training can also include non-classroom training including study tours and on-the-job training/ internships that have clear learning objectives. Trainees should not be double counted within the same fiscal year.

**Unit of Measure:** Number of individuals - trainees

**Disaggregated by:** Sex; age, training topic / subject

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of people trained under the program.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting the number of trainees based on source documentation. Will maintain a training database to avoid double counting trainees within the same fiscal year. Each individual should only be counted one time per fiscal year.

**Data Source:** Training reports with outlined training curriculum & attendance sheets (attendance sheets should be signed by participants each day)

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal – USAID's TraiNet for training that meets TraiNet requirements

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in quarterly reports

**Review of Data:** Counterpart will review and analysis this data on a quarterly basis.

**Reporting of Data:** This information will be included in every quarter report, as part of the PMEP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

LoP target is 1,300 trainees (250 males 29 or under, 250 females 29 or under, 400 males 30 or over, 400 females 30 or over).

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 08/04/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Cross-cutting

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (19):** Number of people assisted

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Total of individuals assisted from other indicators under CADRE. This number will come from total number of trainees and participants. Participants are non-trainees involved in program activities or receiving services from program such as victims of TIP or GBV. Beneficiaries must be documented by source documentation mentioned for each of the relevant indicators above, usually attendance sheets. Only direct beneficiaries counted here, not indirect.

**Unit of Measure:** Number of individuals

**Disaggregated by:** Sex and age

**Justification & Management Utility:** The indicator is intended to help CADRE track the number of people reached and covered by its activities.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting the number of individuals based on source documentation

**Data Source:** Attendance sheets and activity participant logs.

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** None

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analysis this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

LoP target is 3,000 individuals (600 males 29 or under, 900 males 30 or over, 600 females 29 or under, 900 females 30 or over).

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 08/04/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (20):** Number of individuals certified to provide Institutional Development training for CSOs

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** The number of individuals from the 10 main CSSCs or external trainers selected that will participate in the institutional development training, intended to increase the CSOs organizational capacity in six areas: 1) leadership and strategic management; 2) program management and quality control; 3) accounting and financial management; 4) financial sustainability; 5) human and material resources; 6) external relations and crosscutting theme of gender.

**Unit of Measure:** Number of individuals (each individual only counted one time per fiscal year)

**Disaggregated by:** Sex (Male or Female), Age (29 and under; 30 and over), area of expertise per PODA functional areas.

**Justification & Management Utility:** The indicators will verify that 2 or more individuals from each CSSC or external trainers are certified to provide institutional strengthening training within the functional areas of the Participatory Organizational Development Assessment. This is a key indicator for sustainability of knowledge and capacity for the civil society sector, which can draw on such trainers even after the program is complete.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting number of individuals based on source documentation

**Data Source:** Certification

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at CADRE:** MSI point of contact to Counterpart M&E Manager

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart Knowledge Management (KM) Portal; CADRE program records

### DATA QUALITY ISSUES

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** None

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** Annual report

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline; and the target is 20 individuals.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (21):** Number of target CSOs with improved financial accounting practices as a result of USG assistance.

**Is this an F-Indicator?** No  Yes  (Custom)

### DESCRIPTION

**Precise Definition(s):** This number includes CSOs directly receiving capacity building support as well as sub-grantees and those receiving support from USAID-supported CSO networks. CSOs will be included if they are judged to improve their capacity in the Accounting & Financial Management functional area in the Participatory Organizational Development Assessment (PODA) based on their baseline and endline PODA scores. Organizations need to increase their PODA score by at least a half a point between the baseline and endline to be considered 'improved.'

**Unit of Measure:** Number of organizations

**Disaggregated by:** Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director

**Justification & Management Utility:** This indicator directly addresses the improvement in the financial capacity of CSOs – which is one of the most critical elements of their credibility with their constituencies and the government.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Determine number of organizations that demonstrate an improvement against the PODA accounting and financial management functional area by at least 0.5 points.

**Data Source:** Each organization's PODA baseline and endline scores for the accounting and financial management functional area

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annually to determine progress but final analysis and reporting will be done in the program's final report.

**Presentation of Data:** In the Performance Indicator Tracking Table in the final program report

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in the program's final report.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator. The LoP target is 75.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON:** 11/30/14

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women; Cross-cutting

**Name of Component (3 & 4):**

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (22):** Percent of females who report increased self-efficacy at the conclusion of USG supported training/programming

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):**

Self-efficacy is a widely used and frequently assessed psychological concept first developed by Albert Bandura in 1977. Fundamentally, feelings of self-efficacy refer to people's beliefs in their capacity to produce actions that are necessary for achieving desired outcomes/attainments. As a concept, it is similar to having a sense of personal agency. Self-efficacy has been shown to have a crucial impact on goal-setting, perseverance in the face of difficulties, and action-oriented behaviors. Feelings of self-efficacy can be assessed in specific contexts or as a more general, cross-situational belief that one has the capacity to mobilize the motivation, cognitive resources, and courses of action needed to exercise general control over events in one's life.

For the purposes of this indicator, only trainings of at least a full day duration or longer should be counted. Trainings or programs in any sector that have women's empowerment as a goal (even if not the only goal) should utilize this indicator. This would include programs/training in the following areas among others: leadership skills, youth development, civil society advocacy skills, conflict resolution or mediation skills, entrepreneurship, development of women's business associations or other forms of networking, etc.

The unit of measure will be a percentage, derived from the following numerator (X) and denominator (Y):

X is the number of women whose self-efficacy scores have improved over time.

Y is the total number of women who participated in the relevant training/programming.

**Unit of Measure:** Percentage

**Disaggregated by:** Age (10-29; 30 ; over 30); Governorate

**Justification & Management Utility:**

This indicator will be used to gauge the effectiveness of efforts to empower women through USAID programming across a wide variety of sectors. Trainings that do not result in improved feelings of self-efficacy may need to be adjusted. This indicator will only be used in cases where activities or trainings are intended to impact women's self-efficacy.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of participant self-efficacy pre- and post-surveys and tallying the number of women who report increased self-efficacy

**Data Source:** Pre- and post- training/programming surveys. The surveys will include questions found in USAID's performance reference sheet (see page 38 - <http://www.state.gov/documents/organization/101761.pdf>). Questions are not copied here now as USAID strategic indicators are not yet final. Once final, questions in the reference sheet will be used by CADRE.

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

---

**Date of Future Data Quality Assessments:** TBD

---

**Procedures for Future Data Quality Assessments:** N/A

---

**PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING**

---

**Data Analysis:** Data will be analyzed post any relevant training or program activity for that specific target group of women. Then results will be aggregated and analyzed quarterly

---

**Presentation of Data:** In the Performance Indicator Tracking Table in the quarterly reports.

---

**Review of Data:** Counterpart will review and analyze this data after any relevant program activity and aggregate results on a quarterly basis.

---

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

---

**OTHER NOTES**

---

**Notes on Baselines/Targets:** Baseline levels will be set by the pre-activity/training survey.

LoP target is 50% of women targeted by the program with relevant activities focused on increasing self-efficacy report increased self-efficacy.

---

**Other Notes:** None at this time

---

**THIS SHEET LAST UPDATED ON: 11/30/14**

---

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women; Cross-cutting

**Name of Component (3 & 4):**

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (23):** Percent of target population reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities.

**Is this an F-Indicator?** No \_\_\_ Yes  (Required as applicable)

### DESCRIPTION

**Precise Definition(s):**

This indicator will be used to gauge the effectiveness of USG efforts to promote gender equality by measuring changes in target population attitudes about whether men and women should have equal opportunities in social, political, and economic spheres. Any program in any sector that has gender equality or women's empowerment as an objective should report against this indicator. This indicator will be particularly relevant to programs that seek to address or change social norms, especially those around gender. Illustrative programs include those designed to raise broad awareness of human rights, programs that train journalists to report more responsibly on gender issues, education programs designed to change social norms and gender roles, programs designed to increase the political participation of women, youth development and empowerment, or behavior change in the health sector, among others.

The unit of measure will be a percentage, derived from the following numerator (X) and denominator (Y):  
X is the number of persons in the target group whose scores on the equal opportunity survey have increased over time.

Y is the total number of persons who participated in the relevant training/programming.

**Unit of Measure:** Percentage

**Disaggregated by:** Age (10-29; 30 ; over 30); Governorate

**Justification & Management Utility:**

The indicator will be used to measure the extent that USG supported gender equality and women's empowerment programs are changing attitudes. The information will be used for planning and reporting purposes by bureau-level and in-country program managers, and will support reporting to external stakeholders such as Congress, NGOs, and international organizations. This indicator will only be used in cases where activities or trainings are intended to impact participant attitudes towards gender equality.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of participant gender equality pre- and post-surveys and tallying number of participants that demonstrate an increased agreement

**Data Source:** Pre- and post- training/activity surveys. The surveys will include questions found in USAID's performance reference sheet (see page 40 - <http://www.state.gov/documents/organization/101761.pdf>). Questions are not copied here now as USAID strategic indicators are not yet final. Once final, questions in the reference sheet will be used by CADRE.

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

---

**Data Analysis:** Data will be analyzed post any relevant training or program activity for that specific target group of women. Then results will be aggregated and analyzed quarterly

---

**Presentation of Data:** In the Performance Indicator Tracking Table in the quarterly reports.

---

**Review of Data:** Counterpart will review and analyze this data after any relevant program activity and aggregate results on a quarterly basis.

---

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMEP annex. It will also be described in the quarterly narrative.

---

#### OTHER NOTES

---

**Notes on Baselines/Targets:** Baseline levels will be set by the pre-activity/training survey.

LoP target is 40% of participants targeted by the program with relevant activities show increased agreement with gender equality.

---

**Other Notes:** None at this time

---

**THIS SHEET LAST UPDATED ON: 11/30/14**

---

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (24):** Percentage of target organizations demonstrating increased organizational capacity.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Target organizations include non-profit civil society organizations with sub-grant agreements funded by CADRE that have specific organizational development/institutional strengthening goals. Increased organizational capacity refers to an increase of at least one point overall across all six functional areas between the target organization's baseline Participatory Organizational Development Assessment (PODA) and endline PODA.

This indicator is a percentage that is derived from the following numerator (X) and denominator (Y):

X equals the number of target organizations that have increased their overall PODA score by at least one point.

Y equals the total number of target organizations as defined above.

**Unit of Measure:** Percentage

**Disaggregated by:** Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Organizational Capacity analyzed according to six functional areas and gender as a cross-cutting area per Counterpart's OD Framework.

**Justification & Management Utility:** This indicator directly addresses the improvement in overall capacity of target organizations and will demonstrate if training and capacity building support are effective in increasing overall organizational capacity across the six functional areas in the PODA.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of baseline, midline, and endline PODA scores per organization and tallying organizations that increase by at least one point from the baseline to midline / endline

**Data Source:** Baseline, mid-line, and endline PODA scores

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at CADRE** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart Knowledge Management (KM) Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** N/A

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** TBD

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in the annual reports.

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in the annual report, as part of the PMEP annex. It will also be described in the annual narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** Baseline PODA scores will be determined during Year 1.

Year 2 target is 30% of target organizations demonstrate increased organizational capacity.

Year 3/LoP target is 70% of target organizations demonstrate increased organizational capacity

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON:** 11/30/2014

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective:** Cross-Cutting

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (25):** Percentage of increase in scores of post-training assessments compared against pre-training assessments.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Training for this indicator refers to classroom training with clear training / learning objectives that is intended to transfer knowledge about of a specific topic led by an identified trainer. Percent increase in scores is determined by comparing the pre-training test scores to post-training test scores to determine the extent to which test scores increased, demonstrating an increase in knowledge. ,

**Unit of Measure:** Percentage

**Disaggregated by:** Sex, age, training topic / subject

**Justification & Management Utility:** This indicator directly addresses the improvement in training participants' knowledge. This indicator is important to assess the quality of training and increase in knowledge by trainees that can then be applied in their work or lives.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of percentage increase in scores between pre-training and post-training tests

**Data Source:** Pre- and post-training tests

**Frequency and Timing of Data Acquisition by USAID:** Quarterly

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at CADRE:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE COP

**Location of Data Storage:** Counterpart Knowledge Management (KM) Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** TBD

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Data will be analyzed post any relevant training. Then results will be aggregated and analyzed quarterly

**Presentation of Data:** In the Performance Indicator Tracking Table in the quarterly reports.

**Review of Data:** Counterpart will review and analyze this data after any relevant training and aggregate results on a quarterly basis.

**Reporting of Data:** This information will be included in every quarterly report, as part of the PMP annex. It will also be described in the quarterly narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** Baseline levels will be set by the pre-training test.

Annual and LoP target is 50% increase in scores of post-training assessments compared against pre-training assessments.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON:** 11/30/2014

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective:** Cross-cutting

**Name of Component (1, 2, 3 & 4):**

CSO capacity building

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (26):** Percentage of program partners satisfied or very satisfied with the program.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** A sample of representatives from all partner organizations provided sub-grants and organizational development support under the program will be surveyed about their level of satisfaction with the program. The satisfaction levels will be divided into five levels (very satisfied, satisfied, neutral, dissatisfied, very dissatisfied). For each organization, Counterpart will average the scores of the representatives sampled. The number of organizations with an average response of very satisfied or satisfied will comprise the numerator while the total number of organizations surveyed will be the denominator.

**Unit of Measure:** Percentage

**Disaggregated by:** Governorate, Responsible CSSC

**Justification & Management Utility:** This indicator when calculated at the mid-term and the end of the program to determine whether program partners were satisfied with the program, indicating the quality of the program and its ability to address the relevant needs of program partners.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Analysis of satisfaction survey

**Data Source:** Satisfaction surveys

**Frequency and Timing of Data Acquisition by USAID:** Mid-term and End of the program

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart Knowledge Management (KM) Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Mid-term and end of program

**Presentation of Data:** In the Performance Indicator Tracking Table during Year 2 and in the final program report.

**Review of Data:** Counterpart will review and analyze this data at the mid-term and end of the project.

**Reporting of Data:** This information will be included in the Year 2 annual report and final program report, as part of the PMEP annex. It will also be described in the narrative sections of those respective reports.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

The target is 80% of program partners are satisfied or very satisfied with the program.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (27):** Percentage of target CSSCs and CSOs that reduce the average age of board of directors' members by 10 years or more.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Board of directors refers to the legally recognized term found in the Egyptian NGO law. Target organizations are civil society support centers (CSSCs) or civil society organizations (CSOs) that have an executed grant agreement that includes institutional strengthening / organizational development support. Average age of the board of directors per organization will be determined by taking the age of each member of the board of directors, adding them together, and dividing that number by the total number of board members. And only organizations that have a board of directors' election in the final six months of the program will be counted here to ensure there is a timely endline for measurement.

