

CHAPTER 3 IMPLEMENTATION PLAN

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3 - 1 Construction Plan

3 - 1 - 1 Construction Policies

The Project is to build 25 low basic and high basic schools, having approximately 1,000 to 3,000m² of floor area in the West Bank in Three Construction Phases and to procure necessary school furniture and science laboratory equipment for each Project school. The Project shall be implemented under the construction plan that sufficiently reflects the implementation capabilities of the Palestinian side, local construction circumstances, and procurement situations. Taking into consideration what mentioned above the Project's construction plan shall be prepared based on the following principles and policies:

(1) Principles for Project Implementation

When the Project is approved by the Cabinet Meeting in Japan and when the Exchange of Notes for the Project is signed between the Government of Japan and the Palestinian Authority, the Project shall be implemented in accordance with the following principles:

- 1) The Project will be implemented under the Budgetary System of the Government of Japan in use of the funds from taxes paid by Japanese citizens.
- 2) MOE representing the Palestinian Authority contracts with a Japanese consultant firm. That firm will conduct detailed design of the Project based on the results of the Basic Design Study and assist MOE in selecting a construction contractor in addition to carrying out the supervision of Project construction.
- 3) Under the assistance of the above-mentioned consultant firm, MOE holds a competitive bidding with the pre-qualification evaluation and selects a Japanese national construction company. The Ministry makes a lump sum contract with the successful bidder and entrusts them to implement Project construction and procure school furniture and science laboratory equipment.

(2) Basic Policies for the Preparation of Construction Plan

- 1) In order to implement Project construction in a limited period, local consultants and contractors who are knowledgeable of local construction situations and procurement situations shall be utilized wherever much as possible.
- 2) Strict safety management, quality control and schedule management shall be carried out. For this purpose, a Japanese contractor shall effect maximum transfer of their technology.
- 3) For easy operation and maintenance of completed Project facilities, construction material and equipment, school furniture and science laboratory equipment shall be those produced or manufactured in the West Bank and Gaza Strip or those imported items that are usually available on local markets.

3 - 1 - 2 Matters to be Considered for Project Construction

Although the Middle East Peace Treaty is moving forward in a favorable direction, the international position of the Palestinian Authority is still in a delicate situation. It is still possible that certain problems may arise between Israel in the future. In the past when such problems arose, the border lines between Israel were closed and the Gaza Strip and the West Bank were isolated. In particular, as each municipality in the West Bank was isolated, traffic between the municipalities was impossible. If similar situations occur, procurement of construction materials and the hiring of workers may be immediately affected.

Unlike in the Gaza Strip, even if basic construction materials are stocked in the sites, the flow of construction workers may stop and it will be difficult to continue construction work. Thus, for the preparation of the Project construction plan, it is necessary to establish a sufficient construction time to complete the Project without interrupting the rules regarding the Government's fiscal year system, should such a situation occurs.

3 - 1 - 3 Scope of Works

(1) Work to be Borne by the Palestinian Side Based on the Principles of the Grant Aid Program

The following work items shall be borne by the Palestinian Side based on the Principles of the Grant Aid Program of the Government of Japan:

- 1) To secure school sites;
- 2) Ground preparation work (land reclamation including retaining wall construction);
- 3) To secure access roads;
- 4) To connect power supply, water supply, telephone, and sewer lines to each site;
- 5) To build fences around each site and build a gate to each school;
- 6) To plant trees and conduct landscape work;
- 7) To procure general use furniture and office equipment not included in the Project.

(2) Ground Preparation Work

Eight Project school sites are located on flat land and require no ground preparation work. As the other seventeen Project school sites are located on slopes, land levelling work shall be conducted prior to or simultaneously with building construction work. Land levelling work is in principle undertaken by the Palestinian side. However, if the Palestinian side conducts it, the following inconveniences may be created:

- 1) Land levelling work should be conducted precisely in accordance with the design. In particular, as excessive excavation may greatly reduce the bearing capacity of soil of the required ground level, checking of ground elevation needs to be carefully made. Insufficient compacting of embankments may cause ground subsidence. Insufficient strength of retaining walls may cause land failure or serious damage to buildings. However, as the Japanese consultant cannot be involved in the construction work to be undertaken by the Palestinian side, the consultant cannot confirm how the construction supervision has been carried out for ground preparation work. Thus, it is extremely difficult to secure the quality of ground preparation work above a certain level.

- 2) Due to the limitation of the Project construction period, it is impossible to wait for the preparation of detailed design of Project facilities until the completion of ground preparation work. The result of land levelling work may require design changes or additional construction work. However, it would be extremely difficult from the rules of the Grant Aid Program to secure an allowance of budgetary funds and extra time for unforeseen work.
- 3) It is efficient and economical to conduct ground preparation work simultaneously with foundation work: excavation for foundation work can be conducted together with cut work for ground preparation work then foundation back fill may be conducted together with land fill for ground preparation work. Further, it is time saving and efficient to simultaneously conduct retaining wall construction and building foundation construction because they involve several of the same work procedures.

If building construction work and land reclamation work are to be contracted independently, rework may become unavoidable and, as a result, construction cost saving and time shortening may not be achieved.

As mentioned above, if land levelling work is to be undertaken by the Palestinian side, it may interfere with the smooth implementation of the Project. Thus, it would be appropriate for land levelling work to be undertaken by the Japanese side except for some sites where such anxiety is not foreseen for the undertakings by the Palestinian side. If it is conducted by the Japanese side, schedule control, quality control and cost control for Project construction may efficiently be achieved.

(3) Securing of Access Roads

As Site No.9 Deir Istia does not connect to any road, an access road of 70m long to the sites shall be constructed:

Although No. 26B Mo'tah site faces an existing road, entry into the site would be impossible without removing the large chunks of rocks used for the retaining wall that were constructed at the time of rough site development work. Thus, an approximately 10m wide area shall be opened by using a bulldozer.

(4) Connection of Utility Lines

1) Amount of Work

The connection of electricity supply, water supply, telephone, and sewer lines to each school site shall be borne by the Palestinian side. The amount of the connection work to each school site is as shown in Table 3-1.

Table 3-1 Amount of the Work for Infrastructure (Unit: Meter)

Project Site	Electricity	Water Supply	Telephone	Sewage	Remarks
1 Tubas	10	10	10	-	
2B Seerees	10	By Vehicle	10	-	
3 Jenin	10	10	10	10	
6 Baqa Al-Sharqia	35	35	35	-	
7B Al-Hay Al-Janooby	10	10	10	10	
8 Al-Hadiqa	10	10	10	10	
9 Dairista	70	70	70	-	
10 Al-Ma'ajeen	100	100	100	80*	Discharged not treated
11 Aqraba	10	Well Water*	10	-	Exist. well at the site
12B Rafeedia	10	80	10	10	
14 Betonia	200	80	200	-	
16 Beit Luqia	10	10	10	-	
17B Anata	10	10	10	100	
18 Al-Nwai'meh	10	10	10	-	
19B Al-Mahd	10	10	10	10	
20B Sa'ir	10	10	10	-	
23 Kharas	50	80	2,000	-	Discharged not treated
21B Al-Moqata'eh	10	10	10	400*	Discharged not treated
22B Tarqomia(Al-Aqsa)	10	10	10	-	
24 Habaiel Al-Reyah	10	10	10	60*	
25B Abu Romman	100	100	100	400	
26B Mo'tah	10	10	10	-	
27 Raqa'a Al-Jadidah	150	150	150	-	
28B Al-Thaheria	10	10	10	-	
29 Ithna	10	10	10	-	

2) Boundary of Connection

The connection of electricity supply, water supply, telephone, and sewer lines to Project sites shall be made up to the following boundaries by the Palestinian side:

a) Electricity and Telephone Lines

① Electricity

The Japanese side will construct a pole inside each site along a road and will install a main distribution board and an ampere-hour meter, and undertake secondary wiring within the site.

The Palestinian side shall undertake the wiring outside each site and connect the lines to the ampere-hour meters.

② Telephone

The Japanese side will install a protector terminal device in a school building on each site and undertake secondary wiring within the site.

The Palestinian side shall connect wiring to the terminal of each school.

b) Water Supply

The Japanese side shall install a water meter and stop valve along a road, and undertake the piping inside each site.

The Palestinian side shall connect piping from an existing city water line to the said stop valve.

c) Sewer Line

In a sewer service area, sewerage can be directly discharged into the existing sewer line. The Japanese side will install a catch basin along a road within each site.

The Palestinian side shall connect piping from the catch basin to an existing sewer line outside the site.

(5) Exterior Work

- 1) All of the following exterior works shall be borne by the Palestinian side:
 - a) Construction of boundary walls and a gate at each site;
 - b) Construction of walkways in school grounds and the paving of basketball courts, parking lots, and approach roads;
 - c) Tree planting and landscape work;

- 2) As the construction of berm along a school building and a morning meeting platform comprises a part of building construction, the Japanese side will undertake this work.

(6) Others

Procurement of teaching materials, furniture for guests, computer units, copy machines, office equipment, and all other items that are not included in the Project shall be borne by the Palestinian side.

