



TAMKEEN

**Civil Society and Democracy Strengthening Project
West Bank and Gaza**

Quarterly Progress Report Second Quarter of 2004



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ACRONYMS

APS	Annual Program Statement
ATC	Anti-Terrorism Certificate
CLIN	Contract Line Item Number
CSO	Civil Society Organization
CSS	Civil Society Specialist
DG	Democracy and Governance
FA	Finance and Administration Sub-team
FOG	Fixed-Obligation Grant
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IT	Information Technology
NGO	Non-Governmental Organization
PCBS	Palestinian Central Bureau of Statistics
PCIT	Programming, Communication, and Information Technology Sub-team
PLC	Palestinian Legislative Council
PMP	Performance Monitoring Plan
PONAT	Participatory Organizational Needs Assessment Tool
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

Executive Summary

This quarterly progress report (QPR) for the USAID-funded Civil Society and Democracy Strengthening project (Tamkeen) covers the period from April 1 to June 30, 2004. Tamkeen's primary objective is to help Palestinian civil society organizations (CSOs) increase their voice in public discourse and preserve the critical "space" occupied by Palestinian CSOs, placing them at the heart of the communications nexus between citizens and their public representatives at the local and national levels.

During the quarter, Tamkeen signed nine simplified grants and 15 fixed-obligation grants (FOG) for a total value of approximately \$1 million. An additional 11 grants, worth approximately \$1.1 million, were approved by the Tamkeen Grants Committee and will be signed during July 2004. When the new grants are signed, the total value of grants awarded by the project since its inception in September 2000 will be approximately \$13.8 million—84 percent of the approximately \$16.4 million allocated by USAID for grants to Palestinian CSOs over the life of the project.

This level of grant making comes very close to the projections in Tamkeen's 2004 Work Plan. As explained in detail in Section II of this report, the slight short-fall is primarily due to the reaction of Palestinian CSOs to the USAID-mandated Anti-Terrorism Certificate (ATC) and recent decisions by the Palestinian Legislative Council (PLC) on this issue. With minor adjustments, we expect to meet our targets for grant making by the end of the year.

In the capacity building and technical assistance area, Tamkeen successfully implemented three major initiatives during the quarter. We completed the second of three phases of a training program in advocacy skills and techniques and the second of five phases of the advanced training best practices program, each for more than 30 CSO representatives drawn from the Gaza Strip and West Bank. We also conducted multiple iterations of a three-day training program in financial and administrative systems. This program reached a total of 64 CSO directors and financial managers from throughout Palestine.

These Tamkeen initiatives succeeded in the midst of continuous deterioration in political, economic, and security conditions, including military incursions, closures, and curfews. In one case, a major army incursion happened within two miles of the training site, but the program was successfully completed using a combination of alternative staff and Tamkeen's video conference facilities. In another case, expatriate consultants were forced to take cover for two hours at a checkpoint as a result of gunfire between the Israel Army and Palestinians. The project was also confronted by political and security challenges resulting from statements by the U.S. president regarding the fate of refugees and Israeli settlements, and Israel's campaign of targeted killings.

In the grant compliance area, Tamkeen continued its extensive program of spot checks, pre-award surveys, and audits throughout the quarter. The audit program and spot checks help to ensure that U.S. Government, USAID, and Tamkeen procedures and requirements are followed and allow Tamkeen to provide one-on-one capacity building assistance to CSOs, strengthening their systems throughout the grant application and implementation process.

Communication and monitoring and evaluation initiatives also moved forward. We published a brochure in English and Arabic during the quarter and continued to update our website with success stories and the latest news on Tamkeen and grantee initiatives. Improving coordination, we hosted two meetings of the International Donors' Group. Established on Tamkeen's initiative in 2003, the group of approximately 12 international donors and donor-funded projects meets on a regular basis to discuss and coordinate assistance to the CSO community at the implementation level.

Tamkeen received the preliminary results of impact assessment studies of two grantees. Both studies found that Tamkeen grantees are successfully implementing their projects with some significant, real-world results. These include encouraging university students to take a role in advocacy activities on behalf of their local communities in the Gaza Strip and empowering women to lead environmental clean up and awareness campaigns in small villages in the northern West Bank.

Finally, our administrative systems continued to function effectively under procedures codified in 2003. We hired a new communications specialist and started the recruitment process for three new staff members to replace Ranan El-Muthaffar, Taher Nofal, and Yazdan El-Amawi, all of whom received prestigious USAID-funded Presidential Scholarships and will be departing for the United States in the coming months to pursue graduate studies. Throughout the period, the Chemonics home-office team assisted with contract implementation and financial management. They also supported the field team by recruiting and fielding international consultants, providing needed research materials, and editing publications.

SECTION I

Supporting the Role of Palestinian CSOs in Public Discourse

Tamkeen is operating under its 2004 Work Plan, which was approved by USAID early in the first quarter. In capacity building initiatives, Tamkeen exceeded its targets for the quarter. For grant-making, Tamkeen was slightly behind work plan estimates as a result of several factors, primarily issues surrounding the USAID-mandated ATC. Tamkeen adjusted its grants program during the quarter in response to these challenges and expects to achieve its work plan targets by the end of the year.

Sections II through IV provide a detailed account of all of Tamkeen activities and achievements during the quarter. This section briefly presents the vision that guides Tamkeen's efforts as expressed in the 2004 Work Plan. It also reviews the assumptions and constraints under which the project operated during the quarter, focusing on the continued impact of Israeli-imposed closures and travel restrictions. In Section II of this report, we update the status of the ATC in light of changes made to the original text and the impact this is having on grant making.

A. Tamkeen's Vision

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

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

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

The continued relevance of this vision to Tamkeen's operations is discussed extensively in our 2004 Work Plan. In that document, we discussed the importance of maintaining flexibility during implementation of project activities and tasks—such flexibility proved to be extremely useful in overcoming the many challenges faced by the project in the two quarters of this year.

B. Working Environment: Success Against Adversity

Over the life of the project, Tamkeen has operated in a complex, politically charged, and constantly changing environment. We have been able to overcome many of these constraints and successfully implement project activities by maintaining clear, constant, and transparent

communication channels with all stakeholders, particularly USAID and the Palestinian CSO community, and by decentralizing operations and using information technology (including video conference links).

As noted previously, Tamkeen remains very close to the original targets for grant making over the life of the project, a substantial achievement considering the project was designed before the start of the current *Intifada* and the related curfews, closures, incursions, political instability, and other obstacles to success. The fact that we remain on track for a successful completion of the project is a tribute to the determination of our staff and CSO partners.

Achievements during this quarter should be viewed in the context of several factors that affected our working environment and the challenges we faced as an American-funded civil society strengthening project. This section reviews developments in the four external areas of central concern to the project.

B1. Social and Economic Hardship

Social and economic conditions in Palestine continued to deteriorate during the second quarter due to ongoing Israeli closures, incursions, and curfews in the West Bank and Gaza Strip. These actions have exacerbated the demand for basic social and economic services. The deteriorating conditions were confirmed by various reports and assessments produced by Palestinian and/or international agencies.

One of these studies—issued by Birzeit University’s Development Studies Program in June 2004—reports that nearly 35 percent of Palestinians do not have a working breadwinner. The same study shows that almost 38 percent of people surveyed indicated that their family’s economic conditions are either bad or very bad.

The Gaza Strip was significantly affected by major Israeli Army incursions during the quarter. This included incursions into the Rafah area, which resulted in significant destruction, as well as incursions into the Zaitouna neighborhood in Gaza City, the Beit Hanoun neighborhood in northern Gaza, and other areas in the middle camps. These events underline the need for continued Tamkeen funding to organizations in the Gaza Strip, particularly in the south and north, where many Tamkeen-grantees are already located.

Rural areas also continued to be particularly hard hit. Many have had extended periods of isolation due to closures, while others have seen the destruction of crops or the expropriation of land, particularly in areas affected by the “separation wall” being built by Israel. The limited number of strong CSOs in the northern and southern West Bank has hampered efforts to find capable grantees in these areas.

Tamkeen is addressing the needs of rural and marginalized areas by developing programmatic FOG grants for smaller CSOs, allowing them to implement limited and defined project in marginalized areas. During the quarter, Tamkeen civil society specialists (CSSs) started developing over 15 of these grants, three of which, worth \$54,698, were signed during this quarter. We expect to sign the remainder in the third quarter.

As noted previously, the socioeconomic situation underscores the need for continued Tamkeen funding to the Palestinian CSO community. In addition to providing needed

services, many CSOs would be unable to survive in the current economic climate if funding were interrupted.

B2. Increasing Political Sensitivity

Starting in the second quarter of 2003, USAID mandated that all grantee organizations worldwide sign the ATC. Since that time, controversy surrounding the wording of the certificate has substantially increased sensitivities about receiving grants from all USAID-funded projects operating in Palestine, including Tamkeen. During the quarter, NGO networks, concerned politicians, and members of the legislature continued to engage in bilateral and public meetings on the issue, elevating it to a much higher level of complexity than was anticipated during the previous reporting period.

As explained in greater detail in previous quarterly progress reports and Section II of this report, many CSOs have agreed to sign the ATC—not because they approve of it but, rather, because of the limited amount of non-USAID funding available. Many other CSOs refused to sign the certificate and still others are working to discourage CSOs from signing, sometimes successfully. In dealing with this challenge, Tamkeen monitored the situation in consultation with USAID throughout the reporting period, engaging members of the CSO community in an open and transparent dialogue on this issue. As a result, Tamkeen is approaching its 2004 target for grant making without the need to issue new solicitations. The ATC matter remains a challenge and is undoubtedly hampering the project's efforts to meet the needs of CSOs in a timely manner. The fact that a CSO orchestrated a rotten-egg-throwing protest against our Gaza office, the first incident of its kind, is another unwelcome development that also reflects the deteriorating political conditions in Palestine.

Another major component of the sensitivity facing Tamkeen is increasing public discussions about reform across the Middle East and around the globe and the American and European role(s) in shaping and/or forcing such reforms. During the past quarter, hardly a day passed without an article or a program in local and or international newspapers written by Palestinian, Arab, European, and/or American politicians or experts analyzing, criticizing, and/or advocating for such reform. In addition, several regional and/or international gatherings were organized to discuss the matter, including the Arab Summit in Tunisia; at least three different conferences in Qatar, Yemen, and Lebanon; and, most recently, the Group of Eight (G8) summit in the U.S.-state of Georgia.

For these and other reasons, it is becoming difficult for Arab liberals, in general, and Palestinians, in particular, to talk about reforms, as doing so may imply an affiliation with the American view of reform, irrespective of whether this is true or not. As a Palestinian participant in conference organized by the Coalition for Accountability and Integrity (AMAN), a Palestinian CSO, noted in June, “We used to work on reforms and organize various forums to demand reforms from the PA, but now, we can't do that because if we are to talk about reform we will be accused of being American puppets.” This is a sentiment that is widely held by various intellectuals and leaders of civil society in Palestine and the Arab world.

Despite these events, a poll conducted by the Palestinian Center for Policy and Survey Research shows strong support for reform. Released in July 2004, the poll reveals that 92 percent of the Palestinians surveyed support the call for reform, but only 40 percent of respondents believe that the Palestinian Authority is actually undertaking such reforms.

B3. Logistical Constraints

The major logistical constraint impacting project work during the quarter remained travel restrictions imposed by the Israeli army within and between the West Bank and Gaza Strip. For the fourth year, some members of our team are unable to travel in the West Bank or out of Gaza. This includes our senior financial officer in the West Bank, two of our Gaza CSS team members, and our office manager in Gaza.

In addition, and due to increasing security threats, the project's expatriate staff members were officially advised not to travel to Gaza for most of the quarter, and the current, long-term incursion into the northern Gaza Strip has caused the entire staff to severely limit trips to and from Gaza.

Tamkeen's Jerusalem-based staff continued to find it difficult to reach the office due to long lines and waits at the DCO/Beit El checkpoint into Ramallah, although the checkpoint conditions improved slightly during the reporting period.

Finally, many of our partner CSOs have found it extremely difficult to implement programs outside of their locality because trainers and/or facilitators are often unable to cross checkpoints into neighboring towns and villages or experience delays that can last for hours. This includes IT firms, which face delays in delivering the computers and other IT equipment because of the travel restrictions, particularly when the major checkpoints into and out of the Gaza Strip are closed.

Despite these challenges, the team's commitment, constantly updated IT solutions, use of satellite offices, and strong relationships with the CSO community enabled Tamkeen to continue working effectively throughout the reporting period, albeit with less-than-optimal efficiency.

B4. Chronic Uncertainty

Tamkeen continues to operate in conditions of extreme uncertainty. Factors include closures, curfews, and the ever-present reality of incursions. Most recently, the willingness of partner CSOs to sign the ATC has also had a significant impact on our work. Throughout the period, project team remains flexible and ready to vary approaches to successfully implement our work plan, even in dire circumstances.

This situation has made planning and project implementation more challenging, and underscores the importance of flexibility and constant dialogue with USAID and partner CSOs to find timely and appropriate solutions to challenges. We feel that this approach is reflected throughout this quarterly report.

SECTION II

Alternative Mechanisms for Supporting the Role of CSOs in Public Discourse

A. Integrated Approach

As mentioned in its work plan for year 2004, and reiterated in the first QPR for this year, Tamkeen strengthened its integrated technical approach under the 2004 work plan, so all of our grant-making, capacity-building, and technical assistance activities are focused on boosting the capacity of targeted CSOs to participate in public discourse and government oversight. This is done through the collective effort of all Tamkeen teams, thus increasing the amount and quality of assistance available to partner CSOs.

The remainder of this section presents progress during the second quarter of 2004, starting with our grants program, and then describing achievements related to our grants management, capacity building, and technical assistance efforts.

B. Program Focus for Year 4

Informed by meetings with more than 100 CSO leaders, as well as with government officials, donor agencies, influential individuals, and USAID, Tamkeen decided to increase, in its year 2004 work plan, its focus on three areas during the year:

- Support for activities involving youths and children
- Support for activities in rural and marginalized areas
- Renewal of successful projects by current grantees

To achieve these objectives, we are using a combination of grant making, capacity building, and technical assistance, all of which will strengthen the overall capacity of Palestinian CSOs, allowing them to take a leading role in public discourse.