**Unit of Measure:** Percentage

**Disaggregated by:** None. (Board of directors' lists will be broken down by sex and age to determine change in average age of the board of directors per organization.)

**Justification & Management Utility:** Youth empowerment is an important pillar of the program and gender equality (including younger people) is a cross-cutting theme in Counterpart's organizational development framework. This indicator, when achieved, would put younger people in decision-making roles (board of directors) within civil society organizations.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of board of directors list (average age) for each organization between the baseline (prior to CADRE implementation) and endline (Year 3 - within the final six months of program implementation)

**Data Source:** Board of directors official lists

**Frequency and Timing of Data Acquisition by USAID:** Baseline in Year 1 and endline in Year 3

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** This indicator does not tell us the percentage increase in the number of youth (29 or younger) on boards of directors. This was specifically avoided because it was considered unrealistic to have a significant impact on increasing the number of board members who are 29 or younger. However, this indicator does indicate a general trend towards younger boards of directors, which would still be a positive change that would open the door, in the future, for greater participation of BoD members who are 29 or younger.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** End of program

**Presentation of Data:** In the Performance Indicator Tracking Table in the final program report.

**Review of Data:** Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

**Reporting of Data:** This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

### OTHER NOTES

---

**Notes on Baselines/Targets:** There is no baseline for this indicator.  
The LoP target is 20% of target organizations reducing the average age for their board of directors membership by 10 years or more.

---

**Other Notes:** None at this time

---

**THIS SHEET LAST UPDATED ON: 11/30/14**

---

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (28):** Percentage increase in the representation of women on target CSSCs' and CSOs' board of directors.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Board of directors refers to the legally recognized term found in the Egyptian NGO law. Representation of women refers to those on the board of directors who identify as female. Target organizations are civil society support centers (CSSCs) or civil society organizations (CSOs) that have an executed grant agreement that includes institutional strengthening / organizational development support. And only organizations that have a board of directors election in the final six months of the program will be counted here to ensure there is a timely endline for measurement.

**Unit of Measure:** Percentage

**Disaggregated by:** None. Board of directors lists will be broken down by sex and age, (Youth = 29 and under; non-youth = 30 and over).

**Justification & Management Utility:** Since women's empowerment is a primary focus for the program and gender equality is a cross-cutting theme in Counterpart's organizational development framework, this indicator, when achieved, would put more women in decision-making roles (board of directors) within civil society organizations.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of board of directors list for each organization between the baseline (prior to CADRE implementation) and endline (Year 3 - within the final six months of program implementation)

**Data Source:** Board of directors official lists

**Frequency and Timing of Data Acquisition by USAID:** Baseline in Year 1 and endline in Year 3

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** End of program

**Presentation of Data:** In the Performance Indicator Tracking Table in the final program report.

**Review of Data:** Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

**Reporting of Data:** This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.

The LoP target is 20% increase in the representation of women in target organizations' board of directors.

**Other Notes:** None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (29):** Percentage increase in the satisfaction of target CSOs' clients in services supported under CADRE

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Target CSOs here refers to organizations that provide direct services to clients (beneficiaries of services), and these services must be funded under CADRE. A sample of clients will be surveyed about their level of satisfaction with the services they are receiving from the target CSOs before the target CSO's CADRE grant begins and at the end of the CADRE program to determine if there is a change in satisfaction levels.

**Unit of Measure:** Percentage

**Disaggregated by:** Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Type of service.

**Justification & Management Utility:** This indicator will provide information as to whether target CSOs' ability to provide services is improving as a result of organizational development support and capacity building.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of pre-CADRE and post-CADRE implementation client satisfaction survey

**Data Source:** Pre- and post-satisfaction surveys

**Frequency and Timing of Data Acquisition by USAID:** Baseline will be in Year 2 once target CSOs are selected. Endline will be end of the program (Year 3).

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** End of program

**Presentation of Data:** In the Performance Indicator Tracking Table in final program report.

**Review of Data:** Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

**Reporting of Data:** This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** The baseline levels for this indicator will be determined using the pre-CADRE implementation satisfaction survey.

The LoP target is that 50% increase in target CSOs' client satisfaction.

**Other Notes:** None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (1):** Strengthened Egyptian civil society organizations and networks

**Name of Component (1):** CSO capacity building

**Name of Indicator (30):** Percentage of target civil society organizations (CSOs) demonstrating increased advocacy capacity.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Target organizations include non-profit civil society organizations with sub-grant agreements funded by CADRE that have specific advocacy goals. Increased advocacy capacity refers to an increase of at least half a point between the baseline and endline score from the Advocacy Capacity Index.

This indicator is a percentage that is derived from the following numerator (X) and denominator (Y):

X equals the number of target organizations that have increased their overall Advocacy Capacity Index score by at least half a point.

Y equals the total number of target organizations as defined above.

**Unit of Measure:** Percent

**Disaggregated by:** Governorate, women-led, male-led, youth-led (Age 29 and under) as determined by sex and age of Executive Director. Advocacy tool will also include gender-sensitive aspects of advocacy capacity that will determine if organizations are able to specifically integrate gender equality and women's empowerment issues into advocacy campaigns

**Justification & Management Utility:** This indicator will track whether organizational capacity in advocacy is increasing as a result of capacity building and training in advocacy. This is a key skill for organizations to have to be able to participate in and influence the ongoing political process in Egypt.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Comparison of the baseline and endline Advocacy Capacity Index score and tallying organizations that increase by at least half a point from the baseline to endline

**Data Source:** Baseline and endline Advocacy Capacity Index scores

**Frequency and Timing of Data Acquisition by USAID:** Year 1 (prior to beginning interventions with target organizations) and Year 3 (final program report)

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs and other partners, Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** End of program

**Presentation of Data:** In the Performance Indicator Tracking Table in final program report.

**Review of Data:** Counterpart will review and analysis this data following the baseline and will review and report on the data in the final program report.

**Reporting of Data:** This information will be included in the final program report, as part of the PMEP annex. It will also be described in final report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** The baseline levels for this indicator will be determined using the advocacy capacity index applied to each target organization.

The LoP target is that 50% of target organizations demonstrate increased advocacy capacity.

**Other Notes:** None at this time

THIS SHEET LAST UPDATED ON: 11/30/14

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (2):** Improved civil society enabling environment and **(3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (2 & 4):**

Improved civil society enabling environment

Empower women in political process

**Name of Indicator (31):** Number of public policies introduced, adopted, repealed, changed or implemented consistent with citizen input

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** Public policies include any law, regulation, policy or similar directive that is formally adopted by either the legislative branch or a unit of the executive branch at any level.

- Introduced refers to draft legislation formally being presented and accepted for consideration by a legislative body.
- Adopted refers to new policies not previously existing.
- Repealed refers to existing or draft policies that are removed or prevented from establishment.
- Changed refers to an existing policy that has been substantively changed.
- Implemented means that the policy has been operationalized.
- Citizen input means that the public, citizens and/or civil society organizations have proposed
- language used in, provided comments incorporated into, or monitored the implementation of the policy

**Unit of Measure:** Number of public policies

**Disaggregated by:** Policy status (introduced, adopted, repealed, changed, implemented)

**Justification & Management Utility:** Democratic governance concerns are integral to improving policy reform and implementation across a wide range of development sectors. More effective policy change across development sectors requires government policy makers (in both the executive and legislative branches) to consider and incorporate citizen input into the policy development process.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting the number of public policies based on source documentation

**Data Source:** Activity reports / Sub-grant monitoring reports and copies of public policies

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator.  
The LoP target is 5 policies.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

## PERFORMANCE INDICATOR REFERENCE SHEET

**Name of Sub-Objective (3):** Increased civic participation of Egyptian citizens, particularly women

**Name of Component (2, 3 & 4):**

Improved civil society enabling environment

Empower women in political process

Grant-making targeting women, youth and marginalized groups

**Name of Indicator (32):** Number of services improved by national or sub-national government entities as a result of citizen input.

**Is this an F-Indicator?** No  Yes

### DESCRIPTION

**Precise Definition(s):** The indicator refers to the services offered by governmental entities at the national or sub-national levels (this includes ministries and local councils). The measurement here is the number of services, not the number of improvements to a service. Therefore, if there are multiple improvements to the same service, that service should only be counted once during the fiscal year and only once of the life of the project. Improvements are defined as any change to a service that makes the service easier to access for citizens, more efficient, more transparent, more inclusive, etc. Each service and its respective improvements will need be clearly documented. Citizen input will need to be documented and may include any advocacy efforts, phone calls, meetings, letters, etc. that come about as a result of CADRE implementation.

**Unit of Measure:** Number of services

**Disaggregated by:** Type of service

**Justification & Management Utility:** The number of governmental services improved as a result of citizen input will demonstrate the ability of citizens to influence their government and the ongoing political process in Egypt.

### PLAN FOR DATA ACQUISITION

**Data Collection Method:** Documenting the number of services based on the source documentation.

**Data Source:** Activity reports / Sub-grant monitoring reports, and/or Most Significant Change stories and evidence documenting that a service was improved.

**Frequency and Timing of Data Acquisition by USAID:** Annual

**Estimated Cost of Data Acquisition:** Costs are included in the existing contract

**Individual Responsible at Counterpart:** M&E Manager - data review and reporting; M&E point person at CSSCs, other partners, and Counterpart Grant Officers for data collection and submission

**Individual Responsible for Providing Data to USAID:** CADRE CoP

**Location of Data Storage:** Counterpart's KM Portal; CADRE program records

### DATA LIMITATIONS

**Date of Initial Data Quality Assessment:** N/A

**Known Data Limitations and Significance (if any):** None at this time.

**Actions Taken or Planned to Address Data Limitations:** None at this time.

**Date of Future Data Quality Assessments:** TBD

**Procedures for Future Data Quality Assessments:** N/A

### PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

**Data Analysis:** Annual

**Presentation of Data:** In the Performance Indicator Tracking Table in annual reports

**Review of Data:** Counterpart will review and analyze this data on an annual basis.

**Reporting of Data:** This information will be included in every annual report, as part of the PMEP annex. It will also be described in the annual report narrative.

### OTHER NOTES

**Notes on Baselines/Targets:** There is no baseline for this indicator. The LoP target is 20 services improved.

**Other Notes:** None at this time

**THIS SHEET LAST UPDATED ON: 11/30/14**

# Annex 3: Technical Learning Framework For Egypt – CADRE

November 2014

A. Design	Development Hypothesis and Key Areas of Analysis	Learning Methods
<p data-bbox="92 331 747 391"><i>How do you see your program contributing to organization’s mission, capacity and technical strengths?</i></p> <p data-bbox="92 435 804 621">Our program is in line with Counterpart’s organizational theory of change, which focuses on strengthening civil society actors (leaders, organizations, and networks) in order to achieve community / societal level change. CADRE will do exactly that and this language is incorporated into the ‘if’ portion of our theory of change (see box to the right).</p> <p data-bbox="92 665 800 756">In addition, in line with Counterpart’s mission, we are focused on local partnership, inclusion (with a large component around women’s empowerment), and sustainability of our interventions.</p>	<p data-bbox="825 331 1375 358"><i>What are your “learning questions” or hypothesis?</i></p> <p data-bbox="825 402 1379 493"><i>What topics specifically do you intend to explore to validate and challenge your hypothesis or learning questions?</i></p> <p data-bbox="825 537 1356 565">Our program’s theory of change or hypothesis is:</p> <p data-bbox="825 609 1388 794"><i>If CADRE strengthens civil society leaders, organizations, their members and networks while improving the enabling environment for civil society actors, then Egyptian citizens will more actively participate in and positively influence the ongoing political process.</i></p> <p data-bbox="825 837 968 865">In summary:</p> <p data-bbox="825 909 1388 1060">INSTITUTIONAL STRENGTHENING (organizations, networks) + LEADERSHIP DEVELOPMENT (leaders) + IMPROVING THE ENABLING ENVIRONMENT = GREATER CIVIC PARTICIPATION AND INFLUENCE / POLICY CHANGE.</p> <p data-bbox="825 1104 1409 1227">Our main learning questions/topics to investigate our theory of change include the below. The primary question is #1 below, which has sub-questions incorporated below in Annex I.</p> <ol data-bbox="877 1271 1415 1458" style="list-style-type: none"> <li>1. What impact, if any, is the program having on Egyptian citizens’, organizations’, and networks’ engagement in the ongoing political process in Egypt? Are they participating more in political processes, civic affairs, or social cohesion / integration</li> </ol>	<p data-bbox="1442 347 1845 375"><i>What learning methods will you use?</i></p> <ol data-bbox="1495 418 2007 1125" style="list-style-type: none"> <li>1. Performance Monitoring &amp; Evaluation Plan (PMEP) quantitative indicators including outcome and impact indicators that relate directly to theory of change. PMEP lists specific learning methods/data collection tools, such as Participatory Organizational Development Assessment (PODA), advocacy capacity index, pre-and post-surveys, etc.</li> <li>2. Most Significant Change (MSC) as the primary qualitative learning method. This will include Focus Groups and interviews with program participants.</li> <li>3. After Action Reviews (AARs) of key program activities; periodic review of AARs collected to identify trends and ensure application of learnings.</li> <li>4. Scheduled Learning Workshops and Partner Meetings to ask learning questions, reflect, and collect data, anecdotes or tacit knowledge revealed through discussions/activities.</li> </ol>

