



USAID | **WESTBANK/GAZA**
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WEST BANK AND GAZA CIVIC ENGAGEMENT PROGRAM

JANUARY 2010

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ACRONYMS AND ABBREVIATIONS

APS	Annual Program Statements
BCCI	Bethlehem Chamber of Commerce and Industry
CEP	Civic Engagement Program
CO	Contracting Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
CSO	Civil Society Organization
D&G	Democracy and Governance
DCOP	Deputy Chief of Party
DQA	Data Quality Audits
ER	Early Recovery
GIS	Geographic Information System
GMS	Grants Management Specialist
GUC	Grants Under Contract
HA	Humanitarian Assistance
LHA	Life and Hope Association
M&E	Monitoring and Evaluation
MIS	Management Information System
NCD	National Council for Development
NFI	Non-food Items
NGO	Non-governmental Organization
PA	Palestinian Authority
PIB	Project-in-a-Box
PIRS	Performance Indicator Reference Sheets
PM	Project Management
PMC	Palestinian Center for Mass Communication

PMP	Performance Monitoring Plan
POC	Palestinian Olympics Committee
PS	Procurement Specialist
RFA	Requests for Application
RI	Relief International
RPR	Recipient Performance Report
SG	Standard Grant
SHCC	South Hebron Chamber of Commerce, Industry, and Agriculture
SOW	Scopes of Work
SPSW	Syndicate of Psychological and Social Workers
STA/M	Senior Technical Advisor/Manager
STTA	Short-term Technical Assistance
USAID	United States Agency for International Development
USG	United States Government
VAT	Value After Taxes
WB/G	West Bank and Gaza

I.0 INTRODUCTION AND BACKGROUND

During the past year, two events have significantly impacted the Civic Engagement Program's (CEP - contract number DFD-I-04-05-00218-00) programming and project implementation.

First, during the initial phase of implementation for year one, the Israeli military operation "Cast Lead" occurred in late December, 2008. In response, CEP shifted its focus towards emergency humanitarian assistance grants for the Gaza Strip to assist with the consequent humanitarian crisis. In the aftermath of Operation Cast Lead, CEP played a critical role as first responder to the crisis, immediately providing emergency food, medical and non-food items (NFIs) to Gaza. As the full extent of the crisis emerged, the United States Agency for International Development (USAID) made necessary modifications to CEP. The task order, raising the grant ceiling from \$250,000, to \$750,000 for U.S. non-governmental organizations (NGOs), allowed for a sustained pipeline of humanitarian assistance grants to flow into Gaza; and was funded through CEP and implemented by a pool of U.S. and international organizations with demonstrated capacity to implement within a complex political and regulatory environment.

Second, and also as a result of the crisis in the Gaza Strip, CEP was selected as the preferred mechanism for emergency humanitarian and early recovery assistance in Gaza by USAID. This resulted in an infusion of funding in October, 2009, raising the total value of the contract by a \$40.5 million modification to \$60,500,000. At the same time, CEP was given a one-time-only authorization to fund early recovery grants up to a total of \$18,000,000 at a maximum of \$2 million each, using the additional funding received through the October, 2009 modification.

While all activities envisioned under CEP's First Annual Work Plan continued as scheduled, programmatic and operational adjustments were necessary to keep pace with the past year's developments. Operation Cast Lead has been a "game changer" in terms of the scope and breadth of CEP activities, impacting both programmatic and operational functions. CEP has transitioned from an implementer of rapid, reactive democracy and governance (D&G) in-kind grant activities, to the primary provider of humanitarian assistance (HA) and early recovery (ER) grants in Gaza. Over the past year, while diligently executing the D&G duties described in the First Annual Work Plan, CEP has also been tasked with broader responsibilities to ensure that the U.S. government's effort to alleviate suffering in Gaza is sustained through the provision of high-value standard grants to U.S. and international organizations.

This shift to the use of high-value standard grants has changed the way CEP does business. While CEP will continue to implement conventional in-kind grant activities across the West Bank and Gaza, the preponderance of grant funds will be devoted to the Gaza Strip. This is diametrically opposite to the previous year's geographic and programmatic objectives. A quick tally of projected funding targets shows that approximately \$18 million is either obligated or completed in Gaza and \$15 million has been dedicated for ER grants in addition to \$5.2 million for HA grants and the remainder for West Bank D&G programming. With a program grant budget totaling \$49 million dollars and considering that in the past year nearly \$4.8 million has been either completed or obligated in West Bank projects, this leaves approximately \$6 million that can be devoted for capacity building and D&G programming in the West Bank.

As we progress through the second year of the project and into the third, we will look for opportunities (depending on availability of funds) to expand our efforts into certain key areas, including:

- Environmental projects;
- Capacity building and service enhancement;
- Job creation and economic revitalization; and,
- Psychosocial support interventions.

The crisis in the Gaza Strip demonstrated the value of a flexible, liquid funding mechanism (CEP) in times of crisis. The program's ability to quickly and efficiently process grant funds allows it to make significant contributions to Palestinian society through, for example, the 12 youth clubs that are now better able to provide services and to increase their membership, and the 21 municipalities and village councils that are in a better position to respond to their citizens' priorities. The program's efforts continue despite the ongoing challenges that define our work in the West Bank and Gaza—political sensitivities, restrictions on contact and movement of goods and people (especially into and out of the Gaza Strip), and as noted, violence and war.

For the second year of the program, while some emphasis has been taken off the West Bank D&G programming, CEP will continue to use program resources to ensure the timely delivery of needed commodities and NFIs to Gaza, in addition to long-term development initiatives. The change in program weighting compared to last year's anticipated programming allows USAID/West Bank and Gaza and the U.S. Government to forward fund immediate, crucial activities to achieve program goals and objectives.

Furthermore, while CEP traditionally programmed and implemented all in-kind grants through in-house resources, the high-value, standard grants require that direct implementation of grant activities are undertaken now by U.S. and international organizations operating in the Gaza Strip with CEP assuming the oversight and monitoring role for these grants. Therefore, in the second year of operations, CEP will be heavily involved in contracts management and financial oversight of the standard grants awarded.

The Work Plan that follows describes the activities that CEP will implement to fulfill its requirements, and all other actions required to assure the efficient and compliant implementation of program grant activities. The work plan reflects the planning discussions of the CEP staff, often in collaboration with USAID colleagues. These discussions have taken place over time, and also at a Work Planning and Team Building Workshop that was held for all staff from November 13 to 15 (see Annex 1).

CEP's projected grant activities, by grant type, are described in Section 2.0, as is a summary of the planned Capacity Building tasks. Section 3.0 describes the monitoring and evaluation actions we will undertake. A series of annexes provide background information on the planning workshop (Annex 1), capacity building (Annex 2), monitoring and evaluation (Annex 3), and a financial report (Annex 4).

2.0 PROGRAM ACTIVITIES

The scope of the CEP 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 is its ability to respond decisively to political developments on the ground in support of U.S. Government priorities through the provision of grants. For the most part, the nature of these grants is Mission, United States Government (USG), or field-driven, reducing the need for Annual Program Statements (APS) in the normal course of grant development, except in the case of large grants over \$100,000. Moreover, this flexibility on the ground allows CEP to execute a wide range of grant activities that address *critical and often unanticipated needs* in rapid fashion. The primary distinction of the CEP program is its ability to be reactive to emerging political events or humanitarian crises, thereby providing the Consulate General and USAID with a mechanism to achieve forward momentum in terms of assisting the Palestinian people while also achieving USG political objectives.

To assure continued efficiency and effectiveness with the additional program funds, CEP took several important procedural steps in the past several months, including:

- Revised and updated grant templates and guidance sheets;
- Hired new staff;
- Improved integration between procurement and compliance;
- Unified filing system for contracts and regular grants;
- Starting pairing the Procurement Specialists with the Grants Management Specialists; and
- Updated the home office procurement manual.

These improvements have allowed CEP to double the amount of funds that can be processed, and to position the program for the additional grant funds received.

In this coming program year, CEP will continue its provision of in-kind assistance to government and/or non-governmental entities, with an emphasis on emergency and early recovery activities for the Gaza Strip. As a result, the Standard Grant (SG) mechanism for U.S. and international NGOs has been added to CEP's grants toolbox. As before, for standard programming and in-kind assistance, CEP will procure for, and provide to, the grantee the necessary products or services required to implement a wide range of projects or assistance. The larger value and longer period Gaza HA and ER grants require the standard grant as the appropriate vehicle to capture all regulatory and compliance details associated with these complex and expanded relief activities.

As a result of the current environment in the Gaza Strip, approximately two-thirds of CEP's grant concepts will be USAID Mission directed or through unsolicited grants, leaving approximately one-third to be project generated and developed by CEP Grants Management Specialists (GMSs) with the benefiting communities. CEP will continue to employ its demonstrated successful methodology to ensure that community participation in key geographic areas is sought, either through ad hoc mechanisms or through already established organizations or institutions. CEP will continue to conduct programmatic due diligence on all grant concepts, as well as to conduct responsibility determinations and financial due diligence of sub-awardees.

Even with the addition of the humanitarian assistance and early recovery grants, CEP will continue to respond appropriately with material assistance to strengthen the capacities of local institutions and community based organizations; or, as in Gaza, to alleviate the human suffering that results from unanticipated events.

The following describes CEP’s plans for the three basic types of grants that the program now funds and manages: Emergency Humanitarian Assistance Grants, Early Recovery Grants, and, Conventional West Bank D&G Program Grants.

2.1 EMERGENCY HUMANITARIAN ASSISTANCE GRANTS

The need for humanitarian assistance in Gaza is profound and as such is recognized by the USAID Mission as a key area for CEP. As a follow-on to the three rounds of emergency HA grants completed in the past year, CEP will continue with a fourth round of ongoing relief to those suffering in Gaza. The primary focus will be on seasonal responses including winterization of homes, hygiene and basic medical supplies, school uniforms and educational materials, along with ongoing food commodities and consumables.

These grants will continue to follow the model of previous HA assistance grants and as such, CEP intends to fund multiple grants in response to the ongoing humanitarian crisis in Gaza. The total cost for individual awards, direct and indirect costs combined, will be limited to a maximum amount of \$750,000 and, like previous rounds, all allowable costs must be consistent with USAID policies and procedures and be reasonable, allocable, well-documented and justified for the ongoing humanitarian assistance effort in Gaza.

It is anticipated that the next rounds of grants will include a staged project implementation schedule and be of longer duration than previous awards. The grants are expected to be medium-term (e.g., maximum duration of six months) in light of the nature of the extended humanitarian assistance demanded. The grants will reflect the changes that will make themselves apparent over time (e.g., seasonal assistance, activities that will dovetail with planned social events such as elections, the school year, festivals, etc.).

The Humanitarian Assistance Grants CEP plans to implement for the program’s second year (November 1, 2009 to October 31, 2010) are as follows.

Emergency Humanitarian Assistance Grants			
CEP Grant Number	Grantee	Assistance Type	Estimated Dollar Value
ARDWBG470	Relief International	Winter clothing and hygiene kits	\$749,956.00
ARDWBG471	CARE International	Food items, hygiene and first aid kits, and blankets	\$748,283.00
ARDWBG472	Catholic Relief Services	Food and hygiene kits	\$750,000.00
ARDWBG473	International Orthodox Christian Charities	Food and non-food items including quilts, clothing and hygiene items.	\$749,972.00
ARDWBG474	International Relief and Development	Food, hygiene kits, bedding kits, kitchen implements, and clothing	\$749,885.00
ARDWBG475	American Near East Refugee Aid	Winter clothing	\$750,000.00
ARDWBG476	Community Housing Foundation	Food, clothing, kitchen kits, shelter and winterization items, and child educational kits.	\$749,934.00

As previously mentioned, these grants will be of medium-term duration. Each has its own specific implementation timeline. The timeline for the Humanitarian Assistance Grants Program, overall, is as per the following phases.

CEP Humanitarian Assistance Grants – Program Year 2 Phasing Schedule													
Grant Phase	N	D	J	F	M	A	M	J	J	A	S	O	
Notification for submission and receipt	X												
Grant processing and approvals		X											
Implementation			X	X	X	X	X	X					
Follow-up, close out, monitoring and evaluation									X	X			

2.2 EARLY RECOVERY GRANTS

In order to complement the provision of humanitarian assistance during the coming program year, CEP will provide ER grants to U.S. and international NGOs. Those organizations will in turn implement activities to support residents of the Gaza Strip at both daily subsistence and long-term transformation levels. These grant requests were received on an unsolicited basis by USAID and forwarded to CEP for review and possible funding. They cover a wide range of innovative and technically fresh interventions new to CEP grant programming, including cash for work projects, psychosocial themed activities and micro-enterprise support grants that complement CEP’s previous D&G and humanitarian assistance programming.

The plan for the year is for CEP to fund approximately nine grants, each with a maximum value of \$2,000,000 per grant, for a maximum commitment to this component of the program of \$18 million, though current estimates are for the total package to equal \$15 million. The time frame of each grant ranges from 12-18 months allowing for implementers to develop the necessary relationships, confidence, and work plans with local partners and stakeholders to achieve anticipated results. Under the one-time authorization for ER grant funding at the \$2 million level per grant, CEP must sign and execute all standard grants by January 15, 2010. After award, CEP staff will provide oversight, financial reconciliation and activity monitoring of grant awardees.

The Early Recovery Grants CEP plans to implement for the program’s second year (November 1, 2009 to October 31, 2010) are as follows.

Early Recovery Grants			
CEP Grant Number	Grantee	Assistance Type/Grant Title	Estimated Dollar Value
ARDWBG450	Agency for Technical Cooperation and Development	Early Childhood Development Education Support and Kindergarten Rehabilitation	\$748,000.00
ARDWBG451	Mercy Corps	Cash for Work	\$2,000,000.00
ARDWBG453	Catholic Relief Services	Gaza Emergency And Recovery (GEAR)	\$1,814,000.00
ARDWBG454	World Vision International	Atfluna Amaluna - Our Children our Hope	\$1,247,000.00
ARDWBG455	Community Housing Foundation	Palestinian Reintegration and Enhancement Program (PREP)	\$2,000,000.00
ARDWBG456	International Relief and Development	Gaza Employment Generation through NGOs Program (GEGNP)	\$1,998,000.00
ARDWBG464	Community Housing Foundation	Gaza Urban Agriculture Revitalization and Development (GUARD)	\$1,427,000.00
ARDWBG465	International Orthodox Christian Charities	Emergency Work Opportunity and Relief Support Program	\$2,000,000.00

Early Recovery Grants			
CEP Grant Number	Grantee	Assistance Type/Grant Title	Estimated Dollar Value
ARDWBG466	World Vision International	Poverty Reduction through Agricultural and Fishing Infrastructure Rehabilitation	\$1,400,000.00

As previously mentioned, these grants will be of medium-term duration. Each has its own specific implementation timeline. The timeline for the Humanitarian Assistance Grants Program, overall, is as per the following phases.

CEP Early Recovery Grants – Program Year 2 Phasing Schedule												
Grant Phase	N	D	J	F	M	A	M	J	J	A	S	O
Notification for submission and receipt	X											
Grant processing and approvals		X										
Implementation*			X	X	X	X	X	X	X	X	X	X
Follow-up, close out, monitoring and evaluation*								X	X	X	X	X

*Implementation for the Early Recovery Grants varies from grant to grant but is typically from six-months to one year in length. Close out and final monitoring therefore depends on the implementation schedule for the grant in question.

2.3 CONVENTIONAL WEST BANK D&G PROGRAMMING

CEP's core D&G programming in the West Bank will continue throughout the coming program year with a continued focus on:

- Geographic areas where a critical mass of activity and progress has already been achieved; and
- Targets of opportunity that arise that are related to ongoing capacity development interventions with identified NGO and institutional partners.

