



TAMKEEN

Civil Society and Democracy Strengthening Project
West Bank and Gaza

Quarterly Progress Report Third Quarter of 2003



Funded by:

United States Agency for International Development
West Bank/Gaza
Contract No.: 294-C-00-00-00077-00



Implemented by:

Chemonics International Inc.

In conjunction with its partners:

AMIDEAST
CARE International
MASSAR Associates

Submitted:

October 15, 2003

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ACRONYMS

ADS	Automated Directives System
APS	Annual Program Statement
CFR	Code of Federal Regulations
CLIN	Contract Line Item Number
CO	Contracting Officer
CSO	Civil Society Organization
CSS	Civil Society Specialist
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DFA	Director of Finance and Administration
DPC	Director of Programming and Communications
FOG	Fixed-Obligation Grant
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IT	Information Technology
NGO	Non-Governmental Organization
PA	Palestinian Authority
PLC	Palestinian Legislative Council
PMP	Performance Monitoring Plan
PONAT	Participatory Organizational Needs Assessment Tool
RFP	Request for Proposal
TBP	Training Best Practices
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
USAID	United States Agency for International Development

Executive Summary

This quarterly progress report for the USAID-funded Civil Society and Democracy Strengthening project (Tamkeen) covers the period from July 1 to September 30, 2003. Tamkeen's primary objective is to help Palestinian civil society organizations (CSOs) increase their voice in public discourse and to preserve the critical "space" occupied by Palestinian CSOs, placing them at the heart of the communications nexus between citizens and their public representatives at the local and national levels.

We are pleased to report that Tamkeen's capacity building and technical assistance efforts have met or exceeded work-plan expectations, and we are on track in terms of the number of grants being developed and approved by the Grants Committee. Unfortunately, we are behind work plan estimates in terms of signed grant agreements, primarily due to challenges posed by the Anti-Terrorism Certificate (ATC), newly mandated by USAID.

As of the end of the third quarter of 2003, we had awarded a total of \$9.1 million out of the approximately \$16 million allocated for grants over the life of the project. We issued four new simplified grants valued at \$260,915 and two new FOGs worth \$27,330 during quarter. The Tamkeen Grants Committee also approved 15 additional full applications valued at approximately \$1.4 million and 46 summary applications valued at approximately \$4.6 million. Many of the full applications will be turned into grant agreements and signed during the coming period, and many of the summary applications will be developed into full applications for submission to the Grants Committee. Nonetheless, we also expect that a sizable number of CSOs will withdraw from the application process, or at least significantly reduce efforts devoted to completing the applications, due to their unwillingness to sign the ATC. At the end of the quarter, Tamkeen's chief of party began meeting with CSOs to clear up misunderstandings about the certificate, maintain dialogue with current and potential partners, and determine which CSOs were likely to sign.

To cope with these challenges, Tamkeen started to explore various options for continuing its efforts in the wake of the ATC requirement. These options include issuing contracts and purchase orders (as applicable and where feasible), converting a great deal of our efforts to capacity building and technical assistance, and expanding the targeted list of grantees to include CSOs that are more likely to sign the ATC. USAID, the Chemonics home office, and current and potential partner CSOs have been active partners in these discussions. Throughout, Tamkeen is committed to maintaining the "grants under contract" mechanism specified in Chemonics contract with USAID as the primary method of strengthening the role of Palestinian CSOs in public discourse. While other mechanisms can achieve some of Tamkeen's USAID-mandated objectives and results, they cannot substitute for grant making. With this in mind, Tamkeen began identifying a larger pool of targeted CSOs that were more likely to sign the certificate. Unfortunately, these "new" CSOs tend to be smaller and lack the capabilities of our current partners, both in terms of national reach and the ability to effectively implement grants. Therefore, this modification to our grants program is likely to require a great deal of more work on the part of the Tamkeen team and significantly more effort in terms of capacity building and technical assistance. The options and implications of each are discussed in Section II of this report.

On the management side of grant making, Tamkeen distributed the new Simplified Grants Manual, which was approved by USAID in the second quarter, and completed a manual for the FOG program, which was also approved by USAID. In addition, we continued our extensive audit program, which is working to strengthen compliance among grantee CSOs with USAID and U.S. Government rules and regulations. Tamkeen also completed a new version of a grants management database.

As noted at the onset of this summary, Tamkeen remained on track in its capacity building and technical assistance program. The third quarter saw the second meeting of the Training Best Practices Committee. Made up of senior representatives from most of Palestine's major training providers (including university extension programs), the committee has decided to seek recognition from the Palestinian Authority as an independent association that will last beyond the life of the Tamkeen project, a very positive development. We assisted the committee by drafting a project planning document to guide the group's development over the coming five years. We will continue to assist the committee in the coming quarter.

Working with local service providers under grants, Tamkeen also continued to support implementation of the introductory Training Best Practices course (developed previously by a Tamkeen consultant), which concluded its first iteration this quarter, and training for project managers. In addition, we started implementing a first set of workshops on the role of CSOs in elections, and designed a capacity building program in advocacy techniques for Palestinian CSOs. This program will start, after USAID approval, at the end of the year. Finally, we conducted a major roundtable with representatives from USAID, Palestinian ministries, and a large number of donors and donor-funded projects on the registration process for non-governmental organizations (NGOs) in Palestine.

Our communications and outreach efforts were strengthened with the addition of a Palestinian communications specialist at the beginning of the quarter. With his help, the communications team completed a full draft of a revised website for the Tamkeen project, and began generating higher-quality success stories using material supplied by the CSS team. We also redesigned a brochure on Tamkeen for distribution to local and international audiences. Adding to these activities, we have initiated the production of a periodic newsletter on Tamkeen's activities, training for journalists in covering the democratic process, and capacity building assistance to CSOs in media relations. These new initiatives are currently under development, with activities slated to begin in the fourth quarter of 2003 and first quarter of 2004.

In the results monitoring area, Tamkeen collected all of the data necessary from the first two years of project operation for the revised version of the performance monitoring plan (PMP), which will generate quantitative data on project achievements. It was approved by USAID at the end of the second quarter. We also incorporated the required data collection sheet into the Tamkeen Simplified Grants Manual. To generate qualitative information on project success and recommendations, we fielded two consultants to conduct impact assessment studies. The two studies, which will be completed in the fourth quarter, will examine the impact of Tamkeen's grants in the disability sector, and the impact of grants combining services with democracy and governance (D&G) activities.

In addition, the project successfully coordinated with the Regional Inspector General (RIG) office in Cairo for an audit of the project and its subcontractors. Chemonics found the findings positive and is correcting the minor issues uncovered. With respect to personnel,

Tamkeen is pleased to welcome West Bank CSS Majida Awashareh, Communications Specialist Walid Batrawi, and Director of Finance and Administration Sarah Nugent to the team. Ms. Nugent is replacing Jennifer Baker, who has assumed a senior position in Chemonics' home office. Ms. Baker will be deeply missed as a valued member of the team and friend.

Finally, Tamkeen successfully conducted its first all-team retreat in Amman, Jordan. With assistance from USAID, the entire Tamkeen team was able to meet in one place for the first time since the inception of the project, with the exception of one employee who was denied entry by the Jordanians. During the retreat, we reviewed our accomplishments to date and the challenges facing implementation of the project and the Palestinian CSO community. We also raised issues, brain-stormed new program ideas, and generally established a strong ground-work for the development of the 2004 Work Plan.

SECTION I

Supporting the Role of Palestinian CSOs in Public Discourse

Tamkeen is operating under the 2003 Work Plan, which was approved by USAID early in the first quarter. The project is facing some delays in meeting the original targets for grant making in this plan, mainly due to the recent worldwide USAID requirement that all CSO grantees must sign an Anti-Terrorism Certification (ATC). To date, most Palestinian CSOs have been unwilling to sign this certificate. This issue is fully discussed in Section II of this report. To address the delays, Tamkeen, and in close consultation with USAID and its current and future partner CSOs, is considering several options. If these materialize, we expect to return to the original work plan estimates during the fourth quarter of 2003 and first quarter of 2004.

Despite these difficulties, Tamkeen continued to help Palestinian CSOs move forward with grant applications and responses to solicitations. We have also continued our extensive capacity building and technical assistance programs for Palestinian CSOs — this despite difficult logistical conditions brought on by incursions, closures, and curfews.

As an example of progress at the end of this quarter, Tamkeen fielded two consultants to conduct a program-wide impact assessment study and a sector specific study. We also engaged an expert to conduct workshops for CSOs (both grantees and non-grantees) to explore program ideas for them to undertake in relation to elections. The findings of these consultants will be reported on in the next QPR.

This section presents the vision that guides Tamkeen's efforts as expressed in our 2003 Work Plan. It also reviews the assumptions and constraints under which the project operated during the quarter, focusing on the continued impact of Israel-imposed closures and travel restrictions on the project's progress to date. In the subsequent section, we highlight the issues related to the ATC, its impact on our grants making, and the various alternatives under consideration for coping with these challenges.

A. Tamkeen's Vision

As stated in the approved work plan, Tamkeen's vision is to ensure "increased participation of Palestinian civil society organizations (CSOs) in public discourse...and to contribute to preserving the critical 'space' occupied by Palestinian CSOs, placing them at the heart of the communication nexus between citizens and their public representatives at the local and national levels."