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

Grants to CSOs draw upon a \$16-million, “pass-through” fund (CLIN 2). Within the context of ADS and 22 CFR226 guidance, Tamkeen is using two grant-making tiers in 2004: (i) fixed-obligation grants (FOGs) and (ii) simplified grants.

While both grant tiers share some common characteristics and management requirements, each requires management skills unique to itself. For example, Tamkeen’s simplified grants use a milestone-tranche reimbursement funding mechanism and FOGs use a fixed-price deliverable mechanism. Simplified grants can be issued for up to \$150,000 and a maximum duration of 18 months, and FOGs can be issued for values up to \$25,000. They are usually completed in two to three months. All simplified grants must be approved by the Tamkeen Grants Committee.

Using the two tiers, Tamkeen's 2004 Work Plan calls for it to issue grants to Palestinian CSOs for four basic types of projects and/or capacity building efforts (see our 2004 Work Plan for more information):

- DG initiatives
- Services combined with DG activities
- Renewals of successful projects
- Targeting nascent CSOs with small grants

C1. Status of Grant Awards

Tamkeen awarded nine simplified grants worth approximately \$912,930 during the second quarter of 2004. We also issued 15 FOG grants valued at approximately \$97,489. This brings the total number of simplified grants issued to date to 145, with a total value of \$12,063,602, and the total number of FOG grants to 96, with a total value of \$643,392. The total value of all grants issued by Tamkeen since its inception in September 2000 is approximately \$12.7 million. An additional 11 grants have been approved by the Tamkeen Grants Committee, including eight during its meeting on June 29. These grants will be signed in July.

When all approved grants are signed, the total value of Tamkeen's grant awards will be approximately \$13.8 million—84 percent of the approximately \$16.4 million allocated by USAID for grant making over the life of the project. Grant awards to the end of June 2004 are summarized in Exhibit II-1.

**Exhibit II-1.
Summary of Grants Awarded from the Project's Inception to the End of March 2004**

	Grants Awarded in Year 1	Grants Awarded in Year 2	Grants Awarded in Year 3	Grants Awarded in Q1 & Q2 of Year 4	Total Number & Value of Grants Awarded
Simplified Grants	44 grants worth \$3,287,922	55 grants worth \$4,442,210	18 grants worth \$1,497,053	28 grants worth \$2,836,416	145 grants worth \$12,063,601
FOGs	21 grants worth \$63,848	36 grants worth \$309,235	19 grants worth \$117,145	20 grants worth \$153,164	96 grants worth \$643,392
Totals	65 grants worth \$3,351,770	91 grants worth \$4,751,445	37 grants worth \$1,614,198	48 grants worth \$2,989,580	241 grants worth \$12,706,993

In addition to grants awarded, Tamkeen had 15 grant applications, valued at approximately \$1.4 million, approved by the Grants Committee and in development with CSOs that have a stated willingness to sign the ATC. As a result of these figures, Tamkeen currently projects that it is approximately \$800,000 behind initial estimates for grant making during calendar year 2004. The short-fall can be attributed to four factors:

- During the preparation of the work plan, Tamkeen assumed that approximately 30 to 40 percent of CSOs that had yet to state positions on the ATC would eventually agree to sign the document. These estimates were in line with the project's experiences during Fall 2003. Political events during the first quarter, including

statements by the U.S. president on the fate of settlements and refugees, hardened CSO positions on the ATC. In addition, the Ministry of Higher Education took a stand against the certificate, preventing any universities, including their extension programs, from signing.

- In the second quarter, the “hardening of positions” on the ATC was partially mitigated with USAID’s release of a revised certificate. As discussed in the adjoining box, eight CSOs changed their positions on the certificate after the release of the new version. Nevertheless, 21 CSOs with a total of 24 grant applications still refused to sign or state positions on the issue. An additional three CSOs removed their grant applications from consideration (or put approved grants on hold) after the PLC decision to oppose the ATC, also as discussed in the adjoining box. These events left the total value of potential grants withdrawn by CSOs as a result of the ATC issue at approximately \$2.2 million.

An Update on the Impact of the Anti-Terrorism Certificate Mandated by USAID

USAID issued a revised version of the ATC during March 2004. At that point, Tamkeen contacted 29 potential grantees (with 32 pending applications valued at approximately \$2.7 million) that were previously undecided about whether to sign the certificate or had indicated their refusal to sign. We asked them to indicate “yes” or “no” as to whether they were willing to sign the revised certificate. Only eight of these CSOs (with eight applications pending) returned a clear “yes,” while the remainder asked for more time to consider options or failed to respond.

After that point, the PLC approved a resolution asking the Palestinian executive branch to prevent CSOs from signing the ATC and accepting funding. The decision prompted three CSOs to ask Tamkeen to put either development of applications or the signing of grant agreements on hold.

Therefore, the net effect of the quarters’ events is that Tamkeen has five additional grant applications in the pipeline or approved and signed as a result of the issuance of the new ATC. This leaves the project slightly behind the targets it set for grant making at the beginning of the year, as discussed in the body of this report.

It should be noted that even the Tamkeen partners who have signed the ATC have done so reluctantly, and that opposition to this condition on U.S.-government funding still runs high in the Palestinian non-governmental sector.

Tamkeen will, as has always been the case, continue to keep USAID informed of relevant developments, and consult with it on steps to ensure the remaining grant funds are obligated as planned.

- In response to the ATC issue, Tamkeen revised its target lists for solicitations at the end of 2003 and beginning of 2004 to include a higher number of small- to medium-sized CSOs—CSOs that would be more likely to sign the certificate. This was particularly true of the target list for the 2004 APS solicitation. At the time, Tamkeen cautioned that many of these CSOs may not be capable of managing large grants, from either technical or administrative perspectives. As discussed below (in subsection C2b), this fear proved to be true, with Tamkeen eventually eliminating approximately 20 applications either because pre-award assessments showed that the CSOs lacked adequate administrative and financial systems (and were unlikely to be able to develop these systems in the short-term) or were technically not able to develop and implement a major project. Tamkeen is currently developing smaller, programmatic FOGs with approximately 15 of these CSOs, allowing them to benefit from Tamkeen funds. Regardless, the number of CSOs that were able to continue in the APS program was lower than expected at the work planning stage, reducing expected grants by approximately \$700,000.
- Tamkeen also expects CSOs to return approximately \$100,000 in funds as a result of audit findings during the coming quarter.

Tamkeen is compensating for some of the factors presented above by awarding more renewal grants (see subsection C2c below) and by increasing both programmatic and IT FOG awards (see subsection C2d below).

The total value of the short-fall in grant making for 2004, if any, will be clearer at the end of the third quarter, after CSOs have completed developing the remaining grant applications and these have been submitted to the Grants Committee for approval. In the coming quarter, Tamkeen will discuss options with USAID, which may include all or some of the following: shorter-duration grants during Tamkeen's last year, additional renewal grants and programmatic FOGs, a no-cost extension of project activities, or the transfer of some funds to capacity building initiatives.

Of the 145 simplified grants awarded to date, 95 grants (totaling just over \$7 million) have been successfully completed, and 78 of the FOG grants issued to date have been closed. The average value of simplified grants awarded by Tamkeen rose to \$83,197 during the quarter, up from \$82,728 during first quarter of 2004, \$81,803 at the end of 2003, \$80,000 at the end of 2002, and \$76,400 at the end of 2001.

C2. Target Grant Awards for Year 4

Exhibit II-2 summarizes the progress of Tamkeen's grant program during the second quarter of 2004 versus its projections in the 2004 Work Plan. At this rate, Tamkeen plans to obligate most of its remaining grant funds in the third quarter, with some delay because of the ATC issue, as fully explained in the following sections. All grants must be completed by July 2005, in advance of the project's expected completion in September 2005.

**Exhibit II-2.
Summary of Grant Awards Planned and Accomplishments
January to June 2004**

Grant Type	Planned for 2004		Actual Q1 and Q2	
	Number	Value	Number	Value
Simplified grants under D&G solicitations	14	\$1.7m	6	\$639,200
Simplified grants under the APS	26	\$2.5m	11	\$1,074,791
Renewed simplified grants	19	\$1.75m	11	\$1,122,425
Programmatic FOGs	15	\$0.3 m	5	\$92,688
IT FOGs	20	\$0.05m	15	\$60,476
Total	89	\$6.3m	48	\$2,989,580

C2a. Maintain Focus on D&G Activities

As discussed above, so-called "pure" DG grants are one of two major focuses of Tamkeen's simplified grants program, with the other being grants combining service delivery with DG activities (issued under the APS).

Tamkeen awarded two DG grants with a focus on civic education and health awareness during the second quarter valued at \$131,663. With the four DG grants issued in the first quarter, this brings the total value of DG grants issued in 2004 to approximately \$640,000.

Tamkeen expects to issue 11 DG-focused grants worth approximately \$1.2 million by the end of the third quarter, below the work-plan target of \$1.7 million. At the end of the second quarter, we had five DG applications in development to organizations with a stated willingness to sign the ATC, three of which were already approved by the Grants Committee and pending signature. Three other applications, previously in development, were withdrawn by CSOs after the PLC decision on the ATC.

Part of the short-fall in new DG applications will be compensated for with an increase in the number of renewals granted (see C2c below). We will also consider issuing another solicitation for DG proposals during the third quarter.

C2b. Respond to Practical Needs on the Ground (APS)

In the second quarter, Tamkeen awarded three new grants worth approximately \$360,000 in response to the 2003 APS solicitation. With the eight grants signed in the first quarter, the total value of “service delivery with DG components” grants signed in 2004 stood at approximately \$1.1 million at the end of June 2004.

In response to Tamkeen’s two APS solicitations (in 2003 and 2004), there remain eight full applications valued at approximately \$700,000 in development with CSOs that have indicated a willingness to sign the ATC. All of these applications combine the provision of basic service with DG elements. If all of these applications are successfully developed and approved by the Grants Committee, the total value of grants awarded in this category will be approximately \$1.8 million, below the \$2.5 million estimated in the work plan. As with the DG grants, some of this short-fall will be accounted for by an increased number of renewal grants (see C2c).

These numbers do not tell the entire story. The eight applications currently under development are the best of the 28 applications submitted by vetted CSOs with a clear commitment to sign the revised ATC. A substantial number of the CSOs were dropped from consideration for simplified grants after Tamkeen determined through reference checks and pre-award surveys that they lacked the administrative and financial systems to manage U.S. government grants. With some of these CSOs, we also determined after several draft applications that they lacked the technical skills to develop and implement a simplified grant. With more than half of the CSOs dropped from consideration for simplified grants under the APS mechanism, we are developing or have developed smaller, programmatic FOGs (see C2d).

C2c. Renew Successfully Completed and Technically Responsive Projects

In the second quarter, Tamkeen renewed four simplified grants worth a total value of approximately \$420,000. With the seven grants renewed in the first quarter, the total value of grants renewed in the first half of 2004 is \$1.1 million.

We have 11 additional renewal grants in development worth approximately \$1 million. If approved by the Grants Committee, this will bring the total value of renewed grants to \$2.1 million, significantly higher than the \$1.75 million anticipated in the work plan. With an increased number of FOG grants, the higher number of renewals will partially compensate for

short-falls in the number of grants in response to Tamkeen's DG and APS solicitations. As discussed above, these shortfalls can be primarily attributed to the ATC issue.

Tamkeen will, as stated earlier in the report, continue to update USAID as this situation develops, and to plan for contingencies to reprogram funds if we do not meet our targets (as suggested in the work plan).

C2d. Respond to the Needs of Nascent and Marginalized CSOs (Programmatic FOGs)

Tamkeen's 2004 Work Plan calls for it to expand the use of FOGs for small, focused programmatic efforts by CSOs. During the second quarter of 2004, Tamkeen awarded three programmatic FOGs worth approximately \$55,000, bringing the total value of FOG grants during the first half of the year to approximately \$93,000. We currently have 15 more programmatic FOGs in development. With these grants, we will exceed our target of issuing 15 programmatic FOGs with a total value of \$300,000 by the end of the year.

The need for these grants became more apparent during the first half of 2004 as we worked with CSOs responding to the two APS solicitations (from 2003 and early 2004). As discussed above (C2b), while the service delivery organizations responding to the solicitations conduct valuable work, many lack the financial, administrative, and technical capacity to manage large grants. As a result, Tamkeen has started working with a large number of these organizations, more than 15 in total, to develop smaller, programmatic FOGs.

Tamkeen also continues to use the FOG mechanism to increase the IT capacity of targeted CSOs. Already in 2004, Tamkeen has issued 15 FOGs for IT equipment and training, as well as accounting software, with a total value of \$60,000, exceeding our initial budget for this type of grant by \$10,000 (see subsections D1 and D2 below for details).

C3. Management Aspects of Grant-Making

In 2004, Tamkeen reemphasized its commitment to strengthening its grants management systems. These systems include the continuation of the audit program, strengthened staff capabilities to support CSOs in budget development and implementation, and the implementation of strengthened pre-award surveys and financial oversight procedures. Below, we describe our activities in this area during the second quarter.

C3a. Improved Procedures for Grant Awards and Monitoring

Grantee pre-award capability assessment. In the first quarter, we reported initiating a team that brings together CSSs, CSOs, and the financial and administration sub-teams to conduct a strict regimen of pre-award capacity assessments on each new CSO with an accepted summary application. Continuing with this approach, Tamkeen conducted eleven pre-award capacity assessments (seven in the West Bank and four in the Gaza Strip) during the fourth quarter, providing us with a more concrete idea of the status of CSOs financial and administrative systems at the onset of the application development process.

The results of these assessments were provided to the CSO and are internally reported in a comprehensive compliance matrix in use by the finance and administration sub-team to track all points of contact, describe findings, and report progress made by the CSO on closing the findings. The pre-award assessment tool is making it possible for us to provide quick,

targeted capacity building assistance to our partner CSOs and to have better advanced knowledge of potential financial issues going forward.

Strengthened oversight of grant implementation—financial spot-checks. Continuing our work in this area, in the second quarter Tamkeen conducted a series of announced and unannounced spot-checks of CSO financial records. In total, we conducted spot-checks for seven CSOs, all in Gaza. Spot checks entail a thorough review of the CSO’s financial records, including a review of the process of booking transactions, quality and accuracy of the supporting documentation for each transaction, adherence to prevailing laws and regulations, and adherence to the grant financial summary plan and approved budget.