In the coming year, CEP grants management staff will continue to identify discrete activities that contribute to overall project objectives. These grants will often result from technical studies and inquiries 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 of 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.

Ongoing grants that will continue during 2010 are as follows.

Conventional West Bank D&G Programming Ongoing Grants				
CEP Grant Number	Grant Title	Project Description	Schedule	Estimated Dollar Value
ARDWBG301	VC Public Park Bizzariya	Constructing a four dunam public park.	5 Feb 09-30 Mar 10	\$240,290
ARDWBG302	MC Road Rehab Salfit	Installing 1,350m of curbstones, building 2,500m ² of sidewalks and 436m ³ of retaining walls.	6 Oct 09-06 Mar 10	\$236,620
ARDWBG304	MC Girls' School Jayyus	Building a new primary girl's school.	15 Jan 09-1 Feb 10	\$244,242
ARDWBG306	VC School Building At Tayba	Building a new boys basic school.	29 Apr 09-14 Feb 10	\$240,340

Conventional West Bank D&G Programming Ongoing Grants				
CEP Grant Number	Grant Title	Project Description	Schedule	Estimated Dollar Value
ARDWBG352	NCD Schools Rehab Hebron	Providing the National Council for Development (NCD) with materials needed for rehabilitation of four schools in Hebron.	1 Nov 09-11 Feb 10	\$61,695
ARDWBG379	SOJ Furniture Equipment Beit Sahur	Providing the School of Joy for students with special needs with musical instruments, gym machines, and vocational equipment.	10 Nov 09-10 Feb 10	\$41,090
ARDWBG396	MC Schools Road Rehab Al-Ubeidiya	Rehabilitating the schools' access road in Al 'Ubeidiya through constructing retaining walls, sidewalks, and asphaltting the street.	15 Oct 09-15 Feb 10	\$122,950
ARDWBG397	JCDC Food Supplies Furniture Jerusalem	Providing The Princess Basma Jerusalem Center for Disabled Children (JCDC) with new furniture for the dormitories and upgrade the school classroom doors.	21 Oct 09-21 Feb 10	\$119,680
ARDWBG398	House of Hope Rehab Furniture Bethlehem	Rehabilitating and furnishing for the House of Hope in Bethlehem.	14 Sep 09-14 Feb 10	\$241,705
ARDWBG416	MC Tourism Promotion Beit Sahur	Supporting the Tree-Lighting Christmas Festival in Beit Sahur.	8 Dec 09-14 Jan 10	\$33,600
ARDWBG424	CSPO Olive Press Rehab Bethlehem	Supporting the Cooperative Society for Olive Pressing (CSOP) in Bethlehem in the renovation of the existing soap factory and the maintenance of the olive pressing machines.	26 Oct 09-26 Mar 10	\$99,680
ARDWBG427	SPSW Psychological Disorders Nablus	Supporting the Syndicate of the Psychological and Social Workers (SPSW) in order to develop its capacity especially its human resources and public outreach.	10 Dec 09-09 Jul 10	\$66,100
ARDWBG432	BCCI IT Equipment Software Bethlehem	Supporting the IT capacity of Bethlehem Chamber of Commerce and Industry (BCCI).	08 Dec 09-09 Dec 10	\$100,650

Grants planned for the West Bank in the next year are as follows.

Conventional West Bank D&G Programming Committed Grants				
CEP Grant Number	Grant Title	Project Description	Expected Schedule	Estimated Dollar Value
ARDWBG303	VC Children Park Al 'Aqaba	In cooperation with Al' Aqaba village council, build a public park.	20 Feb 10-30 Oct 10	\$190,610
ARDWBG309	VC Main Entrance Rehab Dier lbzi'	Support Deir lbzi' Village Council (DIVC) by providing the funds to upgrade the main entrance of Deir lbzi' village.	1 Feb 10-30 Jun 10	\$123,350

Conventional West Bank D&G Programming Committed Grants				
CEP Grant Number	Grant Title	Project Description	Expected Schedule	Estimated Dollar Value
ARDWBG386	VC School Labs Zabda	Partner with Zabda Village Council to build an annex building to the Secondary School.	1 Feb 10-30 Jul 10	\$193,542
ARDWBG425	MC Health Clinic Yatta	Support Yatta Municipality (YM), south of Hebron Governorate, for the primary health care clinic.	20 Feb 10- 20 Jul 09	\$120,850

2.4 CAPACITY BUILDING ACTIVITIES

Ten institutions and organizations will be selected by CEP to collaborate on capacity building activities. The project has already begun working with six of the 10:

- Bethlehem Chamber of Commerce;
- Hebron South Chamber of Commerce;
- Palestinian Center for Mass Communication (PCMC) – Hebron;
- Palestinian Olympics Committee – Ramallah;
- Syndicate of the Psychological and Social Worker – Nablus; and
- Life and Hope Association – Gaza.

In identifying capacity building partners, CEP targeted institutions which have the potential to influence a large number of people, are dedicated to making a difference in the daily lives of Palestinians, and are in positions to advance the prospects for political solutions and economic development.

Another four partners will be selected this program year. The same basic criteria will be followed in selecting the next four partners, with an emphasis on diversity in their mandates and, to the extent possible, their geographic locations.

CEP has a strategy for each of the six capacity building partners which describes the history, background, and vision of each organization, and its current activities and donors. The strategy proposes a series of grants and possible grants that CEP will fund and implement with each of these partners in an effort to not only meet positive community objectives, but also to create an opportunity for organizational capacity development for each of the grant recipients. In addition to the grant support, CEP has funding for short-term technical assistance support that will be provided to each partner. Assistance needs will be identified for each partner, and then provided as required.

The full strategy report is included as Annex 2 to this work plan. The capacity building objectives and specific grants planned for each organization are summarized in the following. As noted, some of the activities will extend into the next (third) project year.

CEP Capacity Building Activities – Program Year 2

I. Bethlehem Chamber of Commerce

Capacity Development Objective: become the first e-chamber in the West Bank, providing services, information, and promotion for their members through the internet.

Planned CEP Activities:

- Equipment Software - \$80,000 — Oct '09-Dec '09
- Staff and Members Training — \$30,000 - Oct '09-Dec '09
- Women Business Development — \$40,000- Oct '09-Dec '09

CEP Capacity Building Activities – Program Year 2

- Training Center Construction - \$250,000 - Oct '09-April '10

2. South Hebron Chamber of Commerce

Capacity Development Objective: develop administrative capacity of the chamber by obtaining the ISO certification

Planned CEP Activities:

- ISO9001 Certification - \$30,000 — Oct '09-Nov '09
- IT Equipment and Furniture - \$80,000 — Oct '09-Dec '09

3. Palestinian Center for Mass Communication (PCMC)

Capacity Development Objective: enhance organizational capacity to positively influence public opinion, especially politically

Planned CEP Activities:

- Language Lab Equipment - \$60,000 — Oct '09-Dec '09
- Training of Local Action NGO Group — \$38,000 - Sep '09-Nov '09

4. Palestinian Olympics Committee

Capacity Development Objective: develop financial and administrative capacity for Committee operations

Planned CEP Activities:

- Administrative/Financial Capacity Development Training - \$70,000 — Oct '09-Oct '10
- Sports Human Resources Training - \$200,000 — Nov '09-Nov '10
- Sports Infrastructure Upgrading - \$700,000 — Oct '09-Mar '11

5. Syndicate of the Psychological and Social Workers/Nabulus

Capacity Development Objective: attain Palestinian legal status as a certified authority for psychological and social workers

Planned CEP Activities:

- Human Resources, Financial and Administrative Systems Development — \$50,000 - Oct '09-Dec '10
- Treatment of Trauma and Psychological Disorders — \$40,000 - Oct '09-Dec '10
- Provision of Equipment - \$50,000 - Jan '10-Apr '10

6. Life and Hope Association

Capacity Development Objective: strengthen capacity to provide outreach to target marginalized areas

Planned CEP Activities:

- Stress Releasing Sessions — \$50,000 - Oct '09-Dec '09
- Board of Directors Outreach Training - \$20,000 — Oct '09-Jan '10
- I.T. Equipment Upgrade — \$40,000 - Oct '09-Dec '09
- Board of Directors Managerial Training — \$35,000 - May '10-Feb '11

2.5 ADDITIONAL PROJECT ACTIVITIES

The CEP grant activities, as described above, are the primary function and output of the project. As such, the CEP plan for the coming year is essentially to develop, fund, implement, manage, and monitor all of the grants listed above, according to the scheduling parameters noted. Each of the grants listed has its own scope of work, budget, schedule, and monitoring plan, and all of this information is included in the CEP database and grant files.

At the same time, effective implementation is dependent on a number of other essential activities associated not only with programming but also with grants and compliance, and project administration and finance. The Work Planning and Team Building Workshop that was held for all CEP staff from November 13 to 15 was designed to discuss all of the other factors—including teamwork—that impact the final CEP product; that is, the grants that are funded and implemented. Sessions focused on team building, assessment of accomplishments and challenges, communications, administrative procedures, program processes, and activity planning. In summary, the activities and sub-tasks planned are as follows.

Programming Unit - Year 2 Work Plan

A. Ensure proper implementation of ongoing grants:

- A1. Comprehensive field visits to project sites;
- A2. Increased involvement with partners;
- A3. Focus on monitoring and evaluation (M&E) (establish a plan and backfill);
- A3.1 Develop M&E protocols; and
- A3.2. Bring staff on-board for M&E data collection.

B. Capacity building deliverable satisfied:

- B1. Identify another four partners for capacity building;
- B2. Formulate activities to satisfy requirements (e-grants writing);
- B3. Identify and formulate SOW for STTAs; and
- B4. Ensure proper implementation of capacity building activities.

C. Public outreach and reporting enhanced:

- C1. Integrate information from all teams and satisfy proper reporting and outreach;
- C2. Complete the different tools, including website, brochures, video, stories & reports; and
- C3. Ensure adequate advocacy for CEP at USAID.

Grants Compliance & Procurement Unit - Year 2 Work Plan

A. Procurement Tracking Sheets Combined:

- A1. Review all procurement sheets;
- A2. Design database;
- A3. Approval by ARD Management;
- A4. Design and present manual;
- A5. Training on database PS & GSS/Compliant; and
- A6. Feed information into database/monitoring.

B. Integration between Grants Management Specialists and Procurement Specialists (PS) Enhanced:

- B1. Conduct regular field visit when necessary between GMS and PS during grant life; and
- B2. Conduct bi-weekly meetings.

C. Documentation process updated, including clarified grant close-out process and centralized/standardized sub-ward audit documentation collection:

- C1. Review past process plans;
- C2. Request component input;
- C3. Provide component input;
- C4. Combine components for draft;

- C5. Draft review/modification;
- C6. Management approval/final draft;
- C7. Finalize and format final manual;
- C8. Feedback; and
- C9. Manual updates/maintenance.

Administration, Finance & Logistics Unit - Year 2 Work Plan

A. Video conference equipment for Gaza & Jerusalem offices installed:

- A1. Assess videoconference viability in Jerusalem & Gaza; and
- A2. Purchase and install videoconference equipment in Jerusalem.

B. IT equipment delivered to Gaza:

- B1. Deliver equipment to Jerusalem office;
- B2. Identify delivery options to get equipment into Gaza; and
- B3. Complete delivery to Gaza.

C. New financial reporting system implemented:

- C1. Discuss options with home office;
- C2. Obtain offers and procure software; and
- C3. Train staff in system.

D. TetraTech Project Management (PM) Portal financial reports accessed and used:

- D1. Access utility of PM Portal Reports and customize some reports; and
- D2. Utilize reports in regular financial analysis.

E. Staff trained (in first aid, security, etc.):

- E1. Identify trainers and training resources;
- E2. Review and update security manual; and
- E3. Conduct the training.

F. New staff hired (SACS, PS, ES, GSS, Reception, GMS):

- F1. Identify trainers and training resources;
- F2. Interview and select candidates;
- F3. Obtain EBDs and verification;
- F4. Request USAID & HO approval;
- F5. Sign employment agreements and start working.

G. Project-in-a-Box (PIB)-A Accessed and used:

G1. Complete PIB/A and make it accessible via intranet;

G2. Project management team access PIB-A;

The full workshop report is included as Annex 1. That annex includes the notes and results from all of the workshop sessions, as well as timelines and schedules for all activities and tasks.

3.0 MONITORING AND EVALUATION

CEP will continue to strengthen M&E systems for past and future grants in the West Bank and Gaza. For a number of very good reasons, CEP data collection systems have not been fully developed to date. Given the addition of two new program objectives by USAID and an overhaul of program's Performance Monitoring Plan (PMP) and performance indicators, M&E system development has been challenging. The PMP submitted along with the First Year Annual Work Plan in December 2008 has been overtaken by events and is now obsolete since many new performance indicators have been added, USAID has developed two new objectives for the program, and previous performance indicators have been cut. CEP program staff is endeavoring to strengthen overall record keeping systems in order to compliantly pass Data Quality Audits (DQA), provide efficient and effective support documents for program decision-making, and create institutional learning and stronger overall internal understanding of anticipated results.

The assist with improvement to the system and its continued development through this program year and into the next, one of ARD's in-house M&E experts (Joe LeClair) conducted a grant review, evaluation, and M&E TDY in October to analyze system needs, develop a revised system, and lay out an approach for ongoing improvement. During the next work year, CEP will continue to devote the necessary in-house human resources to bolster ongoing M&E activities to ensure an accountable M&E system. Several main areas and system improvements will be addressed:

1. Improved supporting document record keeping;
2. Development and use of revised PMP Plan/Performance Indicator Reference Sheets;
3. Improvements to previous and existing CEP Data Collection Forms; and
4. Data Collection Forms revised to coordinate with USAID's GEO Management Information System (MIS).

In addition to ongoing support and another TDY by Mr. LeClair, CEP will assure the training required for a high-functioning M&E system. That will include:

- GMSs training primarily in data quality and collection;
- General staff training (especially to account for staff expansion) on the program's goal and objectives, and how performance indicators contribute to meeting those objectives and the project goal;
- Grantee training on use of revised and improved forms; and
- USAID training – CEP will request assistance and training from USAID so that CEP staff understand the mission's requirements and the M&E taxonomy it uses.

The following timeline describes a series of M&E related tasks that CEP will undertake in the coming year.

CEP MONITORING AND EVALUATION PROGRESS GANTT CHART

Task	CEP STAFF ¹	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	April 2010	May 2010	June 2010	July 2010	Aug 2010	Sept 2010	Oct 2010
1) CEP M&E Filing System in Place	BM with help from RH and YA	◆											
2) Revised PMP (with new Performance Indicator Reference Sheets) for internal purposes	BM and TBD with review from YA		◆										
3) All CEP staff trained on Performance Indictors				◆									
4) Capacity Development and Reporting Program Manager training for Grants Management Specialists	BA/ TBD		◆										→
5) Review of Information Management Specialist and Capacity Development and Reporting Program Manager job descriptions in lieu of new M&E responsibilities	YA with review from ML			◆									
6) New Person brought on board to handle M&E Responsibilities ²	YA with oversight from ML				◆								
7) Revised PMP (as necessary)	BM/TBD							◆					
8) Revised PMP approved by USAID	YA/ML								◆				
9) Revisions to data collection forms as necessary (after initial testing)	BM/TBD with assistance from GMSs						◆				◆		◆
10) Qualitative data collection systems assessed	BM (remotely) JLC							◆					

¹ YA= Youil Anastas BM= Bushra Mukbil RH =Rana Handal TBD= Potential M&E Staff Mark Levenson =ML

² Specific responsibilities for the new positions will be determined after analysis of current staff job descriptions that are conducting M&E duties/responsibilities.