	<p>efforts? Are they influencing government policies or services in some way? If there has been an impact, what strategies have resulted in a positive impact? What strategies have proven ineffective – either resulting in no impact or negative impact?</p> <ol style="list-style-type: none"> <li>Are there minimum enabling environment requirements that CSOs need to have an impact on civic participation or government policy / service delivery? What would the minimally permissive environment look like? What beyond a sufficient / minimum enabling environment is needed to get people engaged in the political process?</li> <li>How does the program impact CSO service provision, if at all? What causes this impact?<sup>1</sup></li> </ol>	
<b>B. Implementation</b>		
<b>Learning Activities</b>	<b>Staffing (and Resources)</b>	<b>Methods used to document practices</b>
<p><i>Where and When will you apply learning methods?</i></p> <ol style="list-style-type: none"> <li>PMEP Indicators: Regular M&amp;E data collection and analysis depending on the indicator (quarterly or annually). Monthly reports required from CSO partners. Data collection done by partners and in Counterpart office based on program activities.</li> <li>MSC: Will be done internally and submitted quarterly by program partners. Have an annual external MSC story collection effort as well for an external / outside perspective.</li> <li>AARs: At least two per quarter done with facilitation by M&amp;E team once activities commence, though program will encourage program teams to do them whenever possible</li> </ol>	<p><i>Who is involved in driving your learning approach? (What resources do you need?)</i></p> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>Counterpart: M&amp;E Manager &amp; 3 M&amp;E officers</li> <li>Grant Officers at Counterpart – Helping with M&amp;E for non-CSSC grants given directly by Counterpart</li> <li>Assigned HQ support person as this is the first official program learning agenda</li> <li>M&amp;E point persons at each named partner and future partner CSOs (at least 50% of their time for M&amp;E at the local partner CSOs) – make sure this is clearly in each partner’s</li> </ul>	<p><i>How will you capture your learnings?</i></p> <ol style="list-style-type: none"> <li>PMEP Indicators: Quarterly and Annual Reports</li> <li>Most Significant Change (MSC) documented stories and analysis</li> <li>After Action Reviews (AARs): 2 page highlight reports</li> <li>Learning workshop reports and partner meeting minutes</li> <li>The above would be uploaded to KM Portal</li> </ol>

<sup>1</sup> Note that originally our theory of change had a greater focus on service delivery by both CSOs as a result of increased capacity and government (via CSO advocacy with government). However, USAID discouraged this focus because they do not want the program to focus extensively on service delivery type grants to CSOs. For the donor, improvements in CSO service delivery would be seen as a positive by-product of the program. However, for Counterpart, the link between organizational capacity building and the improvements felt by those accessing CSO services is an important question globally so the team decided to leave this question in the learning agenda.

<p>after program activities or initiatives are implemented. Will be selected and planned for ahead of time.</p> <p>4. Learning workshops &amp; Partner Meetings: There are planned M&amp;E trainings to introduce the learning questions and PMEP to partners. Then there are learning workshops to be implemented with partners each year. Planned quarterly reflection/learning/coordination meetings with named partners in the proposal as well.</p>	<p>budget so M&amp;E focal point is identified and budgeted.</p> <p><b>Supplemental Human Resources:</b></p> <ul style="list-style-type: none"> <li>- External firm to have with baseline research (still determining how necessary that is) and implementing MSC</li> <li>- USAID to commission an external evaluation (not charged to the project)</li> <li>- May need facilitation support for learning workshops</li> <li>- Translation of report summaries, etc. as necessary.</li> </ul> <p><b>Financial Resources for Activities:</b></p> <p>Program Budget includes</p> <ul style="list-style-type: none"> <li>- Around \$205,000 for baseline and endline which will be rolled into external M&amp;E support especially with MSC;</li> <li>- Mid-year review workshops are budgeted each year. (around 27K LOP)</li> <li>- CSO workshops are budgeted with CSSCs (around 80K LOP)</li> <li>- CSSCs will budget workshops at the local level with their CSOs</li> <li>- M&amp;E training budgeted for local partners along with grants and compliance training (total 80K LOP)</li> <li>- CSO hosting and orientation sessions – three workshops budgeted at 54K LOP</li> </ul>	
<p>C. Knowledge Sharing and Application</p>		<p>D. Program/Org Drivers/Inhibitors of Learning</p>
<p>Dissemination methods</p>	<p>Institutionalization activities</p>	
<p><i>How will you disseminate your learnings to internal audiences and external audiences?</i></p> <p>Knowledge dissemination to internal and external audiences needs to be incorporated into the Communications Strategy currently being developed. Current plans include:</p>	<p><i>How will your learnings be institutionalized in organization?</i></p> <ul style="list-style-type: none"> <li>- Internal / external publications led by Counterpart HQ such as annual reports or newsletters</li> </ul>	<p><i>What are some drivers of learning you can leverage? What are some inhibitors of learning you need to mitigate?</i></p> <p><b>Drivers:</b></p> <ul style="list-style-type: none"> <li>- Learning agenda fully integrated into</li> </ul>

<ul style="list-style-type: none"> <li>- Sharing quarterly and annual reports. Should translate executive summaries of final reports submitted to USAID for local partners.</li> <li>- Emailing combined results based on what is received from all partners (reporting back out to partners)</li> <li>- Documents, learning, tools, etc. can be posted on program sites such as e-learning site and maktabat. See what is most appropriate.</li> <li>- Sharing MSC stories with network of partner organizations via Facebook</li> <li>- Sharing MSC stories with USAID via email and regular reports</li> <li>- Facebook and LinkedIn page for program connected to maktabat website (should all be integrated)</li> <li>- AAR report distribution to those involved</li> <li>- Learning workshops and partner meetings as a time to create learning and share existing learning.</li> <li>- With Counterpart HQ: getting included in Counterpart HQ's communications efforts like newsletters and website updates.</li> <li>- KM Portal</li> </ul>	<ul style="list-style-type: none"> <li>- Proposal content in new business development</li> <li>- Capacity statements</li> <li>- KM Portal</li> <li>- Success Stories</li> <li>- Program Reports</li> <li>- Sharing at annual workshops or meetings hosted by Counterpart International</li> </ul>	<p>program's PMEP, the primary management document for M&amp;E</p> <ul style="list-style-type: none"> <li>- Pilot country for Counterpart International so greater focus / support and new learning from HQ</li> <li>- USAID interest in using framework to inform program evaluations. USAID/Washington involvement with greater focus on learning across LWA.</li> <li>- Two Counterpart program staff currently on CADRE in Egypt very interested and committed to the learning agenda, see its benefit in bringing the program partners and components together under a shared vision</li> </ul> <p><b>Inhibitors:</b></p> <ul style="list-style-type: none"> <li>- Different Partners that we haven't been able to effectively engage due to slow start up and staff not available in Cairo</li> <li>- New staff that will come on board later who weren't a part of the learning agenda's development. Needs to be introduced to all stakeholders and give them a chance to come up with their own questions or ideas so they don't feel this is forced on them.</li> <li>- May lose momentum given registration issues and slow to start-up program.</li> </ul>
---	---	--

## **Annex I – Learning Questions & Sub-Questions:**

1. Community Level: What impact, if any, is the program having on Egyptian citizens', organizations', and networks' engagement in the ongoing political process in Egypt? Are they participating more in political processes, civic affairs, or social cohesion / integration efforts? Are they influencing government policies or services in some way? If there has been an impact, what strategies have resulted in a positive impact? What strategies have proven ineffective – either resulting in no impact or negative impact?
  - a. Leader level:
    - i. What impact does the program have on specifically changing women's behavior to more actively participate in the ongoing political process?
    - ii. How, if at all, do initiatives focused on individual women's leadership result in gains for women writ large?
  - b. CSO level:
    - i. What type of CSO has the greatest influence on government policy and why? Service delivery organizations, advocacy organizations, or organizations that do both?
    - ii. How, if at all, are organizations better able to handle political transitions as a result of their participation in the capacity building portion of the program? How do organizations maintain or increase their resilience? Or put another way: what civil society strategies are most successful in dealing with current legal environments?
  - c. Network level:
    - i. Are networks under the program activated? What is their impact? What is the difference, if any, in impact of work done under the program by organizations vs. networks of organizations?
2. Are there minimum enabling environment requirements that CSOs need to have an impact on civic participation or government policy / service delivery? What would the minimally permissive environment look like? What beyond a sufficient / minimum enabling environment is needed to get people engaged in the political process?
3. How does the program impact CSO service provision, if at all? What causes this impact?

COUNTERPART INTERNATIONAL – CIVIC  
ADVOCACY FOR DEMOCRATIC RESILIENCE  
IN EGYPT (CADRE)

GRANT MANUAL

December 2014

---

## TABLE OF CONTENTS

---

### List of Acronyms

### CADRE Program and Grants Overview

- I. CADRE Program and Grants Overview
- II. Roles and Responsibilities
- III. General Parameters
- IV. Selection of Grant Type

### Preparatory Phase: Preparing for Grant Administration and Management

#### Phase I: Grant Competition: Soliciting Request for Applications

- 1.1 Eligibility Criteria
- 1.2 Roles, Responsibilities and Approvals
- 1.3 Preparing Request for Applications
- 1.4 Requests for Applications Announcements
- 1.5 Requests for Applications Orientation Sessions
- 1.6 Conflicts of Interest and Ethical Standards

#### Phase II: Receiving, Reviewing and Evaluating Grant Proposals

- 2.1 Proposals Submission
- 2.2 Tracking Applications
- 2.3. Initial Screening
- 2.4. Grants Selection Committee (SELCOM)
- 2.5. SELCOM Meeting and Proceedings:
- 2.6. SELCOM Summary of Recommendations and Comments
- 2.7. Technical Assistance to Applicants
- 2.8. Obtaining USAID/AOTR's Approval
- 2.8 Rejection Letters
- 2.9 Pre-Award Procedures

#### Phase III: Grant Approval and Award

- 3.1. Grant Approval and Grant Agreement
- 3.2. Substantial Involvement and Grant Special Conditions
- 3.3. Grantee Certifications
- 3.4. Explaining Grantees' Responsibilities
- 3.5. Grants Numbering and Tracking
- 3.6. Grants Modifications and Changes
- 3.7. No cost extensions

#### Phase IV: Grant Implementation, Monitoring and Close Out

- 4.1 Consultations with Grantee Organizations on Reporting Process
- 4.2. CADRE Grants Reporting Procedures
- 4.3. CADRE Grants Payment Procedures
- 4.4. Grantee Reports and Payments Review and Approval
- 4.5. Grant Monitoring

- 4.6. Deviations to policies and grant agreement requirements
- 4.7. Grant Closeout

## Conclusions

### Annexes

- Annex 1: RFA Sample
- Annex 2: Grant Application Sample
- Annex 3: Conflict of Interest Statement
- Annex 4: Grant Applications Log & Checklist
- Annex 5: Grant Applications Initial Screening and Short listing Sample
- Annex 6: Grant Proposal Review and Recommendations Summary Sheet
- Annex 7: Proposal Evaluation and Scoring Sheet
- Annex 8: Grantee Pre-award Survey
- Annex 9a-9g: Sub Grant Agreement and Attachments Samples (Standard Grant)
- Annex 10: Sub Grant Agreement Sample (Fixed Obligation Grant)
- Annex 11: Sub Grant Agreement Sample (In-Kind Grant)
- Annex 12: Grantee Certifications
- Annex 13: CADRE Grant File Check List
- Annex 14: Grants Status Report
- Annex 15: Grant Agreement Modification Form
- Annex 16: Grant Financial Report Sample
- Annex 17: Narrative Report Sample
- Annex 18: Milestone Certification Sample
- Annex 19: Grant Success Story /Impact Story Sample
- Annex 20: Grant Cost Share Report Sample
- Annex 21: Counterpart Branding and Marking Guidelines
- Annex 22: Grant Advance Request Sample
- Annex 23: Grant Monitoring Field Visit Check List
- Annex 24: Grant Monitoring Field Visit Report Sample
- Annex 25: Grants Closeout Checklist
- Annex 26: Grant Completion Certification
- Annex 27: Visual Compliance Setup and Screening Instructions
- Annex 28: Sample Cure Notice

---

## LIST OF ACRONYMS

---

AO	Agreement Officer
AOR	USAID Agreement Officer's Representative
COP	Chief of Party
CSO	Civil Society Organization
FOG	Fixed Obligation Grants
GCC	Grants, Contracts and Compliance
GMM	Grants Manual Modification
GSC	Grant Selection Committee
GTS	Grant Tracking System
CADRE	Responsive Governance Program
SELCOM	Selection Committee
M&E	Monitoring and Evaluation
RFA	Request for Application
TA	Technical Assistance
USAID	United States Agency for International Development

---

## I. CADRE PROGRAM AND GRANTS OVERVIEW

---

The GOAL of the Civic Advocacy for Democratic Resilience in Egypt Program (CADRE) is to support Egypt's ongoing political transition through technical assistance, organizational capacity development, and grant making opportunities for civil society organizations (CSOs) that are working to raise public awareness around upcoming electoral events through voter and civic education; to promote inclusive dialogue that elevates the role of women and youth, the protection of minority rights, and religious tolerance; to combat gender-based violence; and to promote human rights and transitional justice. The program is framed by four COMPONENTS:

- 1) CSO capacity building;
- 2) Improved civil society enabling environment;
- 3) Women's empowerment in political processes; and
- 4) Thematic area grant-making targeting women, youth and marginalized groups.

Counterpart International's vision for implementation is to establish the identity and opportunities of the CADRE Program with the different stakeholders, including but not limited to: CADRE Implementation Partners, Egyptian Civil Society Organizations (CSOs), GOE, and USAID. We will accomplish this by engaging all existing stakeholders at all levels necessary for achieving the objective of the program, and recommending new institutional, legal and regulatory changes to support and enable Egyptian Civil Society and enhance capacity where needed. Achievement of clear outputs and milestones will demonstrate the purpose and value of program objective to stakeholders at all levels, ensuring agreement on and collaboration in the achievement of common goals.

CADRE is designed with interconnected program components that all contribute to one another. CADRE CSSC and CSO networks described in component one will also be potential grantees, civil society law and policy advocates and recipients and implementers of gender training and technical assistance. The grants, likewise, are not isolated in component four but are also used to support activity implementation across CADRE components. Counterpart International will implement CADRE in partnership with three international and two Egyptian partners, which are all currently working in CADRE's relevant program areas.

