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Contract No. 294-C-00-00-00077-00

TAMKEEN Quarterly Progress Report:
First Quarter 2005

Submitted to:
U.S. Agency for International Development/West Bank and Gaza

Submitted by:
Chemonics International Inc.

April 14, 2005

This publication was made possible through support provided by the U.S. Agency for International Development, under the terms of Award No. 294-C-00-00-00077-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.



TAMKEEN QUARTERLY PROGRESS REPORT: FIRST QUARTER 2005



This publication was produced for review by the United States Agency for International. It was prepared by Tamkeen, the Civil Society and Democracy Strengthening project, implemented by Chemonics International Inc., in conjunction with its partners: AMIDEAST, CARE International, and MASSAR Associates.

April 14, 2005

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ACRONYMS

APS	Annual Program Statement
ATC	Anti-Terrorism Certificate
CLIN	Contract Line Item Number
CSO	Civil Society Organization
CSS	Civil Society Specialist
D&G	Democracy and Governance
FOG	Fixed-Obligation Grant
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IT	Information Technology
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PLC	Palestinian Legislative Council
PMP	Performance Monitoring Plan
PMU	Project Management Unit
PONAT	Participatory Organizational Needs Assessment Tool
SOW	Scope of Work
USAID	United States Agency for International Development

Executive Summary



Tamkeen worked with Palestinian CSOs to produce a “Voters’ Guide for Local Elections” during the first quarter. More than 35,000 copies of the guide will be distributed at Tamkeen-funded voter education workshops throughout the West Bank and Gaza Strip in March and April.

Over the past four and a half years, the USAID-funded Tamkeen project has steadily evolved from an initiative largely focused on grant-making to one that provides a comprehensive package of services to Palestinian civil society organizations (CSOs)—grants, technical assistance, and capacity building—all geared toward boosting CSO participation in public discourse and government oversight.

Continuing this trend in the first quarter of 2005, Tamkeen and Palestinian CSOs started educating more than 35,000 voters in the context of the second round of local elections, building on programs launched in December 2004 and January 2005. At the same time, we managed our largest grants portfolio ever — more than 60 major grants with a total value of more than \$6.5 million — and implemented capacity building initiatives in impact assessment and media relations. We also provided extensive information to USAID on our activities and maintained a sophisticated grants compliance regime.

The quarter’s election initiatives came in two waves: one related to the presidential election (January 6) and Gaza portion of the first round of local elections (January 27), and the other in preparation for the second round of local elections (scheduled for May 5). During the presidential elections, partner CSOs trained more than 1,000 domestic, non-partisan observers using techniques learned from Tamkeen consultants. In the Gaza Strip, we funded five small grants to CSOs to conduct voter education sessions and candidate forum, reaching 8,000 Palestinian citizens. This followed a similar initiative in the West Bank during December. Finally, Tamkeen partner CSOs fielded non-partisan, domestic observers for the local elections in Gaza, covering 79 percent of all polling centers in the 10 districts where elections were held.

To better prepare CSOs and citizens for second round of local elections, Tamkeen fielded two expatriate consultants to provide training in conducting voter education programs and candidate forums, and then issued 20 grants worth a total of approximately \$350,000. These grants included funding, through a CSO partner, for full-page advertisements to announce the election, as well as the production of a voter education booklet, which is being used in all Tamkeen-funded voter education activities. The voter-education initiatives alone will reach more than 35,000 voters in the 86 districts slated for local elections on May 5. We also conducted a two-day conference for election officials, CSO leaders, and international donors to discuss elections, lessons learned, and develop a common vision for strengthening election

laws, election administration, voter education, and election observation. This was the first conference of its kind in Palestine.

While it quickly implemented extensive election activities, Tamkeen continued to manage a large portfolio of grants to Palestinian CSOs, including issuing seven new major grants (simplified grants) worth approximately \$562,306, as well as seven, smaller grants (“programmatically” fixed-obligation grants, or FOGs) worth a total value of \$140,923. CSOs developed these grant proposals in response to solicitations under Tamkeen’s 2004 work plan. With these grants and those provided for elections, Tamkeen has awarded a total of 177 simplified grants, 60 programmatic FOGs, and 110 IT FOGs worth a total value of approximately \$16.3 million, or more than 99 percent of the budget originally allocated for grants over the life of the project. Grants signed early in April 2005 will fully commit all of the project’s remaining grant funds (barring additional funding for grants from USAID, which is a possibility).

To increase the capacity and transparency of Palestinian CSOs in key areas, Tamkeen launched a training program in impact assessment during the quarter and completed an introductory course in media relations. We delivered the three-day, intensive training in applied research techniques and strategies to 19 Palestinian professionals, completing the first part of an initiative designed to create a pool of experts able to conduct high-quality impact assessment studies. We also completed a first round of one-day workshops in media relations for Palestinian CSOs using highly qualified local consultants. In total, the three iterations of the training reached 47 representatives from 28 CSOs in Nablus, Ramallah, and Bethlehem. We expect to provide the program in the Gaza Strip during the second quarter.

The first quarter marked a high point in Tamkeen’s communications activities, with a focus on election efforts. Stories written about CSO election initiatives were featured in the USAID employee publication *Frontlines* and on the USAID/Washington website, and parts of another story were used by First Lady Laura Bush during a speech. We also started implementation of USAID’s new branding standards. During the first quarter, advertisements for the local elections carrying the new USAID brand appeared in all three major Palestinian newspapers, and the new brand can be found on the 35,000 copies of a voter education brochure for the local elections.

Throughout the reporting period, Tamkeen continued to maintain an extensive regime of pre-award assessments, spot checks, and audits of grantees to ensure adherence to all USAID and US government requirements. Our compliance program, which was strengthened substantially in 2004, also provides countless opportunities to build CSOs’ financial and administrative capacity.

Finally, Tamkeen began preparations for project close-down during the quarter in coordination with USAID. These activities included discussions about the remaining project budget and the possibility of additional incremental funding to allow us to provide more grants to Palestinian CSOs in the context of elections, as well as to maintain operations for as long as possible. Chemonics International, as lead contractor on Tamkeen, will submit a revised budget and prioritization of work plan tasks to USAID early in the second quarter.

SECTION I

Tamkeen's Vision and Operational Environment



Haneen Sa'oud, 13, voted in the Jalazoun RC Girls Schools' first-ever student council elections. She also ran as a candidate, winning one of three seats representing the eighth grade. The elections in Jalazoun RC Girls School and many others around the West Bank are being implemented at Al Mawrid Teacher Development Center under one of more than 60 going Tamkeen grants valued at approximately \$6.5 million.

In a rapidly changing political and security environment, Tamkeen continued its tradition of high achievement and adaptability during the quarter. Most strikingly, it is currently managing the largest portfolio of grants in project history, valued at more than \$6.5 million, while at the same time implementing major new election initiatives. The elections initiatives will reach more than 40,000 voters directly in the coming months. Tamkeen also continued its grant compliance and financial management capacity building programs, delivered training in media relations to CSOs, and initiated training in impact assessment techniques, among many other ongoing and new initiatives described in the remainder of this quarterly report.

We will build on these successes and lessons learned in the next quarters. This section presents the overall vision that has been and will continue to drive our activities in the coming year—a vision validated through meetings with a wide cross-section of CSOs, political leaders, USAID officials, and donor representatives. We then discuss the overall approach to realizing this vision and the contextual factors that affect our work. Subsequent sections of this report provide progress made on the various tasks described in the approved 2005 work plans.

Budgetary constraints as Tamkeen comes to a close are the most pressing constraint on future activities. As stated in the work plan, Tamkeen's ambitious and expanded programmed activities for 2005 were designed with the assumption that the project will at least be fully funded to its maximum ceiling value of approximately \$32 million. However, based on a recent discussion with USAID, it has become clear that the project will not be fully funded. It is expected that most of the reductions will affect our budget for operations (CLIN1), as opposed to grants (CLIN 2). This fact will have direct implications on long- and short-term staffing, as well as on the end-date of the project. Early in the second quarter, Tamkeen will review all current and planned activities in light of available resources, the needs of civil society, the project's mandate to champion the role of Palestinian CSOs in public discourse, and USAID priorities, in particular priorities related to elections. Based on these discussions, Chemonics will present a proposal to realign Tamkeen's budget to USAID in the second quarter.

A. Tamkeen's Vision

Tamkeen's vision is to ensure the "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 Tamkeen's vision is explained in greater details in the approved work plan. In that document, we analyze and explain how the package of support Tamkeen offers is still very much needed by the CSO community to enable them to affect public discourse in Palestine and lead the transition to democracy generally.

B. Working Environment

Since it was launched, Tamkeen has operated in a complex and volatile political environment. The project adapted to these challenges through decentralization, IT solutions, and stronger relationships with the CSO community and other stakeholders. As a result and despite all of these challenges, the project has achieved most of its targets and contractual deliverables.

The section below reviews developments in the four areas that were identified as major environmental factors when the work plan was developed.

B1. Social and Economic Hardship

Social and economic conditions in the West Bank and Gaza have deteriorated steadily since the outbreak of the Second Intifada in September 2000. The first quarter of 2005 was no different. Continued growth in unemployment and poverty rates are examples of the real impact of the measures the Israeli government has imposed over the last four and a half years. The worsening economic situation is reflected in a recent public opinion poll conducted by An-Najah National University (March 2005). It finds that 36.9 percent of Palestinians identify "creating job opportunities and fighting poverty and unemployment" as their top priority for the new government.

To address these challenges, CSOs and the Palestinian Authority will have to better coordinate their efforts to provide services to the neediest segments of the population.

B2. Increasing Political Sensitivity

This quarter began with the election of Abu Mazen (Mahmoud Abbas) as the new head of the Palestinian Authority. Abu Mazen was elected on a platform pledging safety and security, as well as improved living conditions for Palestinian citizens in the West Bank and Gaza Strip.

The election was followed by the formation of a new cabinet, which has become known as the “government of the technocrat,” with new reform-oriented ministers, a majority of whom are not members of the Palestinian Legislative Council.

Unfortunately, significant changes have yet to emerge, and the public’s perceptions of the security situation continued to worsen, with shootings at various Palestinian Authority offices and officials in Jenin, Nablus, Gaza, and Ramallah providing examples of the level of deterioration. On the positive side, living conditions of Palestinians have witnessed a slight improvement, particularly in the Gaza Strip due to the lifting of the internal closure at the Abouhooly check point (which connects the northern and southern Gaza Strip), and the Israeli decision to allow hundreds of Palestinians to return to work in Israel.

At the same time, interest in reforms and institutional building continued to mount during the quarter. For example, at least three major conferences dealing with these issues were organized. These include a conference on “WASTA, Favoritism, and Nepotism” organized by the Coalition for Accountability and Integrity (AMAN) in March; a conference organized by Panorama titled, “Ten Years Since the Establishment of the Palestinian Authority: Assessing the Experience and the Vision for the Future,” also in March; and a conference on “The Future of the Palestinian Political System,” organized by Muwatin and BirZiet University in February. The high participation and heated debates witnessed during these conferences reflect the public’s growing interest in the subject of reform and, perhaps more importantly, the need for holding people accused of corruption accountable under the law. Long-term and sustained support to these organically driven initiatives will be of paramount importance to ensuring more responsive, transparent, and accountable governance in the Palestinian areas.

B3. Logistical Constraints

Travel within the West Bank and Gaza, and between these two non-contiguous geographic entities, continues to be extremely difficult and dangerous due to Israeli restrictions. The Israeli army frequently and suddenly seals Palestinian areas, making it hard for Tamkeen staff, consultants, and/or partners to travel to and from the outside world for training or other project-related matters.

For example, closure of the Rafah crossing in early December 2004 prevented seven CSO representatives from returning to Gaza for 37 days after attending a Tamkeen training program in Cairo. Tamkeen incurred a considerable financial burden to support these individuals until they were allowed to return home. Tamkeen estimates the total additional costs at more than \$40,000, even after the project reduced per diem rates for participants and asked them to share hotel rooms that cost less than standard USAID rates.

These restrictions, combined with USAID’s decision to prohibit expatriate and third-country nationals from entering Gaza, have made it extremely difficult and costly to support partner CSOs in Gaza. As a result, the project’s ability to provide high quality training to Gaza participants was negatively affected. For example and despite a significant effort made by USAID and Tamkeen to get travel permits for the Gaza participants to come to the West Bank (because the trainers were not allowed to go to Gaza), only a small number of the Gaza-based CSO leaders were issued permits to participate in the elections conference and training programs in March. They were also not able to fully benefit from the impact assessment training, also conducted in March.

B4. Chronic Uncertainty

Because of the sudden and unexpected nature of changing circumstances in the West Bank and Gaza, planning has become a very challenging task. Valuable resources, human and financial, are being allocated to developing contingency plans and coming up with reasonable scenarios to cope with the chronic uncertainty that surrounds our work. As explained above, the cost of doing business has increased to compensate for these risk factors.

