



**USAID** | **WESTBANK/GAZA**  
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# CIVIC ENGAGEMENT PROGRAM II (CEP II)

## FIRST ANNUAL WORK PLAN

DECEMBER 2008

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# ACRONYMS

APS	Annual Program Statement
CEP	Civic Engagement Program
CSO	Civil Society Organization
DGO	Democracy and Governance Office
GMS	Grants Management Specialist
GS	Grants Specialist
GUC	Grants under Contract
III	Initial Impact Indicator
IPPC	Institute for Peace and Cooperation Centre
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
OCAT	Organizational Capacity Assessment Tool
OTI	Office of Transition Initiatives
PA	Palestinian Authority
PDS	Programming Development Specialist
PMP	Performance Monitoring Plan
PONAT	Participatory Organizational Needs Assessment Tool
PS	Procurement Specialist
PVO	Private Voluntary Organization
RFA	Request for Agreement
STTA	Short-Term Technical Assistance
USAID	United States Agency for International Development
USG	United States Government
WB/G	West Bank and Gaza



# 1.0 INTRODUCTION AND BACKGROUND

The Civic Engagement Program II (CEP II), USAID Co. No. DFD-I-04-05-00218-00, is a 36-month, \$19,999,969 contract between the United States Agency for International Development (USAID) and ARD, Inc. of Burlington, Vermont, signed on 29 September 2008. The project seeks to engage and promote moderate voices in the West Bank and Gaza (WB/G) to further the prospect for peaceful political solutions and economic development. In addition, the program will provide capacity building support to a range of institutions in the WB/G. This contract is considered a follow-on that continues programming to bolster prospects for peace in the region undertaken from June 2005 until September 2008 under USAID's Office of Transition Initiatives (OTI) and CEP I respectively.

CEP II is an established in-kind grant mechanism that maintains a rapid and flexible response capacity to emerging needs; continues well-established working relationships with key Palestinian Authority (PA) figures; advances working linkages with key moderate leaders, including political leadership at the national and local levels as well as civic leaders; and preserves strong analytical capabilities related to the political environment and windows of opportunity for programming a wide spectrum of functional and geographic areas.

The core strategic objectives of CEP are 1) to sustain initiatives and processes that support a democratic, peaceful, and prosperous Palestinian state; and 2) to strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen needs. Specifically, CEP grants seek to target and support the following activities:

- Projects that develop the capacities of Palestinian institutions, including ministries, local governments, service providers, and civil society and community-based organizations to respond to citizen priorities;
- Interventions to develop the core capacities of Palestinian civil society organizations or other institutions;
- Activities that strengthen constituencies for peace to generate grassroots demand for change in West Bank and Gaza;
- Projects that incorporate strategic synergies with other USAID WB/G programs;
- Small-scale reconstruction/rehabilitation projects (such as schools, sports facilities, and public and recreational programs); and
- Other interventions that complement other USAID WB/G Mission programs that target critical, time-sensitive initiatives consistent with the Mission's transformational development goals and U.S. foreign policy objectives.

In addition, the program complements other programs of the USAID West Bank/Gaza Mission, especially the Democracy and Governance Office, and the Consulate General in Jerusalem by targeting critical, time-sensitive initiatives consistent with the USG's and USAID Mission's overall transformational development goals to further U.S. foreign policy objectives.

USAID has purposely brought this program under the DGO portfolio in order to continue a two-track approach of responding with flexibility to rapidly changing social and political circumstances on the ground while at the same time, building in a component to advance traditional long-term development goals through institutional capacity building. CEP II is essentially a tactical tool that can support the longer-term development priorities of the USAID/WBG Mission while emphasizing a near-term horizon for most grant activities.

In coordination with USAID and the Consulate General in Jerusalem, CEP II provides an expedient mechanism for the award of the in-kind grants ranging from \$10,000 to \$250,000 but generally of around \$50,000 that will generate quick and tangible benefits with high-impact results consistent with USG foreign policy goals.

The work plan will distill and incorporate the overall concepts/guidance gleaned from the past three years of practical experience and a variety of consultative sources, including:

- Meetings on an ongoing basis with colleagues at the Consulate General that have indicated a focus on chambers of commerce and institutions rather than individuals;
- Outcomes from the DGO Partners Retreat in November of 2008 and overall guidance from the Mission pointing towards tailored programming that strikes a better balance between hardware and software provision and facilitates intra-portfolio coordination;
- Quarterly in-house Rolling Assessments that provide real-time assessments of targets of opportunity; and
- Frequent collaborative meetings with USAID contractors that seek to maximize complementary activities thereby creating programming critical mass.

CEP II plans a staff in-house retreat in late January to go through the work plan in its entirety to familiarize those executing the work plan with what will be expected in the coming years, and to elaborate on changes to previous routines and operating procedures.

The CEP II First Annual Work Plan provides an overall background to anticipated program activities, a detailed description of the in-kind grants mechanism and applications, as well as an in-depth overview of proposed capacity-building activities. In addition to the descriptive work plan narrative, activity timelines and graphics are included.

## 2.0 PROGRAM ACTIVITIES

Building upon successes of the OTI and CEP I programs, CEP II's two strategic objectives as defined by USAID and stated in the Task Order are as follows:

1. Support initiatives and democratic processes that support a democratic, peaceful, and prosperous Palestinian state; and
2. Strengthen reform-minded Palestinian leaders and institutions in support of improved service provision and increased responsiveness to citizen needs.

CEP II will employ two primary activities to achieve these objectives: responsive in-kind grants and longer-term capacity-building interventions.

Consistent with these strategic objectives and owing to the uniqueness of CEP II's rapid and reactive in-kind grant mechanism, CEP II's capacity to respond to a broad mandate and range of requests from the USG will continue as under the OTI and CEP I contracts. In an effort to shape and focus CEP II programming in unison to USAID's long-term strategic objectives, increased emphasis will be placed upon geographic and functional areas of intervention, concentrating on institutions rather than individuals.