Accordingly, Tamkeen has supported the efforts of Palestinian CSOs to implement activities that contribute to USAID's Strategic Objective 3 ("more responsive and accountable governance"), its intermediate result (IR) 3.1 ("increased participation of CSOs in public decision making and government oversight"), and the following sub-IRs:

- Increased capacity of CSOs to participate in public discourse
- CSOs effectively aggregate and articulate citizen issues

- CSOs effectively disseminate information to citizens on public issues

The continued relevance of this vision to Tamkeen's operations is discussed extensively in our 2003 Work Plan. In that document, we also discussed how the project has remained flexible and realistic during implementation of its activities and tasks. Such flexibility is proving to be most useful for coping with the challenges the project faces.

B. Working Environment: Success Against Adversity

Over the life of the project, Tamkeen has operated in a complex and constantly changing environment. We have been able to overcome many of these constraints and successfully implement project activities by decentralizing operations, using information technology (including video conference links), and strengthening our relationships with the local CSO community and other stakeholders.

This section reviews developments in four areas that were of central concern when the work plan was developed.

B1. Social and Economic Hardship

Social and economic conditions in Palestine continued to deteriorate during the third quarter due to ongoing Israeli closures, incursions, and curfews in the West Bank and Gaza. These actions have exacerbated the demand for basic social and economic services. The deteriorating conditions were confirmed by various reports and assessments produced by Palestinian and/or International agencies operating in the area. One of these studies — issued by the Palestinian General Information Commission on October 10, 2003 — reports a 55 percent drop in average Gross National Income (GNI) between September 2000 and September 2003, and unemployment of 55 percent of the workforce. It says, “Overall direct and indirect losses to the Palestinian economy reached \$17.4 billion after three years of *Intifada*.”

Rural areas have been particularly hard hit. Many have had extended periods of isolation due to closures, while others have seen the destruction of crops or the expropriation of land, particularly in areas affected by the “separation wall” being built by Israel. The limited number of strong CSOs in the northern and southern West Bank has hampered efforts to find capable grantees in these areas. We will address this issue in the coming quarter with the introduction of programmatic fixed-obligation grants (FOGs). This will allow smaller CSOs to implement limited and defined projects.

As noted previously, the socioeconomic situation underscores the need for continued Tamkeen funding to the Palestinian CSO community. In addition to providing needed services, many CSOs would be unable to survive in the current economic climate if funding were interrupted.

B2. Increasing Political Sensitivity

The new USAID requirement that all grantee-CSOs sign the ATC has substantially increased the sensitivity of receiving grants from all USAID-funded projects, including Tamkeen. During this quarter, many NGO networks, concerned politicians, and members of the legislature were engaged in bilateral and public meetings that elevated the issue to a much

higher level of complexity that was anticipated when it was first introduced during the previous quarter.

The fact that many CSOs in the various geographic regions, representing different political affiliations, have joined forces in publicly condemning such certification, and in several cases, threatening other CSOs from the consequences of signing such certificate, is interpreted as a strong indication of the seriousness of the issue and the elevated sensitivity it has occupied.

As explained in greater detail in Section II, CSOs find it politically very difficult and, for many, ethically problematic to sign the certificate because, to them, signing means accepting the naming of Palestinian political groups and factions as terrorists as implied by the certificate. For many, this means political suicide. Indeed, as the Palestinian Authority weighs in with its view on the matter (most likely to discourage CSOs from signing), such sensitivity will be greater as many undecided CSOs will simply choose not to sign to avoid being singled out and/or later harassed by the authority for allegedly acting against the “national consensus.”

During the quarter, Tamkeen continued to raise the issue of the certification with the USAID, and started discussing the matter with its current and future partners in an effort to reach a solution that is acceptable to all. This effort will be continued in next quarter while considering other option for dealing with this challenge.

B3. Logistical Constraints

The major logistical constraints impacting on project work during the quarter was the continued travel restrictions imposed by the Israeli army within the and between the West Bank and Gaza Strip.

We also note that there are still members of our team who are still unable to travel in the West Bank or out of Gaza. This includes our senior financial officer in the West Bank and our IT specialist and office manager in Gaza. On a more positive note and hanks to USAID assistance with permits, the Tamkeen retreat, held in Amman, Jordan during September, was the only time the entire project team has been able to meet in one place since the inception of the project.

Despite these challenges, Tamkeen’s IT solutions, use of satellite offices, and strong relationship with the CSO community enabled us to continue working effectively throughout the period, albeit with less than optimal efficiency.

Tamkeen’s Jerusalem-based staff still found it difficult to reach the office many times during this quarter due to long lines and waits at the DCO/Beit El checkpoint into Ramallah. Due to deliberately slow inspections of cars, crossing times were as high as two hours during the quarter, with times averaging between 45 minutes and one hour. In good conditions, the commute time between Jerusalem and Ramallah ranges between 20 and 30 minutes, even with the checkpoints. Spending one hour in the morning and one hour in the afternoon on checkpoints (raising commute times to 1.5 to 2 hours) significantly affects staff productivity.

Finally, many of our partner CSOs have found it extremely difficult to implement outside of their locality mostly because their trainers and/or facilitators are often unable to cross the

checkpoint into the neighboring towns and villages to do perform their work or experience delays that can last for hours.

B4. Chronic Uncertainty

Tamkeen continues to operate in conditions of extreme uncertainty. Factors include closure, curfews, and the ever-present reality of incursions. Most recently, the willingness of partner CSOs to sign the ATC has also had significant implications on our work. Project staff continue to remain flexible and ready to vary approaches in order to implement the work plan, even in dire circumstances. This situation has made planning and project implementation more challenging, but underscored the importance of flexibility and constant dialogue with USAID and partner CSOs to find timely and appropriate solutions to these problems. We feel that this approach is reflected throughout this quarterly report.

SECTION II

Alternative Mechanisms for Supporting the Role of CSOs in Public Discourse

A. Integrated Approach

As discussed in Tamkeen's 2003 Work Plan, the project has integrated grant-making, capacity building, and technical assistance in response to its operating environment. Under this approach, all Tamkeen activities are organically linked and contribute directly or indirectly to strengthening the role of Palestinian CSOs in public discourse. Accordingly, programmatic and management separations between grant-making, capacity building, and technical assistance no longer exist under the 2003 Work Plan. In this section, we assess our progress toward the goals established in the work plan during the third quarter of 2003, focusing on grant-making, grants management, capacity building, and technical assistance.

As discussed below, our grants program has been significantly affected by the Anti-Terrorism Certification (ATC), a new USAID requirement for missions worldwide. We are working with Palestinian CSOs and USAID to resolve this issue. The current status of these efforts and the effect on our grants program are discussed in Section C below.

B. Supporting the Role of CSOs Through Grant-Making and Related Management

Grants to CSOs draw upon approximately \$16-million in "pass-through" funds. Within the context of ADS and CFR 226 guidance, Tamkeen has two grant-making tiers: (i) fixed-obligation grants (FOGs) and (ii) simplified grants. Tamkeen continues to use these two tiers as they have proved to be effective and responsive to the needs of partner CSOs.

C. Grant-Making

As a result of reticence on the part of Palestinian CSOs to sign the ATC required by USAID starting in the second quarter, Tamkeen's grants program is running behind work-plan estimates. These problems are not insurmountable, and Tamkeen maintains its commitment to USAID objectives and the use the "grants under contract" mechanism to strengthen Palestinian CSOs. That said, the certificate requirement is forcing a reorientation of Tamkeen's efforts and a significant allocation of time from the chief of party and other senior team members to deal with this matter. This sub-section first discusses the challenge posed by the certification requirement and the current status of Tamkeen's grant program. Then, we discuss ways in which the project is adjusting to this challenge.

C1. Status of Grant Awards

In the third quarter of 2003, Tamkeen awarded four new simplified grants worth \$260,915 and two new FOGs worth \$27,330.67. This brings total Tamkeen grants awarded to approximately \$9.1 million out of the \$16 million allocated for grants over the life of the project. These grant awards are summarized in Exhibit II-1 below.

Exhibit II-1. Summary of Grants Awarded From the Project's Inception to the End of the Third Quarter of 2003

	Number & Value of Grants Awarded in Third Quarter of 2003	Total Number & Value of Grants Awarded (Life of Project to September 30, 2003)
Simplified Grants	4 grants @ \$260,915	108 grants @ \$8,639,903.13
Fixed-Obligation Grants (FOGs)	2 grants @ \$27,330.67	75 grants @ \$480,893.99
Totals	6 grants @ \$288,245.67	183 grants @ \$9,120,797.12

Of the 108 simplified grants awarded to date, 70 have been successfully completed. Likewise, 55 of the 75 FOGs awarded have been completed. Therefore, Tamkeen's portfolio currently consists of 58 active grants worth a total value of approximately \$3.5 million (38 active simplified grants and 20 FOGs).

C1a. Effect of the Anti-Terrorism Certificate on Tamkeen's Grants Programs

If considered in isolation, the data in Exhibit II-1 does not reflect the efforts of the Tamkeen staff or the resulting number of full and summary applications approved by the Tamkeen Grants Committee. Indeed, 15 full applications with a total value of \$1.4 have been approved by the committee but have yet to be signed pending CSO decisions on whether to sign the ATC or not. The status of these grants is summarized in Exhibit II-2.

