

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

PD-ABG-235
83087

February 10, 1992

Mr. Mathew Landy
Senior Vice President
Save the Children Federation, Inc.
54 Wilton Road
P.O. Box 950
Westport, CT 06881

RE: West Bank/Gaza Project 398-0474.12

Subject: Cooperative Agreement No. HNE-0159-A-00-2002-00

Dear Mr. Landy:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby provides to Save the Children Federation, Inc. (hereby referred to as "SCF" or "Recipient"), the sum of \$440,759 to undertake an integrated community development program, as described in Attachment 1, the Schedule of this Cooperative Agreement, and Attachment 2, entitled "Program Description."

This Cooperative Agreement is effective and obligation is made as of December 31, 1991 and shall apply to commitments made by the Recipient in furtherance of program objectives through the estimated completion date of October 20, 1994.

The total estimated amount of this program is \$1,447,255. Of this amount, \$440,759 is hereby obligated. A.I.D. shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This Cooperative Agreement is made to SCF on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule," Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by your organization.

Please sign the original and each copy of this letter to acknowledge your receipt of the Cooperative Agreement, and return the original and all but one copy to the Office of Procurement.

Sincerely,



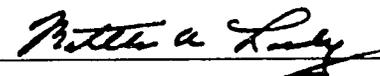
Judith D. Johnson
Agreement Officer
FA/OP/B/HNE
Office of Procurement

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

Save the Children Federation, Inc.

BY: 

TITLE: VP and Secretary

DATE: 2/13/92

FISCAL DATA

Appropriation:	72-111/21037
Budget Plan Code:	NES1-92-33294-IG12
PIO/T No.:	398-0159-3-2632900
Project No.:	398-0159.38
Total Estimated Amount:	\$1,447,255
Total Obligated Amount:	\$ 440,759
DUNS No.:	07-212-9919
IRS Employer Identification Number:	06-0726487
Funding Source:	NE/DR

**Attachment 1
Schedule**

A. Purpose of Cooperative Agreement

The purpose of this Cooperative Agreement is to undertake an integrated community development program, as more specifically described in Attachment 2 to this Cooperative Agreement entitled "Program Description."

B. Period of Cooperative Agreement

1. The effective date of this Cooperative Agreement is December 31, 1991. The estimated completion date of this is Cooperative Agreement October 20, 1994.

2. Funds obligated hereunder are available for the estimated period from December 31, 1991 to October 20, 1994.

C. Amount of Cooperative Agreement and Payment

1. For the period of the Cooperative Agreement shown in B.1., the total estimated cost for this Cooperative Agreement is \$1,447,255. The amount of funds currently obligated to this Cooperative Agreement for performance hereunder is \$440,759. It is estimated that these funds are sufficient to fund performance through December 31, 1992. The Recipient shall not exceed the total estimated amount or the obligated amount, whichever is less.

2. Payment shall be made to the Recipient in accordance with procedures set forth in Attachment 3 - the Optional Standard Provision, entitled "Payment - Letter of Credit".

3. The Recipient shall submit the required documentation to the following address:

Agency for International Development
Office of Financial Management, PFM/FM, CMPD
Room 700, SA-2
Washington, D.C. 20523-0209

D. Cooperative Agreement Budget

The following is the budget for this Cooperative Agreement. The Recipient may not exceed the total estimated amount or the obligated amount, whichever is less (See Section C). Except as specified in the Mandatory Standard Provision of this Cooperative Agreement entitled "Revision of Grant Budget," as shown in Attachment 3, the Recipient may adjust line item amounts within the grand total as may be reasonably necessary for the attainment of program objectives.

<u>Category</u>	Total Estimated Cost From o/a 12/31/91 to o/a 10/20/94
1. Commodities & Project Materials	\$580,000
2. Personnel	\$309,000
3. Travel & Per Diem	24,000
4. Program Development	15,000
5. Evaluation	118,361
6. Capital Assets	39,000
7. Other Direct Costs	69,000
6. Indirect Costs (overhead)	<u>+ 292,894</u>
Cooperative Agreement Total	\$1,447,255

E. Substantial Involvement Understanding

It is understood and agreed that A.I.D. will be involved in the project activities as described below:

SPECIAL TERMS AND CONDITIONS

1. Reports

The following reports are to be submitted by the Recipient to the A.I.D. Project Officer.

A. Semi-Annual Progress Reports to be submitted to A.I.D. before November 1 and May 1 each year (unless otherwise agreed upon with the responsible A.I.D. Project Officer). Ten (10) paper copies and one on disc in Word Perfect 5.1 will be submitted. Reports shall consist of the following:

1. Cover sheet (one page), listing project objectives (22 lines), and describing project status (24 lines), and major actions over the following six months (5 lines),;
2. Body of the Report (not to exceed nine pages), addressing:
 - status of project components (continuation from cover page as required);
 - results and accomplishments since last report relating to the Cooperative Agreement objectives;
 - identification and explanation of problems and/or delays;
 - actions taken or contemplated to resolve problems/delays;
 - initial indications of impact of project activities;
 - status of expenditures and pipeline by Cooperative Agreement line items (showing in the first column the project budget line-item, in the second column the total project budget for the line-item, in the third column the total spent for the appropriate preceding six-month period, in the fourth column total

expenditures to date, in the fifth column the line-item unliquidated balance, and in the sixth column the line-item total expenditures percent spent to date);

- "success stories" of on-going sub-project activities;
- other pertinent information, such as a list of products generated under this Cooperative Agreement;
- status and change since last report of Program Performance Indicators.

3. List of Activities in a tabular annex should include descriptions of actual and planned project activities by site and organization including start and end dates; funding level budgeted and expended where applicable, results and accomplishments, problems identified and means of resolution, and steps taken and progress towards the group/institution development or improving financial and institutional sustainability.

B. Final Report due within ninety (90) days of termination of the agreement and limited to 25 pages, not including annexes. The report should summarize the total experience of the program and address the same items required for the semi-annual reports. Findings of evaluations and actions taken to address the findings will be summarized. The Recipient will submit ten (10) copies of this report and one on disc in Word Perfect to the Project Officer.

C. Financial Reports shall be submitted Quarterly utilizing Form 269 to the Project Officer (one copy), to the Agreement Officer (one copy), and to the Office of Financial Management.

D. Special Reports which may be requested from time to time by A.I.D.

2. Program Performance Indicators

The Recipient will submit for A.I.D. concurrence a list of Program Performance Indicators related to the Cooperative Agreement objectives within three months of the initial date of this project together with a description of how they were developed and how data will be collected. The Recipient will report on the status of these indicators in each semi-annual report.

3. Implementation Plans

The Recipient will submit implementation plans showing how project funds will be used over the next six months. The first implementation plan will be submitted one month following the execution of this Cooperative Agreement. The A.I.D. Project Officer will provide written concurrence with this

implementation plan within one month of a receipt. Thereafter, implementation plans will be submitted with the Semi-Annual Report. Separate sections of the plan will be prepared for each sub-project. The implementation plan will cover actions on sub-projects as well as activities such as assessment, evaluations, actions taken to correct problems, monitoring plans, training schedules, and planned travel of consultants and project staff. While this clearance process is the preferred mechanism, the Recipient may seek separate A.I.D. concurrence for project activities which could not be included in the relevant implementation plan.

4. International Travel

Whenever international travel is carried out using funds provided under this Cooperative Agreement, the Recipient will be responsible for obtaining the A.I.D. Representative's or alternatively the Embassy and Consulate clearances. The Recipient will then advise the A.I.D. Project Officer in writing two weeks in advance of travel of the names, dates, purpose of proposed travel, and verify that Embassy/Consulate clearance has been received.

These international travel requirements may change from time to time in accordance with changes in A.I.D. regulations. This paragraph only replaces paragraph (a) in "Air Travel and Transportation" of the Additional Standard Provisions.

5. Coordination with Related A.I.D.-Funded Activities

The Recipient should coordinate its program activities under this Cooperative Agreement with other A.I.D.-funded PVOs implementing programs in the West Bank and Gaza on a regular basis (at least bimonthly) sufficient to ensure non-duplication of effort and identification of areas for mutual concentration of resources and technical support. Coordination will cover technical and sectoral areas (health, cooperatives, infrastructure, training, etc.) as well as in administrative areas (GOI approvals, A.I.D. procedures, security, curfews, etc.) and program management (evaluation, audits, etc.).