For example, CEP II programming will complement the USG's activities in the Jenin region and across the North West Bank, where recent successes in the security arena can be balanced by assistance to local village and municipal councils, ministries, umbrella institutions such as chambers of commerce or unions/federations, civil society organizations (CSOs), nongovernmental organizations (NGOs), and like institutional entities, thereby creating a critical mass or momentum throughout the region. The same is true in the Hebron district, where a similar effort is being waged by the PA and USG to build upon security gains through developmental assistance. A third area of likely intervention is East Jerusalem, where the Consulate General is interested in meaningful engagement and presence with local institutions and citizens.

As previously stated, a nuanced change from past OTI and CEP I programming will be an increased emphasis on organizations rather than individuals. As governmental capacity at local, district, and national levels strengthens across the West Bank, CEP II will gradually move away from the OTI foundational principle that tactically targeted individual moderate or emerging leaders and focus more on strategic institutional building. However, as CEP moves towards this approach, consistent with the emerging guidance from the Consulate General and the DGO, programming will continue to seek targets of opportunity, whether individual or institutional, in efforts to support improved service provision and increased responsiveness to citizen needs.

Likewise, the CEP II capacity-building component will continue to actively seek synergies with ongoing USAID/USG initiatives in order to realize real value for developmental dollar. The distinctive ability to "provide the grout" between the building blocks of a wide range of portfolio activities allows for a creative application of training and material assistance to a wide range of institutions and organizations. From ministries to chambers of commerce to nongovernmental organizations to local governing authorities, CEP II will seek out those entities that overlap USAID's activities across Strategic Objectives and offices.

## 2.1 IN-KIND GRANT ACTIVITIES

CEP II grants shall primarily be in-kind assistance to government and/or non-governmental entities. As with preceding grants activities under OTI and CEP I, CEP II will procure for and provide to the grantee the necessary products or services required to implement a wide range of projects or assistance. Approximately two-thirds of grant concepts will be “project generated,” generated by staff Grants Management Specialists (GMSs) or through benefiting communities. CEP II has developed a methodology to ensure that community input in key geographic areas is sought, either through ad hoc mechanisms or through already established organizations or institutions. Approximately one-third of grant concepts will be “Mission directed,” coming from or through the USAID Mission throughout the project period. CEP II will continue to conduct programmatic due diligence on all grant concepts, as well as conduct responsibility determinations and financial due diligence of sub-awardees.

### 2.1.1 Partners

As in the past, CEP II GMSs will continue to identify discrete activities that contribute to the overall project objectives. These grants will often result from technical studies identifying specific activities and partners. In other instances, USAID may have pre-identified grantees that are needed in order to achieve time-sensitive tasks. In both these cases, ARD will work with the potential grantee to develop the project proposal in order to provide a more tailored, pinpointed intervention and ensure compliance with Grants under Contract (GUC) regulations.

During the past year, the CEP I program has provided a wide range of in-kind grants to a number of institutions and constituencies including:

- School and road rehabilitation for village and municipal councils as in Al ‘Ubeidiya’s six room school or the playground rehabilitation in ‘Atara;
- Provision of sports and IT equipment to youth clubs and the Ministry of Youth and Sports following last year’s collaborative effort with the ministry to equip the Jenin Youth Club;
- Training and workshops for increased awareness of civic responsibilities and conflict resolution similar to ongoing capacity-building efforts in Bethlehem with Al Karma Cultural Form and the Adh Dhahiryia Women’s Charitable Society; and
- Sponsored village beautification and park construction across the West Bank. CEP II will continue to build upon these achievements, replicating the successes of the Peace Park in Beit Sahur in Bethlehem and the old city center rehabilitation in Dier Isteeya.

### 2.1.2 Responsive Programming

CEP II is a reactive grants program and, as such, awards primarily non-competitive, in-kind grants. The need for this approach can be found in the contract’s mandate and historical antecedents. The scope of the CEP II contract provides for a rapid response, flexible but targeted grant mechanism that supports democratic processes through independent institutions critical to a viable democratic state. The current strength of CEP II, and of the preceding OTI and CEP I programs, is the ability to respond decisively to political developments on the ground and to support U.S. Government priorities through the provision of in-kind grants. For the most part, the nature of these grants are Mission, USG, or field-driven, reducing the need for Annual Program Statements (APSs) or Requests for Application (RFAs) in the normal course of grant development. Moreover, this flexibility on the ground allows CEP II to execute a wide range of grant activities that address *critical and often unanticipated* needs in rapid fashion.

The primary distinction of the CEP II program is its ability to be reactive to emerging political events, thereby providing the Consulate General or USAID with a mechanism to achieve forward momentum in terms of political objectives. For example, should a target of opportunity be identified by the Consulate General, like a village council that changes from a Hamas orientation to Fatah leadership, CEP II will continue to respond appropriately with material assistance to assist and strengthen the new leadership's position within the community.

Recent security and economic development gains in the Jenin and Hebron areas will certainly pave the way for increased USG assistance efforts to maintain these positive steps forward. CEP II has begun actively exploring targets of opportunity in both regions, especially with programming that supports village and municipal councils interested in providing better services to their constituencies. The Consulate General has also taken an interest in developing CSOs and community groups that provide legal and informational services in East Jerusalem, another area of potential CEP II programming and in response to USG foreign policy objectives.