Task	CEP STAFF ³	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	April 2010	May 2010	June 2010	July 2010	Aug 2010	Sept 2010	Oct 2010
11) Back Fill Previous Results Reported to USAID, for data that can't be recovered, "memos to the file" drafted and placed in files	BM, TBD, RH						◆						
ARD Home Office support and data audit	JLC									◆			
12} Implementation of qualitative data collection	BM/ TBD							◆	→				◆
13} Data Quality Audit (one day event)	BM/TBD with oversight from YA							◆					◆

³ YA= Youil Anastas BM= Bushra Mukbil RH =Rana Handal TBD= Potential M&E Staff Mark Leverson =ML

ANNEX I: CEP YEAR 2 WORK PLANNING WORKSHOP

CEP Year 2 Work Planning Workshop

St. Raphael Hotel, Limmasol, Cyprus

November 13-15, 2009



Facilitated by:

Rebecca Kanaan, ARD Senior Training & Facilitation Specialist

BACKGROUND & OBJECTIVES

The Civic Engagement Program (CEP) is a 36-month 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 provides capacity building support to a range of institutions in the WB/G.

Due to a number of factors—the requirement of submitting a Year 2 Work Plan, the contract requirement to hold off-site workshops and teambuilding meetings twice per year, and the recently received contract modification adding 40.5 million dollars to the contract value—the decision was made to hold a workshop not only to discuss work planning and conduct teambuilding, but also to fine-tune some administrative and programmatic procedures at the start of the second year of program execution.

The workshop was held in Limmasol, Cyprus, which made it more accessible to the program staff from Gaza, who face a number of obstacles to entering Israel for a meeting or workshop. ARD also sent the Home Office Project Manager (Ed Harvey), the Home Office Senior Technical Advisor/Manager (STA/M) (David Green), and a Facilitation & Training Specialist. The participation of the PM and STA/M enhanced the workshop, not only by bringing in ARD home office information, procedures and ideas, but also by allowing for teambuilding between the U.S. and WB/G staff.

Workshop objectives:

- Collaboratively review program achievements, setbacks, and challenges as we head into the next phase of programming;
- Create work plan matrices for each program functional unit, including Year 2 objectives, activities/tasks, timeline, and responsibilities;
- Contribute to teambuilding of the CEP team.

DEVELOPMENT OF AN AGENDA

Rebecca Kanaan, the ARD Senior Training & Facilitation Specialist, in close coordination with the CEP Chief of Party, the ARD Home Office Senior Technical Advisor/Manager, and the ARD Home Office Project Manager, developed an initial draft of the workshop agenda. The agenda was fine tuned and presented to CEP staff at the opening of the workshop. Adjustments were made to the agenda, to accommodate staff needs and desires. The final agenda follows.

CEP YEAR 2 WORK PLANNING WORKSHOP

Limmasol, Cyprus, November 13-15, 2009

OBJECTIVES:

- Collaboratively review program achievements, setbacks and challenges as we head into the next phase of programming;
- Create work plan matrices for each program functional unit, including Year 2 objectives, activities/tasks, timeline, and responsibilities; and
- Contribute to teambuilding of the CEP team.

AGENDA:

Friday, November 13

AM Arrival, Registration and Check-In (Samia)

12:30 Lunch

2:00 Welcome, Objectives, Schedule and Logistics (Rebecca and Mark)

2:15 Participant introductions & overview of ARD/IT status

2:30 Looking Ahead – Program Achievements and Upcoming Challenges (Mark)

3:00 Communicating and Working as a Team (Rebecca)

7:30 Dinner

Saturday, November 14

8:00 Breakfast

9:00 Overview of Work Planning Process

9:15 Rapid Assessment of Past Year of Program Interventions

- In three functional unit teams: Programming, Grants Compliance & Procurement, Finance & Administration;
- Each team fills out assessment flipchart (Major Accomplishments, Pitfalls/Obstacles, Trends Impacting Work, New Directions/Targets of Opportunity) [45 minutes]; and
- Each team presents assessment [10 minutes each].

10:30 Break

10:45 Year Two Work Planning (Rebecca)

- In same functional unit teams, define the overall Year 2 objectives/goals for each component [45 minutes];
- Write goals on cards provided; and

- Each team presents objectives; large group suggests any necessary adjustments [45 minutes].

12:30 Lunch

4:00 Year Two Work Planning (Rebecca)

- Unit teams elaborate matrices of activities/tasks needed to reach the objectives/goals set forth in the previous activity; and
- Matrices include activities, timeline, responsible party for each activity, and STTA needs.

6:00 Presentation of Work Plan Matrices

7:30 Dinner

Sunday, November 15

8:00 Breakfast

9:00 Teambuilding activity – “Sneak a Peek”

9:45 Administrative Procedural Reminders (Samia) – overview of security and admin manuals, discussion of employee evaluation as a tool for professional growth

10:15 Overview of ARD procurement regulations and guidelines (Diala)

11:00 Break

11:15 Process Engineering – begin to brainstorm the layout of CEP processes using three process scenarios (small groups map out the processes & present)

12:30 Lunch

4:45 E-grant writing (Youil)

5:15 CEP staff roles & responsibilities

7:00 Workshop Wrap-up & Next Steps

7:30 Dinner

Session Results

Following are brief descriptions of each session, along with the results of those sessions.

Session: Looking Ahead

The first session at the workshop was a brief presentation by the Chief of Party (COP), Mark Levenson. The objective of this session was to present an overview of CEP accomplishments over the past year and to highlight some of the upcoming activities, opportunities, and challenges for Year 2 of the program. This session set the stage for the Year 2 work planning, which was done on day two of the workshop. The COP was able to quickly point out some key accomplishments of the team, which served to motivate the team as they moved into the work planning phase of the workshop.

As a complement to this introduction by the COP, Bushra Mukbil (Project Information & Reporting Manager) and Rana Handal (MIS/Geographic Information System (GIS) Specialist) prepared a detailed presentation on the accomplishments of the project to date. This presentation served as an excellent introduction to the work planning exercise, as it gave very specific measures of progress to date and a good summary of what needs to be done in the remaining project years.

Session: Communication and Working as a Team

One of the needs identified in the months leading up to the workshop was better communication both within the various CEP functional units, and between them. This session, which was also designed to be a fun kick-off to the workshop, was meant to address the following objectives:

- Reflect upon positive and negative practices in teamwork;
- Reflect on the roles that various members of the team take on in order to accomplish a shared task; and
- Define critical factors to team success.

The team was given instructions for a “team challenge,” which they carried out, and then subsequently reflected on the effectiveness of their teamwork during the challenge. The challenge was simple, and unrelated to the actual work on CEP. This was done so that team members could speak openly about each other’s roles, strengths, weaknesses, etc., without feeling threatened or as if they were attacking one another.

Session: Year Two Work Planning

The work plan process was carried out in order to come up with Function Unit Work Plans for Year 2. It was a three step process, which is outlined below:

1. Reflection on major accomplishments and pitfalls/obstacles from the past year, and trends impacting the work and targets of opportunity and new directions that we might follow as we look forward to Year 2 (analysis);
2. In three groups (one for each functional unit), define the overall Year 2 goals for each unit (units were: Programming, Grants Compliance & Procurement, and Administration, Finance & Logistics);
3. Functional Unit teams elaborated matrices of activities/tasks to reach the goals set in the previous activity. Matrices include activities, timeline, responsible party(ies), and STTA needs; and
4. Presentations of activity matrices, and refinement based on group input

Session results:

Rapid Assessment of the Current Situation by Functional Unit Teams

Programming:

Major accomplishments:

- \$23 million obligation for signed grants;
- 69 projects for \$9.5 million in pipeline;
- \$50,000 individual beneficiaries benefitted from projects;
- 12 youth clubs were able to provide better services and increase memberships;
- 45 institutions with improved service provision; and
- 21 municipalities and VC are better responding to citizens' priorities.

Pitfalls/setbacks/obstacles:

- Vetting issues and no contact policy in Gaza;
- Fluid USAID policy (“ineligibility,” no action);
- Goods and people movement to and from Gaza;
- Internal information flow, communications, and teamwork;
- Review process engineering (map processes).

Trends that may impact work in Year 2:

- Focus on Gaza (by USAID);
- Collaborate with our partners;
- Geographic focus;
- Political conditions and elections;
- More focus on environmental issues; and
- More attention to programming and capacity building.

New directions/targets of opportunity:

- Environmental projects;
- Capacity building and service enhancement;
- Job creation and economic revitalization;
- Psychosocial support interventions;
- Focus on windows of opportunities – social & cultural events;

Grants Compliance & Procurement:

Major accomplishments:

- Doubled spending;
- Updated templates and sheets;
- Hired new staff (one GSS, four PS in last year);
- Better integration between procurement and compliance;
- Unified filing system for contracts and regular grants (sub-award and auditors);
- Starting the pairing PS with GMS;
- Professional growth;
- Updated home office procurement manual;
- Home office approved procurement manual; and
- Increased the threshold from \$2500 to \$25,000.



Pitfalls/setbacks/obstacles:

- Ineligibility (outstanding Gaza waiver);
- Gaza closure (COGAT);
- Vetting much better than before;
- OCM (contract approval) and minor extensions (long process); and
- Understaffed (but now have more staff).

Trends that may impact work in Year 2:

- Currency fluctuations (complaints by vendors);
- Loosening of Gaza restrictions;
- Tightening USAID scope;
- Temperature getting cooler (puts pressure on to get infrastructure like housing underway, for example);
- More grants being approved;
- More demand for Gaza leads to more demand for Cathy; and
- High expectations of USAID.

New Directions/Targets of Opportunity:

- Re-do process documentation (update);
- Integration GMS & PS;

- Reorganize with new GSS Assistant;
- Expanding scope of procurement items;
- Tune grants close-out process; and
- Combine procurement tracking sheets.

Administration, Finance & Logistics:

Major accomplishments:

- Successful financial reporting – Value After Taxes (VAT) reports, inventory, subcontracting;
- Payments on time;
- Running finance department with shortage of staff (hiring Bana);
- Moving to new office in short time and equipping and finishing new office;
- Successful in getting ALL staff to retreat;
- Smooth process and communication with home office regarding new hires, Requests for Applications (RFAs)...; and
- A waiver approval for Gaza vehicle

Pitfalls/setbacks/obstacles:

- Senior accountant position still vacant;
- Lack of equipment and office supplies in Gaza;
- Closure of borders between Gaza and West Bank (unable to send mail between offices!);
- Delays at checkpoints;
- Lack of information regarding main roads between cities;
- Inability to obtain permits; and
- Lack of financial system.

Trends that may impact work in Year 2:

- Closures and political situation;
- Home Office Project Manager access to TetraTech PM portal;
- Project in a Box (PIB-A and PIB-T);
- Access for staff to vacation, holidays...balances; and
- Including admin staff in local analysis email list (to be in the loop).

New directions/targets of opportunity:

- Easy access of Gaza staff/equipment (better communication, interaction, enough equipment);

- Possible introduction of new procedures for financial reporting (quickbooks); and
- Training for staff (on first aid, security....).

Next, each Functional Unit team came up with Year 2 Goals, which can be seen in the activity matrices below. This photo shows the intermediate step of presenting and refining the goals in plenary, prior to filling out the activity matrices....



YEAR TWO WORK PLAN ACTIVITY MATRICES:

Programming Unit Year 2 Work Plan

Goals	Activities	Timeline				Responsible	STTA Needs
		Q1	Q2	Q3	Q4		
A. Ensure proper implementation of ongoing grants	A1. Comprehensive field visits to project sites					GMS & IGM	
	A2. Increased involvement with partners					GMS & Deputy Chief of Party (DCOP)/P	
	A3. Focus on M&E (establish a plan and backfill)					GMS & PIRM & IMS	Home Office (Joe) - 2 weeks inc. travel
	A3.1 Develop M&E protocols					GMS & PIRM & IMS	
	A3.2. Bring staff on-board for M&E data collection					GMS & PIRM & IMS	
B. Capacity building deliverable satisfied	B1. Identify another 4 partners for capacity building					GMS & DCOP	
	B2. Formulate activities to satisfy requirements (e-grants writing)					GMS	
	B3. Identify & formulate SOW for STTAs					GMS & grantee	For specific CB: sports org (1yr), social science (3 mo.), institutional (2 mo.), needs assess. (2 mo.), IT (6 mo.)
	B4. Ensure proper implementation of capacity building activities					GMS	
C. Public outreach & reporting enhanced	C1. Integrate info from all teams & satisfy proper reporting & outreach					PIRM & IMS	
	C2. Complete the different tools, including website, brochures, video, stories & reports					PIRM & IMS	
	C3. Ensure adequate advocacy for CEP at USAID					COP & home office	

Grants Compliance & Procurement Unit Year 2 Work Plan

Goals	Activities	Timeline				Responsible	STTA Needs
		Q1	Q2	Q3	Q4		
A. Procurement Tracking Sheets Combined	A1. Review all procurement sheets					PM & DCOP/GC & PS	
	A2. Design database					PM & IT Specialist	
	A3. Approval by ARD Management					COP	
	A4. Design and present manual					PM & IT Specialist	
	A5. Training on database PS & GSS/Compliant					IT Specialist	
	A6. Feed information into database/monitoring					All PSs & PM	
B. Integration between Grants Management Specialists & Procurement Specialists Enhanced	B1. Conduct regular field visit when necessary between GMS & PS during grant life					GMS & PS & PM (when needed)	
	B2. Conduct biweekly meetings					All programming team, DCOPs & COP	
C. Documentation process updated, including clarified grant close-out process and centralized/standardized sub-award audit documentation collection	C1. Review past process plans					DCOP/GC	
	C2. Request component input					DCOP/GC	
	C3. Provide component input					All involved	
	C4. Combine components for draft					DCOP/GC	Graphics/formatting assistance (Tracy Simmons?) - 1 week
	C5. Draft review/modification					All involved	
	C6. Management approval/final draft					COP	
	C7. Finalize & format final manual					DCOP/GC & HO	
	C8. Feedback					All involved	
	C9. Manual updates/maintenance					GSS	

Administration, Finance & Logistics Unit Year 2 Work Plan

Goals	Activities	Timeline				Responsible	STTA Needs
		Q1	Q2	Q3	Q4		
A. Video conference equipment for Gaza & Jerusalem offices installed	A1. Assess videoconference viability in Jerusalem & Gaza					Ali, IT Co., Samia	
	A2. Purchase and install videoconference equipment in Jerusalem					Ali	
B. IT equipment delivered to Gaza	B1. Deliver equipment to Jerusalem office					Samia	
	B2. Identify delivery options to get equipment into Gaza					Samia	
	B3. Complete delivery to Gaza					Gaza staff? Courier?	
C. New financial reporting system implemented	C1. Discuss options with HO					Ed, Jack & Samia	
	C2. Obtain offers and procure software					Samia & Jack	
	C3. Train staff in system					Samia & Jack & Lena	
D. TetraTech PM Portal financial reports accessed and used	D1. Access utility of PM Portal Reports and customize some reports.					Samia, Ed & Ashley	
	D2. Utilize reports in regular financial analysis					Entire project management team	
E. Staff trained (in first aid, security, etc.)	E1. Identify trainers and training resources					Samia & logistics staff	
	E2. Review and update security manual					Samia & Mark	
	E3. Conduct the training					Trainers & Mark	
F. New staff hired (SACS, PS, ES, GSS, Reception, GMS)	F1. Identify trainers and training resources					Samia & Mark	
	F2. Interview and select candidates					Samia & Mark	
	F3. Obtain EBDs and verification					Samia	
	F4. Request USAID & HO approval					Samia, Ed, Mark, Pam	
	F5. Sign employment agreements and start working					Samia & new staff	
G. PIB-A Accessed and used	G1. Complete PIB/A and make it accessible via intranet					Home office PIB team	
	G2. Project management team access PIB/A					Project Mgmt. team	

NEXT STEPS IN PREPARATION OF WORK PLAN

- Rebecca and Ed type notes – Monday;
- Paragraphs of introduction to each unit work plan (from assessment info) – Samia drafts Admin Unit, Bushra drafts Programs Unit, Peter drafts GC&P Unit [by Friday, 11/20];
- Fine-tune activity plans – same people as above [by Friday, 11/20];
- Unit teams comment & finalize drafts – Monday-Tuesday, [11/23-11/24];
- Send plans to Mark – Mark compiles and proofreads (and adds introduction, mention of budget issues, etc.) [Wednesday, 11/25];
- Mark sends draft to Ed & David by Friday, [11/27]; and
- Thorough budget review – Mark, David, Ed, Peter, Youil, Samia [immediately].