Key OUTCOMES from the proposed application include:

### Component 1: CSO capacity building

- i Establish Network of 10 Civil Society Support Centers
- i Provide Tailored Training and Technical Assistance to CSSCs
- i Strengthen and Provide Support Services to 100 Egyptian CSOs
- i Increase Access to Learning Opportunities
- i Provide Capacity Development for CSO Grantees
- i Provide Cyber Security Training for CSO Network
- i Institutionalize and build capacity for CSO Certification

### Component 2: Improved civil society enabling environment

- i Provide TA to Develop an Enabling Legal Environment for Civil Society

- i Improve CSO Capacity to Advocate for More Enabling Laws Governing Civil Society
- i Support the Implementation of New Civil Society Legal Framework
- i Educate CSOs in New Legal Rights and Responsibilities

Component 3: Empower women in political processes

- i Implement Participatory Research and Analysis Project on the Status of Women in Egypt
- i Initiate Women’s Leadership and Internship Program
- i Deliver Advocacy Training Workshops for Inclusive Electoral and Political Processes
- i Support Citizen Awareness of Gender Sensitive Approaches
- i Strengthen Women’s Networking

Component 4: Grant-making targeting women, youth and marginalized groups, in support of Components 1-3

In support of components 1-3, CADRE will work with and through local CSOs on capacity building, civil society operating environment research and advocacy, and women’s political participation efforts. Toward this end, CADRE will advertise and award grants in the following areas:

Grant Name	Grant Description and Result	Estimated Value
<b>Component One: CSO Capacity Building</b>		
Institutional Support and Implementation (ISI)	Description: In an effort to partner experienced Egyptian CSOs with less developed CSOs and enabling leading CSOs to become long-term service providers to the sector, CADRE will select a diverse network of 10 Civil Society Support Center (CSSC) partners that will receive grants to both improve their internal capacity as well as provide training and mentoring for up to 10 CSOs each. Result: 10 leading CSOs develop CSO constituencies based on quality capacity service provision; 4 leading CSOs certified for direct donor work; 100 CSOs measurably increase their performance.	\$3 million
<b>Component Two: Improved Civil Society Enabling Environment</b>		
Policy Monitoring and Research (PMR)	Description: PMR grants will be awarded to CSOs, academic institutions, research firms and think tanks to conduct a broad range of analytical and observational activities regarding key civil society issues, including the civil society enabling environment. Activities may include holding forums and workshops; conducting comparative research; compiling recommendations and suggested changes to laws and policies impacting CSOs; and monitoring law and policy changes and disseminating analytic reports. Result: Quality research, observations and reporting is made available to domestic and international audiences; Products are used to better inform advocacy efforts.	20 x \$20K = \$400K
Policy and Legislative Advocacy (PLA)	Description: PLA grants will take two forms: (1) small issue-based awards and (2) larger campaign grants. The small grants are designed to rapidly respond to critical laws or policy issues or to provide action for an issue that appears to be building momentum for reform, such as opposition to a new law or regulation, the enforcement or re-interpretation of a legal issue, or a public event aimed at bringing attention to an issue. The larger grants are designed to support	20 small x \$25K = \$500K 10 large x \$50K = \$500K

	traditional coalition-based advocacy campaign on a major law or policy such as the NGO Law or foreign funding of CSOs. Result: 14 policies, laws or sub-normative acts are influenced by CSO activism and advocacy	
<b>Component Three: Women's Empowerment in Political Processes</b>		
Women's Empowerment (WE)	Description: CADRE will support a wide range of efforts by women-led and women-focused organizations aimed at including more women in the political process. Illustrative activities may include establishing political training courses / institutes; recruitment efforts to attract more female government workers and candidates; legal research and advocacy; awareness raising campaigns and mentorship programs. Result: 80% of projects meet their performance and impact indicators resulting in measurably more women participating in Egyptian political processes.	10 x \$50K = \$500K

In addition to grants supporting components 1-3, CADRE has allocated \$9 million for Thematic and Special Solicitations grants to support short and longer term initiatives under component 4 in a number of key topics as described below. CADRE will announce and publish a detailed grant tender or annual program statement (APS) at the beginning of the program with modules specified for each of the five topical areas, and terms for application for "special solicitations awards" as those opportunities/needs arise (in close consultation with USAID). CADRE grant selection teams in each of the five topical categories will meet on a quarterly basis and make funding decisions based on quantitative scoring and group discussion and consensus. Illustrative selection criteria will include: organizational experience and current capacity; innovation and outreach of proposed project; sustainability and scalability; responsiveness to solicitation; and cost reasonableness. Applicants will be required to detail how they have and expect to continue receiving grants from foreign sources. In addition, some portion of this grant pool (\$3-5 mil) will be set aside for special solicitation grants – those awards that will be made at the discretion of USAID and the Recipient to: a) urgent issues that may arise during the LOP; b) unsolicited proposals received by USAID or CADRE that we jointly feel should receive program support; or c) rapidly emerging advocacy actions (particularly those falling within the priority thematic areas identified in the RFA) that need support. Thematic grants and illustrative activities include:

- Voter and Civic Education Grants: activities may include both non-election civic education efforts as well as election-time voter instruction and get-out-the-vote efforts. Illustrative activities for voter and civic education include but are not limited to: 1) face-to-face voter and civic education sessions, particularly in Upper Egypt where literacy is low; 2) community screens projects – where series of display screens are placed around towns to convey civic and voter education messages to inhabitants (content to be driven by CSOs and their constituents); 3) public service announcements or radio programs that feature partnerships between CSOs and local media outlets (radio being one of the most popular forms of media in Egypt).
- Consensus Building and Reconciliation Grants: activities may focus on creating the space and environment for inclusive, constructive public dialogue around moving democratic reforms forward in Egypt. Activities such as interactive theater, media vignettes, civic forums, local truth and reconciliation commissions activities (an international "best practice", where local commissions examine abuses committed in their communities and then report about it to the general public).

- Religious Tolerance and Dialogue Grants: activities may include interfaith events, training, local mediation and conflict resolution efforts and multi-ethnic and religious community development efforts. Interactive Theater has been successfully used in Egypt engage the public in dialogue around sensitive issues and to encourage communities to themselves discuss issues that relate to values of tolerance and acceptance. Other possible activities include Intra-faith Dialogue for youth, inter-faith community revitalization activities and talk show debates on religious tolerance, among many others.
- Combatting Sexual and Gender-Based Violence Grants: activities may include awareness raising, advocacy, victim services, work with courts and law enforcement officials, and case management. Activities to build the capacity of CSOs that help and shelter GVB victims, or enhance the capacity of social workers to handle sexual offences and other cases of gender-based violence, among others. Advocacy activities in support of passing a Domestic Violence law.
- Human Rights (HR) and Transitional Justice and Reconciliation Grant: proposed activities will include technical training to HR groups, monitoring and reporting HR abuses, advocacy and transitional justice activities. Activities such as town hall meetings, sponsorship of thematic art exhibits, research and comparison of best practices from other post-conflict and transitional state, among others.

## II. Roles and Responsibilities

### A. Institutional Relationship

Successful grant implementation requires cooperation and coordination among the donor, Counterpart and the grantee. Although the focus of this manual is the specific responsibilities of Counterpart, it is helpful to remember how the relationship among these three works:

#### Donor

- i Provides overall direction and analysis;
- i Reviews, provides guidance and approves the grant program;
- i Regulates the handover and disposition of inventory.

#### Counterpart

- i Leads grant design, solicitation and selection;
- i Monitors and evaluates grantee progress.
- i Ensures financial and programmatic compliance;
- i Oversees grant closeout and award certificate of completion.

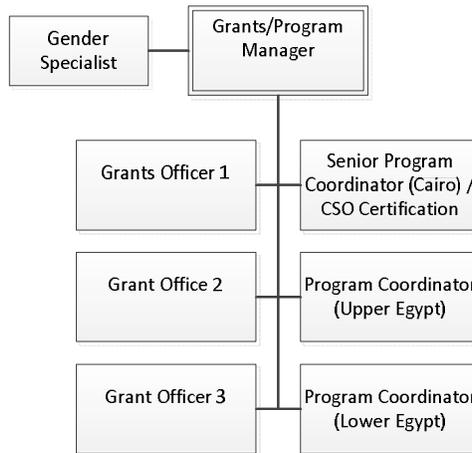
#### Grantee

- i Develops and submits proposal;
- i Executes grant according to program description;
- i Adheres to reporting requirements;
- i Notifies Counterpart of any potentially significant administrative or financial problems;
- i Returns any unspent grant funds;
- i Documents lessons learned.

**B. CADRE Field Office Program/Grants Management and Support Teams**

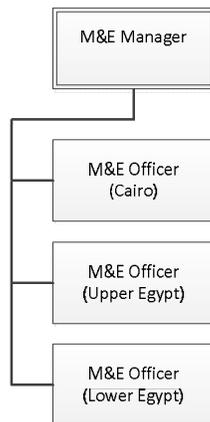
To successfully implement and facilitate program and grants activities under its four distinct programmatic components, CADRE has a grant management team, as well as monitoring & evaluation and technical units to provide necessary support. CADRE is led at the field level by the COP, the senior most program staff person in the field, one who has authority to execute grants below a set threshold established internally by Counterpart on behalf of the organization once vetted by the Grants Specialist (and GC&C in the case of grants over \$25,000) and is the key person at the field level responsible for ensuring grant implementation coincides with the approved work plans and Program Monitoring and Evaluation Plans (PMEP) approved by the donor.

Program and Grants Management Unit:



The Program and Grants Management Unit is responsible for overseeing and implementing CADRE grant activities. The Unit will be headed by a Grant/Program Manager who reports to the DCOP, and will oversee all grant making processes and program activity implementation. The Grant Manager will be supported by Grant Officers/Technical Specialists and Program Staff, who are responsible specifically for supporting the overall grant making process, awarding and monitoring processes, and managing specific grants portfolios.

Monitoring & Evaluation Unit:



CADRE's Monitoring & Evaluation (M&E) Unit will support grant making processes and program activity implementation by providing technical assistance and training in data collection and analysis, reporting, developing automated and manual systems, and conducting surveys and research. The M&E Unit will be responsible for keeping M&E data related to grants updated at all times and providing necessary support to partner organizations as well.

### III. General Parameters

#### Governing Regulations

If the funding for a grant program comes from sources other than the U.S. government, the grants issued are subject to the donor's requirements. If the funding comes from the U.S. government, grants are subject to the general federal government framework for assistance.

These regulations generally include but are not limited to:

1. OMB Circular A-122 (2 CFR Part 130), Cost Principles for Non-Profit Organizations;
2. OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations;
3. Counterpart's policies, including those covering travel, procurement, and delegation of authorities.

#### USAID:

4. 22 CFR Part 226, Administration of Assistance Awards to U.S. Non-Governmental Organizations;
5. 22 CFR Part 228, Rules on Source, Origin and Nationality for Commodities and Services Financed by USAID;
6. USAID Inspector General's Guidelines for Financial Audits Contracted by Foreign Recipients;
7. Relevant provisions of Automated Directives System (ADS), Chapter 591, Financial Audits of USAID Contractors, Grantees and Host Government Recipients;
8. All other provisions of the ADS referred to in any of the other documents, associated references and interim updates;
9. Applicable Information in Bulletins and Acquisition and Assistance Policy Directives (AAPDs).

#### U.S. Department of Agriculture:

10. 7 CFR 1599, McGovern-Dole International Food for Education and Child Nutrition Program;
11. 7 CFR 1499, Food for Progress;
12. 7 CFR 3015, Uniform Federal Assistance Regulations;
13. 7 CFR 3019, Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations.

#### U.S. Department of State:

14. 22 CFR 145, Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations;
15. The U.S. Department of State Standard Terms and Conditions for Domestic Federal Assistance Awards.

#### IV. Selection of Grant Type

Depending on the nature of the activities and the capacity of the recipient, Counterpart can issue four basic grant types: Simplified, In-kind, Fixed Obligation (FOG) and Standard. Project staff members can use the descriptions below to decide which type of grant is right for each grant activity.

Generally speaking, In-kind grants offer the lowest level of risk, since Counterpart buys goods and services on behalf of the grantee instead of giving the grantee money. Grantees receive cash through simplified, standard and fixed obligation grants. With simplified and standard grants, payments are issued either in advance or for reimbursement; with a FOG, payments are made as the project reaches set milestones.

A matrix summarizing the four grant types and their eligibility criteria, traits and required clauses is located on the Counterpart intranet and can be obtained from Compliance at [Compliance@Counterpart.org](mailto:Compliance@Counterpart.org).

##### Simplified Grants

###### Overview/Purpose

A Simplified grant covers the grantee's costs, either with advances on a regular basis or as reimbursement for expenses incurred. Either way, all costs must be substantiated by receipts: The grantee submits financial reports to justify the advances or provides invoices for reimbursement of expenses. Because this is a cost-reimbursable grant, the budget represents a ceiling value, not a guaranteed payment amount. The grantee has to spend to get.

A Simplified grant is a standard grant with fewer restrictions and requirements. It contains only the standard provisions and audit clauses necessary for simpler activities. For this reason, simplified grants cannot be used to buy equipment or international travel, charge costs indirectly or cover sub-grants. Simplified grants are ideal for smaller activities and grantees with relatively unsophisticated financial systems.

Simplified grants may be used for nongovernmental organizations and public international organizations.

###### Eligibility Factors:

1. The grant value must be less than \$150,000;
2. The grantee cannot procure equipment, which is defined as any item that has a useful life of more than one year and costs \$5,000 or more;
3. The grant budget cannot contain indirect costs; all costs must be directly accounted for in the grant budget. An organization that has an established Negotiated Indirect Cost Rate Agreement (NICRA) letter with the U.S. government is not eligible for a simplified grant;
4. The grantee cannot award sub-grants.

For USAID programs, any goods to be purchased under a Simplified Grant must meet the rules governing local cost financing and geographic code described in 22 Code of Federal Regulations (CFR) 228. The grant also must not be used for ineligible or restricted goods identified in the Automated Directives System (ADS) 310, 311 and 312.

## Standard Grants

### Overview/Purpose

Counterpart relies mostly on In-kind, FOG and Simplified Grants as the most straightforward and accessible grant instruments. When circumstances do not allow for these types of grants, however, Standard Grants are the best mechanism.

Standard Grants are cost-reimbursable grants that do not meet the criteria for Simplified Grants. They are ideal for larger-scale programmatic support over longer periods when the activities are somewhat broadly defined. As with Simplified Grants, payments can be issued in advance of purchases or as reimbursement, and the budget represents a ceiling and not a guaranteed amount.