Grants activities will continue to employ the Rolling Assessment as a tool for identifying viable programming opportunities across the West Bank and Gaza. The results of last quarter's Rolling Assessment highlighted that in the absence of concrete actions on the "political critical events calendar," USAID indicated a move towards an increased focus on activities that respond to "needs on the ground" that strengthen or support moderate leadership or communities. This recognition that humanitarian assistance programming can enhance CEP grant activities if directly linked to support of reform-minded leaders or communities, opens the door for programming to move into a heretofore unexplored direction. This is especially true in Gaza, where USAID has demonstrated increased receptiveness to interventions focused on the provision of material assistance (food baskets, educational supplies, schoolbags, extra-curricular activity equipment, etc.) that supports community leadership over the past six months.

Finally, CEP II grants activities will be consistent with USAID/DGOs' strategic vision, working within a framework that facilitates intra-portfolio coordination; focuses on institutions rather than individuals; strikes a balance between hardware and software that encourages participatory processes, consensus building, and bottom-up approaches; and employs a high degree of anticipatory planning to leverage implementing partner's comparative advantages to achieve overall strategic objectives. With this in mind, CEP II will coordinate with other DGO initiatives, such as the PACE and LDR programs, to ensure complementarities of programming and increased leverage of USAID resources.

### **2.1.3 Grants-Making Process**

Over the life of project, CEP II will allocate approximately 66.3 percent of its resources in the total budget to target activities in WB/G. CEP II, in consultation with the DGO, will develop an appropriate (participatory) methodology to select key geographic areas for grant program target. As indicated in the Contract, CEP II will allocate approximately one-third of the grant concepts as "Mission directed"—coming from or through the USAID Mission, and approximately two-thirds as "project generated"—coming from CEP II staff.

In most instances, CEP II staff will identify discrete activities that will contribute to the overall project objectives. These grants will often result from technical studies identifying specific activities and partners. In other instances, USAID may have pre-identified grantees that are needed in order to achieve time-sensitive tasks. Finally, ARD will develop the core capacities, as directed by the CEP II contract, of selected institutions and will use the provision of grants with technical assistance activities to these institutions to reach project goals. In all three cases, ARD will work with the potential grantee to develop the project proposal in order to provide a more tailored, pinpointed intervention.

The strength of CEP II, and of the preceding OTI and CEP I programs, is the ability to respond decisively to political developments on the ground and to support U.S. Government priorities through the provision of in-kind grants. This flexibility on the ground allows the CEP II to execute a wide range of grant activities that address *critical and often unanticipated* needs in rapid fashion.

In addition to these USG and field-driven grant selections, CEP II will also provide grants and technical assistance packages to institutions targeted for longer-term capacity development. This is a new component compared to past CEP I/OTI efforts and is designed to develop the core capacities of at least 10 Palestinian institutions, selected in close consultation with USAID, over the life of the contract. The assistance packages designed to meet this contract objective will combine grants and targeted technical assistance approaches to address identified capacity gaps. Grants not awarded on a competitive basis will be justified as authorized in ADS 303.3.6.5 based on one of the following criteria:

- Amendments and follow-on (no amendments for fixed obligation grants);
- Unsolicited applications;
- Exclusive or Predominant Capability;
- Small Awards—estimated total amount of \$100,000 or less and with a term of no more than one year. These awards may not be amended either to add funds beyond \$100,000 nor extend the date beyond one year from the original date of the award;
- Critical objectives of the Foreign Assistance Program;
- Congressionally mandated programs;
- Critical objectives of the Foreign Assistance Program; and
- Associate Awards.

It should be noted that as CEP is an “In-Kind” instrument, all items will be purchased by ARD, and the procurement process will be conducted through competition ensuring efficient and compliant use of grant funds. CEP II’s grants-making process stresses several key features and is structured to facilitate the following:

- *Grant activities respond creatively to current circumstances:* Quarterly rolling assessments provide analysis and identify opportunities. All project staff are then encouraged to regularly develop Activity Ideas in an easy-to-use template that is distributed for review, comment, and approval before it is fully developed; this sparks discussion and refinement, and facilitates creative exchanges.
- *Activities realistically respond to community need and are developed from the “bottom-up”:* Grant ideas are developed as a result of field consultations, and are considered in collaboration with community or organizational counterparts so that they reflect demand and need.
- *Key geographic areas are targeted:* Regular (often daily) consultations with the USAID CTO (and through him other offices of the USG) and quarterly rolling assessments identify key geographic areas that staff then target in the coming period.
- *The process facilitates USAID’s involvement:* USAID is involved in all aspects of activity development—Activity Idea Templates (AITs) are shared for review and approval; the Jerusalem office location eases the CTO’s meetings with the project team; the Chief of Party (COP) attends meetings at the Consulate; the CTO attends weekly project Senior Management Team meetings; and the CTO participates in the quarterly rolling assessments.
- *Grants emphasize speed and visibility:* The majority of the grants are relatively small, and most are “in-kind” so that they emphasize participation and can be conducted quickly; typically they result in a visible community impact (e.g., road improvement, sport program for the young, etc.) and/or feature a media component. Because they are participatory, partner capacity is developed in the course of implementation.

- *Synergies with other efforts are emphasized:* CEP II has emphasized opportunities to work with other USAID partners—for example, previous cooperation with the Tawasol and Rule of Law programs, and grants to support InterNews and IFES. CEP II can provide complementary support (e.g., procurement) for activities the other partners cannot conduct themselves.
- *Programmatic and contractual flexibility is valued:* CEP II structures the project to ensure flexibility and responsiveness—the grants pool is unallocated so that it can be tapped as needed; small in-kind grants are programmed with a variety of grantees to ensure ready adaptation; analysis is informally updated daily and formally on a quarterly basis; and grant systems and procedures are documented and easy to learn so new staff can be quickly trained and integrated.
- *As an experienced USAID/WBG implementing partner, CEP II has the benefit of having grant tools* (systems, protocols, and processes) that are used from development of activity ideas, to monitoring the impact and closing the grant. A comprehensive and updated Grants Management Plan is being prepared in parallel with the Annual Work Plan for USAID’s approval.