To cope with these challenges, Tamkeen continues to work with CSOs to develop programs that take into account, to the extent possible, the various uncertainty factors. Our team devotes considerable time and effort to coaching partner CSOs on ways to address the potentially adverse conditions they may face during the implementation of activities. This is a valuable capacity-building function that Tamkeen has continued to fill in extending assistance to its partners.

Building on the experience it has gained over the past four years, our team maintains a flexible and participatory approach to programming and implementation, which has allowed us to deal with challenges and to seize opportunities as they arise.

SECTION II

Strengthening the Role of CSOs in Public Discourse



Facilitators practice conducting candidate forums during a Tamkeen workshop in March. In total, Tamkeen grantees will implement more than 500 voter education workshops and candidate forums in the lead up to local elections on May 5.

A. Increasing the Focus on Elections with Capacity Building and Grants

In the 2005 work plan, Tamkeen increased its focus on the core democracy and governance (D&G) objectives under which the project was created. During the first quarter of 2005, this focus became more intense with the launch of a major voter education and candidate forum initiative, following significant CSOs efforts in the context of January's presidential vote and the first round of local elections in the Gaza Strip. In the coming period, Tamkeen's remaining budget and USAID priorities will dictate some modifications to the approved work plan and determine the level of assistance to CSOs in the context of future rounds of municipal elections (after the second round in May), as well as the parliamentary elections (currently scheduled for July, although they may be rescheduled to later in the year).

B. Supporting the Role of CSOs in Elections

Tamkeen continued to expand its assistance to Palestinian CSOs in the context of elections during the quarter, a major thrust of the 2005 work plan. We completed the first phase of this assistance in January 2005, and launched our second phase with approval of the work plan in February and March. The current wave of assistance is associated with the second round of local elections, scheduled for May 5.

Tamkeen is using an integrated approach for all of its elections assistance, an approach that packages capacity building with small grants. This approach reflects the needs of CSOs as expressed in consultative meetings conducted at the end of the fourth quarter of 2004 and beginning of 2005. In short, CSOs said that they need funding to conduct voter education programs, candidate forums, and observations campaigns. At the same time, they require technical assistance to effectively implement such programs. Tamkeen is assisting on both levels as described below in Sections B1 and B2.

As an integral part of its election assistance, Tamkeen hosted a conference for representatives from the Central Election Commission, Higher Committee for Local Elections, CSOs, and international donors and donor-funded projects in Jericho in March. The two-day conference marked the first time that election officials and CSOs had met to review the local and presidential elections conducted in December 2004 and January 2005 and jointly plan solutions. The results of the conference are summarized in the box on page 3 of this section.

B1. Stronger Non-Partisan Election Observation Campaigns

In November and December 2004, Tamkeen launched a training-of-trainers program in election observation to support non-partisan domestic monitoring of the local and presidential elections. A total of 118 representatives from approximately 60 organizations attended five iterations of the training in the West Bank and Gaza Strip. In turn, these organizations and their representatives trained more than 1,000 domestic non-partisan observers who monitored polling stations during the presidential election on January 9, at the start of the quarter. Tamkeen's internal evaluation of local observation (using its own team and an international short-term consultant) found that observers trained by Tamkeen partners were more effective and professional than observers who were un-trained.¹

At the end of January, the first round of local elections was conducted in the Gaza Strip. Six Palestinian CSOs trained and fielded 46 non-partisan observers in all 10 districts with elections using training they received from Tamkeen. Six Tamkeen civil society specialists also observed the elections and supported CSO efforts. These observers monitored a total of 38 polling centers, or 79 percent of all centers. The observers were trained by the Palestinian Association for Legal Sciences under a small Tamkeen grant.

To ensure greater ownership and sustainability of the program, Tamkeen trained the senior management and key staff members from the six CSOs, including the Palestinian Association for Legal Sciences, as part of the training-of-trainers program in late-December.²

Moving forward, Tamkeen will provide assistance for CSOs' non-partisan, domestic election observation efforts, depending on potential impact and available resources. Efforts will be based on the goal of creating a viable and effective coalition of non-partisan, domestic observers, rather than on observation efforts by individual CSOs. Tamkeen's ability to help achieve such a goal is dependent on decisions by the executive body of the Domestic Committee for Election Observation, as well as partner organizations, related to their willingness to accept foreign assistance (either technical or financial). As with other areas, Tamkeen will remain ready to respond and consult closely with USAID as this situation develops.

¹ A report by a Tamkeen consultant on observation during the presidential election concluded, "Observers trained by either Tamkeen partner NGOs or others were more engaged and active than those that were not trained, but a significant numbers of non-partisan observers were poorly trained or not trained at all. NGOs that observed the election in coalition with other NGOs were better trained, more prepared, and had better coverage of polling places than those NGOs that worked alone."

² In the Gaza Strip the two-day, training-of-trainers program was taught by Farid Hamdan, Jawad Abu Harb, and a short-term Palestinian consultant based on training they received from two expatriate consultants in the West Bank. Unfortunately, the expatriate consultants were barred from traveling to Gaza on USAID orders. The Palestinian team conducted a very effective program that received high marks from participants.

Palestinian Elections: Lessons Learned, Plans for the Future

Tamkeen hosted a two-day conference in Jericho on March 16 and 17 for representatives from key CSOs, the Central Election Commission, Higher Committee for Local Elections, and major donors. In total, 42 non-Tamkeen representatives attended the opening panel discussion, with 31 staying for all or some of the working group sessions that followed.

The opening panel included Khaled Qawasmi, minister of local government; Jamal Al-Shoubaki, chairman of the HCLE; John Kjaer, European Community representative to the Palestinian Authority; Aref Jaffal, director of the Civic Forum Institute (CFI); and Mohammad Almbaid, Tamkeen chief of party. The speakers noted that the presidential elections and first round of local elections were a great success and proved the commitment of the Palestinian people to the development of a sustainable, free, and fair democratic process. Each also outlined challenges that should be overcome in advance of future elections.

For the remainder of the conference, three workgroups analyzed major challenges affecting the election process, prioritized those challenges, and proposed solutions. They recommended that stakeholders should focus on resolving issues in the following major areas:

- Election laws and enforcement mechanisms
- Independence of the CEC and HCLE
- Election day preparations
- Voter registration
- Voter education
- Election security and conflict prevention

Participants also made specific recommendations as part of the working group exercise. Broad consensus was achieved on the following:

- Coordination should be increased among stakeholders, especially election commissions and CSOs.
- Steps should be taken to ensure the independence of the CEC and HCLE, as well as their subordinate electoral authorities.
- Steps should be taken to strengthen regulations and improve enforcement mechanisms in key areas like campaign finance, use of the media and public resources, and the role of the security forces on election day.
- Codes of conduct should be negotiated between candidates and political factions as one mechanism for increasing compliance with existing and future regulations governing elections.
- The CEC voter registry should be used immediately and exclusively for future elections, and it should be upgraded and modernized. Registration should be reopened.
- Voter education efforts should be better planned, organized, and coordinated between major stakeholders in advance of the parliamentary elections.

B2. More Informed Voters

In advance of the first round of local elections and the presidential vote, Tamkeen learned from CSOs, election commissions, and others that there would not be enough funds available to conduct voter education efforts. As a result, it launched a “rapid-response” initiative to offer small grants to CSOs to conduct voter education sessions and candidate forums.

Our efforts in the first quarter of 2005 focused on the first round of local elections in the Gaza Strip, as well as on the upcoming second round of local elections, scheduled for May 2005.

First Round of Local Elections in the Gaza Strip, January 2005

Before the January local elections in the Gaza Strip, Tamkeen issued five small grants valued at \$54,712 to raise citizen awareness of election procedures and rules, as well as candidate positions. These grants included a combination of voter awareness meetings and candidate debates/forums in all 10 districts. In total, the five CSOs conducted 114 separate events reaching more than 8,000 people. These numbers include 68 forums where citizens and candidates debated issues, and 46 voter education meetings.

The voter awareness events and candidate forums received extensive coverage in the press, with many articles presenting issues discussed in the meetings, increasing exponentially the impact of the events. To its knowledge and based on research, Tamkeen is aware of no other major donor-funded efforts to increase voter awareness in the Gaza Strip in advance of the municipal elections.

Most of the events proved very successful, and Tamkeen has collected lessons learned from the CSOs, using these lessons learned to improve the next round of the program (see below in reference to the second round of local elections). The only challenges reported were in south Gaza, where a couple of candidate forums were modified to voter education events because of the potential for conflict between supporters of different candidates.

In total, Tamkeen provided close to \$120,000 in small grants (FOGs) to 10 CSOs for voter education programs and candidate forums related to the first round of local elections (in both the West Bank and Gaza Strip). For other CSOs conducted voter education and awareness activities as part of their ongoing simplified grants—the Arab Thought Forum, Civic Forum Institute, Society for Developing Refugee Camps, and Palestinian Association for Human Rights Education and Democracy.

Second Round of Local Elections, May 2005

During the initial round of voter education programs, as well as candidate forums, CSOs and Tamkeen uncovered a number of areas for improvement. These included more accurate and appropriate voter education materials, better training techniques, and improved methods for conducting non-partisan candidate forums.

Tamkeen addressed these needs in February and March by engaging two international consultants, Jennifer Collins-Foley and Lazhar Aloui. Combined, they brought more than 30 years of experience organizing elections, implementing voter education programs, and, in Collins-Foley's case, conducting candidate debates for the League of Women Voters.

They conducted a number of activities:

"I would like to thank you in providing needed funding from USAID...We consider your efforts an important step in supporting the election process and enhancing the principle of democracy in Palestine."

-- Jamal Al Shoubaki, Chairman of the Higher Commission for Local Elections in a letter to Tamkeen Chief of Party Mohammad Almbaid, March 22, 2005.

- A general roundtable discussion with CSOs and Tamkeen to discuss the purpose and content of voter education programs.
- A one-day training for voter education trainers
- A one-day training for facilitators of candidate forums
- Production of a manual for conducting voter education programs and candidate forms
- Expert input and facilitation during the Jericho conference on elections (highlighted in the box on page II-2)
- Expert input into the production of a voter education guide for the local elections (highlighted at the beginning of this section)

At the same time as the training and with input from the two international experts, Tamkeen developed 17 small grants (FOGs) with CSOs to conduct voter education programs and candidate forums in most of the 86 districts slated for the second round of local election. In total, the CSOs implementing these grants will conduct more than 500 voter education events and more than 200 candidate forums in the lead-up to the elections. Under three of the grants, CSOs will provide voter education to the hearing impaired in the Gaza Strip using an adapted of educational materials, including a sign language glossary of election terms.

During these events, participants will receive a voter education guide developed with input from the grantee-CSOs. The brochure was drafted by the Civic Forum Institute, under another small Tamkeen grant. Many CSO partners, Tamkeen staff, and short-term consultants Aloui and Collins-Foley provided significant input throughout the process. In total, partner CSOs will distribute more than 35,000 copies of the guide (a picture of the cover is on the first page of the executive summary). Finally, Tamkeen worked with the Civic Forum Institute (again under a small grant) and Higher Committee for Local Elections to run advertisements in three major daily newspapers for three days announcing the dates, districts, and other important information about round two of the local elections.

Moving into the second quarter, Tamkeen will continue to monitor the election grants discussed above. Immediately following the local elections on May 5, it will also plan activities related to the parliamentary elections and third round of local elections. As it did in January, the project team will evaluate the program to date, assess available financial resources, and plan new activities. Most likely, these will be a continuation, funds permitting, of voter education initiatives as well as candidate forums.

C. Increase Involvement of CSOs in the Democratic Process After the Elections

Major new activities in this area were scheduled to start after the parliamentary elections in July 2005. Currently, the project is implementing two pilot simplified grants that deal with local government and citizen input into newly elected local councils. Both grants are being implemented in the West Bank. In consultation with its major stakeholders and pending availability of funding, Tamkeen is currently reassessing its plans for major, new post-election initiatives. Possible areas of assistance, as detailed on our work plan, include:

- Strengthening the involvement of civil society at the grassroots level in debates and advocacy efforts surrounding changes to the election law
- Creating mechanisms to improve citizen oversight and monitoring of newly elected officials at the local and national levels
- Improving the ability of civil society players to analyze and monitor public budgets and to launch related advocacy campaigns, drawing on and strengthening the skills of the advocacy practitioners we trained over the past two years

D. Continue to Encourage a Wide Range of CSOs to Participate in Public Discourse

Through its ongoing grants program, Tamkeen continued to support the overall participation of a wide range of D&G and service delivery CSOs in public discourse, particularly through civic education for marginalized groups, advocacy on behalf of citizens in various sectors, and election-focused grants (which are summarized in Section II.B).

During the first quarter of 2005, Tamkeen awarded seven simplified grants worth approximately \$562,306. CSOs developed these grant proposals in response to solicitations issued under Tamkeen's 2004 work plan.