Session: Teambuilding & Communication (“Sneak a Peek”):

This was another fun teambuilding activity, in which participants were divided into three teams and given the same team “assignment.” They chose one team member, who had to be able to describe an object (sculpture) in enough detail that the rest of the team was able to re-create it from verbal instructions alone. The activity highlighted the importance of clear verbal communications, while at the same time forcing team members to take on different roles, work together under pressure (time), and struggle together to accomplish a shared task.

After the activity, a discussion was held that focused on roles, important aspects of teamwork, and lessons that participants could apply to their own work on CEP.

Session: Administrative Procedural Reminders:

Following the work planning sessions, Samia Masad, the Administration & Finance Manager, gave a brief presentation to review key administrative/security rules, guidelines, and protocols. The Chief of Party reinforced certain topics and issues. Samia and Mark took comments and questions during and after the presentation. The comments and suggestions follow:

Phone:

- Change ring of main phone so it sounds different than all of the other phones;
- Train on how to forward calls, etc.;
- Administrative Specialist designates someone to take calls while she is away from the front desk; and
- Transfer calls to someone’s phone when administrative assistant is away from the desk (rotate responsibility, but inform person that they are in charge).

Security:

- Need a policy on the front gate (closed at all times?); and
- Once intercom is working, gate should be closed all the time.

Probation:

- We should try to help people success instead of seeing this as a threat.

Cleaning:

- Try to help keep the office clean (hallways, shared areas, kitchen, bathrooms)
- Refrigerator – take your own stuff OUT. Don't leave it for weeks until it rots.

Session: Overview of ARD Procurement Regulations and Guidelines:

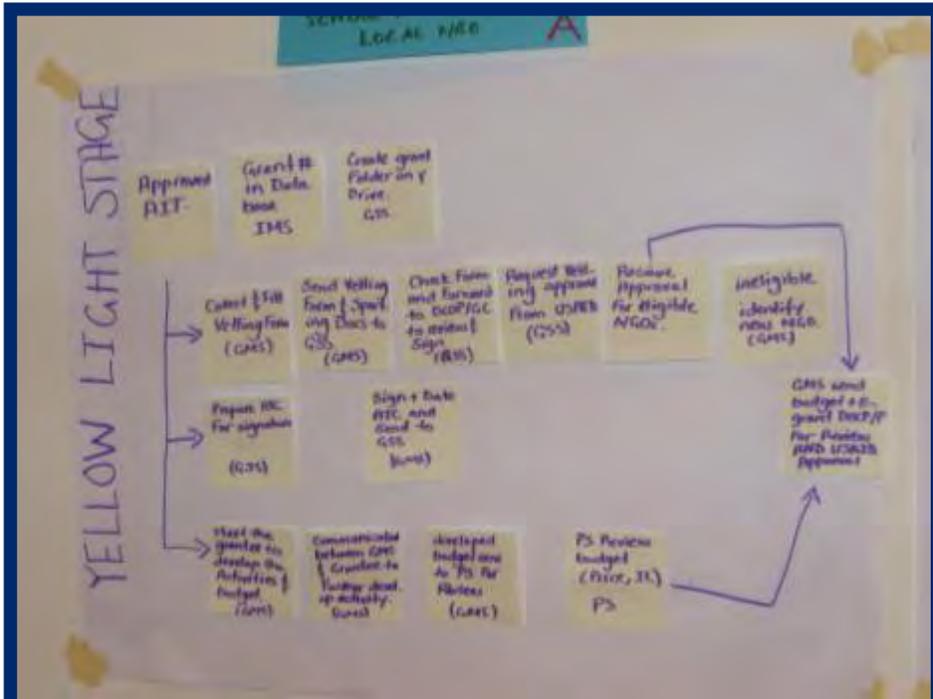
Diala Khalaf, Procurement Manager, in coordination with Nadin Badereddin, Procurement Specialist, did a brief presentation on USAID procurement regulations, which was followed by a Q&A session. This session was meant to offer an overview to new members of the team who work in procurement, and to those not directly involved in procurement. It served as a reminder to those team members who deal with procurement rules and regulations on a daily basis.

Session: Process Engineering:

The purpose of this session was to begin to map out some of the complex processes involved in CEP grant-making. There is a need to map out these processes, and create a “guidebook” of sorts, so that anybody who needs to pick up a process where someone else has left off can clearly see which step a process is at, and what needs to be done next. All of these processes are well understood by CEP staff; however, they have not been formalized and put into writing. This would both serve to formalize the processes and it would serve as a valuable tool for others who are faced with the same, or similar, complexities in their grant programs.

This session was meant as an introduction to the idea of process mapping, and as a first step in drafting the processes. Three scenarios were given to three separate work groups. The groups were asked to map out the process that would need to be followed, from the time the idea for a grant came across their desk until the close of implementation of the grant.

The session results were captured in photographs, which can serve as the basis from which task teams pick them up, refine them, and eventually work with a graphics specialist to transfer them into a useful document.



SCENARIO: In-kind, 120K grant in Gaza—after school activity with distribution of school packets through a local NGO in Gaza



Session: E-Grant Writing:

DCOP Programs Youil Anastas led a session on e-grant writing in which he gave a run-through of the e-grant writing process. He highlighted the most important aspects of the e-grant writing system, emphasizing the importance of writing each grant “fresh” (without cutting and pasting) to avoid errors, and giving specific instructions and demonstrations on how to enter information into the system. Participants were able to ask questions, seek clarification, and in some cases, re-emphasize the importance of the points made by Youil.

Session: CEP Staff Roles & Responsibilities:

In this session, each team member was asked to fill out a flipchart that outlined the following:

1. Key responsibilities of their position;
2. Expectations they have of other team members (what do they need from others in order to carry out their job responsibilities effectively);
3. Obligations/promises to others (what do they offer others, in order to help team members carry out their responsibilities); and
4. Ideas for more effective teamwork and communication.

The session served as a great teambuilding tool, allowing people to make clear their expectations, some frustrations, and their ideas for improving teamwork. It also clarified responsibilities, which is often useful when there are newer team members present.

The session ended with a discussion of immediate next steps to be taken in order to bolster teamwork and communication.

The results follow:

Roles, Expectations, Obligations and Teamwork Info by Position

Chief of Party:

Key Responsibilities:

- Represent ARD/CEP at all appropriate for a (USAID, Con Gen, partners);
- Provide leadership in order to achieve objectives under Task Order – create a vision to execute successfully;
- Ensure smooth functioning of all units/components of CEP operations; and
- Advocate for ARD/CEP staff at home office and USAID.

Expectations of team:

- Cooperation – willingness to adapt in fluid environment;
- Accurate & timely information/data;
- Enjoy your job and perform at a level of professionalism they would be proud of; and
- Dialogue and trust.

Promises/Obligations to team:

- Keep my door open;

- Advocate for staff when appropriate;
- To keep them informed on program/project developments;
- Set each staff member up for success; and
- Provide/explore any area for professional growth.

Ideas for Effective Teamwork & Communication:

- More frank objective exchange of information;
- More frequent communication with Gaza;
- Remember – the phone works both ways; and
- Help staff to understand this is a joint exercise, not a competition.

DCOP/Programs:

Key Responsibilities:

- Make the COP look good = A+;
- Flow down information and instructions to Program team;
- Guide the Program team in performing its tasks; and
- “Participate” in CEP planning & management tasks and activities.

Expectations of team:

- Cooperation in carrying out tasks;
- Feedback on guidance & instructions;
- Keep information flow from the field; and
- Nag only when necessary.

Promises/Obligations to team:

- Listening and understanding;
- Defending team interests;
- Developing team member skills; and
- Keeping team updated on developments.

Ideas for Effective Teamwork & Communication:

- Open communication;
- Objective discussions; and
- Self assurance.

DCOP/Grants & Compliance:

Key Responsibilities:

- Make the COP look good;
- Ensure compliance with USAID & ARD regulations and compliance;
- Support to procurement when needed & interface for them with USAID; and
- Oversight of RFA & unsolicited grant process.

Expectations of team:

- Support of management team on decisions;
- Adherence to processes meant to ensure compliance;
- Make needs known;
- Submit information as complete and user-friendly as possible; and
- Easy sharing of information (“just say yes”).

Promises/Obligations to team:

- Try to be clear;
- Try to be consistent;
- Try to address issues directly; and
- Try to listen with an open mind.

Ideas for Effective Teamwork & Communication:

- More overview meetings with departments;
- More integration meetings;
- Distill concerns in writing; and
- Don’t use orange markers! :)

Administrative Specialist/West Bank Office (Houda):

Key Responsibilities:

- Responsible for recording the RFL on HR system such as vacation, sick leaves, and holidays;
- Reviewing the monthly timesheets with the RFL before submitting to Samia—follow-up on daily basis;
- Responsible for requesting permits to West Bank staff on a monthly basis, visas on a yearly basis, and USAID ID cards for new staff and for the old staff on a yearly basis—tracking forms and follow-up on a weekly basis;
- Tracking the vehicle logs, calculating the mileage and sending offers for vendors and doing PSs for the chosen companies;
- Follow-up with the health insurance for the West Bank staff;
- Help Samia schedule the interviews (day, time and place) for shortlisted candidates; and
- Preparing for workshops from A-Z and other duties.

Expectations of team:

- Cooperation within the same unit and from the other units; and
- Meet the deadlines (e.g. timesheets on time, and RFL that has to be submitted earlier than last minute).

Promises/Obligations to team:

- Accuracy;
- Follow-up;
- Organized and on time; and
- Meet the deadlines and even get things done before the deadlines.

Ideas for Effective Teamwork & Communication:

- Send clear information either verbally or written—understand each other;
- How to perceive others: different perceptions may cause exhaustion—have better communication;
- How to listen to each other carefully without ignoring them—better communication; and
- Hold communication training for staff.

Logistics Specialists (Amjad, Khaled, Rami):

Key Responsibilities:

- Drive employees;
- Maintain security in the office;
- Procure office supplies, cleaning and kitchen supplies; and
- Payments (bank, bills...).

Expectations of team:

- Cooperation from the staff;
- Stick to the schedule/be on time;
- Keeping office clean; and
- Keeping the cars clean.

Promises/Obligations to team:

- No speeding;
- To be on time;
- Security & safety; and
- Maintain staff needs (lunch & stationery).

Ideas for Effective Teamwork & Communication:

- Cooperation; and
- Respect.

Accounting Specialist (Bana):

Key Responsibilities:

- Making payments of all expenses & reviewing grants;
- Preparing financial report;
- Preparing weekly cash projection;
- Updating data link on weekly basis; and
- VAT report.

Expectations of team:

- Signature from FM & COP & DCOP;
- Cash projection sheet from PM; and
- Foreign tax report for VAT reporting.

Promises/Obligations to team:

- Updated info regarding data link...;
- Payments on time; and
- Accuracy.

Ideas for Effective Teamwork & Communication:

- Regular meetings between staff in same departments; and
- Regular meetings between staff in different departments.

MIS & GIS (Rana):

Key Responsibilities:

- Assure information accuracy (GIS database, weekly report, quarterly report, subaward, CEP obligation & disbursement);
- Match database & GIS system functionality;
- Assure that all international NGO documents are filed and final versions are shared by all and are applicable with the compliance regulation;
- Performance and monitoring plan; and
- Ensure all connection facilities are operating.

Expectations of team:

- Focus on information accuracy;
- Cooperation on accomplishing USAID requested tasks; and

- Feedback & comments on building a system to ease their work along with other teams.

Promises/Obligations to team:

- Work on providing different sources of information (programmatic/financial);
- Develop easy ways for staff to provide information (ex-PMP);
- Training on generating reports from several sources;
- Update them on any USAID requirements or feedback;
- Accuracy of information; and
- Update them on their overall achievements.

Ideas for Effective Teamwork & Communication:

- Good communication & open dialogue/discussion;
- Creating communication protocol sheet; and
- Involvement of the developing department to easily understand the reporting requirements.

Grants Systems Specialist (Ahlam)

Key Responsibilities:

- Ensure & track grants processes are compliant with USAID rules & regulations (vetting, ATCs, grant extensions, EPIS, OPAC);
- Combine, check and send sub-award report & file hard copies for contracts and grant agreements (regular) for audit purposes;
- Maintain hard copies/soft copy files for grants (regular) and check the files and close them out; and
- Prepare grant agreements for signature and follow-up to obtain the documentation for file.

Expectations of team:

- Provide accurate and detailed information and documentation;
- Get team feedback in regular basis;
- Cooperation from PSs & GMSs when more details or information is needed; and
- Provide enough time from program staff for their requests.

Promises/Obligations to team:

- Provide help and support to team whenever needed in comp. vetting, etc.;
- Quick turnaround of requests and tracking of these requests;
- Track the missing documentation and communicate them with team in real time for smooth closeout; and
- Cooperate with procurement unit to ensure accurate information in sub-award report.

Ideas for Effective Teamwork & Communication:

- Conduct more teambuilding activities;
- Communicate effectively & immediately with people concerned when they have different points of view; and
- Respect the other people and do not take work-related misunderstandings personally.

Senior Technical Advisor/Manager (David):

Key Responsibilities:

- Assure home office technical support to project;
- Facilitate communication between project and home office;
- Corporate liaison with client; and
- Listen to Mark whine.

Expectations of team:

- Open communication and sharing of information;
- Prompt reporting;
- Patience;
- Honesty & transparency; and
- Prompt ordering of lunch when in Jerusalem.

Promises/Obligations to team:

- CEP is always the top priority;
- Responsiveness;
- Quick turnaround of requests; and
- Open door policy.
- Frank sharing of information

Ideas for Effective Teamwork & Communication:

- Annual workshops;
- Regular TDY; and
- Written procedures shared.

International Grants Manager (Razan)

Key Responsibilities:

- Being point of contact with international NGOs;
- Contract implementation monitoring (compliance, reporting, finance, etc.);
- Responsible for the logistics of transportation of commodities to Gaza; and

- Participate in the pre-award process.

Expectations of team:

- Keep responsive communication going;
- Keep information flowing; and
- Provide enough “space” to carry out tasks.

Promises/Obligations to team:

- Keep international NGO grants on track;
- Keep SMT informed of implementation details & issues;
- Help international NGOs to be compliant with reporting requirements;
- Keep cooperating with other team members to ensure proper reporting; and
- Keep the flow of information going to Gaza staff.

Ideas for Effective Teamwork & Communication:

- Respect for each other; and
- Ensure professionalism in work environment, especially in e-mail messages.

Finance & Administration Manager (Samia):

Key Responsibilities:

- Financial management;
- Human resources management;
- Administrative management; and
- Security.

Expectations of team:

- Abiding to personnel & administrative procedures;
- Accurate weekly cash projections;
- Complete payment requests for grant payments; and
- Full cooperation from staff, as required.

Promises/Obligations to team:

- Accurate and timely financial reporting;
- Providing the staff with required resources and support to perform their work; and
- Ensuring the safety of staff and office security as much as possible.