In order to efficiently execute the grants-making process, the CEP II has modified the staffing configuration in the programming and procurement units. In the past, the OTI model relied on a team of three: a Programming Development Specialist (PDS), a Grants Specialist (GS), and a Procurement Specialist (PS) to implement the grant process from A to Z. The new configuration combines the PDS and GS roles into one position, the Grants Management Specialist (GMS). The GMS now has increased responsibility to ensure that programming is realistic and manageable since each GMS is accountable for oversight and monitoring of the project.

Recognizing the increased role of the procurement CEP II has provided two new positions in order to keep up with the number of procurement actions anticipated in the coming year’s workload. The procurement unit now has the necessary human resources to keep pace of the rapid nature of project implementation with a corresponding execution of procurement actions (see the following CEP II organizational chart).

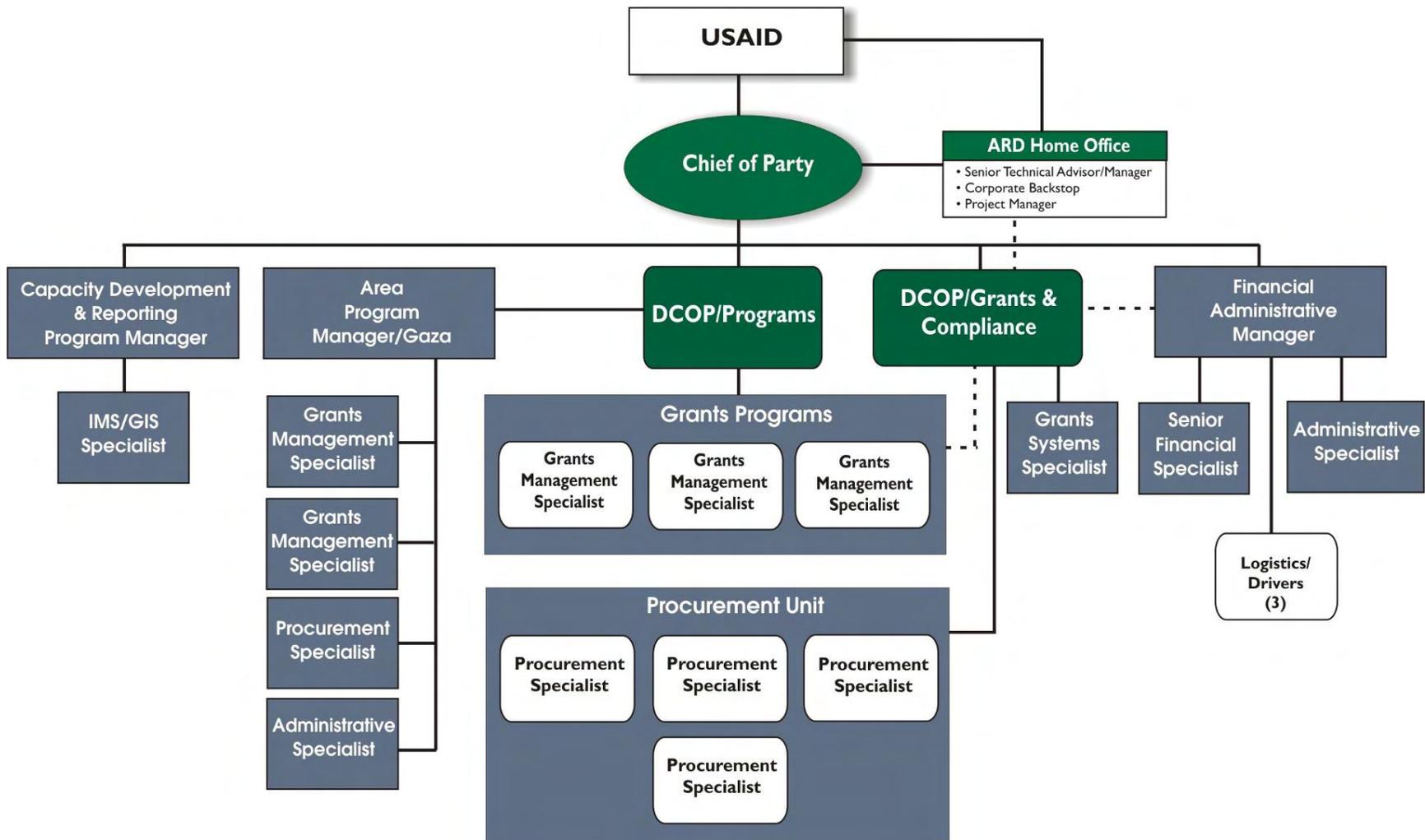
#### **2.1.4 Gaza Activities**

The political and security environment in the Gaza Strip make Gaza programming for CEP II a special case worth separate consideration. The OTI and CEP projects have maintained a viable and committed presence in Gaza, but activities have been curtailed over the past year. The political prognosis in Gaza continues to be unclear, and therefore ARD recommends that CEP II activities in that region continue to be addressed carefully.

These uncertainties notwithstanding, recent successes in the provision of assistance to moderate municipal councils (Al Qarara and Albasan Al Kabira) and local NGOs (LHA) have opened the door for increased programming opportunities, especially those that meet “needs on the ground” as identified by local leaders. Because of these successes, USAID has reconsidered its previously conservative approach to allow greater latitude—not only CEP, but other USAID contractors as well—to ramp up programming activities.

The Gaza team is experienced and continues to be in the best position for recommending activities that are both productive and safe. The primary recommendation for CEP programming in Gaza is that the program continues to keep the team engaged, listen to the staff’s recommendations, and confer closely with USAID in regard to any and all activities. Presently, any activities for Gaza would be modest and discrete. It is recognized that any and all activities proposed for Gaza will be submitted to USAID’s Front Office—via DGO—for approval.