Standard Grants contain all provisions the donor requires, which allows for greater financial oversight through audits, obligated amounts and restrictions on budget flexibility. Grantees are also given more frequent programmatic and operational reporting requirements, such as preparing work plans, quarterly reports or performance monitoring plans.

Standard Grants are most successful with experienced NGOs. They may be used for grants with NGOs, with government entities through a Limited Scope Grant Agreement and with public international organizations.

### Eligibility Factors:

1. Any cost-reimbursable grant that does not meet the criteria for a Simplified Grant shall be a standard grant.
2. Under Standard Grants, budgets can include most costs as long as they are allowable under donor regulations, including the following:
3. Property and equipment. Goods (equipment, furniture, etc.) must meet applicable USAID local financing regulations, and single items may have a useful shelf life of one year or more and an acquisition cost greater than \$5,000. Depending on the procurement needs of the grant and the capacity of the grantee, the program may be involved by reviewing the RFQs, taking part in the evaluation and confirming transparency.
4. International travel. International travel is eligible for financing. USAID grants must include Required as Applicable Standard Provision for Non-U.S. NGOs No. 3, International Air Travel and Transportation.
5. Indirect costs. Indirect costs are eligible for financing. USAID grants must include Mandatory Standard Provision for Non-U.S. NGOs No. 1, Allowable Costs. Indirect costs must be analyzed closely by the program and should be allowed only when the grantee can provide an official USAID Negotiated Indirect Cost Rate (NICRA) letter or audited financial statements for the previous three years.
6. Sub-awards. Standard Grants may include sub-awards. USAID grants must include USAID Required as Applicable Standard Provisions for Non-U.S. NGOs No. 7, Sub-agreements. Counterpart should allow sub-awards only on an exceptional basis after conducting thorough diligence on the grantee's capacity to manage sub-grantees.

7. Inclusion of sub-awards in any grant requires verification by Counterpart of the procedures the grantee will use to implement sub-awards to confirm that they are in accordance with donor and Counterpart policies.
8. Advances. The preferred form of payment of standard grants is reimbursement based on bona fide receipts, but funds may be advanced to the grantee. USAID grants must include USAID Mandatory Standard Provision for Non-U.S. NGOs No. 2, Accounting, Audit and Records; Mandatory Standard Provision for Non-U.S. NGOs No. 3, Payment Advance and Refunds; and Required as Applicable Standard Provision for Non-U.S. NGOs No. 1, Payment Advance.

### Fixed Obligation Grants (FOGs)

#### Overview/Purpose

With a Fixed Obligation Grant, or FOG, payments are made when a grantee reaches identified milestones. FOGs are useful for new organizations undertaking activities with clear, identifiable benchmarks. Because payments to the grantee are triggered by milestones accomplished and not cost, the milestones become the basis against which payment are made.

A grantee receiving a FOG must have concrete, sequential milestones inherent in its plans. When a grant budget has been negotiated and agreed upon, the total amount becomes fixed and a milestone schedule is created under which payments are allocated against the individual milestones. Payments can be allocated by percentages of the total budget or lump amounts among the milestones, as long as the total amount of payment does not exceed the total grant value. Generally, the final milestone should never be less than 10 percent of the total grant value so that the grantee has an incentive to complete the activities.

Before receiving each payment, the grantee should complete a Milestone Certification, which should include evidence where applicable (final reports, survey results, etc.). When Counterpart accepts the certification, the payment is released to the grantee. Counterpart does not review receipts or other evidence of the grantee's costs.

FOGs are very effective for short-term, targeted activities with concrete milestones, such as conferences, studies, surveys, workshops, policy papers and disaster relief. Care must be taken to develop a clear milestone schedule with feasible dates, delivery instructions including acceptance rights by Counterpart, and payment amounts tied to each milestone. Because the value of the grant is fixed, FOGs require greater diligence and pre-award negotiations than other grant types. Counterpart and the grantee must be certain about the costs required to complete the work, since the value of the grant cannot be increased once it is fixed. For this reason, it is recommended that FOGs not exceed \$25,000 and cover no more than six months.

#### Eligibility Factors:

In order to be eligible for a FOG, activities must meet the following conditions:

1. Milestones must be easily identifiable and verifiable.
2. The risk that projects will be changed must be limited. Short-term, smaller projects work best.

3. There must be enough information about costs for Counterpart to determine and negotiate the fixed price of the grant. The price cannot increase after the FOG is signed.
4. The grant value must be less than \$500,000 per year and cannot exceed \$1.5 million total. For U.S. organizations, the grant value cannot exceed \$150,000.
5. The grant period cannot exceed three years.
6. If the grantee will procure equipment, which is defined as any item that has a useful life over one year and an acquisition cost of \$5,000 or more, it must be written in as a milestone.
7. The grantee must not buy real property under a FOG. Real property means land, including land improvements, buildings and related equipment except for machinery and equipment that can be moved.
8. The grantee cannot award sub-grants.

### In-Kind Grants

#### Overview/Purpose

Under In-kind Grants, Counterpart buys goods and/or services for the grantee. Counterpart applies the donor's regulations and Counterpart's procurement practices, but the grantee may provide input on what goods and/or services are needed. By making the purchases for the grantee, Counterpart ensures the integrity of the process and makes the final payment to the vendor(s). No cash is transferred to the grantee, and the grantee signs a certification of receipt when the goods or services are delivered.

Counterpart must ensure that whatever it bought for the grantee is properly used. The grantee is required to use and keep the property for the purposes specified in the project awarded with the grant. For USAID grants, in-kind agreements must include the Standard Provision "Title to and Use of Property (June 2012)."

In-kind Grants are well suited to local governments and NGOs that are not strong on financial management and have significant start-up or material needs. In-kind donations may include materials, equipment, tools, supplies and technical services. A Scope of Work/Program Description says how the in-kind donation should be used, and an itemized list of goods or services with the associated values substitutes for the grant budget.

This format should not be used for third-country or international NGOs because they can generally manage procurements and cash flow.

#### Eligibility Factors:

An In-kind Grant could be approved under these conditions:

1. The objective can be achieved with the donation of goods or services. If the grant requires the grantee to make the purchase or involves no acquisition of goods and services, an in-kind grant is not appropriate.
2. The goods or services are quantifiable and have monetary value.
3. It is possible for Counterpart to make the purchase in accordance with our budget, program scope, Counterpart practice and donor regulations, including prohibitions on restricted or

ineligible goods, geographic code constraints, U.S. government export restrictions and sanctions law.

4. Program staff members are able to monitor the grantee's receipt and use of the goods or services.

5. The grantee exists as a legal entity to receive the in-kind donations.

---

## PREPARATORY PHASE: Preparing for Grant Administration and Management

---

### Understanding Grant Management

Amongst others, grants management includes grant scope design, grant proposal review and selection, grant award, financial, administrative and program monitoring of grantee organizations, responsive communication on grant administration issues, financial transfers, budget forecasting and financial reporting, program reporting and work planning, mentoring of grantees and technical assistance for grant implementation.

A strong grant management program involves:

- a) Grant making goals and objectives that are:
  - i set in consideration of donor, organizational and program requirements;
  - i clear but flexible to respond to concrete program needs;
  - i in written form to assure consistency.
  
- b) Grant making process that:
  - i is set in consideration of donor, organizational and program requirements;
  - i is clear in identifying grant purpose, target goals and communities;
  - i is clear in identifying applicable standards and requirements;
  - i is set in a written form to assure consistency;
  - i is made publicly available and distributed widely to reach out to as many as possible interested parties;
  - i clearly defines roles and responsibilities of all parties ;
  - i prevents any potential conflict of interest and undue influence by parties involved;
  - i ensures transparency and fair competition during the grant application, review and award process.
  
- c) Grant Implementation Policies, Provisions and Administrative Requirements that:
  - i ensure compliance with donor, organizational and program requirements;
  - i are written form to assure consistency;
  - i clearly identify standards and requirements for grant implementation;
  - i set clear financial and program reporting requirements and standards.
  
- d) Grant tracking system for keeping records and documenting progress that:
  - i ensures timely document compliance with applicable policies and procedures;
  - i captures all documents related to the grant announcement, selection, award, implementation and close out process;

- i includes a filing system to record all grant administration documents such as original grant applications and supporting documents, grant approvals, grant award notices, grant agreements and amendments, grant budgets and budget modifications, approvals of grantee requests, and others applicable;
  - i captures the complete grant financial management process and documents all financial reports and expenditures, cost share and in-kind contributions report, budget spending analysis, approvals of budget over and underspent amounts, budget spending projections, grant funds cash flows and any grant related financial transactions;
  - i tracks program reports, program activities implemented, progress towards achieving program objectives and milestones, program successes, challenges and lessons learned;
  - i generates information on total amount of funds awarded against total grant budget, total amounts of grants disbursed to each grantee against their individual award amounts, total amount of funds utilized and reported by each grantee against individual awards, gender and location metrics and other data necessary to inform program implementation.
- e) Grantee monitoring process that:
- i involves regular reviews of grantee compliance with financial and program reporting requirements;
  - i verifies grantee financial and program reports and identifies possible discrepancies;
  - i reviews grantee progress in achieving program objectives and milestones as well as consistency of program implementation with approved grant proposal;
  - i reviews grantee financial documents and financial management systems to verify consistency with applicable standards and approved budget;
  - i involves feedback to grantees identifying strengths and weaknesses, discrepancies between approved and actual activities, discrepancies in approved budget spending as well as other financial reporting problems, recommendations and timeframe for improvement.
- f) Grantee technical assistance that is designed to:
- i ensure grantee compliance with applicable rules and regulations;
  - i support grantees in the establishment of appropriate financial and administrative grant management systems;
  - i support grantees for successful program design and implementation;
  - i address issues identified during the grant monitoring process.
  - i build the institutional capacity of the grantee to implement future award

---

## PHASE I:

### Grant Competition: Soliciting Request for Applications

---

#### 1.1 Eligibility Criteria

Based on the grant types and objectives, CADRE issues Requests for Applications (RFAs) providing for two types of eligible organizations to receive funding: grants, that are open for applications only by the CADRE key partners (the Institutional Strengthening Grants), and grants that target all Egyptian Civil Society Organizations (CSOs) with expertise in the RFA area and that are registered as CSOs as per local legal requirements (Transitional Umbrella Fund Grants).

### 1.2 Roles, Responsibilities and Approvals

In collaboration with program team members working in the RFA area, the CADRE grants teams, shall be responsible for the preparation of CADRE RFAs using the established samples.

As relevant to the nature of the grant, the RFA Program Description shall be prepared by the Grant Manager with input from other technical teams as needed. The Grant Manager shall finalize the RFA and ensure its compliance with applicable rules and regulations. The Grant Manager shall submit the final RFA to the COP or designee for approval.

Upon finalization of the RFA and at the time of its announcement, the COP or the Grant Manager, if assigned, will share the document with USAID-CAIRO/CADRE AOR.

References: CADRE Grant Making Timeline  
Annex 1: RFA Sample  
Annex 2: Grant Application Samples

### 1.3 Preparing Request for Applications

The CADRE grant portfolio is designed to directly contribute towards reaching Program Objectives. Types of grants, as listed under section CADRE Program and Grants Overview of this manual, have been predefined within the framework of the Cooperative Agreement No.AID-263-LA-14-00003, LWA #DFD-A-00-09-00141-00 with USAID. Specific program activities and types of grants to be awarded over a program year are set annually in consultation with USAID and reflected in the respective CADRE Annual Work Plan and Budget.

The initial phase of the RFA development process involves conceptualizing the programmatic objectives that will be achieved through the grant. The purpose of each grant will be to address specific needs within CADRE program objectives and activities. In this regard, each RFA Scope of Work is developed by the relevant program teams responsible for the particular area of work the grant type is designed to support. During the process, technical input from other program and technical teams is provided. In all cases the identified need must be relevant to CADRE goals and objectives and be allowable within the context of the Cooperative Agreement with USAID.

Each RFA shall include:

- i Grant RFA issuance date;
- i Grant applications deadline and consequences in cases of late submission;
- i Brief description of the RFA purpose and grant's compliance with the USAID/ CADRE cooperative agreement;
- i Grant program detailed description with an indication of the purpose of the grant, overall objectives as well as range of activities that may be involved;
- i Eligibility criteria and target audience;
- i Estimated funds available (if appropriate), number of awards anticipated and individual grant award ceiling;
- i Anticipated duration of the grant (recommended grant start and end dates);

- i Grant application and award process including information on grant evaluation criteria, list of proposal technical aspects to be evaluated and selection process<sup>1</sup>.
- i Gender mainstreaming requirements;
- i Project budget submission and costing guidelines including information on currency in which the budget to be prepared, grant budget ceiling, key items of cost (budget lines) and their suggested level against the total budget request, allowable and unallowable cost under the grant RFA expenses, cost-share requirements if applicable, conditions on pre-award costs and project costs reimbursement;
- i Proposal sample with guidelines;
- i Budget and Budget Notes samples with guidelines;
- i List of needed supporting and organizational documents;
- i Disclaimer indicating that the RFA issuance does not constitute award commitment on behalf of CADRE;
- i Disclaimer that individual grant awards will be governed by the terms and conditions set in sub-grant agreements between successful grant applicants and CADRE;
- i Disclaimer that all grant awards are pending USAID approval;
- i As applicable, information on RFA orientation session to be organized for interested organizations;
- i Contact information where RFA related questions may be addressed and deadline for requesting such information;
- i Information on how interested parties may obtain the RFA and its attachments;
- i Grant application submission guidelines;
- i Any other applicable information.

References: CADRE Grant Making Timeline  
 Annex 1: RFA Sample  
 Annex 2: Grant Application Samples

#### 1.4 Requests for Applications Announcements

The RFA announcements will be published no less than 15 days before applications are due. Each CADRE RFA will be announced as widely as possible so that information on the respective funding opportunity can reach a maximum number of qualified and eligible Egyptian CSOs.

The CADRE main sources to announce RFAs include local newspapers, websites, distribution to NGO networks mailing lists including those ones maintained by the CADRE CSO partners, CADRE mailing lists. The RFA announcement will be shared with USAID Egypt/CADRE AOR for further dissemination. Copies of the RFA announcement may be mailed directly to CSOs known to be significantly involved in the required focus area.

