

**INCREASED PARTICIPATION BY CIVIL SOCIETY ORGANIZATIONS
IN PUBLIC DECISION-MAKING AND GOVERNMENT OVERSIGHT
IN THE WEST BANK AND GAZA (TAMKEEN) PROJECT**

IMPLEMENTATION REPORT

USAID CONTRACT No. 294-C-00-00777-00

CONTRACTOR: CHEMONICS INTERNATIONAL INC.

**COGNIZANT TECHNICAL OFFICE: DEMOCRACY AND GOVERNANCE,
USAID/WEST BANK AND GAZA**

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STRATEGIC OBJECTIVE No. 3 MORE RESPONSIVE AND ACCOUNTABLE GOVERNANCE

APRIL 1, 2001

As required by contract Clause C.IV.1, this implementation report provides by each CLIN: (1) a summary of activities undertaken to facilitate project start-up; (2) delays and/or problems that were encountered and solutions; (3) planned additional activities to be undertaken to facilitate start-up; and (4) deviations from the Chemonics consortium's technical approach and why deviation is recommended. The reporting period is from November 28, 2000, when two of the three long-term expatriate advisors arrived in-country, to February 28, 2001.

CLIN 1: Administration and Management

A. Operations

A1. Activities Undertaken to Facilitate Start-up of the Project

Offices, Furniture, Equipment

Within six weeks of the arrival of two of the three long-term expatriate advisors, offices in Dahiet Al-Barid and Gaza City were leased, made-ready, and adequately furnished and equipped with laptop computers, printers, telephones, fax and photocopy machines, and expendable supplies to enable project implementation to proceed. . Telephones (land line and mobile) and E-mail connectivity were established, and project bank accounts were opened in the West Bank and Gaza.

Rapid establishment of the West Bank office was facilitated by the work of two MASSAR subcontract long-term employees, the training/logistics coordinator and the office manager for the Gaza office (who first assisted with the establishment of the West Bank office before transferring to Gaza), as well as by the short-term assignments of Chemonics' home office TAMKEEN project administrator and operations/senior program manager.

Staffing

Long-term professional and support staff joined the project as follows:

PROFESSIONAL STAFF		
NAME	TITLE	START-DATE
Lance Lindabury	Senior institutional strengthening specialist (expatriate)	November 27, 2000
Paul McVey	Grants manager (expatriate)	November 27, 2000
Mohammed AlmBaid	Senior civil society specialist	January 2, 2001
Osama Asa'd	Accountant/analyst	December 10, 2000
Abdul Rahman Sameer Argawi	Training/logistics coordinator/West Bank	December 1, 2001 (released February 28, 2001)
Mohammed El-Aydi	Institutional strengthening specialist/Gaza	January 2, 2001
Yousef Abu-Eljedian	Civil society coordinator/Gaza	February 15, 2001
Salwa El-Tibi	Civil society specialist/Gaza	January 2, 2001
SUPPORT STAFF		
NAME	TITLE	START-DATE
Raja' Taher	Office manager/West Bank	December 10, 2000 (released February 28, 2001)
Ranan Al-Muthaffar	Assistant office manager/West Bank	January 28, 2001
Mohammed El-Jaro	Office manager/Gaza	December 3, 2000
Zakaria Khoury	Driver (Ramallah)	November 16, 2000
Ayman Ghannam	Driver (Jerusalem)	November 16, 2000

A2. Delays/Problems Encountered and Solutions

Office, Furniture and Equipment

Because of the civil and social unrest, a temporary office was established in Dahiet Al-Barid, a neighborhood in Area C, which is accessible both by (1) expatriates who reside in East Jerusalem because they are unable to reside in Ramallah; and (2) the local staff who reside in Ramallah. Computer equipment was procured in the United States for the project offices, including the virtual resource centers that will be established in each office for CSO representatives to use. Documentation to clear a consignment of the computers currently being held in the U.S. was in progress at the end of the reporting period. The US-based and local freight forwarders anticipate that clearance documents can be in hand and the consignment received in-country within the next quarter, when the project offices will be networked.

Staffing

After contract award, Howard Helman, the chief of party candidate proposed in Chemonics' Best and Final Offer, determined that for personal reasons he believed could potentially have a negative impact on the TAMKEEN project and/or USAID's Democracy and Governance program, he could not accept the position. The intensive recruitment that ensued was severely hampered by the civil and social unrest in the West Bank and Gaza. During the first three months of mobilization, Lance Lindabury (senior institutional strengthening specialist) served as acting chief of party. The person who was originally hired as the office manager for the West Bank office did not perform adequately. With one-month's notification, she was released on February 28, 2001 (and replaced in March).

A3. Planned Additional Activities to be Undertaken to Facilitate Start-up

Office, Furniture, and Equipment

In the second quarter of the project, the TAMKEEN West Bank project office will relocate to Ramallah. Also during the second quarter, the computer equipment procured in the United States is expected to arrive and installed as local area networks in both the West Bank and Gaza offices for the project staff working in those offices, as well as for the CSO resource centers that will be established in the offices.

Staffing

To allow Mr. Lindabury to fully concentrate his efforts on the capacity building and institutional strengthening components of the project, Douglas Petrie—from the Chemonics home office staff—took over as acting chief of party in mid-March. Ultimately, Chemonics proposed John Viste as the TAMKEEN chief of party, who will be posted on/about June 10, 2001, subject to USAID approval.

After the reporting period, the following staff members have joined or are planned to join the project to complete start-up.

PROFESSIONAL STAFF		
NAME	TITLE	ACTUAL/ANTICIPATED START-DATE
John Viste	Chief of party (expatriate)	On/about June 10, 2001
Husam Qaradeh	Civil society specialist/ West Bank	March 12, 2001
Ziad Abdallah	Civil society specialist/ West Bank	March 12, 2001
Taher Hassan	IT specialist/West Bank	March 11, 2001
(to be determined and subject to USAID approval)	Field administrator (expatriate)	On/about June 1, 2001
(to be determined)	Institutional strengthening specialist/West Bank	On/about April 16, 2001
Nisreen El-Najjar	Civil society specialist/Gaza	March 15, 2001
(to be determined)	IT specialist/Gaza	On/about May 1, 2001
SUPPORT STAFF		
NAME	TITLE	ACTUAL/ANTICIPATED START-DATE
Samar Martha	Office manager/West Bank	March 18, 2001
(to be determined)	Secretary/receptionist/Gaza	On/about May 1, 2001
(to be determined)	Driver/Gaza	On/about May 1, 2001

A4. Deviations from Chemonics Proposed Technical Approach and Why Deviation is Recommended

Office

Chemonics proposal stated that the West Bank office would be located in Ramallah. Due to the security situation, a temporary office was established instead on a monthly lease in Dahiet al-Barid. After the permanent West Bank project office is established in Ramallah in the second quarter, the Dahiet al-Barid office will be retained on a monthly lease, for emergency purposes until the civil and social unrest subsides.

Staffing

At the outset of the project, Chemonics and its partners reassessed the organization and apportionment of field team positions among themselves as set forth in the final Chemonics proposal. The exercise was undertaken first, to test the proposal's recommendations in light of the skill-sets then available on the team and perceived requirements for successful project implementation; and second, in the interest of consolidation of partner ownership of components of the program, with attendant

consistency of contract terms for team members within a component. The appropriateness of proposed position titles was also reviewed in light of position descriptions. The following changes were agreed among the partners and reviewed with the TAMKEEN Cognizant Technical Officer.

- Elimination of the following long term positions:
 - Grants/financial advisor (West Bank)
 - Supervisory civil society specialist (Gaza)
 - Junior accountant (Gaza)

- Addition of the following long term positions:
 - Senior information technology (IT) specialist (West Bank)
 - Information technology (IT) specialist (Gaza)

- Changes in position titles, as follows:
 - Senior institutional strengthening specialist instead of organizational development and training specialist (expatriate position)
 - Institutional strengthening specialist instead of training/logistics coordinator (one in West Bank and one in Gaza)
 - Senior civil society specialist instead of senior civil society organization (CSO) specialist (West Bank)
 - Civil society coordinator instead of CSO specialist (Gaza)
 - Civil society specialist instead of civil society caseworker (two in West Bank and two in Gaza)
 - Office manager/bookkeeper instead of office manager (Gaza)
 - Project accountant/analyst instead of junior accountant (West Bank)
 - Assistant office manager instead of secretary (West Bank)

- Distribution of contracting of team members, by partner, as follows:
 - AMIDEAST – Institutional strengthening team members
 - CARE – Civil society organization team members
 - MASSAR – Information technology and project support team members

In addition to the foregoing changes, Chemonics proposes the addition to the team of an expatriate field administrator to permit the chief of party to dedicate more time to TAMKEEN's program.