The spot-checks complement periodic CSS site visits as a means of strengthening grant implementation oversight, and we consider them an important capacity building exercise for our grantee CSOs. The introduction of the spot-check process, combined with the new financial reporting requirements, has made it much easier for the finance and administration team to process tranche payment requests and grant modifications, as well as to clarify financial issues or problems well before the end of the grant, when we might not have as much flexibility to assist CSOs in reprogramming funds. It has proven to be a flexible tool that serves as a due diligence function for the project allowing us to be more proactive regarding potential issues, as well as a one-on-one capacity building exercise for our CSOs.

Continuation of audits. The Tamkeen audit plan continued during the second quarter. Due to the complicated nature of the audits initiated in the first quarter, the work extended into the second quarter. As a result, we started only one new audit, as opposed to the full load initially planned. However, we expect to make up the number of audits in the third and fourth quarters. A complete list of CSOs that underwent audits in the first and second quarters, as well as audits planned for the third quarter, can be found in Annex A.

C3b. Strengthen Staff Ability to Support CSOs in Financial Management and Budgeting

In the first quarter, the finance and administrative sub-team provided training to the CSS team on the revised cost proposal budgeting template as a means of strengthening their own budgeting skills and knowledge of related USAID and U.S. government cost regulations. Throughout the second quarter, the project saw the universal use of the budget template, which not only made it much easier to approve and process the financial portion of grant applications, but it also proved to be an easy way for CSO staff to complete financial summary forms and make the determination between administrative and management costs and direct activity costs.

The skills gained in the workshop allowed the CSS team to transfer valuable skills to CSOs during the course of the financial portion of the “Getting 2 Grants” training and in their almost daily interactions with the CSO grantees in their portfolio. Furthermore, the skills were reemphasized during the task-based budgeting module delivered in the Financial Management Systems workshop (see subsection D1 below).

C4. Monitor Grant Program Work Flow

As previously noted, Tamkeen is committed to issuing the remaining grants under its current contract with USAID during the second half of 2004. This is demanding a high level of intensity in grant making by CSS and other Tamkeen teams. At the same time, we are continuing to expand our capacity-building initiatives and to implement new and strengthened compliance and monitoring efforts.

Exhibit II-3 below summarizes our grants awarded to date, and projections for grants issuance for the remainder of Year 4.

**Exhibit II-3.
Summary of Grant Issuance and Management: Second Quarter 2004
Actuals and Projections**

	Q1	Q2	Q3	Q4	Totals	Total Value
CURRENT PORTFOLIO						
Simplified grants in force as of January 1, 2004: 40 valued at \$3,679,628						
<i>Simplified grants ending in 2004</i>	-12	-6	-12	-6	-36	
Volume of in-force grants per quarter	28	41	38	56		
SIMPLIFIED AWARDS						
New simplified (D&G)	4	2	5	0	11	\$1,200,000
New simplified (APS)	8	3	8	0	19	\$1,800,000
New simplified (renewals)	7	4	11	0	22	\$2,100,000
Total Simplified Grants by Quarter	47	50	62	56		
<i>Average Simplified load per CSS</i>	6	6	8	7		
FIXED-OBLIGATION GRANTS (FOGS)						
Programmatic FOGs	2	3	7	8	20	\$400,000
IT FOGs	3	12	10	10	35	\$100,000
Total FOGs	5	15	17	18	55	\$500,000

As stated in our work plan, the average management load of six to eight simplified grants per CSS is in line with past Tamkeen experience, as well as the project's initial estimates for grant load per staff member. Similar projects, like the Civil Society Support Program in Indonesia, have had approximately the same number of grants managed by one staff member. It should be remembered that CSSs' responsibilities extend well beyond grant making and oversight into many other areas of project activity, in particular participation in all of our capacity building initiatives.

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

As noted at the beginning of this section, Tamkeen's integrated approach for 2004 includes three different and interrelated methods for increasing the ability of Palestinian CSOs to participate in public discourse: grants, capacity building, and technical assistance. Grants are our primary mechanism for achieving this goal as they allow CSOs to survive, grow, and implement projects that increase their voices in public debates and help them act as a counterbalance to major public and private sector institutions. Grants also increase the participation of thousands of Palestinian beneficiaries from various sectors of society.

This section describes Tamkeen's extensive capacity building and technical assistance efforts in the second quarter of 2004, efforts that will continue and expand throughout the remainder of the year. In a major and planned development, members of the CSS team have assumed managerial responsibility over many capacity building initiatives, under the supervision of one of the project's three directors and/or the chief of party. While our team's capabilities are growing, they are not unlimited. In addition, a number of CSO representatives have told Tamkeen that their organizations are limited in their ability to send representatives to Tamkeen training initiatives. This awareness has prompted Tamkeen to re-examine the scheduling of a few tasks. A tentative schedule, subject to modification depending on the fielding of international consultants and political and security concerns, is included in the box at the top of this page.

Tentative Timing for Capacity Building and other Key Initiatives

Quarter 2 (all completed)

- Financial and administrative systems training
- Advocacy institute, Phase II
- Advanced training best practices, Module II
- CSO-media roundtables
- International donors group meeting

Quarter 3

- Advocacy institute, Phase III
- Advanced training best practices, Module III
- IT planning workshops for CSOs
- Introduction to PONAT roundtables
- Media relations training for CSOs (into fourth quarter)
- International donor's group meeting
- Tamkeen team retreat

Quarter 4

- Advance training best practices, Module IV
- Monitoring and evaluation training for CSOs
- Information resource person training (start)
- International donors group meeting
- CSO-donors roundtables
- CSO-media roundtables
- Consultative meetings with CSO representatives (preparing for Tamkeen's fifth year)

D1. Strengthen CSO Capacity to Effectively Design and Implement Grant Proposals

As noted in our 2004 Work Plan, audits of Tamkeen grants, as well as pre-award surveys, revealed weaknesses in grant implementation on the part of some CSOs, particularly in relation to financial and administrative management. As a result, we are providing five levels of capacity-building assistance related to grant-proposal design and implementation during the current year. These complement the strengthened procedures, oversight, and training for the CSS team discussed in subsection C3.

One-on-one capacity building. Tamkeen's highly qualified CSS sub-team continues to be the primary mode of capacity building assistance to grantee CSOs. Each grant application is reviewed and revised an average of approximately 3.5 times (based on data from all closed grants). At each stage, the CSS team, with input from other Tamkeen staff members, returns

comments on the application, making it stronger before submission to the Tamkeen Grants Committee.

“Getting 2 Grants” training. The CSS team delivered six, four-day “Getting 2 Grants” workshops during the fourth quarter of 2003 and first quarter of 2004 to a total of more than 100 CSO representatives. Indications from the last proposal cycle are that the training helped CSOs to prepare higher quality grant applications. As evidence of improvement, all eight applications submitted to the Grants Committee at the end of the third quarter were approved, most without major comments or questions.

Financial and administrative improvement plans. As discussed in subsection C3a above, Tamkeen continued its intensive program of pre-award capacity assessments for new CSOs and financial spot checks for current grantees during the second quarter. The findings of each spot check and assessments are documented in a report, which constitutes a financial and administrative improvement plan. The reports outline specific areas where Tamkeen can work with an organization to redress weaknesses on a point-by-point basis. These reports were submitted to the CSOs for their action and attention. Tamkeen will follow up with these CSOs to verify that the recommendations are implemented to the extent feasible.

Financial system management and development workshops. During the second quarter, the project successfully completed four deliveries of the “Financial Management Systems Workshop: Administrative and Financial Fundamentals and Beyond.” We delivered the three-day training program in Ramallah, from May 26-28 and May 31-June 1, and twice in Gaza, from June 7-9 and June 12-14. As reported in the first quarter, this training activity was designed and developed by the finance and administrative team with the assistance of Mr. Paul McVey, former Tamkeen grants manager. It was designed to help CSOs codify their financial and administrative systems and procedures, improving their ability to manage Tamkeen and other donor-funded grants.

The topics for the 10-module course were determined by findings of the pre-award surveys, audits, and site visits to our CSO grantees. A total of 64 CSO directors and financial staff from approximately 30 CSOs were trained through a mixture of lecture and exercises. Topics included:

- Fundamentals of GAAP, USAID, and U.S. government regulations
- Relationship between grant agreements and audits
- Funds management and supporting documentation
- Procurement
- Policies, procedures, and internal controls
- Work planning and task-based budgeting
- Audit process.

CSOs taking part in this program learned how to develop proper systems and procedures for managing grant funds and how to achieve clean audit reports. The workshop was designed to help CSOs improve their financial and administrative systems which, in turn, will help them achieve grant objectives and build their credibility in the eyes of donors and constituents, a key element of sustainability.

**Administrative and Financial Fundamentals and Beyond:
Top Action Items for Grantees and Donors**

After completion of four deliveries of the financial and administrative systems workshops, Tamkeen consultant Paul McVey and Director of Finance and Administration Sarah Nugent developed a list of top action items for grantees *and* donors to ensure that the necessary, minimum financial and administrative standards are followed in the grant implementation process.

Grantees should:

- Know your grant agreement. Knowing and understanding all elements and all incorporated documents is the only way to ensure effective grant implementation.
- Internal controls provide reasonable assurance that management's financial, operational, and compliance objectives will be achieved. Grantees should have written policies and procedures to document management's internal controls and provide transparent and accessibly guidelines to direct the work of the organization.
- Even small, nascent organizations can ensure proper segregation of duties; it is a matter of management ensuring that it exists.
- Ensure there is proper support documentation for all allowable costs—timesheets, activity reports, memos, receipts, etc.
- Ensure that procurement of services and commodities is conducted by open and free competition to the practical and maximum extent possible.
- A solid, task-based budget is not just a requirement for getting a Tamkeen grant, but it is also a management tool for the implementation and monitoring of grant activities.
- Communicate budget deviations resulting from either over-or under- expenditures as soon as they are known. Tamkeen can help CSOs reprogram based on justified program/beneficiary needs.
- Administrative and financial management capacity building is a team effort and good practices can help your organization on the way to comprehensive, sustainability.

Donors should:

- Clearly communicate administrative, financial, and regulatory compliance requirements – manuals, training sessions, and one-on-one meetings.
- Follow your own requirements! Consistent application of the rules and regulations is the key to sending a uniform message to all grantees.
- Visit your grantees to do period checks of financial and administrative systems and record keeping.
- Maintain open lines of communication with your grantees.
- Properly train project staff to identify and deal with financial and administrative issues.
- Emphasize the interrelated nature of technical implementation and financial and administrative systems in successful grant implementation. You can't have one without the other.

The four deliveries of the workshop also had a “training of trainers” element to it, as Mr. McVey delivered only the first workshop by himself. The remaining deliveries in the West Bank and Gaza were conducted by a team of finance and administration and CSS staff members in Arabic, under the direction of Mr. McVey. We felt strongly that in order to maximize the transfer of knowledge, skills, and attitudes to the participants, it was essential to have Tamkeen staff with whom the participants were familiar conducting the training and

doing so in Arabic as a way of bringing the material down to “real-world” application, based on the experiences of Tamkeen staff. A discussion of the observations and findings coming out of the workshop and top “action items” for both CSOs and donors can be found in the box on the previous page.

Financial management hardware and software. As reported in the first quarter, the finance and administration team initiated this new element of the IT FOG program by conducting a market survey of available accounting software programs used by our CSO grantees, based on research gathered through the spot check and pre-award assessment process. In this quarter, we finalized the contracting process with three different software providers for comprehensive packages that include software, installation, maintenance, and training. At the end of the quarter, we had provided a total of five CSOs with accounting software using the FOG mechanism for a total value of \$10,360. Furthermore, based on information gathered in pre-award assessments, we have accounting software recommendations for all of the grants approved in the June 29 grant committee meeting. These FOGs will be signed and the software delivered and installed early in the third quarter.

D2. Increase the IT Capacity of Grantee CSOs

In the second quarter, Tamkeen continued to expand its IT capacity building program under the leadership of the Senior IT specialist in the West Bank and IT specialist in Gaza. The program involves assessments of all new Tamkeen grantees, followed by FOG grants for the procurement of needed equipment and training. Tamkeen has also started contracting directly for training programs through local providers, which increases the effectiveness and efficiency of this form of capacity building assistance.

During the quarter, the IT sub-team issued 12 FOGs valued at \$41,955 to CSOs to improve their IT capacity. We also conducted a total of 20 IT assessment during the quarter in preparation for these and future FOGs.

Our IT FOG program provides valuable equipment and training to our partner CSOs, increasing their ability to effectively implement grants. For example, Tamkeen provided a local area network, or LAN, to Center for Private Sector Development (CPSD). Prior to the grant, CPSD’s staff used one of its two phone lines to access the Internet in order to maintain and update the CSO’s website. This left only one line for others to access the Internet or for people to place and receive telephone calls. The LAN allows all employees to access the Internet throughout the day through one telephone line, freeing up the remaining line for telephone calls. The LAN also allows CSO staff members to share one printer, as opposed to buying printers for each work station.

In the training area, we contracted for a MS Excel course in Nablus for eight participants from four CSOs, and we completed Excel training for 14 participants from 7 CSOs in the Gaza strip.

We also engaged consultants to conduct one-day workshops on IT assessment and planning for Palestinian CSOs. The two consultants are currently finalizing the workshop design and materials. The training will be delivered during the third quarter, starting with two iterations in the Gaza Strip and then with three locations in the West Bank (Nablus, Ramallah, and Bethlehem).

Also during the quarter, we worked to recruit consultants to conduct an impact assessment of our IT capacity building program (discussed in Section IV of this report). We will initiate this study by the end of the third quarter. The IT resource person course, discussed in our work plan, has been rescheduled to the fourth quarter because of time conflicts with other capacity building initiatives and to allow enough time to engage a qualified provider through a competitive process. During the current reporting period, we conducted preliminary discussions with three major IT training providers. Tamkeen will solicit proposals for this training initiative during the third quarter.

D3. Develop and Implement Advanced, Standards-Based Training Capacity-Building Program

Tamkeen conducted the second module of an advanced standards-based training best practices program during the quarter in the Gaza Strip and the West Bank. The five-day intensive course covered training planning and materials development. A total of 30 participants nominated by members of the Palestinian Training Best Practices Committee attended the program, 20 in the West Bank and 13 in Gaza. Several substitutions of personnel were made in the West Bank program to achieve a more appropriate and homogeneous group. As a result, Tamkeen consultant Tawfik Nassar conducted two, two day intensive versions of module 1 (“Training Program Design and Needs Assessment”).