6. Reprogramming of Funds

Funds provided under this agreement may be reprogrammed between budget line items at up to 15% of amounts established in the attached budget without A.I.D. concurrence. Reprogramming of funds over 15% of any line item requires written concurrence by the Agreement Officer.

7. Project Monitoring and Evaluation

a. Monitoring: The Recipient will facilitate access to all project sites by officers of the U.S. government in official vehicles to monitor project activities.

b. External Evaluation: The Recipient will arrange for at least one external, independent evaluation of this project (and sub- projects) which will take place approximately midterm in project implementation or as otherwise agreed by the Recipient and the A.I.D. Project Officer. A.I.D. will be involved in the development of the scope of work for this evaluation and selection of team members, including whether an A.I.D. officer will participate on the team. Additional external evaluations may be required by A.I.D. on an ad hoc basis.

c. Other Evaluations: The Recipient may hold additional evaluations, as needed, which may be carried out as described above or on an internal basis, at the discretion of the Recipient. If a request for a follow-on project is under consideration, a final evaluation should be carried out.

F. Reporting and Evaluation

Financial Reporting

a. Financial reporting requirements shall be in accordance with the Optional Standard Provision of this Cooperative Agreement entitled "Payment - Letter of Credit", as shown in Attachment 3. The frequency of financial reporting and the due dates of reports shall be as specified in the above referenced clause.

b. The original and two copies of all financial reports shall be submitted to:

Agency for International Development
Office of Financial Management,
PFM/FM/CMPD
Room 703, SA-2
Washington, D.C. 20523-0209.

c. In addition, one copy of all financial reports shall be submitted to the A.I.D. Project Manager, Carl Lawhead, or his designee, at the following address:

Carl Lawhead, Project Officer
Agency for International Development
NE/DR, Room 207 SA-2
Washington, D.C. 20523-0223

d. The Recipient's financial reports shall show A.I.D. and the Recipient's costs sharing funds separately, if applicable.

e. Each financial report shall include:

PIO/T Number	398-0159-3-2632900
Project Number	398-0159.38
Project Name	West Bank/Gaza
Cooperative Agreement Number	HNE-0159-A-00-2002-00
Project/Tech. Office	NE/DR, Carl Lawhead

G. Special Provisions

1. Program Description: A summary of the Recipient's project is stated in Attachment 2 of the Cooperative Agreement entitled "Program Description." The Recipient's proposal dated April 1991 is hereby referenced and incorporated as a part of the Cooperative Agreement.

2. ZIP Codes: Use the following nine-digit zip codes instead of the five-digit codes shown in the Standard Provisions:

<u>Standard Provision</u>	<u>Zip code</u>
Disputes Clause	20523-0051
Payment-Letter of Credit	20523-0209
(In addition to the zipcode change, the organizational symbol for A.I.D.'s Office of Financial Management has been changed to the address shown in F.b. of the Schedule.)	
Ocean Shipment of Goods	20523-1419
Procurement of Goods & Services	20523-1414
Negotiated Indirect Cost	
Rates-Provisional	20523-0060
	20523-1417

3. Correspondence: For the purposes of "notices" delivered to the A.I.D. Agreement Officer, pursuant to Mandatory Standard Provision No. 13, entitled "Notices", the following addresses shall be used:

a) Regular U.S. Mail

Agreement Officer
 Agency for International Development
 Office of Procurement
 Overseas Division-Africa
 Washington, D.C. 20523-1425

b) By Courier/Express Mail

Agreement Officer
 Agency for International Development
 Office of Procurement
 Overseas Division-Africa
 15th floor receptionist
 1100 Wilson Blvd.
 Arlington, Virginia 22209

H. Indirect Cost Rates

1. Pursuant to the Optional Standard Provision of this Cooperative Agreement entitled "Negotiated Indirect Cost Rates-Provisional," the allowable indirect costs under this Cooperative Agreement shall be obtained by applying the provisional rates listed below to the base shown and for the period described.

2. Following the expiration of the period listed for the provisional rates, and pending the establishment of final indirect cost rates, the provisional rates below shall govern, in accordance with the Optional Standard Provision of this Cooperative Agreement entitled "Negotiated Indirect Cost Rates-Provisional."

<u>Type</u>	<u>Rate</u>	<u>Base</u>	<u>Period</u>
Provisional	26.26	See 1/	10/1/90 until amended

Base of Application:

1/ Modified total direct costs excluding cost of goods sold, fixed assets, freight/A.I.D., interest, grants to other organizations, currency conversion and subgrants/subcontracts \$25,000 and over.

I. Title to Property

Title to property purchased by the Recipient under this Cooperative Agreement shall be vested in the Recipient. The Standard Provision entitled "Title to and Care of Property (Grantee Title)" applies to this Cooperative Agreement. Disposition of property shall be in accordance with that Standard Provision.

J. Local Cost Financing

Local cost financing is authorized under this Cooperative Agreement. The authorized Geographic codes for goods and services are 000 (USA), Israel or West Bank/Gaza.

Attachment 2
Program Description

PROPOSAL FOR AN INTEGRATED COMMUNITY DEVELOPMENT PROGRAM

SUBMITTED TO THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

BY SAVE THE CHILDREN FEDERATION

**Jerusalem
April 1991**

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I. SUMMARY

Save the Children (SC) is requesting support from A.I.D. for a three-year "Integrated Community Development Program" for the West Bank and Gaza Strip.

The program responds to the current economic and social problems of Palestinians in the Occupied Territories. Save the Children's integrated community development program proposed here embodies a two-pronged approach to the development needs of the West Bank and Gaza. SC will continue its focus on strengthening the capacity of Palestinians to improve their economy by providing technical and financial assistance for poor communities. Equally important, improvement of services and community infrastructure remains an important area of focus as the worsening economic situation makes it harder than ever for the poorer sectors of Palestinian society to achieve an acceptable quality of life. These needs are becoming greater, not lessening. The situation has become particularly severe since the onset of the Gulf Crisis and the Israeli government's restrictions on travel and work by Palestinians.

The overall goal of the proposed project is to promote self-reliance within the Palestinian economy and improve the quality of life of families in the West Bank and Gaza Strip in the coming three years (see the Logical Framework attached as Annex 2). Within this goal SC has identified three broad purposes, each of which is addressed by subproject activities in one of three sectoral areas. One purpose is to increase and protect local productive resources and enhance economic security. A second purpose is to improve community and household infrastructure and increase the use of resource-efficient technologies. A third purpose is to improve local health care service delivery and enhance human resource development activities for children and adults.

The methodology to be used is "CBIRD" - Community-Based Integrated Responsive Development, which is the approach used in most SC programs around the world. This methodology taps into the existing skills and resources of the Palestinian community, enhancing and/or complementing the work of existing local networks and institutions and strengthening the skills and services provided to disadvantaged community members. While this approach is very staff-intensive and requires more time and effort from SC staff for each project activity, its result is a transfer of skills to community groups and institutions which increases the sustainability of the program activities. Moreover, SC's role as catalyst and innovator in development activities can thus have effects far beyond the direct beneficiaries reached by project activities.

Some of the project activities proposed here are ongoing. Funding from this grant for these activities will enable SC to implement project activities in new geographic areas or involve

new partners (community groups or institutions). In the present unstable situation, rather than embarking on entirely new project activities which require lengthy experimentation and startup periods, SC is opting instead for providing vital services and economic inputs which are proven and well-established interventions. Within these project activities, however, innovations and improvements are regularly adopted.

Project activities are divided into the three major sectoral areas of Economic Development, Resource Conservation and Community Infrastructure, and Health and Education. The amount requested by subproject activity is as follows:

<u>Economic Development</u>	(US \$)
Crop Diversification	45,000
Agricultural Water Resource Development	60,000
Fencing Cultivated Areas	55,000
<u>Resource Conservation and Community Infrastructure</u>	
Small-Scale Sewage Treatment Drinking Water Resource Development	50,000
Neighborhood Sewage Line Extension	60,000
Appropriate Technology Pilot Project	90,000
Agricultural Roads	15,000
	30,000
<u>Health and Education</u>	
Primary Health Care Training and Promotion	30,000
Physiotherapy Training	70,000
Preschool and Library Assistance	75,000

The total amount being requested from A.I.D. for the three-year period is \$1,316,751, including all direct and indirect costs.