Ideas for Effective Teamwork & Communication:

- More teambuilding activities;

- Regular meetings;
- Respect differences of opinion; and
- Understand each other's roles and responsibilities (clear position descriptions may help).

Home Office Project Manager (Ed):

Key Responsibilities:

- Provide administrative, financial, and compliance support to project team;
- Serve as communication hub for field—home office communications;
- Submit RFAs to USAID Contracting Officer's Technical Representative (COTR) and Contracting Officer (CO)—respond to USAID requests;
- Maintain and update project records in ARDIS and TetraLinx;
- Approve all project vouchers/invoices; and
- Submit docs to DEC.

Expectations of team:

- Timely regular financial and administrative reporting;
- Clear & complete information for RFAs—SOWs, PDs, CVs, EBDs, salary verification;
- Prompt responses to home office requests;
- Compliance with ARD rules, regulations and policies; and
- Open communications regarding changes in field operations, personnel and feedback on home office support.

Promises/Obligations to team:

- Prompt responses to field requests;
- Prompt submittal of RFAs;
- Keep field team informed of new home office information and requirements, policy changes;
- Regular provision of invoices, B2As and other financial information;
- Timely advice on contract requirements, administrative notices; and
- Advice on financial status, need for contract modifications, etc.

Ideas for Effective Teamwork & Communication:

- Institute bi-weekly project management team teleconferences;
- Conduct semi-annual project evaluations; and
- Advance efforts to enable field access to PIB/A and PM Portal financial reports.

PIRM (Bushra Mukbil):

Key Responsibilities:

- Overall leadership of Public Relations;
- Writing, reviewing, editing CEP reports;
- Overall leadership of M&E; and
- Strategic planning of projects.

Expectations of team:

- Information Sharing;
- Initiative;
- Information management system to be more communicative; and
- GMSs to report on the great work they do.

Promises/Obligations to team:

- Best of my performance to tell their stories, CEP's impact; and
- Dedication of my time to assist.

Ideas for Effective Teamwork & Communication:

- Staff members unwilling to cooperate—need for special training on teamwork;
- Award staff who help in team building, so those who are unwilling compete for this;
- Objectivity of direct supervisor; and
- Direct supervisor to individually discuss with those unwilling to cooperate and to show appreciation of staff's good work and team spirit to assist.

Procurement Manager (Diala Khalaf):

Key Responsibilities:

- Supervise the Procurement Specialists' daily work;
- Enhance the procurement internal control procedures “According to HO/USAID procurement regulations”;
- Revise the procurement contracts; and
- Train the new Procurement Specialists (Gaza and WB).

Expectations of team:

- More understanding of the procurement regulatory framework;
- Coordination from Program side for enhancing the pairs;
- Good coordination from the incoming IT Specialist to create Procurement Database; and
- Higher level of professionalism on the part of the Procurement Specialists.

Promises/Obligations to team:

- Creation of Procurement Database;

- Coordination with different CEP units;
- Enhance the professional skills of the procurement team;
- Keep procurement processes transparent;
- Work closely with the PSs, DCOPs and GS on procurement related issues; and
- Close out all of the procurement files properly so they are in good shape for financial audits.

Ideas for Effective Teamwork & Communication:

- Bi-weekly meetings between different units;
- Launch social activities for staff to promote team unity; and
- Launch probation rules for those not cooperating.

Grants Management Specialists (Amani, Johnny and Thamer):

Key Responsibilities:

- Develop E-grants, AITs, IEEs, vetting;
- Define windows of opportunity and identify partners;
- Monitor implementation; and
- Report on progress of grants—grant notes, bullets, weekly reports.

Expectations of team:

- Coordination for obtaining USAID approvals;
- Cooperation from PSs;
- Flow of information; and
- Cooperation with Bushra on reporting requirements.

Promises/Obligations to team:

- Close coordination with PSs, GSs and PIRM for successful implementation.

Ideas for Effective Teamwork & Communication:

- Regular meetings with DCP/P and with PSs; and
- Keeping GMSs copied on program issues.

Administrative Specialist - Gaza (Dareen):

Key Responsibilities:

- Preparing office expenses, managing petty cash, and making medical payments;
- Receiving and checking staff timesheets;
- Purchasing office equipment and maintaining office inventory; and
- Coordinating meetings and workshops.

Expectations of team:

- Continue our great team spirit.

Promises/Obligations to team:

- Good communication and cooperation;
- Meet deadlines;
- Provide assistance; and
- Do my best to complete my tasks and duties.

Ideas for Effective Teamwork & Communication:

- Training in how to build effective teamwork.

Procurement Specialists – (Jihad, Cathy, Basel):

Key Responsibilities:

- Review budget (eligibility);
- Bidding (award process);
- Payments; and
- Close out procurement files.

Expectations of team:

- Accurate details and specifications from GMSs;
- More cooperation and communication (GMSs, finance team, and logistics specialist); and
- Get Home Office to raise approval threshold above \$25,000.

Promises/Obligations to team:

- More cooperation and communication from PSs to GMSs, finance team and all staff);
- Respond to others' demands; and
- Handle overload.

Ideas for Effective Teamwork & Communication:

- More meetings; and
- More trainings (sub-awards, eligibility, etc.)

Communications/Teamwork Next Steps:

- Discuss meeting schedule at next Tuesday staff meeting;
- Bi-weekly teleconferences with management team;
- Look into communications training for staff;

- Bi-weekly (or other frequency) Gaza and West Bank Program team meeting;
- Rolling assessment every 2 months (may need to change format, given state of current program); and
- Full staff workshop/meeting every 6 months (push USAID to get Gaza staff out regularly).

ANNEX 2: CAPACITY DEVELOPMENT COMPONENT

CIVIC ENGAGEMENT PROGRAM II (CEPII)

Capacity Development Component

Year One: Six Partners

And

Proposed Interventions

August, 2009

Preamble:

In identifying capacity building partners, CEP targeted institutions that serve and have the potential to influence a large number of people. Institutions which are dedicated to making a difference in the daily lives of Palestinians and can advance the prospects for political solutions and economic development. CEP met with various organizations, and selected the following to be part of the capacity development component:

- Bethlehem Chamber of Commerce;
- Hebron South Chamber of Commerce;
- Palestinian Center for Mass Communication (PCMC) – Hebron;
- Palestinian Olympics Committee – Ramallah;
- Syndicate of the Psychological and social Worker – Nablus; and
- Life and Hope Association – Gaza.

This report provides a summary on the six institutions; illustrates some background on each organization, its vision, current activities, and present donor; and ends by summarizing initial proposed activities in the form of short AITs, in order of urgency and implementation schedule for each organization. Upon approval, CEP will have detailed discussions with the partners in order to set a timeframe and implementation plan forward.

Interested Organizations:

(i)

Organization: Bethlehem Chamber of Commerce and Industry (BCCI)

Location: Bethlehem

Background: BCCI consists of eleven members appointed by the *Minister of Economy*. It is an active member of the Union of Palestinian Chambers of Commerce, Industry, and Agriculture, and is linked directly to the Ministry of Economy. It is worth noting that BCCI has significant international affiliations (e.g. Ankara process: Turkey, Israel, Palestine).

Two Year Strategic Vision for Capacity Development: The vision of the Bethlehem Chamber of Commerce for the next few years is to become the first e-chamber in the West Bank; providing services, information, and promotion for their members through the web. They also aim to expand space available at the chamber in order to establish a training center for members on IT, business, environmental requirements, and other topics. These topics are essential for the development of local businesses in the future.

Current Activities:

BCCI is an active and well-connected institution among the business community and civil society. It has 11 full-time staff members, and three working departments: Membership and Services, Finance and Admin, and the Industry Promotion Business Development and IT Department. Its primary focus is on trade, commerce, contracting, and manufacturing with a strong emphasis on providing services to the handicraft sector; due to its unique niche in religious-based tourism. It is the first, and to date the only Chamber of Commerce, with ISO certification, for which BCCI is audited and re-certified every six months.

- BCCI established a Women's Committee in 2007 consisting of 11 member-committees and 156 members: An AIT was sent out for collective review February 2, 2009 to assist BCCI promote women's work through conducting a two-day exhibition of their handicrafts and other items.
- The program that BCCI currently offers internal West Bank business trips and support of local women small enterprises such as the 'Teqou' women business in embroidery and food production.
- BCCI formed a Local Economic Development Committee in which municipalities, Palestinian Authority (PA) officials and members are represented: the main objective of this is to bring coherence and coordination in the governorate in term of local economic planning.

Present donor/s: USAID, no other donors. It is important to note that The Union of Chambers of Commerce is in partnership with GTZ to unify systems throughout the 15 chambers. A new program was designed in association with BirZeit University to have a unified fees list and forms.

Proposed Grants:

AIT#1: BCCI IT Equipment Software Bethlehem

Estimated Budget: \$80,000

CEP will supply BCCI with IT equipments: computers, servers, and LAN Network. It will also provide it with all needed management and web software.

Staff currently use hard copies as a communication tool, no emails and no computers. They rely on old traditional communication tools. Providing BCCI with IT equipments will help BCCI save time and ease ways of communicating. Provision of IT equipments and software will enable staff to perform more efficiently. Most importantly it will also improve services provided by BCCI to its members. It helps achieve the goal implementing "active" customer service.

Duration: Oct 09-Dec 09

AIT#2: BCCI Staff and Members Training Bethlehem **Estimated Budget: \$30,000**

CEP will contract professional trainers and training institutions to conduct targeted sessions to staff and BCCI's members. The training will focus on how to function using the new system and equipments.

This activity will enhance the capacity of BCCI through training of staff and members on the use of advanced IT systems which will enable BCCI to smoothly apply modern systems of management, communication, and e-services.

Duration: Oct 09-Dec 09

AIT#3: BCCI Women Business Bethlehem **Estimated Budget: \$40,000**

CEP will target businesswomen to train them on all primary business-related issues: management of small business, marketing, and languages. Activities may include visits to successful established businesses.

This activity will help develop the capacity of business women in the area through empowering the newly established women committees. BCCI's vision is to strengthen women business as a way to integrate them into the leadership of the chamber and encourage women participation in Palestinian economic activities.

Duration: Oct 09-Dec 09

AIT#4: BCCI Training Center Construction Bethlehem **Estimated Budget: \$250,000**

CEP will fund the construction of a third floor of BCCI, 300 square meters. BCCI consists of two floors; the construction of a third floor will help achieve their vision of having a training center.

This activity will develop the capacity of BCCI through the construction of the Business Training Center. BCCI's vision is to expand services and responsibilities and advance knowledge and skills of members in business, economics, law, and language fields.

Duration: Oct 09- April 10

(ii)

Organization: South Hebron Chamber of Commerce

Location: Hebron

Background: South Hebron Chamber of Commerce, Industry and Agriculture (SHCC), was established in 2005. It consists of four branches covering the South of Hebron: Yatta, Dura, Fawwar, and Thahriya.

2-year Strategic Vision for Capacity Development:

The SHCC plans to:

- Develop administrative capacity of the chamber through obtaining the ISO;
- Improve services provided to members through upgrading the premises, new furniture, and equipment;
- Enhance knowledge and skills of the SHCC staff; and
- Better Network between the head office and its branches.

Current Activities:

- SHCC is part of an ongoing private/public dialogue facilitated by the PA. Sixty business men are involved in this forum;
- SHCC is working on developing opportunities for the agricultural sector through feasibility and marketing studies; and

- SHCC provides assistance to institutions within the community. It, for example, supplies textbooks for local educational institutes.

Present donor/s: No present donors. The Union of Chambers of Commerce is in partnership with GTZ to unify systems throughout 15 chambers. A new program was designed in association with BirZeit University to have a unified fees list and forms. The project is important in terms of statistical information, e.g. number of certificates being requested. Legally, the reference is the government, but this information is needed for economic development.

Proposed Grants:

AIT#1: SHCC ISO9001 Certification Hebron Estimated Budget: \$30,000

CEP will contract professional experts and firms to upgrade internal management systems and administrative procedures for SHCC. In addition, it will train staff on the functioning of the systems.

This activity will enhance the capacity of SHCC through providing technical and financial assistance to obtain and apply the ISO9001 quality certificate. This certification will contribute to developing the chamber to be a professional representative of business in south Hebron that is capable of providing needed services at internationally recognized standards.

Duration: Oct 09-Nov 09

AIT#2: SHCC IT Equipment and Furniture Hebron Estimated Budget: \$80,000

In parallel, CEP will supply SHCC with office equipments and furniture to increase its functioning capacity.

This activity will develop the functioning environment of SHCC through the provision of IT equipment and furniture that will advance the staff's performance and improve the chamber services' efficiently for both the staff and the members.

Duration: Oct 09- Dec 09

(iii)

Organization: Palestinian Center for Mass Communication (PCMC)

Location: Hebron (branch in Ramallah)

Background: PCMC is a Palestinian civil institution licensed under No. 24/2234/RA in 2002. It is headed by a selected group of credible public Palestinian figures. The center's main office is in Hebron, and it has a branch in Ramallah.

2-year Strategic Vision for Capacity Development: PCMC's vision is to have a significant influence on public opinion, especially politically. Elections held in 2006 have left an impact on PCMC. Organizers realized the importance of connecting to the street, especially to women. They believe that women were very essential in leading to Hamas winning in 2006. PCMC, therefore, aims at effectively impacting future elections. It is in the process of establishing a radio station. Moreover, PCMC's vision for the next few years is to strengthen the NGOs group of PCMC in Hebron Governorate and enhance their capacity in institutional management.

Current Activities:

- The center aims at reinforcing the concepts of dialogue and cooperation with an emphasis on the key strategic choice of peace for the Palestinian people, particularly building an independent Palestinian state. The center focuses on issues related to building a modern state and a democratic political pluralism; and
- The Center works through groups of institutions. These groups adopt concepts and philosophy to build a modern, democratic and pluralistic society.

Present Donor: No donors.

Note: They are conducting a project to assess the institutional capacity and needs by TATWEER (Al-TA'AWON). The assessment will help ARD in capacity development of PCMC....

Proposed Grants:

AIT#1: PCMC Language Lab Equipment Hebron Estimated Budget: \$60,000

CEP will supply PCMC with office equipment such as computers, audio devices, sound systems, and furniture to upgrade the existing language lab.

This activity will help revive the languages' lab which will enable them to provide language training services, a topic that is significantly missing, for youth in Hebron Governorate. Equipping the language lab will significantly develop the capacity of PCMC, as it will create a source of income and possibly a sustainable budget. More importantly, it will lessen their dependence on donors.

Duration: Oct 09-Dec 09

PCMC Training of Local Action NGO Group Hebron Estimated Budget: \$38,000

CEP will support PCMC conduct trainings for NGO groups in Hebron governorate on topics related to developing their capacity. Capacity development training will be on issues related to NGO management, accounting, transparency, and community needs assessment. CEP will fund activities recommended by NGOs and PCMC to advance their performance.

This activity will enhance the relations and influence of the Palestinian Center for Mass Communication (PCMP) through the strengthening of the Local Action NGO Group in Hebron Governorate. PCMC is networking with 15 local NGO in Hebron to form a net of joint social and cultural actions and increase its public outreach to the women sector and the rural areas.

Duration: Sep 09-Nov 09

(iv)

Organization: Palestinian Olympics Committee (POC)

Location: Ramallah

Background: The Palestinian Olympics Committee is part of the international Olympics Committee. The POC consists of 16 sports federations, 13 of which are internationally recognized. Recently, new elections took place and the chairman of the Palestinian Football Committee was elected as the chairman of the POC.