#### 1.5 Requests for Applications Orientation Sessions

As needed, the responsible grants team may conduct an orientation session for all interested and eligible organizations, shortly after the RFA is released. Orientation session is particularly effective in those cases when the grant is open to a wide audience, and targets CSOs, that have

---

<sup>1</sup> The grants review Selection Committee (SELCOM) uses these evaluation criteria to make final grant recommendations and decisions.

no previous experience collaborating with CADRE. The orientation session shall be free of charge, however CADRE shall not reimburse costs for organizations to attend.

During the orientation session the Grant Manager will guide the organizations through the RFA and its attachments, providing details on the preparation of the application, and clarifications for each stage of the application process, including, but not limited to:

- i Description, goal and purpose of the grant, as well as nature of projects to be funded;
- i Budget guidelines and principles, including maximum amount allocated within the announced grant, expenses that will not be covered by the grant, and financial/cost share contributions;
- i Time frame of the projects;
- i Evaluation criteria for selecting proposals;
- i Application deadlines and procedures.

References: CADRE Grant Making Timeline

## 1.6 Conflicts of Interest and Ethical Standards

In the context of grant awards and assistance agreements, conflict of interest most often may result in an organization gaining an unfair competitive advantage in a solicitation. Conflict of interest occurs when an individual's or organization's other relationships, activities or interests prevent full impartiality. A conflict of interest exists when a CADRE employee or any member of his/her immediate family has any financial or other interest in the potential organization to be engaged or funded by CADRE. If a real or apparent conflict of interest exists, the employee shall not participate in the evaluation process or influence any decision related to awarding of the grant or subcontract.

CADRE staff members are expected to avoid conflict of interest situations at all times and must avoid participating in any activities or decision-making in which they may have any potential for personal, family or financial interest or gain. If such circumstances arise, the employee must inform his/her supervisor and remove her/himself from the specific activities.

CADRE staff members shall maintain confidentiality and professional discretion with sensitive information. This is not secrecy, nor is it lack of transparency; it is professional discretion and includes refraining from discussing any details of internal discussions, situations, activities, events, etc., concerning individuals and/or organizations, including grantees and grant seeking organizations, with anyone outside of CADRE. Requests for internal or potentially sensitive information from external sources shall be referred to the Chief of Party.

No Selection Committee Members shall directly or indirectly accuse or spread rumors about any other committee member, partner organization, grantee or their respective employees.

CADRE solicitation information, proposals received in response to award solicitations and any other information related to applying organizations or their staff shall be maintained in strict confidentiality and made available only to those with a legitimate justification and authorization for access.

CADRE staff members involved in CADRE selection committees shall sign a conflict of interest

statement to indicate their impartiality to CSO applications reviewed.

References: Annex 3: Conflict of Interest statement

---

## PHASE II: Receiving, Reviewing and Evaluating Grant Proposals

---

### 2.1 Proposals Submission

All interested and qualified Egyptian CSOs shall submit applications (proposals), budgetary information as well as any other relevant enclosures directly responsive to the terms, conditions, specifications and requirements of the RFA to CADRE: Grants Technical Officer ( the officer assigned to the RFA).

Applicant organizations shall submit electronic version of their applications to a designated for the RFA email account. The email account will be managed by an assigned grants officer and the Grant manager. Electronic submissions should include as attachments the Proposal, Budget and Budget Narratives as well as any other relevant enclosures in PDF, MS Word or Excel file formats. Email submissions should include the type in the subject line.

### 2.2 Tracking Applications

Tracking of grant applications will be the responsibility of the assigned designated officer. Upon submission, all applications shall be assigned a number to facilitate easy tracking of application status, providing feedback to applicants, or referring to applications during SELCOM sessions. To ease applications tracking, the grant teams shall use a checklist that includes organization's name, representative's name and contact information, date of receipt of the application, whether the application has been developed using the RFA samples, if it contains all the necessary supporting documents and is the requested budget within the established grant ceiling.

The assigned designated officer will notify all grant seeking organizations to confirm receipt of their applications. All applications, both accepted and rejected, shall be retained on file by the responsible grants team.

Reference: Annex 4 Grant Applications Log & Checklist

### 2.3 Initial Screening

All applications must be received by CADRE within the established deadline, must be presented using the proposal and budget samples, must be within the individual grant ceiling amount and must clearly address the issues defined in the RFA. Only CSOs registered as per Egypt legal requirements shall be considered Competition in the awarding of grants shall be used to the maximum practicable extent.

A review committee consisting of the assigned grants technical officer (preparer) and a second grants team member (verifier) shall implement initial grant applications screening to ensure all

above minimum requirements have been met (Grant Applications Initial Screening and Short listing Sample annexed).

Initial screening recommendations prepared by the assigned grants technical officers shall be submitted for further review and approval by the Grant Manager. The final list of shortlisted applications recommended for SELCOM review.

References: CADRE Grant Making Timeline  
 RFA Roles, Responsibilities and Approvals  
 Annex 5 Grant Applications Initial Screening and Short listing Sample

#### 2.4 Grants Selection Committee (SELCOM)

The purpose of forming Grants Selection Committee (SELCOM) is to identify organizations that have the potential, both organizationally and programmatically, to become CADRE grantees. SELCOM is also tasked to select the organizations whose proposals best meet the RFA requirements and may be considered of high impact in reaching CADRE objectives.

SELCOM members are selected for their diverse expertise, impartiality, and ability to respect confidentiality of the decision-making process. SELCOM members should have a clear understanding of the grant program structure, goals and selection criteria.

CADRE SELCOM
Membership: Comprised of 3 or more CADRE program or grants officers in each committee - with at least one, preferably two external evaluators.
Voting Members: Committee Members (internal and external)
Observers (non-voting): COP (or his/her designee), USAID representative.

Upon completion and approval of initial screening and shortlisting of applications implemented by the grants team, all the SELCOM members for the respective grant award shall be provided with electronic copies of all identified as eligible proposals and related accompanying documents.

In order to ensure consistency of their review, SELCOM members shall follow a set of predefined evaluation criteria and a scoring scale. Each application shall be evaluated against technical proposal aspects (evaluation criteria) as listed in the RFA and scored using 0-4 scale (0 = not meeting requirements, 1 = poor, 2 = medium, 3 = good, 4 = excellent). It is each SELCOM member's responsibility to fully comply with these evaluation guidelines during their review process and when determining their recommendations.

Before attending the SELCOM meeting, each committee member shall prepare a recommendations summary sheet listing all applications under the RFA. Recommendations summary sheets shall provide the SELCOM member total scoring of each individual application, his/her preliminary recommendation on approval or not of the proposed project and few bullet points in support of this recommendation as well as comments to be shared with the grantee in improving their proposals.

References: CADRE Grant Making Timeline

Annex 5 Grant Applications Initial Screening and Short listing Sample  
 Annex 6 Grant Proposal Review and Recommendations Summary Sheet  
 Annex 7 Proposal Evaluation and Scoring Sheet

## 2.5 SELCOM Meeting and Proceedings:

The assigned SELCOM Secretary will schedule date and time for SELCOM meetings. Attendance sheets to document SELCOM meetings participants will be prepared at the beginning of each meeting. The SELCOM Secretary shall host and facilitate the meeting. A designated grants officer will be assigned to document meeting discussions and proceedings.

The SELCOM Secretary will invite voting and a discussion on each application reviewed and where SELCOM members will provide their evaluation for each project and recommendation to proceed or not with grant approval. The discussion on grant applications will follow the below process:

- i The SELCOM Secretary, as the meeting facilitator, will request for the votes of SELCOM members for the discussed grant application;
- i The assigned SELCOM Secretary will document the votes of the SELCOM Members; CADRE aims that its grant awards shall be made based on SELCOM members consensus. If voting results do not indicate consensus a discussion will take place in an effort to reach such;
- i A proposal shall require at least two thirds of the votes to be selected for further consideration and possible approval;
- i Each SELCOM member shall be given the opportunity to present their comments on proposals discussed. Each SELCOM member shall be invited to share reasons to recommend or not a proposal for funding;
- i In the event of a conflict of interest in relation to an application, the affected SELCOM member must excuse him/herself from all discussions related to that application;
- i Each committee member has the right to abstain/withdraw from voting by presenting appropriate justification.
- i It is possible that SELCOM members wish to request additional information from certain applicant organizations or ask them to amend their proposals in certain ways before providing final recommendation to fund their proposal. In this case, after the SELCOM meeting, the assigned grants technical officer shall request relevant applicants to provide within a set deadline the needed information and incorporate proposed amendments within their grant applications. Once the information and as applicable amendments are received, the assigned grants technical officer will share these with the SELCOM members. SELCOM members will be then asked to make their final votes, either in person at a follow-up meeting or through email.

SELCOM Meeting proceedings will take into account:

- i The assigned grants technical officer (SELCOM Secretary) is facilitating SELCOM meetings;
- i While the assigned grants technical officer refrains from the scoring and voting processes, s/he should carefully read all applications and provide relevant information to SELCOM members during SELCOM sessions;
- i SELCOM members have their own responsibilities and work portfolios and while facilitating the meeting the assigned grants technical officer (SELCOM Secretary) will ensure that discussions are as concise as possible;

- i The assigned Grant Officer (SELCOM Secretary) should send all materials which require review in advance and allow SELCOM members enough time to read the documents;
- i SELCOM members should be informed in advance of proposed date and time for their meeting and their availability should be confirmed;
- i To prevent conflicts of interest, at the beginning of SELCOM meetings the assigned grants technical officer (SELCOM Secretary) will ask each SELCOM member to sign a statement to the effect that there is no conflict of interest related to any of the applications under discussion. If this is not the case, then the member will be instructed to excuse him/herself from the SELCOM discussions on the relevant application(s).
- i Should anyone involved in the selection process during or prior to its start realize that they have invested interest in the grant competition in any way, they should inform the assigned grants technical officer (SELCOM Secretary) immediately and withdraw from participation.
- i No SELCOM member may knowingly disclose to any third party any information related to grant applications and grant seeking organizations obtained either during the application, selection or after selection process.
- i Hard copies, signed by the SELCOM member and electronic versions of the completed “Recommendations Summary Sheet” are to be shared with the assigned grants technical officer (SELCOM Secretary) after the SELCOM meeting has taken place and the committee member has been able to finalize his/her recommendation following the SELCOM discussions.

## 2.6 SELCOM Summary of Recommendations and Comments

After the meeting, the assigned grants technical officer (SELCOM Secretary) will prepare a summary of SELCOM recommendations and detailed comments on each applicant’s proposal. These will be prepared based on the SELCOM meeting minutes documenting the discussion as well as information provided in the SELCOM members Grant Proposal Review and Recommendations Summary Sheets. The summary of the SELCOM decisions and recommendations shall be distributed to the committee members for their review and signature.

The assigned grants technical officer, will share SELCOM recommendations with grant seeking organizations whose projects have been selected for a possible award. The assigned grants technical officer will then work closely with the possible grantees in fine-tuning their proposals, program work plans and budgets so that these are finalized to include all SELCOM recommendations.

References: Annex 6 Grant Proposal Review and Recommendations Summary Sheet  
Annex 3: Conflict of Interest Statement

## 2.7 Technical Assistance to Applicants

Once the SELCOM comments and recommendations are shared with grant seeking organizations, CADRE grants and program teams will provide technical assistance (TA) to these partners in fine-tuning and finalizing their proposals. This can consist of face-to-face meetings, email exchanges, or telephone conversations during which CADRE staff will provide guidance and will work to identify with applicants possible improvements to their projects. In order to

avoid conflict of interest, it is important that CADRE staff members will not direct applicants what to include in their proposals, but provide information and guidance to assist the applicant in shaping their project in a way that best meets the specific grant program criteria. TA is an important aspect of a grant program which, if provided effectively, will facilitate development of more targeted proposals.

While providing TA, CADRE staff will address a number of specific issues with applicants, which may include clarifying financial/accounting issues and identifying if grant seeking organizations' financial and administrative systems meet CADRE and USAID requirements. TA may also focus on working with selected applicants to refine their project objectives and results framework, improve project implementation strategies and methodology or enhance their monitoring and evaluation plans. CADRE teams will effort to ensure that sufficient technical assistance is provided so that final proposals submitted by the applicants fully meet the established requirements and are as comprehensive as possible.

## 2.8 Obtaining USAID/AOR's approval:

After the end of the SELCOM meeting and upon finalization of consolidated SELCOM comments and recommendations on grant applications selected for possible award, the Grant Manager shall prepare a request for USAID/AOR approval, which will include the following information:

- i Reference to USAID funded program and cooperative agreement number
- i RFA issue date and scope
- i Relevance of the RFA to CADRE objectives
- i Confirmation on grant budget availability, allowability and allocability
- i Disclaimer that proposed grants will be awarded only after USAID/AOR's approval and if grant seeking organizations' satisfactory incorporate of SELCOM recommendations into the discussed project proposals
- i Name(s) of Proposed Grantee(s)
- i Project Title(s)
- i Maximum budget ceiling(s)
- i Project Duration(s)
- i Project(s)' Geographic Coverage
- i Project Brief Description(s) outlining project objectives, key project activities and organizational capacity of the proposed grantee(s)
- i Complete list of SELCOM comments and recommendations to be incorporated in the final proposal(s)

The Grant Manager shall submit to COP or designee the request for USAID/AOR approval for review and approval. Following COP's or designee, the Grant Manager will submit the request for grant approval to USAID/AOR.

References: CADRE Grant Making Timeline

## 2.9 Rejection Letters

All grant seeking organizations which have submitted applications will be notified in writing on the grant selection process results no matter if their proposals have been selected for possible award or not.

Letters advising grant seeking organizations on their proposals not being selected for funding will be worded carefully, sensitively and will concisely outline major reasons for the decision. The letter shall convey that the decision was not made arbitrarily. In some cases, the letter may outline recommendations to the grant seeking organizations on how improve future applications.

## 2.10 Pre-Award Procedures

Once a decision is made to recommend an applicant organization for funding, CADRE grants team will need to determine whether the applicant has the capacity to adequately comply with CADRE and USAID grant management requirements.

In cases where the CSO selected for grant is not an CADRE CSO partner, the grants team shall initiate a Participatory Organizational Development Appraisal (PODA) in order to identify baseline qualifications needed to receive the grant, as well as to target gaps in systems that will in turn be strengthened by Counterpart through specific funding set aside in the grant for that particular organization (all based on the results of the PODA and the Action Planning Process).