**Exhibit II-2.
Status of Outstanding Grant Awards and Applications in Process
September 30, 2003**

	Estimated Number and Value of Grants	Status of CSO positions on Anti-Terrorism Certificate
Full Applications Approved by the Grants Committee	15 grants @ \$1.4 million	<ul style="list-style-type: none"> ● 6 said they will sign, but the CSOs must resolve financial issues or be vetted by USAID before grant agreements are concluded ● 3 said they will not sign the certificate ● 6 have yet to decide whether to sign or not
Summary Applications Approved by the Grants Committee	46 grants @ \$4.6 million	<ul style="list-style-type: none"> ● 11 said they will sign and are developing full applications ● 6 said they will sign but must be vetted first ● 6 said they will not sign ● 23 have yet to decide whether to sign or not

At the end of the quarter, Tamkeen started following up directly with undecided CSOs. Tamkeen's chief of party is currently visiting a majority of these organizations to discuss the situation, with the remainder being visited by others members of the senior staff. Close contact with CSOs is designed to achieve three, interrelated objectives:

- Maintain dialogue with current and future partner CSOs. Most importantly, we anticipate that some CSOs that do not sign the certificate may revisit this decision in the future. They also may stay Tamkeen partners in others efforts, e.g., capacity building programs like Training Best Practices.
- Correct any misunderstandings and misinformation about the ATC requirements and its implications.
- Generate a clearer picture about what types of CSOs are more likely to sign the certificate, information that will help us structure our grants program for the coming year.

These efforts will continue throughout the fourth quarter, and we will continue to keep USAID informed of developments in this area.

C1b. Alternative Solutions to Challenges Posed by the Anti-Terrorism Certification

As reported in the second quarter and discussed throughout the reporting period with USAID, many Palestinian CSOs are reticent to sign the USAID-mandated ATC. These CSOs are opposed to violence in all of its forms, in particular against civilians, and they have emphasized this fact in open letters to local media and verbally to Tamkeen and USAID's senior management. Their objections generally revolve around the definition of the word "terrorism" in the document (mostly incorporated by reference), as well as perceived limitations on assistance to certain target groups, to which they are offering civic education, other D&G-related activities, and basic services. Some CSOs also argue that the certificate violates the Palestinian NGO law, which stipulates that organizations cannot sign grants that include conditions. On September 28, the Minister of Education sent a letter to Palestinian Universities advising them not to sign the certificate using this argument — that it violated the NGO Law's non-conditionality clause. This will likely further complicate matters, making it even harder for CSOs to sign the ATC.

While USAID's senior management continues to discuss the wording of the certificate, Tamkeen is proceeding under the assumption that it will remain in its current form and that this will continue to pose serious ethical and practical problems for a large number of Palestinian CSOs. Of course, this issue affects all USAID grant-making projects in the West Bank/Gaza mission.

Tamkeen and the Chemonics' home office have explored and discussed a number of alternatives for successfully continuing Tamkeen's grants program, some of which are already being implemented. We identified three basic options for moving forward:

- Modifying the list of targeted CSOs to focus on those willing to sign the certificate. As discussed with reference to specific solicitations (Section C2a) and the APS (Section C2b), Tamkeen has expanded the list of CSOs invited to apply for grants to focus on those most likely to sign the ATC. This method has advantages and disadvantages. Some of the larger CSOs that are unwilling to sign the certificate will be left out of Tamkeen's program. These CSOs have provided and continue to provide valuable D&G programs and services to large numbers of Palestinians. They are also organizations with a national reach and the ability to collectively and individually affect national policy.

On the positive side, modifying the list of CSOs will enable us to build the capacity of medium-sized and smaller organizations, particularly those providing services to under-served populations like youth, women, the poor, and farmers. Nonetheless, working with smaller CSOs will likely lessen the project's impact at the level of national policy (while perhaps strengthening this impact at the local level), in the short term. As importantly, it will place a greater burden on the Tamkeen team, as these CSOs do not have the same capabilities when it comes to developing program ideas and implementing grants. This may also mean that Tamkeen will issue fewer grants in total and in smaller dollar amounts (often using FOGs, instead of simplified grants, as a way of increasing CSO capabilities). In the long term, the reorientation of the target lists for both the APS and D&G/Reform solicitation will help achieve one of Tamkeen's 2003 goals — better reaching underserved areas and small- and medium-sized CSOS — albeit with greater efforts on the part of the Tamkeen team.

- Using purchase orders and subcontracts for specific services and programmatic activities. Purchase orders are of limited use and cannot substitute for grants as the primary mechanism for implementing Tamkeen's program. Most importantly, purchase orders and subcontracts cannot substitute for the ways in which grants allow CSOs to strengthen their capacity to conduct activities, encourage creativity in program development, and generally help to increase the overall voice and position of CSOs in society. In brief, while D&G activities and services could be implemented this way, using such a method would not be as effective in strengthening CSO capabilities — one of Tamkeen's primary missions.

A limited but critical number of Tamkeen's activities are well suited to purchase orders and subcontracts, especially the provision of capacity building assistance through service-provider CSOs. This includes the training best practices program, possible continuation of project managers training, and similar training and capacity-building efforts.

- Shifting resources from grants to capacity building and technical assistance. If the grants program were to shrink significantly, Tamkeen could discuss the possibility of reorienting activities toward capacity building and technical assistance. In 2002, Tamkeen restructured its programs to emphasis grant making as the primary mode of capacity building for Palestinian CSOs. To re-target the program toward capacity building, while it would certainly generate some useful initiatives, would come with a number of drawbacks. In particular, Palestinian CSOs have a limited ability to absorb this type of assistance. More importantly, many will not be able to conduct activities without the funding that comes with Tamkeen grants. Therefore, Tamkeen feels that while it could expand the capacity building portion of its program (and has already done so over the course of 2003), it should not undertake these efforts in isolation from the grants program.

In the end, Tamkeen believes that USAID has designed a successful project by combining grant making with capacity building and technical assistance, and it will exert maximum efforts to maintain the integrity of this program. Through the combination of these two elements, the voice of Palestinian CSOs in public discourse is being strengthened. Therefore, we shall continue to focus on both options, grants and capacity building/technical assistance, as we move forward.

C2. Targeted Grant Awards: Third Quarter of 2003

To achieve its grant-related programmatic objectives for Year 3, Tamkeen continues to:

- Maintain a focus on D&G activities
- Respond to practical needs on the ground by funding activities that combine service delivery with democratic process activities by issuing an APS
- Renew successfully completed and technically responsive projects
- Award FOGs to smaller and marginalized CSOs and/or to support discrete democracy-related activities

C2a. Maintaining a Focus on Democracy and Governance Activities

In accordance with the 2003 Work Plan, we expected to award approximately 23 D&G-focused grants valued at \$2.3 million in 2003. By the end of the third quarter, we had signed four agreements worth \$312,480, with 23 others worth \$2.7 million in the pipeline. As noted above, at least some of the grants in the pipeline will not be funded due to the unwillingness of CSOs to sign the ATC. We will have more clarity on this issue by the middle of the fourth quarter, after visits by senior management to individual CSOs are completed.

Tamkeen reissued the D&G solicitation with a focus on reform in quarter two and then again in quarter three. There were 22 responses to the second quarter solicitation. Of these, the Grants Committee provided “no-objection” to seven proposals during its July 1 meeting. As discussed in our previous quarterly report, the remainder of the applications were judged to be unresponsive for a variety of reasons, primarily resulting from a weak understanding of the solicitation and poorly developed concepts, objectives, and anticipated results.

In light of this development, we modified the solicitation prior to issuance during the third quarter. This included strengthening language that encourages creativity in project concepts and improving the list of illustrative examples. We also conducted longer pre-submission workshops in both Gaza and the West Bank, during which Tamkeen’s chief of party led discussions of proposal development, emphasizing the need for concrete, realistic, responsive, and creative concepts.

The reissued D&G solicitation resulted in the submission of 22 summary applications, 18 of which were reviewed by the Tamkeen CSS team and then submitted to the Grants Committee at its September 30 meeting. Of these, 11 were

Improved Summary Applications

While only 32 percent of responses (7 of 22) to the second-quarter D&G/Reform solicitation were approved by the Grants Committee, it approved 50 percent (11 of 22) of responses in the third quarter, a marked increase. As reported previously, the weak applications generally suffered from poorly developed or unresponsive program ideas, or a poor understanding of the concept of reform.

A large measure of the improved performance can be attributed to a strengthened solicitation issued during the third quarter, as well as to more substantive and participatory pre-submission workshops. The new solicitation emphasized Tamkeen’s broad conception of reform and challenged CSOs to be creative in their responses, and the examples of project ideas were improved to better indicate a wide variety of program ideas. The participatory pre-solicitation workshops created an environment where CSOs could test out potential project concepts and generate new ideas while receiving some feedback from the Tamkeen management.

Tamkeen will continue its efforts in this area as the year proceeds. Early in the third quarter, workshops by a Tamkeen consultant will generate discussion of project ideas related to elections. We hope that these initial workshops will help generate new program ideas that are responsive to Tamkeen solicitations in the D&G/Reform area (see Section II.D.5).

given “no-objection” by the committee, reflecting higher quality summary application, partly resulting from Tamkeen’s efforts (see adjoining box). The remaining four summaries will be presented to the Grants Committee in the fourth quarter. As reported above (in the opening of Section C), a sizable number of these potential grantees have yet to decide whether to sign the ATC, so the outcome of this round of grants is still uncertain, but preliminary indications are that, as this group of applicants was fully aware of the requirement and submitted applications anyway, a higher percentage are likely to sign. We will report fully on these developments in the next quarter. For those applicants who indicate a willingness to sign the certificate, we will provide assistance with the development of full applications in the coming period. We will also reissue the D&G solicitation with an emphasis on reform, most likely modifying the list of grantee CSOs to account for challenges posed by the ATC.