Three-year Vision for Capacity Development:

- Develop the financial and administrative capacity to run POC efficiently, and have professional youth centers in developing financial and administrative systems;
- Have well-trained personnel in the sports committee, which includes players, referrers, and couches; as well as administrative and PR staff; and
- Developed sports infrastructure that would serve sports committees under the umbrella of POC.

Current Activities:

- POC is currently participating in most of the regional sports events; and
- New plans are under way for each sports committee in order to develop the different Palestinian sports teams.

Present Donor:

The PA and the International Olympics Committee

Proposed Grants:

AIT#1: POC Administrative and Financial Capacity Development Estimated Budget: \$70,000

POC has very weak administrative and financial systems. POCs staff are unskilled, and it is in the process of hiring more qualified employees that can help build capacity of POC.

Under this project, USAID/CEP will partner with the POC in order to hire local consultancy firms aiming at developing the financial and administrative systems of POC. Training courses will be conducted in order to come up with financial and administrative manual. Moreover, training courses for developing the fundraising and proposal writing skills will be conducted. Essential office equipment will also be provided.

Duration: Oct 09-Oct 10

AIT#2: POC Sports Human Resources Training Estimated Budget: \$200,000

Under this project, USAID/CEP will partner with POC to develop the skills of personnel in the sports committee, which includes players, referrers, and couches. This project will be conducted in close coordination with the International Olympics committee and/or the individual international committees for each sports field, such as the International Football Federation and the International Basketball Federation. It is recommended to hire international trainers to perform the needed professional training.

This will enhance the capacity of human resource of the sports' sector. It will lead to the advancement of the sector and its capacity.

Duration: Nov 09-Nov 10

AIT#3 POC Sports Infrastructure Upgrading Estimated Budget: \$700,000

Under this project, USAID/CEP will partner with POC to develop sports infrastructure in the target areas in the West Bank. Those projects will include upgrading of football fields, basketball fields, and other important sports infrastructure, in addition to providing important equipments for the concerned sports committees.

Upgrading the sports' infrastructure is of vital importance as it is markedly underdeveloped.

Duration: Oct 09-Mar 11

(v)

Organization: Syndicate of Psychological and Social Workers (SPSW)/Nablus

Location: Nablus

Background: The Syndicate of Social Workers and Psychologists, Nablus is a non-profit organization designed to provide professional support and provision of social workers and psychologists through training and rehabilitation in addition to their interest in humanitarian work and the implementation of special projects. It was founded in 1994 and acquired a license from the Ministry of Labor in 1997.

Two-year Vision for Capacity Development: SPSW vision for the next few years is to become more visible within the Palestinian community, especially in Nablus governorate. Be included in the Palestinian law as a certifying authority for psychological and social workers. By being included in the law they can maintain a sustainable budget as the main center for social workers. One of SPSW's main ambitions is to have an on-call emergency team that would immediately respond to urgent needs

Current Activities: The SPSW is implementing some small projects in cooperation with local NGOs such as training workshops for the social worker, in addition to working on issuing a non-periodic journal for the syndicate.

Present Donor: No present donor for the organization

Proposed Grants

AIT#1 SPSW Human Resources and Administrative Systems Development

Estimated Budget: \$50,000

USAID/CEP will partner with SPSW in order to develop the organization's administrative and financial systems. USAID/CEP will hire local consultants and software companies to conduct administrative training in order to come up with an administrative manual for the organization. Moreover, CEP in close consultation with the SPSW will purchase new IT equipment in order to accommodate the new financial systems. The software company will conduct training for staff on the new financial software, and assist SPSW to develop and maintain a database for the organization. The capacity development for the grantee will not be limited to the administrative and financial systems, as CEP will hire local consultants to increase the capacity of the NGO staff concerning proposal writing and fund raising skills.

Under this project, USAID/CEP will also partner with SPSW to conduct a long-term training for twenty of its active members and volunteers. This is in addition to enhancing equipment and physical capacity of the SPSW. SPSW has the potential of conducting activities of great importance. Activities that can respond to immediate needs, but due to lack of sustainable budget most of what they want to do is hindered. This is due to shortage of equipment, tools, and training to improve performance

Duration: Oct 09-Dec 10

AIT#2: SPSW Treatment of Trauma and Psychological Disorders Estimated budget: \$40,000

SPSW has sent a proposal to CEP: treatment of trauma and psychological disorders by using musical instruments. A specialized team on treatment of trauma by music will conduct the training. This project will target 250 children aged 9 or 12, especially school children affected by Israeli incursions.

This will help the mental health of children through musical treatment. It will significantly contribute to SPSW's public outreach.

Duration: Oct 09-Dec 10

AIT#3: SPSW Provision of Equipment

Estimated Budget: \$50,000

CEP will supply SPSW with equipments and tools that can be used in their psychological treatment and activities.

When SPSW is requested to conduct sessions for the mental health of children or residents of Nablus, SPSW uses very primary tools. SPSW's volunteers pay from their own pocket to purchase simple tools to treat affected children. It is therefore important to first equip a fully specialized room for enhancing mental health of children and provide SPSW with all needed tools.

Duration: Jan 10-Apr 10

(vi)

Organization: Life and Hope Association (LHA)

Location: Gaza – North Governorate

Background: LHA is one of the strongest partners of USAID/ CEP in Jabalya Governorate that has strong relations with the local community. LHA plays a leading role in the development and empowerment of the society through enhancing community participation of youth, young women, and marginalized children. It is worth noting that during 2007, CEP implemented a capacity building project to enhance the personnel, financial, and administrative systems of LHA to help the association strengthen its abilities to survive through the unstable atmosphere after the de facto government control over Gaza Strip.

Two-year Vision for Capacity Development:

LHA's vision for the next two years is to strengthen the outreach of LHA to target marginalized areas through relief and development projects, Provide sustainable fund for regular programs,

Current Activities:

- Several relief projects with different international donors where it has reached more than 7,000 beneficiaries up to date;
- Cash for Work project with COOPI targeting 75 unemployed young person;
- Rabbit breeding project with RWAD targeting 340 families; and
- After School Program with CEP targeting 200 school students.

Present donor: CEP, RWAD (USAID funded program), Agency for Technical Cooperation and Development (ACTED), Relief International, Catholic Relief Services and Action against Hunger.

Proposed Grants:

AIT#1: LHA Stress Management Sessions Jabalya

Estimated Budget: \$20,000

Through this grant USAID/ CEP will conduct stress releasing sessions for 50 of LHA's Board of Directors and teams to facilitate their trials to overcome the effects of the latest military operations and charge them to continue planting hope for better future.

LHA board of directors and its teams went through the most traumatizing experiences during the latest Israeli military operation including the killing of one volunteer, the death of relatives, injuries, witnessing acts of violence including those resulting in demolishing of their houses which caused deterioration in the performance of the teams association. Therefore, conducting a stress releasing sessions for LHA teams is a priority to help them move on, return to normal life and strengthen the coping mechanisms of LHA teams.

Duration: Oct 09-Dec 09

AIT#2: LHA Board of Directors Outreach Training Jabalya

Estimated Budget: \$40,000

Through this activity, CEP will help LHA strengthen its outreach to refine their collaborative relationships with the public and other NGOs for the development of their position in the community.

CEP will assist train the team on developing and enforcing media and communication strategies for appropriate outreach including lobbying and advocacy techniques. In addition, it will print Brochure and NGO cards to help LHA expand its outreach

Duration: Oct 09-Jan 10

AIT#3: LHA Equipment Jabalya

Estimated Budget: \$40,000

USAID/CEP will supply LHA with equipments and tools that can be used to develop their performance and facilitate their activities. It will upgrade LHA IT systems by establishing internal computers' network, internet connection, a database management information system, etc.

This will enhance the physical capacity of LHA by furnishing the meeting room and creating security alarm system to help LHA secure its premises.

Duration: Oct 09-Dec 09

AIT#4: LHA Board of Directors Managerial Training Jabalya

Estimated Budget: \$85,000

CEP will contract professional trainers and/ or training institutions to conduct training sessions to a board of directors, staff, and volunteers. The training will focus on building the capabilities of LHA to improve the

provided services to the community. This activity will continue to build on the previous intervention implemented under grant *ARDWBG144 Strengthening Moderate Civil Society* and enhance the capacity of LHA in planning and implementing their programs more effectively through developing the board of directors', staff, and volunteers' skills in managerial, administrative, and operational levels.

This activity will enhance the capacity of LHA through training of the board of directors, staff, and volunteers on: leadership, crisis management & conflict resolutions, office & information management, English language for administrative use, computer skills, and managing information. It will enhance LHA abilities to raise fund for their planned activities including training on proposals and reports writing, modifying and translating the administrative and financial systems of LHA in order to meet the donors' standards and needs.

Duration: May 10-Feb 11

During the reporting quarter, 28 activities were cleared and valued at \$7,872,271. In addition to the emergency humanitarian relief assistance in Gaza, the new grants addressed a wide range of grant activity critical to the support of Palestinian reform-minded institutions and democratic processes. The following represents the various stages of CEP West Bank/Gaza grants.

ANNEX 3: MONITORING AND EVALUATION ASSESSMENT

Civic Engagement Program (CEP)

Monitoring and Evaluation Assessment

- I. **Introduction:** As one of ARD Inc’s home office Monitoring and Evaluation (M&E) Specialists, I (Joe Le Clair), traveled to Jerusalem, Israel on October 14, 2009 for a two-week consultancy. My original Scope of Work focused on assisting the program with their grants under contract, as well as assessing the program’s M&E systems (estimated as an approximately a one-day task). After the initial M&E assessment was completed on October 19, it was decided that I would dedicate the remainder of the consultancy working with the CEP M&E staff to train, review, and modify performance indicators⁴ as well as develop data collection forms to improve program performance audit-ability. Although the consultancy yielded some tangible accomplishments and improvements in the program’s M&E systems there is still much more work that needs to be done in the coming weeks and months. Please see Table 2.1 below, titled *CEP Monitoring and Evaluation Progress Gantt Chart* for specific time bound tasks that are required over the next 12 months to ensure that every data point provided to USAID is verified with supporting documentation. Lastly, as with all M&E documents, the information contained within this report should be updated and/or modified regularly. In no place is this applicable than in the West Bank/Gaza, where frequent changes in the operational, enabling, and political environment affect and influence results, data collection methods, targets, and assumptions.
- II. **Systems:** For a number of very good reasons, CEP data collection systems have not been fully developed to date. Given the addition of two new program objectives by USAID and an overhaul of program’s Performance Monitoring Plan (PMP) and performance indicators, M&E system development has been challenging. The PMP submitted in December 2008 no longer seems valid since many new performance indicators have been added, USAID has developed two new objectives for the program, and previous performance indicators have been cut. Although the status of the program’s PMP is not clear, CEP needs to strengthen their overall record keeping systems to 1) protect themselves from Data Quality Audits (DQA), 2) be able more efficiently and effectively support documented results for program decision-making, and 3) create institutional learning and stronger overall internal understanding of anticipated results. I have identified five main areas that will need to be strengthened to ensure a more accountable M&E system.
 - a. **Supporting Document Record Keeping:** CEP has not created an electronic or hard copy M&E file, and this needs to be done immediately. **This is THE MOST IMPORTANT M&E related task that must be carried out immediately** by the Capacity Development and Reporting Manager. The very first file (both electronically and hard copy) that needs to be created is the “*Monitoring and Evaluation Correspondences.*” Without doubt, the most difficult aspect of this consultancy was trying to determine the M&E related “chain of events” prior to my arrival. I was given a plethora of emails and attachments, and even now, I do not fully understand what happened between December 2008 and October 2009 in terms of M&E/indicator development. Therefore, it is important that the CEP program create an M&E file that details, *in chronological order*, the process and progression of the

⁴ Often referred to by the program and USAID/WBG as “PMP indicators” see IV “training” for more information.

program’s M&E systems. Equally important, “memo to the file” need to be written and signed by program staff that fill in the blanks, justify and explain changes.

For every data point reported to USAID (for example of every one of the **1.1}** *Number of educational rooms constructed/renovated/rehabilitated/furnished*) must have documentation verifying the data point. The program must develop a filing system where every indicator has its own specific file. Each file should contain (as much as possible) the supporting documents seen in Table 1.1 “*Performance Indicators and Associated Supporting Documents Required.*” Files for each newly named performance indicator could be organized similar to:

Illustrative M&E FILING SYSTEM:

FILE NUMBER

FILE NAME

- 1: Monitoring and Evaluation Correspondences (e-mails)
- 2: USAID Formal Documents Regarding M&E
- 3: Performance Monitoring Plan 2008
- 4: Performance Monitoring Plan revised (XXX)
- 5: Performance Monitoring Plan revised (XXX)
- 6: Performance Monitoring Plan revised (XXX)

M&E TRAININGS

- 10: Training Material
- 11: Sign in Sheets

CEP PERFORMANCE INDICATORS

- 101: **1.1}** Number of educational rooms constructed/renovated/rehabilitated/furnished
- 102: **2.1}** Number of youth facilities constructed (built)/renovated/rehabilitated/furnished
- 103: **3.1}** Number of water/roof tanks provided
- 104: **4.1}** Number of square meters of sidewalks, fences, school fences, retaining walls, terraces, shades, balconies, roofs, constructed, renovated, rehabilitated, or painted
- 105: **4.2}** Number of linear meters of sidewalks, fences, school fences, shades, roofs, balconies, retaining walls, and terraces constructed
- 106: **4.3}** Number of public parks/recreational areas, community centers, houses, canteens, roofs, shades, balconies, sidewalks, school fences, retaining walls, roofs, and other facilities constructed/renovated
- 107: **4.4}** Person days of employment generated
- 108: **5.1}** Number of students/children and individuals from disadvantage groups benefiting from humanitarian assistance (uniforms, bags, clothing, hot meals, household items, medical aids, coupons, stationary supplies, CBI kits, other)
- 109: **5.2}** Number households benefiting from humanitarian assistance
- 110: **5.3}** Metric tons of food commodities distributed (disaggregated by commodity specifically)
- 111: **5.4}** Number of people employed in short-term jobs as a result of USG-supported social assistance programming.
- 112: **6.1}** Number of Civil Society Organizations (CSOs)/Non-Governmental Organizations (NGOs) and Governmental Organizations (GOs) and Local Governmental Units (LGUs)

	benefiting from Technical Assistance (TA)/ Capacity Building (CB)/infrastructure activities
113:	6.2} Number of people benefiting through CSO/NGO/LGU activities
114:	6.3} Number of workshops/events/media campaign/ TV messages conducted
115:	6.4} Number of community-based reconstruction / rehabilitation/humanitarian /informal education and training projects completed
116:	6.5} Number of USG assisted CSOs that engage in advocacy and watching functions
117:	7.1} Number of farmers and fisherfolk benefitting
118:	8.1} Number of participants (training, workshops, etc) in psychosocial activities
119:	9.1} Total number of beneficiaries (disaggregated by gender, age, and element)
120:	9.2} Number of permanent jobs created (disaggregated by gender, age, type of job)
121:	9.3} Number of grants provided

It is up to the program to develop this system, and the above is an illustrative example. Words of caution are 1) allow categories to have enough “extra numbers” to build on if need be, and 2) ask others in the office what M&E related documents should also be collected and filed; a participatory approach is extremely beneficial.