No pre-award surveys and reference checks shall be required for grant awards to CADRE CSO selected partners. Such evaluation has been completed during the partner selection process and through the CADRE program organizational development assessments and the results of these will surface the purpose of pre-award survey and reference checks.

In addition, the following pre-award actions shall be conducted for all grantees before awards are made:

- i Analyze CADRE past experience with the grant seeking organization if it has been awarded previously by Counterpart;
- i Conduct Antiterrorism Background Checks: Per Counterpart's Antiterrorism Compliance Procedures, designated CADRE staff with login access to the Visual Compliance system will conduct an antiterrorism compliance searches prior to awarding any sub-awards to prospective grantees. For more information on Counterparts policy on the usage of Visual Compliance and requirements therein, please see Annex 27.
- i All CADRE grantees, receiving more that USD 25,000 per award, must maintain a DUNS number, which is a nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number is obtained from D&B by telephone (currently +1 866-705-5711) or the Internet (currently at [fedgov.dnb.com/webform](http://fedgov.dnb.com/webform)). The DUNS number is required to enter into the Grant Agreement. Grant seeking organizations will be requested to provide Counterpart with their DUNS number prior their award.

References: Annex 8 Grantee Pre-award Survey  
Annex 27 Visual Compliance Setup and Screening Instructions

---

## PHASE III: GRANT APPROVAL AND AWARD

---

### 3.1 Grant Approval and Grant Agreement

Upon successful completion of pre-award procedures and grant seeking organization satisfactory incorporating all SELCOM comments and recommendations in their final proposals for funding, the relevant grants manager will recommend to the Chief of Party that Counterpart/ CADRE may consider proceeding with the approval of the grant award. The Grant Manager will certify that the grant seeking organization proposed:

- i has satisfactory incorporated all SELCOM comments and recommendations in their final proposals for funding;
- i has successfully passed all pre-award surveys and no issues of concern have been identified to indicate organizational programmatic, financial and administrative systems inadequacy to receive and manage USAID funded awards;
- i has satisfactory passed grantee background and past performance checks; and
- i has provided a valid DUNS number (in cases the award exceeds USD 25,000).

Upon CADRE COP and USAID/AOR approval of the proposed award, the Grant Manager will coordinate preparation of the required sub-grant agreement. All CADRE sub-grant agreements shall follow the Counterpart approved samples and will include at minimum the following sections:

- i Grant Cover Sheet
- i Agreement body (text)
- i Program Description (Proposal), Budget and Budget Notes
- i Standard Provisions for Non-U.S., Nongovernmental Recipients
- i Advance request format (applicable only to Standard and Simplified grants)
- i Financial and Program report formats, Milestone reporting format for FOGs
- i Counterpart Branding and Marking Guidelines
- i Certifications
- i Monitoring and Evaluation Schedule
- i Additional CADRE/Counterpart attachments and provisions as necessary

References:      2.6. SELCOM Summary of Recommendations and Comments  
                      2.8 Obtaining USAID/AOTR Approval  
                      2.9. Pre-Award Procedures  
                      Annex 9a-9g Sub Grant Agreement and Attachments Samples (Standard Grant)  
                      Annex 10 Sub Grant Agreement Sample (Fixed Obligation Grant)  
                      Annex 11 Sub Grant Agreement Sample (Fixed Obligation Grant)  
                      Annex 12 Grantee Certifications

### 3.2. Substantial Involvement and Grant Special Conditions

Before preparing and finalizing a sub-grant agreement, the Grant Manager, in coordination with CADRE technical teams will determine areas of the grant where, CADRE would be required to be substantially involved with the funded project implementation. Areas of substantial involvement may include but are not limited to:

- i Counterpart approval of Key Project Personnel.

- i Counterpart approval of training manuals and materials produced as part of implementation of CADRE funded projects.
- i Counterpart approval of any publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic material intended to be distributed to external audiences by the grantee organization (approval required before these are produced and made available to third parties and the public). Grantees shall provide Counterpart with copies of all published works and audio and video materials developed under CADRE funded awards.
- i Counterpart approval for attendance of trainings and any other capacity building activities, where these are not organized by CADRE or specifically approved and part of the project proposal and work plan.
- i Counterpart approval for hiring of consultancy services or executing sub-contracts
- i Counterpart approval for purchase of equipment.
- i Approval of sub awards and related grant agreements in cases of re-granting projects where funds are awarded by CADRE to one organization and then these are re-granted by this organization to other CSOs as part of the approved project.

Requests for approval shall be sent by the grantee organizations to Counterpart's Grant Manager. Approval will be given in writing by Counterpart's Grant Manager following a consultation with relevant program teams. CoP's or designee approvals shall be required in cases of publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic material intended to be distributed to external audiences by the grantee organization.

### 3.3. Grantee Certifications

To ensure compliance with applicable USAID rules and regulations, all CADRE grantees will be required to sign a number of certifications at the time of execution of their sub-grant agreements. These include:

- i Certification Regarding Terrorist Financing, Implementing Executive Order 13224 (required)
- i Certification Regarding Lobbying, inclusive of a Statement for Loan Guarantees and Loan Insurance
- i Certification for Data Universal Numbering System (DUNS) Number correctness
- i Assurance of Compliance with Laws and Regulations Governing Non- Discrimination in Federally Assisted Programs
- i Certification for compliance with Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206)
- i Key Individual Certification Narcotics Offenses and Drug Trafficking
- i Participant Certification Narcotics Offenses and Drug Trafficking

References: Annex 12 Grantee Certifications

### 3.4. Explaining Grantee's Responsibilities

At the beginning of each grant award, training and technical assistance will be available to relevant staff of all CADRE grantee organizations to provide information on the sub-grant agreement structure, on rules and responsibilities, on reporting requirements and standards, on cost – share reporting requirements (if applicable), as well as any other grant implementation topic that the grantee may require CADRE assistance to ensure full compliance. Follow-up training and technical assistance may

be provided depending on the organization's staff turnover, problems, which are identified as the program is implemented.

CADRE grantees shall be awarded grant agreements provided they have been fully informed of, understand and wish to comply with the responsibilities incumbent upon them. CADRE sub-grant agreements will be signed by grantee organizations only after the CADRE GT have made maximum level to ensure that grantees have been fully informed, understand and are ready to comply with CADRE sub-grant agreement terms.

### 3.5. Grants Numbering and Tracking

Upon execution of every CADRE sub grant agreement a file will be open to track all documents related to a particular award. Each grant file will be maintained both in hard and soft copy and will include at minimum:

- i A complete and final application package along with the signed full agreement package (Coversheet, Agreement Body (text), Budget and Budget Notes, Standard Provisions for Non-U.S., Nongovernmental Recipients, Payment request format, Financial and Program report formats, Milestone reporting format ( in the cases of FOGs), Counterpart Branding and Marking Guidelines, Certifications, Additional CADRE/Counterpart provisions );
- i Copy of the RFA
- i Copy of the SELCOM decision
- i Copy of the USAID approval
- i Copy of Pre-award surveys, reference checks and checks against [www.visualcompliance.com](http://www.visualcompliance.com)
- i Grantee organizational documents (i.e. annual reports, audit reports, etc);
- i Grant Agreement modifications;
- i Counterpart approvals as related to grant agreement substantial involvement clauses as well as other approvals of Counterpart made during the grant implementation;
- i Program, financial and M&E reports, milestone reports (including call supporting documents and cost share reporting if applicable) as submitted and approved by Counterpart during the project implementation;
- i Program deliverables (as applicable may be filed in soft copies only)
- i Others applicable to grant documents
- i Closeout information and documents

The CADRE assigned grants technical officer shall be responsible for the grant file maintenance and updates at the field level. At Counterpart HQ, the Grant Specialist will be responsible for ensuring grant file maintenance and updates of HQ files in coordination with field staff as needed.

Each individual award shall be assigned with an unique number to enable easy tracking, sorting and filing of grants as well generating of grant related information and reports. CADRE grant numbering will start with the largest common denominator (Project type) and continue to the smallest (individual Grant #).

The relevant/assigned M&E Officer shall enter the grant number into CADRE's Grant Tracking System (GTS) to track and capture information on each grant awarded. The GTS tracks at minimum the following information: RFA number, grant number, name of grantee, project name, project duration, total obligated amount, information on grant advances and financial reports (amounts transferred, amounts reported, grant balances), information on milestone payments, information on cost-share

amounts reported (if applicable). The GTS will also ensure that grant fund disbursements do not exceed awarded budgets.

References:       Annex 13 CADRE Grant File Check List  
                      Annex 14 Grants Status Report

### 3.6. Grants Modifications and Changes

CADRE grant agreements may be modified only in writing. This shall be done through a Grant Modification form signed and approved by the COP or designee (with the appropriate Delegation of Authority level). USAID approval shall be sought for any modification that involves increase of the approved total amount of award.

Requests for grant agreement modifications shall be addressed to the Grant Manager. The Grant Manager will recommend needed modifications to the COP or designee. Grant modifications shall be required for any:

- i     changes to the grantee budget, i.e. increase of the total budget ceiling as well as for modifications of individual approved budget lines that are outside of the provisions in the sub grant agreement. As a rule, CADRE sub grant agreements will provide that grantees are authorized up to ten percent (10%) flexibility to adjust costs within approved key budget line items ( personnel, program costs, office supplies, administrative costs), as long as the total grant budget commitment is not exceeded. Grantees shall be authorized to adjust costs within approved budget sub-line items ( sub-lines to key budget lines: personnel, program costs, office supplies, administrative costs), as long as the total (Recipient's) budget commitment is not exceeded. In these later cases formal grant modifications will not be required.
- i     changes in project implementation period, including no cost extensions;
- i     changes to program objectives, project location as well as key implementing partners;
- i     changes to sub grantees in cases of re-granting projects;
- i     other significant changes to the originally approved scope and or cost of the project.

References:       Annex 15 Grant Agreement Modification Form

### 3.7. No-Cost Extensions

The no-cost extensions may be granted by Counterpart in case grantee organizations are unable to complete the project activities in accordance with the original proposal and/or timeline for legitimate and justifiable reasons. As appropriate and needed, in addition to changes to the project period, no cost extensions may involve grant budget modifications to ensure budget utilization and programmatically required realignments. No cost extensions will be considered under exceptional circumstances and supported with strong justifications and reasons.

Upon receiving a written request from the grantee organization, the Grant Manager will propose to COP or designee for approval the needed grant modification to the grantee organization's sub grant agreement authorizing changes to the project period. Requests for no-cost extension must be submitted to Counterpart prior to project completion, as soon as the need for the project period extension is identified and ideally at least giving one month advance notice.

---

## PHASE IV: GRANT IMPLEMENTATION, MONITORING & CLOSE OUT

---

### 4.1 Consultations with Grantee Organizations on Reporting Process

At the beginning of each grant award, training and technical assistance will be available to relevant staff in the grantee organizations on any of the grant mechanisms that are to be implemented or that have been agreed upon. The assigned grants technical officer will meet with each grantee to make sure they fully understand the CADRE grant implementation and reporting process. These individual consultations will provide in-depth instructions on financial, cost share and program reporting and will be tailored to the specific nature of the funded project activities.

During the consultations the assigned grants technical officer and the grantee organizations will agree on the time intervals in which reports need to be submitted (as stated in the grant agreement). Grantees will be provided with samples of financial and program reports, milestone reports and respond to questions on how these are to be prepared. In addition, initial monitoring visit schedule may be agreed upon.

Follow-up meetings, training and technical assistance may be provided depending on the organization's staff turnover, as well as problems, which are identified as the program is implemented.

### 4.2. CADRE Grants Reporting Procedures

All CADRE grantees are required to submit at minimum quarterly reports. Depending on the grant more frequent reporting may be required. For example, in the cases, of Institutional Strengthening grants, monthly narrative and/or milestone reports shall be required. The reporting schedule will be defined in the grant agreement. In case of delays in submission of the reports, payment to grantees can be put on hold until the reports are submitted and approved. No payments shall be made in the cases of FOGs and when milestone reports are not approved. If the delays in submission and/or resubmission of reports by the grantee organizations are not justified and approved by CADRE, Counterpart may decide to suspend the grant agreement. The suspension shall remain in effect until all subject reports and/or the revisions are submitted and approved by Counterpart. In such cases, after the successful submission and approval of reports Counterpart may approve the resumption of program activities. All correspondence carried out by Counterpart with the grantee organization in relation to suspension and resumption of the grant agreement shall be done in writing and approved by the COP or designee.

CADRE grantees will be submitting at minimum the following reports

- i Financial Reports (in cases of standard grants) – Grantee organizations shall submit quarterly financial reports within 10 days after completion of reporting period. Financial reports shall be in keeping with Standard Provision for Non-US Nongovernmental Organizations "Accounting, Audit, and Records". Financial reports along with copies of all receipts and other necessary documents pertaining to the payments made and recorded shall be submitted in accordance with the CADRE approved format. In addition to spending, financial reports shall provide information on budget spending status to date.