CEP II Organizational Chart



## **2.2 CAPACITY-BUILDING ACTIVITIES**

In parallel with CEP II's ongoing in-kind grants activities, the DFD-I-04-00218-00 task order requires that targeted short-term technical assistance (STTA) be employed to build the capacities of key local institutions (such as PA ministries and institutions, service delivery agencies, and CSOs). These activities address the second objective of the CEP Contract, namely to improve institutional capacity in support of improved service delivery while enhancing communications between citizens and their institutional representatives.

Capacity development initiatives under CEP I, using targeted short-term technical support and equipment procurement, involved a selected number of Palestinian Authority Ministries and Palestinian CSOs. Interventions with Ministries included the Ministry of Information, Ministry of Transportation, and the Ministry of Justice. These activities were of a short-term nature, helping to buttress the work of other USAID Contractors in the Democracy and Governance portfolio while being responsive to pressing PA needs. Work with CSOs combined the provision of equipment with some short-term training around democracy and governance issues. A total of four CSOs were targeted, two in Bethlehem District and two in Hebron District. Objectives for the interventions were defined and progress monitored in close consultation with USAID.

### **2.2.1 Key Principles of Engagement**

CEP II will build upon and expand previous capacity-building assistance through the development of the core capacities of at least 10 Palestinian institutions over the Contract period. Under CEP II, however, the technical approach will be more strategic, with capacity-building needs defined through rigorous institutional assessments. The outcome of these assessments will generate an action plan of assistance, including a monitoring and evaluation framework, for each institution targeted, incorporating technical support and grant components.

In this way, strategic linkages can be made between capacity-building tasks and grant activities ensuring that overall grant program development supports clearly identified institutional gaps. This identification process of institutional capacity gaps will take place in parallel with a stakeholder assessment of the institutional services provided. Stakeholders (the end users of the services) will also play a role in impact monitoring of institutional services over time. This stakeholder/citizen participation will assist in creating the most effective action plan of capacity-building assistance, including the monitoring and evaluation of the capacity-building outcomes.

By focusing long-term capacity-building activities with a limited cohort of institutional partners, CEP II intends to build sustainable institutional bases for service delivery while promoting stronger channels of communication between end users and institutional service providers: hands-on civic development. Technical assistance for capacity-building activities will be both expatriate and Palestinian, depending on requirements. CEP II possesses a roster of potential short-term technical advisors with the capacity to respond to any requests for assistance.

### **2.2.2 Opportunities, Short- and Long-Term Goals**

To date, the OTI and CEP I programs have worked with some 47 Palestinian Authority government entities at both the local and national levels and 52 vetted, non-government organizations throughout the West Bank and Gaza. CEP II has a strong and continually expanding network to draw on for

identification of institutional partners. Many past grant interventions have involved the provision of equipment, training, and workshops. CEP II staff will continue to work throughout the West Bank and Gaza, with community-based organizations, local government bodies, and Palestinian Authority Ministries.

CEP II will develop the core capacities of at least 10 Palestinian institutions over the contract period. In the first year, CEP will identify five of these institutions by January 1, 2009, and will begin final assessment or implementation of capacity-building interventions by the end of February 2009. Criteria for selection of institutions will include:

- Linkages to government bodies: Local Government Units, Ministries, etc.
- Strong connections to civil society organizations.
- Access to broad constituencies such as women, youth, and the private sector.
- Presence of emerging leaders within their structure.
- Established provider of services relevant to needs on the ground.

By mid-February 2009, using STTA and in close consultation with USAID, CEP II will make a final selection of five institutions, begin to conduct the institutional assessments, and develop tailored action plans for assistance and integrated monitoring and evaluation frameworks. CEP II has tentatively identified the Ministry of Youth and Sports; the Palestinian National Football Federation; the Jenin, Bethlehem, and Hebron Chambers of Commerce; and several possible NGO/CSO partners, including the Institute for Peace and Cooperation Centre (IPCC) working in East Jerusalem and Stars of Hope, a disabled women's association located in Ramallah.

### **2.2.3 Overall/Summary Technical Approach**

The capacity-building approach for CEP II will draw on local knowledge of service provision gaps and self-identified institutional capacity weaknesses of the selected target institutions. To identify these gaps, CEP II will engage selectively with institutional "umbrella" entities (Union of Chambers of Commerce; Palestinian Football Federation), their constituent bodies (local Chambers of Commerce; Football Clubs), and their memberships at the community level (Business Associations; Youth Clubs). The umbrella entity will also be linked with the relevant government ministry so that strategic gaps in service provision and capacity at any level in the chain from Ministry down to the community can be targeted for assistance.

The selected umbrella institution may also be linked to relevant government ministries. In this construct, CEP II can take advantage of possible linkages across four tiers: governmental to umbrella; umbrella to sectoral/constituency civil society institutions; civil society institutions to their own membership; and their grassroots constituency. Over the life of the contract, capacity-building interventions will be explored at all levels/tiers of this structure.

By using an umbrella institution as a point of entry, CEP II will be engaging with an entity that can:

- Provide a local perspective on service provision.
- Advise on institutional partners relevant to national/local government and need.
- Be a target of capacity-building assistance itself or in concert with institutions within its network.