- b. **Performance Monitoring Plan/Performance Indicator Reference Sheets:** As mentioned above the status of the program’s PMP is undetermined, however it appears that the performance indicators that were approved with the PMP in December 2008 are no longer valid. New performance indicators require new Performance Indicator Reference Sheets (PIRS). PIRS allow program staff to have a systematic and communal understanding of performance indicator definitions, clarity on the definition of words within the indicator (i.e, *who are members of the disadvantage group?*), as well as provide a central go-to document that outlines other key performance indicator points and concepts like data collection frequency, data collection limitations, disaggregation, etc. This task needs to happen very soon as there is a lot of ambiguity regarding definitions that results in different interpretation of what and how data needs to be collected. During a training with GMSs, it became evident that data is being collected inconsistently among the different GMSs.
- c. **Previous and Existing CEP Data Collection Forms:** I was not able to make sustentative changes to the current forms being used by CEP, but did realize in my assessment that the “final evaluation” form could be revised to be a more useful document for program management. I am hoping that someone on CEP staff takes the charge on this effort and improves this form. Also noted, was that this form as well as the Recipient Performance Report (RPR) is not translated into Arabic. All forms that require the grantee and/or contractor to complete must be in local language. The GMSs told me that they often have to spend a lot of time with the grantees/contractors getting the RPR forms completed. The GMSs expressed frustration on the time it takes to work with the grantee and/or contractor to complete this form when it should be done independent of CEP staff input to provide honest feedback. The GMSs expressed concerned that the responses given are not completely honest, as the grantee and/or contractor are likely to provide favorable answers when working with the GMS to complete this form. **All data collection forms should be translated into Arabic** to ensure transparency as well as unbiased responses.
- d. **Data Collection Forms (Annex A-F):** I have reviewed the CEP’s performance indicators against the USAID’s Geo MIS indicators and revised the language of CEP’s performance indicators to capture as many Geo MIS indicators as possible. It should be noted that the CEP performance indicators do not match one to one with the Geo MIS indicator, but are rather (whenever possible)

offer a combination of multiple Geo MIS indicators. This has been done to maximize the number of Geo MIS indicators that CEP will report against. To help the program report on, and document, these results, I have developed data collection forms that capture data for each of CEP's performance indicators. Data collection forms can be seen in Appendix 1 of this document, and provide a systematic and formalized data collection method for the programs' results. As of October 30, 2009, these forms have not been tested in the field; however, that needs to happen as soon as possible. The forms should be tested, reviewed, modified before being fully integrated into the program. Once tested and final, the CEP's Capacity Development and Reporting Manager must first train all the Grant Management Specialist (GMSs) on how to correctly complete the form; definitions of key terms; what signatures are required by whom, and when; and what other specific program documentation is required to successfully satisfy that data requirements for each indicator. The Capacity Development and Reporting Manager may also train grantees, as well as do spot checks on program sites to ensure that data collection is accurately and correctly occurring.

- e. **Incongruence between E-Grants, Geo MIS and CEP Performance Indicators:** A fundamental problem with the M&E systems for the programs is that all performance indicator data must be submitted into USAID's Geo MIS. The Geo MIS only allows CEP to provide/report data in one Sub-Sector per grant/activity. For example, under Geo MIS's Sector "Education/Youth" there are three Sub-Sectors: "construction/renovation of facilities for youth," "equipping/furnishing of youth facilities," and "training of youth and youth counselors, adult volunteers, etc." If we have an activity that has indicators in more than one of these Sub-Sectors, nearly all our work straddles multiple Sub-Sectors, we are only able to report our results in one Sub-Sector, thereby significantly under-reporting program results. This is a big problem and something that is beyond the scope of CEP system development; however the ripple effect does impact how the program collects data. I have asked that our staff collect all of the data per the program's performance indicators even if those data not able to be reported into USAID's Geo MIS so that we are able to show USAID our "real" results per quarter as well as what is put into Geo MIS. More discussion with USAID should take place to reach some middle ground on this issue. Another problem with the unparallel systems is the e-grants and USAID's Geo MIS. Before the grant goes live, CEP staff must go into e-grants and pick the indicators that will measure the success of the activity; however, the drop down list/selection does not match the Geo MIS. Also, at this time, when the e-grant task is being completed, I've been told that there is a greater emphasis on putting grants under the "Democracy and Governance" categories than other categories as there is a push to show results in that area. Lastly, I have been told, but have not seen for myself, that the e-grants have not been updated with the two new program objectives provided by USAID.

III. Monitoring and Evaluation Responsibilities:

- a. **Staffing:** I believe that CEP could positively benefit from another staff member who would be dedicated full-time to M&E functions. There are many exogenous factors, which contribute to staffing decisions; however assuming that this position could be created, I believe that the new M&E systems easily support and justify the workload for a full time M&E Specialist. To accurately assess how this new position will fit in CEP's overall organizational structure, I suggest that the program's DCOP assess current job descriptions from the Information Management Specialist and the Capacity Development and Reporting Program Manager against new tasks/roles and responsibilities. The JD assessment should identify overlap and gaps that may exist while implementing the new M&E systems. The output of this assessment should logically lead to roles/responsibilities reallocation in light of the new systems. The M&E systems that I am proposing are new, and will therefore require an investment in time and other resources from those that work in performance data. JDs for other CEP members also working in performance data—including but not limited to the Grant Management Specialist, Gaza staff doing M&E, and DCOP—should also be reviewed while doing the assessment to correctly, and accurately, reallocate tasks among all staff members. Given the sensitivities and complexities of CEP's staffing arrangement, further recommendations on this subject can be made by me prior to, and during the JD assessments. Also, M&E in relation to the

Gaza office must be considered, and to look at who in that office may take a more active role in M&E tasks and functions.

IV. Training:

- a. **Grant Management Specialists (GMS) Training:** Prior to my departure, the Capacity Development and Reporting Program Manager has provided preliminary training to the GMSs. M&E data collection and systems training to GMS will need to be ongoing, with project site visits conducted by the Capacity Development and Reporting Program Manager to ensure that data are collected properly. Training to the GMSs should also be conducted systematically, no less than every quarter as a refresher to discuss data collection limitations, definition clarifications, and constraints; as well as to ensure accurate, consistent, and timely data collection. Although the data collection forms are not final at the time of this report; the program is waiting for USAID to sign off on new/modified performance indicators, and staff is being trained on how to correctly complete these forms assuming they will be approved with little revisions.
- b. **Staff Training:** It is important that everyone on staff has an understanding (not necessary to be proficient in M&E) of CEP's overall goal, objectives, and how performance indicators contribute to meeting objectives and project goal. At least once a year (ideally at the program retreat/annual work planning session); the Capacity Building and Reporting Program Manager should provide an all staff demonstration/information session on such topics as "what are the program results," "how program results achieved," and "results to date."
- c. **Grantee Training:** The GMSs will be primarily responsible for training the grantees; however, the Capacity Development and Reporting Program Manager may also sit in, and/or conduct training to grantees in data collection. Also, **all the data collection forms created are for both LOCAL AND INTERNATIONAL NGOs**, there is no differentiation between these two groups. Also, if an NGO and/or international NGO decides to subcontract their work to other entities (i.e., local NGOs) it is the responsibility of the grantee (the entities that CEP signs a grant agreement) to provide results to CEP in the forms provided by CEP.
- d. **USAID Training:** CEP's contract Modification four on September 30th, 2009 states "*the contractor is required to report activity related fields and list of **outputs, indicators** on a monthly basis and program related fields/narratives, **PMP indicators**, and **OP indicators** on a quarterly basis.*" There is some confusion regarding the interesting taxonomy the mission has chosen to use, such as the creation of PMP indicators, verse an output indicator, verses an OP indicator. The current OP (Objective and Program Indicators from FAF/FACTS) have not been assigned correctly to CEP as these are standardized and therefore their language cannot be modified or changed. In addition, the mission makes differentiates between OP and Management Indicator, without clarification of what this distinction is. I have reviewed the two "types" of indicators that the mission has differentiated (operational verse management) and have many questions as to the nature and rubric around these "types" of indicators. It would be very useful to clarify the taxonomy used by the Mission with internationally standardized (via USAID ADS 203) taxonomy.

Table 1.1 Performance Indicators and Associated Supporting Documents Required

Element Name	Number and Name of Performance Indicator	Documentation Needed for CEP files before input into MIS
Education / Basic Education	1.1} Number of educational rooms constructed/renovated/ rehabilitated/furnished	1. Photographs of construction <ol style="list-style-type: none"> a. Before, during, final (stamped by grantee if possible) 2. Copy of Final Evaluation and Recipient Performance Report 3. Copy (condensed 1~3 pages max) blue prints of construction plans 4. Copy of final financial report/ final progress report 5. Annex A-1 6. If there is short-term work and/or Cash for Work; Annex B-1

Element Name	Number and Name of Performance Indicator	Documentation Needed for CEP files before input into MIS
Education / Youth	2.1} Number of youth facilities constructed (built)/ renovated/rehabilitated/furnished	Photographs of construction <ol style="list-style-type: none"> a. Before, during, final (stamped by grantee if possible) 1. Copy of Final Evaluation and Recipient Performance Report 2. Copy (condensed 1~3 pages max) blue prints of construction plans 3. Copy of final financial report/ final progress report 4. Annex A-I 5. If there is Short term work and/or Cash for Work; Annex B-I
Water	3.1} Number of water/ roof tanks provided	<ol style="list-style-type: none"> 1. Photographs <ol style="list-style-type: none"> a. Before, during, final (stamped by grantee if possible) 2. Copy of Final Evaluation and Recipient Performance Report 3. Copy of Title Transfer Document (with grantee and CEP signatures)
Roads /Other infrastructure	4.1} Number of square meters of sidewalks, fences, school fences, retaining walls, terraces, shades, balconies, roofs, constructed, renovated, rehabilitated, or painted	<ol style="list-style-type: none"> 1. Photographs of construction <ol style="list-style-type: none"> a. Before, during, final (stamped by grantee if possible) 2. Copy of Final Evaluation and Recipient Performance Report 3. Copy (condensed 1~3 pages max) blue prints of construction plans 4. Copy of final financial report/ final progress report 5. Annex A-I 6. If there is Short term work and/or Cash for Work; Annex B-I
	4.2} Number of linear meters of sidewalks, fences, school fences, shades, roofs, balconies, retaining walls, and terraces constructed	<ol style="list-style-type: none"> 1. Photographs of construction <ol style="list-style-type: none"> a. Before, during, final (stamped by grantee if possible) 2. Copy of Final Evaluation; Recipient Performance Report (RPR) 3. Copy (condensed 1-3 pages max) blue prints of construction plans 4. Copy of final financial report/ final progress report 5. Annex A-I 6. If there is Short term work and/or Cash for Work; Annex B-I
	4.3} Number of public parks/recreational areas, community centers, houses, canteens, roofs, shades, balconies, sidewalks, school fences, retaining walls, roofs, and other facilities constructed/ renovated	<ol style="list-style-type: none"> 1. Photographs of construction <ol style="list-style-type: none"> a. Before, during, final 2. Copy of Final Evaluation; Recipient Performance Report (RPR) 3. Copy (condensed 1-3 pages max) blueprints of construction plans 4. Copy of final financial report/ final progress report 5. Annex A-I 6. If there is short-term work and/or Cash for Work; Annex B-I
	4.4} Person Days of employment generated	<ol style="list-style-type: none"> 1. Photographs of work <ol style="list-style-type: none"> a. Before, during, final (stamped by grantee if possible) 2. Copy of Final Evaluation; and Recipient Performance Report (RPR) 3. Copy of final financial report/ final progress report 4. Annex B-I 5. Copy of Final Evaluation; Recipient Performance Report (RPR)
Humanitarian Assistance	5.1} Number of students/children and individuals from disadvantage groups benefiting from humanitarian assistance (uniforms, bags, clothing, hot meals, household items, medical aids, coupons, stationary supplies, CBI kits, other)	<ol style="list-style-type: none"> 1. Photographs (as appropriate) 2. Annex C-I 3. Acknowledgement of Receipt Document (from CEP) 4. ARD/CEP - GAZA CRISIS RESPONSE

Element Name	Number and Name of Performance Indicator	Documentation Needed for CEP files before input into MIS
	5.2} Number households benefiting from humanitarian assistance	Annex C-I 1. Acknowledgement of Receipt Document (from CEP) 2. ARD/CEP - GAZA CRISIS RESPONSE
	5.3} Metric tons of food commodities distributed (disaggregated by commodity specifically)	1. Acknowledgement of Receipt Document (from CEP) 2. ARD/CEP - GAZA CRISIS RESPONSE Transportation Request 3. Photographs of work a. Before, during, final (stamped by grantee if possible)
	5.4} Number of people employed in short-term jobs as a result of USG-supported social assistance programming.	1. Annex B-I 2. Photographs of work a. Before, during, final (stamped by grantee if possible)
Democracy & Governance / Civil society	6.1} Number of Civil Society Organizations (CSOs)/Non-Governmental Organizations (NGOs) and Governmental Organizations (GOs) and Local Governmental Units (LGU's) benefiting from Technical Assistance (TA)/ Capacity Building (CB)/infrastructure activities	1. Annex D-I 2. Photographs of work a. Before, during, final (stamped by grantee if possible)
	6.2} Number of people benefiting through CSO/NGO/LGU activities	1. Annex D-I 2. Annex E-I a. Photographs (stamped by grantee if possible)
	6.3} Number of workshops/events/media campaign/ TV messages conducted	1. Annex D-I 2. Annex E-I 3. Photographs
	6.4} Number of community-based reconstruction / rehabilitation / humanitarian /informal education and training projects completed	1. Annex E-I 2. Annex F-I 3. Photographs of work a. Before, during, final (stamped by grantee if possible)
	6.5} Number of USG assisted CSOs that engage in advocacy and watching functions	1. Annex D-I 2. Photographs
Economic Growth	7.1} Number of farmers and fisherfolk benefitting	1. Annex A-I 2. Annex B-I 3. Annex C-I 4. Annex D-I 5. Annex E-I 6. Photographs
Health/ Psychological	8.1} Number of participants (training, workshops, etc) in psychosocial activities.	1. Annex E-I 2. Annex F-I 3. Photographs
Cross Cutting	9.1} Total Number of beneficiaries (disaggregated by gender, age, and element)	Summation of previous forms: 1. Annex A-I 2. Annex B-I 3. Annex C-I 4. Annex D-I 5. Annex E-I 6. Photographs
	9.2} Number of permanent jobs created (disaggregated by gender, age, type of job)	1. Annex B-I 2. Photographs of work a. Before, during, final
	9.3} Number of grants provided	Program Records (final close-out) Copy of final evaluations

Table 2.1 CEP Monitoring and Evaluation Progress Gantt Chart

Task	CEP STAFF ⁵	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	April 2010	May 2010	June 2010	July 2010	Aug 2010	Sept 2010	Oct 2010
1} CEP M&E Filing System in Place	BM with help from RH and YA	◆											
2} Revised PMP (with new Performance Indicator Reference Sheets) for internal purposes	BM and TBD with review from YA	◆											
3} All CEP staff trained on Performance Indicators			◆										
4} Capacity Development and Reporting Program Manager training for Grants Management Specialists	BA/ TBD	◆											→
5} Review of Information Management Specialist and Capacity Development and Reporting Program Manager job descriptions in lieu of new M&E responsibilities	YA with review from ML		◆										
6} New Person brought on board to handle M&E responsibilities ⁶	YA with oversight from ML			◆									
7} Revised PMP (as necessary)	BM/TBD							◆					
8} Revised PMP approved by USAID	YA/ML							◆	◆				
9} Revisions to data collection forms as necessary (after initial testing)	BM/TBD with assistance from GMSs					◆				◆			◆
10} Qualitative data collection systems assessed	BM (remotely) JLC							◆					
11} Back-fill previous results reported to USAID, for data that can't be recovered; "memos to the file" drafted and placed in files	BM, TBD, RH						◆						
ARD Home Office support and data audit	JLC									◆			
12} Implementation of qualitative data collection	BM/ TBD							◆					→
13} Data Quality Audit (one day event)	BM/TBD with oversight from YA							◆					◆

⁵ YA= Youil Anastas; BM= Bushra Mukbil; RH =Rana Handal; TBD= Potential M&E Staff; Mark Levenson =ML

⁶ Specific responsibilities for the new positions will be determined after analysis of current staff job descriptions that are conducting M&E duties/responsibilities.