In addition to Mr. Nassar, Tamkeen is assisted by Elizabeth Boustagui-Logan and Ala’ Ghalayini over the course of this initiative.

Participants in both workshops rated them highly (see Table II.4 below).

**Table II.4
Advanced Training Best Practices, Module 2
Summary of evaluations**

	4	3	2	1	MEAN
a) Each session had a clear aim and focus.	26	6			3.8
b) The content in each session was well suited to the participants' needs.	13	19			3.4
c) The workshop was practical and offered hands-on activities.	20	12			3.6
d) Workshop materials were useful to the participants.	24	7	1		3.7
e) The workshop presented ideas and techniques that could be used in the participants' work context.	21	10	1		3.6
f) The workshop was well organized (venue, timing ...etc.)	14	15	3		3.3
g) The trainer used effective training methods to suit the participants' needs.	19	11	2		3.5
h) The trainer had good rapport with the participants.	24	8			3.8
i) The trainer provided ample opportunities for participants to ask questions and exchange ideas.	25	7			3.8

Total Number of respondents: 32

Rating scale: 4. fully agree 3. Usually agree 2. Sometimes disagree 1. Mostly disagree

Between the first and second modules, program participants completed follow-on assignments, which were presented during the opening day of module 2. The trainers reported that the quality of the follow-on work was very high, a tribute to the participants and their organizations.

The third of five modules in this program will be conducted starting in late August. It will focus on advanced training techniques under the title, “Master Trainers.” The subsequent two modules—monitoring and evaluation, and effective training management and quality assurance—will take place in the fourth quarter of 2004 and first quarter of 2005.

Tamkeen also facilitated two meetings of the Palestinian Training Best Practices Committee during the quarter. During the meetings, committee members reviewed the training materials and plans for the workshops, discussed the progress of follow-on activities, and continued efforts to officially register the committee with the Palestinian Authority.

The Palestinian Training Best Practices Committee was formed with Tamkeen assistance in 2003. Participating institutions represent Palestine’s more important training providers and university extension programs: El Quds Open University, An-Najah University, Bisan Center for Research and Development, Birzeit University, Hebron University, Islamic University of Gaza, Ma’an Development Center, and Panorama. The committee may expand its members after it is officially registered with the Palestinian Authority.

D4. Deliver Training in Advocacy Skills

Tamkeen and the Advocacy Institute conducted the second phase of a major training program in advocacy skills and techniques for Palestinian CSOs during the quarter. The five-day “Advocacy Fellows” program was taught to a total of 30 CSO representatives, 17 in the Gaza Strip and 13 in the West Bank.

In advance of the workshop, most participants completed case stories. They were incorporated into the training activities, tailoring it to the needs and experiences of Palestinian CSOs.

As a result of the Advocacy Fellows program, nearly all participants are able to:

- Define what advocacy is; its basic elements and anticipated outcomes; and how it relates to the social justice work in the Palestinian context.

Advocacy Training in the Midst of Conflict

From May 9 to 13, the U.S.-based Advocacy Institute and Tamkeen conducted five-day workshop in advocacy skills and techniques for representatives from 17 civil society organizations in the Gaza Strip.

The workshop was completed despite a major Israeli Army incursion into the Gaza Strip, which forced one expatriate consultant and the Tamkeen program organizer and co-facilitator, also an expatriate, to leave three days into the workshop. The other expatriate consultant was denied entry into the Gaza Strip by Israeli Army authorities because of his religious background. The training was successfully completed using the video conference system between Tamkeen’s Ramallah and Gaza offices, as well as fax machines and cell phones.

When given the choice of ending the training early, a majority of participants told Tamkeen that would like to continue, despite the need for video conferencing and the dangers posed by the deteriorating security situation.

One participant, Adnan Abu Musa, said that the group was “determined to keep working even under the most difficult of conditions.” He added that, “Continuing the program demonstrated that the group would never give up hope for a better future.”

- Establish the relationship between their social development work and the concepts of power and politics.
- Design an advocacy strategy plan with the use of analytical tools such as ACT-ON, Triangular Analysis, the Nine-Questions, and stakeholder analysis.
- Identify viable constituency building activities as a core advocacy strategy.
- Develop commonly used advocacy strategies, including media advocacy and lobbying.
- Expand the community of advocacy practitioners in Palestine.

Implementation of the program in Gaza City proved difficult after the Israeli Army entered Gaza City in the middle of the training, forcing the departure of two expatriate personnel (see the box on the previous page).

The training was conducted by Advocacy Institute Co-chair David Cohen and Board Member Sofia Quintero. Advocacy Institute Program Director Nader Tadros, originally designated as team leader for the program, was denied a visa by the Israeli Foreign Ministry because he holds an Egyptian passport. The Advocacy Institute, based in Washington, DC, is a 20-year-old institution dedicated to training and supporting communities of social advocates around the world.

In late August/early September, Tamkeen and the Advocacy Institute will conduct the third phase of this training initiative, the “Advocacy Resource Persons Program.” Through participants in this final phase (who will be selected from the top participants in the fellows program), we hope to establish a sustainable advocacy program in Palestine. Those completing the final phase will be expected to serve as trainers and resource persons in their own institutions and to help deliver training and provide assistance to other institutions. With the support of USAID, we hope to conduct this phase of the training outside of Palestine, allowing both the West Bank and Gaza participants to coordinate efforts and build sustainable networks.

D5. Develop Additional Targeted Training Programs to Respond to CSO Needs

As a new initiative, Tamkeen is commissioning a study of the registration process for non-governmental organizations (NGOs) in Palestine. Designed as a follow up to last year’s examination of the registration process and related issues under the new NGO Law, this study will address the role and obligations of the NGO community in ensuring compliance with the NGO Law, as well as other applicable laws. It will provide specific steps that can be taken—by NGOs, the Palestinian Authority, donors, and others—to increase the percentage of NGOs registering under the law and compliance with its provisions. Most importantly, the new study will deal with these issues in the wake of the acceptance of the long-awaited bylaws to the NGO Law by the Cabinet.

D6. Determine Demand for Full Implementation of the PONAT

During the second quarter, Tamkeen completed all preparations to roll-out the Participatory Organizational Needs Assessment Tool (PONAT) to the CSO community, service providers, and international donors. It will start this process with training for the CSS team in PONAT implementation at the beginning of the third quarter. This will be followed by on-the-job training and instrument testing during the piloting of the instrument on two CSOs. Finally, at the end of the third quarter, Tamkeen will lead a series of workshops to introduce the PONAT to the CSO community, service providers, and international donors.

Introduction of the PONAT to the CSO and donor communities should provide Tamkeen with the feedback needed to determine steps to be taken at the end of 2004 and during 2005, including its possible publication and wide distribution for use by non-partner CSOs and donors, as well as the development of targeted capacity-building initiatives.

D7. Other Capacity-Building Initiatives

This section has presented some of our capacity-building initiatives; others are integrated into the remainder of this quarterly report:

- Section III, “Communications and Outreach,” discusses the following capacity-building initiatives: training in media relations and communications skills for CSOs; roundtables to improve networking between CSOs and the media; training for journalists; and conferences to improve communication and information sharing between CSOs.
- Section IV, “Results Monitoring,” addresses training in performance monitoring for CSOs.

SECTION III

Communications and Outreach

A. Background and Objectives

Tamkeen's 2004 Work Plan lays out an ambitious plan for consolidating internal communications efforts and launching a new set of initiatives designed to increase the communication capacity of Palestinian CSOs.

Our communication efforts have two overall objectives:

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

Both objectives are integral to realizing Tamkeen's overall purpose of strengthening the role of CSOs in public discourse. The programming and communications team provides overall leadership to this component, but all activities will be coordinated closely and a few are managed directly by other Tamkeen teams, particularly CSSs.

This section provides an update on the progress of Tamkeen's communications and outreach activities during the second quarter of 2004. In an important development, Tamkeen communications specialist Walid Batrawi left the project to focus on his journalism career. He is replaced by Adnan Joulani, who brings experience both as a project manager and freelance journalist. After an initial training period, he will assume the lead role in all of Tamkeen's communications and outreach initiatives.

B. Increasing the Communication Capacities of Palestinian CSOs

In the second quarter of 2004, we conducted two roundtables for Palestinian journalists and CSO representatives, finalized a scope of work for training in media relations for Palestinian CSOs, and began coordinating with a Tamkeen grantee on an initial training program for journalists.

B1. Increase Networking Between CSOs and the Media

Tamkeen conducted the first two roundtables for CSOs and media representatives, one in Ramallah and the other in Gaza City, during the second quarter. The topic was the roles of CSOs and the media in protecting the freedom of expression in Palestine. Both sessions were well attended, with 20 participants in Ramallah and 24 in the Gaza Strip. Both were also well covered in the Arabic-language press.

Major findings and significant comments during the two roundtable sessions include:

- Participants agreed that the media and CSOs need to increase coordination to protect freedom of expression, an essential element in democratic transformation. Despite this, they agreed that the relationship between the media and CSOs was unhealthy, even negative.
- Journalists accused CSOs of not doing enough to defend the freedom of the press and support journalists who have been attacked. They argued that CSOs are internally undemocratic. As such, they cannot play a role in defending journalists' freedom. They also accused CSOs of being overly focused on providing information to donors, rather than citizens, adding that CSOs have not put enough effort into utilizing the media.
- CSO representatives blamed the journalists' syndicate for being overly connected to political interests, a fact that keeps it from vigorously defending the rights of journalists. They also accused journalists for covering political issues extensively, to the detriment of activities in civil society. Some CSO representatives added that the media sometimes covers civil society issues only "in return for advertisements."
- Participants sought solutions to close the rift between journalists and CSOs, with some suggesting that the relationship should be institutionalized, and others suggesting joint activities. All participants affirmed the need to work seriously toward the development of a mutual vision and mechanism to spread awareness of the dangers resulting from attacks on the freedom of expression.
- As one way of increasing communication and understanding, participants thanked Tamkeen for initiating the series of CSO-media roundtable sessions, suggesting that they be continued. Tamkeen offered to provide assistance to this and other joint initiatives but challenged journalists and CSOs to take the lead, with project support.

Tawfeeq Abu Khousah (deputy head of the Palestinian Journalists Syndicate), Tala Okal (veteran journalist and political commentator), and Muhsen Abu Ramadan (head of the Arab Center for Agricultural Development and Member of the Palestinian NGO Networks, PNGO, steering committee in the Gaza Strip) were guest speakers at the Gaza roundtable. In Ramallah, Aref Hijawi (acting director of the Media Institute at Birzeit University) and Izzat Abdul Hadi (director of the Bisan Center for Social Research and PNGO board member) presented the views of the media and civil society, respectively. Group discussion and question from participants accounted for a majority of the time in both sessions.

During the third quarter (or early in the fourth), we will conduct another, follow-up round of CSO-media roundtable sessions in the Gaza Strip and West Bank. Tamkeen created the CSO-media roundtable series during 2003 as a way of increasing communication between these two important elements of civil society. The program has also served to identify training and capacity building needs of both groups, which are partially addressed below (in B2 and B3).

B2. Improve Media Relation Skills of CSOs

Tamkeen planned workshops in media relations and related skills for later in the year. Originally planned for late in the second quarter and early in the third quarter, the workshops were rescheduled to the end of the third quarter due to the large number of training initiatives already directed at CSO personnel, including Advanced Training Best Practices workshops, the Advocacy Fellows program, and the training program in financial and administrative management (see Section II.D for a description of these programs).

To conduct the workshops, we are currently recruiting one expatriate and one Palestinian consultant from a pool of well-qualified candidates. Plans for the training will be finalized and submitted to USAID for comment and approval by the middle of the third quarter. The content of the sessions grew out of the CSO-media relations roundtables in 2003 and 2004, during which we discovered a great deal of misunderstanding of the nature and purpose of media relations among CSO managers and staff members. We are coordinating this training initiative with PNGO, as well as with media experts and departments at various Palestinian universities to ensure greater sustainability.

B3. Improve the Ability of Journalists to Cover the Democratic Process and CSO Activities

The Arab Thought Forum (ATF) began a Tamkeen-funded project aimed at improving the skills of Palestinian journalists, as well as developing professional and ethical standards for the journalism profession. So as not to compete with our grantees, we did not proceed with the development of a specialized training for journalists during the second quarter. Rather, we started working with ATF to explore ways of providing necessary support, which may include engaging an expatriate consultant as suggested by the Tamkeen Grants Committee.

B4. Improve CSO-Donor Relations

The donor-CSO events are scheduled for the fourth quarter. During the April meeting of the International Donor's Group (see C3), the Irish Representative Office offered to work with Tamkeen to organize joint efforts with Palestinian CSOs and aid programs funded by European Union countries. The primary focus would be to introduce European delegations (especially smaller ones) to a wider range of potential CSO partners, especially in rural and marginalized areas.

B5. Improve Grantee-to-Grantee Relationships and Coordination

This task is scheduled for the third quarter.

C. Increasing Awareness of Tamkeen and Its Benefits

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

- Tamkeen's partner CSOs
- Other CSOs and influential persons in Palestine
- USAID officials
- Other international donors and projects

- Palestinian public
- Interested public outside Palestine

Aside from the initiatives outlined below, Tamkeen continued to provide information for USAID communications efforts.

C1. Maintain Tamkeen Website

Tamkeen continued to increase the content on its website (<http://www.tamkeen.org>), launched in 2003. We also launched the Arabic-language site. The English site has received 5,019 hits since it was launched in Fall 2003, and the Arabic-language site has received 478 hits since its launch in April 2004. Tracking systems installed on the web server estimate that approximately 440 of the hits on the Arabic site and 200 hits on the English site came from outside of Palestine.

C2. Develop and Distribute Printed and Electronic Information on Tamkeen

Tamkeen published English and Arabic versions of a brochure highlighting its successes and those of its grantees. It was distributed to the Chemonics home office, USAID, Tamkeen subcontractors, grantees, and many others during public events or through Tamkeen's main and satellite offices. In total, 1,000 copies of the English-language brochure and 1,500 of the Arabic-language brochure were produced. The brochure is also available on Tamkeen's website in Adobe Acrobat form.

To provide current information, we continued to produce and distribute a weekly update of project and grantee activities. Redesigned in late 2003, the publication offers a brief overview of grant making, capacity building, and other Tamkeen achievements during the week, as well as a list of upcoming events planned by grantee CSOs. The publication is distributed directly to USAID, Tamkeen partners, and the Chemonics home office. It is also posted on Tamkeen's website.

C3. Increase Direct Communication with Major External Audiences

Tamkeen conducted two meetings of the International Donors Group during the second quarter. The April meeting focused on compliance issues and capacity building initiatives. It allowed group members to share their capacity building plans for the year and identify coordination opportunities. It also allowed members to share experiences with compliance regimes and planning.

The compliance discussion was continued in May, with a special presentation by Tamkeen consultant and former Tamkeen Grants Manager Paul McVey. McVey presented key lessons learned during the workshops he conducted in April and May for Palestinian CSO representatives on the financial and administrative management of grants. Most importantly, he presented lists of initiatives that both grantees and donors could take to strengthen compliance and the effective management of grants (see Section II, D1).

For 2004, the International Donor's Group has 12 members, three of whom are new this year:

- ACDI/VOCA (new)
- Australian Aid

- Canadian Aid (CIDA)
- Danish Aid
- Dutch Representative Office (new)
- European Union
- Friedrich Nauman Foundation (German)
- German Aid (GTZ)
- Irish Representative Office (new)
- Rafeed, a USAID-funded project
- Tamkeen
- Welfare Association (World-Bank funded)

Tamkeen continued to conduct bilateral meetings throughout the quarter with major players in the NGO community, government, international and local donor organizations, and others. These included the following:

- Tamkeen continued to support the Palestinian Training Best Practices committee, which represents major university extension programs and training providers. These efforts are described in Section II.D3 of this report.
- Tamkeen's chief of party met with representatives from 12 partner CSOs in the West Bank to get first-hand information on their needs and how Tamkeen could best assist these organizations.

SECTION IV

Results Monitoring

A. Background and Objectives

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

Tamkeen uses two different methods to measure progress related to IR 3.1 and its sub-IRs. First, our impact assessment program provides qualitative analysis using the services of highly qualified international and Palestinian consultants. Second, in an effort to collect quantitative data on project successes, we collect quantitative data on all closed grants using the USAID-approved Performance Monitoring Plan (PMP).

In addition to monitoring its own performance, Tamkeen is developing a capacity building initiative to help CSOs improve their own performance monitoring techniques, a need identified by the two impact assessment studies conducted in 2003.

B. Analyze Results Generated by Tamkeen's Performance Monitoring Plan

Tamkeen will complete and deliver PMP results and analysis for all Year 1 and nearly all Year 2 grants in mid-July (coinciding with the delivery of this quarterly progress report). We will provide another update at the end of the year covering Year 3 grants.

PMP results for project grant years 1 and 2 indicate some interesting results, including the following:

- Tamkeen grantees are slightly more efficient at preparing grant applications with more experience, indicating increase capacity.
- The adoption of best practice methods for designing training programs is still in its early stages with respect to Year 1 and Year 2 grants (as the program was not initiated by Tamkeen until the middle of Year 2), and therefore the PMP results do not show a high success rate in this area. On the other hand, those CSOs utilizing training best practices in Tamkeen grants, indicate that they also use these methods when implementing non-Tamkeen-funded activities.
- Nearly all CSOs report significant increases in the number of constituents served as a result of implementing Tamkeen grants, most in the 25 to 50 percent range.
- Nearly two thirds of Tamkeen grantees report conducting advocacy activities on behalf of their constituents. Of these, approximately three quarters report success in affecting government policy and/or the actions of government in some way at

either the local, regional, or national level. In some cases, this change was as small as getting local police to learn sign language or local authorities to pave a road. In other cases, larger successes were noted, like the adoption of new bylaws. By and large, successes were at the local level, as CSOs have found it increasingly difficult to affect national policy in the wake of deteriorating security conditions and weakening governmental structures.

- Partner CSOs with Year 1 and Year 2 grants reached over 500,000 individuals using a combination of information dissemination and outreach techniques. They also used more than 150 hours of television airtime and 80 hours of radio airtime.

C. Continue Impact Assessment Program

To complement its quantitative performance monitoring efforts, Tamkeen also conducts impact assessment studies using external consultants. Tamkeen completed two major studies in 2003 (on Tamkeen grants in the disability sector and grants combining services with democracy and governance initiatives). To complement these, Tamkeen is designing two major impact assessment studies that will start in the third quarter:

- A major study of the impact of civic education. Tamkeen is developing a study that will show the impact of civic education when delivered to various different target groups by different types of organizations. The findings will be useful to evaluate Tamkeen's efforts, design follow-up programs in Palestine, and better target USAID and donor-funded civic education efforts world wide. We are currently discussing the assignment with two senior U.S.-based academics to lead this effort, with the support of a Palestinian survey research firm. We expect to submit an approval package to USAID by the middle of the third quarter, and to start work shortly thereafter.
- A study of the impact of Tamkeen's IT capacity building efforts with recommendations for future assistance in this area. Initial efforts to come to agreement with a major academic institution in the West Bank to conduct this study failed over contractual issues. Tamkeen is currently finalizing arrangements with other consultants to lead this initiative. We expect it to start in the third quarter.

During the second quarter, we completed initial impact assessments of two grantees: the Palestinian Institute for Community Research and Training (Watan) and the Center for Development in Primary Health Care, El Quds University. The preliminary results of both studies are presented in boxes on pages IV-3 and IV-4. After finalization and editing, they will be formally delivered to USAID in the third quarter.

D. Increase the Performance Monitoring Capacity of CSOs

Tamkeen has started designing capacity-building assistance to Palestinian CSOs in performance monitoring. This program was rescheduled to the fourth quarter in light of other capacity building initiatives scheduled for the second and third quarters. In short, Tamkeen's CSO partners indicated that they are already overtaxed by training initiatives.

Most likely, this program will include three- to four-day workshops on the development and implementation of performance monitoring plans and systems targeting partner CSOs (current and former), potential partners, and other interested parties (space permitting). These

workshops, utilizing an outside consultant, will be conducted in various areas of the West Bank (e.g., Nablus, Ramallah, and Bethlehem) and Gaza. They will focus on practical, hands-on training tailored to the needs of participants.

Preliminary Results: Palestinian Institute for Community Research and Training, Watan

Nael Younis, a senior researcher with extensive experience working for international organizations in the Gaza Strip, examined three Tamkeen grants to Watan, the Palestinian Institute for Community Research and Training. Watan's grants focused on teaching civil society issues and advocacy techniques to groups of university students in the Gaza Strip (approximately 200 in total). The grants combined formal instruction with hands-on experience advocating on a wide range of issues chosen by the students.

Overall, Mr. Younis found that the Watan grants were very effective in increasing awareness of democracy and civil society among university students, as well as overall positive attitudes toward democracy. As important, the practical advocacy initiative empowered participants and taught them valuable skills. The grants also succeeded in increasing communication between male and female students, with the latter taking an increasing active role as the projects developed. Contact between student advocacy groups, community members, and municipal officials was also enhanced as a result of the grants.

Mr. Younis recommended that, while Watan has employed qualified trainers, they could benefit by incorporating better training methods, methods more suited to adult learning. In addition, he suggested that Watan make more effective use of the media and other information-dissemination techniques to reach the public and decision makers. Finally, he advised Watan to increase student involvement in the production of the magazine produced under the project.

Mr. Younis concluded by recommending continued funding for this type of project, suggesting that grants should be for longer durations to increase the impact and extend the valuable initiative to a wider group of students.

At the end of the quarter, Mr. Younis presented the results of his study to Watan and Tamkeen. The Watan team was grateful for the evaluation and recommendations, and said they would take action to improve training methods, the use of the media, and other areas identified in the evaluation.

Preliminary Results: Center for the Development of Primary Health Care

On behalf of Tamkeen, Dr. Hafez Shaheen and Dr. Anan Jayousi, both senior academics, consultants, and university professors, are conducting an evaluation of two grants to the Center for Development in Primary Health Care (CDPHC), a division of Al-Quds University. They delivered a draft report at the end of the quarter.

The CDPHC grants targeted a total of 12 villages in the northern West Bank that have major environmental problems. The goal of the grants was to increase awareness of environmental problems among the local population and work with citizens to develop and implement solutions.

The draft assessment report concludes that CDPHC was very successful in delivering program components as defined in the grant agreement and that the activities have had a significant impact of the targeted villages. In particular, the CSO has changed public attitudes and behaviors with regards to protecting the environment.

The evaluators argue that the grants empowered many women to articulate and discuss issues and concerns. A female participant from Ijnesinya (a village near Nablus) told Drs. Shaheen and Jayousi, "We women are now more motivated to discuss different issues in general and environmental issues in particular; we have more courage now." The evaluators found similar results in all of the villages affected by the project.

The preliminary report reveals many interesting anecdotal findings about impact, including the following successes:

- In Iskaka (a village near Salfeet), the project succeeded in substantially reducing the dumping of solid waste through a combination of awareness building and cooperation with the village council to provide collection and disposal facilities.
- In Burqa, near Nablus, groundwater pollution was the major environmental problem. As a result of project implementation, the municipality paid more attention to this issue and started to chlorinate water pumped from various springs.
- In Ijnesinya, Nablus district, solid waste disposal was the major environmental problem. There is no dumping site available. The village council hired a truck three times a week to collect the garbage. Before project implementation, some village residents threw their garbage on the street the night before, and dogs and cats got into it. Once the project was implemented, people started disposing of solid waste only when the collection truck arrives and not the night before.
- In Silet Al-Harithiyeh, near Jenin, a major problem is wastewater collection. The people interviewed mention that the lack of wastewater collection system is causing pollution to their groundwater resources. Many emphasized how important the project increased participant awareness of the problem. Jamal Tahayneh, the head of Silet Al-Harithiyeh Charity Committee, claimed that the number of people disposing gray water into the village streets was reduced by 70 percent because of project implementation.

With regard to sustainability, Dr. Shaheen and Jayousi concluded that the project had more success when it operated through existing village organizations. In these cases, environmental activities conducted during the project were more successful and had wider acceptance. Most importantly, many activities are continued after the conclusion of the grant in these communities. In places where the CSO did not find local partners, the long-term impact appears to be much less, according to the evaluators.

The evaluators also argue that CDPHC should work to better tailor its programs and materials to the needs of specific villages. As environmental issues vary, argue the evaluators, so should the program.

SECTION V

Overall Management

A. Background and Management Requirements

A1. Staffing and Staff Development

Staffing. In the second quarter, the project saw the arrival of two new staff members, Adnan Joulani and Osama Nabahin. Adnan Joulani was hired as communications and outreach specialist, replacing Walid Batrawi, who left to pursue his career as a journalist. Mr. Joulani brings significant expertise both as a project manager and free-lance journalist.

As reported in the first quarter, the project decided to engage a finance and accounting specialist to support for CSO grantees in the Gaza Strip. Filling this role, Osama Nabahin joined the project on June 1. With the title financial analyst, Mr. Nabahin is tasked with tracking all financial issues for grantee-CSOs in Gaza, including conducting pre-award assessments and spot-checks, as well as monitoring the progress of all audits. The position mirrors the function provided in the West Bank by our senior financial officer and accountant.

This quarter we also began the recruitment process to replace Senior IT Specialist Taher Nofal, Gaza-based civil society specialist Yazdan Al-Amawi, and program assistant Ranan Al-Muthaffar. All three were awarded prestigious USAID-funded Presidential Scholarships to pursue graduate studies in the United States; they will depart Tamkeen by the end of August.

Beyond this, we will continue to review our staffing needs throughout the course of 2004, addressing any additions to our capacity-building program and the needs of our partner CSOs. As has been the project's practice throughout, we will supplement project resources by engaging highly qualified short-term assistance as needed.

Staff development. In the second quarter, Tamkeen continued to encourage staff members to take a proactive role in their own professional development, including participating in Tamkeen's many capacity building initiatives, even those outside their immediate job responsibilities. We feel strongly that this approach to staff development not only promotes individual responsibility and ownership of professional growth, but it is also helping our staff to become a cadre of Palestinian professionals able to contribute substantially to the development of their country long after the conclusion of the project.

As a way of capturing and monitoring professional development goals of all staff members, the finance and administrative sub-team have been utilizing individual development plans completed in conjunction with annual staff performance evaluations, in particular the self-appraisal sections. This approach has proven helpful to staff members and will be emphasized as a way for other sub-teams to organize their professional development goals.

A2. Office Administration and Logistical Support

Administrative systems, policies, and procedures. Throughout the quarter, Tamkeen conducted operations based on its established, and now streamlined, administrative and financial systems and procedures. While we expected the Chemonics home-office project administrator to conduct a field supervisory visit in the second quarter to support this process, the heavy load of capacity building initiatives and training functions throughout the quarter made it difficult to schedule time for such an assignment. We expect the home-office supervisory visit to take place in July 2004 with the specific purpose of assisting senior staff with a review of the budget and level of effort projections for capacity building tasks for the remainder of the project.

IT infrastructure. As indicated in the 2004 Work Plan, several additional upgrades to our systems are planned for 2004. A further analysis of the planned infrastructure improvements took place during this quarter, and we decided to revisit priorities taking into consideration cost effectiveness over the remaining life of the project, a process that will be completed in the third quarter.

During this quarter, Tamkeen reviewed the use of the CSO computer resource center in Gaza in order to determine the utility of keeping the center open. Based on the project's observations about the improved IT situation in Gaza, in addition to growing security concerns, we determined that maintaining the resource center in the Gaza office was no longer valuable or cost effective, and that open access to the office could be a risk from a security standpoint. Therefore, the project requested and received USAID concurrence to close the resource center. While the resource center will be closed as such, the project will maintain one to two personal computers with Internet access for use by representatives from partner CSOs when visiting the office for meetings and consultations.

A3. Improved Financial Management and Compliance With Contract Regulations

Contract and financial monitoring. In the 2004 Work Plan, Tamkeen committed to maintaining revitalized relationships with its subcontract partners. In this quarter, we have seen increased cooperation and coordination with our partners in all areas, including general staff management, as well as programmatic direction and input to capacity building initiatives. While we did not hold a subcontractor meeting in the second quarter, we intend to resume quarterly meetings in the third quarter and throughout the year.

The monitoring of contract and financial obligations of the project took place throughout this quarter and will continue throughout the year. As stated in the preceding section, a field supervisory visit from the Chemonics home office is expected to assist with this function. It will include a budget and LOE review of all project and subcontractor billings and projections to ensure that the project is on track with expected LOE expenditures going into the 2005 work planning process. This visit is expected to take place early in the third quarter (as noted above).

Annual USAID audit. The annual USAID audit of Tamkeen is not projected to occur until later in 2004. There was no activity in this area in quarter two.

A4. Team Retreats

Due to the large number of capacity building and training initiatives that took place during the quarter, as well as frequent military closures, particularly in Gaza, it proved difficult to set-aside time for an all-staff retreat. We expect to conduct a teambuilding retreat in July, with the annual all-staff retreat taking place at the end of the quarter.

B. Financial Management**B1. Continued Financial Monitoring of Contract Budget**

Tamkeen worked closely with the Chemonics home-office project management unit throughout the quarter to manage and monitor expenditures within the realigned budget structure. These efforts will continue throughout the year and will be emphasized during the home-office supervisory visit in the third quarter.

B2. Improved Financial Controls Over Grant Program Activities

Tamkeen has instituted more formal mechanisms for financial control and oversight to support adherence to the regulatory requirements of the USAID grants-under-contract mechanism, as well as strengthen our ability to provide comprehensive capacity-building support to CSO partners. These compliance elements and capacity-building activities are described in detail in Section II.

ANNEX A

Audit Plan

Quarter 1-2, 2004 – Round 3

Round	Grantee name	Grant(s) to be audited	Period to be audited
Program Audits			
3	Al-Amal Rehabilitation Society	01-02	Sep 01-Jul 02
3	Alpha International	01-10, 02-149	Sept 01-May 03
3	Society of Physically Handicapped People/Gaza Strip	01-24	Nov 01-Jul 02
3	Bisan Center for Research and Development	01-06	Nov 01-Nov 03
3	Palestine Avenir for Childhood Foundation	01-51	Dec 01-Aug 02
3	Palestine Association for Relief and Development	02-088, 02-118, 03-188	July 02-Jan 04

Quarter 3, 2004 – Round 4

Round	Grantee name	Grant(s) to be audited	Period to be audited
Program Audits			
4	Al Mamal Foundation for Contemporary Art	02-104, 02-139	Aug 02-Dec 03
4	Feckra Arts Institute	01-019, 01-045, 02-085, 03-158, 03-179, 03-195, 04-199	June 01-Nov 04
4	Palestinian Association for Legal Sciences	02-140, 03-157, 04-202	Nov 02-Jan 05
4	Gaza Center for Rights and Law	02-111, 02-126, 03-176, 03-180	Sept 02- June 05
4	Palestinian Institute for Community Research and Training (Wattan)	01-023, 01-039, 02-107, 02-144, 03-159, 04-201	June 01-Dec 04
4	Qalandia Camp Handicraft Cooperative	02-128	Oct 02-Sept 03