II. THE PROJECT

1. Perceived Problems

The society and economy of Palestinians in the West Bank and Gaza are hampered by constraints which fall into two main categories. On the economic side, the relatively strong potential of the West Bank and Gaza economy is constrained by 1) marketing problems, 2) limited employment opportunities, 3) insufficient, or threats to existing, productive resources, 4) restrictions on production and

transport, and 5) lack of access to capital for small farmers and entrepreneurs. In terms of services, the existing capacity is inadequate due to the Israeli-run infrastructure which neither responds to the expressed needs of Palestinians nor effectively uses tax revenues collected from them. Privately-run services must fill the gap, yet they are underfunded and in need of improvement. Without attention to service provision the human resources in the West Bank and Gaza cannot be developed adequately.

Problems in both of these areas have been severely exacerbated in 1990-91 by the Gulf Crisis. The effects of lost revenues from the Gulf States and stricter control measures imposed by the Israeli Government will have a detrimental effect on Palestinian society for the foreseeable future.

Save the Children's integrated community development program proposed here embodies a two-pronged approach to the development needs of the West Bank and Gaza which match these two broad problem areas. SC will continue its focus on strengthening the capacity of Palestinians to improve their economy by providing technical and financial assistance for communities and institutions. Equally important, improvement of services and community infrastructure remains an area of focus as the worsening economic situation makes it harder than ever for the poorer sectors of Palestinian society to achieve an acceptable quality of life. Both of these approaches are consistent with A.I.D.'s objectives for the West Bank/Gaza Strip program.

2. Background of Save the Children

Save the Children has been working in the West Bank and Gaza Strip since 1978. While the program initially focused on large infrastructure-building projects, SC has shifted its focus in recent years toward small-scale, community-based projects in selected communities. The West Bank/Gaza Field Office has brought its program more in line with successful SC projects in other countries which embody the "CBIRD methodology" of Community-Based Integrated Responsive Development.

In the West Bank/Gaza context this approach has proved particularly useful in recent years as the political, economic and social situation has been increasingly unstable and unpredictable. Moreover, this approach better taps into the existing skills and resources of the Palestinian community, enhancing and/or complementing the work of existing local networks and institutions and strengthening the skills and services provided to disadvantaged community members. SC's role as catalyst and innovator in developmental activities can thus have effects far beyond the direct beneficiaries reached by project activities.

Save the Children's major sectoral activities at this time include projects in economic development (including a loan program, which was started with A.I.D. funds, and support for income-generating activities), water and sanitation, health, education, and a growing focus on women in development activities. Projects are about equally distributed between the West Bank and Gaza.

3. Project Goal and Purpose

The overall goal of the proposed project is to promote self-reliance within the Palestinian economy and to improve the quality of life of families in the West Bank and Gaza Strip in the coming three years. Within this goal SC has identified three broad purposes, each of which is addressed by subproject activities in one of three sectoral areas. One purpose is to increase and protect local productive resources and enhance economic security. A second purpose is to improve community and household infrastructure and increase the use of resource-efficient technologies. A third purpose is to improve local health care service delivery and enhance human resource development activities for children and adults.

A program of integrated community development activities will address these purposes. The activities are arranged in 11 subprojects falling into the three sectoral areas of Economic Development, Resource Conservation and Community Infrastructure, and Health and Education.

To promote community development which goes beyond the expected achievements of the individual subproject activities, SC will emphasize three components in project management. First, SC will strengthen the organizational skills of community groups to enable them to manage the development process in their own communities. Rather than implementing projects with individuals, SC staff will increasingly work as facilitators and catalysts, encouraging community group members to take on greater responsibilities. This necessitates a heavy emphasis on community skills training.

Second, SC will promote a raised awareness of environmental issues in the community by building into projects a stronger emphasis on environmental concerns.

Third, SC will promote greater emphasis on women's participation and integration into sectoral areas, and work with women as project implementors, not just as beneficiaries. This will include promoting women-managed activities as well as integrating women more fully into all of SC's sector activities.

Project Priorities and Criteria

Priority for subproject activities, locations and partner community groups and institutions will be based on the following criteria:

Economic Development:

- Socioeconomic status of project beneficiaries (community and individuals)
- Demonstrated commitment and skills (and/or potential to acquire new skills) of beneficiaries
- Project activities which conserve or create water resources or otherwise have a beneficial impact on the environment of the West Bank and Gaza
- Project activities which stimulate local production, substituting for imports from Israel or elsewhere
- Target groups which are not currently eligible for technical assistance from other agencies
- Activities in less-developed areas of the West Bank and Gaza
- Activities which are self-sustaining
- Activities which are replicable

Resource Conservation and Community Infrastructure:

- Communities which lack the financial base or technical skills to improve their own water and sanitation infrastructure
- Beneficiaries with a commitment to maintaining project assets and activities past the end of SC's involvement
- Water projects which have a sanitation component
- Projects which have low recurrent costs and are therefore sustainable and replicable

Health and Education:

- Project activities which respond to fundamental health and education needs, especially those which need more support in the unstable environment of the West Bank and Gaza
- Project activities which are conceived of and managed by community members themselves, and for which there is a plan for ongoing funding past the involvement of SC
- Activities and institutions which will assist beneficiaries in currently underserved areas
- Activities which involve women in supervisory and managerial responsibilities
- Activities which have relatively modest recurrent costs

SC does not have sufficient resources to respond to the many requests it receives from community groups and individuals. For this reason, SC staff regularly apply the criteria listed above when planning project activities and selecting sites.

4. Project Elements

a. *Inputs and Actions to be taken*

Following is a list of inputs needed prior to project startup, key information which will be gathered to plan project activities, and a listing of some of the partner institutions which will provide technical or managerial inputs to project activities.

Economic Development:

- Market and industry research and surveys
- Lessons learned from ongoing agricultural demonstration and research
- Technical assistance in financial and production management skills from SC staff
- A.I.D. and matching funding
- Community contributions

Resource Conservation and Community Infrastructure:

- Water and sanitation infrastructure research
- Technical assistance from SC staff and outside (generally local) consultants as necessary
- Participation from local engineering groups
- A.I.D. and matching funding
- Community contributions

Health and Education:

- Knowledge of existing and planned community health and education projects and the quality of local implementing institutions
- Technical assistance from SC staff and other local resources including the Early Childhood Resource Center
- Participation from representatives of existing women's committees
- A.I.D. and matching funding
- Community contributions

b. *Outputs of the Project*

The outputs to be targeted during the three years of the project are listed below.

- ☐ Farming households in the West Bank will be assisted with fruit tree seedlings (apple, peach, mango, avocado, fig, etc.) to diversify crop production.
- ☐ Community groups in the West Bank will be assisted in improving their water resources. This will generally consist of repair of cisterns and springs and construction of rainwater catchment ponds. SC staff will also introduce modern water conserving

irrigation techniques to these community groups, e.g. drip irrigation and construction of cement ponds to collect rainwater runoff from greenhouses.

- Farming households in the West Bank will be assisted in fencing agricultural land to protect newly-planted fruit tree seedlings from animals and other trespassers.

- SC staff will disseminate SDT (subsurface drainage technique) technology in selected communities in the West Bank, to promote a resource-efficient and hygienic sanitation technology.

- SC staff will coordinate community sanitation training, which will be linked to the ongoing health activities of SC and other organizations.

- Neighborhood sewage lines will be extended in neighborhoods on the periphery of Gaza City where community members have identified open sewage as a major health and environmental concern.

- Appropriate technologies in renewable energy (e.g. solar and wind energy and recycling) will be developed, tested and piloted in community households.

- Rural communities in the Gaza Strip will be assisted in surfacing their dirt roads to facilitate transport of agricultural produce, improve marketing opportunities, and improve access to health and other community services.

- Primary health care training and promotion will be supported in underserved communities. Community health care workers will be trained to upgrade their skills and increase their competence in serving their communities. Training will cover technical subjects and service delivery management, and will be done in conjunction with AMIDEAST. Selected community-managed health care centers will be provided with material assistance.

- Students from the West Bank and Gaza will be trained in the Bethlehem University physiotherapy course.

- Preschools in the West Bank and Gaza will be assisted to purchase materials, furniture, and playground equipment, and in facilities maintenance and repair.

- Preschool teachers will attend an upgrading course at the Early Childhood Resource Center.

- Lending libraries will be established for children, providing a source of educational materials at a time of frequent closures of schools.

c. Project Units and Sites

The activities proposed here will be managed and monitored as 11 subproject activities. Subproject activities will frequently overlap as different interventions are promoted in the same community in an integrated program of development. For example, health activities will include a water and sanitation component.

West Bank Subprojects

Crop Diversification

Agricultural Water Resource Development

Fencing Cultivated Areas
 Small-Scale Sewage Treatment
 Drinking Water Resource Development

Gaza Strip Subprojects

Neighborhood Sewage Line Extension
 Agricultural Roads
 Primary Health Care Training & Promotion

West Bank and Gaza Strip Shared Subprojects

Appropriate Technology Pilot Project
 Physiotherapy Training
 Preschool and Library Assistance

Some project sites have already been chosen, including Taibeh, Kober, Maghaier, Bani Naim, Kafur Ayyat and Beit Furik. Additional sites for the first year of the project will be chosen prior to the start date of the grant, and at the end of each project year some new sites will be selected for the following year. Sites will be chosen based on the criteria listed in Section II.3.

As discussed with A.I.D. personnel in 1990, in order to comply with the requirement that A.I.D. staff be able to visit projects in U.S. government cars, most project sites are located in the West Bank rather than the Gaza Strip, where conditions are less conducive to site visitng.

Some project activities will be implemented in refugee camps, but no activities will be undertaken in refugee camps which are part of UNRWAS's normal programs and which are already supported by the U.S. government through UNRWA.

d. Project Staffing and Responsibilities

Primary responsibility for actual project implementation lies with the field staff, made up of Project Coordinators and Assistant Project Coordinators. This layer of staff has specialized skills in water and sanitation, agriculture, enterprise development, education and other sectoral areas. Two civil engineers manage the water and sanitation projects (one each in the West Bank and Gaza), which require a high degree of technical competence.

Direct supervision and oversight of field coordinators' work is the responsibility of the West Bank and Gaza Program Managers. Occasionally additional expertise will be needed which is not found among SC staff. In these cases special consultants will be hired, generally from among the Palestinian community but

occasionally expatriates if necessary. In addition, significant technical expertise exists among some of the beneficiary institutions themselves, especially in the areas of health and engineering.

For additional information see the Organizational Chart and qualifications of key personnel attached as Annex 1.

e. Project Beneficiaries

Project beneficiaries will be actively involved in each of the sectoral areas mentioned above. While specific direct and indirect beneficiaries have not yet been identified, the general characteristics of the target groups for project activities are:

- poor and underserved communities
- poor families within targeted communities
- families and communities with a demonstrated lower-than-average standard of facilities and infrastructure compared to others in the West Bank and Gaza
- families and community groups which are not targeted by other development agencies
- women
- people who are unable to travel into Israel for employment
- cave-dwellers

In all cases, individuals, community groups and institutions with which SC works must have a stated commitment to maintaining project assets and activities past the end of SC's involvement in the project.

f. Linkages with other Developmental Activities

Development activities are being implemented by either international or local agencies in many of the sectoral areas mentioned above. However, Save the Children's work is distinguished by the following:

- Agricultural and water and sanitation activities will be implemented using an integrated community development approach. This entails selecting "high-impact areas" in which multiple activities are carried out which complement and reinforce each other, generating the capacity for the communities to sustain these activities on their own.
- SC's field coordinators provide not only technical assistance but are trained in community development skills to impart a stronger "organizational development" focus to the proposed programs.
- SC stands out as a catalyst and innovator within the development field in the West Bank and Gaza. New technologies

and new methods of information dissemination are emphasized. An example is the Sub-surface Drainage Technique (SDT) sewage disposal system. SC is pioneering this technology in the Occupied Territories, and works with a local educational institution to distribute a brochure (in Arabic) to introduce many communities to the technology. SC plans to train a local engineering institution to take over implementation of the project in the long-term.

- The grant programs proposed herein complement SC's existing loan program, which has superior performance (measured by repayment rates and other indicators) indicating a high degree of competence among SC's economic development staff.

Where project activities overlap with other organizations, SC will encourage linkages like the following:

- SC agriculturalists have a good working relationship, and share technical and training information, with staff of other international and local agencies like ANERA and the Agricultural Relief Committees.

- As much as possible, SC's training activities will be done in conjunction with AMIDEAST and local institutions like the Tamer Institute and the Arab Thought Forum.

- Technical assistance and data collection has been, and will continue to be, shared with CDP and other organizations in the area of economic development.

- SC relies on local institutions of high quality, like the Early Childhood Resource Center, for technical assistance and joint implementation in childhood education and health projects.

- Gaza sewerage projects will be coordinated with UNDP, ANERA and the local Hydrology group to share lessons learned and prevent duplication of effort.

g. Cost Considerations

The total number of direct beneficiaries to be assisted during the three years of the project is 14,740, many of them children. With a total budget of \$1,316,751 (including indirect costs/overhead), the cost per direct beneficiary is about \$88.

Save the Children is confident of a high degree of participation by beneficiaries in project implementation because the project elements listed above stem directly from the overall objectives of the project, and because community members have contributed to project design.

h. Approval from the Government of Israel

The project activities within this proposal fall under existing approved projects, specifically:

Seedling Distribution
 Water Systems
 Water Resource Conservation
 Water Sewage Systems
 Physiotherapy Training
 Assistance to Agriculturalists
 Construction of Cesspits
 Assistance to Kindergartens
 Regional Clinics

5. Expected Achievements and Accomplishments

a. Anticipated Results at End of Project Period

By the end of the three-year period the following results will have been achieved:

Crop Diversification:

- 375 farming households will have diversified crops on their agricultural land, providing more security in an unstable market situation

Agricultural Water Resource Development:

- 5-6 communities will have improved agricultural water resources; some households will be utilizing water-conserving irrigation techniques

Fencing Cultivated Areas:

- 200 households will have increased protection against animals and other trespassers and will be able to use their land more productively

Small-Scale Sewage Treatment:

- 5 communities will be utilizing hygienic and efficient SDT technology
- Families in 10 communities will have a greater knowledge of sanitation issues from having attended workshops organized by SC and other organizations

Drinking Water Resource Development:

- Drinking water resources will be improved in at least 4-5 communities

Neighborhood Sewage Line Extension:

- The problem of open sewage will be ameliorated in 15 urban neighborhoods in Gaza

Appropriate Technology Pilot Project:

- At least two appropriate technologies for the use of renewable energy will be more widely tested in the West Bank and Gaza, with successful technologies being adopted by community members by the end of the three-year period

Agricultural Roads:

- Transport infrastructure will be improved in at least 3 outlying communities

Primary Health Care Training and Promotion:

- The facilities and/or staff qualifications of 5-10 health care centers in underserved communities will be improved

Physiotherapy Training:

- Twenty students will have successfully completed at least two years of the Bethlehem University physiotherapy course, improving the quality of care available for physically handicapped Palestinians

Preschool and Library Assistance:

- Early childhood education resources will be improved in at least 20 communities
- Extracurricular educational opportunities will be expanded in 3-5 communities through provision of lending libraries

b. Duration of Support

The project proposed here is for a three-year period. After this time it is expected that project assets and activities will be maintained by community groups, local institutions and/or individuals. Some project activities will be continued by SC in different areas using private funds or funds from donors.

c. Indicators and Data Collection

The indicators for this project were developed by SC's program staff and include data routinely collected for project monitoring. Many indicators overlap with those listed for SC's program in the 1990 document "Program Performance Indicators and Monitoring Information for A.I.D.-Funded Programs in the West Bank and Gaza". Some elements of the project's monitoring and evaluation design are adapted from the materials presented at the May 1990 Jerusalem workshop on "Project Design and Evaluation".