With these grants, the Tamkeen CSS team was managing a total of 68 active simplified grants worth \$6.5 million and 46 programmatic FOGs worth \$646,108 at the end of March. This is the highest grant load in project history, demanding a very high level of commitment on the part of the Tamkeen CSS team.

Tamkeen Grants Promote Democratic Value Among Children

Haneen Sa'oud, 13, saw residents of Jalazoun Refugee Camp north of Ramallah vote in the Palestinian presidential elections on January 9. It was the first time she had seen Palestinians practicing democracy. On January 17, she got her first chance to vote—this time in the Jalazoun RC Girls Schools' first-ever student council elections. She also ran as a candidate, winning one of three seats representing the eighth grade.

"I learned to demand my rights and how to advocate in a peaceful, democratic way. I also learned not to be shy, and to interact and cooperate with others," Haneen said.

The student council elections came as part of an "education for citizenship" project being implemented in Jalazoun and nine other West Bank schools by the Ramallah-based Al-Mawrid Teacher Development Center with a grant from the USAID-funded Democracy and Civil Society Strengthening project, Tamkeen.

The education for citizenship project, one of 68 ongoing simplified grants, is designed to build citizenship and foster leadership skills among school students and their teachers. Its goal is to strengthen democratic practices by changing and democratizing school cultures. As a part of these grants, students in model schools in the West Bank are conducting their first student council elections.

A picture of Sa'ud voting is on the first page of Section I.

It should be noted that two of the new grants focus on election-related activities. Under the first, the Association of Women Committees for Social Work will empower young women (18 to 25 years old) from 33 villages and 3 refugee camps in the Ramallah area, increasing their involvement in community issues and raising their participation in elections. The project also aims at increasing civic input into policy making at the local level, while advocating for more transparency and accountability with regard to government expenditures. Ultimately, the project is designed to help mobilize women to become more involved in the community.

The second grant was awarded to Juhoud for Community and Rural Development based in Ramallah. More specifically related to elections, this grant is designed to educate women and young voters about the election law and election process, particularly in the context of the upcoming parliamentary elections. The project is also designed to prepare voters to hold candidates accountable for their positions after the completion of elections. The project will reach 850 direct beneficiaries and include voter education sessions, candidate forums, and other activities.

For democracy and governance activities not specifically related to elections, Tamkeen issued seven “programmatic” FOGs worth a total value of \$140,923 during the quarter. All of these grants were developed under the 2004 work plan. With the funds, small- and medium-sized CSOs are addressing democracy and governance topics with various target groups in the West Bank and Gaza Strip. For a description of the programmatic FOG program, see our 2004 work plan.

All active grants will be completed before the project’s current end-date (December 31, 2005). The project’s CSS team continues to take the lead in managing these grants, in partnership with the finance and administration team.

SECTION III

Improving CSO Internal Governance and Transparency



Tamkeen consultant Dr. Elham Eid-Allredge leads training for Palestinian experts in applied research technique and conducting impact assessment studies.

A. The Other Side of Strengthening the Role of Civil Society in Public Discourse

This section focuses on helping Palestinian CSOs and their constituents become involved in reform and democratization at the local and national levels. This section presents initiatives designed to strengthen CSOs themselves, focusing on their internal governance, financial and administrative systems, procedures, and other technical capacities. In this quarter, we made progress on a wide range of activities, as many are closely connected to our grants program. All of the activities discussed below were designed to increase the overall level of transparency and good governance among Palestinian CSOs.

B. Strengthening Financial and Administrative Systems

Building on the work of the Finance and Administration team last year, we continued to address weaknesses in financial management and administrative systems through technical assistance and capacity building aimed at boosting transparency and accountability. The spot-check program and one-on-one capacity building was strengthened with additional staff in the finance area, with particular attention paid to small, nascent organizations doing election-related work. These efforts are closely tied to Tamkeen's internal grants management efforts, described in Section VI of this report.

B1. Financial and Administrative Improvement Plans

As part of monitoring grant compliance, Tamkeen conducts pre-award capacity assessments for all new grant applicants and spot-checks of CSO financial records for grantees throughout grant implementation. The results of our capacity assessments and spot-checks are encapsulated in financial and administrative improvement plans that require CSOs to take certain actions as a condition for receiving funds or continuing to receive uninterrupted funding and reimbursement of tranche payments. While labor intensive, conducting spot-checks and providing written reports are extremely useful in both helping Tamkeen maintain a strict compliance program, as well as helping CSOs clearly identify, understand, and address weaknesses.

Tamkeen places great importance on grant compliance and financial monitoring, to the point that we hired additional resources for the finance team. Khaled Ayyash was hired as the Senior Financial Officer and brings over 10 years of financial management and auditing experience to the position. Amal Dajani joined Tamkeen as a Financial Analyst for the West

Bank in February, with the goal of ensuring full and complete coverage of all current West Bank grantees and to provide one-on-one capacity building assistance. Dajani's position mirrors that of Osama Nabahin in Gaza.

During the first quarter, the Tamkeen finance team conducted 25 spot-checks, 10 in the West Bank and 15 in Gaza. We also conducted three pre-award capacity assessments. The results of these assessments provide a simple and concise format for CSS and finance/administration staff to track progress and monitor cost allowability and allocability. We will continue our pre-award capacity assessment and spot-check program throughout 2005.

B2. Financial Management Training

In mid-2004, Tamkeen developed and delivered a three-day, 10-module financial management training program, as well as a condensed, one-day version of the program to provide training on short notice to new grantees with minimal disruption to their ongoing activities. Because new finance department staff joined Tamkeen in the middle of the first quarter, we did not offer the formal training programs this quarter. Instead, we focused on one-on-one capacity building and assistance through the spot-check program.

We plan to continue offering both the full-scale and condensed versions of the financial management training program to partner CSOs in the West Bank and Gaza, depending on needs, in the second quarter.

B3. Development of Operational Manuals

This activity is planned for later in the year.

B4. Training for CSO Accountants

Based on needs identified in spot checks and consultations with CSOs, Tamkeen's finance staff designed and delivered a one-day training program for CSO accountants in Gaza in late 2004. Depending on need, we will consider expanding this program to the West Bank and continuing it in Gaza during the second quarter.

C. Improving Training Delivery

The cooperative effort with the Palestinian Training Best Practices Committee marks one of Tamkeen's most important successes. With assistance from the project throughout 2003 and 2004, the committee officially registered with the Palestinian Authority and is on the verge of becoming a viable institution dedicated to promoting standards-based training and best practices.

Working with the Committee in 2004, Tamkeen completed the first four phases of an advanced, standards-based program that covers the entire training cycle.

This advanced training best practices program goes far beyond most training-of-trainers programs to deal with training at the institutional level, as opposed to individual trainers. As

What is the Palestinian Training Best Practices Committee?

Formed with Tamkeen assistance in 2003 and 2004, the Palestinian Training Best Practices Committee is dedicated to improving the quality of training delivery in the West Bank and Gaza. Its members represent most of the leading training service providers and university extension programs in Palestine: Al-Quds Open University, An-Najah University, Birzeit University, Ma'an Development Center, Bisan Center for Research and Development, Panorama, Bethlehem University, Hebron University, and the Islamic University of Gaza.

such, the 36 participants — 20 from the West Bank and 16 from Gaza — are both trainers and project managers at their institutions.

We finalized preparations for Module 5 during the quarter. Depending on the availability of funding, Tamkeen will determine whether it can execute Module 5 within current budgetary limitations and USAID priorities.

D. Strengthening Monitoring, Evaluation, and Impact Assessment

Tamkeen's experience implementing grants and conducting impact assessments has revealed a profound need among Palestinian CSOs for stronger monitoring, evaluation, and impact assessment capabilities. As is the case in other developing countries, most CSOs focus their monitoring efforts on cataloging activities and numbers of people reached, as opposed to assessing the impact of programs on target groups and with respect to project goals.

To address this need, Tamkeen outlined two training initiatives to be conducted in its 2005 work plan. The activities that took place for these initiatives in the first quarter are further described in the following section.

D1. Monitoring and Evaluation

Due to the significant level of activities conducted during the first quarter, the consultative meetings with CSO representatives to help design the monitoring and evaluation training program did not take place. As a result of funding limitations, we will assess the priority and availability of resources to conduct this program early in the second quarter.

D2. Impact Assessment

Tamkeen conducted a three-day, intensive workshop in impact assessment techniques and strategies for 19 Palestinian professionals nominated by CSOs.¹ The training was the first phase in a multi-phased assignment to help create a pool of professional able to conduct high-quality impact assessment studies. We uncovered this need after encountering significant difficulties in locating qualified Palestinian professionals to conduct impact assessments in the context of our grants program. The workshop was designed and delivered by Dr. Elham Eid-Allredge, founder and director of REDA International, Inc. Eid-Allredge has over 25 years of experience in survey research, impact assessment, and project evaluations.

Dr. Eid-Allredge used a combination of lectures, hands-on exercises, and sharing of experiences and case studies during the workshop, covering a range of topics, including the purpose of evaluations, types of evaluations, collecting monitoring data, research design, quantitative vs. qualitative data, development of indicators, use of the logic model, levels of outcomes, and preparing for evaluation and report writing. During the final day, participants designed and planned an impact evaluation based on a short project summary.

¹ A total of 15 professionals from the in WB and 4 from Gaza were selected to participate in the workshop. Unfortunately, because permits were not forthcoming for the Gaza participants and Dr. Allredge was not able to travel to Gaza due to USAID travel restrictions, the Gaza participants were forced to attend the training over video conference. The virtual training solution did not work well due to problems with the phone lines and connection. We will try to make up the training experience during the next phases of the program. Subsequent to the training, Tamkeen called a meeting of the Gaza participants to discuss their experience, determine which parts of the training they were able to receive, and identify ways that we could fill the gaps caused by the poor video connection. The participants were very responsive to this approach and appreciative of Tamkeen's efforts in continuing to ensure they receive the full benefits of the workshop.

The purpose of the training was twofold: to improve the ability of Palestinian professionals to conduct impact assessments, strengthening their ability to forecast potential impacts of project activities, and to strengthen their ability to collect lessons learned and improve future project design. During the initial training, participants learned how to conduct impact assessment using qualitative methods that will enable them to better investigate and analyze more complex types of impacts, which can augment the quantitative data collected on activity outcomes.

The overwhelming majority of the participants found the workshop addressed a great need in the local community. More specifically, the post-evaluation questionnaires revealed that the majority of participants learned to understand different types of evaluations, how the logic model is used for project and evaluation planning, types of data and data collection, designing indicators, and preparing for evaluations. In addition, a majority of participants reported that individual exercises, case studies, and the ability to share evaluation experiences provided great benefits. However, participants said they needed more workshop time to digest the volume of materials. All of the findings and recommendations are encapsulated in a final workshop report submitted to Tamkeen by Dr. Alldredge.

Tamkeen is considering engaging the top participants as short-term consultants to conduct impact assessments of projects implemented Tamkeen grantees. With this method, Tamkeen will provide participants with hand-on experience implementing what they have learned and, at the same time, produce several high-quality impact assessment studies of Tamkeen grantee activities. We designed scopes of work for the initial three impact assessments at the end of the quarter.

E. Improving IT Capacity

Tamkeen neared completion of its IT capacity building program during the quarter by conducting the last rounds of IT assessments for grantees. We issued four FOGs for IT equipment and training. Six more FOGs will be issued early in the second quarter, bringing the total to 10 FOGs valued at just more than \$60,000.

With a short-term consultant, Tamkeen also completed a draft of an evaluation of the impact of its IT capacity building program (see Section V.B).

F. Improving Overall Organizational Effectiveness and Governance

Tamkeen developed the Participatory Organizational Needs Assessment Tool (PONAT) in 2002 and 2003 to evaluate CSO systems and structures in five key areas: management, service delivery, human resources, finance, and external relations. In 2004, we introduced the tool to more than 100 CSOs and donors through six dissemination workshops. The workshops revealed that Palestinian CSOs seldom look at their organizations as a functional unit. Instead, they tend to identify weaknesses within the context of individual organizational components related to a specific service. Participants expressed a strong interest in using the PONAT to help assess the organizational performance and identify areas in need of improvement.

At the beginning of the year, Tamkeen planned to capitalize on this interest by developing a capacity-building program designed to expand the use of the PONAT. Unfortunately, Tamkeen has been unable locate a qualified Palestinian service provider willing to sign a

contract containing the USAID-mandated anti-terrorism language, and recent budget limitations have delayed plans to issue a request for quotations (RFQ) for this service. This task will be reconsidered in light of the final project budget (expected early in the second quarter).

G. Increasing the Number of Effective Project Managers

In 2004, Tamkeen launched a capacity-building initiative aimed at creating a cadre of professional project managers within the CSO community. The Ma'an Development Center, a partner CSO, delivered two iterations of the program to a total of 33 CSO representatives in the West Bank, and the Islamic University of Gaza delivered two iterations to a total of 96 participants. In the first quarter, Ma'an reported that it was unwilling to sign a contract with anti-terrorism language and, hence, is unable to continue with this program either under a grant or a subcontract.

Project Management Training Generates Success

Several current trainees in the Islamic University project manager training program have already used their knowledge to benefit the CSO community. For example, a trainee from World Forum ("El Nadwa Al Almia") recently wrote a project proposal to a donor that was funded, and trainees from El Salah Islamic Association are using the tools they learned to reorganize work in the association, increasing efficiency. Other trainees have developed mission statements for their organizations and created newsletters.

On the other hand, the Islamic University continues to successfully implement the 10-module program, focusing on participants throughout the Gaza Strip. Under a Tamkeen grant, it is currently training 60 participants, including 18 women, representing 46 CSOs in Gaza City and Khan Younis. Five of ten modules were completed at the end of the reporting period. The grant is scheduled to end on July 31, 2005.

The 10 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 Microsoft Project.

SECTION IV

Communications and Outreach



Tamkeen consultant Abdul Nasser An-Najjar, managing editor of *Al Ayyam*, teaches CSO representatives in Nabus how to effectively get their activities covered by the local press. In total, Tamkeen provided an introductory course in media relations to 47 CSO representatives in the West Bank at the end of 2004 and first quarter of 2005.

A. Background and Objectives

Tamkeen focused its communications efforts on elections during the first quarter, in particular the observation and voter education activities of Palestinian CSOs operating under Tamkeen grants.

Our communication efforts have two overall objectives:

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

In its last year of operation, the project is continuing existing communications initiatives and completing media training for Palestinian CSOs. As with other areas, program priorities were being assessed at the end of the quarter with a view toward conserving resources for election-related assistance to CSOs.

B. Increasing the Communication Capacity of Palestinian CSOs

Tamkeen implemented the last iteration of introductory media relations training in the West Bank for Palestinian CSOs. The program was designed to provide an overall introduction to the subject of media relations and to assess the needs of the CSO community. The program was led by two senior Palestinian consultants. In total, the three iterations of the program reached 47 individuals from 28 CSOs. In the second quarter, we expect to provide the program in the Gaza Strip.¹

¹ Holding the training in Gaza presents challenges, as neither of the lead short-term consultants is able to travel through the Erez checkpoint—one because he has not received a permit from the Israeli authorities, and the other because she is a dual U.S.-Palestinian national banned from traveling to Gaza per USAID regulations. Most likely, our full-time communications specialist will deliver the training in the Gaza Strip (he has a permit for a short period) with the assistance of a Gaza-based short-term consultant and based on materials developed for the West Bank program.

The training program covered:

- A overview of media relations, its goals and tools
- Print media: Identifying news-worthy items, building relations with the print media, conducting press conferences, and pitching a story to the international media.
- Audio-visual media: Types of audio-visual products, basics of production, overview of television interviews, working with the private sector, and advocacy work using various media vehicles.

Big Differences in Media Relations Training Needs

The needs assessment portion of the initial training in media relations for Palestinian CSOs indicated a broad variety of abilities among CSOs, with distinct differences in various areas of the West Bank. When planning future training efforts, the consultants argued that CSOs should be divided into roughly four groups by current media relations capabilities:

1. CSOs that have been operating for many years and have developed some media relations and outreach skills through hands-on experience. These organizations would like to develop a long-term strategic approach to media work. Many have been doing the same types of activities for years — e.g. newsletters, brochures, and the like — but are not sure if these publications are even read. They have added radio and television to their repertoire, but feel their activities are “random” and “scattered,” as opposed to well-thought-out and planned.
2. CSOs that have been operating for many years, but have never really used the media or outreach techniques effectively. They know that the success of their programs and missions depends on an effective media strategy. In particular, some of these CSOs feel that “lesser organizations” have achieved higher visibility through effective use of the media. These organizations tend to be conservative in their planning and concerned that the “wrong” use of the media may send the wrong message about the organization to constituents.
3. Relatively new CSOs that have been active in media and outreach activities. These organizations have placed a high priority on media as a form of advocacy, but are “learning as they go” with little or no professional training or expert guidance.
4. Relatively new CSOs that would like to initiate media relations and outreach activities but which are unable to start because of limited expertise and financial resources.

Attendees at the Ramallah workshop primarily represented the first and third categories. Most of the organizations in the Ramallah-Jerusalem corridor are more sophisticated in media relations and have some resources. On the other hand, attendees at the workshop in Nablus and Bethlehem primarily represented CSOs in the second and fourth groups. The Tamkeen consultants note that these differences in abilities, experience, and resources mean that future training programs should be tailored to different regions and levels of experience. In this context, it should also be noted that enthusiasm for the training was much higher in Nablus and Bethlehem than in Ramallah, a pattern that exists with most Tamkeen-funded capacity building initiatives.

The program concluded with an overall assessment of future training opportunities and needs. In this portion of the program, participants requested additional media relations training on specific topics, moving beyond the introductory program (see box above).

Tamkeen is considering following up the introductory training program with more in depth training in various topics, as recommended by its consultants and requested by CSO attendees. A program in writing press releases and conducting effective press relations has been outlined but may have to be put on hold because of funding limitations in Tamkeen’s last year.

B3. Improving the Ability of Journalists to Cover Elections

During the quarter, Tamkeen held initial discussions with local CSOs and media professionals about the possibility of conducting training for journalists in covering elections. From initial investigations, two levels of training are needed:

- Training in the election process itself and its rules (general training).
- Professional training in covering elections as a journalist (specific journalism training).

We will attempt to address these needs within the context of our voter education initiatives, especially the first bullet point. Conducting training in “covering elections as a journalist” would likely require expatriate resources (as little or no experience exists locally).² Most likely, Tamkeen will be unable to fund such an initiative because of budget constraints in its final year.

C. Increasing Awareness of Tamkeen and Its Benefits

Tamkeen continued to expand the amount and quality of information it distributes to external audiences about its operations as well as the benefits that USAID support is creating for the Palestinian people. Major targets of these activities include:

- Tamkeen’s partner CSOs
- Other CSOs and influential persons in Palestine
- USAID officials
- Other international donors and projects
- Palestinian public
- Interested public outside Palestine

C1. Maintain Tamkeen Website

Tamkeen continued to successfully maintain its website during the quarter, adding a great deal of additional information on grantee activities. We posted an average of one success story a week, including more than a dozen articles on voter education, observation, and candidate forum activities associated with the elections. We will continue to post new information on the website at this pace throughout the year.

The Website received 488 external hits during the quarter,³ 353 on the Arabic site and 135 on the English site. A total of 258 hits were registered by servers outside of Palestine.

² Initial research on the topic reveals that the Institute for War and Peace Reporting recently conducted effective training for Iraqi journalists in covering elections under the umbrella of the International Republican Institute. The training was developed in Arabic and customized to the Iraqi situation.

³ Hits from outside the Tamkeen project.

C2. Develop and Distribute Printed and Electronic Information on Tamkeen/USAID Efforts

Tamkeen continued to produce and distribute a weekly update on activities, revising systems to allow for a quicker publication of success stories on grantee activities. The best success stories are quickly published to the Tamkeen website, which the project also continues to maintain.

Most importantly during the quarter, Tamkeen produced extensive information, including nearly a dozen success stories, on the project's election efforts and those of its partner CSOs. Two of the articles were published in the USAID employee publication *Frontlines* and another article is featured on the USAID/Washington website. Material from a third article was excerpted for use by First Lady Laura Bush in a speech during March. Ghada Khoury from the Chemonics home-office communications department was instrumental in writing and repackaging various stories for USAID during a short-term assignment in January.

Promoting the benefits USAID offers the Palestinian people, Tamkeen and a partner CSO published approximately 35,000 copies of a voter education booklet for the local elections (see Section II.B) and printed advertisements for three days in all three major Arabic language announcing the local elections (in partnership with the Higher Committee for Local Elections). The booklet and advertisements all carry the new USAID brand. The circulations of the three major daily newspapers total more than 40,000.

In addition, several articles ran in local newspapers during the last part of the quarter announcing and reporting on voter education events (described in Section II.B). Many of these articles noted USAID's contribution.

C3. Increase Direct Communication With Major External Audiences

Tamkeen continues to consider the possibility of conducting a final, end-of-project conference. Timing for the conference will be determined based on the final end-date of the project and close-down of project activities. It will be coordinated in close consultation with USAID.

SECTION V

Results Monitoring

A. Forming a Complete ‘Picture’ of the Project

As noted at the beginning of the work plan, Tamkeen is dedicated to increasing the participation of Palestinian CSOs in public discourse. This focus 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”
- IR 3.1.3: “CSOs effectively disseminate information to citizens on public issues”

Because Tamkeen is a diverse and complex project, it is difficult to evaluate the project and its success in achieving USAID’s IRs with one study or one team of researchers. Rather, we have implemented — and are continuing to implement — various types of studies and data collection methods, in consultation with USAID, to form a complete picture of the project, its results, and how it could be improved.

These methods fall into two general categories. First, our impact assessment program provides qualitative analysis using the services of highly qualified international and Palestinian consultants. Second, in an effort to collect quantitative data on project successes, we launched the USAID-approved Performance Monitoring Plan (PMP) in 2003, collecting data on all closed grants and producing the first preliminary results.

In the first quarter, we started an impact assessment of our IT capacity building program. We also initiated training in applied research techniques for representatives from Palestinian CSOs and other highly qualified individual researchers.

B. Complete Civic Education and IT Capacity-Building Studies

Tamkeen initiated an assessment of its IT capacity building program using the services of a highly qualified Palestinian consultant. For the study, the consultant and Tamkeen distributed a survey of all grant recipients and conducted more 15 site visits in the West Bank and Gaza Strip. The study will be finalized and delivered in the second quarter.

Tamkeen is currently reassessing the civic education study that was outlined in 2004. Most likely, aspects of the study, in a limited scale, will be included in impact assessments of major grantees, two of which conducted major civic education initiatives. Tamkeen finds such a solution more cost-effective, considering resource limitations in its final year of operations. In addition, Tamkeen has been unable to locate a suitable firm to conduct the large and complex survey required to carry out the study at a high standard. Reasons for being unable to locate such a firm include the need to resolve financial irregularities uncovered at one major partner and the unwillingness of institutes attached to Palestinian universities to sign a contract that includes the USAID-mandated anti-terrorism clause.

C. Evaluate Tamkeen's Election-Related Activities

Tamkeen began to collect extensive quantitative and qualitative information on voter education and other activities conducted under the umbrella of its election-related assistance to Palestinian CSOs and voters generally. We will summarize these findings in our next quarterly report. Tamkeen also started outlining the scope for an impact assessment of its election assistance. In the context of contract modifications and funding limitations, the exact nature of this study will be discussed with USAID in the second quarter.

D. Evaluate the Impact of Tamkeen Grants in the Education Sector

The scope of work for this assignment is currently being developed for execution starting in the second quarter. In the context of contract modifications and funding limitations, the exact nature of this study will be discussed with USAID in the second quarter. As described in our work plan, this study will focus on changes to civic education curricula and other grantee achievements in the education sector.

E. Evaluate the Impact of Tamkeen Grants on Policy Change in Key USAID Sectors

In close consultation with USAID, Tamkeen will reconsider the need for and scope of this study in the context of budget constraints affecting its last year of operation.

F. Build Impact Assessment Capacities While Assessing Major Grantees

Tamkeen conducted a three-day workshop on applied research and impact assessment techniques during the quarter. This workshop and follow-up activities, which include an evaluation of three major Tamkeen grantees, are summarized in Section III.D2 of this report).

G. Produce Final Analysis of PMP Data

Tamkeen continued to collect data for the USAID-approved PMP on all closed grants. Results will be analyzed throughout the year, with a final report submitted at the end of the project. We also coordinated with USAID to develop related results and indicators for the USAID GIS system. In coordination with USAID, we will begin providing data to the GIS system in the second quarter.

H. Building Civil Society and Democratization in Palestine: The Tamkeen Experience

The conference will be schedule in the second quarter, after clarity is achieved on the budget for the project and timeline for completing technical work.

SECTION VI

Grants Management and Program Operations

A. Managing the Final Year

During the first quarter, Tamkeen almost fully committed the \$16.3-million in “pass-through” grant funds currently obligated in CLIN 2. With only a very limited amount of grant funds left for use throughout the remainder of the life of the project, mainly coming from audit reimbursements. Therefore, unless USAID adds additional money to Tamkeen’s grants budget, the remainder of the project’s grant activities will focus on monitoring the financial, contractual, and administrative requirements of the grants and closing out each grant from a financial and administrative perspective. This will include conducting any contractually required audit(s).

The final year of grant implementation and management dovetails with the overall management requirements of Tamkeen’s program, requiring close tracking and monitoring of program operations throughout 2005 to ensure a smooth close-down and demobilization process. As funds and the remaining life of the Tamkeen project is limited, this process started during quarter one.

B. Grants Management: Status of Grant Awards

Since its mobilization, Tamkeen has awarded simplified grants in D&G and four other USAID sectors—health, education, water and the environment, and economic development—all with a D&G component. Most awards have consisted of simplified grants under \$100,000 each, covering a period of less than one year, although larger grants were also awarded in 2003 and 2004.

As illustrated in Exhibit VI-1, as of March 31, 2005, Tamkeen had awarded 177 simplified grants, 60 programmatic FOGs, and 110 IT FOGs worth a total value of approximately \$16.26 million, or more than 99 percent of the budget currently obligated by USAID for grants over the life of the project. Grants signed early in April 2005 will fully commit all of the project’s remaining grant funds.

Exhibit VI-1. Grant Awards From September 2000 Through March 2005

	Grants in Years 1 to 4	Grants in Q1 of Year 5	Total Grant Awards
Simplified Grants	170 grants worth \$14,108,746	7 grants worth \$562,306	177 grants worth \$14,671,052
FOGs	142 grants worth \$1,138,894	28 grants worth \$446,423	170 grants worth \$1,587,028
Totals	312 grants worth \$15,247,640	35 grants worth \$1,010,529	347 grants worth \$16,258,079

Out of the 177 simplified grants awarded, 109 grants totaling more than \$8.2 million have been successfully completed, while the rest will be completed by the end of the year. Out of 170 FOG grants awarded, 122 grants totaling approximately \$930,923 have been completed.

B1. Grant Awards for Year 5

To achieve programmatic objectives under the 2005 work plan, Tamkeen issued the following grants during the first quarter:

- 7 simplified grant with a total value of approximately \$562,306 from applications in the pipeline from year 2004 (see Section II.D).
- 6 programmatic FOGs — from work initiated in 2004 — to small and marginalized CSOs for activities not directly related to elections. The total value of these grants is approximately \$140,923 (see Section II.D).
- 2 IT FOGs to support the needs of CSOs in implementing the programmatic objectives in larger simplified grants (see Section III.E).
- 17 FOGs with a total value of approximately \$286,114 to support election-related activities (see Section II.B). Three more election FOGs were in development at the end of the quarter, bringing the total to over \$330,000.

Exhibit VI-2 below summarizes grants issuance to date, our current portfolio, and projections for the remaining grant funds. The table projects a steep reduction in the number of grants managed by Tamkeen during the second quarter, with 45 simplified grants ending. It also shows that without additional funds from USAID and significant reprogramming of activities, we will be unable to issue more than a very limited number of grants over the remainder of the life of the project.

Exhibit VI-2. Summary of Grant Issuance and Projections for Year 5

	Q1	Q2	Q3	Q4	Totals	Total Value
CURRENT PORTFOLIO						
Simplified grants in force as of January 1, 2005: 67 valued at \$6,399,469.96						
<i>Simplified grants ending in 2005</i>	-6	-45	-14	-9		
SIMPLIFIED AWARDS in Q1 2005						
New simplified (D&G) ¹	4	0	0	0	4	\$380,915
New simplified (APS)	3	0	0	0	3	\$181,391
Total in-force simplified grants by quarter	68	23	9	0		\$562,306
Fixed – Obligation Grants (FOGs)						
Programmatic FOGs	7	0	0	0	0	\$140,923
IT FOGs	4	8	0	0	0	\$70,607
Election FOGs	17	3	0	0	0	\$334,594
Total FOGs by Quarter	28	11 ²	0	0	0	\$546,124

¹ D&G and APS refer to solicitations issued under the 2004 work plan.

² All of these grants will be signed in early April.

C. Compliance and Management Aspects of Grant-Making

During the first quarter, Tamkeen continued its implementation of a strong grants compliance and management systems, particularly through continuation of the CSO audit program and the implementation of pre-award surveys, spot-checks, and financial oversight procedures.

Pre-award capacity assessment program. The number of pre-award capacity assessments conducted in the first quarter was driven by the number of new grantees with whom we worked during the quarter. We conducted three pre-award capacity assessments in the first quarter for new FOG awards for election-related activities.

Spot-check program. As discussed in section three of this report, Tamkeen's program of announced and unannounced spot-checks of CSO financial records allow us to better monitor grant funds and to provide targeted capacity-building assistance to our grantees. We continued this program throughout the first quarter and the Tamkeen finance team conducted 25 spot-checks, 10 in the West Bank and 15 in Gaza. In addition, we hired new staff in the financial department to keep up with the significant workload. Khaled Ayyash was hired as the Senior Financial Officer and Amal Dajani joined Tamkeen as the Financial Analyst for the West Bank to provide adequate financial compliance coverage as the number of new FOGs increased over the quarter and as the process to ensure accurate and timely close out of all grants begins.

Audit program. During the first quarter, we completed the 5 audits that were still in process at the end of 2004. This last round of audits completed the backlog of necessary audits for CSO grantees receiving over \$100,000 in grant funds over the past four years. The round that was initiated at the end of the first quarter and, which will continue in to the second quarter, will be the first round of audits for more recent grantees that have had the experience of Tamkeen's financial and administrative capacity building throughout grant implementation. A full list of the recently closed and current audits is included in this report as Annex A.

D. Program Operations: Background and Management Requirements

The management priorities and requirements for 2005 are focused on delivering high quality capacity-building assistance to partner CSOs, as well as providing greater administrative and financial follow-up and compliance support as the project begins to gear toward close-out. This is particularly important as all staff roles will become increasingly integrated over the course of the year as we work on election-related activities, our capacity-building program, and project close-out.

D1. Staffing and Staff Development

Staffing. Tamkeen welcomed several new hires in 2005 as a result of normal staff attrition as well as our continued emphasis on financial oversight and grants compliance. During the first quarter, Yazdan Al-Amawi and Ibrahim Bishrarat joined our team as new CSSs in Gaza and the West Bank, respectively. As noted above, Khaled Ayyash was hired as the new senior financial officer and Amal Dajani was hired as our West Bank financial analyst.

Beyond this, we will supplement project resources with short-term assistance as needed and continue to review our staffing needs throughout the year, taking into account the need to scale down long-term project staff as the project comes closer to its end date.

Staff development. Tamkeen continued its emphasis on staff development and training during the first quarter and staff members documented their accomplishments and professional development goals in annual performance evaluations.

As Tamkeen approaches close-out later this year, we have notified our subcontract partners to help staff members transition to new employment opportunities once the project ends. These efforts could include resume-writing, interviewing skills, and other job-related courses, taking advantage of available corporate/organizational opportunities. At the same time, we will encourage employees to take a proactive role in their own professional development by continuously assessing their performance goals and identifying training opportunities (outside training, on-the-job training, mentoring) that not only meet their goals but also benefit Tamkeen, even in its final year.

D2. Office Administration and Logistical Support

Administrative systems, policies, and procedures. Later in 2005, we will gear our administrative systems to preparing the project for close-out. In the second quarter, we will begin to plan this process more clearly and a possible home-office supervisory visit toward the end of the second quarter will assist in this process. However, during quarter one, there was no specific activity in planning for close out.

Project close-out. No activity took place in this area during the first quarter. We expect to being planning for close out in earnest during the second quarter.

IT infrastructure. We conducted a limited IT needs assessment in the first quarter to implement any urgently needed upgrades to ensure our systems are fully functional throughout the remainder of the year. These improvements focused on improving network security and back-up connections.

D3. Financial Management and Compliance With Contract Regulations

Contract and financial monitoring. In preparation for the final year of the project, Tamkeen submitted a full financial projection of the contract budget and our expectation of continued funding needs to ensure continued timely performance under the contract at the very end of the first quarter. As it appears now that USAID will have limited incremental funding for Tamkeen for the remainder of the year, the next steps in planning activities and realigning the contract budget based on our revised financial and technical priorities will take place early in the second quarter. As part of this process, we will be closely reviewing and updating all subcontracts and budgets to provide Chemonics and its partners with a coherent, rational direction in the final critical months of the project.

Annual USAID audit. As we were not notified of a pending USAID/RIG audit of Tamkeen, there was no activity in this area during the first quarter.

D4. Team Retreat

As this activity is not planned until later in the year, there was no activity in this area during the quarter.

E. Financial Management

E1. Continued Financial Monitoring of Contract Budget

As described in subsection D3, we will do a complete reprioritization of project activities in the face of limited, continued funding and will realign the contract budget early in the second quarter. After the realignment and consultations with USAID, we expect to work closely with the Chemonics home office to deal with any required subcontract and budget modifications in the months before close-out.

Tamkeen will work closely with the Chemonics home-office PMU to manage and monitor expenditures within the realigned budget structure and to close out the project in the most accurate and complete manner possible.

E2. Improved Financial Controls Over Grant Program Activities

Section III describes financial control and oversight activities designed to ensure adherence to the regulatory requirements of the USAID grants-under-contract mechanism, as well as our efforts to provide related capacity-building support to partner CSOs.

ANNEX A – AUDIT PLAN

Quarter 4, 2004 – Round 5 (Currently being completed)

Round	Grantee Name	Grant(s) to be audited	Period to be audited
Program Audits			
5	Khuzaa Permaculture Center Association	02-068; 03-192	Sept 02-Sept 04
5	Applied Research Institute – Jerusalem (ARIJ)	02-112	Oct 02 – June 04
5	Al Lod Charitable Society	01-16; 02-113; 03-164; 03-181	June 01-Dec 04
5	East Jerusalem YMCA and Vocational Training Center – Jericho	01-28; 02-100	July 01 – May 03
5	Maghazi Community Rehabilitation Society	01-18; 01-66; 02-106; 02-127; 03-190	June 01-Oct 04

Quarters 1-2, 2005 – Round 6

Round	Grantee name	Grant(s) to be audited	Period to be audited
Program Audits			
6	Palestinian Center for Human Resource Development (PCHRD)	04-203; 04-253	Jan 04-March 05
6	Al Salah Islamic Association	04-255; 04-306	July 04-March 05
6	Local Rehabilitation Committee for Disabled – Jenin	01-53; 04-209; 05-316	Aug 01-Feb 05
6	Civic Forum Institute	04-191; 04-196, 04-197	Feb 04-Dec 04
6	Society for the Development of Palestinian Refugee Camps (SDPRC)	04-200; 04-258; 04-296; 04-311	Jan 04-March 05

ANNEX B

Cumulative Grants Payment Report

Grant #	Grant Title	CSO Name	Total Tamkeen
01-01	Production and Airing of Topical TV Talk Shows	BirZiet University Media Institute- BZMI	99,300.00
01-02	Community Awareness Campaign and Early Intervention Program for Children with hearing and speech difficulties	El-Amal Rehabilitation Society	99,073.45
01-03	Protection of Deaf Women - A Community Model	Atfaluna Society for Deaf Children	100,773.45
01-04	Democracy and Citizenship Summer Camp	International Palestinian Youth League- IPYL	48,188.45
01-05	Communicative Disorder Protection Campaign	Care for Children of Special Needs Society	21,172.00
01-06	Advocacy for a Regional Public Policy on Youth	Bisan Center for Research & Development	96,223.00
01-07	Summer Camp for Deaf Children	Total Contact Center for Rehabilitation of the Deaf	36,041.00
01-08	Abu Shaker's Affairs 2001– A Theater Performance as a Tool of Change	Ashtar for Theater Productions and Training	50,400.00
01-09	Environmental Education (EE) Training for High School Teachers and Principals	Center for Environmental and Occupational Health Sciences- BZU	90,082.30
01-10	Measuring Civil Perceptions, Attitudes and Practices Amongst High School Students in the West Bank	Alpha International	81,975.00
01-11	Strengthening the Role of Education in Building Civil Society in Palestine	Educational Network Center- EdNet	80,805.45
01-12	Conducting Opinion Polls on Some Elements of Democratic Formation in the West Bank	Palestinian Center for Public Opinion- PCPO	57,573.45
01-13	Youngsters' Eyes	Cinema Production Center- CPC	93,300.00
01-14	Hearing Impaired National Campaign at Jenin District.	National Central Committee for the Rehabilitation of Disabled	23,028.00
01-15	Examining the Financial Problem of the Palestinian Higher Education and Finding Better Means to Address It	Economic Policy and Research Institute (MAS)	50,066.00
01-16	Guide Mother	Al - Lod Charitable Society	67,070.00
01-17	To Conduct a Participatory Policy Analysis of the Palestinian National Agricultural Policies	Arab Center for Agricultural Development	63,780.00
01-18	To Enhance Community Based Education in Maghazi Camp	Maghazi Community for Rehabilitation Society	86,330.00
01-19	Drama Therapy Theater Program	Fekra for Educational Art	84,171.00

Grant #	Grant Title	CSO Name	Total Tamkeen
01-20	Educational and Awareness Raising Campaign for Pregnant and Childbearing Age Women	Palestinian Hypertension Association	51,905.45
01-21	Establish a Child Development Program for Kindergarten Children in Khan Yunis area	El-Hanan Benevolent Association for Mother and Child	94,850.00
01-22	Mobilizing farmers to promote a greater use of treated waste water in irrigation	Union of Agricultural Work Committees	58,360.00
01-23	Leadership development program in civil society for selected students of Al-Azhar University	The Palestinian Institute for Society Research and Training (Wattan)	43,223.45
01-24	Develop the civil society life of the physically handicapped people and provide them with some of their rights and needs.	Society of Physically Handicapped People / Gaza Strip	95,225.00
01-25	Mother Child Health Care (MCH) Mobile Clinic	Islah Charitable Society	31,523.45
01-26	To Improve Environmental Health Education/Awareness in Nuseirat Refugee Camp	Palestine Save the Children Foundation	88,752.00
01-27	Village-Based Environmental Awareness	Center for Development in Primary Health Care - AlQuds University	85,228.16
01-28	Vocational Training and Civic Education to 100 Youth	The East Jerusalem YMCA and Vocational Training Center, Jericho	100,000.00
01-29	Basic Computer System	Palestinian Federation of Industries (PFI) (ADF Partner)	2,673.45
01-30	Basic Computer System	General Union of Ag Working Communities (GUAWC) (ADF Partner)	2,673.45
01-31	Basic Computer System	Tech Center for Ag Services (TCAS) (ADF Partner)	2,673.45
01-32	Basic Computer System	Palestinian Youth Council (PYC) (ADF Partner)	2,673.45
01-33	Basic Computer System	General Union of Disabled Palestinians (GUDPAL) (ADF Partner)	2,673.45
01-34	Basic Computer System	Al-Amal Society for Handicapped Rehabilitation (ADF Partner)	2,673.45
01-35	Basic Computer System	Women's Empowerment Project (ADF Partner)	2,673.45
01-36	Basic Computer System	Educational Network Center- EdNet (ADF Partner)	2,673.45
01-37	Basic Computer System	Association of Engineers for the Gaza Governorates (ADF Partner)	2,673.45
01-38	Adult PC Literacy and WWW Training	Palestinian Hypertension Association (PHA)	1,918.65
01-39	Adult PC Literacy and WWW Training	The Palestinian Institute for Community Research & Training (Wattan Institute)	1,044.30

Grant #	Grant Title	CSO Name	Total Tamkeen
01-40	Basic Computer System	Local Committee for the Rehabilitation of Disabled	2,673.45
01-41	Basic Computer System & Adult PC Literacy Training	Association of Visually Impaired Graduates League	3,703.97
01-42	Basic Computer System & Adult PC Literacy Training	Attawfiq Fishermen Cooperative	3,078.25
01-43	Basic Computer System & Adult PC Literacy Training	Culture & Free Thought Association	2,673.45
01-44	Basic Computer System; Adult PC Literacy Training; & WWW Access	El-Hanan Association for Mother and Child	5,175.41
01-45	Basic Computer System & WWW Access	Fekra Association for Educational Art	2,937.35
01-46	Basic Computer System; Adult PC Literacy Training; & WWW Access	National Center for Community Rehabilitation (NCCR)	4,199.35
01-47	Basic Computer System	Cinema Production Center- CPC	2,673.45
01-48	Organizing Educational and Training Sessions for Visually Impaired Adults to Advocate for their Rights	Association of Visually Impaired Graduates League	28,180.00
01-49	Leadership Training and Civic Education for Youth	Culture and Free Thoughts Association	66,985.00
01-50	Community Awareness and Integration of Physically Disabled People Through Mental and Physical Rehabilitation	National Center for Community Rehabilitation (NCCR)	89,397.00
01-51	Disability Awareness and Integration of Physically Disabled Children in the Mainstream Education System in the Gaza Strip	Palestine Avenir For Childhood Foundation	98,069.00
01-52	Review, Analyze & Advocate for Environmental Friendly Legislations and Regulations that will Sustain the Fishing Business in the Gaza Strip	Atawfiq Fishermen Cooperative Society	47,420.00
01-53	Rehabilitation Program for Cerebral Palsy Disabled People in Jenin Area	Local Committee for Rehabilitation of Disabled	59,167.00
01-54	The Palestinian Private Sector -Towards a More Enabling Institutional Framework	Center for Private Sector Development (CPSD)	74,128.80
01-55	Basic Computer System	Palestinian Food Industry Association	2,673.45
01-56	Youth Leadership Project	Arab Thought Forum (ATF)	82,538.00
01-57	Citizen's Rights Project	Arab Thought Forum (ATF)	82,477.00
01-58	Civil Society Participation	Arab Thought Forum (ATF)	82,538.00
01-59	Strengthening Palestinian Civil Society and Grassroots Democratic Development- Central West Bank	Civic Forum Institute	92,935.00

Grant #	Grant Title	CSO Name	Total Tamkeen
01-60	Strengthening Palestinian Civil Society and Grassroots Democratic Development-North West Bank	Civic Forum Institute	96,557.00
01-61	Strengthening Palestinian Civil Society and Grassroots Democratic Development-South West Bank	Civic Forum Institute	97,592.00
01-62	Youth Assembly on Leadership	Panorama- Center for the Dissemination of Democracy and Community Development	67,992.00
01-63	Special Interests Groups (SIGs) for Community Participation via Advocacy and Policy Development	Panorama- Center for the Dissemination of Democracy and Community Development	92,754.00
01-64	Hearing-impaired Community Inclusion	Panorama- Center for the Dissemination of Democracy and Community Development	92,481.00
01-65	Early detection of Communicative Disorder Campaign	Care for Children of Special Needs Society	4,791.15
01-66	To Enhance Community Based Education in Maghazi Camp	Maghazi Community for Rehabilitation Society	2,245.00
02-67	Strengthening of Democratic Governance in Palestinian Cooperatives	The Cooperative Development Unit-Agricultural Cooperative Union	30,299.00
02-68	strengthening the role of the School Institution in Promoting the Environmental Awareness in Kahnyounis Governorate.	Khuza'a Permaculture Center Association	93,437.00
02-69	Strategic Consultative Group Meetings	Arab Center for Agricultural Development	3,967.00
02-70	Advocating Democracy & Human Rights Through Combating Social Violence	The Palestinian Center for Micro Projects Development	70,800.00
02-71	The Palestinian Private Sector -Towards a More Enabling Institutional Framework	Center for Private Sector Development (CPSD)	2,673.45
02-72	Strategic Consultative Group Meetings	Civic Forum Institute	5,400.00
02-73	Rapid Recovery of Community-based Facility	Palestinian Youth Council (PYC) (ADF Partner)	4,423.00
02-74	Rapid Recovery of Community-based Facility	Palestinian Youth Council (PYC) (ADF Partner)	4,074.00
02-75	Rapid Recovery of Community-based Facility	Bisan Center for Research & Development	2,340.00
02-76	Rapid Recovery of Community-based Facility	Bisan Center for Research & Development	24,855.00
02-77	Rapid Recovery of Community-based Facility	Ma'an Development Center	3,878.00
02-78	Project Managers	Ma'an Development Center	138,875.00
02-79	Advocating Democracy & human rights through combating social violence	The Palestinian Center for Micro-projects Development	3,910.65
02-80	strengthening the role of the School Institution in Promoting the Environmental Awareness in Kahnyounis Governorate.	Khuza'a Permaculture Center Association	4,910.64

Grant #	Grant Title	CSO Name	Total Tamkeen
02-81	Basic Computer System & Adult PC Literacy Training	El Tawfiq Fishermen Cooperative Society	13,761.00
02-82	Research study on the consistency of the outputs of higher education with market needs in the West Bank and Gaza Strip	Economic Policy and Research Institute (MAS)	107,717.00
02-83	Summer Camp for Deaf Children	Total Contact Center for Rehabilitation of the Deaf	42,065.00
02-84	Advocating Early intervention for Children with hearing & speech difficulties	El-Amal Rehabilitation Society	99,460.00
02-85	Women in Gaza: Expressions through Theater	Fekra for Educational Art	85,660.00
02-86	Promoting Civil Rights of the Deaf in Jabalia Area	Jabalia Rehabilitation Society	52,975.00
02-87	Disability awareness and Integration into the Gaza Educational System	Palestine Avenir For Childhood Foundation	97,724.00
02-88	Enhancing Community Participation in Advocating Children's Health Rights	Palestinian Association for Relief and Development	37,049.00
02-89	Public Education Project on Women's Health Issues	Palestinian Hypertension Association	44,700.00
02-90	Democracy Awareness Program for Children in Rafah	Women & Child Development Association	51,580.00
02-91	Civic Education Program for Youth in the Shejaiya & Zaytoun Areas	Community Training Center and Crisis Management	64,320.00
02-92	Report on Democratic Formation in Palestine	Arab Thought Forum (ATF)	25,000.00
02-93	Empowering the Deaf & Hearing impaired	Atfaluna Society for Deaf Children	95,212.00
02-94	Palestinian Children Taking Part - A right and a Responsibility	Ma'an Development Center	96,086.00
02-95	Democracy & Citizenship Summer Camp	International Palestinian Youth League	68,543.00
02-96	Youth Assembly on Leadership	Panorama- Center for the Dissemination of Democracy and Community Development	89,284.00
02-97	Hearing Impaired community Inclusion - West Bank & Gaza Strip	Panorama- Center for the Dissemination of Democracy and Community Development	81,108.00
02-98	Special Interests Groups (SIGs) for Community Participation via Advocacy and Policy Development	Panorama- Center for the Dissemination of Democracy and Community Development	98,122.00
02-99	Advocacy for a Regional Public Policy on Youth in Civic and Democratic Participation (Nablus)	Bisan Center for Research & Development	97,019.00
02-100	Civic education and vocational training to 100 Palestinian Youth	The East Jerusalem YMCA and Vocational Training Center, Jericho	100,000.00
02-101	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the northern West Bank	Civic Forum Institute	99,999.00

Grant #	Grant Title	CSO Name	Total Tamkeen
02-102	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Central West Bank	Civic Forum Institute	99,997.00
02-103	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Southern West Bank	Civic Forum Institute	99,999.80
02-104	Contemporary Art for Palestinian Youth At Jerusalem and Bethlehem	Al Ma'mal Foundation for Contemporary Art	85,286.00
02-105	To improve Environmental health education / Awareness in Nuseirat refugee camp	Palestine Save the Children Foundation	97,400.00
02-106	To enhance community based education in Maghazi camp	Maghazi Community rehabilitation Society (MCRS)	90,155.00
02-107	Enhancing University Students' Role in public Issues	The Palestinian Institute for Community Research and training (Wattan)	50,610.00
02-108	Palestinian Children Taking Part - A right and a Responsibility	Ma'an Development Center	107,336.00
02-109	Civic Education for Children Through Drama	Al Jalaa for Culture and Arts	95,913.00
02-110	Enhancing Democracy & Creativity Among the Children	El Karmel Cultural Association	51,400.00
02-111	Civil Education in Democracy and Human Rights for Young Leadership	Gaza Center for Rights and Law	47,680.00
02-112	Analysis of Waste Management Policies in the West Bank & Gaza Strip	Applied Research Institute (ARIJ) Jerusalem	132,412.00
02 - 113	Guide Mother	Al-Lod Charitable Society	66,970.00
02 - 114	Communicative Disorder Protection Campaign	Care for Children of Special Needs Society (CCSNS)	45,604.00
02-115	From Grassroots to Decision Making	Jerusalem Center for Women	99,749.00
02 - 116	IT Training Package	Jabalia Rehabilitation Society	1,595.37
02 - 117	Basic Computer System	Atfaluna Society for Deaf Children	5,073.94
02 - 118	Basic Computer System	Palestinian Association for Relief and Development	5,407.56
02 - 119	Basic Computer System	Community Training Center and Crisis Management	5,716.32
02 - 120	Basic Computer System	Al Jalaa for Culture and Arts	4,244.25
02 - 121	Basic Computer System	Palestine Save the Children Foundation	4,216.17
02 - 122	Basic Computer System	Ma'an Development Center	17,720.80
02 - 123	Basic Computer System	El Karmel Cultural Association	6,762.00
02 - 124	Basic Computer System	Women and Child Development Association	6,502.57
02 - 125	Basic Computer System	Palestine Avenir For Childhood Foundation (PACF)	8,873.30
02 - 126	Basic Computer System	Gaza Center for Rights and Law	6,410.22
02 - 127	Basic Computer System	Maghazi Community Rehabilitation Society (MCRS)	5,721.30

Grant #	Grant Title	CSO Name	Total Tamkeen
02 - 128	Empowerment of 40 Palestinian Women from West Bank Central Area Through Skills Development	Kalandia Camp Women's Handicraft Cooperative	100,000.00
02 - 129	Rapid Recovery of Community-Based Facility	Ma'an Development Center	4,691.70
02 - 130	Laptop	Civic Forum Institute	2,632.50
02 - 131	Rapid Recovery Grant	Civic Forum Institute	14,005.00
02 - 132	Rapid Recovery Grants - Computer & Laptop for International Center of Bethlehem	Civic Forum Institute	4,329.00
02 - 133	Rapid Recovery of Community-Based Facility	*Civic Forum Institute	22,970.00
02 - 134	Rapid Recovery of Community - Based Facility	*Civic Forum Institute	18,135.37
02 - 135	Rapid Recovery of Community-Based Facility	*Civic Forum Institute	16,093.00
02 - 136	Rapid Recovery of Community-Based Facility	*Civic Forum Institute	1,173.70
02 - 137	Basic Computer System	Ma'an Development Center	21,118.50
02 - 138	Co-operation Through Video Conference	Gaza Community Mental Health Program (GCMHP)	24,308.40
02 - 139	Basic Computer System	Al Ma'mal Foundation for Contemporary Art	2,340.00
02 - 140	Supporting the Rule of Law and Resolving Disputes through Arbitration & Mediation	The Palestinian Association for Legal Science	78,530.00
02 - 141	Establishing Developmental Program for Kindergartens at Rafah	El Hanan Association for Mother and Child	54,047.00
02-142	Project Managers Training Program Community Services & Continuing Education Deanship (CSCED)	Islamic University of Gaza	92,566.00
02-143	Farmers Compensations: A right and a responsibility	Arab Center for Agricultural Development	36,671.00
02-144	Enhancing Students' Role and Participation in Civil Society Issues and Democratic Reforms in Al -Aqsa University	The Palestinian Institute for Community Research and Training (Wattan Institute)	50,725.00
02-145	Protection of Deaf Women - A Community Model	Atfaluna Society for Deaf Children	98,050.00
02-146	The Palestinian Private Sector - Towards a More Vibrant Role	Center for Private Sector Development (CPSD)	85,559.93
02-147	Roles of Local Communities in Promoting Responsible Environmental Practices	Center for Development in Primary Health Care (CDPHC)- Al-Quds University	92,315.00
02-148	Abu Shaker's Affairs 2002 A Theatre performance as a Tool of Change	Ashtar Theatre Productions and Training	85,829.13

Grant #	Grant Title	CSO Name	Total Tamkeen
02-149	Monitoring Attitudes and Perceptions of High School Students In Palestine and Utilizing Derived Indicators to Conduct an Array of Public Advocacy Activities on Various Aspects of Survey Findings	Alpha International	92,170.00
02-150	Strengthening the Role of Education in Building Civil Society In Palestine	Educational Network Center	82,545.00
02-151	Training Best Practices for the West Bank and Gaza Strip	Bisan Center for Research and Development	77,751.00
02-152	Citizen's Rights Project	Arab Thought Forum (ATF)	99,412.00
02-153	Civil Society Participation Project	Arab Thought Forum (ATF)	97,267.00
02-154	Youth Leadership Project	Arab Thought Forum (ATF)	98,644.00
02-155	Pre & Post Election Voter Education for the Upcoming Elections in the North, Central & South West Bank (WB)	Civic Forum Institute	0.00
02-156	Healthcare and Civic Education for Bedouin Mother and Children at Jericho District	Islah Charitable Society - Jericho	81,919.00
03-157	Basic Computer System	The Palestinian Association for Legal Sciences	5,784.87
03-158	IT Training Package	Fekra for Educational Art	860.85
03-159	Basic Computer System	The Palestinian Institute for Community Research & Training (Wattan Institute)	2,612.80
03-160	Basic Computer System	Arab Center for Agricultural Development	5,824.30
03-161	Theatre Plays with Kids for Kids in Gaza and Hebron	Ayyam Al Masrah (Theater Day Productions)	83,330.00
03-162	Empowering and Enhancing Youth Role and Participation in Civil Society Issues	Culture and Free Thought Association	67,723.00
03-163	Report on Democratic Formation in Palestine	Arab Thought Forum	21,500.00
03-164	Basic Computer System	Al-Lod Charitable Society	2,340.00
03-165	Basic Computer System	Care for Children of Special Needs Society	2,000.70
03-166	Basic Computer System	Educational Network Center	2,000.70
03-167	Basic Computer System	Jerusalem Center for Women	4,399.20
03-168	Basic Computer System	El Hanan Benevolent Association for Mother and Child	272.80
03-169	Strategic Consultative Group Meetings - WB	Civic Forum Institute	7,134.60

Grant #	Grant Title	CSO Name	Total Tamkeen
03-170	Basic Computer System	Arab Thought Forum	4,680.00
03-171	Strategic Consultative Group Meetings- Gaza	Arab Center for Agricultural Development	4,032.00
03-172	Basic Computer System	Civic Forum Institute	4,691.70
03-173	Basic Computer System	Palestine Economic Policy Research Institute - MAS	2,340.00
03-174	Assistance in Secondary Legislation	Birzeit University Institute of Law	100,000.00
03-175	Basic Computer System	Culture and Free Thought Association	4,399.20
03-176	Training Education and Mobilization for Reform and Elections	Gaza Center for Rights and Law	64,883.79
03-177	Empowering the Deaf and Hearing Impaired	Atfaluna Society for Deaf Children	143,911.00
03-178	Dialogue for Reform (Hiwar nahwa Al Islah)	Media Institute- Birzeit University	50,840.00
03-179	Democracy and Elections through Drama	Feckra Arts Institute	92,770.00
03-180	Civil Education in Democracy and Human Rights for Young Leaders	Gaza Center for Rights and Law	92,742.00
03-181	Guide Mother	Al Lod Charitable Society	84,070.00
03-182	Basic Computer System	Khuzaa Permaculture Center Association	14,565.00
03-183	Civil Society Participation	Arab Thought Forum	149,084.00
03-184	Empowering Dialogue between Poultry Sector's segments and developing the Leadership Skills for Sector's Leaders	The Palestinian Poultry Council	22,915.00
03-185	Community Participation Enhancement Campaign to Reserve Water Quantity and its Quality in the Hebron District	Palestinian Polytechnic University	0.00
03-186	Summer Camp Integrating Deaf Children with Children of Normal Hearing	Total Communication Center for Teaching and Rehabilitation Deaf - Palestine Red Crescent Society	24,562.00
03-187	Disability Awareness and Integration into the Educational System	Palestine Avenir for Childhood Foundation (PACF)	90,490.00
03-188	Enhancing Community Participation in Advocating for Children's Health Rights	Palestinian Association for Relief and Development	58,107.00
03-189	To Improve Environmental Health Education/Awareness in Bureij Refugee Camp	Palestine Save the Children Foundation	147,785.00
03-190	To Enhance Community Based Education in Deir El Balah	Maghazi Community Rehabilitation Society	97,586.00
04-191	Strengthening Palestinian Civil Society and Grassroots Democratic Development- North West Bank	Civic Forum Institute	110,180.00

Grant #	Grant Title	CSO Name	Total Tamkeen
03-192	Strengthening the Role of School Institution in Promoting the Environmental Awareness in Rafah	Khuzaa Permaculture Center Association	82,140.00
03-193	Enhancing Democracy & Creativity Among the Children	El- Karmel Cultural Association	29,685.00
03-194	Promoting Civil Rights of the Deaf in Beit-Lahia and Beit-Hanoun Areas	Jabalia Rehabilitation Society	54,188.67
03-195	Basic Computer System	Feckra Arts Institute	3,144.00
04-196	Strengthening Palestinian Civil Society and Grassroots Democratic Development-Central West Bank	Civic Forum Institute	106,824.00
04-197	Strengthening Palestinian Civil Society and Grassroots Democratic Development-South West Bank	Civic Forum Institute	107,495.00
04-198	Project Managers Training Program	Islamic University of Gaza (IUG)	104,752.00
04-199	Children Right Through Drama	Feckra Arts Institute	92,770.00
04-200	Enhancing Democracy & Civil Society Concepts among University Students in South Gaza	Society for Developing Palestinian Refugee Camps	53,405.00
04-201	Enhancing University Students' Role in public Issues in North and Middle Areas	Palestinian Institute for Community Research and Training (Wattan Institute)	62,020.00
04-202	Supporting the Rule of Law and Resolving Disputes through Arbitration & Mediation	The Palestinian Association for Legal Sciences	98,535.00
04-203	Supporting a Child Friendly Learning Environment and Enhancing Community Participation	PCHRD for Human Resource Development	127,472.00
04-204	Developing a Model for Accountable and Transparent Local Government	Arab Thought Forum	149,991.00
04-205	Laying a Foundation for Investigative Reporting in the Palestinian Printed Press	Arab Thought Forum	149,771.00
04-206	Ra'ed (Pioneer Project for Youth)	Al-Lod Charitable Society	47,785.00
04-207	People's Attitudes and Perceptions Towards the Upcoming Palestinian Elections	Alpha International	58,051.00
04-208	The Palestinian Private Sector: Institutionalizing and Accelerating the Reform Process	Center for Private Sector Development (CPSD)	108,520.00
04-209	Altering Negative Attitudes Towards the Rights of the Disabled in the Jenin Area	Local Committee for the Rehabilitation of Disabled / Jenin	45,425.00
04-210	Server	Applied Research Institute (ARIJ) Jerusalem	3,919.50
04-211	Enhancing the Role of Youth in Civil Society Issues in Khan Yunis Governorate	Peace Center for Community Training and Research	14,238.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-212	Art Installation Advocacy Tool for Youth Concerns	International Center of Bethlehem	89,125.50
04-213	Raising Community and Institutions Awareness in Bani Naim on Children Rights	Bani Na'eem Charitable Society	68,242.00
04-214	To Promote Children's Environmental Health In Beach Refugee Camp	Palestine Save the Children Foundation	126,407.00
04-215	Basic Computer System + Equipments + Furniture	PCHRD for Human Resource Development	9,337.09
04-216	Basic Computer System	Society for Developing Palestinian Refugee Camps	5,265.22
04-217	Youth for Democracy	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	149,724.00
04-218	Advocacy, Human Rights & Health Awareness Campagigns Towards Welfare and Reintegration of Physically Challenged People in the Gaza Strip	El Wafa Medical Rehabilitation Hospital	107,640.00
04-219	Empowering and Activating Youth Participation in the Reform Process of Plestinian Institutions	Palestinian Center for Helping Resolve Community Disputes (PCHRCD)	17,071.00
04-220	LCD Projector	Palestinian Institute for Community Research and Training (Wattan Institute)	2,350.00
04-221	Overhead Projector	The Palestinian Association for Legal Sciences	500.00
04-222	Democracy Awareness Program for Children in Rafah	Women and Child Development Association	79,410.00
04-223	Advocating for Early Intervention and Deaf Rights in the Rafah Governorate	El Amal Rehabilitation Society - Rafah	77,020.00
04-224	Hearing Aid Equipments	Atfaluna Society for Deaf Children	24,580.00
04-225	Equipments	El Wafa Medical Rehabilitation Hospital	2,106.66
04-226	Basic Computer System	Palestinian Center for Helping Resolve Community Disputes (PCHRCD)	5,022.00
04-227	Basic Computer System	Arab Thought Forum	6,449.00
04-228	Basic Computer System	Al Lod Charitable Society	5,014.00
04-229	Equipments	Center for Private Sector Development (CPSD)	833.00
04-230	Equipments	Bani Na'eem Charitable Society	7,549.00
04-231	Supporting the Rule of Law and Enhancing the Capacity of Young Lawyers in the Gaza Strip	The Palestiniane Association for Legal Sciences	105,198.00
04-232	Towards Creative Teaching in Civic Education Classes	Palestinian Institute for Community Research and Training (Wattan Institute)	86,136.00
04-233	Enhancing the Health Awareness of Secondary School's Students in Rafah Governorate	El Wedad Association for Social Rehabilitation	42,900.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-234	Accounting Software	Water & Environmental Development Organization (WEDO)	2,340.00
04-235	Democracy and Human Rights Education in Palestine	Al-Mawrid Teacher Development Center	135,103.00
04-236	Community Participation in Environmental Protection	Water & Environmental Development Organization (WEDO)	118,523.00
04-237	Contemporary Art for Children in Central West Bank	Al Ma'mal Foundation for Contemporary Art	122,628.00
04-238	Empowering Women in Central West Bank Areas Through Vocational, Civic, and Health Education	Kalandia Camp Women's Handicraft Cooperative	141,685.00
04-239	Computer + Equipments	Civic Forum Institute	3,221.00
04-240	Equipments	Palestine Save the Children Foundation	5,419.00
04-241	Basic Computer System	El Wafa Medical Rehabilitation Hospital	6,451.00
04-242	Enhancing Community Participation of Women in Improving the Environmental Condition at El Sekka Area of Beit Hanoun	Al Ata'a Benevolent Association for Woman and Child	24,900.00
04-243	Enhancing the Role of Youth in Civil Society Issues in Rafah Governorate	Peace Center for Community Training and Research	20,173.00
04-244	Democracy Education for Youth in Birzeit Rural Areas	Juhoud for Community and Rural Development	23,294.00
04-245	Promoting the Role of Women in Elections in Gaza City and North Gaza	Holom Cultural and Palestinian Folklore Revival Association	15,595.00
04-246	Accounting Software	Khuza'a Permaculture Center Association	2,340.00
04-247	Accounting Software	Palestinian Association for Relief and Development	2,340.00
04-248	Accounting Software	PCHRD for Human Resource Development	2,340.00
04-249	Accounting Software	Society for Developing Palestinian Refugee Camps	1,000.00
04-250	A Regulatory Policy and A Code of Ethics for the Professions in the Social and Psychological Fields	Union of Social Workers & Psychologists	143,941.00
04-251	Improving Environmental Conditions for Construction Materials Factories	Building and Construction Research Center	142,270.00
04-252	Better Understanding of Day to Day Democratic Practices among young Female Students	Palestinian Commission for Refugee Right Protection	17,798.00
04-253	Enhancing Youth Participation in Community Issues	Palestinian Center for Human Resource Development (PCHRD)	94,795.00
04-254	Campaign to Raise Community Awareness and Support for Local Elections in the Gaza Strip's Middle Camps	Palestinian Association for Human Rights Education and Democracy	63,450.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-255	Strengthening Civic and Democratic Values in 20 Preschools in the Middle Areas of the Gaza Strip	Al Salah Islamic Association	83,790.00
04-256	Enhancing the Understanding of Democracy and Community Participation among Visually Impaired Women	Association of Visually Impaired Graduates League	36,094.00
04-257	Enhancing the Participation of University Graduates in Promoting Community Health in the Khan Younis Governorate	Al Sharq Center for Community Mental Health	54,764.00
04-258	Enhancing Women's Participation in Political Life by Establishing a Woman Advocacy Committee for the South and Middle Areas of The Gaza Strip	Society for Developing Palestinian Refugee Camps	86,678.00
04-259	Enhancement of Democratic Basics Through Art Among the Youth in Ramallah Area	Young Artists Forum	24,823.00
04-260	Laptop Computer	Al Mawrid Teacher Development Center	4,088.00
04-261	Laptop Computer	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	5,811.00
04-262	Hearing Aid Equipments	El Amal Rehabilitation Society - Rafah	12,750.00
04-263	Hearing Aid Equipments	Jabalia Rehabilitation Society	17,550.00
04-264	Laptop Computer + Equipments	Al Ma'mal Foundation for Contemporary Art	10,395.90
04-265	Equipments	Local Committee for the Rehabilitation of Disabled / Jenin	10,869.00
04-266	Computer + Equipments	Palestinian Union of Social Workers & Psychologists	11,379.00
04-268	Community Awareness Campaign for Rural Women in Nablus District	Family Defense Society (FDS)	51,026.00
04-269	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Northern West Bank	Civic Forum Institute	93,212.00
04-270	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Central West Bank	Civic Forum Institute	93,212.00
04-271	Strengthening Palestinian Civil Society and Grassroots Democratic Development in the Southern West Bank	Civic Forum Institute	93,212.00
04-272	Strengthening the role of the School Institution in Promoting the Environmental Awareness in the Middle Area	Khuza'a Permaculture Center Association	78,035.00
04-273	To Enhance Community Based Education in El Zawaida	Maghazi Community Rehabilitation Society (MCRS)	73,900.00
04-274	Basic Computer System + Equipments	Building and Construction Research Center	12,503.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-275	Basic Computer System + Equipments	Water & Environmental Development Organization (WEDO)	6,661.00
04-276	Computer + Equipments	Al Sharq Center for Community Mental Health	4,351.00
04-277	Equipments	Al Salah Islamic Association	10,790.74
04-278	Equipments	Palestinian Association For Legal Sciences	5,757.00
04-279	Computer + Equipments	Society for Developing Palestinian Refugee Camps	4,718.00
04-280	Computer + Equipments	El Amal Rehabilitation Society - Rafah	3,457.00
04-281	Computer + Equipments	El Wedad Association for Social Rehabilitation	6,041.00
04-282	Computer + Equipments	Palestinian Association for Human Rights Education and Democracy	4,771.00
04-283	Computer + Equipments	El Ataa' Benevolent Association for Woman & Child	1,497.00
04-284	Computer + Equipments	Juhoud for Community and Rural Development	6,884.00
04-285	Computer + Equipments	International Center of Bethlehem	2,811.00
04-286	Computer + Equipments	Family Defense Society (FDS)	4,451.00
04-287	Promoting Responsible Environmental Practices of Local Village Communities in the Northern Districts of the West Bank	CDPHC - Al Quds University	81,497.00
04-288	Education of Citizenship	Al Mawrid Teacher Development Center	149,266.00
04-289	Strengthening the Voice of Wwomen and Youth in Determining their Representatives in Future PLC and Local Councils Election	Civic Forum Institute	131,934.00
04-290	Disability Awareness and Integration into the Educational System	Palestine Avenir for Chilhood Foundation (PACF)	73,330.00
04-291	Promoting the Rights of the Deaf in Jabalia Town and Ebad El rahman Area	Jabalia Rehabilitation Society	48,140.00
04-292	Project Managers Training Program	Community Services & Continuing Education Deanship (CSCED)	113,601.00
04-293	Early Ontervention to Identify and Improve the Living Conditions of Individuals with Down's Syndrome (DS)	Right to Live Society for Children with Down's Syndrome	77,860.00
04-294	Supporting the Rule of Law and Resolving Disputes through Arbitration & Mediation	Palestinian Association For Legal Sciences	101,996.00
04-295	Enhancing Civic Education and Concepts of Democracy in Schools of the Northern Area of Gaza Strip	Palestinian Association for Human Rights Education and Democracy	56,944.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-296	Enhancing the Understanding of Democracy and Civil Society Concepts among University Students in South Gaza	Society for Developing Palestinian Refugee Camps	77,549.00
04-297	Basic Computer	PCHRD for Human Resource Development	5,347.00
04-298	Basic Computer	Association of Visually Impaired Graduates League	6,597.00
04-299	Candidate Forums in Support of Local Election Candidates in Ramallah Municipalities Participating in the 1st Round of Local Elections	Juhoud for Community and Rural Development	11,825.00
04-300	Candidate Forums in Support of Local Election Candidates in Jerusalem, Jerich and Tubas Municipalities Participating in the 1st Round of Local Elections	Arab Thought Forum	20,222.00
04-301	Candidate Forums in Support of Local Election Candidates in Tulkarem and Qalqulia Municipalities Participating in the 1st Round of Local Elections	Palestinian Center for Helping Resolve Community Disputes (PCHRCO)	10,013.00
04-302	Candidate Forums in Support of Local Election Candidates in Nablus and Salfit Municipalities Participating in the 1st Round of Local Elections	Al Lod Charitable Society	12,550.00
04-303	Candidate Forums in Support of Local Election Candidates in Jenin Municipalities Participating in the 1st Round of Local Elections	Local Committee for the Rehabilitation of Disabled / Jenin	6,316.00
04-304	Qualifying Non-Partisan Local Observors for the Upcoming Local and General Elections	Al Hares Center for Research & Media	21,006.00
04-305	Civic Democratic Interaction & Work Ethics Awareness Strengthening Program	Palestinian Commission for Refugee Right Protection	19,840.00
04-306	Enhancing Civil and Social Rights for Orphans and their Families in Deir Al-Balah and Wadi Asalka	Al Salah Islamic Association	24,555.00
04-307	Promote the Role of Al Aqsa University Students in Democracy and Refom Issues	Community Training Center and Crisis Management	21,513.00
04-308	Awareness Raising Program on Local & Municipal Elections in Biet Hanoun and Al Zahra Areas	Palestinian Commission for Refugee Right Protection	8,900.00
04-309	Building the Capacity of Elections Oservers in Beit Hanoun Deir El Balah & El Zahara	Palestinian Association For Legal Sciences	8,025.00
04-310	Voters Education and Candidate Debates in Support of Municipal Elections Candidates in Khuzaa	Peace Center for Community Training and Research	10,104.00
04-311	Voters Education and Candidate Debates in Support of Municipal Elections Candidates in Al Nasser and Al Shoka in Rafah	Society for Developing Palestinian Refugee Camps	11,678.00

Grant #	Grant Title	CSO Name	Total Tamkeen
04-312	Voters Education and Candidate debates in support of Municipal Elections Candidates in Bani Suhaila.	Human Development Association	10,006.78
04-313	Local Elections Candidates in the Middle Area of Gaza Strip	Palestinian Association for Human Rights Education and Democracy	13,360.72
05-267	Furniture	Palestinian Association for Human Rights Education and Democracy (Our Rights)	2,201.60
05-314	Young Women's Leadership Program-Ramallah Governorate	Association of Women Committees for Social Work in Palestine	125,654.00
05-315	Voter Education and Candidate Forums for Youth in the Ramallah Rural Areas	Juhoud for Community and Rural Development	63,291.00
05-316	Developing Rehabilitation programs for Marginalized Groups of the Disabled (Children with Cerebral Palsy)	Local Committee for the Rehabilitation of Disabled / Jenin	73,198.00
05-317	Strengthening Public Participation in Decision-making and Policy Development for Local Councils	Palestinian Center for Democracy & Conflict Resolution (PCDCR)	51,143.00
05-318	Solid Waste Management in Bethlehem District	Water & Environmental Development Organization (WEDO)	61,001.00
05-319	Palestinian Legal and Economic Advocacy	Al-Mustakbal Foundation for Strategic and Policy Studies	140,827.00
05-320	Promoting Awareness towards Environmental Health in Khanyunis Governorate	Al Sharq Center for Community Mental Health	20,648.00
05-321	Empower Women Political and Social Participation in the Middle Area	Society Voice Association for Community and Civil Work	13,355.00
05-322	"Democracy Day" Town Hall Meetings in the West Bank	Arab Thought Forum	17,356.00
05-324	Enhancing the Democratic Behavior and Freedom of Expression among Primary Schools Students in Gaza City Through Drama	Community Training Center and Crisis Management	23,879.00
05-325	Supporting Democracy Day in Palestine (Gaza Strip)	Society for Developing Palestinian Refugee Camps	24,604.00
05-326	Life Skills Development for Youth in Bethlehem District	Center for Sustainable Development and Community Health (DAEM)	23,741.00
05-327	Preparation of Non-Partisan Voter Education Materials	Civic Forum Institute	7,257.00
05-328	Support the Voting Rights for the Deaf and Promote their Participation in Beit Lahia in the 2nd Round of the Local Elections	Jabalia Rehabilitation Society	7,068.00

Grant #	Grant Title	CSO Name	Total Tamkeen
05-329	Support the Voting Rights for the Deaf and Promote their Participation in BureijCamp, Wady El-Saiqa, Moghraqa and Juher El Deik in the 2nd Round of the Local Elections	Maghazi Community Rehabilitation Society (MCRS)	11,546.00
05-330	Support the Voting Rights for the Deaf and Promote their Participation in Rafah, Abasan AlSagheera and Abassan Al Kabeera in the 2nd Round of the Local Elections	El Amal Rehabilitation Society - Rafah	15,235.00
05-331	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections in Biet Lahya Governorate	Palestinian Commission for Refugee Right Protection	15,744.00
05-332	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/ Abassan Al Sagheera & Al-Kabera	Al Sharq Center for Community Mental Health	16,414.00
05-333	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections in the Middle Area Governorate	Palestinian Association for Human Rights Education and Democracy (Our Rights)	18,718.00
05-334	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Rafah Governorates	Society for Developing Palestinian Refugee Camps	17,192.00
05-336	Promoting Voter Education among the Islamic University Students in Support of the 2nd Round of Local Elections in Gaza Strip	Community Services & Continuing Education Deanship (CSCED)	12,530.00
05-337	Informing the Citizens about Upcoming Local Elections	Civic Forum Institute	21,500.00
05-338	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/ Jenin and Tubas Governorates	Local Committee for the Rehabilitation of Disabled / Jenin	19,779.00
05-339	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Nablus and Tulkarem Governorates	Palestinian Center for Democracy & Conflict Resolution (PCDCR)	22,506.00
05-340	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Nablus and Qalqilya Governorates	Al-Lod Charitable Society	21,351.00

Grant #	Grant Title	CSO Name	Total Tamkeen
05-341	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Hebron Governorates	Bani Na'eem Charitable Society	23,004.00
05-342	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Ramallah Governorates	Association of Women Committees for Social Work in Palestine	23,400.00
05-344	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections 5/5/2005 Governorate	Al Mawrid Teacher Development Center	15,985.00
05-345	Promoting Voter Participation and Candidate Forums in Support of Municipalities Participating in the 2nd Round of Local Elections/Bethlehem Governorates	Al Hares Center for Research & Media	16,885.00
05-346	Reach out for Youth to Increase the Level of Co-Existence in the Bethlehem Area	Palestinian Center for Research and Cultural Dialogue	17,340.00
05-353	Computer + Equipments	Al Mustakbal Foundation for Strategic and policy Studies	8,638.00
05-356	Computer	Al Mawrid Teacher Development Center	1,358.00
05-357	Equipments + Computer	Al Hares Center for Research & Media	8,989.00
05-360	Fair Opportunities for Juvenile Rehabilitation	Young Artists Forum	47,192.00
Total			\$ 16,258,080.60