3 - 1 - 4 Consultant Supervision

Considering the project size to construct a total of 25 low basic and high basic schools throughout the West Bank of which the total floor area is 53,500 m², it is required for the Consultant to supervise the Project under close communication with the implementing organization, that is MOE, and to provide the contractor with proper technical guidance and timely instructions. Thus, the supervision will be provided as follows:

(1) General Supervision

1) Main Work

General supervision by the consultant includes overall schedule control, overall engineering guidance to the resident engineer, periodical reporting to JICA Headquarters, and other services related to the Project to be provided by the consultant's head office.

2) Management Organization

Consultant engineers in charge of the detailed design will provide the services under the supervision of the project manager who has been involved in the Project from the beginning of the Basic Design Study.

(2) Supervision by Resident Engineer

1) Work of Resident Engineer

Resident engineer's supervision includes daily construction supervision, shop drawing check, technical advice, approval of the project use materials and equipment, general technical guidance, periodical reporting to the Project Implementing Agency as well as the Japanese Embassy, interim and final inspection of the project work, and preparation of the supervision report.

2) Management Organization

A senior engineer involved in the detailed design will reside in the project area and will conduct the project construction supervision with the assistance of local consultants.

3 - 1 - 5 Procurement Plan

By taking into consideration the smooth progress of construction works and the easy operation and maintenance work of completed Project facilities, such as repair and replacement of parts, building materials and equipment units, science laboratory equipment and school furniture shall be those that are produced or manufactured in the Gaza Strip or West Bank or those imported items that are usually available in the markets in the West Bank.

The countries of origin of major materials and equipment are shown in Table 3-2.

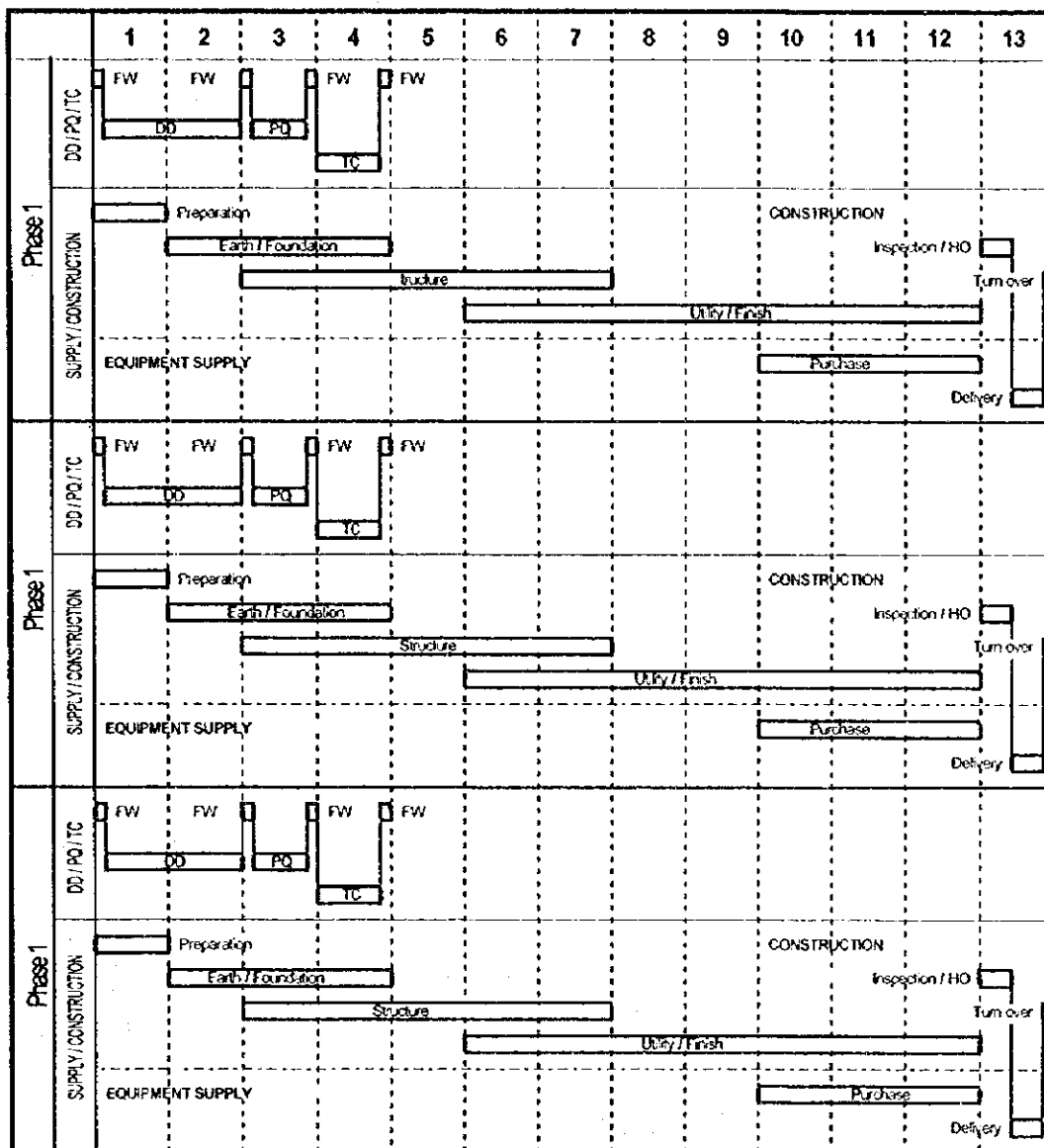
Table 3-2 Major Material and Equipment for the Project

Materials & Equipment	Area of Origin	Remarks	
Aggregate	Sand	Gaza	Good quality and plenty supply
	Gravel	West Bank	Good quality and plenty supply
Cement	Israel, Turkey, Jordan	Israel manufactures cement, but, Turkey and Jordan cement is also available on the local markets.	
Ready-mixed concrete	West Bank	There are ready-mixed concrete factories near the major towns. Costing in use of concrete pump is common in the area.	
Concrete block	West Bank	Concrete blocks are manufactured by using factories of Ready-mixed concrete.	
Steel bars	Israel	Israel made steel bars are available in the Project area.	
Lumber	-	Pine lumber is imported, and available on the local markets.	
Aluminum windows	Israel West Bank	Israel manufactured aluminum building material is available on the local markets.	
Steel doors	West Bank	Locally manufactured by using imported material.	
Wooden doors	West Bank	Locally manufactured by using imported material.	
Paint	Israel West Bank	Israel manufactured paint and also imported paint are available on the local markets.	
Waterproofing material	Israel	Israel manufactured products and also imported products are available on the local markets.	
Sanitary equipment	Israel	Israel manufactured products and imported products are available on the local markets.	
Pipes	Israel West Bank	European manufactured products are available on the local markets.	
Distribution panel	Israel West Bank	Locally manufactured by using imported materials.	
Electrical wires	Israel	Israel manufactured wires and also imported wires are available on the local markets.	
Lighting fixtures	Israel West Bank	Israel manufactured units and imported units are available on the local markets.	
Furniture	Gaza West Bank	There are five furniture manufacturers using imported materials. They have been providing the products to MOE.	
Science laboratory equipment	U.S.A. and others	Most equipment is manufactured in U.S.A., European countries, Israel, India, china, etc. There are four sales agents in the Project area who periodically supply those items and who maintain certain amounts of inventory. Thus, those items are considered as locally available items.	

3 - 1 - 6 Implementation Schedule

The Project is to build a total of twenty-five low basic and high basic schools in three phases: eleven schools in Phase I; eight schools in Phase II; and six schools in Phase III. The net period of construction will be eleven months in maximum and construction work shall commence simultaneously at all sites. The period of each phase will be thirteen months. Each phase proceeds in accordance with the same schedule as follows:

Table3-3 Project Implementation Schedule



FW: Filed works in the West Bank
TC: Tender and contract

DD: Detailed design and tender document preparation
PQ: Prequalification

3 - 1 - 7 Obligations of the Palestinian Authority

One of objectives of the Grant Aid of the Government of Japan is to support the self-help effort of the recipient countries. Based on this principle, the Government of Japan requests a reasonable amount of burden of the recipient countries. This principle is a rule to be fairly and uniformly applied to any recipient country in the world.

In view of this background, when the Government of Japan decides the implementation of the Project, the Palestinian Authority shall undertake the following:

- 1) To provide data and information necessary for the Project to the Japanese side. In particular, if any incident occurs or appears to occur between Israel, necessary information shall be immediately provided to the Japanese side and the Palestinian side shall guarantee the safety of Japanese nationals entering or staying in the Area for the purpose of implementing the Project.
- 2) To provide necessary land for the Project and secure right for building Project facilities on the land for MOE. By the field study, it was confirmed that rights for building school facilities were secured at every Project site. MOE shall maintain the right at each Project site as is, without hindrance.
- 3) To demolish and remove existing objects, clear trees, prepare ground, and build retaining walls on sites, as required, prior to commencing the construction.
- 4) To secure an access road to each site.
- 5) To undertake landscaping, construction of boundary walls, outdoor lighting, and other incidental outdoor work, if necessary.
- 6) To connect infrastructure lines, such as power supplies, water, telephones, sewerage, including incidental work, to each project site.
- 7) To secure teachers and administrative staff members as well as a sufficient amount of funds necessary for operating and maintaining completed project facilities including equipment that are to be procured by grant aid.
- 8) To bear commission to a Japanese bank for banking services based on the banking arrangement:

After the Exchange of Notes for the Project, the Palestinian Authority must immediately open an account in a Japanese foreign exchange bank. In addition, once a Japanese firm or individuals make a contract agreement with the Palestinian Authority for the Project, the Palestinian Authority must immediately issue the "Authorization to Pay " and pay advising commission and payment commission to the bank.