Number and Name of Performance Indicator	Element Name/Sector	Sub-Sector	Performance Indicator
1.1} Number of educational rooms constructed/ renovated/ rehabilitated/furnished	1. Education / Basic Education	1.1 Construction/renovation of classrooms and related facilities	A010A: No. of educational rooms constructed A010B: No. of educational rooms renovated.
2.1} Number of youth facilities constructed (built)/ renovated/rehabilitated/furnished	2. Education / Youth	2.1 Construction/renovation of facilities for youth 2.2 Equipping/Furnishing of youth facilities.	A021A: No. of youth facilities built/renovated A024A: No. of youth facilities equipped A024E: No. of youth centers furnished
3.1} Number of water/ roof tanks provided	3. Water	3.1 Provision of emergency water related services	A045C: No. of water/ roof tanks provided
4.1} Number of square meters of sidewalks, fences, school fences, retaining walls, terraces, shades, balconies, roofs, constructed, renovated, rehabilitated, or painted	4. Roads /Other infrastructure	4.1 Construction / improvement of interior and connecting roads (non-agricultural)	A051B: No. of square meters of side walks
4.2} Number of linear meters of sidewalks, fences, school fences, shades, roofs, balconies, retaining walls, and terraces constructed		4.1 Construction / improvement of interior and connecting roads (non-agricultural)	A051C: No. of linear meters of retaining walls, fences, and terraces
4.3} Number of public parks/ recreational areas, community centers, houses, canteens, roofs, shades, balconies, sidewalks, school fences, retaining walls, roofs, and other facilities constructed/ renovated		4.2 Construction / improvement of other infrastructure	A083B: No. of community centers constructed renovated A083A: No. of other facilities (not schools, clinics, youth centers, roads, etc) constructed/ improved A083E: No. of houses rehabilitated
4.4} Person Days of employment generated		4.2 Construction / improvement of other infrastructure	ZZZ1C: Permanent Jobs Created (positions) ZZZ1D: Temporary Jobs Created (positions) ZZZ1E: Temporary Job-days (people x days)
5.1} Number of students/children and individuals from disadvantage groups benefiting from humanitarian assistance (uniforms, bags, clothing, hot meals, household items, medical aids, coupons, stationary supplies, CBI kits, other)	5. Humanitarian Assistance / Emergency Assistance	5.1 Supply of basic humanitarian commodities to students 5.2 Supply of basic humanitarian commodities to disadvantaged groups	A101A: No. of uniforms distributed A101B: No. of bags distributed A101C: No. of stationary / supplies units distributed A101D: No. of other units distributed A102A: No. of Food packages/hot meals distributed A102B: No. of clothing packages distributed A102B: No. of clothing packages distributed A102C: No. household items distributed A102D: No. of medical aids/special needs units distributed A102E: No. of coupons distributed
5.2} Number households benefiting from humanitarian assistance		5.2 Supply of basic humanitarian commodities to disadvantaged groups 5.3 Distribute food and relief items direct or through work and training, to preserve hope and moderation among impoverished population.	A102H: No of individuals benefited from Humanitarian aid No. of households reached

Number and Name of Performance Indicator	Element Name/Sector	Sub-Sector	Performance Indicator
5.3} Metric tons of food commodities distributed (disaggregated by commodity)		5.3 Distribute food and relief items direct or through work and training, to preserve hope and moderation among impoverished population.	Tons of flour distributed Liters of olive oil distributed Metric tons of food commodities distributed
5.4} Number of people employed in short-term jobs as a result of USG-supported social assistance programming.		5.1 Supply of basic humanitarian commodities to students 5.2 Supply of basic humanitarian commodities to disadvantaged groups 5.3 Distribute food and relief items direct or through work and training, to preserve hope and moderation among impoverished population.	ZZZ1D: Temporary Jobs Created (positions)
6.1} Number of Civil Society Organizations (CSOs)/Non-Governmental Organizations (NGOs) and Governmental Organizations (GOs) and Local Governmental Units (LGU's) benefiting from Technical Assistance (TA)/ Capacity Building (CB)/infrastructure activities	6. Democracy & Governance/Civil society	6.1 Support needy institutions to deliver better services (NGO, GO, private, etc...)	D121I: Number of GOs benefitting D121A: No. of CSO/NGOs Benefiting D121B: No. of LGUs benefited
6.2} Number of people benefiting through CSO/NGO/LGU activities		6.2 Support conflict mitigation and peace reconciliation processes.	D121C: No. of people (citizens, grassroots, constituencies) benefiting
6.3} Number of workshops/events/media campaign/ TV messages conducted			D121D: No. of workshops/events/media Campaign conducted D121E : No. of TV/media shows/messages conducted D124D: No. of local TV/Radio stations participated in non-violent related activities
6.4} Number of community-based reconstruction / rehabilitation / humanitarian /informal education and training projects completed			D121K: Number of community-based reconstruction / rehabilitation / humanitarian /informal education and training projects completed
6.5} Number of USG assisted CSOs that engage in advocacy and watchdog functions			D121J: Number of USG assisted civil society organizations that engage in advocacy and watchdog functions.
7.1} Number of farmers and fisherfolk benefitting	7. Economic Growth / Agriculture	7.1 Assistance to small farmers and households (Ag. Olive, dairy, cisterns, fish)	P403I: Number of fishermen reached P403B: Number of small farmers benefited from extension services and other support P403M: Number of Ag-Cooperatives benefited
8.1} Number of participants (training, workshops, etc) in psychosocial activities.	8. Health/ Psychological	8.1 Provision of CBI training and Basic psycho-social support 8.2 Implementation of CBI program at schools	ZZZ1A: Number of Male Beneficiaries ZZZ1B: Number of Female Beneficiaries H001A: No. of beneficiary children H001B: No. of parents/teacher assoc. PTA trained H001C: No. of teachers/head masters trained

Number and Name of Performance Indicator	Element Name/Sector	Sub-Sector	Performance Indicator
			H001E: No. of counselors trained H001F: Total no. of basic/booster and advanced training workshops for school counselors conducted H002A: No. of male children age group 6-11 reached H002B: No. of female children age group 6-11 reached H002C: No. of male children age group 12-16 reached H002D: No. of female children age group 12-16 reached
9.1} Total Number of beneficiaries (disaggregated by gender, age, and element)	Cross Cutting		
9.2} Number of permanent jobs created (disaggregated by gender, age, type of job)	Cross Cutting		
9.3} Number of grants provided	6. Democracy & Governance / Civil society	6.1 Support needy institutions to deliver better services (NGO, GO, private, etc....)	D121F: No. of grants provided

APPENDIX 1

**USAID/CEP West Bank/Gaza
CONSTRUCTION-RELATED PROJECT(S)**

Date (day, month, year): _____

Grantee: _____

Grant Number: _____

Project Title: _____

Agreement Start Date: _____

Agreement End Date: _____

EMPLOYMENT⁶:

Number of Person Days Employment: _____

Number of Individuals: _____

Number of Days: _____

BENEFICIARIES:

Beneficiary Category	Total Number	Definition
1) Number of Men		
2) Number of Vulnerable Men		Vulnerable Men include (needs to be defined) and is a sub-set of "number of men category"
3) Number of Women		
Number of Vulnerable Women		Vulnerable Women include (needs to be defined) and is a sub-set of "number of men category"
4) Number of Youth		Youth are boy and girls between the ages of X to Y
5) Number of People that categorize themselves as Farmers		
6) Number of People that categorize themselves as Fisherfolk		
Total line 1+ Total line 2+ Total line 4) = TOTAL =		

Please mark with the number in each row/column of type of construction project completed

Type of Construction	Constructed	Renovated	Rehabilitated	Painted	Number
1) Educational Rooms					
2) Youth Facilities					
3) Community Centers					
4) Houses					
5) Canteens					
6) Shades					
7) Balconies					
8) Roofs					
9) Retaining Walls					
10) Sidewalks					
11) Fences					
12) School Fences					
13) Terraces					
14) Public Parks					
15) Recreational Areas					
16) Other (write in)					
Total	Total=	Total=	Total=	Total=	

Type of Construction	Square meters	Linear Meters	Number
1) Retaining Walls			
2) Sidewalks			
3) Fences			
4) School Fences			
5) Terraces			
6) Shades			
7) Balconies			
8) Roofs			
9) Other (write in)			
Total	Total =	Total =	

I hereby confirm that the information provided above is correct and valid to the best of my abilities, and that photograph(s) supporting any construction work done have been supplied to CEP as supporting documentation. Beneficiary lists have also been provided that verify the beneficiary numbers provided above.

Grantee (Data Collector) Signature: _____

Date: _____

CEP Staff Signature: _____

Date: _____

⁶ Employee timesheets (CEP M&E Annex B-1) must be completed for any person days worked

USAID/CEP West Bank/Gaza

Time Accountability Form

Date (day, month, year): _____
 Grantee: _____
 Grant Number: _____

Project Title: _____
 Agreement Start Date: _____

Agreement End Date: _____

SUMMARY EMPLOYMENT⁷:

Number of Person Days Employment: _____

Number of Individuals: _____

Number of Days: _____

BENEFICIARIES:

Beneficiary Category	Total Number	Definition
1) Number of Men		
2) Number of Vulnerable Men		Vulnerable Men include (needs to be defined) and is a sub-set of "number of men category"
3) Number of Women		
4) Number of Vulnerable Women		Vulnerable Women include (needs to be defined) and is a sub-set of "number of men category"
5) Number of Youth		Youth are boy and girls between the ages of X to Y
6) Number of People that categorize themselves as Farmers		
7) Number of People that categorize themselves as Fisherfolk		
Total line 1+ Total line 2+ Total line 5) = TOTAL =		

Signature	Unskilled Labor (mark X)	Skill Labor (mark X)	Total Time Worked In hours	Sign out 1. Date 2. Time	Signature	Sign in 1. Date 2. Time	Identification Number	Last Name	Second Name	Name	#
											1
											2
											3

I hereby attest that all the information provided above is correct, valid, and accurate.

Forman/On Site Supervisor Signature: _____

Date: _____

CEP Staff: _____

Date: _____

⁷ Employee timesheets (CEP M&E Annex B-1) must be completed for any person days worked

USAID/CEP West Bank/Gaza

Humanitarian Distribution Forms

BENEFICIARIES:

Beneficiary Category	Total Number	Definition
1) Number of Men		
2) Number of Vulnerable Men		Vulnerable Men include (needs to be defined) and is a sub-set of "number of men category"
3) Number of Women		
4) Number of Vulnerable Women		Vulnerable Women include (needs to be defined) and is a sub-set of "number of men category"
5) Number of Youth		Youth are boy and girls between the ages of X to Y
6) Number of People that categorize themselves as Farmers		
7) Number of People that categorize themselves as Fisherfolk		
Total line 1+ Total line 2+ Total line 5) = TOTAL =		

Date (day, month, year): _____

Grantee: _____

Grantee Type (NGO,CSO, LGU): _____

Grant Number: _____

Project Title: _____

Agreement Start Date: _____

Agreement End Date: _____

Please mark with the number in each row/column of type Assistance Received

Beneficiary							School Uniforms	Clothing	Food Package	CBI Kit	Hot Meal	HH Item	Medical Aids	Stationary Kits	Other	Signature	Date
Name: First, Second, Last	ID #	Gender	Age	Farmer	Fisherfolk	Dis-advantage											
1)																	
2)																	
3)																	
4)																	
5)																	
6)																	
7)																	
8)																	
9)																	
10)																	
11)																	
12)																	
13)																	

I hereby confirm that the information provided above is correct and valid to the best of my abilities.

Grantee (Data Collector) Signature: _____

Date: _____

CEP Staff Signature: _____

Date: _____

**USAID/CEP West Bank/Gaza
CSO, NGO, and LGU Activities**

Date (day, month, year): _____

Grantee: _____

Grant Number: _____

Project Title: _____

Agreement Start Date: _____

Agreement End Date: _____

TOTAL BENEFICIARIES:

Beneficiary Category	Total Number	Definition
1) Number of Men		
2) Number of Vulnerable Men		Vulnerable Men include (needs to be defined) and is a sub-set of "number of men category"
3) Number of Women		
4) Number of Vulnerable Women		Vulnerable Women include (needs to be defined) and is a sub-set of "number of men category"
5) Number of Youth		Youth are boy and girls between the ages of X to Y
6) Number of People that categorize themselves as Farmers		
7) Number of People that categorize themselves as Fisherfolk		
Total line 1+ Total line 2+ Total line 5) = TOTAL =		

CSO/NGO/GO/LGU CAPACITY BUILDING AND TECHNICAL ASSISTANCE

1.0) Does this activity provide technical assistance and/or capacity building to Civil Society Organization(s), /Non-Governmental Organization(s), Governmental Organization(s) (GOs), and Local Governmental Unit(s) (LGU's)? (circle one)

1.1) If **YES**; **YES** **NO**

	Organization/Entity Name	Type of Technical Assistance	Type of Capacity Building	Date
CSO				
NGO				
LGU				
GO				

3.3) Pictures have been attached? (circle **YES** **NO** one)

CSO/NGO ADVOCACY AND WATCH DOG FUNCTIONS

2.0) As part of this grant, did CSOs and/or NGOs engage in advocacy and watching functions?

YES **NO** (circle one)

2.1) If **YES**:

	Organization/Entity Name	Type of Advocacy	Type of Watchdog Function	Date
CSO				
NGO				

--	--	--	--	--

2.2) Pictures have been attached? (circle YES NO one)

MEDIA

3.0} Workshops/events/media campaign/TV messages implemented: (circle one)

<input type="checkbox"/> YES	<input type="checkbox"/> NO
------------------------------	-----------------------------

3.1} If YES:

Type of Messages	Workshop	Event	Media Campaign	TV	Date

I hereby confirm that the information provided above is correct and valid.

Grantee (Data Collector) Signature: _____

Date: _____

CEP Staff Signature: _____

Date: _____

Annex E-1

**USAID/CEP West Bank/Gaza
Daily Participant Training/Workshop Activity Sign-In Form**

Course Topic: _____

Location (City, Municipality, Governorate): _____

Facilitator Name/Organization: _____

Type of Training	YES	NO
community-based reconstruction		
community-based rehabilitation		
community-based humanitarian issues		
Informal Training		

Training Dates (month/day/year): Start Date: _____

Completion Date: _____

	Participant Name (First, Second, Last)	Gender	Age	Occupation	Disability	Benefit	Signature
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

I hereby confirm that the information provided above is correct and valid.

Grantee (Data Collector) Signature: _____

Date: _____

CEP Staff Signature: _____

Date: _____

**USAID/CEP West Bank/Gaza
Post Evaluation Training/Workshop Form**

Training/Workshop Course Topic: _____

Grantee: _____

Grant Number: _____

Project Title: _____

Agreement Start Date: _____

Agreement End Date: _____

Training/Workshop Dates (month/day/year): **Start Date:** _____ **Completion Date:**

Participant Name: _____

Responses to each question:

- 1 = Strongly disagree 
- 2 = Disagree 
- 3 = Neither agree nor disagree 
- 4 = Agree 
- 5 = Strongly agree 

1. I felt that I was able to participate freely and openly:

1 2 3 4 5

2. I felt comfortable sharing my thoughts and ideas during this training/workshop

1 2 3 4 5

3. This training/workshop will allow me to adopt new technologies, systems, and/or management practices that will increase my capacity

1 2 3 4 5

4. This training/workshop met my expectations:

1 2 3 4 5

Other Comments: _____

Signature: _____

Date: _____

ANNEX 4: BUDGET TO ACTUAL REPORT

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov