



TAMKEEN

West Bank and Gaza Civil Society and
Democracy Strengthening Project

Fixed-Obligation Grants Manual

Supplement to the Tamkeen Simplified Grants Manual

Version 1.2



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ACRONYMS

ADS	Automated Directory System
APS	Annual Program Statement
ASTD	American Society for Training and Development
CSO	Civil Society Organization
CSS	Civil Society Specialist
DFA	Director of Finance and Administration
DFO	Director of Field Operations
FOG	Fixed-Obligation Grant
GAAP	Generally Accepted Accounting Principles
IAS	International Accounting Standards
IR	Intermediate Result
ISD	Instructional System Design
KSAs	Knowledge, Skills, and Attitudes
OMB	Office of Management and Budget
PMP	Performance Monitoring Plan
RRG	Rapid-Recovery Grant
USAID	United States Agency for International Development

Fixed-Obligation Grants (FOG) Manual: Supplement to the Tamkeen Simplified Grants Manual

1. Introduction

Tamkeen differentiates between two types of grants that fall under USAID's Automated Directory System (ADS) Section 303.5.15 (Grants to Non-U.S. Organizations). These two types of grants are: 1) simplified grants and 2) fixed-obligation grants (FOGs). Tamkeen's Simplified Grants Manual provides a comprehensive overview of the Tamkeen grants program, which is largely applicable to Tamkeen FOGs. This supplement provides additional information regarding FOG-specific requirements and/or processes.

As specified in the ADS, FOGs are intended for use to support specific projects, where there is a certainty about cost (i.e., fixed cost to the maximum extent practical) and in which the accomplishment of the purpose or milestone in the grant is readily discernible, such as the setting up of conferences or the provision of supplies. There must be only a limited risk that the grant activity will change.

Tamkeen FOGs are awarded within the context of Tamkeen's overall objective of strengthening the role of Palestinian Civil Society Organizations (CSOs) in public discourse.

For Tamkeen purposes, FOGs offer a quick mechanism to process applications, award grants, and implement activities in a relatively short time (usually no longer than 8-12 weeks). The funding limit for Tamkeen FOGs is \$25,000. Since they are of relatively small value, FOGs are not subject to the Grants Committee's consideration, which is required for Tamkeen simplified grants. Instead, the FOGs will be processed by an internal Tamkeen Committee headed by the Tamkeen Director of Field Operations (DFO), with the administrative oversight of the Director of Finance and Administration (DFA). The Tamkeen Chief of Party (COP) will approve these grants.

Tamkeen has used and/or anticipates using the FOG mechanism for a variety of programmatic purposes in support of Tamkeen's objectives. Tamkeen's portfolio of FOG programs consists of:

- *Rapid-Recovery Grants (RRGs)* — to help CSOs recover from damage resulting from military incursions
- *Information Technology (IT) FOGs* — to build the IT capacity of Tamkeen partner CSOs
- *Programmatic FOGs* — to fund a variety of discrete, programmatic activities with easily discernable accomplishments consistent with Tamkeen's purpose (e.g., conferences)

The specific features of each of these differ somewhat, based on the nature of the FOG program. A more detailed description of the individual FOG programs is contained in Section 6, while Section 2 addresses the uniform parameters of Tamkeen FOGs.

2. General FOG Program Parameters

This section addresses general parameters and requirements for all Tamkeen FOGs. Specifics for the various FOG programs can be found in Section 6.

2.1. Eligibility Requirements for Grantees

The same eligibility requirements in the Tamkeen Simplified Manual apply, i.e. applications will only be accepted from officially registered and recognized West Bank or Gaza CSOs. Eligibility requirements under individual FOG programs may be more limiting, as described in Section 6.

An organization selected for grant negotiations that does not have an in-force grant with Tamkeen or a program relationship with another USAID-financed project, will be required to provide the names of key officials (designated representatives, management staff and board members) to Tamkeen. The names provided will be sent to USAID for review, and award cannot be made until USAID completes its internal vetting. A sample USAID vetting form is included in Annex B at the end of this volume.

The grantee is required to sign the certifications annexed to this manual.

2.2. Grant Financial Requirements

Ceiling. Tamkeen FOG awards may not exceed \$25,000.

Grant Duration. The nature of the FOG award will determine the duration. As described previously, Tamkeen FOGs fund distinct programmatic activities of a limited duration. Typically, FOG activities will last 8-12 weeks. However, Tamkeen may allow the grant duration to exceed that period, particularly when the activities take place on an intermittent basis over a period of time. In no case shall the FOG exceed 12 months in duration. At the end of the grant, grantees must certify in writing on the FOG Completion Certificate that the activity was completed.

Restrictions on Number of Awards. There is no limit to the number of Tamkeen FOGs that a CSO may implement simultaneously. However, the finite amount of funds and Tamkeen's desire to share grant opportunities with a maximum number of CSOs may limit the number of awards granted to a single CSO on a practical basis.

Other Funding Limitations. FOGs are to be used to fund very specific program elements, without a requirement for close monitoring of actual costs subsequently incurred. Costs must be easily determined so as to establish the FOG award amount.

As under our simplified grant program, Tamkeen will not advance FOG funds. For Rapid-Recovery Grants (RRGs) and Programmatic FOGs, payment is made on a reimbursement basis, after the achievement of discrete milestones with set amounts associated to the completion of these milestones. For IT FOGs, payment is made directly to the supplier by Tamkeen on behalf of the grantee after delivery of the goods and/or service. See Section 6 for specifics of the payment modalities.

Other restrictions described in Tamkeen's Simplified Manual apply to FOGs as well, including:

- International airfares and indirect costs are not eligible for Tamkeen financing.
- Goods (e.g., equipment, furniture, etc.) with an acquisition cost in excess of \$5,000 and a useful life of over one year may not be purchased by a grantee with FOG funds.
- There are no sub-agreements.

Grantee Cost-Share Contribution. CSOs should provide a cost-sharing element. In the case of IT FOGs, the cost-sharing element is usually the CSO staff's time (for training) and CSO office space. Other CSO cost-sharing contributions to the program are identified in the Simplified Grant, which the IT FOG is supporting.

Audits, Surveys, and Voucher Verifications. FOGs do not require close monitoring of costs by Tamkeen. However, prior to the award of a FOG to a new CSO, Tamkeen will make a responsibility determination of the CSO appropriate to the size and nature of the award. Tamkeen reserves the right, at its discretion, to conduct a voucher examination of all or of a sample of transactions related to a FOG. In addition, grantees will be subject to an OMB Circular A-133 organization-wide audit, as described in the Tamkeen Simplified Manual (4.4), should the value of the FOG, when combined with other Tamkeen award(s) and/or other funding from U.S. government sources, raise the CSO above an

expenditure of U.S. Government funds in excess of \$300,000 (\$500,000 after December 31, 2003). See the Tamkeen Simplified Manual (4.4) for further information.

3. FOG Application Processing

Notification. Eligibility for some Tamkeen FOG programs is limited to existing CSO partners. Other FOG programs are open to potential partners. When a wider pool is considered to be beneficial to the specific program, solicitations for FOG applications will be distributed to a pre-selected pool of CSO candidates that have known relevant experience appropriate to the FOG program. The short-list of CSO names will be solicited from informed Tamkeen staff, such as civil society specialists (CSSs), and will be based on clearly identified criteria. The provision of names from staff constitutes market research and allows for free and open competition at a practical level. There is no reasonable expectation that Tamkeen would gain any meaningful technical or cost advantage by expanding competition and incurring the administrative cost of running a full public solicitation (e.g. newspaper ads). Other future FOG programs may use expanded means of solicitation, depending on their technical focus and on our assessment of market conditions. A model solicitation template for programmatic FOGs can be found in Section 6.2.8.1.

Application Form. Application procedures and forms will vary somewhat based on the FOG type (see Section 6). When issued, solicitations for FOGs will provide instructions for both the technical and cost proposals.

In preparing the cost proposal, sufficient cost information must be available to negotiate payments as well as ensure that the funds requested will be the actual cost of the effort so that funds will not remain upon completion of the project.

Application Development. Tamkeen may assign a cognizant CSS to work with CSOs to complete their applications. Any necessary application forms will be supplied by the cognizant CSS to the CSO.

Review. FOG applications are reviewed internally within Tamkeen against evaluation criteria associated with the given FOG program. The review panel includes Tamkeen senior staff and representatives from the CSS team. In the case of IT FOGs, Tamkeen's IT staff undertakes an assessment in conjunction with the CSS, and the resulting FOG recommendation is approved by Tamkeen's senior management. FOG applications are not formally reviewed by the Tamkeen Grants Committee, which makes award determinations under the Simplified Grants Program. Instead, the Tamkeen chief of party approves FOGs.

4. Fixed-Obligation Grant Agreement

Once Tamkeen decides to award a FOG, the programmatic, financial, and contractual elements are drafted into an agreement document. FOG agreements are signed by the Tamkeen chief of party and the CSO agent. Each party retains an original.

This section explains the FOG Agreement Template, found on the next page. Tamkeen FOG agreements are uniform, although some of the terms and conditions vary depending on whether the FOG activity entails delivery of equipment or services. The various agreement items are discussed below point-by-point:

- Items 1-2: Self-explanatory
- Items 3: Self-explanatory. In the case of an IT FOG, the FOG grant title will incorporate the grant number and title of the associated simplified grant.
- Item 4: Briefly describes the program being funded and its purpose.
- Item 5: Specifies start and end dates. For IT FOGs, the end date will either be the anticipated delivery date of the equipment, or the end of the training program.

- Item 6: Unit Pricing — For IT FOGs, specify the cost of the sub-elements of the grant. For Programmatic FOGs, refer to the tranche payment milestone table (Item 17).
- Item 7: FOG Total Amount — Cite amount in numbers and words.
- Item 8: Cost-Sharing Contribution & Source — Cite amount and source, if applicable.
- Items 9: Special Conditions — This is where any situation or circumstances that are not addressed in the Terms & Conditions, or in the Incorporated Documents, may be presented and agreed to in writing. If item is to be left blank, the word “Nil” must be inserted.
- Items 10-21: *Terms & Conditions.* Terms and conditions associated with the various types of FOGs are presented in specific, detailed language. It is very important that all grantees fully understand each item and its implications regarding the grantee’s acceptance of an award, implementation of an activity, and all accountability and reporting obligations, as prescribed by Tamkeen. Some of the terms refer to more detailed information provided in the Tamkeen Simplified Grants Manual and/or annexes to this supplement. The grantees should carefully review referenced items to ensure they understand the full texts.
- Items 10-16: Standard terms and conditions applicable to all FOGs.
- Item 17: *Applicable for IT FOGs only.* Upon receipt of the delivery, title for equipment is transferred from Tamkeen to the CSO, as reflected in a signed Deed of Donation (see Section 6.1.8.4).
- Items 17 (alt): *Applicable to Programmatic and RRG FOGs.* The Grant Tranche Payment Table lists the milestones associated with tranche payments.
- Items 18-21: *Applicable to Programmatic and RRG FOGs only.* Incorporated Documents — Relevant supporting reference documents may be incorporated as part of the agreement (e.g., FOG solicitation and grantee application).

4.1. Fixed-Obligation Grant Form



Civil Society and Democracy Strengthening Project
مشروع تعزيز الديمقراطية والمجتمع المدني

FIXED-OBLIGATION GRANT NO. 0X-XX Grant Title

1. **Grantee:** Name
Contact information (address, telephone, fax, email)
2. **Grantee Agent:** Name, Title

In response to your organization's request for assistance dated (date), Tamkeen is pleased to award this Fixed-Obligation Grant as a contribution to your program in accordance with the information shown in the table below:

Grant Summary Table

3. Grant Title	
4. Purpose and Program Description	
5. Period of Program	Start: _____ End: _____
6. Grant Unit Pricing	
7. FOG Total Amount	\$x,xxx
8. Cost-Sharing Contribution & Source (if applicable)	

Terms & Conditions

All FOGs:

9. **Special Conditions** (if none, state NIL below):
10. **Modification** — This FOG may only be modified by issuance of a formal written FOG Modification Notice jointly endorsed by the grantee's agent (listed below under Acceptance) and Tamkeen's chief of party.
11. **Liability** — With regard to all aspects of this grant, Tamkeen and USAID assume no liability for any third party claims or damages arising out of this grant.
12. **Disputes** — The Tamkeen chief of party or his/her designee will decide all disputes arising out of this grant.
13. **Termination** — Tamkeen or the United States Agency for International Development (USAID) may terminate this grant upon ten (10) days written notice. If the grant is terminated, the grantee may submit a claim for reasonable, allowable, and allocable grant activity closure costs, which will be subject to review and approval by Tamkeen.
14. **Funding Conditions** — (a) FOGs will not advance funds; funding is on a reimbursement basis only, (b) international airfares and indirect costs are not eligible for Tamkeen financing, and (c) goods (e.g., equipment, furniture, etc.) with an acquisition cost in excess of \$5,000 and a useful life over one year may not be purchased by the grantee.
15. **Non-consideration of Recurrent Costs** — The grantee hereby acknowledges that this grant in no way obligates Tamkeen to assume fully or partially any recurrent costs associated with the work activities covered by this award, either past, present or future.
16. **Prohibition against Support for Terrorism**

a) The Grantee is reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the grantee to ensure compliance with these Executive Orders and laws.

b) One of the applicable orders is Executive Order 13224, dated September 24, 2001. The web site of the Office of Foreign Assets Control (OFAC), of the Department of Treasury, contains the text of that order and a list of the individuals and entities designated thereunder. It also contains lists of individuals and entities designated under other applicable statutes, regulations and Executive Orders. See <http://treasury.gov/offices/enforcement/ofac/sanctions/terrorism.html>.

c) USAID reserves the right to review and either approve or reject the following subawards if proposed under this agreement: (i) any contract or subcontract in excess of \$100,000 with a non-U.S. organization or individual; and (ii) any grant or subgrant to a non-U.S. organization, regardless of the dollar value. Furthermore, the written consent of USAID is required before any other form of assistance, whether cash or in-kind, may be provided to a non-U.S. organization or individual. This includes, for example, renovation of an NGO's facilities, repair or replacement of a company's equipment, and training activities (other than training in West Bank/Gaza lasting two weeks or less). No approval (or failure to disapprove) by USAID shall relieve the contractor/recipient of its legal obligation to comply with applicable Executive Orders and laws.

d) The contractor/recipient and each subrecipient of a subaward described in the preceding paragraph agrees to promptly notify USAID's technical officer (CTO) (through Tamkeen) in the event of any significant change in its activities or management, including any significant change in its "key individuals". For purposes of this requirement, "key individuals" means (i) the program manager for the USAID-financed program; (ii) the principle officer and deputy principle officer of the organization (e.g., executive director, deputy director, president, vice president); (iii) principle offices of the organization's governing body (e.g. chairman, vice chairman, treasurer and secretary of the board of director or board of trustees); and (iv) any other person with significant responsibilities for administration of USAID-financed activities and resources.

e) This provision, including this paragraph (e), shall be included in all contracts, subcontracts, grants and subgrant issued under this contract/agreement.

Special Provisions

17. U.S. Government Prohibition Against Cash Assistance to the Palestinian Authority – In accordance with this prohibition, the grantee shall not provide any cash to the Palestinian Authority; to any ministry, agency, or instrumentality of the Palestinian Authority, including any municipality or other local government unit; or to any employee or official of any of the foregoing entities. This restriction does not prohibit the provision of in-kind technical assistance, training, equipment, supplies, or the construction of public works. It is the legal responsibility of the grantee to ensure compliance with this Prohibition.

18. Value-Added Tax and Customs Duties – Pursuant to an agreement with the Palestinian Authority (PA), all imports and expenditures under the Tamkeen contract, including any costs associated with the work activities by a non-local sub recipient will be exempt from Value-Added Tax (VAT) and customs duties imposed by the PA. Therefore, in accordance with paragraph (c) of FAR 52.229-6, Taxes-Foreign, Fixed Price Contracts (1/91), such VAT and customs duties shall be excluded from costs associated with the work activities covered by this award. It is the legal responsibility of the grantee to ensure compliance with this agreement.

For IT Equipment FOGs Only

19. Title & Use of Property — Attached you will find a copy of the United States Agency for International Development (USAID) Standard Provision No. 17 Title To and Use of Property (Recipient Title; \$50,000 and under, October 1998). As a grantee, your organization must abide by all terms and conditions as set forth in this Standard Provision. The grantee will be required to assume title to equipment purchased under this grant as reflected in a signed Deed of Donation upon delivery. Should you have need for clarification with regard to the provision, please seek clarification prior to signature. For expediency, all references to the U.S. government or USAID shall mean the Tamkeen project so long as it is viable; all references to U.S. government officials shall mean the Director of Finance & Administration or his/her designee.

For RRG and Programmatic FOG Only:

19. Grant Tranche Payment Schedule

Tranche Payment #	Milestone Description	Amount
1		
2		
	Total Tamkeen Funding	

20. Incorporation of Referenced Documents — The documents listed below are hereby incorporated as an integral part of this FOG:

- Grantee's final approved grant application (including Work-Cost-Milestone Plan) dated _____

21. Grant Disbursement Mechanism — The total value of this grant shall not exceed the amount listed in the Grant Summary Table Funding Limit. The grantee will not be reimbursed for costs incurred in excess of the total amount obligated under the grant. Disbursement of funds to the grantee shall be in accordance with the reimbursement milestones presented at the bottom of the Work-Cost-Milestone Plan. Under no circumstances will disbursements be made in the form of an advance to cover projected costs.

22. Grantee Bank Account — It is agreed that all Tamkeen funds will be wire transferred into an account bearing the grantee's name at a recognized commercial bank in the West Bank or Gaza.

23. Financial Record-Keeping and Reporting — The grantee hereby agrees to record, classify, and report all Tamkeen-financed costs in separate and segregated grant-specific financial accounts. The grantee is required to maintain all grant-related financial records in accessible and auditable condition for three years after the completion of the grant activity and agrees that Tamkeen's and/or USAID's Agent will have unrestricted access to all financial records, reports, and supporting documentation related to Tamkeen funds. At Tamkeen's/USAID's request, the grantee may refund to Tamkeen/USAID any funds received that represent reimbursement for any costs determined to not meet the terms and conditions of this grant. Furthermore, in accordance with Section 579 of the FY 2003 Foreign Operations Appropriation Act, the grantee must track and maintain information related to the payment of foreign taxes assessed by the Palestinian Authority on commodity purchase transactions valued at \$500 or more financed with US foreign assistance funds. This information will be collected by Tamkeen from each grantee in accordance with the schedule and conditions set forth in Annex G.

Agreement

By affixing your signature below, acting as the agent of your organization, you hereby certify that the Grant Summary presented above fairly and accurately represents your organization's program, and that you accept the Terms & Conditions as stated above.

Awarded On Behalf of Tamkeen

Accepted on Behalf of Grantee

Dr. Mohammed Al Mbaid, Chief of Party

Grantee's Agent

Date of Grant _____

5. FOG Implementation

This section describes implementation and grant management processes undertaken by the CSO and Tamkeen once the FOG has been signed. Many of these processes are similar to those spelled out in the Tamkeen Simplified Grants Manual, although Tamkeen's oversight of FOGs is expected to be less than for simplified grants in light of the specific nature of the activities and relative cost certainties. As for simplified grants, Tamkeen assigns a CSS to oversee implementation of the FOG. The CSS or other Tamkeen staff member may conduct a site visit of the CSO to observe FOG-funded activities.

5.1. Financial Management of Grants

As described above, disbursement of funds varies depending on the nature of the FOG. IT FOG payments are made on a direct payment basis whereby Tamkeen makes direct payments to suppliers on behalf of a grantee. This process is described in more detail in the discussion of IT FOGs (Section 6.1.7) below.

This subsection describes financial management of programmatic and rapid-response FOGs whereby grant funds are released to a grantee on a reimbursement basis after completion of an agreed-upon milestone. Since Tamkeen Simplified Grants are also of the milestone-based reimbursement type, the financial management elements of both are very similar.

The *FOG Agreement* presents the financial, control, and reporting policies for grants. The key concepts for these terms and conditions follow.

Bank Account. FOG grantees must have a bank account bearing the grantee's name at a recognized commercial bank in the West Bank or Gaza into which tranche payments will be made. Furthermore, upon signature of a Programmatic FOG or Rapid Recovery Grant, the CSO must submit the aforementioned banking information to Tamkeen, along with a certification an/or letter from the bank that the CSO has a separate sub-account for Tamkeen funds. All payments will be in U.S. dollars. Under no circumstances will any payment be made in cash to the account of a private person and/or to an offshore account.

Reimbursement Payment. All requests for reimbursement must correspond to a tranche payment specified in the FOG. Tamkeen reserves the right to independently verify the milestone. In some cases, it may do so by means of verification by a third party of its choice.

Financial Records and Inspection. The CSO is required to maintain good quality, transparent, supported financial records for all grant-related incurred costs. Tamkeen reserves the right of access and inspection of these records, whether by its own staff or a designated representative of its choice for a period of three years after the completion of the grant. Furthermore, in accordance with Section 579 of the FY 2003 Foreign Operations Appropriation Act, the grantee must track and maintain information related to the payment of foreign taxes assessed by the Palestinian Authority on commodity purchase transactions valued at \$500 or more, financed with US foreign assistance funds. This information will be collected by Tamkeen from each grantee in accordance with the schedule and conditions set forth in Annex G.

5.2. Termination and Suspension

Per the *FOG Agreement*, Tamkeen and/or USAID may unilaterally terminate a grant. See Section 7.3 of the Tamkeen Simplified Grants Manual for more information regarding conditions of termination. In addition, Tamkeen may suspend a FOG with 30 days' advance written notice for the same reasons. Also, the grant may be suspended or terminated by Tamkeen/USAID if either has notice of or has reasonable cause to believe that the grantee is unable to pay its obligations in the ordinary course of business.

5.3. Grantee Activity Completion

At the end of the grant, grantees must certify in writing on the *FOG Completion Certificate* that the activity was completed. The *FOG Completion Certificate* closes the grant and also provides a means to recognize and account for any deviation in the final grant amount. For example, in the case of IT FOGs, Tamkeen's pre-negotiated prices with vendors for equipment and/or training may change over the course of the FOG period. That difference would be reflected in the completion certificate along with the circumstances. The *FOG Completion Certificate* template can be found at the end of this section.

5.4. Modification

Since FOGs entail activities for which there is a high degree of programmatic and financial certainty, modification to a FOG agreement should be rare. Should a change occur, FOGs may only be modified by issuance of a formal written *FOG Modification Notice* jointly endorsed by the grantee's agent and Tamkeen's chief of party. A template modification can be found at the end of this section.

5.5. Grant Renewals

FOGs are not subject to renewal. However, CSOs may apply for other FOGs for which they may be eligible. Their applications will be considered along with other applicants in the pool and against the associated evaluation criteria.

5.6. Forms

The Grant Completion Certificate and Modification Notice forms, which are common to all FOGs, follow. Other forms specific to the individual FOG program can be found in Section 6.

5.6.1. FOG Completion Certificate



FOG COMPLETION CERTIFICATE

Grant No.:

Grant Title:

Grantee Name:

With reference to the Fixed-Obligation Grant that was entered into with Tamkeen, in my capacity as the Grantee Agent (see Grant Item No. X), I hereby certify that:

Technical Completion — With reference to all material aspects of our technical proposal, and any subsequent jointly agreed-upon modification(s), my organization has achieved the stated grant objective and verifiable results as presented in our Grant Application (see Items Nos. X and X), with the exception of the following:

***** Nil *****

Financial Plan — With reference to our Grant Financial Summary Plan (see Grant Agreement Item No. 13), the final reconciliation is as follows:

Total Approved	Total Reimbursed	Total Expended	Variance	Action Required or Resolution Agreement

Thus, it is hereby agreed by the grantee and Tamkeen that all technical, administrative, and financial aspects of the referenced Tamkeen FOG Agreement have been brought to a condition of completion, and as such, neither the Grantee nor Tamkeen has any further obligations of any nature with regard to the Grant Agreement.

On Behalf of the Grantee:

On Behalf of Tamkeen:

Grantee Agent

Director of Finance & Administration

Dated: _____

5.6.2. FOG Agreement Modification Notice**FOG AGREEMENT MODIFICATION NOTICE NO. X**

FIXED-OBLIGATION GRANT NO. _
GRANT TITLE

Grantee: *NAME OF CSO*
CONTACT INFORMATION

Grantee Agent: *NAME*
TITLE

With reference to the Grant Agreement that your organization entered into with the Tamkeen project on (*date of original FOG*), the Agreement is hereby modified as detailed below:

GRANT ELEMENT TO BE MODIFIED

<i>Item</i>	<i>New information</i>
-------------	------------------------

EXPLANATION AND JUSTIFICATION

(*Explain reason for change in grant amount*)

All other information, terms and conditions of the referenced grant agreement remain unchanged and in full force and effect.

Agreement**On Behalf of Tamkeen****Behalf of Grantee**

Mohammed Albaid, Chief of Party

Grantee's Agent

Date of effect of modification: _____

6. Tamkeen FOG Programs

This section provides more specific information about the nature, requirements, and processes associated with Tamkeen's FOG programs:

- Information Technology (IT) FOGs
- Programmatic FOGs
- Rapid Recovery Grants (RRGs), a specialized subset of programmatic-type FOGs

6.1. Information Technology Capacity Building FOGs

6.1.1. Purpose

These FOGS provide needed IT support to CSO recipients of Tamkeen grants to allow them to undertake Tamkeen-funded activity optimally, as well as develop the institutional capacity of the CSO.

6.1.2. Description

As part of its commitment to build the capacity of CSOs, Tamkeen offers computer and office equipment, as well as software training through FOG awards. These FOGs are usually restricted to CSOs with whom Tamkeen has an ongoing relationship. The equipment and training to be provided to the CSO are determined as a result of a needs assessment undertaken by Tamkeen's IT staff. These are provided under the FOG by vendors pre-selected by Tamkeen at prices that are also pre-negotiated.

6.1.3. Duration

The duration of these FOGs is variable. The equipment FOGs typically last only as long as it takes to procure and deliver the equipment to the CSO. IT training FOGs will last long enough to complete the training.

6.1.4. Eligibility

These are generally restricted to Tamkeen recipients.

6.1.5. Grant Proposal Evaluation Criteria

There is no application, and consequently no criteria. Award decisions are based on an IT needs assessment undertaken by Tamkeen and approved by Tamkeen senior management.

6.1.6. Procedures

When a CSO is awarded a Simplified Grant, the cognizant CSS informs the CSO of the IT FOG program. If the CSO is interested, Tamkeen IT staff undertakes a needs assessment of the organization to determine what equipment and training are needed in relation to the simplified grant program and to the CSO's organizational capacity. IT recommendations are considered by the CSS and Tamkeen senior staff. If approved, a FOG agreement is drafted and signed by the CSO agent and the Tamkeen chief of party.

IT Needs Assessment. Determining a CSO's actual needs (as compared to desires) is the most important step in this IT capacity-building process. The Tamkeen IT staff undertakes this assessment by comparing the CSO's circumstances with common, known standards.

Determining the IT needs of the CSO is multifaceted and includes understanding the CSO's organizational culture as it relates to computers as well as looking at the human resources (e.g. who is on staff, what are their jobs, who is or could be a computer user and for what tasks, etc.) For example, if the accountant's PC is being shared with others. Tamkeen would recognize the need for a dedicated PC for the accounting files to protect the financial information of the organization.

In some cases the CSO has computers, but staff users need training in an application. Tamkeen has negotiated a pre-identified list of training courses that the training providers can offer CSO staff. Any training on other applications not included on the list can be arranged on a case by case basis if Tamkeen determines the need is there. For example, if the CSO has a specialized application for finance and they need training on this application, the CSSes and the IT specialist will evaluate the case and if warranted, the IT specialist will make the arrangements for the training course.

Internet connectivity is another element of a CSOs IT capacity needs. As part of the IT capacity building program, Tamkeen may pay Internet connectivity for one year for the CSO. Tamkeen will provide the CSO with the Internet dialup account, but Tamkeen will not pay any additional costs for this account. When trying to determine the needs of the CSO regarding Internet connectivity, it is important to know why they need this account, and if they have telephone line(s). If they need more than three accounts, it is necessary to have extra phone lines.

The same approach applies to laptops. The CSO will be provided with a laptop, if they demonstrate and actual need one for one.

Equipment. Internally, Tamkeen will provide the vendor with a purchase order for the equipment. The vendor delivers the equipment to the CSO, and the CSO signs the delivery voucher. The vendor submits the voucher to Tamkeen for payment. When the equipment is delivered, the CSO and Tamkeen sign a Deed of Donation, transferring title of the equipment to the CSO. Thereafter it is the CSO's responsibility to maintain the equipment and to ensure it is used in accordance with the grant activity purpose.

Training. During the IT assessment, Tamkeen and the CSO will identify by name and/or function the individuals who need training in conjunction with the provision of equipment. Tamkeen will issue a purchase order for the training to the training provider. It is up to the CSO to schedule training directly with the training provider at a mutually convenient time. At that time, the CSO trainee will give the training provider a signed Tamkeen voucher, which the CSO agent also approves. Based on these vouchers, the training provider will invoice Tamkeen when the training is completed.

Important Note: When included in the FOG, training is an integral part of the grant award. It is essential for the CSO to ensure its staff takes the identified training. Indeed, the provision of staff time is a standard element of the CSO cost-sharing contribution. Therefore, when staff does not take the agreed-upon training, the CSO is in breach of the FOG agreement. Training must be initiated within 60 days of the effective date of the FOG (unless Tamkeen approves otherwise). Any expenses that Tamkeen incurs associated with the non-attendance of a CSO staff member at training will be passed on to the CSO. Since the specific training programs are designed around the needs of individual CSO staff members, CSOs may not send alternates to a training program without prior approval from Tamkeen.

6.1.7. Grant Disbursement Mechanism/Reimbursement Restrictions

Payment is made on behalf of the CSO directly to pre-selected vendors. The prices are also pre-negotiated. CSOs may not negotiate with the vendor for alternate equipment items. Instead, questions and/or special requests must be submitted to Tamkeen.

From time to time, the unit price of equipment items and/or training may vary slightly due to volume discounts accorded Tamkeen. In this case, the value of a FOG will either be amended though a

modification to reflect the actual award value or the difference will be reflected in the completion certificate.

6.1.8. Forms

The following forms are unique to the IT FOG program and are included herein:

- Assessment Form
- Purchase Order
- Delivery Voucher
- Deed of Donation

6.1.8.1 Assessment Form

Civil Society and Democracy Strengthening Project
 مشروع تعزيز الديمقراطية والمجتمع المدني

TAMKEEN IT ASSESSMENT**IT HARDWARE / INTERNET ASSESSMENT TOOL****CSO Name:****Address:****Tel:****Fax:****E-mail:****Contact Person:****Background Information about the CSO:**

The following information is helpful for determining the real needs of the CSO. Following the IT assessment guidelines in section 6.1.6 of the Tamkeen FOG Manual, please answer the following questions.

1. What is the major activity of the CSO?

2. How do computers relate to the major activity, and how do you think the computer systems, including training, will help the CSO staff perform required tasks related to the major activity?

3. How many people are employed in the CSO?

Full-time staff: Part-time staff: Key volunteers:

4. What population does the CSO serve?

- Elderly Children, youth, and their families
 Vulnerable adults Multiple populations

5. This question lists classes of computers and computer equipment, referring to the categories by their most commonly used names. Please indicate how many of each class the CSO has:

386s 486s Pentiums
 Scanners Laser printers
 Inkjet printers or other non-laser printers

6. Please list each user of the computer equipment and the major type of work each performs.

Position or title for the user	Has own computer or shared?	Major work performed on the computer	Major computer application used in this task or job

7. For CSOs having 4 PCs or more, does the CSO have a network? (Y/N)___
8. Does the CSO have servers? (Y/N) ___
9. Does the CSO have a scanner? (Y/N) ___
10. Does the CSO use presentation software such as PowerPoint? (Y/N) _____
11. Does the CSO have Internet connectivity? (Y/N) _____ If yes, which ISP? _____
12. How much does the Internet connection cost the CSO monthly? _____
13. How many PCs are hooked up to the Internet connection? _____
14. Does the CSO use shared Internet connection (i.e., the connection is being used by many users at the same time.)
15. Does the CSO use the e-mail established with the Internet connection? (Y/N) ___
16. How many employees are familiar with the Internet? _____
17. Please state an estimated percentage for the usage of the Internet connection
 - a. Internet browsing? ___%
 - b. Communication (e-mail)? ___%
 - c. Chatting? ___%
 - d. Other? ___%
18. What access mechanisms does the CSO use to connect to the Internet?
 - Modems
 - ISDN line
 - DSL line
 - Dedicated line (56k, 128k, 256k, T1)
19. Any other comments or information?

How many computer systems does the CSO need?

How many printers does the CSO need?

Please identify the purpose of each computer per user, using the table below:

User	Purpose	Major application	Level of knowledge in this application (very good, good, needs improvement)

How many dialup/e-mail accounts does the CSO staff need?

Does the CSO have enough phone lines for the dialup accounts?

Does the CSO have enough budget for the costs of phone lines?

Does the CSO staff member have enough knowledge in using the Internet and e-mail, or does he or she need training?

Does the CSO have laptops? (Y/N) ____ If yes, please specify the number.

Notes and comments:

6.1.8.2 IT Training Assessment Form



Civil Society and Democracy Strengthening Project
مشروع تعزيز الديمقراطية والمجتمع المدني

TAMKEEN IT ASSESSMENT

IT TRAINING ASSESSMENT FORM

CSO Name:

Simplified Grant Number:

Address:

Tel:

Fax:

Employee name:

Title:

Section I

Please circle the appropriate number:

5: Excellent, 4: Very good, 3: Good, 2: Weak, 1: Have no knowledge

1. I understand the difference between operating systems.

5 4 3 2 1

2. I can create and save files that can be used across platforms.

5 4 3 2 1

3. I can work in a networked community (shared files, applications, and print) on a local area network.

5 4 3 2 1

4. I can distinguish between primary memory and secondary storage.

5 4 3 2 1

5. I am familiar with a variety of productivity tools (text editors, graphic, information resources) and can select and use the software for a defined task.

5 4 3 2 1

6. I can delineate between the various digital file formats including, but not limited to, .doc, .zip, .xls, .ppt, .mdb files.

5 4 3 2 1

7. I can perform basic software application functions including, but not limited to, creating, modifying, printing, and saving files.

5 4 3 2 1

8. I understand and use Internet terminology appropriately such as electronic mail, URLs, LANs, www, HTML, and intranet.

5 4 3 2 1

9. I can keyboard proficiently.

- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
10. I can locate and acquire desired information on LANs and WANs including the Internet and an intranet.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
11. I can identify, create, and use image, audio, and video files.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
12. I can access and use online help and other documentation.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
13. I can plan, create, and edit documents created with a word processor.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
14. I understand the readability issues regarding different font types.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
15. I can correctly use the four types of tab settings, margin settings (including first line and hanging indents), and page alignment.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
16. I can plan, create, and edit spreadsheet documents using all data types, formulas and functions, and chart information.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
17. I can create a document using desktop publishing techniques including, but not limited to, the creation of multi-column or multi-section documents with a variety of text-wrapped frame formats (such as newsletters and brochures).
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
18. I can integrate two or more productivity tools into a document including, but not limited to, charts and graphs, graphics from paint or draw, and mail merge.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
19. I design and implement procedures to track trends, set timelines, and review/evaluate progress for continual improvement in process and product.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
20. I use productivity tools to create effective documents files for defined audiences such as slide shows, posters, multimedia presentations, newsletters, brochures, and reports.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
21. I create a variety of spreadsheet layouts containing descriptive labels and page settings.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
22. I use fonts, types, and sizes of fonts, as well as effective use of graphics and page design to effectively communicate
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
23. I match the chart style to the data when creating and labeling charts
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
24. I use telecommunication tools for publishing such as Internet browsers, videoconferencing, or distance learning.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
25. I design and implement procedures to track trends, set timelines, review, evaluate products using technology tools such as database managers, daily/monthly planners, and project management tools.
- | | | | | | |
|--|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|

Section II

Please answer the following questions:

How many years have you used a computer? _____

Do you have a computer at home: Yes/No: _____

If Yes:

How many years have you owned a computer? _____

If so, describe your computer's capability (RAM, CD ROM, software, processor, modem, etc.).

For each application below, please select the value that most closely represents your ability to use the application.	Expert	Advanced	Good	Novice	Have not used
Word Processing					
Spreadsheet					
Presentation Software (e.g., PowerPoint)					
Web Browser, Search Engine & the WWW					
E-mail					
Database					

For each application below, please choose the frequency of use at home	Frequently Daily	Daily	Weekly	Monthly	Never have used
Word Processing					
Spread Sheet					
Presentation Software (e.g., power point)					
Web Browser, Search Engine & the WWW					
E-mail					
Database					

For each application below, please choose the frequency of use at your work	Frequently Daily	Daily	Weekly	Monthly	Never have Used
Word Processing					
Spread Sheet					
Presentation Software (e.g., PowerPoint)					
Web Browser, Search Engine & the WWW					
E-mail					
Database					

Section III (To be filled by the employee's supervisor)

1. What does the staff member need to know in order to do his/her job?

Supervisor Signature

For Tamkeen Use:

Comments:

Recommendations:

6.1.8.3. Purchase Order Form



Civil Society and Democracy Strengthening Project
مشروع تعزيز الديمقراطية والمجتمع المدني

PURCHASE ORDER NO. _____

Bill to: Tamkeen Project – Civil Society and
Democracy Strengthening Project
P.O. Box 4310 Al Bireh, West Bank
2nd Fl., Al Rimawi Bldg., Al Ersal St.,
Ramallah
Tel: 02 2988212, Fax: 02 2988216

Ship to: To be specified by Vouchers

Vendor Name:

Contact Person:

Telephone:

Fax:

Address:

Required Date:

To be specified by Vouchers

No.	Description	Qty.	Unit Price	Extended Price
1.	<p>Reference: Tamkeen Request for Quotation RFQ XX-XXX Laptop Computer System Reference: <i>Vendor</i> Quotation dated XXXX in response to RFQ XX-XXX</p> <p>By means of the Purchase Order, Tamkeen hereby accepts <i>Vendor's</i> offered pricing with respect to RFQ Section 4 Specifications (Item 1 through 7) and in accordance with pricing submitted Section 6 Offeror's Summary Sheet. Commodities and Services covered by this Purchase Order will be delivered against an authorized Delivery Voucher (Section 7) to Civil Society Organizations specified by Tamkeen.</p> <p>All terms and conditions of RFQ XX-XXX are hereby incorporated in their entirety unless duly noted with in the text of this Purchase Order.</p>	TBD	Per contract offer	TBD
Total				TBD

TERMS & CONDITIONS

Prepared by:

Office Manager/Procurement:

Approved by:

Accepted by

Date:

Date:

Date:

Date:

6.1.8.4. Delivery Voucher



Civil Society and Democracy Strengthening Project

مشروع تعزيز الديمقراطية والمجتمع المدني

Voucher No: _POXX/GXX-XXX/VYY
PERSONAL COMPUTER AND ANCILLARY EQUIPMENT
Delivery Voucher

**Supplier
Address**

Agent

Purchase Order No.

CSO Name _____

Address _____

Agent _____

The Supplier specified above is hereby authorized to deliver the following goods and services to the specified CSO in accordance with the Terms and Conditions of the agreed-upon Purchase Order that the Supplier has entered into with Tamkeen:

Item No.	Description of Good/Service	Quantity	Received & Accepted (CSO agent's signature required in each block)
1			
2			
3			
4			

Upon presentation of this voucher to Tamkeen, with a full receipt and acceptance by the CSO of the specified goods and/or services indicated above, Tamkeen will arrange payment for the goods and services in accordance with the Terms and Conditions of the referenced Purchase Order entered into by the Supplier and Tamkeen.

Issued on Behalf of Tamkeen _____ **Date** _____

6.1.8.5. Deed of Donation Form**TAMKEEN****CIVIL SOCIETY AND DEMOCRACY STRENGTHENING PROJECT****DEED OF DONATION**

Reference: Grant No:

Chemonics, Inc. (hereinafter called “Tamkeen”) on behalf of the United States Agency for International Development (hereinafter called the “Donor”), hereby transfers to:

CSO Name:

Address:

A non-governmental organization registered under the laws of the Palestinian Authority (hereinafter called the “Recipient”), title to the equipment described as follows:

*List, including as applicable:**Item description**Brand name**Serial number**Quantity*

The Recipient hereby acknowledges that said equipment was purchased from various vendors VAT-free. The Recipient hereby agrees to pay to the Palestinian Authority (“PA”) any and all import duties, taxes, fees, and other impositions that may be levied, charged or assessed by the PA with respect to the equipment or to this transfer.

The equipment is transferred to the Recipient “as is,” and the Donor makes no representations or warranties, express or implied, as to the condition of the equipment.

IN WITNESS WHEREOF, the parties have caused this instrument to be signed by their duly authorized representatives.

TAMKEEN**RECIPIENT**

Sign: _____

Title: _____

Date: _____

Sign: _____

Title: _____

Date: _____

6.2. Programmatic FOGs

6.2.1. Purpose

The purpose of programmatic FOGs is to provide access to simple and relatively quick grant funding for discrete activities in support of Tamkeen's program.

6.2.2. Description

Tamkeen Programmatic FOGs can be used to fund a variety of CSO activities, provided the activities are of a relatively short duration, with clearly identified tasks and associated costs, in accordance with ADS requirements for these types of grants. Tamkeen has funded FOGs for activities such as organizing consultative meetings and/or training sessions. These FOGs, which are usually awarded on a competitive basis, provide grant funds to cover the costs of agenda development, meeting preparation and facilitation, report preparation, etc. The FOG also provides for the reimbursement of variable logistical costs.

Starting in 2003, Tamkeen plans to build on its experience in using FOGs for programmatic purposes and to expand their use to respond to the needs of smaller and disadvantaged CSOs. These CSOs often lack the capacity to comply with simplified grant requirements, but are in a position to handle FOGs. Awarding FOGs to smaller CSOs will allow them to take advantage of emerging programming opportunities for which the outcome can be clearly defined, such as conferences, workshops, and policy papers. FOG awards will also allow CSOs to improve their capacity.

The Rapid-Recovery Grant (RRG) program described in subsection 6.3 below is an example of a programmatic FOG, but due to its specialized nature it is treated separately in this manual.

6.2.3. Duration

Since they fund specific and well-defined activities, Programmatic FOGs should be of a reasonably limited duration. Programmatic FOGs will not exceed 12 months in duration. When issued, FOG solicitations will specify the duration parameters.

6.2.4. Eligibility

Aside from the general eligibility criteria of the Tamkeen grants program, Programmatic FOGs are meant to target smaller, disadvantaged CSOs that might otherwise have difficulty accessing other Tamkeen grant programs. Depending on the nature of the program solicitation, these FOGs could also be used for larger CSOs to provide discrete activities of a limited duration.

6.2.5. Grant Proposal Evaluation Criteria

Evaluation criteria for FOG applications may be specific to the program solicitation, but will generally follow Tamkeen's criteria used for simplified grants, as follows:

Appraisal Category	Maximum Points (100 total)
Grant Activity Objective	10 points
Results	20 points
Beneficiaries	10 points
Implementation Plan	20 points
Experience & Capability	10 points
Cost Realism	30 points
Total Possible Points	100 points

6.2.6. Procedures

Many elements of the Tamkeen Programmatic FOG program are very similar to Tamkeen’s simplified grants program. The notable differences are described in Section 1. Specific reporting requirements for programmatic FOGs during implementation will be included in the program solicitation and in the FOG agreement. Below are the general steps for soliciting, awarding, and implementing programmatic FOGs.

- Step 1 Notification of Program** — Tamkeen will issue FOG solicitations from time to time. To improve the chances of receiving acceptable applications and to minimize the burden on Tamkeen, the solicitations will be limited to CSOs that Tamkeen deems suitable to the programmatic focus of the solicitation. Instructions regarding application format, requirements, and procedures will be specified in the solicitation. A sample Programmatic FOG solicitation is provided at the end of this subsection. In addition, CSOs that submit unsolicited concept papers for Tamkeen grant funding, and that otherwise meet the organizational and programmatic eligibility criteria for programmatic FOGs, may be asked to submit their concept for consideration in a programmatic FOG application format.
- Step 2 CSS Assignment & Suitability Screening** — A CSO contacts Tamkeen to express its interest in the FOG program, and Tamkeen assigns a cognizant CSS to discuss the potential activity with the CSO. The CSS determines, to the best of his/her ability, if the activity meets the criteria for FOG funding. Through reference checks and/or other responsibility determination actions, the CSS will also determine if the CSO has the organizational capacity to implement the activity to Tamkeen’s standards.
- Step 3 Application Preparation** — If the proposed activity and organization are acceptable, the CSS instructs the CSO to develop a full application. The application format and instructions will be specified in the FOG solicitation or provided to the CSO by the cognizant CSS. The CSO’s agent will prepare the FOG application and submit it, in either hard-copy or digital form, to the CSS at the Tamkeen Ramallah or Gaza offices.
- Step 4 Technical Review & Cost Analysis** — Tamkeen will review the application and analyze costs. If there is need for clarification or refinement, the CSS will instruct the CSO accordingly.
- Step 5 Determination of Award** — Once the application is in final form, the Tamkeen application review team will make a recommendation to the Tamkeen chief of party for full, partial or non-funding. At his discretion, the Tamkeen chief of party can approve full or partial funding, request clarification, or reject the application with stated cause.
- Step 6 Negotiation of Award** — If an application is approved for partial or full funding, the Tamkeen CSS will prepare a FOG agreement for review, negotiation, and signature by the Tamkeen chief of party and by the CSO’s agent. If an application is rejected, the CSO will be notified in writing by the Director of Finance and Administration with stated cause.
- Step 7 Authorization to Proceed** — Once the CSO has the signed FOG in hand, this constitutes authorization to undertake all work activities covered by the FOG and to incur costs in accordance with the plan. The FOG will incorporate the CSO’s application, including the Work-Cost-Milestone Plan (and any revisions).
- Step 8 Monitoring** — The CSS will monitor the implementation of the FOG.

Step 9 Reimbursement of Costs — Upon achievement of each specified payment milestone, and upon submission of a completed Milestone Payment Request Form, Tamkeen will wire transfer funds to a commercially recognized West Bank or Gaza bank account in the name of the CSO.

Step 10 Completion — Once the FOG is completed, a completion certificate is signed by the CSO agent and by Tamkeen.

6.2.7. Grant Disbursement Mechanism/Reimbursement Restrictions

Programmatic FOG disbursements will be made on a reimbursement basis in the form of tranche payments after the achievement of agreed-upon milestones. The CSO initiates the disbursement by submitting a signed Tranche Payment Request form certifying the achievement of the specific milestone. The CSS also signs to concur with the CSO's progress.

6.2.8. Forms

A sample programmatic FOG solicitation can be found on the next page. Future FOGs may differ in programmatic content, but the format will remain similar.

Since programmatic FOGs entail reimbursement in the form of tranche payments upon achievement of agreed-upon milestones, a template Tranche Payment Request form is included below as well.

To the extent that programmatic FOGs may entail publications and/or media releases, USAID Mandatory Standard Provisions 10, Publications and Media Release, and 23, Communications Products, may apply. The former requires that USAID be prominently acknowledged in all publications. The latter addresses standards for USAID-funded communication products (e.g., printed materials, videos, etc). Annex C contains the text of the standard provision regarding USAID attribution. In addition, the cognizant CSS will provide more specific guidance to CSOs to ensure adherence to these provisions in the context of the grant-funded activity.

6.2.8.1. Sample Programmatic FOG Solicitation



Civil Society and Democracy Strengthening Project
مشروع تعزيز الديمقراطية والمجتمع المدني

FIXED-OBLIGATION GRANT REQUEST FOR APPLICATIONS

Reference No. _____
Strategic Consultative Group Meetings
Issuance Date: _____

Dear CSO:

Given your organization's successful implementation of a similar program last year, Tamkeen would like to offer you the opportunity to apply for a fixed-obligation grant (FOG), as described in this solicitation. Tamkeen has made a determination that the activities and deliverables presented in the program description below meet the criteria for FOG funding. Tamkeen anticipates awarding one FOG for West Bank meetings, and another FOG for Gaza Strip meetings. You are requested to submit one FOG application for implementation of the meetings in the West Bank.

Applications (four hard copies of your Technical Action Plan and Financial Plan) must be submitted in a sealed, clearly marked envelope by no later than *X:00 pm, date*, at either the Ramallah or Gaza Tamkeen offices in accordance with the instructions contained in this solicitation. An electronic copy of the same application should be sent to FOG@tamkeen.org

A sample FOG agreement is attached for your review and consideration.

A. Objective

Tamkeen awards FOGs to CSOs to provide for meeting management services to plan, implement, and document a series of strategic consultative meetings in Palestine. The purpose of the meetings is to share with participants Tamkeen's progress to date; present the project's strategic targets for Year 3; seek comments on these targets; and solicit participant feedback for ways to improve Tamkeen's performance and responsiveness to critical needs that fall within the project's mandate.

B. Program Description

B.1. Background

Tamkeen is a five-year USAID-funded project that aims to help preserve, strengthen, and sustain the role of NGOs/CSOs in public decision making, enhance contacts between citizens and all levels of government, and strengthen the skills that CSOs use to hold government accountable. It also seeks to build the sustainability and capacity of major CSOs and other Palestinian institutions that support civil society advocacy.

Due to the outbreak of the Al-Aqsa *Intifada* in September 2000 and the subsequent increase in the Palestinian people's need for basic services such as health, education, etc, Tamkeen's focus was broadened to support service delivery grants — so long as the activities to be implemented were linked to Tamkeen's overall objective. Tamkeen's accomplishments to date include establishing a grant-making system and awarding 161 grants — 74 in the Gaza Strip and 87 in West Bank. Tamkeen also initiated a capacity building program and delivered several training courses in both Gaza and the West Bank.

As we begin implementing the third year of the project, Tamkeen supports consultations with CSOs and government representatives to ensure the project is on the right path to achieving its overall objective. Accordingly, Tamkeen is seeking assistance to hold a total of seven strategic consultative group meetings: four in the West Bank and three in Gaza. Tamkeen envisions issuing a FOG for services in the West Bank, and a parallel FOG for services in Gaza.

B.2. Venues and Timeframe

To ensure these meetings achieve their purposes and provide Tamkeen with the feedback it needs in a timely manner, it will be most desirable if the seven meetings are concluded by *date*. In developing your FOG application, please note the following guidelines.

- The maximum number of partners attending any meeting is 15, excluding Tamkeen staff.
- Each meeting will last four hours, including two breaks of 15 minutes each.
- Tamkeen's normal work week is Sunday through Thursday.
- Meetings should not be scheduled for Sunday or Tuesday.
- Meetings in the West Bank and Gaza cannot take place on the same day (Tamkeen will coordinate the dates between the two areas).
- The maximum number of meetings per week is two (one in Gaza and one in the West Bank).
- The majority of attendees will be representatives from CSOs; Tamkeen may invite a limited number of local government representatives.
- Discussion will be in Arabic with very moderate English; there is no need for translation.
- Distribution of materials would be modest and prepared by Tamkeen, if necessary.
- There is no need for audiovisual equipment.
- The allocated time for Tamkeen's presentation should be 30 minutes.

The targeted locations for these meetings are:

West Bank	Gaza Strip
Nablus	Gaza City
Ramallah & Jerusalem	Middle Areas
Bethlehem	Rafah or Khan Younis

B.3. Activities

It is anticipated that in implementing the FOG, the CSO will undertake the following:

1. Develop and distribute invitations and agenda (in consultation with Tamkeen) for each meeting, and confirm its intent to attend by name and title three days in advance of the consultation meeting. In addition, due to unstable conditions, the CSO is expected to confirm attendance by informing Tamkeen and invitees on the morning of the day of the meeting.
2. Reserve meeting hall and make all necessary logistical arrangements, including provision of light refreshments for all attendants.
3. Ensure that the meeting hall, seats, refreshments, and other necessary arrangements or equipment are ready before the participants arrive at the meeting.
4. Take attendants' names, the organizations they represent, their e-mail address, telephone and fax numbers.
5. Facilitate the discussion once the meeting starts, and ensure that the discussion continues to be dynamic, inclusive, focused on key issues of interest, and that the meeting stays on schedule.
6. Prepare and distribute the minutes of each meeting; prepare and submit a summary report for each meeting to Tamkeen (see below).

B.4. Deliverables

There are three sets of deliverables under each grant agreement:

1. Minutes for each meeting including:
 - a) Issues discussed

- b) Options presented to address issues
 - c) Recommendations made
 - d) Date and location of the meeting
 - e) List and contact information of the attendants
2. A summary report for each of the three/four meetings
- a) Synopsis of the minutes with emphasis on shared issues and recommendations
 - b) Analysis and presentation of the top five cross-cutting issues and recommendations
 - c) Any special issues or conditions that should receive special attention
3. A final report for all the meetings held in Gaza, and a final report for all the meetings held in the West Bank. Each area final report should synthesize all meetings in that area and should include:
- a) Synopsis of the summary reports in each area, with an emphasis on shared issues and recommendations
 - b) Analysis and presentations of the top five cross-cutting issues and recommendations discussed in the meetings
 - c) Special issues that should receive special attention by Tamkeen
 - d) In addition to these main points, the final report should include other important sections, such as a brief introduction describing the purpose of the consultative meetings and providing an overview of Tamkeen and the CSO. The final report should be clearly organized into sections and should include a table of contents.

Deliverables must be in both Arabic and English and must be submitted both in hard-copy and in digital form in MS Word. Minutes (five copies) are due three working days after each meeting, and the summary report (five copies) is due one work week after the final meeting in each area (West Bank and Gaza). Minutes should not exceed 5 pages, and the summary reports should not exceed 7 pages; the final report should not exceed 15 pages.

C. Funding and Other Limitations

C.1. Fixed-Obligation Grants (FOGs)

Each FOG award cannot exceed \$25,000. Payment will be made on a reimbursement basis, based on the successful achievement of agreed-upon milestones and deliverables. Please note the following points regarding Tamkeen's issuance of FOGs, according to USAID's Automated Directives System (ADS E303.5.15b):

- FOGs are intended to support very specific program elements; there is no requirement for Tamkeen to monitor the actual costs subsequently incurred.
- FOGs are used to support specific projects, where there is a certainty about cost (i.e., fixed cost to the maximum extent practical), and where the accomplishment of the purpose or milestone(s) in the grant is readily discernible and feasible.
- Grantees are paid a set amount upon the accomplishment of milestones.
- There is limited risk that the grant activity will change.
- FOGs will not advance funds; funding is on a reimbursement basis only.
- International airfares and indirect costs are not eligible for Tamkeen financing.
- Goods (e.g., equipment, furniture, etc) may not be purchased with FOG funds.
- A FOG must be in accord with the objectives of Tamkeen's program.

C.2. Prohibition Against Transactions With Listed Individuals and Organizations

Applicants are reminded that U.S. statutes and U.S. Executive Order 13224 prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the successful offeror to ensure compliance with these statutes and with U.S. Executive Order 13224. A list of the names of individuals and organizations designated pursuant to Executive Order 13224 can be found on the website of the Office of Foreign Assets Control (OFAC) within the Department of Treasury.

D. Instructions to Applicants

FOG applications shall consist of a technical action plan (structured with the content described in Section E Application Evaluation and Selection Criteria below), and a financial plan. **Note:** Your technical action plan must be **five pages or less**. Pages submitted in excess of five pages will not be reviewed. The technical action plan shall make no reference to cost.

The financial plan shall be presented as in the attached table. To ensure proper allocation and reasonableness of costs, the budget is broken down into expenses incurred at the planning, implementation, and follow-up/reporting phases of the meetings. Illustrative sub-line items and costs are provided for illustrative purposes only. CSOs should use their experience with prior meetings to indicate specific costs.

Please submit all questions concerning this request and procurement matters in writing to the attention of Sarah Nugent, Director of Finance & Administration, by e-mail to snugent@tamkeen.org and to FOG@tamkeen.org

Applications must be submitted to Tamkeen in a sealed, clearly marked envelope no later than *X:00 pm, date*, at either the Ramallah or Gaza Tamkeen offices. Please submit four copies of your application, Technical Action Plan, and Financial Plan. Tamkeen addresses are below:

Ramallah	Gaza City
Al-Rimawi Building	Al-Sourani Building
2nd floor	3rd floor
Irsal Street	Behind Al-Karmel School

E. Application Evaluation and Selection Criteria

Applications will be evaluated against the elements listed below, and according to the point allocations indicated.

Technical Action Plan (70 points) — Your plan should be structured as follows with reference to the Program Description above:

- I. **Purpose Analysis & Understanding (10 points)** — This section presents your organization's analysis and understanding of the stated program element purpose.
- II. **Organizational Capability, Capacity and Relevant Experience (15 points)** — This section presents your organization's qualifications for successfully implementing a FOG, based on the Program Elements Description. Of particular interest to Tamkeen is your previous relevant experience with similar activities.
- III. **Key Personnel (35 points)** — This section presents your group facilitator, the logistics coordinator, and if you so choose, one additional person of your choice. Each name should be supported by a synopsis of the person's expertise and applicable experience. CVs should not be submitted.
- IV. **Implementation Plan (10 points)** — This section presents a task plan for addressing the requirements shown under Venue & Timeframe, Activities and Deliverables in the Program Elements Description.

Tamkeen reserves the right to request a verbal technical presentation by your organization, which will include an overview by your proposed facilitator and logistics coordinator.

Financial Plan (30 points) — The table, when completed, will constitute your organization's proposed fixed-price costs for the FOG. Tamkeen reserves the right, if need be, to request additional clarification at the time of application review.

Note: Technical Action Plan (70 points) + Financial Plan (30 points) = 100 points

Contingencies: Tamkeen recognizes that, in case of closure or serious movement restrictions, the CSO may need to replace a designated facilitator or any of the designated team by another person affiliated with the institution and resident of the targeted area. In addition, if one of the workshops cannot take place before the targeted date for reasons beyond the CSO's control, Tamkeen would negotiate a fair and reasonable settlement of costs incurred.

Following application review, applicants will be advised if discussions are to be initiated, if additional information is required, or if a decision has been reached not to fund the application.

Issuance of this RFA does not constitute an award or commitment on the part of Tamkeen, nor does it commit Tamkeen to pay for costs incurred in the preparation and submission of an application. Further, Tamkeen reserves the right to reject any or all applications received.

Sincerely,
Sarah Nugent
Director of Finance and Administration

Attached: FOG Application Financial Plan and Fixed-Obligation Grant (FOG) agreement template

Tamkeen FOG Application Financial Plan (Illustrative)

CSO Name:

Project Title:

Reference #:

FIXED PRICE UNIT PER MEETING					
	A	B	C	D	Total
	Rate	Planning	Implementing	Reporting	(B+C+D)xA
I. LABOR	Hourly	Number of units			
Title					
Facilitator	\$10.00	3	4	6	\$130
Logistics Coordinator	\$8.00	3	4	6	\$104
<i>list others</i>	\$5.00	3	4	6	\$65
<i>e.g. admin assistant</i>	\$3.00	2	0	3	\$15
Subtotal Labor					\$314
II. OTHER COSTS	Unit				
Office rental					
<i>specify</i>	\$333.33	0.25	0.25	0.25	\$250
Office stationary					
<i>specify</i>	\$10.00	2	0	2	\$40
Communications					
<i>specify</i>					
<i>e.g. phone calls</i>	\$2.00	4	2	2	\$16
Photocopies					
<i>specify</i>					
<i>e.g. agenda</i>	\$0.05	0	18	0	\$0.90
Meeting materials					
<i>specify</i>	\$10.00	0	18	0	\$180
Other category					
<i>specify</i>	\$0.00	0	0	0	\$0
Subtotal Other Costs					\$487
GRAND TOTAL (I+II)					\$801

6.2.8.2. Grant Tranche Payment Request Form



TAMKEEN
PROGRAMMATIC FOG GRANT TRANCHE PAYMENT REQUEST FORM

Grant No. _____ Date _____

Grantee Name _____

Grant Activity Title _____

Tranche Payment Elements

Tranche Payment #	Milestone Description	Amount (USD)

Submitted for Payment — The above presented tranche payment milestone has been achieved in accordance with all terms and conditions stated in the Tamkeen grant award and all incorporated documents, including the approved grant application with implementation and financial plans.

Grantee's Agent _____ Date _____

Certified — I have reviewed the above Tranche Payment Elements and have found them to be accurate and complete with respect to my grant file records. My last grantee monitoring was on _____. Based on the information collected at that time, and as documented in the attached Grant Activity Monitoring Form, it is fair and reasonable to assume that the milestone has been achieved as specified in the grant agreement.

Civil Society Specialist _____ Date _____

Senior Civil Society Specialist _____ Date _____

DFO _____
ReviewedFinancial Officer _____
ReconciledDFA _____
Approved

Total Grant USD _____

Cumulative Payments USD _____ (inclusive of this tranche)

Balance USD _____

6.3. Rapid-Recovery Grants (RRG)

6.3.1. Purpose

The RRG is a programmatic-type FOG that was designed to provide communities throughout the West Bank and Gaza with rapid assistance and support for recovering the use of facilities that provide community-based services. These facilities had become partially inoperative due to Israeli military incursions.

6.3.2. Description

In spring 2002, Tamkeen awarded FOGs to help CSOs renovate their premises and/or replace some of the equipment that was destroyed during the Israeli incursions at that time. These grants were not intended to fully renovate, rebuild, or construct new facilities. In the event of severe deterioration of conditions on the ground, Tamkeen anticipates reintroducing the RRG program to provide immediate relief to CSOs suffering material losses (e.g., equipment damage), or to provide urgent programmatic service delivery to their target populations.

6.3.3. Duration

From date of award, all activities associated with the RRG must be completed in 45 calendar days.

6.3.4. Eligibility

Priority for application/funding is in accordance with the following two tiers: Tamkeen grantees will be assigned first priority; CSOs with an ongoing program relationship with another USAID-financed project will be assigned second priority.

Other programmatic eligibility requirements include the following:

- *Facility Ownership* — The facility to be recovered can be either: (a) one operated by the CSO as part of its ongoing program of community-based service delivery, or (b) a facility operated by another CSO but with an established, ongoing community-based service delivery relationship with the eligible CSO.
- *Facility Beneficiaries* — The facility must provide services to the local community: preferred sectors are health, education, youth, marginalized groups, and democracy and governance. However, Tamkeen will consider applications for all types of community-based service facilities.

6.3.5. Grant Proposal Evaluation Criteria

Applications will be evaluated in accordance with the following criteria:

Evaluation Criteria	Points
Compliance with Instructions	20
Technical Merit of Work-Cost-Milestone Plan	40
Cost Reasonableness, Allowability, and Allocability	40
	100

6.3.6. Procedures

The application and implementation processes are similar to that described above for Programmatic FOGs. Tamkeen will distribute the Expression of Interest package to CSOs with which it currently has a grants relationship. CSOs, at their discretion and in conformity with eligibility criteria, are at

liberty to selectively distribute the application package to fellow CSOs that maintain or work with a facility in need of recovery.

The cognizant CSS contacts the CSO agent to discuss the potential recovery activity. The CSS determines, to the best of his/her ability, whether the activity meets the criteria for RRG funding.

If the application appears to meet the RRG criteria, the CSS will advise the agent to proceed with full application development. If feasible, the CSS visits the facility. If this is not feasible, then the CSO's agent and the CSS determine a suitable, responsible third party verifier, who will act as the CSS' proxy until such time as the CSS can visit the site. The CSO's agent will nominate three proxy candidates; the selection and acceptance of one proxy rests with Tamkeen.

The CSO's agent will work with facility staff and local community members to prepare the RRG application and submit it to the CSS. A Work-Cost-Milestone Plan will support each RRG application. The plan presents all work to be done on a summary task basis; specifies materials, services, and equipment; presents a clearly defined and quantified milestone that vouches for achievement; and assigns a fixed-price reimbursement payment that covers all work included under that milestone. A template application and work-cost-milestone plan is provided at the end of this subsection.

The CSO's agent must certify the application as being current, complete, and accurate. The facility's agent (in the case of an independent facility) must endorse the application. In addition, three recognized senior members (leaders) of the local community must serve as references. It is the responsibility of the CSO to identify and nominate the community leaders, to orient them to the RRG application process, and to obtain their support. Tamkeen reserves the right to request the replacement of one or more of the community leaders. Responsibility and accountability for the RRG, including compliance with all terms and conditions, rests with the recipient CSO. The RRG is entered into on a bilateral basis between Tamkeen and the CSO.

6.3.7. Grant Disbursement Mechanism/Reimbursement Restrictions

Payments will be made on a reimbursement basis predicated on the achievement of agreed-upon, clearly identified, and quantified milestones, as set forth in the Work-Cost-Milestone Plan. The CSO's agent, the agent of the facility (when applicable), and at least two of the three local community leaders must co-endorse all payment requests.

The local community must provide a cost share in materials, service, and/or equipment, either in cash form or in-kind; the cost share must be specified in terms of make-up and fair-market valuation.

Cost estimates for all elements of the Work-Cost-Milestone Plan must be presented on an all-inclusive basis, taking into account ancillary costs such as transport, handling, general administration (see below), etc. An RRG may have one, two, or three reimbursement payments. A reimbursement payment can cover one or more work tasks with related milestones. The reimbursement plan will specify the milestones that "trigger" payments. The number of reimbursements will be proposed in the Work-Cost-Milestone Plan, and will be subject to Tamkeen's review and approval.

The RRG will clearly state that Tamkeen's support is restricted to the agreed-upon recovery plan, and that Tamkeen is in no way obligated to fund any cost outside the plan, or any recurrent costs such as salaries, utilities, rent, and so on.

6.3.8. Forms

The Application Form and accompanying Work-Cost Milestone Form provided on the next two pages are specific to the RRG.

6.3.8.1. RRG Application Form



RAPID-RECOVERY GRANT APPLICATION

BASIC INFORMATION

1. Name of CSO:
2. Address:
3. Telephone, fax, email:
4. CSO's designated representative (name and title):
5. CSO's mission statement:
6. Names, titles, home address and telephone number(s) of three recognized community leaders (may not be staff of the facility or an employee and/or board member of the CSO) to serve as references for the application:
 - 1st
 - 2nd
 - 3rd
 - etc.

DESCRIPTION OF FACILITY

7. Facility being proposed for rapid recovery:
8. Name:
9. Location:
10. Telephone:
11. Explain the relationship between the facility and the applicant CSO, with clear identification of an intermediary CSO (if applicable):
12. Services provided to community:
13. Average number of daily beneficiaries:
14. Month and year the facility was opened:
15. Names of facility staff and roles:
16. Facility's designated representative (name and title):
17. Names and contact information of all other donors currently providing support to the facility:

RECOVERY ACTIVITIES

18. Description of the rapid recovery work being proposed:

19. Estimated total duration, in calendar days, of rapid recovery work:
20. Name and address of CSO’s technical agent who will supervise and perform cost-schedule-quality assurance control:
21. Critical assumptions, such as reliance on third party actions or inputs:
22. Describe the local community cost share contribution in terms of materials, services and equipment; whether it is cash or in-kind; and give a fair market valuation for each element:

Note: A fully completed and signed Work-Cost-Milestone Plan must be attached to the application before processing by Tamkeen can begin.

APPLICATION CERTIFICATION

We, the undersigned, hereby submit this Rapid-Recovery Grant application to Tamkeen for review and consideration. We have materially participated in its preparation. To the best of our knowledge, all information provided is current, complete and accurate and based on the need to efficiently and effectively recover the use of the described facility for the benefit of the local community.

CSO Agent Certification:

Facility Agent Endorsement:

1st Senior Local Community Reference:

2nd Senior Local Community Reference:

3rd Senior Local Community Reference:

Date of Application:

Seal of CSO:

FOR TAMKEEN REVIEW TEAM USE

Cognizant CSS:	Reviewing CSS:	Senior CSS:	DFA:
Reviewed and recommended for RRG award ()	Reviewed and recommended for RRG award ()	Reviewed and recommended for RRG award ()	Reviewed and recommended for RRG award ()
Notes:	Notes:	Notes:	Notes:
Date:	Date:	Date:	Date:

- () Approved for award negotiation and **full funding** (\$ _____)
- () Approved for award negotiation with **partial funding** (\$ _____: see below)
- () **Not approved** (see cause below)

Chief of Party _____ **Date** _____

6.3.8.2. Rapid-Recovery Grant Application: Work-Cost-Milestone Plan

CSO Name:

Facility:

Description of Work Activities	Material, Services and/or Equipment Required (specify quantities)	Source(s) of Material, Services and/or Equipment	Cost of Material, Services and/or Equipment	Start & Completion (calendar days)	Description of Milestone of Achievement
Activity 1:	Material: Service: Equipment:	Material: Service: Equipment:	Material: Service: Equipment:		
Activity 2:	Material: Service: Equipment:	Material: Service: Equipment:	Material: Service: Equipment:		
Activity 3:	Material: Service: Equipment:	Material: Service: Equipment:	Material: Service: Equipment:		
Activity 4:	Material: Service: Equipment:	Material: Service: Equipment:	Material: Service: Equipment:		
Activity 5:	Material: Service: Equipment:	Material: Service: Equipment:	Material: Service: Equipment:		
Totals			\$	Days =	

Reimbursement No. 1 based on Milestone ____ and valued at \$ _____	Reimbursement No. 2 based on Milestone ____ and valued at \$ _____	Reimbursement No. 3 based on Milestone ____ and valued at \$ _____
--	--	--

Submitted by CSO Agent:

Date:

Supported by Facility's Agent:

Date:

1st Community Leader Endorsed:

2nd Community Leader Endorsed:

3rd Community Leader Endorsed:

7. References Annexes

These Annexes are included in the Tamkeen Simplified Grants Manual, but are included here as well since they are applicable to some or all types of FOGs.

ANNEX A	Tamkeen Training Standards
ANNEX B	Sample USAID Vetting Form
ANNEX C	Provision Regarding Publications and Media Releases
ANNEX D	Certification Regarding Terrorism Financing
ANNEX E	Certification Regarding Lobbying
ANNEX F	Certification Regarding Recipient Compliance
ANNEX G	Foreign Tax Reporting

ANNEX A

Tamkeen Training Standards

<p>1. Tamkeen training is needs-driven, performance-based and results-oriented.</p>	<ul style="list-style-type: none">• Tamkeen training is not an end in itself: Tamkeen training is a means—often among several—for achieving a result that contributes to the Tamkeen project’s purpose.• Tamkeen training is performance-based: After training, the trainee can perform a task(s) at a level he/she could not prior to the training.• Tamkeen training addresses training-based problems and recognizes that training will not solve non-training centered problems (e.g., incentive, equipment, or policy problems).• Tamkeen training recognizes the fact that training alone rarely solves performance problems.• Tamkeen training recognizes the difference between organizational performance improvement and trainee performance improvement.• Tamkeen training is demand-driven, not supply-driven.• Tamkeen training is based on a careful analysis of target audience needs.• Tamkeen training needs assessments include all major stakeholders.• Tamkeen training takes into account the expectations of both the trainee and his/her supervisor.
<p>2. Tamkeen training is based on sound design parameters that support the achievement of expected results.</p>	<ul style="list-style-type: none">• Tamkeen training is designed and developed based on the findings of a training needs assessment.• Tamkeen training is designed, developed, and delivered using a structured approach with well-defined and integrated stages, such as the Instructional System Design (ISD) advocated by the American Society for Training and Development (ASTD).• Tamkeen training objectives close performance gaps.• Tamkeen training is defined in terms of knowledge, skills, and attitudes (KSAs) that the trainee must acquire to improve performance.• Tamkeen training recognizes that new KSAs must be compatible with existing habits and values, and only require a reasonable amount of personal change from trainees.• Tamkeen training analyzes and selects the right presentation option (e.g., course or workshop); the right approach (e.g., lecture vs. case studies); and the right sequencing (e.g., lower- to higher-level skills, simple to complex) required to optimize impact in a cost-effective manner.

<p>3. Tamkeen training makes use of a comprehensive set of materials that supports identified objectives and is relevant to the trainees' context.</p>	<ul style="list-style-type: none"> • Tamkeen training materials and activities have stated purposes and objectives. • Tamkeen training materials provide all the necessary resources for the trainee and the trainer, as well as for evaluation purposes. • Tamkeen training materials are well-suited to the particular cultural and/or performance context of the trainees. • Tamkeen training materials are well-organized, logically developed, and carefully graded. • Tamkeen training activities encourage a variety of interaction patterns for maximum involvement and benefit on the part of the trainees.
<p>4. Tamkeen training delivery is particularly suited to the learning styles and expectations of adult trainees.</p>	<ul style="list-style-type: none"> • Tamkeen training is designed and delivered using adult learning principles. • Tamkeen training recognizes that, from a change management perspective, trainees must be able to see a clear relative advantage (personal payoff) from the training. • Tamkeen training recognizes that the credibility of the trainer is essential to the success of any training activity. • Tamkeen training recognizes that ongoing monitoring contributes to the consistent quality of the training and the achievement of its results.
<p>5. Tamkeen training integrates various levels of evaluation to ensure the achievement of results.</p>	<ul style="list-style-type: none"> • Tamkeen training recognizes that trainees perform better when they are satisfied with the training. • Tamkeen training evaluates (measures) the acquisition of KSAs on a pre- and post-training basis. • Tamkeen training recognizes the importance of evaluating post-training application and impact in order to verify the achievement of expected results.
<p>6. Tamkeen training is based on sound project management principles and a clear implementation plan.</p>	<ul style="list-style-type: none"> • Tamkeen training is dependent on effective training teams that are carefully selected to perform a given set of tasks over a given period of time. • Tamkeen training recognizes that the qualifications of a subject matter expert, a training specialist, and a trainer are unique to each position. • Tamkeen training embraces the concept of a total training solution in that one organization has overall responsibility for ensuring that all aspects of the delivery—technical, administrative, and logistical—are integrated, sound, and complete.

ANNEX B

Sample USAID Vetting Form

Information About Proposed Activities

The information requested below must be submitted to USAID with respect to: (a) each proposed grant or subgrant to a non-U.S. organization or individual, and (b) each proposed contract or subcontract in excess of \$25,000 with a non-U.S. organization or individual. No award may be made until USAID has provided written approval therefore.

1. Name of the prime contractor, grantee or recipient proposing the award:

2. Type of proposed award or other assistance (check one)
_____contract _____subcontract _____grant _____subgrant
3. Dollar amount and duration of proposed award: _____
4. Purpose of proposed award or assistance: _____

5. Organization (if any) proposed to receive award or other assistance:
 - a. Name: _____
 - b. Address: _____

 - c. Telephone: _____ d. Fax: _____
 - e. Brief statement of proposed awardee's mandate: _____

6. Full four-part name of each individual to receive training or other direct benefits or full name and title of each "key individual" (as defined below) of the organization named in 5 above:
 - a. _____
 - b. _____
 - c. _____
 - d. _____
 - e. _____
 - f. _____
 - g. _____
 - h. _____
 - i. _____
 - j. _____

"Key individual" means: (a) the program manager or chief of party for the USAID-financed program; (b) the principal officer and deputy principal officer of the organization (e.g., executive director, deputy director, president, vice president); (c) principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer, and secretary of the board of directors or board of trustees); and (d) any other person with significant responsibilities for administration of USAID-financed activities or resources.

ANNEX C

Provision Regarding Publications and Media Releases

USAID Standard Provision 10 applies to publications financed by Tamkeen grants. A copy of the provision as it is applied to Tamkeen-funded grants follows.

PUBLICATIONS AND MEDIA RELEASES (JUNE 1999)

(a) USAID shall be prominently acknowledged in all publications, videos, or other information/media products funded or partially funded through this award, and the product shall state that the views expressed by the author(s) do not necessarily reflect those of USAID. Acknowledgments should identify the sponsoring USAID Office and Bureau or Mission as well as the U.S. Agency for International Development substantially as follows:

“This [publication, video or other information/media product (specify)] was made possible through support provided by the U.S. Agency for International Development/West Bank and Gaza, under the terms of Contract No. 294-C-00-00-00077-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the U.S. Agency for International Development.”

(b) Unless the recipient is instructed otherwise by Tamkeen, publications, videos, or other information/media products funded under this award and intended for general readership or other general use will be marked with the USAID logo and/or U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT appearing either at the top or at the bottom of the front cover or, if more suitable, on the first inside title page for printed products, and in equivalent appropriate location in videos or other information/media products. Logos and markings of co-sponsors or authorizing institutions should be similarly located and of similar size and appearance.

(c) The recipient shall provide Tamkeen one hard copy of all published works developed under the award. In addition, the recipient shall provide Tamkeen with one electronic copy of final documents, which Tamkeen will file with the USAID Development Experience Clearinghouse (DEC). Electronic documents may be submitted on 3.5” diskettes or as e-mail attachments, and should consist of only one electronic file that comprises the complete and final equivalent of the paper copy; otherwise, a hard copy should be sent. Acceptable software formats for electronic documents include Microsoft Word, WordPerfect, Microsoft Excel and Portable Document Format (PDF).

(d) In the event award funds are used to underwrite the cost of publishing, in lieu of the publisher assuming this cost as is the normal practice, any profits or royalties up to the amount of such cost shall be credited to the award unless the schedule of the award has identified the profits or royalties as program income.

(e) Except as otherwise provided in the terms and conditions of the award, the author or the recipient is free to copyright any books, publications, or other copyrightable materials developed in the course of or under this award, but USAID reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use the work for Government purposes.

(END OF STANDARD PROVISION)

ANNEX D

Certification Regarding Terrorist Financing Implementing E.O. 13224

USAID requires that recipients sign the certification below as a prerequisite to receiving a grant from a U.S. Government source. This applies to CSOs receiving grants from Tamkeen.

CERTIFICATION REGARDING TERRORIST FINANCING IMPLEMENTING E.O. 13224

By signing and submitting this application, the prospective recipient provides the certification set out below:

1. The Recipient has not provided, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts.

2. Specifically, in order to comply with its obligations under paragraph 1, the Recipient will take the following steps:

- a. Before providing any material support or resources to an individual or entity, the Recipient will verify that the individual or entity does not appear (i) on the master list of Specially Designated Nationals and Blocked Persons, which list is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC) and is available online at OFAC's website :

<http://www.treas.gov/offices/eotffc/ofac/sdn/t11sdn.pdf>, or (ii) on any supplementary list of prohibited individuals or entities that may be provided by USAID to the Recipient.

The Recipient also will verify that the individual or entity has not been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Recipient should refer to the consolidated list available online at the Committee's website:

<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.

- b. Before providing any material support or resources to an individual or entity, the Recipient will consider all information about that individual or entity of which it is aware or that is available to the public.
- c. The Recipient will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.

3. For purposes of this Certification-

- a. "Material support and resources" means currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or identification, communications equipment,

facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.

b. "Terrorist act" means-

(i) an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site:

<http://untreaty.un.org/English/Terrorism.asp>); or

(ii) an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or

(iii) any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.

c. "Entity" means a partnership, association, corporation, or other organization, group or subgroup.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

APPLICANT:

Name: _____ Signature: _____

Title: _____ Date: _____

ANNEX E

Certification Regarding Lobbying

USAID requires that recipients sign the certification below as a prerequisite to receiving a grant from a U.S. Government source. This applies to CSOs receiving grants from Tamkeen.

CERTIFICATION REGARDING LOBBYING**Certification for Contracts, Grants, Loans, and Cooperative Agreements**

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

APPLICANT:

Title: _____ Date: _____

Name: _____ Signature: _____

ANNEX F

Certification Regarding Recipient Compliance

USAID requires that recipients sign the certification below as a prerequisite to receiving a grant from a U.S. Government source. This applies to CSOs receiving grants from Tamkeen.

RECIPIENT CERTIFICATE OF COMPLIANCE

To: Director of Finance and Administration
Tamkeen

I, _____, _____, as a legally authorized
Name (Printed or Typed) Title
representative of _____
Organization Name

do hereby certify that, to the best of my knowledge and belief, this organization's management and other employees responsible for their implementation are aware of the requirements placed on the organization by OMB Circulars, and Federal and USAID regulations with respect to the management of, among other things, personnel policies (including salaries), travel and procurement under this agreement and I further certify that the organization is in compliance with those requirements.

I, we, understand that a false, or intentionally misleading, certification could be the cause for possible actions ranging from being found not responsible for this award to suspension or debarment of this organization in accordance with the provisions of USAID Regulation 8.

I, we, further agree to instruct the accounting firm that this organization retains to perform its annual audits, as required by OMB Circular A-133, to include in their review of our internal controls sufficient testing of the implementation of our personnel, travel and procurement policies to confirm compliance with Federal and USAID requirements. The conclusions of that compliance review will be included in the A-133 audit reports submitted to the government.

I declare under penalty of perjury that the foregoing is true and correct.

Signature

Type or Print Name

Position Title

Date of Execution

ANNEX G

Foreign Tax Reporting

In accordance with Section 579 of the FY 2003 Foreign Operations Appropriation Act, the grantee must track and maintain information related to the payment of foreign taxes assessed by the Palestinian Authority on commodity purchase transactions valued at \$500 or more financed with US foreign assistance funds. This information will be collected by Tamkeen from each grantee in accordance with the schedule and conditions set forth below. Further information can be found at <http://www.state.gov/m/rm/c10443.htm>.

(a) Interim and final reports: The grantee must annually submit two reports, in concurrence with the US Government fiscal year (October 1 – September 30), as follows:

- i. An interim report by November 17; and
- ii. A final, cumulative report by April 16 of the next year;

(b) Content of Report: The reports must be provided in the format provided by Tamkeen to each grantee at the time of each report submission and will include the following:

- i. Grantee name.
- ii. Contact name with phone, fax, and email.
- iii. Grant number
- iv. Amount of foreign taxes assessed by the Palestinian Authority on commodity purchase transactions valued at \$500 or more, financed under the grant agreement during the prior U.S. fiscal year;
- v. Only foreign taxes assessed by the Palestinian Authority, the foreign government receiving US assistance, is to be reported. Foreign taxes by a third party foreign government (i.e. Israel) are not to be reported.
- vi. Any reimbursement received by the grantee from the Palestinian Authority during the reporting period must be reflected.
- vii. Reports are required even if the grantee did not pay any taxes during the reporting period.
- viii. The final report is an updated cumulative report of the interim report.

(c) Definitions: For the purposes of this report:

- i. “Commodity” means any material, article, supply, goods, or equipment.
- ii. “Foreign taxes” means value-added taxes and customs duties assessed by the Palestinian Authority on a commodity. It does not include sales taxes.