Information will be collected on the following indicators:

- Number of households in the West Bank assisted with fruit tree seedlings to diversify crop production (at least 375 households, or 3,000 direct beneficiaries)
- Number of seedlings distributed (at least 40,000)
- Number of community groups in the West Bank assisted to improve

- their agriculture water resources (at least 5-6 communities, or 250 direct beneficiaries)
- Number of cisterns, springs and rainwater catchment ponds constructed (at least 150)
- Number of community groups introduced to water conservation techniques (at least 3-4 communities, or 200 direct beneficiaries)
- Number of households in the West Bank assisted to fence land (at least 200, or 1,600 direct beneficiaries)
- Number of dunums of land fenced (at least 15,000)
- Number of SDT units constructed in the West Bank (at least 150, serving 1,200 direct beneficiaries)
- Number of community groups trained in water and sanitation issues (at least 10, or 200 beneficiaries)
- Number of communities in the West Bank with improved drinking water resources from repair of springs or cisterns (at least 4-5, or 400 direct beneficiaries)
- Number of springs and cisterns repaired for drinking water (at least 150)
- Length of neighborhood sewage lines constructed on the periphery of Gaza City (3,000 meters, serving about 1,920 direct beneficiaries)
- Number of new appropriate technologies tested (at least 2)
- Number of households or institutions using new technologies (at least 20, serving about 160 direct beneficiaries)
- Number of communities assisted with surfacing of agricultural roads (3-6, serving at least 1,440 direct beneficiaries)
- Length of roads surfaced (2,700 meters)
- Number of health centers assisted to improve their facilities (1-2 centers, serving about 1,000 direct beneficiaries)
- Number of community health workers trained (at least 30, serving about 1,500 direct beneficiaries)
- Number of students enrolled in the Bethlehem University physiotherapy training program (20)
- Number of preschools assisted to improve facilities (at least 15, serving about 1,200 direct beneficiaries)
- Number of preschool teachers attending upgrading course (20, serving about 400 direct beneficiaries)
- Number of libraries established (3-5, serving about 250 direct beneficiaries)

These indicators will be monitored regularly and will be included in Save the Children's semi-annual reports to A.I.D. Project Coordinators will collect information on these indicators regularly and program managers will check the information for accuracy and completeness. In selected "high impact areas" where a focused integrated development program is implemented, community members will have significant responsibility for monitoring these indicators. Occasionally outside evaluators (local or international) will be asked to carry out formal assessments of achievement of project outputs.

d. Linkages with Local Organizations

Some of the local organizations to be involved in this project have already been identified. They include:

- community committees
- grassroots women's committees
- Hydrology Group
- Tamer Institute
- Early Childhood Resource Center
- Bir Zeit University
- Bethlehem University
- Najah University
- Hebron University
- Arab Thought Forum

In general, SC provides technical and financial assistance, and community groups or local institutions develop project ideas and are responsible for ongoing maintenance of the project. Beneficiary institutions are strengthened through technical and financial assistance from SC, while SC's programs benefit from advice and technical assistance from institutions like the Tamer Institute.

6. Program Management

a. Organizational Roles and Responsibilities

As A.I.D.-Funded projects are a significant part of SC's overall work in the Occupied Territories, all Field Office staff will be involved in project administration and/or implementation to some degree. Overall responsibility for the program lies with the Field Office Director and a management team currently made up of four positions in addition to the Director: the West Bank Program Manager, two Gaza Strip Co-Program Managers, and the Field Office Finance and Administration Manager. Several administration staff will help support the program in the West Bank and Gaza offices.

Support is also received from the headquarters in the U.S. In particular the Africa/Middle East Region, the Program Support Division (including, for example, the Economic Development Unit and the Training Unit), the Audit Department and the Office of Grants and Contracts provide oversight to the program (see Annex 1 for SC's organizational chart and statements of qualifications of key personnel for the program).

b. Implementation Plan

On the following pages is SC's three-year implementation plan.

IMPLEMENTATION PLAN

Year 1

Year 2

Year 3

Activity	Oct-91	Apr-92	Oct-92	Apr-93	Oct-93	Apr-94
<p>ECONOMIC DEVELOPMENT:</p> <p>Crop Diversification</p> <ul style="list-style-type: none"> - Research completed on appropriate crops to promote - Crop price information collected - 75 households assisted with seedlings - 8,000 seedlings distributed 		ongoing	ongoing	ongoing	ongoing	ongoing
<p>Agricultural Water Resource Development</p> <ul style="list-style-type: none"> - 25 water sources improved 		- 25 water sources improved				
<p>Fencing Cultivated Areas</p>		<ul style="list-style-type: none"> - 40 households assisted with fencing - 3,000 dunum fenced 	<ul style="list-style-type: none"> - 40 households assisted with fencing - 3,000 dunum fenced 	<ul style="list-style-type: none"> - 40 households assisted with fencing - 3,000 dunum fenced 	<ul style="list-style-type: none"> - 40 households assisted with fencing - 3,000 dunum fenced 	<ul style="list-style-type: none"> - 40 households assisted with fencing - 3,000 dunum fenced

IMPLEMENTATION PLAN

Year 1

Year 2

Year 3

Activity	Oct-91	Apr-92	Oct-92	Apr-93	Oct-93	Apr-94
RESOURCE CONSERVATION & COMMUNITY INFRASTRUCTURE:						
Subsurface Drainage Technique	- 25 units constructed	- 25 units constructed - Sanitation education done in 2 sites	- 25 units constructed - Sanitation education done in 2 sites	- 25 units constructed - Sanitation education done in 2 sites	- 25 units constructed - Sanitation education done in 2 sites	- 25 units constructed - Sanitation education done in 2 sites
Drinking Water Resource Development	- 20 springs and cisterns repaired	- 30 springs and cisterns repaired	- 20 springs and cisterns repaired	- 30 springs and cisterns repaired	- 20 springs and cisterns repaired	- 30 springs and cisterns repaired
Neighborhood Sewage Line Extensions	- 500 meters of sewage lines laid - 40 households assisted	- 500 meters of sewage lines laid - 40 households assisted	- 500 meters of sewage lines laid - 40 households assisted	- 500 meters of sewage lines laid - 40 households assisted	- 500 meters of sewage lines laid - 40 households assisted	- 500 meters of sewage lines laid - 40 households assisted
Appropriate Technology	- Wind energy prototype researched and developed - Solar energy prototype disseminated	ongoing	- Testing on site ongoing	- Technology placed in 3 households ongoing	- Monitoring and evaluation ongoing	- Monitoring & coordination with other organizations for replication ongoing
Agricultural Roads		- 1-3 roads (900 meters) surfaced - 60 households assisted		- 1-3 roads (900 meters) surfaced - 60 households assisted		- 1-3 roads (900 meters) surfaced - 60 households assisted

IMPLEMENTATION PLAN

Year 1

Year 2

Year 3

Activity	Oct-91	Apr-92	Oct-92	Apr-93	Oct-93	Apr-94
HEALTH & EDUCATION:						
Primary Health Care Training and Promotion		- Health training organized	- Health center improvement	- Health training organized	- Health center improvement	- Health training organized
Physiotherapy Training	- 20 students start course	ongoing	ongoing	ongoing	ongoing	- Students have completed at least two years of the course
Preschool and Library Assistance	- 1 preschool assisted	- 3 preschools assisted - 10 preschool staff trained - 1 library established	- 3 preschools assisted	- 3 preschools assisted - 10 preschool staff trained - 1 library established	- 3 preschools assisted	- 2 preschools assisted - 1 library established
PROJECT MANAGEMENT	- Additional project sites selected - Community meetings	- Year 2 site selection ongoing - Participatory Rapid Appraisal conducted in 1-2 sites	ongoing	- Year 3 site selection ongoing - Participatory Rapid Appraisal conducted in 1-2 sites - Formal midterm evaluation with outside consultants	ongoing	ongoing - Participatory Rapid Appraisal conducted in 1-2 sites

7. Sustainability

Financial Sustainability

SC's strategy in the West Bank and Gaza is to promote activities which are small-scale and community-based and which, therefore, have a better chance of being sustained without continued assistance from SC. An example within the economic development sector is cold storage facilities. In the past, rather than providing funds to build large cold storage facilities which have high recurrent costs, SC provided modest loans to loan program borrowers to construct cold storage facilities in their neighborhoods. Recurrent costs for such small- to medium-sized units are modest and can be covered by the business revenues and labor input from the family, making the project financially sustainable.

Similarly, the package of activities proposed here is designed to have low recurrent costs which can be managed by community groups or individuals. For example, the SDT waste disposal technology can be maintained at very low cost. The unit fills up after 2-4 years and is emptied for a nominal fee by the municipality. The construction costs are also low (comparable to the traditionally used septic tanks), which will enhance replicability as other communities see the value of the system and are able to cover the costs.

Recurrent costs of the Agricultural and Drinking Water Resource Development projects are also modest. Yearly maintenance on springs, cisterns and drip irrigation equipment averages about \$100. Maintenance costs of the neighborhood sewage line extensions and connections to municipal sewage networks are covered by the municipality.

The health and education projects which SC will support are also of modest size and can be maintained by user fees and other local sources. As a rule SC does not cover operating costs (or in some cases for a limited period of time) to prevent a community's reliance on international agencies for recurring costs.