- i Cost Share reports (if applicable) - Grantee organizations shall submit quarterly cost share (in-kind contributions) reports within 10 days after completion of reporting period. Cost share reports shall be in keeping with Standard Provision for Non-US Nongovernmental Organizations "Accounting, Audit, and Records". Cost share reports along with copies of all receipts and other necessary documents pertaining to the payments made and recorded shall be submitted in accordance with the CADRE approved format. When submitting cost share reports the grantee organization shall certify that: a) all stated cost share contributions are reasonable and necessary for the proper and efficient accomplishment of grant project objectives; b) all stated cost share contributions are allocable, meaning they are incurred specifically for the grant project; c) all stated cost share contributions are allowable, meaning that they conform to all provisions of the above referenced USAID funded sub-grant agreement; d) all stated cost share contributions, sources of funding and related amounts can be verified through our organization's records; e) all stated cost share contributions have not been included as contributions for any other U.S. Government-assisted program; d) all stated cost share contributions have not been sourced through USAID or other U.S. Government funding source.
- i Program Reporting - Grantee organizations shall submit narrative reports within 10 days after completion of reporting period. Narrative reports shall be submitted in accordance with the CADRE approved format. Program reports shall outline project achievements and progress made, challenges and lessons learnt during the program implementation.
- i Success Stories - Grantee organizations are invited to submit success stories ( impact stories) as related to the project implementation. At least one success story per quarter or per accomplished project milestone/major activity shall be required. Success stories shall be submitted in accordance with the CADRE approved format.
- i Counterpart Management Information System (MIS) Reporting - The recipient shall submit MIS forms filled with the required data on a monthly basis and within 10 days after completion of the month or as requested by Counterpart/CADRE. The MIS forms will be shared with the recipient following the grant award.
- i Media products and publications – Grantee organizations will provide Counterpart/ CADRE with copies of all publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic materials intended to be distributed to external audiences and produced through the grant award. All publications, brochures, leaflets, other print materials, radio or TV broadcast, public service announcements, and any other print or electronic materials intended to be distributed to external audiences and produced through the grant award require Counterpart/CADRE approval prior production and will follow the Counterpart Branding and Marking Guidelines. Counterpart and USAID shall be prominently acknowledged in all publications, videos or other information or media products funded or partially funded through this agreement, and the product shall state that the views expressed by the author(s) do not necessarily reflect those of Counterpart and USAID. Acknowledgments should identify the sponsoring institutions substantially as follows: "This [publication, video, or other media or information product] (specify) was made possible by the support of Counterpart International Inc and the generous support of the American people through the United States Agency for International Development (USAID) under Cooperative Agreement Number C.A. 279-A-00-10-00028-00 through <Full Name of Recipient>. Content, views and opinions expressed herein are those of the author(s), and

the responsibility of [Recipient], and do not necessarily reflect the views of Counterpart International Inc, USAID or the United States Government.”

References:       Annex 17 Narrative Report Sample  
                       Annex 18 Milestone Certification Sample  
                       Annex 19 Grant Success Story /Impact Story Sample  
                       Annex 20 Grant Cost Share Report Sample  
                       Annex 21 Counterpart Branding and Marking Guidelines  
                       Annex 22 Grant Advance Request Sample

#### 4.3. CADRE Grants Payment Procedures

All grants awarded by Counterpart/CADRE shall be performance based. Payments to grantees shall be directly linked to the satisfactory completion of activities as set out in the grant agreements and approved project proposals. Payments are made to the grantees only after the approved activities are implemented and adequately reported to Counterpart/CADRE.

Payments from Counterpart to the grantee organizations shall be made through direct bank transfer to a designated bank account opened and operated for the sole purpose of the grant program funded by Counterpart/CADRE. All transfers from Counterpart to the grantee organization shall be made in USD currency.

Payments to grantees with FOGs shall be made only after submission of required milestone certifications and all pre-determined in the grant agreement supporting documents.

Grant advances (only in the cases of standard grants) shall be limited to the minimum amounts needed to meet anticipated disbursement needs for the next reporting period and shall be scheduled so that funds are available to the grantee as close as administratively feasible to the actual disbursements by the Grantee for program costs.

In cases of re-granting projected, advances made by the grantee to sub-grantees shall conform substantially to the same standards of timing and amount as apply to cash advances by Counterpart/CADRE to the Grantee.

CADRE Grant Payment shall be made to grantee organizations as per the schedule provided in their sub grant agreements. The standard grant payment procedure will include:

- i     Initial grant advance: at signing of this Sub grant Agreement, Counterpart shall transfer to the grantee organization an advance in the amount equivalent to the budget forecast for the first project implementation period.
- i     Grant advances - Counterpart will pay Grantee on an advance basis via Wire Transfer in USD. Payment shall be made to the Grantee upon Counterpart’s acceptance and approval of a valid payment/advance request. Requests for advance payment shall be limited to Grantee’s anticipated expenditures for up to a three month period. After the initial advance, requests for additional advances must demonstrate substantial liquidation (expenditure) of amounts previously advanced. Counterpart may request, at its option, that the Grantee substantiate actual cash requirements before releasing a requested advance.

References: Annex 22 Grant Advance Request Sample

#### 4.4. Grantee Reports and Payments Review and Approval

Grantee organizations shall submit reports as per the schedule provided in their sub-grant agreements to the attention of the designated to the specific grant award grant technical officer. Reports review and approval shall follow the below process:

##### Narrative Reports

- i Initial narrative report or milestone certification review - the grants technical officer assigned to the grant will conduct initial review of the report to ensure this has been prepared in accordance with the established guidelines and formats, and provides clear description of program activities implemented during the reporting period, actual accomplishments against established goals for the period and as applicable reasons why established goals were not met, challenges and lessons learn during the project implementation, quantitative and qualitative data as related to the project implementation. In the cases of milestone certification as part of a FOG, the grants technical officer will also ensure that all predetermined supporting documents have been submitted by the grantee. The assigned grants technical officer will also ensure that during the reporting period the grantee has requested for and obtained all necessary approvals prescribed in the grant agreement, has shared with Counterpart/CADRE all materials produced during the reporting period, has submitted at least one success story as well as has met any other applicable reporting requirements.
- i Technical narrative report or milestone certification review – after the initial report review, the grants technical officer will share the report and initial review results with CADRE technical teams for further comments specific to their areas of expertise. Technical reviews will be implemented by the Gender officer, the assigned M&E Officer, and depending on the grant by the Grant Manager or designee. Other team members may be involved depending on the nature of the grant.
- i Sharing report or milestone certification feedback with grantees - The assigned grants technical officer will then consolidate feedback received from team members with the initial review feedback and will share with the grantee for necessary report revisions as well as provision of other information required. The assigned grants technical officer will set a deadline for the grantee to provide the revised reports and information needed.
- i Narrative report or milestone certification approval - following receipt of revised narrative reports, the responsible Grant Officer will ensure that all feedback from CADRE has been adequately reflected in the report and there is no outstanding information missing. As needed, the assigned grants technical officer may go back to grantees for final clarifications and revisions. Once this process is completed, the assigned grants technical officer will share the final reports with the Grant Manager for review to ensure overall report compliance. The Grant Manager will then submit final financial and cost share reports for COP or designee for approval.  
In the cases of FOGs, upon approval of the relevant milestone certification, the assigned grants technical officer will prepare a payment request to process the attached to the milestone grant amount to the grantee. The milestone payment request shall be reviewed by the Grant Manager and approved by the COP.

### Financial and Cost Share Reports

- i Financial and cost share reports ( in cases of standard grants) review- the assigned grants technical officer assigned to the grant will conduct a review of financial and cost share reports (if applicable) to ensure these have been prepared in accordance with the established guidelines and formats and are supported with the required set of documents. The assigned grants technical officer will also review the financial and cost share reports to ensure that these capture only expenses related to project activities implemented during the reporting period and that are within budget. The review will include The FMG review will include grant budget spending analysis, confirmation of accuracy of budget amounts reported during the current period and totals to-date, confirmation that reported amounts are within budget ceilings and grant fund obligations, confirmation that grantee budget line spending and deviations are within the grant provisions, confirmation that necessary approvals have been obtained from Counterpart for budget spending deviations outside the grant provisions, as well as verification that all expenditure reported is adequately documented and all needed supporting documents have been provided.
- i Sharing financial and cost share reports feedback with grantees - The assigned grants technical officer will consolidate all feedback on the financial and cost share reports and will share with grantees for necessary revisions as well as provision of missing documentation and other information required. The assigned grants technical officer will set a deadline for the grantee to provide the revised reports, documents and information needed.
- i Financial and cost share report approval - following receipt of revised financial and cost share reports, the assigned grants technical officer will ensure that all feedback from CADRE has been adequately reflected in the final report submission and there is no outstanding documentation and information missing. As needed, the assigned grants technical officer may go back to grantees for final clarifications and revisions. Once this process is completed, the assigned grants technical officer will share the final reports with the Grant Manager for review to ensure overall report compliance, accuracy and completeness. The Grant Manager will then submit final financial and cost share reports for COP or designee for approval.

### Grant Advance Requests

- i Initial grant advance request review - the assigned grants technical officer will review of grant advance requests to ensure these have been prepared in accordance with the established guidelines and formats and is supported with the required set of documents. The assigned grants technical officer will also review the grant advance request to ensure that amounts reported and grant funds balances are accurate as well as that the spending forecast includes the amounts needed to meet anticipated disbursements needs during the next reporting period.
- i Sharing grant advance request feedback with grantees - The assigned grants technical officer will consolidate all feedback on the grant advance requests will share with grantees for necessary revisions as well as provision of information required. This feedback may also include suggestions to improve overall grant spending and as applicable recommendations for budget modification requests. The assigned grants technical officer will set a deadline for the grantee to provide the revised grant advance requests and information needed.

- i Grants advance requests approval - following receipt of revised grant advance requests, the assigned grants technical officer will ensure that all feedback from CADRE has been adequately reflected in the grant advance request submission and there is no outstanding and information missing. As needed, the assigned grants technical officer may go back to grantees for final clarifications and revisions. Once this process is completed, the assigned grants technical officer will submit to the Grant Manager the final grant advance request along with a copy of the approved grantee financial and cost share reports for the previous period. The Grant Manager will review to ensure overall grant advance request compliance, accuracy and completeness. The Grant Manager will then submit final grant advance request to COP or designee for approval.

References:       Annex 16 Grant Financial Report Sample  
                       Annex 17 Narrative Report Sample  
                       Annex 18 Milestone Certification Sample  
                       Annex 19 Grant Success Story /Impact Story Sample  
                       Annex 20 Grant Cost Share Report Sample  
                       Annex 21 Counterpart Branding and Marking Guidelines  
                       Annex 22 Grant Advance Request Sample

#### 4.5. Grant Monitoring

At the beginning of each grant award a schedule of monitoring visits shall be agreed upon with the grantee. Monitoring visits will be planned and implemented by the relevant grants team and the Monitoring and Evaluation team members and may involve other technical CADRE teams as required by the scope of the funded project.

In addition, led by the Grant Manager and supported by the CADRE finance team, financial and audit monitoring visits to grantees shall be also conducted. If needed or as recommended during internal reviews, Counterpart may also decide to conduct external financial audits of the grantees conducted by a qualified external audit firms.

CADRE grantee monitoring visits may be made on a monthly, quarterly, or semi-annual basis aiming to ensure that at least one site visit per CSO receiving funding from CADRE is conducted during a fiscal year. CADRE may also decide to conduct ad-hoc meetings with or visits to the grantee organizations. In any case, CADRE will notify the grantee organization in advance and schedule appropriate for the visit time. CADRE grant monitoring teams will review grantees' financial and program reports submitted, milestone certifications as well as approved proposals and project work plans prior to conducting the visits. Grant monitoring visits shall follow a pre-defined protocol to ensure uniform and efficient method of evaluating grantees performance. After a monitoring visit is conducted the CADRE team involved will prepare a report on the visit proceedings, findings and recommended actions.

References:       Annex 23 Grant Monitoring Field Visit Check List  
                       Annex 24 Grant Monitoring Field Visit Report Sample

#### 4.6. Deviations to policies and grant agreement requirements

Should a deviation to the established policies and grant agreement requirements is identified during the grant implementation, grant monitoring and reporting processes, these will be immediately addressed to the Grant Manager and the CoP for consideration. The Grant Manager and the COP will jointly work to identify level and importance of the deviation as well as corrective measures needed to address lack of compliance with the established policies and grant agreement requirements. Based on this, the Grant Manager and the COP will then recommend necessary action.

If a grantee organization has been determined to be non compliant with the established policies and grant agreement requirements, found to be of poor performance; shown financial and/or administrative management malpractice, lacking management systems that meet established standards, has not conformed to the terms and conditions of the award; or is not otherwise responsible to CADRE, Counterpart may determine to either impose special grant conditions, suspend or terminate the relevant grant award. Such Counterpart decisions will be addressed to the grantee in writing and at minimum will:

- i Set a list of requirements to be met by the grantee;
- i Describe the reason why these requirement are being imposed;
- i Describe in detail actions to be taken by the grantee;
- i Define the time allowed for completing the required actions.

Grant awards suspension and termination will be governed by the terms and conditions listed in the grant agreement.

#### 4.7. Grant Close Out

After completion of project activities and submission of satisfactory final financial and narrative reports and other project deliverables, Counterpart will formally close the grant award. The grant period for a grantee is considered complete on the grant's end date, as specified in the grant agreement, unless the period had been extended or the award has been amended.

A meeting may be held with the Grantee to review and determine that all grant activities have been completed in accordance with the agreement, and that any financial and technical reports that are due have been submitted and approved. The grant budget will be reconciled to ensure that the grantee refunds the balance of unobligated fund that was advanced. Any property which has been acquired using grant funds will be accounted for and disposition thereof will be made according to applicable regulations. Grants will be evaluated on the basis of their contribution to the defined objectives.

CADRE and the grantee organization will sign a document stating that the grant period has reached its completion and grantee has no financial or programmatic obligations to CADRE. Grant Close out check list will be prepared by the designated to the grant technical officer and approved by the Grant Manager to document all information to be archived. All pertinent to the grant award documents and as listed in the grants close out check list will be then filed by the grants technical officer for future reference and in compliance with applicable rules.

References            Annex 25 Grant Closeout Checklist  
                               Annex 26 Grant Completion Certification

---

## CONCLUSIONS

---

This grants management manual has been developed in compliance with applicable USAID and Counterpart International rules and regulations as well as Counterpart's USAID Cooperative agreement # 279-A-00-10-00028-00. This grant management manual is subject to amendment based on a) changes in USAID policies and procedures in relation to Grants and Cooperative Agreements; b) changes to Counterpart's USAID Cooperative Agreement No.AID-263-LA-14-00003 LWA #DFD-A-00-09-00141-00 and c) changes due to practical implementation necessities which may demand amendment of a section or sections of this manual. Amendments to this grants management manual will be drafted by Counterpart Grant Managers, reviewed by the CADRE Grant specialist and COP or designee and approved by the designated Counterpart International GCC Officer.

The CADRE team will make any possible effort to ensure CADRE grantee organizations perform within the requirements, process and procedures prescribed by this manual. Consultations, technical assistance and trainings will be provided to grantees so that they are well informed on and capable of implementing all applicable requirements, process and procedures.

CADRE team believes that working in partnership with its grantee organizations throughout the life of funded projects brings out maximum results, impact and best services delivery to target communities. CADRE grant making is based on the principles of maintaining a flexible and adaptable approach, with uncompromising principles, that is key to fostering local initiative and giving communities the opportunity to have a voice and take action in their growth and development.