B. Grants Management

B1. Activities Undertaken to Facilitate Start-up of the Project

As envisioned in the technical proposal, the grants manager conducted a survey of local and off-shore grant-making projects (past and present), and reviewed on hand samples of various grants manuals, either from Chemonics or other sources. With reference to the comments under B4 below, it was determined that the grants-making system utilized by Chemonics with the New Enterprise Development (NED) Project in Morocco was the

most appropriate format with respect to ADS 303.5.15 (*Grant to Non-U.S. Organizations*) guidance. Thus, the NED Manual served as a working design template for developing the TAMKEEN *Simplified Grants Manual*. The manual was submitted to USAID in final draft form and approved for use on February 9, 2001.

B2. Delays/Problems Encountered and Solutions

Please refer to B4 below. The situation described did compel TAMKEEN to concentrate resources in the simplified grants track, but all in all, the problems and delays incurred were not material in nature.

B3. Planned Additional Activities to be Undertaken to Facilitate Start-up

None.

B4. Deviations from Chemonics Proposed Technical Approach and Why Deviation is Recommended

Chemonics' technical proposal outlined a three-tier grants-making system, i.e., full capacity grants, rapid response grants, and direct payment grants. Between the time of proposal preparation and the actual start-up of field activities in the West Bank and Gaza, a significant implementation constraint was introduced—the *Al-Aqsa Intifada*. At the request of USAID, the development of a fast-track grants-making tier was assigned a high priority. This effort culminated in the preparation of a Simplified Grants Manual incorporating guidance found in ADS 303.5.15 (*Grants to Non-U.S. Organizations*). The manual, and the grants-making system it presents, was approved by USAID on February 9, 2001.

TAMKEEN still plans to offer grants in three tiers; however, the focus of the tiers will be modified with respect to the technical proposal. TAMKEEN's assessment is that the design tenets, grant attributes, grantee obligations, etc., as presented in the Simplified Grants Manual will require only minor modification for use with second tier *defined focus grants*. Design work on the next tier will begin in the second quarter, and defined focus grants will be operationalized early in the third quarter.

C. Information Systems

C1. Activities Undertaken to Facilitate Start-up of the Project

Edelman Communications International (ECI) is designing a three-tier website that will (1) enable CSOs to communicate with the public and each other; (2) provide CSOs with information on funding programs, management tools, and organizational self-help materials; and (3) give the project team and USAID secure access to key program and grant information. During this reporting period, a short-term ECI advisor and an advisor from Chemonics' Environment and Infrastructure Group conducted a rapid assessment of the requirements for the umbrella website, the virtual resource center, and the grants

management application. Based on this assessment, ECI developed a work plan, including a refined description of deliverables, timelines for implementation, and strategy for phasing hosting of the umbrella website and grants management application from facilities in the U.S. to facilities in Palestine.

C2. Delays/Problems Encountered and Solutions

During this reporting period, there have been no significant delays/problems encountered in information systems activities.

C3. Planned Additional Activities to be Undertaken to Facilitate Start-up

With a deadline of June 1, 2001, ECI will (1) produce an overall design and page templates for the umbrella CSO website for approval by the project and USAID; (2) prepare CSO resource center content for presentation in the appropriate web formats; (3) facilitate hosting the website on server space; and (4) implement a Microsoft Exchange-based e-mail server for CSO users.

Concerning the on-line grants management application, ECI will (1) design a database structure to accommodate the range of information to be collected; (2) design a web-based graphical user interface (GUI) that provides for efficient data entry and report generation; (3) program the interface between the GUI and the database, including data validation and automation of business rules; and (4) facilitate hosting the application on server space.

C4. Deviations from Chemonics Proposed Technical Approach and Why Deviation is Recommended

During this reporting period, there have been no significant deviations from the proposed technical approach to information systems.

CLIN 2: Capacity Building

A1. Activities Undertaken to Facilitate Start-up of the Project

The project placed in local newspapers a Solicitation of Information notice to identify prospective capacity-building service providers. Seven responses were received by individuals and institutions based in Gaza, while 25 were received from the West Bank.

In the course of rapid assessment of perceived priority needs to be addressed in Round One of TAMKEEN grant-making, representatives of leading CSOs in the West Bank were asked to identify typical capacity shortcomings to be expected of applicant organizations. Representatives from the following organizations participated: Palestinian NGO Network (PNGO); Arab Thought Forum; Civic Forum Institute; Palestinian Working Women's Society; PANORAMA (Center for the Dissemination of Democracy

and Community Development); and the Women's Affairs Technical Committee (WATC).

A meeting was held with representatives of the Palestinian Network for Institutional Development (PNID) to acquaint them with TAMKEEN and solicit their perceptions as to CSO capacity-building priorities. PNID members are Birzeit University's Center for Continuing Education, the Bisan Center, and the Ma'an Development Center.

During this reporting period, the project also identified a CSO capacity building framework for adapting to TAMKEEN use.

A2. Delays/Problems Encountered and Solutions

The referenced Solicitation for Information failed to garner responses from a number of local capacity building service providers of interest to TAMKEEN.

Two scheduled meetings with Gaza-based CSOs and capacity-building service providers had to be cancelled when permission to enter Gaza was denied for security reasons.

The team's senior institutional strengthening specialist was unable to give his full attention to capacity building and its related component, institutional strengthening, due to demands on his time as interim acting chief of party and part-time field administrator.

Chemonics provided short-term technical assistance to the component beginning in late January.

A3. Planned Additional Activities to be Undertaken to Facilitate Start-up

With the arrival of the new interim acting chief of party, the senior institutional strengthening specialist is now fully dedicated to the capacity building and institutional strengthening components of the project. Team members have begun face-to-face meetings with prospective capacity building service providers, including potential service providers who had not responded to the Solicitation for Information. These meetings will result in the identification of a start-up group of service providers.

A capacity building framework is under development. The draft will be reviewed with the start-up group of service providers and finalized in consultation with USAID. Based on feedback from team members assessing current grants applications and input from knowledgeable service providers, programs will be identified or solicited within the present quarter for anticipated priority capacity building needs of Round One grantees and conditional grantees.

Also within the quarter, program designs for workshops in activity planning and civil society and democracy will be solicited from service providers. The workshops will be geared to applying for a TAMKEEN simplified grant and linking proposed activity results to TAMKEEN's objective. Targeted audiences will be representatives of

organizations whose applications are turned down in Round One and first-time applicants in future rounds of simplified grant making.

A4. Deviations from Chemonics Proposed Technical Approach and Why Deviation is Recommended

Following, in italics, are excerpts from Chemonics' proposed technical approach to capacity building, following by related comments.

To identify the most promising client CSOs, we will use an organizational capacity appraisal method to be determined jointly by USAID within 30 days of contract award.

As a result of the Mission's interest in accelerating grants disbursements, it was agreed during this implementation period to move directly to solicitation of grants applications. Organizational capacity appraisal tools are under development for use with participants in the first round of grant making. These tools will be aimed at (1) assessing the capacity of prospective grantees to implement a grant successfully; (2) assessing priority capacity building needs of grantees; and (3) rapid assessment of priority capacity building needs of organizations that were not awarded grants in the first round but which are considered promising TAMKEEN partners.

CLIN 3: Institutional Strengthening

A1. Activities Undertaken to Facilitate Start-up of the Project

A tool for assessing prospective capacity building service providers was provided.

A2. Delays/Problems Encountered and Solutions

The initial concept of the job of two local-hire professionals, termed training/logistics coordinators, supporting the senior institutional strengthening specialist in implementing this component, proved overly simplified. The job title was recast as institutional strengthening specialist (ISS) and a position description developed in keeping with the perceived demands of the component. The incumbent in the West Bank was judged inappropriate to fulfill the job of ISS and was released at the end of month two and recruitment began to fill the ISS position in the West Bank and the ISS position in Gaza, which was filled in month three.

A3. Planned Additional Activities to be Undertaken to Facilitate Start-up

As stated above, the arrival of the new acting chief of party has freed the senior institutional strengthening specialist to fully dedicate himself to the project's capacity building and institutional strengthening components. The referenced service provider capacity assessment tool will now be finalized in consultation with USAID and will be administered to determine initial institutional strengthening requirements.

A4. Deviations from Chemonics Proposed Technical Approach and Why Deviation is Recommended

Following, in italics, are excerpts from Chemonics' proposed technical approach to institutional strengthening, followed by related comments.

Final selection criteria [for service provider organizations and individuals] will be developed and submitted to USAID for approval within 60 days of contract award.

Selection criteria will be developed and submitted during the first 45 days of the second quarter of implementation. The delay is not expected to impact timely delivery of capacity building inputs.

CLIN 4: Grants

No grants were disbursed during the initial 90-day implementation phase.