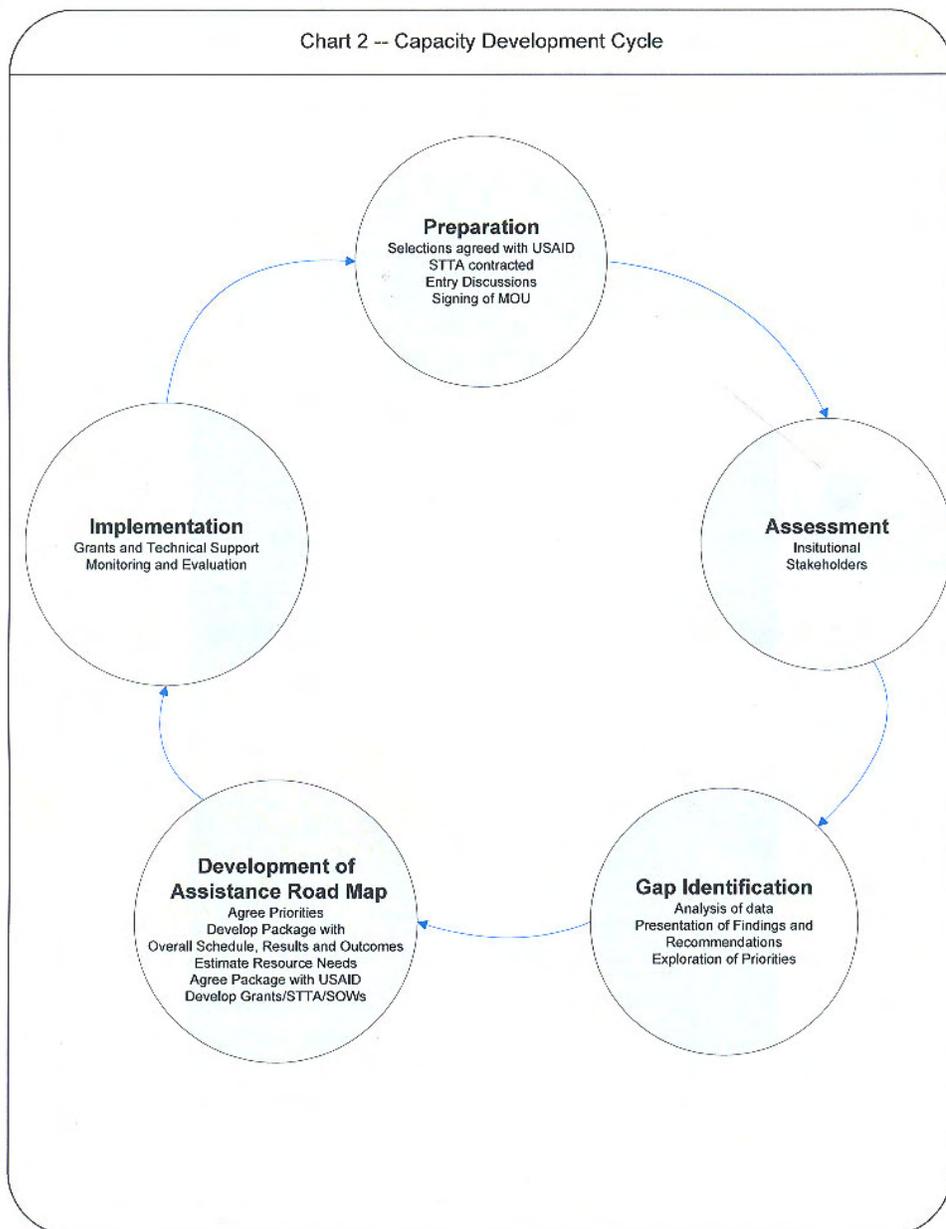
Linkages will continuously be explored from the ministerial level down through its network of organizations and to CSO/NGO membership. Within this network, communication will flow both ways from end users to institutional representatives at each level and back again, as gaps in capacity are identified, addressed, and evaluated. This cyclical approach builds in end user-driven accountability

through periodic client satisfaction evaluations, driving further capacity-building interventions and increased levels of consultation between end users and institutions.

Monitoring and evaluation of impact—improved services and increased institutional responsiveness—will be conducted by the end users, shaping the next round of capacity-building interventions based on the lessons learned (see Chart 1 below, Capacity Development Schematic Showing the Four Tiers).

This “umbrella” approach opens broad opportunities for selection of institutional partners which can build on past CEP I experience and contacts. It also opens possibilities for work with broad constituencies such as women, youth, and the private sector, as umbrella organizations represent institutions across these sectors and constituencies.

**Chart 1: Capacity Development Schematic**



## **Methodology**

CEP II will assess institutional gaps, develop an integrated action plan of assistance, and progressively implement the assistance package linked to technical assistance activities and grant-making through the standard CEP II process. Monitoring and evaluation of impact will be achieved through the setting of benchmarks and the application of a range of evaluation tools, including spot checks, the administration of questionnaires, and focus groups.

### **Phase One—Preparation**

By January 2009, CEP II will agree upon five prospective institutional partners with USAID. Initial discussions with each institution will be conducted by staff and will be completed by mid-January 2009. The use of grants to support capacity-building interventions will also be addressed. These initial steps will result in the formulation of a Memorandum of Understanding (MOU) which will define the roles and responsibilities of each party and help to promote buy-in from the targeted institution.

### **Phase Two—Assessment**

Assessment tools will be identified and customized as necessary both in-house and by STTA interventions. To retain maximum flexibility, CEP II will draw on a range of tools including the Organizational Capacity Assessment Tool (OCAT; developed by U.S. PVOs and in common use) and the Participatory Organizational Needs Assessment Tool (PONAT; developed and piloted by TAMKEEN) that can be tailored to a range of institutional complexity. In parallel with the formal institutional assessment, a stakeholder assessment will be carried out using questionnaires and/or focus groups for member CSOs and service end users.

### **Phase Three—Identification of Institutional Gaps**

The findings of the assessment processes will be analyzed through a process of triangulation of data between the targeted institutions and their stakeholders. CEP II will present the findings and recommendations at a meeting organized by the target institutions to include an appropriate range of stakeholders. CEP II will be alert to common key gaps that can be addressed by training inputs across all targeted institutions (e.g., English language training, or advocacy and proposal development).

### **Phase Four—Developing Customized Action Plan of Assistance**

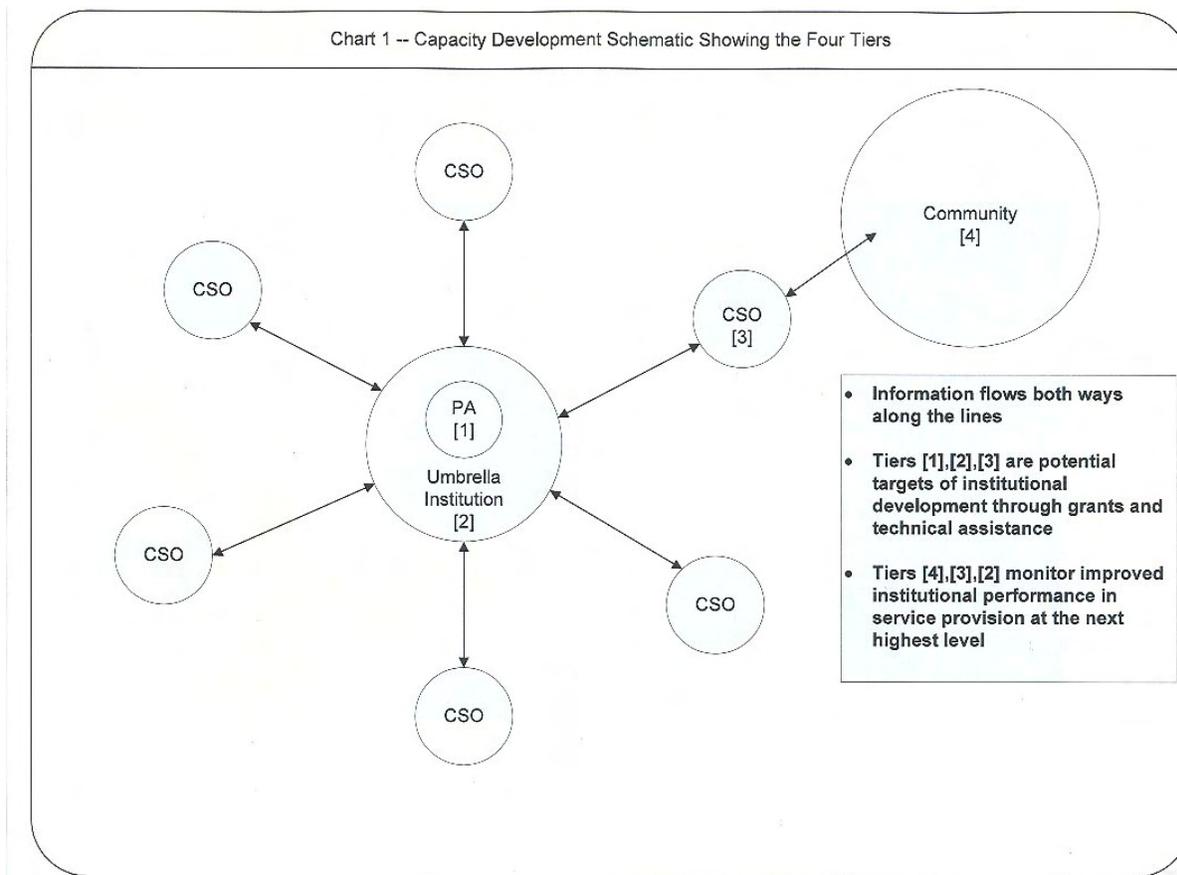
CEP II will then work with the target institution(s) to develop an action plan of assistance to address these priorities; clarify the approaches and packages of assistance to be provided (grants/technical assistance); establish overall scheduling and a reasonable time frame; set clear objectives, expected results, and outcomes; and design a monitoring and evaluation framework to measure progress towards these ends. The initial 5 action plans will be completed by March, 2009.

At this point, estimates of the financial and human resources needed to implement the plan will be made. CEP will then share the action plan with USAID to obtain initial approval (yellow light) for the approach, budget, time frame, and use of STTA and grants for its implementation. CEP II will identify appropriate Short-Term Technical Assistance in close consultation with USAID. CEP II will draft technical Scopes of Work for USAID approval as requested. Selection of STTA will be carried out in close consultation with USAID. CEP II will sign service agreements with technical consultants. Grant proposals will be submitted as necessary to USAID for approval.

## Phase Five—Implementation

CEP II will then move into the implementation phase, using targeted technical assistance and grants to achieve the objectives of the action plan. Implementation will be a progressive process linked to, and integrated with, periodic monitoring and evaluation activities involving the institution and stakeholders. The evaluation process will be designed to assess results, outcomes, and impacts of the overall package of assistance against clear milestones. The overall process is presented in Chart 2, Capacity Development Schematic.

**Chart 2: Capacity Development Schematic**



CEP II estimates that implementation of capacity-building assistance packages will be under implementation by April, 2009 with at least three selected institutions actively engaged in the process (see Table 1, Illustrative Time Line for First Year Work Plan Implementation).