C2b. Responding to Practical Needs on the Ground: Annual Program Statement

Tamkeen issued the Annual Program Statement (APS) in the second quarter after approval by USAID. The APS focuses on service delivery grants that combine D&G activities with the provision of basic services in four areas, namely, health, education, economic development, and water and the environment. It targets Tamkeen’s 2003 priorities — youths and children, rural and marginalized areas, and smaller CSOs, many of which have not benefited from Tamkeen grants in the past.

By the end of the third quarter, Tamkeen had received 24 summary applications in response to the APS. In accordance with the design of the APS, applications can be received to the end of November 2003. The first group of these applications, 14 in total, were reviewed by the Tamkeen CSS team and 12 were recommended to the Grants Committee in early September for approval. Of these, the committee approved 11. As with the D&G solicitation, we will assist those CSOs that indicate a willingness to sign the ATC with the development of full applications during the fourth quarter. The remaining summary applications will be brought before the Grants Committee in November.

As part of our efforts to overcome challenges posed by the ATC requirements, Tamkeen produced an expanded list of CSOs to which to send the APS. Initially, the APS was sent to approximately 70 CSOs in the West Bank and Gaza. The new list focuses on small to medium-sized CSOs and is currently being reviewed by USAID. As noted above, we expect that these CSOs will require significantly more assistance developing applications and implementing grants than those CSOs currently receiving funding.

Unless CSOs decide not to sign the ATC or other unforeseen circumstances occur, we project that Tamkeen will meet its target of issuing a total of approximately 15 grants worth \$1.5 million under the APS by the end of the year or early next year.

C2c. Renew Successfully Completed and Technically Responsive Projects

Tamkeen continued to review its portfolio of grants and recommend successful projects for renewal to the Grants Committee. This process includes a review of the current grant, submission of a summary application for the renewal, review of the summary by the Grants Committee, and then completion of a full proposal. Preparation of summary applications and full proposals was slowed during the quarter as CSOs considered whether they would sign the ATC, but the CSS team continues to follow up with these grantees to encourage them to complete high-quality applications in a timely manner.

During the quarter, we funded three renewals worth \$192,000 after Grants Committee approval. The committee also approved two additional full applications worth a total of \$243,000 during its September 30 meeting; these grant agreements will be signed early in the fourth quarter. An additional 10 grant agreements are completed, but have not been signed pending, in most cases, decisions by CSOs about whether to sign the ATC. A few other agreements are on hold pending the resolution of other issues, such as auditing requirements, by the relevant CSOs. For example, three renewals applications for one CSO will be signed after the organization resolves several financial issues uncovered by Tamkeen's audit program.

In addition to approved full applications, 16 summary applications, or concepts, for grant renewals were also approved by the Grants Committee. Many of these CSOs are in various stages of proposal development, although at a slower-than-usual pace as CSOs waited for clarity and then board of directors' decisions on the ATC. We will provide regular updates on progress in this area throughout the next quarter.

We planned to renew 25 grants worth \$2.5 million by the end of the year. The number of renewals issued to date is substantially behind our original work-plan estimates. It should be clear that even though Tamkeen has not signed as many grants as planned to date, the number grants in the pipeline matches work-plan estimates, with the short-fall primarily due to difficulties encountered with the ATC. A review of the project's grant-making portfolio shows that by the end of the third quarter, the team has worked to secure the approval of 29 renewal applications (summary and full applications) worth almost \$2.5 million, which is equal to the work-plan target. Of the 29 applications, 3 were signed during quarter three, 9 are pending decisions on the part of the CSO regarding the ATC, and the rest are under development and most likely will be submitted to the Grants Committee by the end of the year.

As noted at the beginning of this section, adjustments to the program to overcome challenges posed by the ATC requirement are being implemented, and we hope that this will allow us to sign more grants, albeit with greater efforts on the part of the Tamkeen team.

C2d. Respond to the Needs of Nascent and Marginalized CSOs: Expanded FOGs

Over the life of the project, Tamkeen has used the FOG mechanism to award small grants (up to \$25,000) to help grantee CSOs improve their IT capacity in terms of equipment and training, as well as assist CSOs in recovering from damage caused by Israeli incursions in Spring 2002 ("rapid recovery grants"). The rapid recovery grant program concluded at the beginning of the year, and the IT FOG program is discussed in Subsection D2 below.

Here, we discuss Tamkeen’s new effort: the award of small grants using the FOG mechanism to help nascent and marginalized CSOs implement limited, defined programs like a workshop or a series of town hall meetings. Launch of the “Programmatic FOG” program took place late in the third quarter after completion and approval of the new FOG manual. We expect this mechanism of grant giving to rise in importance as we target smaller CSOs in the context of efforts to overcome the challenges posed by the ATC requirements.

In the interim, we issued one programmatic FOG during the quarter to implement a summer camp integrating hearing impaired children and those with normal hearing. This successful program is described in the adjoining box. The grant adds to the three programmatic FOGs issued earlier in the year (two for consultative meetings and one for the development of the Arab Thought Forum’s annual report).

Tamkeen Funds Summer Camp to Promote Integration of the Hearing and Hearing Impaired

During the third quarter, Tamkeen provided the Total Communication Center for Teaching and Rehabilitation of the Deaf, affiliated with the Palestine Red Crescent Society, a FOG to conduct a summer camp that brought together 41 hearing impaired children and 76 children with normal hearing. The two-week camp provided the 117 children with the opportunity to communicate, build a dialogue, improve self-expression, discover their talents, and exchange views about one another. Importantly, the summer camp offered a practical example of the integration of hearing impaired children and children with normal hearing, which is being used by the CSO to advocate for joint integration programs with the Ministry of Education. The CSO is currently preparing a final report that includes lessons learned and recommendations for policy issues related to the integration of deaf children in the community and the public educational system. The report will be presented and disseminated in a workshop for influential parties, including the Ministry of Education, Palestinian National Committee for the Disabled, and major CSOs.

This efforts was coordinated with a project being undertaken by Panorama under a Tamkeen simplified grant. The Panorama program also integrates hearing and hearing impaired children and advocates for changes in the educational system and social services.

C3. Management Aspects of Grant-Making

In 2003, Tamkeen committed to improving our in-house management of grants in a number of ways, including systems and manuals development, and strengthened compliance and auditing programs. Below, we describe our activities in this area during the third quarter.

C3a. Update Procedures Used in Tamkeen’s Grants Programs

Development of a manual supplement for FOGs: Tamkeen completed and USAID approved a FOG Manual, which serves as a guide for our CSO partners who may and/or are implementing Tamkeen FOGs. The manual supplements the Tamkeen Simplified Grants Manual in that it covers elements of FOGs that differentiate them from our simplified grants.

The FOG manual is being translated into Arabic to ensure that a large number of CSOs, particularly nascent ones targeted by the programmatic FOG program (see Section II.C2b), fully understand Tamkeen’s grant-making procedures and their related requirements.

Finalization of the revised Simplified Grants Manual. USAID approved Version 2.0 of the Tamkeen Simplified Grants Manual in the second quarter. Shortly thereafter, Tamkeen proposed modifying that version slightly to include references to required certifications, including the newly introduced ATC (Version 2.1).

Development of an Annual Program Statement. Completed in the second quarter.

C3b. Conduct Grants Management Training for CSOs

Grants management training for CSOs is discussed under Section II.D1 of this report a part of our capacity building and technical assistance efforts.

C3c. Develop Grants Management Handbook and Train CSSs

As Tamkeen spent the third quarter focusing on understanding the impact of the new ATC requirement on our CSO partners, we also began to understand the potential impact of the ATC on our internal grant-making processes. Engaging new CSO partners with a lower baseline of financial and grants management experience will require additional capacity building efforts to ensure successful implementation, which, in turn, will require Tamkeen to build in an additional layer of assessments and pre-award surveys at the outset of the process. Under these circumstances, the completion of the Grants Management Handbook for CSS's was delayed. The manual will be completed in the fourth quarter.

After the completion of the manual, Tamkeen will embark on a comprehensive training program for CSS and other project staff to formally introduce the new grant-making and compliance requirements, and their impact on our internal processes. While this in-house training program began in the third quarter, it will continue in quarter four with the formal introduction to the newly approved FOG Manual, the procedural changes due to the ATC, as well as the launching of newly the established cost proposal template, all of which will serve to strengthen Tamkeen's oversight, compliance, and management of the grants program.

C3d. Strengthen Grants Compliance and Implement Audit Plan

During the third quarter, Tamkeen started implementing its audit plan. Under the indefinite quantity subcontracts between Chemonics and four USAID-approved Palestinian auditing firms, Tamkeen issued seven task orders for audits (program and OMB-A133) and pre-award surveys. Three of the task orders are completed, and the others will be completed by the end of October. Next quarter we will initiate the second round of audits according to the audit plan (see Annex A listing CSOs audited in Q3 and those to be audited in Q4).

Audits as a Capacity Building Tool

Tamkeen's audit program is a required element of our contract with USAID. While its primary focus is conducting the program and OMB-A133 audits as required by USAID and U.S. Government regulations, the program also encompasses pre-award surveys, assessments of financial and accounting systems, and internal control reviews. This multi-faceted approach of working with grantees from start to finish — pre-award, to implementation, to post-award — is consistent with Tamkeen's approach throughout. However, in light of the current uncertainty surrounding the ATC, these additional review and assessment functions are at Tamkeen's disposal to use with smaller CSOs that may not have sufficient organizational systems and operational procedures to manage a Tamkeen grant. Tamkeen has already put this tool to use in the third quarter by conducting pre-award surveys for two CSOs with applications under development, the results of which will allow us to design targeted capacity building technical assistance, should they be awarded a grant.