ANNEX B

CUMULATIVE GRANT PAYMENTS REPORT

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-01	BirZiet University Media Institute- BZMI	X		99,300.00	0.00	99,300.00	0.00	0.00	0.00	0.00	99,300.00	0.00	99,300.00	0.00
01-02	El-Amal Rehabilitation Society		X	82,685.45	16,388.00	0.00	0.00	99,073.45	0.00	0.00	99,073.45	2,673.45	99,073.45	0.00
01-03	Atfaluna Society for Deaf Children		X	92,925.45	7,848.00	0.00	0.00	100,773.45	0.00	0.00	100,773.45	2,673.45	100,773.45	0.00
01-04	International Palestinian Youth League- IPYL	X		47,278.15	910.30	48,188.45	0.00	0.00	0.00	0.00	48,188.45	2,673.45	48,188.45	0.00
01-05	Care for Children of Special Needs Society	X		21,172.00	0.00	0.00	0.00	0.00	21,172.00	0.00	21,172.00	0.00	21,172.00	0.00
01-06	Bisan Center for Research & Development	X		94,298.54	1,924.46	96,223.00	0.00	0.00	0.00	0.00	96,223.00	0.00	96,223.00	0.00
01-07	Total Contact Center for Rehabilitation of the Deaf	X		32,436.90	3,604.10	0.00	0.00	36,041.00	0.00	0.00	36,041.00	0.00	36,041.00	0.00
01-08	Ashtar for Theater Productions and Training	X		50,400.00	0.00	50,400.00	0.00	0.00	0.00	0.00	50,400.00	0.00	50,400.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-09	Center for Environmental and Occupational Health Sciences- BZU	X		79,635.80	10,446.20	0.00	0.00	0.00	0.00	90,082.00	90,082.30	3,030.30	90,082.00	0.30
01-10	Alpha International	X		79,515.75	2,459.25	81,975.00	0.00	0.00	0.00	0.00	81,975.00	0.00	81,975.00	0.00
01-11	Educational Network Center- EdNet	X		66,741.69	14,063.76	0.00	0.00	80,805.45	0.00	0.00	80,805.45	2,673.45	80,805.45	0.00
01-12	Palestinian Center for Public Opinion- PCPO	X		43,848.11	13,724.89	57,573.00	0.00	0.00	0.00	0.00	57,573.00	2,673.45	57,573.00	0.00
01-13	Cinema Production Center- CPC	X		83,970.00	9,330.00	0.00	0.00	93,300.00	0.00	0.00	93,300.00	0.00	93,300.00	0.00
01-14	National Central Committee for the Rehabilitation of Disabled	X		17,731.56	5,296.44	0.00	0.00	0.00	23,028.00	0.00	23,028.00	0.00	23,028.00	0.00
01-15	Economic Policy and Research Institute (Mas)	X		44,058.08	6,007.92	0.00	0.00	50,066.00	0.00	0.00	50,066.00	0.00	50,066.00	0.00
01-16	Al - Lod Charitable Society	X		62,375.10	4,694.90	0.00	0.00	67,070.00	0.00	0.00	67,070.00	0.00	67,070.00	0.00
01-17	Arab Center for Agricultural Development		X	49,748.40	14,031.60	0.00	63,780.00	0.00	0.00	0.00	63,780.00	0.00	63,780.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-18	Maghazi Community for Rehabilitation Society		X	72,517.20	13,812.80	0.00	0.00	86,330.00	0.00	0.00	86,330.00	0.00	86,330.00	0.00
01-19	Fekra for Educational Art		X	79,962.45	4,208.55	0.00	0.00	0.00	84,171.00	0.00	84,171.00	0.00	84,171.00	0.00
01-20	Palestinian Hypertension Association		X	51,905.45	0.00	0.00	0.00	51,905.45	0.00	0.00	51,905.45	2,673.45	51,905.45	0.00
01-21	El-Hanan Association for Mother and Child		X	84,416.50	10,433.50	0.00	0.00	94,850.00	0.00	0.00	94,850.00	0.00	94,850.00	0.00
01-22	Union of Agricultural Work Committees		X	58,360.00	0.00	0.00	0.00	0.00	0.00	58,360.00	58,360.00	0.00	58,360.00	0.00
01-23	The Palestinian Institute for Society Research and Training (Wattan)		X	32,680.45	10,543.00	43,223.45	0.00	0.00	0.00	0.00	43,223.45	2,673.45	43,223.45	0.00
01-24	Society of Physically Handicapped People / Gaza Strip		X	86,438.00	11,787.00	98,225.00	0.00	0.00	0.00	0.00	98,225.00	0.00	98,225.00	0.00
01-25	Islah Charitable Society		X	24,310.95	7,212.50	0.00	0.00	0.00	31,523.45	0.00	31,523.45	2,673.45	31,523.45	0.00
01-26	Palestine Save the Children Foundation		X	76,326.72	12,425.28	0.00	0.00	88,752.00	0.00	0.00	88,752.00	0.00	88,752.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-27	Center for Development in Primary Health Care - AlQuds University	X		70,182.06	18,940.24	0.00	0.00	0.00	0.00	89,122.30	89,122.30	3,030.30	89,122.30	0.00
01-28	The East Jerusalem YMCA and Vocational Training Center, Jericho	X		86,000.00	14,000.00	0.00	100,000.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00
01-29	Palestinian Federation of Industries (PFI)	X		2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-30	General Union Of Agriculture Working Committees (GUAWC)		X	2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-31	Technical Center For Agriculture Services (TCAS)	X		2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-32	Palestinian Youth Council (PYC)	X		2,673.45	0.00	0.00	0.00	2,673.45	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-33	General Union Of Disabled Palestinians (GUDPAL)	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-34	Al-Amal Society For Handicapped Rehabilitation	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-35	Women's Empowerment Project (WEP)	X		2,673.45	0.00	2,673.45	0.00	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-36	Educational Network (EdNet)	X		2,673.45	0.00	0.00	0.00	2,673.45	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-37	Association of Engineers for the Gaza Governorates		X	2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-38	Palestinian Hypertension Association (PHA)		X	1,918.65	0.00	0.00	0.00	0.00	1,918.65	0.00	1,918.65	1,918.65	1,918.65	0.00
01-39	The Palestinian Institute for Community Research & Training (Wattan Institute)		X	1,044.30	0.00	0.00	0.00	1,044.30	0.00	0.00	1,044.30	1,044.30	1,044.30	0.00
01-40	Local Committee for the Rehabilitation of Disabled	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-41	Association of Visually Impaired Graduates League		X	3,703.97	0.00	3,703.97	0.00	0.00	0.00	0.00	3,703.97	3,703.97	3,703.97	0.00
01-42	Attawfiq Fishermen Cooperative		X	3,078.25	0.00	0.00	3,078.25	0.00	0.00	0.00	3,078.25	3,078.25	3,078.25	0.00
01-43	Culture & Free Thought Association		X	2,673.45	0.00	2,673.45	0.00	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-44	El-Hanan Benevolent Association For Mother & Child		X	5,175.41	0.00	0.00	0.00	0.00	5,175.41	0.00	5,175.41	5,175.41	5,175.41	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-45	Fekra Association for Educational Art		X	2,937.35	0.00	0.00	0.00	2,937.35	0.00	0.00	2,937.35	2,937.35	2,937.35	0.00
01-46	National Center For Community Rehabilitation		X	4,199.35	0.00	0.00	0.00	0.00	4,199.35	0.00	4,199.35	4,199.35	4,199.35	0.00
01-47	Cinema Production Center	X		2,673.45	0.00	0.00	0.00	0.00	2,673.45	0.00	2,673.45	2,673.45	2,673.45	0.00
01-48	Association of Visually Impaired Graduates League		X	20,853.20	7,326.80	28,180.00	0.00	0.00	0.00	0.00	28,180.00	0.00	28,180.00	0.00
01-49	Culture and Free Thoughts Association		X	50,908.60	16,076.40	66,985.00	0.00	0.00	0.00	0.00	66,985.00	0.00	66,985.00	0.00
01-50	National Center for Community Rehabilitation (NCCR)		X	85,536.00	11,664.00	0.00	0.00	0.00	97,200.00	0.00	97,200.00	0.00	97,200.00	0.00
01-51	Palestine Avenir For Childhood Foundation		X	77,953.25	20,721.75	0.00	0.00	0.00	98,675.00	0.00	98,675.00	0.00	98,675.00	0.00
01-52	Atawfiq Fishermen Cooperative Society		X	45,523.20	1,896.80	0.00	47,420.00	0.00	0.00	0.00	47,420.00	0.00	47,420.00	0.00
01-53	Local Committee for Rehabilitation of Disabled	X		57,983.66	1,183.34	0.00	0.00	0.00	59,167.00	0.00	59,167.00	0.00	59,167.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-54	Center for Private Sector Development (CPSD)	X		55,596.60	18,532.20	0.00	74,128.80	0.00	0.00	0.00	74,128.80	0.00	74,128.80	0.00
01-55	Palestinian Food Industry Association - PFIA	X		2,673.45	0.00	2,673.45	0.00	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00
01-56	Arab Thought Forum-ATF	X		66,030.40	16,507.60	82,538.00	0.00	0.00	0.00	0.00	82,538.00	0.00	82,538.00	0.00
01-57	Arab Thought Forum-ATF	X		65,981.60	16,495.40	82,477.00	0.00	0.00	0.00	0.00	82,477.00	0.00	82,477.00	0.00
01-58	Arab Thought Forum-ATF	X		65,205.02	17,332.98	82,538.00	0.00	0.00	0.00	0.00	82,538.00	0.00	82,538.00	0.00
01-59	The Civic Forum Institute - CFI	X		78,994.75	13,940.25	92,935.00	0.00	0.00	0.00	0.00	92,935.00	0.00	92,935.00	0.00
01-60	The Civic Forum Institute - CFI	X		77,245.60	19,311.40	96,557.00	0.00	0.00	0.00	0.00	96,557.00	0.00	96,557.00	0.00
01-61	The Civic Forum Institute - CFI	X		75,145.84	22,446.16	97,592.00	0.00	0.00	0.00	0.00	97,592.00	0.00	97,592.00	0.00
01-62	Panorama - Center for the Dissemination of Democracy & Community Development	X		79,775.28	18,712.72	98,488.00	0.00	0.00	0.00	0.00	98,488.00	0.00	98,488.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
01-63	Panorama - Center for the Dissemination of Democracy & Community Development	X		79,397.60	19,849.40	99,247.00	0.00	0.00	0.00	0.00	99,247.00	0.00	99,247.00	0.00
01-64	Panorama - Center for the Dissemination of Democracy & Community Development	X		81,739.23	16,741.77	0.00	0.00	0.00	98,481.00	0.00	98,481.00	0.00	98,481.00	0.00
01-65	Care for Children of Special Needs Society	X		4,791.15	0.00	0.00	0.00	0.00	4,791.15	0.00	4,791.15	4,791.15	4,791.15	0.00
01-66	Maghazi Community for Rehabilitation Society		X	2,245.00	0.00	0.00	0.00	2,245.00	0.00	0.00	2,245.00	2,245.00	2,245.00	0.00
02-67	The Cooperative Development Unit - Agricultural Cooperative Union	X		30,299.00	0.00	30,299.00	0.00	0.00	0.00	0.00	30,299.00	0.00	30,299.00	0.00
02-68	Khuza'a Permaculture Center Association		X	89,699.52	3,737.48	0.00	0.00	93,437.00	0.00	0.00	93,437.00	0.00	93,437.00	0.00
02-69	Arab Center for Agricultural Development		X	3,967.00	0.00	3,967.00	0.00	0.00	0.00	0.00	3,967.00	3,967.00	3,967.00	0.00
02-70	The Palestinian Center for Micro Projects Development		X	62,304.00	8,496.00	70,800.00	0.00	0.00	0.00	0.00	70,800.00	0.00	70,800.00	0.00
02-71	Center for Private Sector Development (CPSD)	X		2,673.45	0.00	0.00	2,673.45	0.00	0.00	0.00	2,673.45	2,673.45	2,673.45	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-72	Civic Forum Institute													
		X		5,400.00	0.00	5,400.00	0.00	0.00	0.00	0.00	5,400.00	5,400.00	5,400.00	0.00
02-73	Palestinian Youth Council (PYC)													
		X		4,423.00	0.00	0.00	0.00	0.00	4,423.00	0.00	4,423.00	4,423.00	4,423.00	0.00
02-74	Palestinian Youth Council (PYC)													
		X		4,074.00	0.00	0.00	0.00	0.00	4,074.00	0.00	4,074.00	4,074.00	4,074.00	0.00
02-75	Bisan Center for Research & Development													
		X		2,340.00	0.00	2,340.00	0.00	0.00	0.00	0.00	2,340.00	2,340.00	2,340.00	0.00
02-76	Bisan Center for Research & Development													
		X		24,855.00	0.00	24,855.00	0.00	0.00	0.00	0.00	24,855.00	0.00	24,855.00	0.00
02-77	Ma'an Development Center													
		X		3,878.00	0.00	0.00	3,878.00	0.00	0.00	0.00	3,878.00	3,878.00	3,878.00	0.00
02-78	Ma'an Development Cente													
		X		79,281.56	21,074.84	0.00	0.00	100,356.40	0.00	0.00	138,875.00	0.00	100,356.40	38,518.60
02-79	The Palestinian Center for Micro-projects Development													
			X	3,910.65	0.00	3,910.65	0.00	0.00	0.00	0.00	3,910.65	3,910.65	3,910.65	0.00
02-80	Khuza'a Permaculture Center Association													
			X	4,910.64	0.00	0.00	0.00	4,910.64	0.00	0.00	4,910.64	4,910.64	4,910.64	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-81	El Tawfiq Fishermen Cooperative Society		X	13,761.00	0.00	0.00	0.00	0.00	0.00	13,761.00	13,761.00	0.00	13,761.00	0.00
02-82	Economic Policy and Research Institute (MAS)	X		95,077.24	6,068.76	101,146.00	0.00	0.00	0.00	0.00	107,717.00	0.00	101,146.00	6,571.00
02-83	Total Contact Center for Rehabilitation of the Deaf	X		39,541.10	2,523.90	0.00	0.00	42,065.00	0.00	0.00	42,065.00	0.00	42,065.00	0.00
02-84	El-Amal Rehabilitation Society		X	84,541.00	14,919.00	0.00	0.00	0.00	99,460.00	0.00	99,460.00	0.00	99,460.00	0.00
02-85	Fekra for Educational Art		X	79,663.80	5,996.20	0.00	0.00	85,660.00	0.00	0.00	85,660.00	0.00	85,660.00	0.00
02-86	Jabalia Rehabilitation Society		X	45,028.75	7,946.25	52,975.00	0.00	0.00	0.00	0.00	52,975.00	0.00	52,975.00	0.00
02-87	Palestine Avenir For Childhood Foundation		X	89,257.50	9,917.50	0.00	0.00	0.00	99,175.00	0.00	99,175.00	0.00	99,175.00	0.00
02-88	Palestinian Association for Relief and Development		X	30,750.67	6,298.33	0.00	0.00	0.00	37,049.00	0.00	37,049.00	0.00	37,049.00	0.00
02-89	Palestinian Hypertension Association		X	38,889.00	5,811.00	0.00	0.00	0.00	44,700.00	0.00	44,700.00	0.00	44,700.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-90	Women & Child Development Association		X	39,200.80	12,379.20	0.00	0.00	51,580.00	0.00	0.00	51,580.00	0.00	51,580.00	0.00
02-91	Community Training Center and Crisis Management		X	52,099.20	12,220.80	0.00	0.00	64,320.00	0.00	0.00	64,320.00	0.00	64,320.00	0.00
02-92	Arab Thought Forum (ATF)	X		25,000.00	0.00	25,000.00	0.00	0.00	0.00	0.00	25,000.00	0.00	25,000.00	0.00
02-93	*Alfaluna Society for Deaf Children		X	86,642.92	8,569.08	95,212.00	0.00	0.00	0.00	0.00	95,212.00	0.00	95,212.00	0.00
02-94	Ma'an Development Center		X	79,751.38	16,334.62	0.00	0.00	96,086.00	0.00	0.00	96,086.00	0.00	96,086.00	0.00
02-95	International Palestinian Youth League- IPYL	X		67,857.57	685.43	68,543.00	0.00	0.00	0.00	0.00	68,543.00	0.00	68,543.00	0.00
02-96	Panorama- Center for the Dissemination of Democracy and Community Development	X		65,758.00	19,642.00	85,400.00	0.00	0.00	0.00	0.00	95,705.00	0.00	85,400.00	10,305.00
02-97	Panorama- Center for the Dissemination of Democracy and Community Development	X		74,136.37	22,144.63	96,281.00	0.00	0.00	0.00	0.00	96,281.00	0.00	96,281.00	0.00
02-98	Panorama- Center for the Dissemination of Democracy and Community Development	X		47,862.90	11,227.10	0.00	0.00	0.00	59,090.00	0.00	99,475.00	0.00	59,090.00	40,385.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-99	Bisan Center for Research & Development	X		67,218.20	1,371.80	68,590.00	0.00	0.00	0.00	0.00	97,019.00	0.00	68,590.00	28,429.00
02-100	The East Jerusalem YMCA and Vocational Training Center, Jericho	X		86,000.00	14,000.00	100,000.00	0.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00
02-101	Civic Forum Institute	X		70,999.29	28,999.71	99,999.00	0.00	0.00	0.00	0.00	99,999.00	0.00	99,999.00	0.00
02-102	Civic Forum Institute	X		70,998.15	28,999.25	99,997.40	0.00	0.00	0.00	0.00	99,997.00	0.00	99,997.40	-0.40
02-103	Civic Forum Institute	X		70,998.86	28,999.54	99,998.40	0.00	0.00	0.00	0.00	99,999.80	0.00	99,998.40	1.40
02-104	Al Ma'mal Foundation for Contemporary Art	X		66,523.08	18,762.92	85,286.00	0.00	0.00	0.00	0.00	85,286.00	0.00	85,286.00	0.00
02-105	Palestine Save the Children Foundation		X	90,582.00	6,818.00	0.00	0.00	0.00	0.00	97,400.00	97,400.00	0.00	97,400.00	0.00
02-106	Maghazi Community rehabilitation Society (MCRS)		X	80,237.95	9,917.05	0.00	0.00	90,155.00	0.00	0.00	90,155.00	0.00	90,155.00	0.00
02-107	The Palestinian Institute for Community Research and training (Wattan)		X	39,981.90	10,628.10	50,610.00	0.00	0.00	0.00	0.00	50,610.00	0.00	50,610.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-108	Ma'an Development Center	X		86,942.16	20,393.84	0.00	0.00	107,336.00	0.00	0.00	107,336.00	0.00	107,336.00	0.00
02-109	Al Jalaa for Culture and Arts		X	76,730.40	19,182.60	95,913.00	0.00	0.00	0.00	0.00	95,913.00	0.00	95,913.00	0.00
02-110	El Karmel Cultural Association		X	41,634.00	9,766.00	0.00	0.00	51,400.00	0.00	0.00	51,400.00	0.00	51,400.00	0.00
02-111	Gaza Center for Rights and Law		X	38,620.80	9,059.20	47,680.00	0.00	0.00	0.00	0.00	47,680.00	0.00	47,680.00	0.00
02-112	Applied Research Institute (ARIJ) Jerusalem	X		76,609.80	17,970.20	94,580.00	0.00	0.00	0.00	0.00	132,412.00	0.00	94,580.00	37,832.00
02-113	Al-Lod Charitable Society	X		54,245.70	12,724.30	0.00	0.00	0.00	66,970.00	0.00	66,970.00	0.00	66,970.00	0.00
02-114	Care for Children of Special Needs Society (CCSNS)	X		36,939.24	8,664.76	0.00	0.00	45,604.00	0.00	0.00	45,604.00	0.00	45,604.00	0.00
02-115	Jerusalem Center for Women	X		55,503.54	22,670.46	78,174.00	0.00	0.00	0.00	0.00	99,749.00	0.00	78,174.00	21,575.00
02-116	Jabalial Rehabilitation Society		X	1,595.37	0.00	1,595.37	0.00	0.00	0.00	0.00	1,595.37	1,595.37	1,595.37	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-117	Atfaluna Society for Deaf Children		X	5,073.94	0.00	5,073.94	0.00	0.00	0.00	0.00	5,073.94	5,073.94	5,073.94	0.00
02-118	Palestinian Association for Relief and Development		X	5,407.56	0.00	0.00	0.00	0.00	5,407.56	0.00	5,407.56	5,407.56	5,407.56	0.00
02-119	Community Training Center and Crisis Management		X	5,716.32	0.00	0.00	0.00	5,716.32	0.00	0.00	5,716.32	5,716.32	5,716.32	0.00
02-120	Al Jalaa for Culture and Arts		X	4,244.25	0.00	4,244.25	0.00	0.00	0.00	0.00	4,244.25	4,244.25	4,244.25	0.00
02-121	Palestine Save the Children Foundation		X	4,216.17	0.00	0.00	0.00	0.00	0.00	4,216.17	4,216.17	4,216.17	4,216.17	0.00
02-122	Ma'an Development Center		X	17,720.80	0.00	0.00	0.00	17,720.80	0.00	0.00	17,720.80	17,720.80	17,720.80	0.00
02-123	El Karmel Cultural Association		X	6,762.00	0.00	6,762.00	0.00	0.00	0.00	0.00	6,762.00	6,762.00	6,762.00	0.00
02-124	Women and Child Development Association		X	6,502.57	0.00	6,502.57	0.00	0.00	0.00	0.00	6,502.57	6,502.57	6,502.57	0.00
02-125	Palestine Avenir For Childhood Foundation (PACF)		X	8,873.30	0.00	0.00	0.00	0.00	8,873.30	0.00	8,873.30	8,873.30	8,873.30	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-126	Gaza Center for Rights and Law		X	6,410.22	0.00	6,410.22	0.00	0.00	0.00	0.00	6,410.22	6,410.22	6,410.22	0.00
02-127	Maghazi Community Rehabilitation Society (MCRS)		X	5,721.30	0.00	0.00	0.00	5,721.30	0.00	0.00	5,721.30	5,721.30	5,721.30	0.00
02-128	Kalandia Camp Women's Handocraft Cooperative	X		83,000.00	17,000.00	100,000.00	0.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00
02-129	Ma'an Development Center	X		4,691.70	0.00	0.00	4,691.70	0.00	0.00	0.00	4,691.70	4,691.70	4,691.70	0.00
02-130	Civic Forum Institute	X		2,632.50	0.00	2,632.50	0.00	0.00	0.00	0.00	2,632.50	2,632.50	2,632.50	0.00
02-131	Civic Forum Institute	X		14,005.00	0.00	14,005.00	0.00	0.00	0.00	0.00	14,005.00	14,005.00	14,005.00	0.00
02-132	Civic Forum Institute	X		4,329.00	0.00	4,329.00	0.00	0.00	0.00	0.00	4,329.00	4,329.00	4,329.00	0.00
02-133	Civic Forum Institute	X		22,970.00	0.00	22,970.00	0.00	0.00	0.00	0.00	22,970.00	0.00	22,970.00	0.00
02-134	Civic Forum Institute	X		18,135.37	0.00	18,135.37	0.00	0.00	0.00	0.00	18,135.37	0.00	18,135.37	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-135	Civic Forum Institute	X		16,093.00	0.00	16,093.00	0.00	0.00	0.00	0.00	16,093.00	0.00	16,093.00	0.00
02-136	Civic Forum Institute	X		1,173.70	0.00	1,173.70	0.00	0.00	0.00	0.00	1,173.70	0.00	1,173.70	0.00
02-137	Ma'an Development Center		X	21,118.50	0.00	0.00	0.00	21,118.50	0.00	0.00	21,118.50	21,118.50	21,118.50	0.00
02-138	Gaza Community Mental Health Programm (GCMHP)		X	24,308.40	0.00	0.00	0.00	0.00	24,308.40	0.00	24,308.40	24,308.40	24,308.40	0.00
02-139	Al Ma'mal Foundation for Contemporary Art	X		2,340.00	0.00	2,340.00	0.00	0.00	0.00	0.00	2,340.00	2,340.00	2,340.00	0.00
02-140	The Palestinian Association for Legal Science		X	62,824.00	15,706.00	78,530.00	0.00	0.00	0.00	0.00	78,530.00	0.00	78,530.00	0.00
02-141	El Hanan Association for Mother and Child		X	48,642.30	5,404.70	0.00	0.00	54,047.00	0.00	0.00	99,980.00	0.00	54,047.00	45,933.00
02-142	Islamic University of Gaza		X	79,606.76	12,959.24	0.00	0.00	92,566.00	0.00	0.00	92,566.00	0.00	92,566.00	0.00
02-143	Arab Center for Agricultural Development		X	29,703.51	6,967.49	36,671.00	0.00	0.00	0.00	0.00	36,671.00	0.00	36,671.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-144	The Palestinian Institute for Community Reasearch and Training (Wattan Institute)		X	44,130.75	6,594.25	50,725.00	0.00	0.00	0.00	0.00	50,725.00	0.00	50,725.00	0.00
02-145	Atfaluna Society for Deaf Children		X	90,206.00	7,844.00	0.00	0.00	98,050.00	0.00	0.00	98,050.00	0.00	98,050.00	0.00
02-146	Center for Private Sector Development (CPSD)		X	61,603.15	23,956.78	85,559.93	0.00	0.00	0.00	0.00	85,559.93	0.00	85,559.93	0.00
02-147	Center for Development in Primary Health Care (CDPHC)- Al-Quds University		X	39,568.49	8,685.76	0.00	0.00	0.00	0.00	48,254.25	92,530.00	0.00	48,254.25	44,275.75
02-148	Ashtar Theatre Productions and Training		X	78,104.39	7,724.61	85,829.00	0.00	0.00	0.00	0.00	85,829.00	0.00	85,829.00	0.00
02-149	Alpha International		X	62,717.70	13,767.30	76,485.00	0.00	0.00	0.00	0.00	93,220.00	0.00	76,485.00	16,735.00
02-150	Educational Network Center		X	68,512.35	14,032.65	0.00	0.00	82,545.00	0.00	0.00	82,545.00	0.00	82,545.00	0.00
02-151	Bisan Center for Research and Development		X	37,145.16	8,153.81	45,298.97	0.00	0.00	0.00	0.00	77,751.00	0.00	45,298.97	32,452.03
02-152	Arab Thought Forum (ATF)		X	84,500.20	14,911.80	99,412.00	0.00	0.00	0.00	0.00	99,412.00	0.00	99,412.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
02-153	Arab Thought Forum (ATF)													
		X		83,649.62	13,617.38	97,267.00	0.00	0.00	0.00	0.00	97,267.00	0.00	97,267.00	0.00
02-154	Arab Thought Forum (ATF)													
		X		85,820.28	12,823.72	98,644.00	0.00	0.00	0.00	0.00	98,644.00	0.00	98,644.00	0.00
02-155	Civic Forum Institute													
		X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	98,825.00	0.00	0.00	98,825.00
02-156	Islah Charitable Society - Jericho													
		X		67,173.58	14,745.42	0.00	0.00	0.00	81,919.00	0.00	81,919.00	0.00	81,919.00	0.00
03-157	Palestinian Association for Legal Sciences													
		X		5,784.87	0.00	5,784.87	0.00	0.00	0.00	0.00	5,784.87	5,784.87	5,784.87	0.00
03-158	Fekra for Educational Art													
		X		860.85	0.00	0.00	0.00	860.85	0.00	0.00	860.85	860.85	860.85	0.00
03-159	The Palestinian Institute for Community Research & Training (Wattan Institute)													
		X		2,612.80	0.00	2,612.80	0.00	0.00	0.00	0.00	2,612.80	2,612.80	2,612.80	0.00
03-160	Arab Center for Agricultural Development													
		X		5,824.30	0.00	5,824.30	0.00	0.00	0.00	0.00	5,824.30	5,824.30	5,824.30	0.00
03-161	Ayyam AlMasrah													
		X		71,663.80	11,666.20	0.00	0.00	83,330.00	0.00	0.00	83,330.00	0.00	83,330.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03-162	Culture and Free Thought Association		X	60,273.47	7,449.53	0.00	0.00	67,723.00	0.00	0.00	67,723.00	0.00	67,723.00	0.00
03-163	Arab Thought Forum		X	21,500.00	0.00	21,500.00	0.00	0.00	0.00	0.00	21,500.00	0.00	21,500.00	0.00
03-164	Al-Lod Charitable Society		X	2,340.00	0.00	0.00	0.00	0.00	2,340.00	0.00	2,340.00	2,340.00	2,340.00	0.00
03-165	Care for Children of Special Needs Society		X	2,001.00	0.00	0.00	0.00	0.00	2,001.00	0.00	2,001.00	2,001.00	2,001.00	0.00
03-166	Educational Network Center		X	2,001.00	0.00	0.00	0.00	2,001.00	0.00	0.00	2,001.00	2,001.00	2,001.00	0.00
03-167	Jerusalem Center for Women		X	4,399.20	0.00	4,399.20	0.00	0.00	0.00	0.00	4,399.20	4,399.20	4,399.20	0.00
03-168	El Hanan Benevolent Association for Mother and Child		X	272.80	0.00	0.00	0.00	272.80	0.00	0.00	272.80	272.80	272.80	0.00
03-169	Civic Forum Institute		X	7,134.60	0.00	7,134.60	0.00	0.00	0.00	0.00	7,134.60	0.00	7,134.60	0.00
03-170	Arab Thought Forum		X	4,680.00	0.00	4,680.00	0.00	0.00	0.00	0.00	4,680.00	4,680.00	4,680.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03-171	Arab Center for Agricultural Development		X	4,032.00	0.00	4,032.00	0.00	0.00	0.00	0.00	4,032.00	0.00	4,032.00	0.00
03-172	civic Forum Institute		X	4,691.70	0.00	4,691.70	0.00	0.00	0.00	0.00	4,691.70	4,691.70	4,691.70	0.00
03-173	MAS		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,340.00	0.00	0.00	2,340.00
03-174	Birzeit University Institute of Law		X	64,179.50	19,170.50	83,350.00	0.00	0.00	0.00	0.00	100,000.00	0.00	83,350.00	16,650.00
03-175	Culture and Free Yhought Association		X	4,399.20	0.00	4,399.20	0.00	0.00	0.00	0.00	4,399.20	4,399.20	4,399.20	0.00
03-176	Gaza Center for Rights and Law		X	43,145.85	11,469.15	54,615.00	0.00	0.00	0.00	0.00	68,870.00	0.00	54,615.00	14,255.00
03-177	Atfaluna Society for Deaf Children		X	38,762.17	4,790.83	43,553.00	0.00	0.00	0.00	0.00	143,911.00	0.00	43,553.00	100,358.00
03-178	Media Institute- Birzeit University		X	43,214.00	7,626.00	50,840.00	0.00	0.00	0.00	0.00	50,840.00	0.00	50,840.00	0.00
03-179	Feckra Arts Institute		X	87,203.80	5,566.20	92,770.00	0.00	0.00	0.00	0.00	92,770.00	0.00	92,770.00	0.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03-180	Gaza Center for Rights and Law													
			X	13,216.09	2,706.91	15,923.00	0.00	0.00	0.00	0.00	92,742.00	0.00	15,923.00	76,819.00
03-181	Al Lod Charitable Society													
		X		16,957.60	1,082.40	0.00	0.00	0.00	18,040.00	0.00	84,070.00	0.00	18,040.00	66,030.00
03-182	Khuzaa Permaculture Center Association													
			X	14,562.00	0.00	0.00	0.00	14,562.00	0.00	0.00	14,565.00	14,562.00	14,562.00	3.00
03-183	Arab Thought Forum													
		X		15,148.95	6,806.05	21,955.00	0.00	0.00	0.00	0.00	149,084.00	0.00	21,955.00	127,129.00
03-184	The Palestinian Poultry Council													
		X		22,915.00	0.00	22,915.00	0.00	0.00	0.00	0.00	22,915.00	0.00	22,915.00	0.00
03-185	Palestinian Polytechnic University													
		X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
03-186	Total Communication Center for Teaching and Rehabilitation Deaf													
		X		23,000.86	1,468.14	24,469.00	0.00	0.00	0.00	0.00	24,562.00	0.00	24,469.00	93.00
03-187	Palestine Avenir for Childhood Foundation (PACF)													
			X	41,601.66	6,216.34	0.00	0.00	47,818.00	0.00	0.00	90,490.00	0.00	47,818.00	42,672.00
03-188	Palestinian Association for Relief and Development													
			X	25,913.24	3,202.76	0.00	0.00	0.00	29,116.00	0.00	58,967.00	0.00	29,116.00	29,851.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
03- 189	Palestine Save the Children Foundation		X	30,782.40	4,197.60	0.00	0.00	0.00	0.00	34,980.00	147,785.00	0.00	34,980.00	112,805.00
03- 190	Maghazi Community Rehabilitation Society		X	33,429.64	8,886.36	0.00	0.00	42,316.00	0.00	0.00	97,586.00	0.00	42,316.00	55,270.00
04- 191	Civic Forum Institute		X	25,249.43	8,416.48	33,665.90	0.00	0.00	0.00	0.00	110,180.00	0.00	33,665.90	76,514.10
03- 192	Khuzaa Permaculture Center Association		X	47,846.00	3,054.00	0.00	0.00	50,900.00	0.00	0.00	83,050.00	0.00	50,900.00	32,150.00
03-193	El- Karmel Cultural Association		X	28,497.60	1,187.40	0.00	0.00	29,685.00	0.00	0.00	29,685.00	0.00	29,685.00	0.00
03-194	Jabalia Rehabilitation Society		X	38,575.60	3,354.40	41,930.00	0.00	0.00	0.00	0.00	55,150.00	0.00	41,930.00	13,220.00
03-195	Feckra Arts Institute		X	3,144.00	0.00	3,144.00	0.00	0.00	0.00	0.00	3,144.00	3,144.00	3,144.00	0.00
04-196	Civic Forum Institute		X	9,089.28	3,534.72	12,624.00	0.00	0.00	0.00	0.00	110,180.00	0.00	12,624.00	97,556.00
04-197	Civic Forum Institute		X	24,808.28	8,269.43	33,077.70	0.00	0.00	0.00	0.00	107,495.00	0.00	33,077.70	74,417.30

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
04-198	Islamic University of Gaza (IUG)		X	37,613.70	4,179.30	0.00	0.00	41,793.00	0.00	0.00	104,752.00	0.00	41,793.00	62,959.00
04-199	Feckra Arts Institute		X	35,781.20	3,538.80	0.00	0.00	39,320.00	0.00	0.00	92,770.00	0.00	39,320.00	53,450.00
04-200	Society for Developing Palestinian Refugee Camps		X	20,926.80	2,325.20	0.00	0.00	23,252.00	0.00	0.00	53,405.00	0.00	23,252.00	30,153.00
04-201	Palestinian Institute for Community Research and Training (Wattan Institute)		X	7,456.20	1,213.80	8,670.00	0.00	0.00	0.00	0.00	62,020.00	0.00	8,670.00	53,350.00
04-202	The Palestinian Association for Legal Sciences		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	98,535.00	0.00	0.00	98,535.00
04-203	PCHRD for Human Resource Development		X	20,334.36	4,463.64	0.00	0.00	24,798.00	0.00	0.00	127,472.00	0.00	24,798.00	102,674.00
04-204	Arab Thought Forum		X	15,522.98	5,454.02	20,977.00	0.00	0.00	0.00	0.00	149,991.00	0.00	20,977.00	129,014.00
04-205	Arab Thought Forum		X	8,566.62	4,219.38	12,786.00	0.00	0.00	0.00	0.00	149,771.00	0.00	12,786.00	136,985.00
04-206	Al-Lod Charitable Society		X	2,652.00	468.00	0.00	0.00	3,120.00	0.00	0.00	47,785.00	0.00	3,120.00	44,665.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
04-207	Alpha International	X		29,309.40	3,256.60	32,566.00	0.00	0.00	0.00	0.00	58,051.00	0.00	32,566.00	25,485.00
04-208	Center for Private Sector Development (CPSD)	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	108,520.00	0.00	0.00	108,520.00
04-210	Applied Research Institute (ARIJ) Jerusalem	X		3,919.50	0.00	3,919.50	0.00	0.00	0.00	0.00	3,919.50	3,919.50	3,919.50	0.00
04-211	Peace Center for Community Training and		X	7,657.62	576.38	0.00	0.00	8,234.00	0.00	0.00	14,238.00	0.00	8,234.00	6,004.00
04-212	International Center of Bethlehem	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	89,125.50	0.00	0.00	89,125.50
04-213	Bani Na'eem Charitable Society	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	69,663.00	0.00	0.00	69,663.00
04-214	Palestine Save the Children Foundation		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	126,407.00	0.00	0.00	126,407.00
04-215	PCHRD for Human Resource Development		X	6,999.68	0.00	0.00	0.00	6,999.68	0.00	0.00	9,337.09	6,999.68	6,999.68	2,337.41
04-216	Society for Developing Palestinian Refugee Camps		X	2,371.83	0.00	0.00	0.00	2,371.83	0.00	0.00	5,265.22	2,371.83	2,371.83	2,893.39
04-217	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	149,724.00	0.00	0.00	149,724.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
04-218	El Wafa Medical Rehabilitation Hospital		X	1,112.50	137.50	1,250.00	0.00	0.00	0.00	0.00	107,640.00	0.00	1,250.00	106,390.00
04-219	Palestinian Center for Helping Resolve Community Disputes (PCHRCD)		X	12,026.36	767.64	12,794.00	0.00	0.00	0.00	0.00	17,071.00	0.00	12,794.00	4,277.00
04-220	Palestinian Institute for Community Research and Training (Wattan Institute)		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,350.00	0.00	0.00	2,350.00
04-221	The Palestinian Association for Legal Sciences		X	500.00	0.00	500.00	0.00	0.00	0.00	0.00	500.00	500.00	500.00	0.00
04-222	Women and Child Development Association		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	79,410.00	0.00	0.00	79,410.00
04-223	El Amal Rehabilitation Society		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	77,020.00	0.00	0.00	77,020.00
04-225	El Wafa Medical Rehabilitation Hospital		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,106.66	0.00	0.00	2,106.66
04-231	The Palestine Association for Legal Sciences		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	105,198.00	0.00	0.00	105,198.00

Grant#	CSO Name	WB	GZ	Direct Activity	Admin & Mgmt	Democ & Gov	Econ Dev	Education	Health	Water & Envir	Total Budget	Computer	Total Payments	Balance
04-232	Palestinian Institute for Community Research and Training (Wattan Institute)		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	88,763.00	0.00	0.00	88,763.00
04-233	El Wedad Association for Social Rehabilitation		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	42,900.00	0.00	0.00	42,900.00
04-235	Al-Mawrid Teacher Development Center	X		0.00	0.00	0.00	0.00	0.00	0.00	0.00	132,103.00	0.00	0.00	132,103.00
04-241	El Wafa Medical Rehabilitation Hospital		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,451.00	0.00	0.00	6,451.00
04-242	Al-Ataa' Benevolent Association for Women and Child		X	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17,572.00	0.00	0.00	17,572.00
TOTAL US DOLLARS				\$7,811,953.44	\$1,283,368.07	\$4,661,367.26	\$310,344.00	\$2,560,292.47	\$1,127,142.07	\$436,175.72	\$12,411,776.56	\$349,906.85	\$9,095,321.52	\$3,316,455.04