Management Sustainability

Designing projects which are community-based and small-scale builds in greater capacity for beneficiaries to manage project activities once SC is no longer involved. Many of the project activities will be managed by individual households or small community groups. Others, like the preschools and health centers, will be managed by larger neighborhood committees. SC staff will work with them to help develop their organizational skills to manage the project in the longer term.

Institutional Sustainability

The management bodies which oversee project activities like the health care centers and preschools, as well as the more well-established physiotherapy program, have institutional linkages and diversified sources of funding which will help the activities to continue past SC's involvement. User fees of the health centers and preschools combined with commitments from other organizations, which SC requires before the project begins, will give a measure of institutional sustainability.

8. Evaluation and Monitoring

Two methods of evaluation will be used. Program evaluations will be carried out to measure whether the entire program is meeting the goal and three sectoral purposes listed in Section 3. More frequent project evaluations will be carried out to measure whether targeted outputs listed in Section 4.b. are being accomplished.

SC staff will routinely monitor project progress and collect data on the indicators for evaluation listed in Section 5.c. SC monitors activities for all of its projects on a quarterly basis using SC's standard Planning, Evaluation and Monitoring System (PEMS). Qualitative evaluations will be undertaken on a periodic basis using Participatory Rapid Appraisal (PRA) techniques.

Most monitoring and evaluation activities will be done by SC staff. The in-house capability for monitoring and evaluation is relatively high. One member of the management team is an evaluation specialist and two have been involved in disseminating PRA techniques in the Middle East. Other staff have received training in monitoring and evaluation during the last two years.

Outside consultants will be used at the mid-point (18 months after the project start date) for a more formal interim assessment of the program. SC has budgeted \$15,000 for evaluation to cover this and other incidental evaluation costs.

In the last few years the West Bank/Gaza FO had one formal evaluation carried out by A.I.D. and conducted a few internal evaluations. SC's response and follow-up to the A.I.D. evaluation was forwarded to the Bureau for Europe and the Near East in early 1991. The recommendations contained in that evaluation, and those of other internal evaluations, have been incorporated into program planning and have helped to shape the activities proposed here.

9. Reporting

Semi-annual progress reports will follow this outline:

- A. Summary
- B. Introduction
- C. Goals and Objectives of the Reporting Period
- D. Implementation Plan (chart showing planned and actual accomplishments)
- E. Accomplishments of the Reporting Period (narrative)
 - results using indicators outlined in proposal (section 5.c.)
 - qualitative assessment of progress
 - linkages with other institutions
- F. Expenditures of the Reporting Period
- G. Relevant Annexes (e.g. informational reports or research produced during the reporting period, other internal evaluations completed during the reporting period)

10. Budget

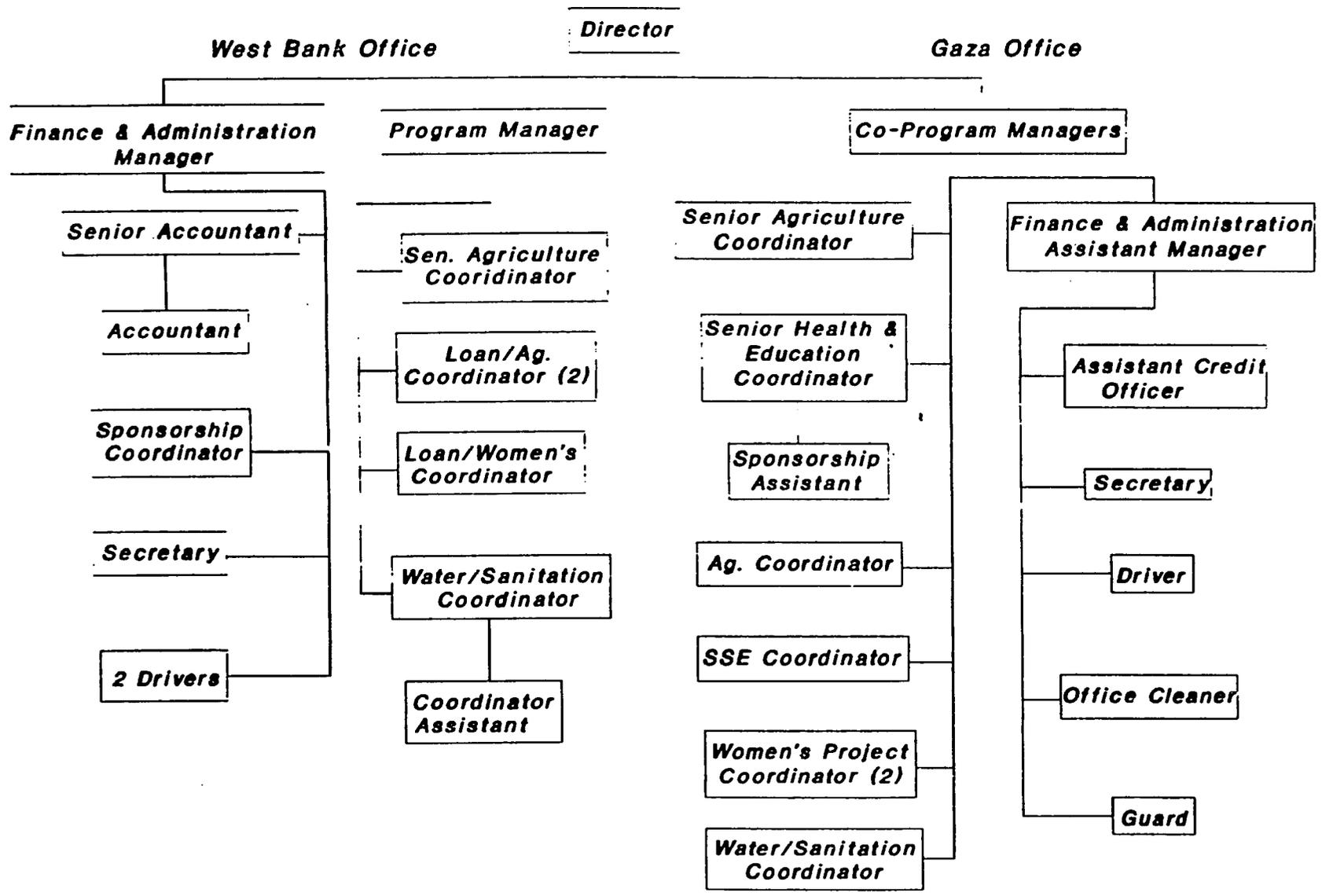
- a. All costs other than "Commodities and Project Materials" (Subprojects) and "Salaries and Technical Assistance" are aggregated by year but are not pro-rated across sectoral categories. Due to the nature of SC's sectorally-integrated program these costs cannot be attributed to specific sectoral activities.
- b. "Salaries and Technical Assistance" costs are divided among broad programmatic areas but are approximate, as project staff time will sometimes be shared between areas. For example, an agriculturalist will work in both economic development and community infrastructure activities.
- c. For this grant SC will provide advance written notification of all A.I.D.-Funded international travel and conform to other A.I.D. guidelines in force at the time of travel.

ANNEXES

1. a. SC West Bank/Gaza Strip Organizational Chart
b. Qualifications of Key Personnel
2. Logical Framework
3. Waiver Requests
4. Environmental Considerations
5. Participant Training

Organizational Chart-Save the Children West Bank/Gaza Strip

Annex 1. a.



Joachim Theis

**Save the Children Federation/US
P.O.Box 20243
Jerusalem**

- Oct 1989 - Present** Co-Program Manager, SCF Gaza Strip Program.
- Jan 1988 - Oct 1989** Project Manager, Research and Evaluation Unit, and Planning and Reporting Manager for the Regional Finance and Planning Project, Save the Children Federation/US, Um Ruwaba, Kordofan. Primary responsibilities included data analysis, evaluation, feasibility studies, surveys, research, proposal writing, and planning and reporting for a multi-million dollar USAID-funded development program.
- Feb 1986 - Dec 1987** Baseline Survey Team Leader, and Project Manager for Emergency Feeding Program at SCF/US Um Ruwaba. Primary responsibilities were conducting a baseline survey in the Um Ruwaba District, conducting family enrollments and nutrition monitoring, and managing and phasing out an emergency feeding program for 450,000 people in the Um Ruwaba District.
- Dec 1984 - Dec 1985** Archive and library research in Oxford and London on the colonial history of the Sudan.
- 1982 - 84** Ethnographic field research in the Blue Nile Province of Sudan and archive research at the National Records Office, Khartoum.