We view our Audit IQC program not only as an essential element of due diligence and regulatory compliance for the grants program as a whole, but also as a tool that can be used to strengthen capacity building efforts with our partner CSOs. Within our audit program structure, Tamkeen already has the system in place to ensure maximum flexibility in working with smaller CSOs to meet regulatory requirements and guiding the reengineering of our internal grant-making procedures. We expect to utilize the Audit IQC vehicle much more as a capacity building tool starting in the fourth quarter and continuing throughout 2004.

Recognizing that the new ATC may require Tamkeen to work increasingly with smaller and less experienced CSOs, we have started developing a pre-award capacity assessment system that will allow us to identify organizational deficiencies within prospective grantee CSOs and offer remedial support as a condition to any eventual grant award. The assessment and subsequent support will be done primarily in-house, however, Tamkeen may also access financial/management consultants through our auditing subcontracts or individually.

C3e. Monitor Grant Program's Work Flow

Tamkeen is launching a number of improvements to our grants program and introducing a more rigorous compliance regimen in 2003. Routine and ongoing grants management is taking place alongside program innovations and improvements. Therefore, we are juggling a heavy load to maintain a significant grants management volume while creating "value added." To this was added the difficulties of dealing with the ATC, which are discussed in detail earlier in this report.

Exhibit II-3 below summarizes our actual and projected flow of grants and the related load on the CSS team.

**Exhibit II-3. Summary of Grant Issuance and Management:
Actuals and Projections for 2003¹**

	Q1	Q2	Q3	Q4	Totals	Total Value
CURRENT PORTFOLIO						
Simplified grants in force as of January 1, 2003					57	\$7,994,796.00
<i>Simplified grants ending in 2003</i>	-6	-8	-14	-25	-52	
SIMPLIFIED AWARDS[*]						
New simplified (D&G)	0	2	1 [†]	12	15	\$1,700,000
New simplified (APS)	0	0	0 [‡]	11	11	\$1,000,000
New simplified (renewals)	1	0	3	18	20	\$1,800,000
New simplified (in pipeline from Year 2)	1	1	0	3	5	\$500,000
Total Simplified Grants by Quarter	53	48	38	55		
<i>Average simplified load per CSS</i>	7	7	5	7		
FIXED-OBLIGATION GRANTS (FOGS)						
FOGs Programmatic	1	2 [§]	1	5	12	\$140,000
FOGs IT	8	5	1	3	17	\$60,000
Total FOGs	9	7	2	8	26	\$200,000

* Numbers for quarters one to three are actual. Those for quarter four are projections.

† We could not meet the target of eight new D&G grants, but solicitations recently issued, including the latest D&G solicitation issued in August 2003 and targeting smaller CSOs, have resulted in responsive concepts that we will bring before the Grants Committee during the fourth quarter. At least 50 percent of the recently targeted CSOs have shown their readiness to sign the ATC.

‡ The APS was issued late in the second quarter. By the end of the second quarter, only one summary was received in response, but by the end of the third quarter, 24 summaries had been received, 11 of which were approved by the Tamkeen Grants Committee. Many of these will be ready in full application form for consideration by the Grants Committee in the fourth quarter.

§ Activity in this area is expected to increase dramatically with the completion and approval of the Tamkeen FOG manual (late in the third quarter). We will also use this mechanism extensively with smaller CSOs that do not have the capability to assume the management burden of a simplified grant.

C3f. Modify Grants Management Database

Tamkeen information technology specialist Emad El-Masri completed a modified grants management database, the CSS team entered all required data, and the new database became operational. We are currently reviewing the data entered for accuracy and debugging the system before sharing it with USAID. We expect to formally launch the new system during the fourth quarter.

The database modifications have made it more user-friendly and better able to supply information for management purposes. Transferring hosting and maintenance of the database to Palestine has helped overcome problems related to the distance between the users and the developers based in Chemonics' home office. It also facilitates continuous tailoring to the needs of the CSS team and management. The modifications are also reducing the redundancy of other tools and forms being used by the CSS team and project management, such as the grants matrix (a spreadsheet).

D. Supporting the Role of CSOs Through Capacity Building and Technical Assistance

As noted at the beginning of this section and in our work plan, Tamkeen's approach for 2003 includes three different and interrelated methods for increasing the capacity of Palestinian CSOs to participate in public discourse — grants, capacity building, and technical assistance. We believe that grants are the primary mechanism as they allow CSOs to survive, grow, and implement projects that increase their voice in public debates and enable them to counterbalance major public and private sector institutions. That said, Tamkeen continues to develop and provide targeted capacity building and technical assistance to the CSO community (both directly and indirectly). This assistance focuses on helping CSOs implement grants more effectively and on increasing their capacity to participate in public discourse by collecting and articulating the interests of the groups they serve.

D1. Increase the Capacity of CSOs to Develop and Implement Grant Proposals

During the quarter, our CSS team continued to provide one-on-one capacity building assistance to CSOs with the development of proposals and implementation of grants. Our team worked with 15 CSOs to develop approved summary applications into full grant applications. Many of these applications are ready to be signed; others are going through additional drafts, with extensive comments and assistance from the CSS team, before finalization and presentation to the Grants Committee. Tamkeen considers such invaluable efforts a core element in the capacity building program we provide to our potential partners, and CSOs consistently report that the skills they learned developing Tamkeen grant proposals have been used to apply and win grants for other agencies. Al-Lod Charitable Society in Nablus, for example, reported that it received its first major grant from Tamkeen and then subsequently used these new skills to get grants from other USAID-funded projects and international donor organizations.

Under the leadership of the administration and finance team, Tamkeen also plans to conduct more formal "Getting to Grants" training for CSOs during the fourth quarter, repeating workshops delivered to a large number of CSOs during 2001 and 2002. This program was originally scheduled to begin earlier in the year, but due to the controversy within the Palestinian CSO community over the ATC requirement, many of our current and prospective partners chose to suspend development of their applications and/or to delay signing their approved grant agreements. Under these circumstances, the target population of CSO trainees

has been unclear. Consequently and also due to scheduling constraints during the summer, Tamkeen did not conduct formal grants management training to CSOs during the quarter. In the fourth quarter, we plan to clarify our Tamkeen's partner base, particularly in light of the ATC. Based on that, we will schedule "Getting to Grants" and grants management training geared to that population and their needs. As noted above, there is a strong possibility that new CSO partners willing to sign the ATC may have a lower baseline of grant writing and management experience than has been the case in the past.

D2. Increase the IT Capacity of CSO Grantees

Tamkeen's IT team continued to provide equipment and training to grantee CSOs to improve their ability to implement grants. This assistance is provided based on evaluations conducted by the IT team using transparent criteria. The IT team issued one FOG worth \$4,399.20 for computer and other office equipment to a CSO during the quarter. The IT FOGs are tied to the grants program, in that we assess the IT needs of most new grantees and issue FOGs for improved technology and training. Since the ATC has significantly reduced the number of new simplified grants, the number of IT FOGs has also fallen.

Tamkeen also assessed the needs of six CSOs for IT training, and investigated providers for the needed training. The first program, in MS Project, will be provided to nine CSO staff members during the fourth quarter, after which Tamkeen will contract for other courses, most likely starting with MS Excel, another major need identified.

Tamkeen also continued to operate its resource center for CSOs in Gaza. During the second quarter, there were 118 visits to the center by representatives from 13 different organizations.

D3. Introduce the PONAT to the CSO and Donor Communities

Tamkeen will conduct workshops on the Participatory Organizational Needs Assessment Tool (PONAT) for the donor community and CSOs during the fourth quarter using the services of Dr. Marwan Awartani, one of the two consultants who developed the tool. This task was not conducted during the third quarter because the consultant was out of the country (in the U.S.).

For a variety of reasons, we have decided not to pursue giving grants to service providers to implement the PONAT as stated in our work plan. Most importantly, initial feedback suggests that targeted CSOs are unwilling to allow another CSO to investigate their operations, even in the participatory manner specified by the PONAT. At the very least, we will wait until the outcome of the workshops to determine whether such an effort is feasible.

D4. Support Implementation of Training Best Practices Course by a Local CSO

After being developed by Tamkeen consultant Elizabeth Boustagui-Logan, Bisan Center for Social Research is currently using a Tamkeen grant to implement the introductory program in training best practices. Staff members from Tamkeen's CSO partners, as well as non-partner CSOs, are invited to attend this valuable program, which provides a basic overview and introduction to the best practices for organizing and conducting training. All Tamkeen grantees are currently required to design training programs in accordance with the Training Best Practices model.

Bisan submitted an update on the progress of the training program. The CSO reports that it has:

- Completed materials and participant packages for the Training Best Practices program
- Built the capacity of six trainers to deliver the program
- Conducted five Training Best Practices workshops, three in the West Bank and two in Gaza, for 75 participants drawn from 50 Palestinian CSOs

Bissan is currently finalizing reports on each of the workshops with participant evaluations and a final report on the project. We will evaluate the need for a renewal of this grant during the fourth quarter, depending on the number of new CSOs that enter Tamkeen's grants program, their needs, and the final results of participant evaluations from the first program.

D5. Develop Targeted Training Programs to Respond to CSO Needs

Creation of the Training Best Practices Committee

Tamkeen continued to help establish and provide assistance to the Training Best Practices Committee. The committee includes representatives of Palestine's major training institutions, namely:

- Bethlehem University
- Bisan Center for Research and Development
- Birzeit University, Hebron University, Center for Continuing Education
- Islamic University in Gaza
- Ma'an Center for Development
- Al Najah University
- Panorama
- Al Quds Open University

The committee was established during a meeting held by Tamkeen at the end of the second quarter. During this reporting period, Tamkeen consultants drafted and presented a project planning document to guide the committee's development over the next three to five years. This document was discussed and approved by committee members during an August meeting.