**Table 1: Illustrative Time Line for First Year Work Plan Implementation**

**APPENDIX I – YEAR ONE IMPLEMENTATION SCHEDULE  
Civic Engagement Program II – Year One Work Plan**

Component and Activities	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09
<b>Component (A) Program-Wide Activities</b>												
CEP II Contract Signing/Start-Up Phase												
First Annual Work Plan												
Grants Management Plan												
Performance Monitoring Plan												
CEP II Staff Recruitment												
CTO Weekly Meetings												
Monthly Reports												
Quarterly Reports												
Monitoring and Performance Reporting												
Rolling Assessments												
Workshops												
Retreats												
<b>Component (B) In-Kind Grant Activities</b>												
On-going Grant Implementation												
Approximately \$350K/month grant funds burnrate												
5-7 Grants per month												
Capacity Building Grants												
<b>Component (C) Capacity Building Activities</b>												
Initial Assessment												
Identification Geographic/Programmatic Areas												
Selection of Institutional Partners												
Development of Partner Action Plans												
Periodic Reviews												
Monitoring, Impact Analysis and Reporting												
End of Year Review and Analysis												
Year 2 Planning												
Selection of Institutional Partners (Yr 2)												

## 2.2.5 Preview of Likely Activities

As previously stated, CEP II has tentatively identified the Ministry of Youth and Sports; the Palestinian National Football Federation; the Jenin, Bethlehem, and Hebron Chambers of Commerce; and several possible NGO/CSO partners, including the Institute for Peace and Cooperation Centre (IPCC) working in East Jerusalem and Stars of Hope, a disabled women's association located in Ramallah.

In addition to these preliminary targets, CEP II will build on its past solid experience and activities in selecting partners and activities. CEP II will actively address current USAID interests in developing the capacity of the private sector to take advantage of future expanded marketing opportunities linked to an improvement in the security situation.

Institutional partners could be drawn from the following:

- Umbrellas/networks and their associated organizations which help to provide services and representation for the private sector, women, and youth. CEP I has provided equipment and developed infrastructure for a number of youth organizations: targeting this sector will allow us to capitalize on these types of investments.
- Palestinian Federation of Industries—representing eight business associations, has had gap analysis done by the USAID PED project with DAI and has horizontal but very informal linkages with Chambers of Commerce.
- Union of Chambers of Commerce.
- Palestinian Football Federation—coordinates over 40 football clubs including East Jerusalem and promotes girls' involvement in the sport as a means of personal empowerment.
- General Union of Palestinian Women—coordinates loosely with a huge network of women's bodies.
- Association of Palestinian Local Authorities.
- Ministries that have relevant downward linkages such as the Ministry of Youth and Sports, Ministry of Women's Affairs, and Ministry of Local Government.

Assistance activities will be designed to help the institutions improve their capacities in responsive service provision and expand possibilities for better communications between end users and their institutional representatives at all levels. A likely menu for assistance packages could include:

- The development of operational manuals and job descriptions.
- Support for improved internal operating systems.
- Support for equipment and improved office facilities.
- Support to a strategic planning process and assessing community needs.
- Support to enhanced capacities for promotional programs, advocacy, and public outreach.
- Training in short- and long-term planning and participatory needs assessments.
- Training in knowledge management systems.
- Support for media activities and materials to present and promote members' programs.
- Support for public platforms and forums to address local issues, roles, and responsibilities of central government.

This list of possible assistance packages serves as a menu that will be revised and adapted to meet the needs of various institutional types. Final institutional selections will be effected in close consultation with USAID and will fall within normal operating parameters, including compliance with vetting and ATC requirements.

# 3.0 PERFORMANCE MONITORING AND REPORTING

A CEP II monitoring, evaluation, and reporting system will be developed to provide analysis to USAID on program and overall contract performance. The monitoring and evaluation (M&E) system will build on previous experience, emphasizing rapid feedback on a grant-by-grant basis to facilitate program review and adaptation. The system will also accommodate longer-term capacity-building goals by customizing M&E plans for each capacity-building initiative linked, as appropriate, to program-level indicators.

An M&E Toolkit will be developed delineating the range, purpose, and use of information-gathering mechanisms in place for monitoring, evaluating, and reporting on results, outcomes, and impact. Tools will include GIS-linked indicators, standard monitoring and impact questions, after action reviews, and participatory assessment templates. Regular monitoring will generate project-level lessons learned for rolling up into program-level best practices. Impact information will be collected, analyzed, and reported on USAID's request.

Monitoring and reporting on a rapid and responsive program such as CEP II poses several challenges for program decision makers in understanding the impact of grant interventions. Establishing baseline data for such geographically dispersed and cross-sectoral interventions is highly problematic. In addition, program-level indicators are often insufficiently sensitive to capture impact-level information. CEP II will develop the current use of Initial Impact Indicators (IIIs) in combination with a clear articulation of assumptions around the project hypothesis, to more clearly link the results of interventions with the original project objectives. CEP II will explore the development of more generic IIIs across the program as possible that could function as program-level outcome indicators.

CEP II will also explore the possibility of periodic surveys which could answer key impact questions (Do people associate changes in their communities with the efforts of CEP-funded moderate leaders/institutions? What drives popular confidence and satisfaction around projects?), developed in consultation with or at the request of USAID.

A separate Performance Monitoring Plan (PMP) will be submitted concurrently with the Annual Work Plan, to plan, manage, and document the collection of performance data. The PMP will also describe the plan for data analysis, reporting, and use of the data that can inform timely program and contract management decisions.

CEP will provide regular reporting to USAID on a weekly, monthly, quarterly, and annual basis. Bullet points on project progress are submitted every week for inclusion with the Mission's bullet points. Monthly reports providing a brief description of activities, impacts, issues and constraints encountered, suggestions for additional actions, and up to three one-page success stories, will be submitted five days after the end of each month.

Quarterly reports, submitted within 15 days of the end of the project quarter, will report against the work plan and include summaries of activities, highlights, or results and achievements; performance reporting against the PMP; and problems encountered in implementation and proposed remedial actions. The fourth quarterly report of each fiscal year will also include a section summarizing the activities, achievements, and challenges of the previous year. This will serve as the Contract's Annual Report.

Annual Work Plans, detailing the work to be accomplished during the coming year, will be submitted as required in agreement with the CTO to reflect changes on the ground. CEP will also provide periodic reports in consultation with USAID, including special impact studies, lessons learned, and USG- or Mission-directed reporting.

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