Education

- 1991 (expected)** Ph.D. in Social Anthropology from Free University of Berlin (thesis and coursework completed).
- 1982** M.A. in Social Anthropology, Islamic Studies, and Sociology, Free University of Berlin.
- 1979** Three-month study of New Halfa irrigation scheme which formed the basis for M.A. thesis on the mixed economy of the Shukriya.

- Publications** *Destruction and Reconstruction of the Koma - An Historical and Ethnographic Study of a People in the Sudan-Ethiopian Borderland* (in German). Ph.D. Thesis (forthcoming).
- Participatory Rapid Appraisal for Community Development - a Training Manual.* (together with Heather Grady, forthcoming).
- Changing Patterns of Food Consumption in Central Kordofan,* in Food and Foodways (forthcoming).
- Handbook for Using Rapid Rural Appraisal Techniques in Planning, Monitoring and Evaluation of Community-Based Development Projects.* Khartoum 1989.
- Baseline Report - Um Ruwaba District, North Kordofan, Sudan.* Khartoum 1988.
- The Mixed Economy of the Shukriya, Eastern Sudan* (in German). M.A. Thesis, Berlin, 1982.

Special Skills: Strong research and evaluation skills including ethnographic, quantitative and rapid rural appraisal techniques.

Heather M. Grady

Save the Children Federation
P.O.Box 20243
Jerusalem

- Oct. 1989 - Present Co-Program Manager, SCF Gaza Strip Program.
- July 1986 - Oct. 1989 Project Manager and Planning and Reporting Manager, Save the Children/Sudan. Responsibilities included managing a revolving loan fund program, implementing innovative food-for-development projects, and handling planning and reporting responsibilities for an integrated development program.
- May 1985 - July 1986 Desk Officer for the Middle East/North Africa Region, Save the Children, Westport, CT
- June 1984 - April 1985 National Coordinator, Overseas Development Network, Cambridge, MA. Supervised a national consortium of university groups promoting international development awareness and activities.
- 1980-1982 Free-lance work in translation and simultaneous interpretation, Chinese/English, including translation for a Ph.D. dissertation on cross-cultural learning patterns in the Chinese university system.

EDUCATION:

- 1984 Harvard University, Master in Public Administration
- 1980-81 Beijing Normal University, Non-Degree Graduate Work in Political Economy, Chinese language and area studies.
- 1980 Smith College, Bachelor of Arts in Government and Chinese language.
- 1989 Cranfield Institute of Technology, "Developing Income Generating Enterprise" course, 1989.
- 1986 Training of Trainers course, Save the Children.

SPECIAL SKILLS:

Led or assisted a variety of training activities in participatory training methods, strategic planning and organizational development, and credit and income-generation.

Mira Dimitri Rizek

Save the children Federation
P.O.Box 20243
Jerusalem

- Oct. 1990 - Program Manager, SCF West Bank Program.
Present
- Jan. 1988 - Manager for Finance, Administration and Credit for
Sept. 1990 West Bank/Gaza SCF Program. Responsibilities included financial management, preparation of financial reports to Headquarters and donors, supervision and training of the administration and accounting staff, and responsibilities for managing a Revolving Loan Fund (RLF).
- Sept. 1986 - Credit officer for SCF Loan Program, WB/GS.
Dec. 1987 Responsibilities related to managing the RLF which included design and monitoring of credit policies and procedures, financial reporting systems, initiating feasibility studies and carrying on credit analysis. Supervised the loan program staff.
- Feb. 1977 - Teacher's Assistant at Birzeit University. Assisted
June 1977 in teaching quantitative analysis course for Junior students.
- April 1983 - Senior Accountant and Comptroller at D. Rizek Spare
July 1986 Parts Shop and Garage. Responsibilities included handling of personnel files, payroll and tax files, preparation of payments, bank reconciliations, payroll and inventory.

EDUCATION:

- 1983 Northeastern University, Masters of Business Administration (MBA)
- 1973-77 Birzeit University, Bachelor of Arts in Business Administration and Economics, Minor in Sociology.
- 1988 Training of Trainers Course, Save the Children
Also attended several training courses related to finance management, grant compliance and credit analysis.
- Awards and Honors Scholarship Award at Birzeit University 1973-1977
Dean's Honor List.

Special Skills:

Led or assisted in a variety of training activities in credit and income generation.

JOHN J. SALAMACK
187 Market Street
Amsterdam, NY 12010
(518) 842-2521

Employment Experience:

- 1990 - 1991 SAVE THE CHILDREN/USA
Program Director, Dominican Republic. Responsible for management and administration of a \$2 million Child Survival Program in three regions of the Dominican Republic funded by U. S. Agency for International Development Cooperative Agreement. Supervise 25 full-time administrative, support, and technical staff with Associate Technical Director. Maintain overall responsibility for meeting project objectives, monitoring programs and controlling budgets. Liaison with USAID mission in Santo Domingo, Save the Children headquarters, Dominican governmental offices and other cooperating non-governmental agencies.
- 1988 - 1990 Country Director, Mozambique. Directed all aspects of development and relief operations including community-based primary health care and child/family reunification programs. Administrated funding from various donors including U.S. Agency for International Development, USA for Africa Foundation, Australian Development Aid, and Ford Foundation. Supervised staff of ten Mozambican and expatriate professionals plus support staff of twenty employees. Responsible for two offices in the capital and one in the provinces.
Consulted for four months as Senior Advisor to Save the Children/Somalia to assist in management of programs and personnel after leaving Mozambique.
- 1987 - 1989 Administrator, Training and Technical Resources Unit. Administrated a division of experts at headquarters who provided training and technical support to agency-wide programs. Staff included professionals in credit, small-scale enterprise development, food production, primary health care and non-formal training. Unit funded through \$7.5 million five-year grant from U.S. Agency for International Development.
- 1982 - 1987 ASOCIAZIONE ITALIANA PROTEZIONE INFANZIA
(SAVE THE CHILDREN/ITALY)
Program Director/Advisor. Seconded to Save the Children/Italy to administrate \$3.5 million Operational Program Grant from U.S. Agency for International Development to assist victims of 1980 earthquake in southern Italy. Directed program activities in coordination with Italian counterparts in planning, executing, and evaluating community development projects. Activities included construction of health care centers, primary schools, day care centers, and small-scale

JOHN J. SALAMACK
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agricultural facilities. Responsible for coordinating all contracts, monitoring progress, writing quarterly reports, analyzing financial information and evaluating completed projects. Served as liaison to U.S. Agency for International Development office and American Consulate in Naples. Duties also included project proposal writing and maintaining computerized financial records.

3 - 1982

REDD HARNA (SAVE THE CHILDREN/NORWAY)
Country Director, Yemen Arab Republic. Directed the administration of a provincial mother/child health center under Ministry of Health. Responsibilities included managing program with \$1 million annual budget, reporting financial and program information to various ministries of the Yemen government, planning and evaluating project activities. Supervised staff of six medical expatriates and 35 medical, administrative and support operations staff.

7 - 1978

SAVE THE CHILDREN/USA
Country Director, Yemen Arab Republic. Directed an integrated development project funded by an Operational Program Grant from U.S. Agency for International Development. Administered project from its inception, including program planning and operations, and supervision of expatriate and Yemeni professional and support staff. Project included basic community development activities with technical and social service assistance for a rural province in central Yemen.

2 - 1976

AMERICAN UNIVERSITY OF BEIRUT, LEBANON
Instructor in an intensive English language program preparing students for graduate and undergraduate university studies. Administrative duties outside of classroom instruction included supervision of reading program, materials preparation, and curriculum revision.

7 - 1970

PEACE CORPS - Washington, D.C.
Coordinator, Office of Staging and Orientation. Selected, processed and orientated volunteers before their departure for overseas assignments.
Director, Office of Reports and Special Studies. Supervised staff of 15 in preparation of records, statistical analyses, reports, and evaluations of world-wide programs.
Deputy Director, Office of Volunteer Finance. Responsible for various financial matters of volunteers working abroad. Supervised staff of 13 financial and clerical employees.

JOHN J. SALAMACK
187 Market Street
Amsterdam, NY 12010
(518) 842-2521

1965 - 1967 PEACE CORPS - Iran
Teacher of English in rural secondary school system. Also
advised local teachers on English instruction and organized
an evening adult education program.

1961 - 1965 ESTEE JUNIOR HIGH SCHOOL - Gloversville, NY and
EAST PEMBROKE CENTRAL SCHOOL - Corfu, NY
Teacher of English and mathematics.