Also during the August meeting, committee members and Tamkeen signed a memorandum of understanding (MOU), which commits each side to work toward the development of an independent, industry-led group to help improve the quality of training provided in Palestine. Tamkeen, within the scope of its mandate, will continue to provide technical assistance to the committee, but the committee will also be free, and encouraged, to seek funding and assistance from other sources. A copy of the MOU is included in Annex B.

The project planning document will be finalized in the fourth quarter, and Tamkeen will assist the committee with a baseline evaluation of training in Palestine. Tamkeen consultants will also draft three sets of standards for training, covering:

- Training cycle
- Trainers
- Training managers

Finally, Tamkeen consultants will develop detailed implementation plans for priority tasks identified by the committee in the planning document and begin the development of the first segments of the advanced training of trainers program, which is slated to begin in the first quarter of 2004.

While Tamkeen is working on the above tasks in coordination with the committee, committee members themselves will draft procedures and policies for committee operation, explore options for officially registering with the Palestinian Authority, and publicly announce the creation of the committee to the CSO and donor communities.

Tamkeen's efforts are being led by senior consultants Elizabeth Boustagui-Logan, Ala M. Ghalayini, and Tawfik Nassar.

Training for Project Managers

In 2002, Tamkeen issued two grants to train project managers in the West Bank and Gaza. The Gaza program was implemented by the Islamic University (Community Service and Continuing Education Deanship), and the West Bank program is being implemented by Ma'an Development Center. The Islamic University completed 120 hours of training for 48 participants (young professionals and new graduates planning to work for CSOs) during the third quarter. Overall, feedback on the program was very positive, with participants noting the value of networking among young professionals and future project managers in CSOs, high-quality trainers and materials, and team work as very positive elements. They also valued the use of on-the-job training as an aspect of the program and suggested this should be longer. Participants recommended that there was not enough time to fully cover some of the topics in the syllabus. Suggestions for future programs included the following:

- English language courses tailored to the needs of project managers
- Courses in MS Project
- Consulting services to local CSOs
- Additional topics or courses, such as networking, advocacy, and public relations
- Training in donor relations
- Development of a diploma program in NGO management

Behind schedule for several reasons, most of which were beyond its control (involving the delayed receipt of materials sent from abroad), Ma'an completed all preparations for the West Bank program during the quarter, including course design, materials development, and participant selection (see adjoining box).

Ma'an Prepares to Train Project Managers

As part of its capacity building efforts, Tamkeen issued a grant to Ma'an Development Center to train project managers from Palestinian CSOs. Effective project managers are expected to strengthen the institutional capacity and sustainability of their organizations, thereby enhancing their ability to participate in public discourse.

To date, Ma'an has successfully produced the course's eight modules, including the syllabus, all training materials, and a sustainability plan. The eight modules cover planning and project design, project scheduling, human resources management, procurement management, cost management, quality management, risk management, report writing, monitoring and evaluation, and MS Project.

The initial training is scheduled to start in Ramallah in mid-October and will encompass 120 hours of instruction. Demand for the course was high, with 85 people applying for the 18 places in the first iteration of the program. The second iteration will be conducted in Nablus starting in February 2004.

Advocacy Techniques

Chemonics is currently finalizing negotiations with the Washington-based Advocacy Institute (AI) to conduct training for selected representatives of Palestinian CSOs, pending USAID approval of the final contract. As currently designed, the training will take place in three stages. First, Tamkeen and AI will select participants and work with them to develop the course content and design. This will include the collection of case studies from the Palestinian context and CSOs' own experiences. This stage will culminate in two, two-and-one-half day workshops, one in the West Bank and one in Gaza during the fourth quarter. Then, in 2004, AI consultants will conduct two, four-day workshops (again one in Gaza and one in the West Bank) for CSO representatives. These workshops will be designed to create a basic understanding and ability to effectively practice advocacy at both the local and national levels. There will be approximately 15 participants in each workshop. Again, because of the preliminary efforts by AI and Tamkeen, the workshop will be tailored to the exact needs of the Palestinian CSO community and utilize case studies drawn from their own experiences. Finally, a subset of the original two groups will be provided with advanced training in advocacy during the third quarter of 2004. These participants will be prepared to conduct training in advocacy and to serve as resource persons for other CSOs.

Previously, AI conducted advocacy training for members of the Palestinian Non-Governmental Organizations Network (PNGO) with funding from the Ford Foundation. Feedback from participants in this program was very positive, and AI has remained in contact with and provided support to PNGO since the conclusion of the program.

We will deliver a complete proposal with associated budget to USAID for approval during the fourth quarter. This effort will likely require a sole-source waiver, as the cost exceeds \$100,000 and no other organization displays both the commitment to NGO advocacy and Palestinian CSOs shown by AI or their unique capacity to deliver training in this area.

CSOs and Elections

A Tamkeen consultant arrived at the end of the reporting period to conduct workshops on the role of CSOs in elections. The workshops are designed to generate discussion about the variety of ways in which CSOs can participate in the electoral process – which extends from the development of the election law and voter registration, to the conduct of elections themselves. It is hoped that these workshops will help Tamkeen CSOs and others to develop better proposals and responses to Tamkeen solicitation and to generally take a more active and effective role in the election process. Tamkeen is particularly interested in those activities that CSOs can and should undertake before elections are scheduled, including participation and oversight of the registration process, civic education programs, debate about the election law, and even advocating for the scheduling of elections themselves. More than 100 CSO representatives have been invited to the five workshops, which are scheduled for Nablus, Bethlehem, Ramallah, Gaza City, and Khan Yunis.

This activity is conceived as an initial effort in this area, and the consultant will propose follow-up interventions and training programs that can be conducted over the next two years. Depending on needs, subsequent workshops may teach specific techniques and skills related to elections and electioneering, such as campaigning and election monitoring. This will become relevant to the extent that CSOs are planning efforts in this area, but lack specific expertise.

NGO Registration Process

Tamkeen conducted a major roundtable on the processes and procedures that NGOs must follow to register with the Palestinian Authority. The 36 attendees represented major donors and donor-funded projects, as well as the Ministry of Interior, Ministry of Justice, and Commission for NGO Affairs. USAID Mission Director Larry Garber opened the session, highlighting the importance USAID places on CSOs and its work with them. Tamkeen CTO Martha Myers also contributed significantly to the discussions. The session uncovered the key importance of the study and its findings and highlighted the need for follow up efforts.

In addition to the workshop, Tamkeen designed and printed the Arabic version of NGO registration paper. It will be distributed widely in the fourth quarter.

At the suggestion of USAID, Tamkeen will follow up the paper with a guide for NGOs on what they need to do to prepare themselves for registration and become compliant with the NGO law, including its audit requirements. The exact details of this effort will be specified and discussed with USAID in the fourth quarter.

SECTION III

Communications and Outreach

A. Background and Objectives

This is a new area of project activities, launched to achieve two major objectives:

- Increase transparency, understanding, and appreciation of Tamkeen's efforts among USAID, the Tamkeen's partner CSOs, potential grantees, key stakeholders, opinion leaders, and the project team.
- Increase the capacity of Palestinian CSOs to communicate their goals and objectives, as well as their successes, to target populations and key groups, including the donor community, opinion leaders, and the media.

Both objectives are integral to realizing Tamkeen's overall purpose and that of USAID — i.e., increasing the role of CSOs in public discourse. This is particularly true of the second objective, which focuses on improving the ability of CSOs to communicate their messages to wider audiences.

As noted in the 2003 Work Plan, implementation of our communications and outreach program is taking place in two stages: immediate tasks during quarters one and two, and development of a communications strategy for additional tasks during the remainder of the year. Throughout, we are coordinating closely with USAID. We are running behind work-plan estimates in this area due to the evacuation of expatriate staff during parts of the first and second quarters, as well as difficulties locating a qualified Palestinian communication specialist. During the third quarter, we successfully engaged a Palestinian communication specialist, Walid Batrawi. Mr. Batrawi is an experienced journalist and communications professional. By adding him to the team, we expect to complete most of the tasks outlined in the work plan by the end of the current year.

B. Immediate Tasks

Our focus is on four immediate tasks to enhance the project's communications and public outreach, as described below. To these initial efforts, we have added two new initiatives: training for journalists and training for CSOs in media relations. These initiatives are in the investigatory stage. Implementation will commence in the fourth quarter and under our 2004 work plan.

B1. Develop "Tamkeen 2003" Brochure

Tamkeen drafted a first version of a brochure for general audiences on the project's activities during the second quarter and then changed the design of the brochure in response to USAID comments during the third quarter. The brochure will be targeted at those who know little about Palestinian CSOs, Tamkeen, or USAID's goals. It will focus on the successes of Tamkeen grantees, and also include some background information on the project. It will not include specific information on the project; rather, this information will be referenced on the

website. Completion of the brochure has been delayed pending work on the revised website (see Section B3 below), which includes much of the same information.

B2. Systematize Reporting on Grantee Successes, Experiences, and Work Products

Tamkeen is developing systems to regularly report grantee successes, experience, and work products among project partners, USAID, and other interested parties. This program is designed to address the lack of awareness of grantee successes — our major results — outside of those immediately involved in the project. Tamkeen’s communications and outreach team continued to produce a weekly summary of activities being undertaken by grantee CSOs. This has helped to keep both the Tamkeen staff and USAID informed of developments. This information is being incorporated into the revised website (see Section B3 below).

We have also continued to include more information on grantee activities and the value added by the Tamkeen staff in our quarterly reports, and as information for our website. In this report, such information is included in various highlight boxes and increased information on project activities. The entire team has also begun producing success stories for inclusion on the website, and we plan to periodically collect these stories for distribution to USAID and others.

As a new initiative, Tamkeen also made preparations to produce a periodic newsletter on Tamkeen activities and successes. This will be a simple document summarizing our capacity building efforts and highlighting various grantee success stories. The first issue of the newsletter will be completed in the fourth quarter, and it will become a regular product for distribution under next year’s work plan.

Finally, we continue to work closely with USAID to generate ideas for and provide logistics and information to complete success stories for publication on the USAID WB/G website and for other USAID public relations efforts. In the third quarter, we provided logistical support and information for USAID Communications Specialist who prepared a “poster show” featuring several Tamkeen grantees. This is part of a larger feature on USAID efforts in the West Bank and Gaza that will be displayed in Washington, D.C. during the fourth quarter.

B3. Enhance Website Content and Presentation

Tamkeen completed a draft of a revised website during the third quarter. It will be completed and launched next quarter, after receiving feedback from USAID.

The new site includes success stories on the home page. These stories, with pictures, change every time the site is opened. A rolling “ticker” displays upcoming events being conducted by CSOs and funded by the project. The site also includes information on applying for Tamkeen grants, with copies of manuals, solicitations, and forms that can be downloaded. In addition, it includes information on Tamkeen’s capacity building initiatives, and key capacity building aids, like the PONAT and training best practices materials, in downloadable form. Information will be updated regularly by the project team. On the whole, we would like the website to be more informative, more interesting, and more user-friendly.

B4. Expand and Systematize Consultation with Key Stakeholders and Other Donors

The third meeting of donors in the D&G field is scheduled for early in the fourth quarter. A Tamkeen initiative, this group was created to share information and approaches in the D&G field, as well as procedures and experiences with grant making in general. Group members include: the Welfare Association (World-Bank funded), Australian Aid, Canadian Aid (CIDA), German Aid (GTZ), the Friedrich Nauman Foundation (German), Danish Aid, and the European Union. In the fourth quarter, Rafeed, another USAID-funded project, is expected to join.

Tamkeen completed the 2003 round of consultative meetings in the second quarter. There were seven meetings in total: Bethlehem, Jerusalem, Ramallah, and Nablus on the West Bank and Gaza City and Khan Yunis in the Gaza Strip. The Civic Forum Institute (CFI) and the Arab Center for Agriculture Development (ACAD) provided facilitation in the West Bank and Gaza, respectively. The results of these meetings were summarized in our previous quarterly report, and reports on the meetings were also delivered to USAID.

Other consultative activities and meetings are connected to the remainder of the Tamkeen program. These included:

- Continued joint efforts with a group of leading training providers to create the Palestinian Training Best Practices Committee. This included one major workshop during the quarter (see Section II.D5).
- A meeting between USAID, donors, CSO representatives, and government officials to present and discuss the findings of a paper, commissioned by Tamkeen, on the registration process for NGOs. A total of 36 donor and government representative attended the meeting (see Section II.D5).
- Various meetings with CSO representatives and USAID to discuss the ATC, including a presentation on the issue to a USAID Assistant Administrator for Asia and the Near East Ambassador Wendy Chamberlain and USAID Mission Director Larry Garber. In a letter following the workshop, Ambassador Chamberlain said she would explore the ATC matter in more detail when she returned to Washington and that she appreciated the opportunity to learn first hand the challenges implementing USAID's "carefully built relations with Palestinian civil society" under these conditions.

B5. Training for Palestinian Journalists

In another new initiative, Tamkeen began examining the needs of Palestinian journalists and how the project could offer training to enhance their skills with respect to covering the CSO community, democratic process in general, and elections in particular. We conducted an initial roundtable session during the quarter with representatives from major radio and television outlets in the West Bank. We also discussed the possibility of initiatives in this area with editors of major Palestinian publications. Based on those discussions, we are developing a proposal for training programs to be conducted in 2004. Most likely, we will conduct training in covering the democratic process as an initial effort in this area. This would include coverage of the legislator, the advocacy work of CSOs, and municipal and national elections. An outline of the proposed training will be circulated among editors and potential participants

for comment during the fourth quarter, and then we will work on the recruitment of a trainer to lead the course.

B6. Media Relations Training for CSOs

At the same time as we work with journalists, we are also investigating the development of training programs in media relations for CSO representatives. This program will be implemented in the context of our 2004 work plan, but as an initial effort, we are planning to conduct a series of roundtable meetings that bring together media and CSO representatives. Scheduled for the fourth quarter, these sessions will be designed to improve relations between CSOs and the media and to allow each side to discuss their respective needs. The concept for these roundtables grew out of the initial session with journalist (see Section B4, above).

C. Develop and Implement a Communications Strategy

The evacuation of expatriate personnel and difficulty hiring a communication specialist has forced rescheduling the completion of this task to the third and fourth quarters. We felt a Palestinian specialist was required to complete this effort, as major aspects will involve communication with local media and other audiences. He was engaged, as noted at the on-set of this section, during the third quarter. The distribution of work load has also had an effect on this task, with the director of programming and communications taking a leadership role in some capacity building tasks as well as with oversight of consultants doing impact assessment studies. Despite this, we have started several tasks that are essential to the development of the strategy, including the initial roundtable with journalists and discussions with CSOs about improving media relations. These efforts will allow us to better evaluate needs and ensure buy-in on proposed initiatives.

SECTION IV

Results Monitoring

A. Background and Objectives

Tamkeen's focus on increasing the participation of Palestinian CSOs in public discourse is drawn directly from USAID's Strategic Objective 3, "more responsive and accountable governance," and Intermediate Result (IR) 3.1, "increased participation of CSOs in public discourse." IR 3.1 has three sub-IRs: IR 3.1.1, "increased capacity of CSOs to participate in public discourse," IR 3.1.2, "CSOs effectively aggregate and articulate citizen issues," and IR 3.1.3, "CSOs effectively disseminate information to citizens on public issues."

Tamkeen is using two different methods to measure progress related to IR 3.1 and its sub-IRs. First, our monitoring and evaluation efforts will provide quantitative data based on a USAID-approved Performance Monitoring Plan (PMP). Second, our impact assessment program will provide qualitative information based on studies conducted by professional researchers. Both results monitoring tools are instrumental in evaluating progress to date and directing future efforts.

B. Implement the Tamkeen Monitoring and Evaluation Program

Tamkeen completed an updated version of the PMP and received USAID approval during the second quarter. During the third quarter, the CSS team collected data on all completed grants, and Tamkeen's IT specialist Emad El Masri completed an automated program to generate results based on this data. We are currently debugging the automated program and will generate results early in the fourth quarter. These results will be summarized in our final report of the year, and then yearly from that point forward. Major new features of the PMP are summarized in the Quarterly Progress Report for the second quarter of 2003. The PMP reporting form and directions have been incorporated into the revised Simplified Grants Manual (version 2.01) as a requirement for CSOs upon completion of grant activities.

C. Initiate Impact Assessment Program

With two senior experts with proven track records in civil society and development, Tamkeen started two impact assessment studies during the last month of the quarter. The first study will compare the effectiveness of our service delivery and D&G grants in terms of achieving Tamkeen's overall goals (specifically the USAID IR and sub-IRs). The second will focus on a specific sector in which Tamkeen has awarded a significant number of grants — the disability sector. These studies are scheduled for completion by the end of October 2003, and will be presented to USAID and other interested parties. Recommendations generated by the reports will be considered when developing our 2004 work plan and to guide Tamkeen efforts moving forward.

SECTION V

Overall Management

A. Program Management

A1. Staffing

In September, new Director of Finance and Administration Sarah Nugent joined the project. She will be replacing out-going DFA, Jennifer Baker. Ms. Nugent and Ms Baker spent several weeks together, ensuring a smooth transition.

After extensive recruiting, Tamkeen hired Walid Batrawi as Communications Manager, so the third quarter saw the Programming and Communications subteam fully staffed for the first time. Also during this quarter, Tamkeen hired Majida Awashreh to fill a West Bank CSS position that became vacant last quarter.

A2. Office Administration and Logistical Support to Expanded Operations

In the third quarter, Tamkeen finished the planned upgrading of administrative operations of the project. A comprehensive Operations Manual for internal systems and procedures is now in use by the team.

A3. Improve Coordination with Partners

Subcontract modifications. Subsequent to USAID's modification of the contract budget this quarter, Chemonics drafted and negotiated modifications to our subcontracts with CARE, AMIDEAST, and Massar. The modifications reflect the new budget format and updated budget assumptions. They also clarify partners' roles on the project and therefore provide an improved framework for coordination among the Tamkeen implementers. The modification for AMIDEAST has been executed. The arrival of CARE's new Country Director delayed the execution of that modification slightly, but signature is imminent. Similarly, with USAID's recent granting of an updated waiver, execution of the Massar subcontract modification is imminent.

A4. Improve Compliance with Contract and Regulations

A 568(c) audit of Tamkeen commissioned by USAID RIG/Cairo was completed in the third quarter. The audit, which was not anticipated in our work plan, demanded significant input from Tamkeen and Chemonics' financial staff during the quarter. A Chemonics home-office representative, Carol Yee, traveled to Palestine to perform a liaison function during the audit. The audit report was positive. We have taken steps to address the few points raised in the report, including income tax withholding for two Palestinian staff members engaged directly by Chemonics International.

A5. Retreat

In September Tamkeen held a team retreat in Amman, Jordan. The logistical arrangements for the retreat were complex and Tamkeen's COP and administrative staff worked intensely with USAID during the latter part of the quarter to make it happen. With the exception of one

staff member who was not admitted into Jordan, the entire Tamkeen team was able to meet in one location for the first time since the start of the project. USAID Mission Director Larry Garber and CTO Martha Myers also participated, as did representatives from CARE, AMIDEAST, and Chemonics home office.

The focus of the retreat was strengthening team relationships and setting a foundation for the work-planning process that will take place in the fourth quarter. To this end, we took stock of Tamkeen's achievements and lessons learned over the past year, and identified issues, questions, challenges, etc. we will need to address in the upcoming work plan.

B. Financial Management

During the past quarter USAID approved a streamlined budget, which resulted in a modification to the contract. The streamlined budget collapsed what had previously been CLINS 1-3 into a single CLIN for Technical Assistance/Management. The grants budget remains a distinct CLIN.

ANNEX A

Tamkeen Audit Plan: Third Quarter 2003

Third Quarter – Round 1

Round	Grantee name	Grant(s) to be audited	Period to be audited
Program Audits			
1	El Hanan Benevolent Association for Mother and Child	01-21, 01-44, 02-141	Aug 01-May 03
1	Palestine Save the Children Foundation	01-26, 02-105	Nov 01-Mar 03
1	Panorama- Center for the Dissemination of Democracy and Community Development*	01-64	Jan 02-Nov 02
OMB-A133 Audits			
1	Arab Thought Forum (ATF)	01-56, 01-57, 01-58, 02-92	Jan 02-Dec 02 (FY of CSO) Funding: \$324,904
1	Civic Forum Institute	01-59, 01-60, 01-61, 02-101, 02-102, 02-103, 02-130, 020131, 02-132, 02-133, 02-134, 02-135, 02-136	Jan 02-Dec 02 (FY of CSO) Funding: \$406,454
Pre-Award Surveys			
1	Human Development Association (HDA)	N/A	N/A
1	Palestinian Federation of Industries (PFI)	N/A	N/A

Fourth Quarter – Round 2

Round	Grantee name	Grant(s) to be audited	Period to be audited
Program Audits			
2	Atfaluna Society for Deaf Children	01-03	Sep 01-Jul 02
2	National Central Committee for the Rehabilitation of Disabled	01-14, 01-46, 01-50	Aug 01-Oct 02
2	Educational Network Center- EdNet	01-11	Sep 01- Sep 02
2	Center for Private Sector Development (CPSD)	01-54, 02-71, 02-146	Nov 01-May 03
2	Ma'an Development Center	02-94, 02-108	Nov 02-May 03

ANNEX B

Training Best Practices Committee: Memorandum of Understanding and Terms of Reference

A. Memorandum of Understanding

This Memorandum of Understanding (MOU) is agreed to by the following partners:

- The Palestinian Training Best Practices Committee, an independent body representing Palestinian CSOs that specialize in offering quality training services, set up to champion training best practices, promote training standards, ensure training quality and achievement of results, and enhance return on investment in local training activities as seen in demonstrable increases in the capacity of target audiences; and
- The Tamkeen Project in the West Bank and Gaza, a technical assistance project in the field of democracy and governance funded by the United States Agency for International Development (USAID) and implemented by Chemonics International Inc. and its subcontractors.

The MOU delineates the responsibilities of each of the above partners, as outlined below, and constitutes a statement of commitment to these responsibilities by each of the partners.

The Palestinian Training Best Practices Committee:

The Committee agrees to uphold training best practices and further training capacity building initiatives in the West Bank and Gaza by:

- Fulfilling the Committee's responsibilities as set out in the Palestinian Training Best Practices Committee Terms of Reference (see below);
- Sharing training-specific and capacity building resources and expertise among the Committee's institutional members with a view to strengthening the Committee's pooled capacity with regard to training and capacity building;
- Undertaking and completing tasks set out in the Committee's work plan (see Appendix E) per the timeframes outlined therein;
- Developing the Committee's operational systems and procedures within agreed timeframes;
- Reviewing and approving programmatic and other relevant documents within agreed timeframes;
- Nominating training professionals and releasing them from work responsibilities to enable them to take part in training capacity building programs, as necessary;

- Nominating training professionals to participate in the Committee's Technical Working Group and undertake technical and/or programmatic tasks related to training and capacity building;
- Holding regular Committee meetings to further the Committee's work and facilitate decision-making;
- Attending scheduled events that are directly related to the Committee's work and mandate, as necessary; and
- Documenting the Committee's work and planned activities through systematic reporting, per the Committee's Terms of Reference, and disseminating reports to partners and stakeholders.
- Hosting meetings of the committee and providing other resources as needed.

The Tamkeen Project in the West Bank and Gaza:

Tamkeen agrees to support training best practices and further training capacity building initiatives in the West Bank and Gaza by:

- Assisting with developing the strategic framework and project plan for the Training Best Practices Committee per the timeframes set out in the Committee's work plan;
- Assisting with promoting the Committee's work in the area of standardizing training best practices and building local training capacity to other stakeholders and potential donors;
- Hiring local and international consultants, as necessary, to assist with the Committee's technical work, as set out in the Committee's work plan;
- Providing a liaison to act as the Secretary of the Committee, to provide necessary coordination and to act as point of contact;
- Assisting with the development of Palestinian training standards and best practice guidelines per the timeframes set out in the Committee's workplan;
- Overseeing the development and implementation of initial training capacity building programs to operationalize the training best practices model at the level of Committee institutional members;
- Transferring training capacity building programs, with complete training and follow-on packages, to the Committee's institutional members for wide-scale replication in the larger Palestinian CSO community; and
- Reviewing capacity building proposals submitted by the Committee, within agreed timeframes, to decide on the feasibility of funding and/or support vis-à-vis Tamkeen's project mandate.

By signing this MOU, the parties named above indicate their understanding of and commitment to their responsibilities with regard to this undertaking.

Signatures:

[Individual committee members on behalf of their institutions]

For Tamkeen:

Dr. Mohammad AIMbaid
Chief of Party

Date: _____

B. Terms of Reference

Background

In the period from 2001 to 2003, the Tamkeen Project in the West Bank and Gaza initiated various activities to establish training best practices among local civil society organizations (CSOs), with a view to shifting the local training paradigm to demand-driven, performance-based and results oriented training. A set of preliminary training guidelines was established to encourage CSOs to adopt a viable training model, and a series of training workshops was implemented in various locations around the West Bank and Gaza to familiarize CSOs with the training best practices model. Workshop implementation was transferred to a leading Palestinian training provider to ensure sustainability.

These initial steps triggered notable interest among leading CSOs and service providers in the Palestinian context. This positive response resulted in the formulation of the Palestinian Training Best Practices Committee, an independent body representing Palestinian CSOs that specialize in offering quality training services. This body was set up to champion the training best practices model, promote training standards, ensure training quality and achievement of results, and enhance return on investment in local training activities as seen in demonstrable increases in the capacity of target audiences.

Composition of the Training Best Practices Committee

The Palestinian Training Best Practices Committee currently consists of leading representatives of the following local institutions (arranged in alphabetical order):

- Al Quds Open University
- An-Najah University
- Bethlehem University
- Birzeit University, Center for Continuing Education
- Bisan Center for Research and Development
- Hebron University
- Islamic University of Gaza
- Ma'an Center for Development
- Panorama

Committee membership is open to review and modification pending the approval of the current core committee members.

Committee Responsibilities

The Palestinian Training Best Practices Committee will play an instrumental role in setting policies for training in the local context. It will primarily be responsible for the following:

- Reviewing local and international models for training best practices and standards;
- Supervising the process of developing and updating suitable context-specific training standards;

- Promoting cooperation, coordination and networking among stakeholders interested in and working with training;
- Approving, adopting and standardizing training approaches, models and instruments utilized for the different stages of the training cycle;
- Reviewing and approving the design and development of training capacity building programs targeting individual training professionals as well as institutions;
- Participating in the implementation of training capacity building programs to enhance training expertise in the Palestinian CSO community;
- Monitoring post-training application of all stages of the training cycle on the part of CSOs according to established indicators for measuring the achievement of expected results from training capacity building programs;
- Managing and coordinating the working relationship of the committee with all training stakeholders at local, regional and international levels;
- Promoting Palestinian training standards and encouraging CSOs and institutions that offer training services to adopt them;
- Securing necessary resources to fulfill the committee's mission and achieve its vision;
- Establishing administrative and financial systems for the committee to maintain transparency;
- Establishing criteria for committee membership and affiliation; and
- Periodically reviewing the committee's mission, vision and related objectives.

In undertaking its technical responsibilities, the Training Best Practices Committee will work closely with a Technical sub-committee or working group consisting of local and international consultants. This technical working group may expand to include training professionals affiliated with the committee member institutions.

Documenting the Committee's Work

The committee will be responsible for documenting its systems and work products. Documentation will include but not be limited to the following:

- Compiling operational manuals for the committee's administrative, financial and training/capacity building systems and procedures;
- Issuing a Guide to Palestinian Training Standards and Best Practices, and overseeing its dissemination;
- Maintaining minutes of all committee meetings and proceedings of all key and public events; and

- Developing quarterly and annual reports capturing committee achievements and planned activities.

As the committee's work progresses, documentation, and information dissemination will expand to include such possible media as training journals; a committee website; and published training references, resources, and programs.