Education:

1972 - 1974 AMERICAN UNIVERSITY OF BEIRUT, LEBANON
Completed Master's course, but lacking thesis for degree, in
Education - Teaching English as a Foreign Language.

1957 - 1961 CLARKSON UNIVERSITY, Potsdam, NY
B.S. in Business

Certification: STATE OF NEW YORK, Permanent Teaching Certification -
Secondary School English and Mathematics

Awards:

1987 Honorary Title conferred by President G. Cossiga of Italy,
"Knight of the Order of Merit".

1974 Ford Foundation Teaching Grant to the American University in
Cairo, Egypt

1968 New York State Regents Scholarship

LOGICAL FRAMEWORK

NARRATIVE SUMMARY - GOAL	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> - To promote self-reliance within the Palestinian economy and improve the quality of life of families in the West Bank and Gaza Strip 	<ul style="list-style-type: none"> - Greater variety of Palestinian products are in the local market - More Palestinians employed in agriculture - No open sewage in the streets of SC-assisted communities - Enhanced capacity of Palestinian health and educational institutions 	<ul style="list-style-type: none"> - Program evaluations - Market surveys 	<ul style="list-style-type: none"> - Present economic and political situation remains stable or improves - Palestinians are able to find sources of funds for recurrent costs despite lowered donations in the wake of the Gulf Crisis

PART A: ECONOMIC DEVELOPMENT

PURPOSE	EOPS	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> - Increase and protect local productive resources and enhance economic security 	<ul style="list-style-type: none"> - 375 households grow diversified types of crops on their land - 5-6 communities have improved agricultural water resources - 3-4 communities are utilizing water-conserving irrigation techniques - 200 households have increased protection against animals and other trespassers and are able to use their land productively 	<ul style="list-style-type: none"> - SC monitoring records & project files - Price surveys from CDP - Project evaluations 	<ul style="list-style-type: none"> - Seedlings are available - Community groups have sufficient savings to contribute to water improvement projects - Fences are not destroyed by trespassers
<p style="text-align: center;">OUTPUTS</p> <ul style="list-style-type: none"> - Tree seedlings distributed - Community groups assisted with water projects - Farming households assisted to fence land 	<ul style="list-style-type: none"> - 375 households assisted with seedlings - 40,000 seedlings distributed - 5-6 community groups assisted with repair and construction of cisterns, springs or rainwater catchment ponds - 150 cisterns, springs or ponds constructed or repaired - 3-4 community groups introduced to water-conserving irrigation techniques - 200 households assisted to fence land - 15,000 dunums of land fenced 	<ul style="list-style-type: none"> - SC project files - Project evaluations 	<ul style="list-style-type: none"> - Seedlings are available - Community groups have sufficient savings to contribute to water improvement projects - Fences are not destroyed by trespassers
<p style="text-align: center;">INPUTS</p> <ul style="list-style-type: none"> - AID funding for project management and technical assistance - AID funding for subprojects - Matching funds and community contributions for subprojects 	<ul style="list-style-type: none"> - Approximately \$113,000 - \$160,000 - At least \$54,000 in cash and in-kind 	<ul style="list-style-type: none"> - Effort reporting time records - SC financial reports - SC financial reports and community contribution records 	<ul style="list-style-type: none"> - US Government continues to assist Palestinians - International PVOs are able to work in the West Bank and Gaza

PART B: RESOURCE CONSERVATION AND COMMUNITY INFRASTRUCTURE

PURPOSE	EOPS	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> - Improve community and household infrastructure and increase use of resource-efficient technologies 	<ul style="list-style-type: none"> - 5 communities utilizing hygienic and efficient SDT technology - Sewage situation ameliorated in 15 urban neighborhoods - Families in 10 communities have greater knowledge of sanitation issues - Drinking water resources improved in 4-5 communities - At least 2 appropriate technologies more widely tested in the West Bank and Gaza - Transport infrastructure improved in at least 3 outlying communities 	<ul style="list-style-type: none"> - SC monitoring records & project files - Direct observation - Project evaluations 	<ul style="list-style-type: none"> - Community members willing to adopt new technologies - Community groups have sufficient savings to contribute to water improvement projects
<p style="text-align: center;">OUTPUTS</p> <ul style="list-style-type: none"> - SDT technology disseminated - Community sanitation training carried out - Water resources increased - Urban sewage lines extended - Appropriate technologies piloted - Agricultural roads surfaced 	<ul style="list-style-type: none"> - 150 SDT units constructed - 10 community groups trained in sanitation issues - 150 springs and cisterns improved or constructed - 3,000 meters of sewage lines constructed in Gaza City neighborhoods - At least 2 technologies tested and piloted in community - At least 2,500 meters of road surfaced 	<ul style="list-style-type: none"> - SC project files - Training workshop reports and attendance records - Project evaluations 	<ul style="list-style-type: none"> - Community members willing to adopt new technologies - Community groups have sufficient savings to contribute to water improvement projects
<p style="text-align: center;">INPUTS</p> <ul style="list-style-type: none"> - AID funding for project management and technical assistance - AID funding for subprojects - Matching funds and community contributions for subprojects 	<ul style="list-style-type: none"> - Approximately \$105,000 - \$245,000 - At least \$82,000 in cash and in-kind 	<ul style="list-style-type: none"> - Effort reporting time records - SC financial reports - SC financial reports and community contribution records 	<ul style="list-style-type: none"> - US Government continues to assist Palestinians - International PVOs are able to work in the West Bank and Gaza

PART C: HEALTH AND EDUCATION

PURPOSE	ECPS	MEANS OF VERIFICATION	ASSUMPTIONS
<ul style="list-style-type: none"> - Improve local health care service delivery and enhance human resource development activities for children and adults 	<ul style="list-style-type: none"> - Facilities and/or staff qualifications of 5-10 health care centers are improved - 20 students have successfully completed 2 years of the physiotherapy curriculum - Early childhood education resources are improved in at least 20 communities - Extracurricular educational opportunities are expanded in 3-5 communities 	<ul style="list-style-type: none"> - SC monitoring records & project files - Health center records - Project evaluations - Transcripts of physiotherapy students 	<ul style="list-style-type: none"> - Bethlehem University remains open for sufficient periods, and the students receive travel permits from the Israeli authorities, so that students can complete 2 years of the curriculum in a 3-year period - Palestinians are able to find sources of funds for recurrent costs despite lowered donations in the wake of the Gulf Crisis
<p style="text-align: center;">OUTPUTS</p> <ul style="list-style-type: none"> - Health centers provided with material assistance - Community health workers trained - Physiotherapists trained - Preschool facilities improved - Preschool teachers trained - Libraries established for children 	<ul style="list-style-type: none"> - 1-2 health centers provided with material assistance - 30 community health workers trained - 20 physiotherapists enrolled in Bethlehem University program - 15 preschools assisted with renovation or materials - 20 preschool teachers received upgrading course - 3-5 libraries established 	<ul style="list-style-type: none"> - SC monitoring records & project files - Project evaluations 	<ul style="list-style-type: none"> - Bethlehem University is permitted by the Government of Israel to remain open most of the time
<p style="text-align: center;">INPUTS</p> <ul style="list-style-type: none"> - AID funding for project management and technical assistance - AID funding for subprojects - Matching funds and community contributions for subprojects 	<ul style="list-style-type: none"> - Approximately \$91,000 - \$175,000 - At least \$59,000 in cash and in-kind 	<ul style="list-style-type: none"> - Effort reporting time records - Training and workshop reports - SC financial reports - SC financial reports and community contribution records 	<ul style="list-style-type: none"> - US Government continues to assist Palestinians - International PVOs are able to work in the West Bank and Gaza

ANNEX 3. Waiver Requests

Save the Children expects to buy a maximum of three non-American vehicles under this grant which will require waivers. Assuming that availability remains the same, SC plans to buy three Volkswagen Golf vehicles. The cost is anticipated to be an average of \$9,000 per vehicle. SC cannot use American-made vehicles because there are no maintenance and repair facilities for them in the Occupied Territories, and restrictions imposed by the Israeli authorities on the movement of Palestinians make it impossible for those staff responsible for maintaining cars to travel to Israel.

ANNEX 4. Environmental Considerations

All proposed activities will comply with the requirements of the A.I.D. Environmental Procedures as outlined in Handbook 3.

ANNEX 5. Participant Training

All proposed training activities will comply with the requirements of A.I.D. Training Procedures as outlined in Handbook 10.