- 9) To ensure expeditious unloading of project use materials and equipment purchased by grant aid, exemption of taxes, customs clearance fees at the port of disembarkation, and prompt inland transportation.
- 10) To exempt Japanese juridical and physical nationals engaged in the Project from customs duties, domestic taxes including VAT, and other levies that may be imposed in the West Bank and the Gaza Strip to the supply of products and services under the verified contracts.
- 11) To provide every convenience to Japanese nationals engaged in the Project under the verified contract when they enter into or stay in the Palestinian Authority Territories to perform their work.
- 12) To give permission, approval, and other authorization that may be necessary for the project implementation.
- 13) To adequately and effectively use and maintain the project facilities and equipment under the responsibility of MOE.
- 14) To bear all costs necessary for the implementation of the Project excluding those that are to be borne by the Japanese side but including costs for such as land preparation, access road construction, infrastructure line connection, and other incidental work .
- 15) To obtain building permits from related municipalities to build school facilities at each project site under the cooperation of consultant prior to the commencement of construction. In addition, to obtain permits for use of completed facilities from relevant authorities, if necessary.
- 16) To provide expeditious assistance, decision, and judgement whenever requested by consultant for smooth project implementation.

3 - 2 Operation and Maintenance Plan

3 - 2 - 1 Operation and Maintenance System

The Project facilities will be operated and maintained by each school under the supervision of respective Directorate for Education.

(1) Operation Staff

1) School Operation System

- a) Each school is generally operated by the headmaster, teachers and other supporting staff.
- b) Schools for boys are basically operated by male staff and those for girls by female staff.
- c) Lower grade classes (up to Grade 4) are taught by class teachers and higher classes (Grade 5 and up) are taught by specialized subject teachers.

2) Number of Required Teachers

The number of teachers required for each Project school is calculated by assuming relations between the number of classes and teachers from the average assignment of existing schools. The relations are assumed as follows:

Type of School	Equation to Calculate No. of Teachers
Lower Basic School	No. of Classrooms x 1.1
Low Basic School	No. of Classrooms x 1.2
High Basic School	No. of Classrooms x 1.5
Combined Basic School	No. of Classrooms of low basic x 1.2 + No. of Classrooms of high basic x 1.5

The total number of teachers required for all 25 Project schools is calculated 483 based on the above equations.

3) Other Staff

In addition to teachers a headmaster(headmistress), a secretary and a janitor are general engaged in the school operation. Sometimes, a vice headmaster (headmistress) and an additional janitor are also assigned at a school as big as 17 classrooms or more. A counselor covering several schools, thus on a part-time basis for each school, is engaged in the mental care of pupils.

For the calculation of the required operation staff of the Project schools, it is assumed to provide two janitors to such a school as having 17 classrooms or more.

4) Staff to be Newly Recruited

For the operation of 25 new schools, 25 headmasters(headmistresses), 25 secretaries, 483 teachers, 36 janitors and 25 part-time counsellors are needed. However, as mentioned in the previous section, the Project school organization will be composed of those of the existing schools partly or entirely and thus, it is not necessary to recruit all the members as mentioned above. The staff newly or additionally required are as follows:

- a) 3 schools will newly be established as a result of the Project, thus 3 headmasters(headmistresses) and 3 secretaries are to be recruited.
- b) In order to abolish overcrowding classrooms and to absorb the natural increase of pupil enrollment, 96 classrooms will be newly constructed, thus 102 teachers are to be recruited.
- c) 18 new janitors are also required.

(2) Maintenance System of Project Facilities and Equipment

As a rule, maintenance of Project school facilities shall be conducted by each school. Minor maintenance work, such as daily cleaning and changing light bulbs, shall be conducted by the school staff. Funds necessary for such maintenance work are allotted from the school's budgetary funds that are managed by the school itself. When large repair work is requested by a school, the technical staff of the facility maintenance and management division of a concerned local education office evaluates the situation and carries out the repair work, if necessary. In some cases, the local municipality undertakes maintenance of facilities as per requested by schools by using the municipality's education tax funds.

Repair and maintenance of science laboratory equipment is normally conducted by teachers. Complicated repair work of expensive equipment items is usually undertaken by the agent who delivered the equipment.

Inspection and cleaning of computer units and copy machines are periodically conducted by technicians of MOE.

3 - 2 - 2 Operation and Maintenance Costs

(1) School Operation Costs

Annual costs necessary for the adequate operation and maintenance of the twenty-five low and high basic schools to be built under the Project are estimated as shown in the following table:

Table 3-4 Operation and Maintenance Cost

Cost Item	Detail Description	Cost US\$)	Basis of Estimation
Personnel Expenses		2,898,000	Number of staff×Average salary×12 months
Utility Costs	Water / 200 Days	32,000	20 L /pupil/day, \$2/m ³
	Electricity / 200 Days	79,000	20 WH/m ² , \$0.38/KWH
	Subtotal	111,000	
Office Supplies	Stationary	38,000	Assuming 10 NIS/pupil
Educational Materials	Textbooks, etc.	38,000	Assuming 10 NIS/pupil
Facility Repair	Light balls	12,000	1% of electrical work costs
	Paint repair	43,000	5% of painting work costs
	Roof waterproofing	7,000	5% of waterproofing work costs
	Building damage repair	8,000	1% of wood work and miscellaneous work costs
	Sanitary equipment repair	21,000	1% of sanitary installation work costs
	Subtotal	278,000	
Equipment Repair	school and furniture	30,000	5% of school furniture cost
	Science lab. equipment	10,000	10% of science laboratory equipment cost
	Subtotal	40,000	
	Total	3,216,000	

(2) Additional Funds to be Borne by MOE

Additional expenditures of MOE required as the result of Project implementation are a total of 1,038,000 US\$: 594,000 US\$ for personnel expenditure for new 126 staffs to be hired, US\$ 111,000 for utility fees, 318,000 US\$ for facility and equipment maintenance and repair costs and 15,000 US\$ for instrumentational materials and other office expenses required by the natural increase of pupil enrollment. Other costs that may be incurred in Project schools are those that are presently incurred in existing schools and are not attributed to Project implementation.

In view of the above, MOE must secure annually US\$ 100 million additional funds. Repair and maintenance costs mentioned above are expected average yearly figures over the next ten years. During the early period after Project school opening, actual costs may be far below the average figures. Furthermore, the repair and maintenance costs may be greatly reduced by conducting appropriate repair and maintenance work including periodical inspection and daily cleaning, and timely repair work. Thus, it is highly recommended to conduct appropriate repair and maintenance work.

**CHAPTER 4 PROJECT EVALUATION AND
RECOMMENDATION**

CHAPTER 4 PROJECT EVALUATION AND RECOMMENDATION

4 - 1 Project Effect

Five years have passed since the Interim Self-Government was established in the Gaza Strip and the West Bank. Various problems which arose as a result of the long-time occupation by Israel are being slowly but steadily solved by the efforts of the Palestinian people and by international cooperation. In the basic and secondary education sector, the different educational systems and curricula between the Gaza Strip and the West Bank were sought to be amalgamated. The educational systems were unified and the development of a new Palestinian curriculum started soon after the establishment of the Self-Government. The general principles of the new curriculum were announced in 1997, therefore, the reformation of textbooks was conducted. As a result, the new curriculum for first and sixth grade pupils will be adopted in the school year 2000/2001 and their classes will be taught using new textbooks.

Classroom shortages, that were one of the more severe problems for basic and secondary education, have considerably decreased through the construction of new school buildings under assistance from international organizations and other aid agencies. In particular, remarkable improvement has been seen in the Gaza Strip. Triple-shift classes which were prevailing there when the Interim Self-Government was established were eliminated by the 1996/1997 school year. In that year 90% of classes were taught in double shift. But, two years later, more than 35% of those classes were changed to single shift.

In the West Bank the classroom shortage was not so serious as in the Gaza Strip. School construction in the West Bank had been conducted in a less speedy manner compared to the Gaza Strip. As a result, the speed of school construction has not been able to catch with the increase rate of enrollment. During the past two years, although the number of double-shift classes decreased by 300 classes, the number of rented classrooms increased by approximately 120. Demands for classrooms during the 1997/1998 school year in the Gaza Strip and the West Bank are calculated as shown in the table below. Two thirds of the demand are in the West Bank. It can be said that the classroom shortage in the area is extremely serious.

Classroom demand and the Cause of Demand

Area	To Abolish Rented Facility	To Abolish Double Shift	To Rebuild Deteriorated Facility	Natural Increase of Enrollment	Total Classroom Demand
West bank	1,198	273	223	449	2,143
Gaza Strip	0	846	70	264	1,180
Total	1,198	1,119	193	713	3,323

Problems regarding the demand for classrooms to abolish rented classrooms and double-shift classes would be solved by constructing classrooms for these purposes. However, as the demand to rebuild deteriorated school buildings and the natural increase of enrollment arise annually, if this demand is not fulfilled, the demands will accumulatively increase. Thus, school construction is an urgent theme. Even to maintain the present educational situation, it would be necessary to construct more than 1,000 classrooms annually.

The Project is proposed to alleviate classroom shortages in the West Bank following the "Project for Construction of School Facilities for Basic Education in the Gaza Strip." The Project is to construct a total of twenty-five low basic, high basic and combined basic schools and provide school furniture and science laboratory equipment. The Project has been established for the purpose of contributing to the improvement of educational quality in the area through the improvement of the educational environment for pupils. Thus, it is judged to be worthwhile and meaningful to implement the Project under the Grant Aid Program of the Government of Japan from the following viewpoint:

- 1) Direct beneficiaries of the Project are the children of those residents who live around Project schools and who will attend schools to be constructed under the Project:

The Project is to provide 15,520 pupils with new classrooms by constructing 388 classrooms in 25 schools. As a result, approximately 9,900 pupils attending double-shift classes will be able to attend single-shift classes. Further, 7,950 pupils will be relieved from rented classrooms in a terrible environment and 2,150 pupils will be relieved from heavily deteriorated school buildings in a dangerous condition. There will be a total of 20,000 project beneficiaries and, in most cases, they will be relieved from overcrowded classrooms.

2) By the school year 2002/2003 when the Project is completed, the accumulated number of demands for classrooms in the West Bank will be as follows:

Rented classrooms to be abolished:	1,198
Classrooms to abolish double shift:	273
Deteriorated classrooms to be rebuilt:	1,115 (223 rooms × 5 years)
Classrooms for natural increase of pupils:	2,245 (449 rooms × 5 years)
<u>Total:</u>	<u>4,831</u>

The Project is to construct 388 classrooms that are equivalent to 8.0% of the above-shown demands for classrooms. Through this Project, the classroom shortage problems will be improved as follows:

- a) 156 of the 388 classrooms will be constructed to abolish rented classrooms. This will reduce the number of rented classrooms by 13.0%.
 - b) 143 of the 388 classrooms will be constructed to eliminate double-shift classes. As a result, 52.4% of the presently held double-shift classes will be eliminated.
 - c) 63 of the 388 classrooms will be built to replace deteriorated classrooms or physically inadequate classrooms where 47 classes are taught.
 - d) As there is no school near Project Site No. 18, children in the area have to walk long distances to attend the nearest school in a neighboring area. Thus, 13 classrooms will be built under the Project to solve this problem.
- 3) The Project is to improve the educational environment by constructing not only ordinary classrooms but also specific rooms, such as science laboratories, multipurpose rooms and libraries as well as providing educational furniture and science laboratory equipment.

In parallel with the Project, the curriculum development and textbook reformation are under way. In addition to this, if the quality of teachers is improved by conducting teacher retraining, it is expected that the Project facilities, and equipment will be more efficiently utilized and, as a result, the quality and effects of education in the Project schools will be greatly improved.

- 4) As most of the Project schools aim to abolish double-shift classes, rented classrooms and deteriorated school buildings, all or part of those existing schools will move into new Project schools. Thus, any teacher to be newly hired for the Project schools will be solely to meet the natural increase of pupils and no teachers need to be hired for other purposes.

Operation and maintenance costs necessary for all Project schools are estimated to be \$3,216,000 per year. However, only one third of the estimated costs (approximately \$1,040,000) needs to be financed by new budgetary funds. This figure is equivalent to 0.8% of the annual budgetary funds of MOE.

Approximately \$590,000 of the \$1,040,000 will be allotted for the personnel expenditure of 126 new teachers to be hired. MOE has annually hired approximately 1,600 new teachers to meet the natural increase of enrollment.

This teacher recruitment has been approved by the Palestinian Authority and will be continued in the future. Thus, it will be able to secure new teachers for Project schools. Approximately \$320,000 will be needed for facility and equipment maintenance costs. This figure is the annual average cost for the first ten-year period. Facility and equipment maintenance costs that are actually needed during the early years after the completion of the Project would be far smaller than this figure. Further, this figure is only 6% of the annual educational taxes which total 5 million dollars. Thus, it is expected that the Municipalities will support the facility and equipment maintenance costs.

In addition to the facility and equipment maintenance costs, approximately \$110,000 for utility costs and \$20,000 for office supplies and consumable educational materials will be needed. These costs, including minor maintenance costs such as replacing light bulbs and broken window glass, will be easily financed by school fee funds (approximately \$100,000 for 25 schools) paid by the parents of pupils and the earnings of canteens (approximately \$100,000) as well.

In view of the above, it can be said that the amount of money that will be necessary for both adequate operation and maintenance of Project facilities is secured. Further, various kinds of human resources, including teachers, are abundant in the West Bank and there will be no problem in securing a sufficient number of additional staff.

- 5) For the implementation of the Project, the total amount of money to be borne by the Palestinian Authority during its three phase periods will be approximately 1.86 million dollars. This amount should be financed by the Palestinian Authority. Although MOE is not provided with development funds from the national treasury as a general principle, as MOE once received an approximate total of \$590,000 as a development budget for the extension of MOE Office Building and some school buildings in the Gaza Strip during the 1997 fiscal year, it should not be impossible for MOE to be allocated the development budget and to secure the funds required. As a rule, the Grant Aid Program of the Government of Japan requests a reasonable amount of burden from grant recipient countries for implementing projects. Based on the rule, the Palestinian Authority is required to secure the above-mentioned funds.

The above-mentioned amount of money to be borne by the Palestinian Authority is the total amount covering a three-year period. Its annual average is, thus, \$620,000 which is less than 0.5% of the total annual budgetary funds of MOE. Thus, it is considered that the amount of money to be borne by the Palestinian Authority will not constitute a heavy burden on government finance.

In view of the above, as the Project will have a positive effect and satisfy the requirements of the Grant Aid Scheme of Japan, it is judged to be worthwhile and meaningful to implement the Project under the Grant Aid Program of the Government of Japan.

4 - 2 Recommendation

As examined in the previous sections, the Project is expected to have a positive effect and is thought to be appropriate for implementation under the Grant Aid Program of the Government of Japan. If further efforts by the Palestinian Authority would be made for the following items, smoother Project implementation and more efficient operation of Project facilities could be expected:

(1) Complete Implementation of Undertakings to be Borne by the Palestinian Side

In accordance with the rules of the Grant Aid Program of the Government of Japan, some land preparation work, installation of infrastructure to Project sites, paving of basketball courts, walkways, courtyards and parking lots, and other exterior work, including boundary walls and gate construction, tree planting and landscaping work, should be included in work to be undertaken by the Palestinian side. Without accomplishing this, the operation of Project facilities would be impossible and Project schools would not function properly. Thus, timely completion of these works, including the securing of necessary funds, by the Palestinian Authority is strongly advised. In particular, as a development budget is not allocated to MOE, the efforts of the entire Palestinian Authority, including the Ministry of Finance, to ensure secured funds for the undertakings is absolutely necessary.

(2) Securing of Operation and Maintenance Funds and Appropriate Operation and Maintenance Work

Additional operation and maintenance costs for school facilities to be constructed by the Project will amount to an annual \$1,040,000. This figure is small compared to the annual budgetary fund of MOE (130 million dollars). However, as it is essential for the proper operation of the Project schools, MOE shall secure it by any means. At the same time, it is greatly desired that each Project school conducts daily cleaning and an inspection of school facilities in addition to ensuring repair work at an early stage, thereby cutting back on school operation and maintenance costs.

APPENDICES

1. MEMBER LIST OF THE STUDY TEAM

1. MEMBER LIST OF THE STUDY TEAM

Field Survey Team (April 10 through May 22, 1999)

Mitsuru Hagino	Leader	Development Specialist, Japan International Cooperation Agency (JICA)
Masao Okui	Chief Consultant/ Architectural Design and Facility Planner	Mohri, Architect & Association, Inc.
Chiaki Miwa	Education & Equipment Planner	Mohri, Architect & Association, Inc
Kazuna Koizumi	Facility Planner 1	Mohri, Architect & Association, Inc
Hisafumi Michikawa	Facility Planner 2	Mohri, Architect & Association, Inc
Yoshihiro Tani	Facility Planner 3	Mohri, Architect & Association, Inc
Yoshiaki Ichibagase	Procurement Planner and Quantity Surveyor	Mohri, Architect & Association, Inc

Draft Final Report Consultation Team (August 29 through Sept. 9, 1999)

Katsuo Shoji	Leader	Deputy Director, First Project Management Div., Grant Aid Management Dept., Japan International Cooperation Agency (JICA)
Masao Okui	Chief Consult Architectural Design and Facility Planner	Mohri, Architect & Association, Inc.
Kazuna Koizumi	Facility Planner 1	Mohri, Architect & Association, Inc
Yoshiaki Ichibagase	Procurement Planner and Quantity Surveyor	Mohri, Architect & Association, Inc

2. SURVEY DIARY

2. Survey Diary (1) Field Survey

No.	Date	Wk.	Leader	Chief Consultant Architectural Design & Facility Planner M. Okui (B)	Education & Equipment Planner C. Miwa (C)	Facility Planner 1 K. Koizumi (D)	Facility Planner 2 H. Michikawa (E)	Facility Planner 3 Y. Tani (F)	Procurement Planner & Quantity Surveyor Y. Ichibagase (G)
1	Apr. 10	Sat	Vienna (LH688) → Tel Aviv 16:45	Narita 12:10(AF275) → Paris 17:10					Same as B
2	11	Sun	Internal Meeting	Paris 10:00(AF1992) → Tel Aviv 15:35					Same as B
3	12	Mon	Meeting w/ JICA Gaza Office, Courtesy Call on MOPIC in Gaza Visit to Gaza Project Schools						Same as B
4	13	Tue	Courtesy Call & Meeting w/ M/o Education, Courtesy Call on Qalqilia Educational Office, Site Visit in Qalqilia, Inspection on Similar Facilities by EU & Netherlands and Meeting with Local Consultant						Same as B
5	14	Wed	Meeting w/ UNRWA in Jerusalem, Site Inspection at Ramallah and Meeting w/ M/o Education on the Explanation of Inception Report						Same as B
6	15	Thu	Courtesy Call on Hebron Educational Office, Site Inspection at Hebron & Bethlehem and Inspection on Similar Facilities by UNDP & Private Sector				Narita 12:10(AF275) → Paris 17:10		Same as B
7	16	Fri	Meeting with WB, EU, UNDP in Jerusalem				Paris 10:00 (AF1992) → Tel Aviv 15:35		Same as B
8	17	Sat	Internal Meeting						
9	18	Sun	Meeting w/ MOE on Minutes of Discussions at Ramallah	Meeting w/ MOE, Local Consultant (Measurement, Boring)					Same as B
10	19	Mon	Signing of Minutes of Discussions, Report to EOJ & JICA Office	Meeting w/ M/o Education for the Schedule of Site Survey					
11	20	Tue	Tel Aviv 7:25 (AF1193) → Paris 11:25 Paris 13:30 (AF276) → Tokyo 9:10	Same as D	Meeting w/ MOE, WB, UNDP	Inspection on the School Project by Norway			
12	21	Wed		Meeting w/ Community (Ramallah) 14, 16 Stay Jerusalem	Joint Site Survey (Ramallah) 14, 16 Stay Jerusalem	Survey on the Exist. Facilities (Ramallah) 14, 16 Stay Jerusalem			Same as D
13	22	Thu		Meeting w/ Community (Bethlehem) 19, 20 Stay Jerusalem	Site Survey (S. Hebron) 27 Stay Jerusalem	Site Survey (Hebron) 25, 22 Stay Jerusalem	Survey on the Exist. Facilities (Bethlehem) 19, 20 Stay Jerusalem	Site Survey (Ramallah) 15, 17 Stay Jerusalem	
14	23	Fri		Data Analysis & Meeting among Team Members at Bethlehem (Stay Ramallah)	Meeting on Cost Estimation (Hebron) 22, 24 Stay Jerusalem	Site Survey (S. Hebron) 26, 28 Stay Jerusalem	Site Survey (Salfeet) 9 Stay Nablus	Survey on the Exist. Facilities (Hebron) 22, 24 Stay Jerusalem	Meeting on Cost Estimation (Hebron) 22, 24 Stay Jerusalem
15	24	Sat		Meeting w/ Local Consultant (Hebron) 21, 23 Stay Ramallah	Meeting w/ Community (S. Hebron) 27, 26 Stay Jerusalem	Survey at Local Authorities (Hebron) 13, 11 Stay Nablus	Site Survey (Nablus) 13, 11 Stay Nablus	Survey on the Exist. Facilities (Hebron) 21, 23 Stay Jerusalem	Site Survey (Bethlehem) 19, 20 Stay Jerusalem
16	25	Sun		Maps & Information Gathering (S. Hebron) 27, 26 Stay Ramallah	Meeting w/ Community (S. Hebron) 27, 26 Stay Jerusalem	Site Survey (Qalqilia) 7, 8 Stay Nablus	Site Survey (Nablus) 10, 12 Stay Nablus	Survey on the Exist. Facilities (S. Hebron) 27, 26 Stay Jerusalem	Survey at Local Authorities (Bethlehem) Stay Jerusalem
17	26	Mon		Data Analysis (S. Hebron) 28 Stay Ramallah	Meeting w/ Community (S. Hebron) 28 Stay Jerusalem	Site Survey (Tulkarem) 4 Stay Nablus	Site Survey (Nablus) 1, 2 Stay Nablus	Survey on the Exist. Facilities (S. Hebron) 28 Stay Jerusalem	Site Survey (Hebron) 24 Stay Jerusalem
18	27	Tue		Meeting w/ MOE (Jenin) 3, 1 Stay Ramallah	Meeting w/ Community (Jenin) 3, 1 Stay Jerusalem	Site Survey (Tulkarem) 5, 6 Stay Ramallah	Survey at Local Authorities (Nablus) Stay Nablus	Survey on the Exist. Facilities (Jenin) 3, 1 Stay Jerusalem	Site Survey (Hebron) 23, 21 Stay Ramallah
19	28	Wed		Site Survey (Jericho) 18 Stay Ramallah	Meeting w/ Community (Qalqilia) 4 (Tulkarem) 8 Stay Nablus	Same as B Stay Ramallah	Site Survey (Jenin) 3 Survey of Local Authority (Jenin) Stay Nablus	Same as C Stay Nablus	Site Survey (Hebron) 23, 21 Stay Ramallah
20	29	Thu		Data Analysis & Meeting among Team Members (Stay Nablus)					Tel Aviv 7:30 (AF1193) → Paris 13:30 (AF276) →
21	30	Fri							Narita 9:10
22	May 1	Sat							

Field Survey (Continued)

No.	Date	Wk.	Leader	Chief Consultant Architectural Design & Facility Planner	Education & Equipment Planner	Facility Planner 1	Facility Planner 2	Facility Planner 3	Procurement Planner & Quantity Surveyor
			M. Hagino (A)	M. Okui (B)	C. Miwa (C)	K. Kozumi (D)	H. Michikawa (E)	Y. Tani (F)	Y. Ichibagase (G)
23	2	Sun		Meeting w/ MOE Stay Ramallah	Meeting w/ Community (Nablus) 11, 13 Stay Nablus	Data Analysis Stay Nablus		Survey on the Exist. Facilities (Nablus) 11, 13 Stay Nablus	
24	3	Mon		Analysis on Each School Site Stay Ramallah	Meeting w/ Community (Ramallah) 17 (Salfeet) 9 Stay Ramallah	Meeting w/ MOE Stay Ramallah		Survey on the Exist. Facilities (Ramallah) 17 (Salfeet) 9 Stay Ramallah	
25	4	Tue		Meeting w/ Local Consultant Stay Ramallah	Data Analysis Stay Ramallah	Same as B		Data Analysis	
26	5	Wed		Meeting w/ MOE					
27	6	Thu		Meeting w/ MOE	Data Collection at MOE	Data Analysis		Data Analysis	Narita 12:10 (AF275) → Paris 17:10
28	7	Fri		Data Analysis	Meeting w/ EU			Tel Aviv 17:30 → Paris 21:30	Paris 10:00 (AF1992) → Tel Aviv 15:35
29	8	Sat		Meeting w/ MOE	Data Collection at MOE	Meeting w/ MOE		Paris 13:20 (AF276) →	Meeting w/ Local Consultant
30	9	Sun		Survey on the Exit Facilities (S. Hebron) 21B, 29		Same as B	Site Survey (S. Hebron) 21B, 29	Narita 8:00	Meeting w/ MOE regarding Equipment
31	10	Mon		Inspection on Sites & Exist. Facilities 26, 27, 28		Survey at Local Authorities (S. Hebron)	Survey at Local Authorities (Hebron)		Meeting & Data Collection at MOE
32	11	Tue		Inspection on Sites & Exist. Facilities 4, 6		Meeting w/ MOE	Survey at L.o. Authorities (Ramallah)		Meeting w/ MOE regarding Science Equip.
33	12	Wed		Inspection on Sites & Exist. Facilities 1, 2, 3, 11, 13	Tel Aviv 17:30 (AF1193) → Paris 21:30	Site Layout Planning	Survey at Local Authorities		Survey on the Exist. Facilities (Nablus, Jenin) 1, 2, 12, 13
34	13	Thu		Meeting w/ MOE	Paris 13:20 (AF276) →		Site Layout Planning		Inspection on Factories
35	14	Fri		Survey on Add. School / Exit Facilities 19B (Bethlehem)	Narita 8:00		Survey on Add. School Site 19B (Bethlehem)		Same as B
36	15	Sat		Survey on Add. School / Exit Facilities 5B (Tulkarem)			Survey on Add. School Site 5B (Tulkarem)		
37	16	Sun		Survey on Add. School / Exit Facilities 5B (Hebron) 20B (Al-Ram) 17B			Survey on Add. School Site 5B (Hebron) 20B (Al-Ram) 17B		
38	17	Mon		Meeting w/ MOE regard. Site layout Plans		Same as B	Tel Aviv 17:30 (AF1193) → Paris		Meeting w/ MOE & Local Consultant and Data Collection
39	18	Tue		Inspection on Schools by UNRWA & Grass Roots Assistance			Paris 13:20 (AF276)		
40	19	Wed		Final Meeting w/ MOE			→ Narita 8:00		Same as B
41	20	Thu		Report to FOJ & JICA Office Tel Aviv 17:30 (AF1193) → Paris 21:30					
42	21	Fri		Paris 13:20 (AF276) →					
43	22	Sat		Narita 8:00					

(2) Consultation of Draft Final Report

No.	Date	Wk.	Major Activities
1	Aug. 29	Sun	Narita 12:10(AF275) → Paris 17:10
2	30	Mon	Paris 10:00(AF1992) → Tel Aviv 15:35 Internal Meeting
3	31	Tue	Meeting w/ JICA Gaza Office, Courtesy Call on MOPIC in Gaza, Visit to Gaza Project Schools
4	Sep. 1	Wed	Courtesy Call & Meeting w/ M/o Education, Submission of Draft Final Report, Meeting on Schedule Confirmation of Land Ownership Documents, Courtesy Call on Ministry of Finance
5	2	Thu	Visit to Project Sites (No 20 Obedia, No 24 Habakel Al-Ryah, No 27 Raga, and others)
6	3	Fri	Internal Meeting
7	4	Sat	Meeting with M/o Education on Draft Report, Visit to Ministry of Finance
8	5	Sun	Meeting on Minutes of Discussions, Visit to Site (No 23 Kharas)
9	6	Mon	Meeting on Minutes of Discussions, Courtesy Call on UNDP
10	7	Mon	Signing of Minutes of Discussions, Report to FOJ & JICA Office, Tel Aviv 17:30 (AF1193) → Paris 21:30
11	8	Tue	Paris 13:20(AF276) →
12	9	Wed	Narita 8:00

3. LIST OF PARTIES CONCERNED IN THE PROJECT AREA

LIST OF PARTIES CONCERNED IN THE PROJECT AREA

(1) PALESTINIAN OFFICERS

Ministry of Education, Ramallah

Dr. Naim Abu-Hommaus	Deputy Minister of Education
Mr. Mutee Abu Hejleh	Assistant to Deputy Minister of Education
Mr. Fawaz Mujahed	Director General of Buildings and Projects
Mr. Shahin Shahin	Director of Educational Buildings, DGBP
Mr. Salam Abu Zahra	Vice-Director for Projects, DGBP
Mr. Rami Bathish	Head of Project Division, DGBP
Ms. Hanan Yamin	Architect, DGBP
Ms. Lucia Hijazi	Director General of Education Planning
Mr. Walid Zagha	Director General of General Education
Mr. Kahlil Abu Libdeh	Director, DGGE
Mr. Aziz Al-Assa	Head of Division of Basic Education, DGGE
Mr. Subhi Kayed	Director General of Educational Technology
Mr. Nidial Shoukel Maswadeh	Deputy Director of Instructional Media Department, DGET
Mr. Mahmoud Dawad	Deputy Director of Laboratories and Libraries, DGET
Mr. Nasir Alalem Arimawi	Head of Media Division, DGET
Mr. Amjad Al-Masei	Head of Computer Division, DGET
Dr. Said A. Assaf	Director General of Training and Supervision
Mr. Naser Awad	Director of Vocational, DGTS
Mr. Mohammed Jubran	Director of Finance
Mr. Basri Saleh	Director, Assessment and Evaluation Center
Dr. Salah Yassin	Director General, Palestinian Curriculum Development Center
Mr. Othman Amer	Chief of English Education Department, PCDC
Mr. Khalil Mahshi	Director General of International and Public Relations
Ms. Saida Affounch	Five-year Plan Unit Coordinator, DGIPR

Directorate of Education, Jenin

Mr. Ahmad Mosleh	Head of Building Division
Mr. Tharwat Zaid Keilani	Head of Planning
Mr. Sager Abed	Engineer

Directorate of Education, Tulkarem

Mr. Husni S. Badran	Director
Mr. Mohammed A. Salah	Head of Building Department

Directorate of Education, Qalqilia

Mr. Mohammad Y. Alia	Director
Mr. Yousef M.A. Odeh	Technical Deputy Director
Mr. Nidal Ibrahim Hilal	Administrative Deputy
Mr. Mohammad Al-haj Qasem	Directorate Engineer
Mr. Muna Afana	Head of General Tech. Education
Ms. Khetam Shraim	Head of Education Planning

Directorate of Education, Salfcet

Mr. Jamal Asa'd Tarif	Director
Mr. Farid Ayyash	Technical Deputy
Mr. Ibrahim Abdulsalam	Administrative Deputy
Mr. Muhammad Qadous	Engineer
Mr. Nafiz Ayoub	General Education

Directorate of Education, Nablus

Ms. Reema El- Keilani	Director of Education
Mr. Husein Abdel Heq	Head of Building and Project Section
Mr. Abdel Ghani Suleiman	Head of Planning and Statistic Section
Mr. Samir Mansour	Engineer
Mr. Husein Abdel-Haq	Engineer

Directorate of Education, Ramallah

Mr. Mosa Jamhour	Director of Education
Mr. Bassam Sarhan	Head of Building Division
Mr. Hababeh Fayez	Engineer
Ms. Ghada Elayan	School Health Supervisor
Mr. Mahdim Hamdan	Statistical Employer
Mr. Fayig Abusalem	Assistant

Directorate of Education, Al-Ram

Mr. Hazim Ajaj	Assistant Director
Mr. Amin Abu-Sadah	Engineer

Directorate of Education, Jericho

Mr. Mohammad Awaidat	Director
Mr. Mohammad Al Hawash	Exam Department
Mr. Daud Almusri	Engineer Department
Mr. Hassan Muhmad Said	Head of Local Council

Directorate of Education, Bethlehem

Mr. Mohammed Al Dibs	Director
Mr. Sami Kamel Muroua	Training Supervisor
Mr. Naim Amira	Head Section of Student Activities
Mr. Mohammad Al Asbah	Architect

Directorate of Education, Hebron

Dr. Taysser Meswadeh	Director
Mr. Mohammad Badawi Fanoun	Deputy Director
Mr. Atef Jibreen Al-Jamal	Head Section of General Education
Mr. Khalil Mohammad Doufesh	Head Section of Supervision Section
Mr. Omar Ahmad Nayroukh	Head of Building Division
Mr. Mohammad Qaqoar	Statistic and Planning section
Mr. Majed Maraqa	Civil Engineer

Directorate of Education, South Hebron

Mr. Khalil Thamizy	Director
Mr. Mohid Ismail Roumi	Deputy Director
Mr. Jamal M. Amro	Head of General Education
Mr. Fawizi Ghanib	Head of Building Division
Mr. Ayed A. Al-Fadeeh	Counselor Education
Ms. Nazmyeh Said	Engineer

Ministry of Planning and International Cooperation, MOPIC

Mr. Waleed Siam	Director General
Mr. Yassir M. Najjar	Director of Project Formulation & Monitoring Department

Ministry of Labor

Mr. Mazen Hashweh	Expert Team on Vocational Training
-------------------	------------------------------------

Ministry of Finance

Dr. Atef Alawneh	Deputy Minister
Mr. Naser A. Tahboub	Director General of Custom and VAT
Mr. Mohammad R. Amro	Legal Advisor, Ministry of Finance
Mr. Mouwya F. Qawami	Assistant DG of Custom and VAT
Mr. Mohmaoud Nofol	Assistant DG of International Relations

Ministry of Local Government

Mr. Ali Barakat	Director General of Urban Planning Department
Mr. Maher Jaber	Engineer

Local Government in Jericho

Mr. Yousuf Farah Director
Mr. Ismail Solaiman Head of Building Inspection Division

Municipality of Jenin

Mr. Wasfi I. H. Khabaha Director of Engineering

Municipality of Tubas

Mr. Diab A. Abu Khaizaran Mayor

Municipality of Atteel

Mr. Jamal Abu-Hajji Mayor
Mr. Ahid M. Faris Engineer

Municipality of Tulkarem

Mr. Muayad Hussain Mayor
Mr. Ammar Khamis Engineer

Municipality of Baqa Al-Sharkia

Mr. Faris S. Kurdakji
Mr. Yousif Bawakneh Engineer

Municipality of Deir Istia

Dr. Nafith Mansour Mayor

Municipality of Nablus

Mr. Mahar Hanbali City Engineer
Mr. Omer Shikah Engineer
Mr. Abed Alkahman Skaraf
Ms. Samar Tobasi Chief Planner

Municipality of Aqraba

Mr. Gholeb Ibrahim Mayor

Municipality of Bany Zaid

Mr. Abdel Karim Rimawi Mayor
Mr. Sami H. Shoaibi Secretary
Mr. Isam Ata Rimawi Engineer

Municipality of Betonia

Mr. Arafat Khalaf Mayor
Mr. Yousef Khudair Jubah Deputy Director
Mr. Salem Jon'a Engineer

Municipality of Beit Lukia

Mr. Jaber Assy Mayor

Municipality of Bethlehem

Mr. Hanna J. Nasser Mayor

Municipality of Obeidia

Mr. Ali Hassassneh Mayor

Municipality of Al Ta'amra

Mr. Ali Abu Rmaise Mayor
Mr. Mohammad Mahmoud Thweih Civil Engineer
Mr. Mohammad Ahmed Thweih Clerk

Municipality of Al-Ubeidieh

Mr. Ali Hasasneh Mayor
Dr. Hussein Jaddu Assistant Professor, Al-Quads University

Municipality of Turqomia

Mr. Mohammed Hauahreh Mayor
Mr. Mohammed Qabajeh Engineer

Kharas Village Council

Mr. Issa Mahmoud Abu Al Jarayesh Mayor

Municipality of Sari

Mr. Fahmi Shalaldah Mayor
Mr. Shafiq Jaradat Engineer

Municipality of Heron

Ms. AFA Obeidat Director of Public Relations
Mr. Ami Neirukh Engineer
Mr. Bazam Al-Jubeh Civil Engineer

Municipality of Beit Ola

Mr. Mohammed M. Amleh Mayor

Municipality of Ithna

Mr. Jamal Al Tomaze Mayor
Mr. Mhamad Al Asawdeh Engineer
Mr. Mhamad Tomaze Engineer

(2) JAPANESE OFFICERS

Mr. Katsuyoshi Hyashi Councilor, Embassy of Japan in Israel
Mr. Kohei Sato Secretary, Embassy of Japan in Israel
Mr. Shigeru Okamoto Resident Representative, JICA Gaza Office
Mr. Toshiya Abe Assistant Resident Representative, JICA Gaza Office

(3) INTERNATIONAL ORGANIZATION OFFICERS**UNRWA / WEST BANK**

Mr. Richard Cook Director of UNRWA Operations
Mr. Muhammad Beidas Deputy Chief, Field Education Program
Mr. Sami Mshasha Public Information
Mr. Kumar Perera Field Technical Officer
Mr. Nasser Jarallah Project Officer

EU

Mr. Neil Bolland Infrastructure Expert, EC. Media
Mr. Khalil Nakhleh Education Team Leader

UNDP

Mr. Walid Hasna Chief Engineering Unit
Mr. Johny Theodory Projects Manager
Mr. Leonardo Hosh Head of Rural, Agricultural, and Economic Development
Mr. Youil Anastas PMO, Economic Development
Mr. Khaled Shahwan Operation Officer
Mr. Khalil Ghanam Finance Officer

World Bank

Mr. Kuinsley Robothan Task Manager
Mr. George Awwad Project Officer
Mr. Kanthan Shankar Task Manager / Environmental Engineer
Mr. Hisham Labadi Project Officer

4. MINUTES OF DISCUSSIONS

Minutes of Discussions
on
The Basic Design Study on the Project for Construction
of
School Facilities for Basic Education
in
the West Bank

In response to a request from the Palestinian Interim Self-Government Authority (hereinafter referred to as "PA"), the Government of Japan has decided to conduct a Basic Design Study on the Project for Construction of School Facilities for Basic Education in the West Bank (hereinafter referred to as "the Project"), and entrusted the study to Japan International Cooperation Agency (hereinafter referred to as "JICA").

JICA sent to the West Bank a Basic Design Study Team headed by Mr. Mitsuru HAGINO, Development Specialist, JICA, which is scheduled to stay in the West Bank from 10 April to 17 May, 1999.

The team held a series of discussions on the Project with the officials concerned of PA and conducted a field survey at the study area.

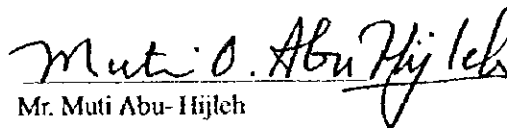
As a result of discussions and field survey, both parties confirmed the main items described on the attached sheets.

The Team will proceed to further work and prepare the Basic Design Study Report.

Ramallah, 19 April, 1999

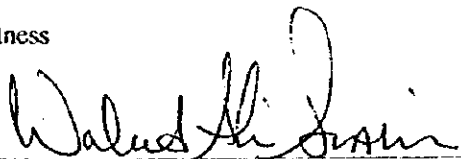


Mr. Mitsuru Hagino
Leader
Basic Design Study Team
Japan International Cooperation Agency



Mr. Muti Abu-Hijleh
Assistant to Deputy Minister-West Bank
Ministry of Education

Witness



Mr. Waleed A. Siam
Director General
International Cooperation
Ministry of Planning and International Cooperation

ATTACHMENT

1 Objectives of the Project

The objectives of the Project are to improve the educational environment of basic schools (grade 1-10) in the West Bank by constructing buildings in existing and new basic schools and providing basic equipment for the project facilities, and to contribute to the human resources development.

2. Responsible and Executing Organization

The responsible and executing organization of the Project is the Ministry of Education (MOE). After the implementation, MOE will be responsible for the maintenance of the school buildings and equipment granted under the Japan's Grant Aid.

3. Sites of the Project

The twenty-eight (28) sites in the West Bank listed in Annex-1 have been confirmed as the candidate sites to be surveyed for the Project. The location of each site is shown in Annex-2.

4. Contents of the Request by the Ministry of Education (MOE)

- (1) After a series of discussions, MOE requested the items attached as Annex-3.
- (2) Both Sides have agreed on the criteria for the basic design of the Project as follows.
 - a) The project sites will be examined in accordance with the criteria attached as Annex-4.

The project sites will not be either changed or added after the study team completes the field survey. If any project site is found inappropriate based on the criteria of Annex-4 after the completion of the field survey, the site shall be automatically withdrawn.
 - b) The buildings will be designed in accordance with the criteria attached as Annex-5.
 - c) The items of equipment will be selected in accordance with the criteria attached as Annex-6.

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- (3) The final contents of the Project will be decided by the Japanese side at its discretion.

5. Japan's Grant Aid Programme

MOE has understood the system and the characteristics of Japan's Grant Aid Programme explained by the Team attached in Annex-7.

6. Necessary Measures to Be Taken by PA

- (1) On condition that the Grant Aid Programme by the Government of Japan is extended to the Project, PA will take the necessary measures described in Annex-8 for smooth implementation of the Project. However, the number 3 and 6 therein should be further studied in conjunction with the request of PA which is described in Item (4) of Annex 3(A). The implementing agency will secure the proper and effective operation and maintenance of the buildings as well as the equipment provided under the Project.
- (2) Since the allocation of teaching and administration staff members is one of the most important measures to be taken by MOE for the Project, MOE should submit to the study team a detailed plan with the budget estimation for the new employment as well as the transfer of staff already employed before the completion of the field survey.
- (3) MOE assigns (a) officer(s), who is in charge of the Project and responsible to supervise the construction and maintenance of the basic schools in the West Bank, to accompany the study team surveying the Project sites and the existing schools.
- (4) For the smooth operation while surveying the existing schools, MOE shall secure that school masters, teaching and administration staff assist the survey. MOE shall also support the study team for conducting interviews with parents and representatives of communities.

7. Further Schedule of the Study

- (1) JICA will prepare a draft report of the Study, and dispatch a mission in order to explain the contents to the Palestinian side around July, 1999.
- (2) In case that the contents of the report is accepted in principle by PA side, JICA will complete the final report of the Study and will send it to PA around November, 1999.

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8. Other Relevant Issues

- (1) The phase plan of the Project will be finalized during the Basic Design Study.
- (2) Site priority and size of school will be discussed during the field survey.
- (3) The lists of Annex-1 and Annex-3(B) will be updated during the field survey.

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Annex-1 List of Candidate Sites to be Surveyed for the Project

No.	School Name	Directorate Of Education	Site Category	Picce No.	Block No	Area (m2)	Owner
1	Tupas Prime	Jenin	A	Part of 67	15/1	4,650	PA
2	Aqqapa Sec		B	Part of 6	10	9,000	PA
3	Jenin Prim (Fatima Khatoon)		A	16	20074	4,000	Al Ma'aref
4	Tulkarem	Tulkarem	A	Part of 12	8182	6,024	Education Committee
5	Thinnabah		A	71	8487	3,982	PA
6	Baqa Al Dhargia		B	128	2	5,000	Al Awkaf
7	Qalqilia Girls School	Qalqilia	A	40, Part of 67, 39, 41	7549	4,000	Municipality
8	Al Hadiqa		A				Municipality
9	Dairistia	Salfeet	B	Part of 59	4	4,407	Al Awkaf
10	Al Ma'ajeen	Nablus	A	Part of 44	24053	6,000	Municipality
11	Aqraba		B	School Land			Municipality
12	Bazzaria		B				PA
13	Abdul Hamceed Shooman(Al Quds St.)		A	149	9 Awarta		Municipality
14	Betonia	Rammallah	B	School Land		2,500	Municipality
15	Dair Ammar		B	165	2	8,248	Al Awkaf
16	Beit Luqia		B	276	4 Natural	8,273	Al Awkaf
17	Banny Zaid		B				Al Ma'aref
18	Al Nwai'meh	Jericho	A	Part of 3	10	4,000	MOE
19	Al Ta'amara	Beithlehem	B	Part of 7	13	5,000	MOE
20	Obeidia		B		4 Natural	5,000	School
21	Beit Ola	Hebron	B	497	7 Natural	24,912	Al Awkaf
22	Taffuh(Abu Amameh)		B	13	12	23,068	Local Council
23	Kharas		B		2	10,500	Municipality
24	Hapaiel Al Reyah		A	Part of 113	34421	2,000	Al Ma'aref
25	Abu Romannu		A				
26	Rafat (Al Sammo')	South Hebron	B	Part of 63	2	2,300	
27	Banat Raqa'a Al Jadidah (Yatta)		B	12, 18, 66	10 Natural	4,226	
28	Banat Beit Awwa		B		32	2,836	

Annex-2 Location Maps of the Project Sites

(Attached)

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Annex-3 (A) Items Requested by MOE

(1) School Buildings

Normal Classrooms

Special Classrooms

(Science Laboratory (ics), Multi-purpose Room, Library, etc.)

Administration Offices

Canteen

Toilets

Water Supply Facilities (Inside the Site)

Electric Facilities (Inside the Site)

Drainage Facilities (Inside the Site)

(2) Equipment

Science Laboratory Equipment

Other basic equipment needed

(3) Furniture

Desks

Chairs

Cabinets

Others

(4) The PA side has strongly requested that Japan include the following in the Project:

Levelling of land

Constructing of retaining walls, if necessary

Paving

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Annex-3 (B) List of Proposed Schools

No.	School Name	Directorate Of Education	Gender	Grade	No of Class-Rooms	Existing/New
1	Tupas Prime	Jenin	Boys	1 - 3	16	Existing
2	Aqqapa Sec		Boys	1 - 5	16	Existing
3	Jenin Prim (Fatima Khatoon)		Girls	1 - 5	18	Existing
4	Tulkarem	Tulkarem	Boys	1 - 6	12	New School
5	Thinnabah		Girls	1 - 6	12	New School
6	Baga Al Dharqia		Girls	1 - 5	12	New School
7	Qalqilia Girls School	Qalqilia	Girls	4 - 7	16	New School
8	Al Hadiqa		Boys	4 - 7	20	New School
9	Dairistia	Salfect	Girls	1-10	12	Existing
10	Al Ma'ajeen	Nablus	Girls	1-10	18	New School
11	Aqraba		Boys	1 - 6	10	Existing
12	Bazzaria		Girls	1-10	10	Existing
13	Abdul Hameed Shooman (Al Quds St.)		Boys	1-10	18	Existing
14	Betonia	Rammallah	Boys	1 - 5	12	Existing
15	Dair Ammar		Coed	1-10	12	New School
16	Beit Lugia		Boys	1 - 5	12	Existing
17	Banny Zaid		Boys	1 - 5	10	Existing
18	Al Nwai'meh	Jericho	Co-ed	1-10	12	New School
19	Al Ta'amara	Beithlehem	Boys	1 - 6	12	Existing
20	Obeidia		Boys	1 - 5	12	Existing
21	Beit Ola	Hebron	Girls	7 - 9	8	Existing
22	Taffuh (Abu Amanch)		Girls	1 - 5	20	Existing, Rented Classrooms
23	Kharas		Girls	1 - 8	16	Existing, Rented Classrooms
24	Hapaiel Al Reyah		Boys	1-10	18	Existing
25	Abu Romannu		Co-ed	1-10	10	New School
26	Rafat (Al Samno')	South Hebron	Girls	1 - 6	10	Existing, Rented Classrooms
27	Banat Raqa'a Al Jadidah (Yatta)		Girls	1 - 6	14	New School
28	Banat Beit Awwa		Girls	1 - 6	16	Existing

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Annex-4 Criteria for Site Selection

1. Give a priority to the site for extension which will be necessary to relieve overcrowding and double shift operation at the existing schools.
2. Give a priority to the site either for extension or new construction which will be necessary to transfer from rented classrooms to proper school facilities.
3. Give a priority to the site for new construction which will be necessary to relieve pupils from a long distance journey to school and secure the equal access both for boys and girls.
4. The legal rights for using a project site must be secured prior to the commencement of construction works.
5. The site for the Project must be cleared, leveled and reclaimed by PA prior to the commencement of construction works.
6. There must exist minimal required pupils in the school district where a project site is located.
7. Any plan for school construction or other projects, by either MOE or international / bilateral donors, should not exist on the same project sites.
8. Proper access road shall be available in order to carry construction materials and equipment into each project site.
9. A project site topographically inappropriate for construction (e.g. steep land, swamp, etc.) shall be eliminated.
10. On each project site, there shall be no foreseen natural and environmental or social hazards which endangers the workers safety during the construction.

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Annex-5 Criteria for the Building Design

1. Buildings should satisfy the minimal functions complied with the curriculum for basic education at present and near future.
2. The number of classrooms and other rooms in a building should accommodate the minimal necessity complied with circumstances at present and near future, such as the educational system, school age population in each school district, etc.
3. The specification of buildings shall follow the building standards and city code in the West Bank.
4. Buildings should secure the enough durability against the climate and predictable natural disaster.
5. The most portion of the buildings should be able to be built with materials procured locally, especially in the West Bank.
6. Buildings should be able to be built with locally procurable technics.
7. Buildings should be able to be maintained locally under the responsibility of MOE.
8. Should other subjects be recognized through the Basic Design Study, they should be considered as the criteria.

Annex-6 Criteria for the Equipment Selection

1. Each equipment should satisfy the minimal requirement complied with the curriculum for basic education at present and near future.
2. Each equipment should have enough durability to the climate and proper use.
3. Each equipment should be procured locally, especially in the West Bank, in principle.
4. Each equipment should be maintained locally, and its consumable materials must be locally supplied, especially in the West Bank, continuously.
5. Should other subjects be recognized through the Basic Design Study, they should be considered as the criteria.

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Annex-7 Japan's Grant Aid Programme

1. Grand Aid Procedures

1) Japan's Grant Aid Program is executed through the following procedures.

- Application (Request made by the recipient country)
- Study (Basic Design Study conducted by JICA)
- Appraisal & Approval (Appraisal by the Government of Japan and Approval by the Cabinet of Japan)
- Determination of Implementation (Exchange of Notes between the Governments of Japan and the recipient country)

2) Firstly, the application or request for a Grant Aid project submitted by a recipient country is examined by the Government of Japan (the Ministry of Foreign Affairs) to determine whether or not it is eligible for Grant Aid. If the request is deemed appropriate, the Government of Japan assigns JICA (Japan International Cooperation Agency) to conduct a study on the request.

Secondly, JICA conducts the study (Basic Design Study) using (a) Japanese consulting firm(s).

Thirdly, the Government of Japan appraises the project to see whether or not it is suitable for Japan's Grant Aid Programme, based on the Basic Design Study Report prepared by JICA, and the results are then submitted to the Cabinet for approval.

Fourthly, the project, once approved by the Cabinet, becomes official with the Exchange of Notes signed by the Governments of Japan and the recipient country.

Finally, for the implementation of the project, JICA will assist the recipient country in such matters as preparing tenders, contracts and so on.



2. Basic Design Study

1) Contents of the Study

The aim of the Basic Design Study (hereinafter referred to as "the Study") conducted by JICA on a requested project (hereinafter referred to as "the Project") is to provide a basic document necessary for the appraisal of the Project by the Japanese Government. The contents of the Study are as follows:

- a) Confirmation of the background, objectives, and benefits of the requested Project and also institutional capacity of agencies concerned of the recipient country necessary for the Project's implementation.
- b) Evaluation of the appropriateness of the Project to be implemented under the Grant Aid Scheme from a technical, social and economical point of view.
- c) Confirmation of items agreed on by both parties concerning the basic concept of the Project.
- d) Preparation of a basic design of the Project
- e) Estimation of costs of the Project

The contents of the original request are not necessarily approved in their initial form as the contents of the Grant Aid project. The Basic Design of the Project is confirmed considering the guidelines of Japan's Grant Aid Scheme.

The Government of Japan requests the Government of the recipient country to take whatever measures are necessary to ensure its self-reliance in the implementation of the Project. Such measures must be guaranteed even though they may fall outside of the jurisdiction of the organization in the recipient country actually implementing the Project. Therefore, the implementation of the Project is confirmed by all relevant organizations of the recipient country through the Minutes of Discussions.

2) Selection of Consultants

For smooth implementation of the Study, JICA uses (a) registered consultant firm(s). JICA select (a) firm(s) based on proposals submitted by interested firms. The firm(s) selected carry(ies) out a Basic Design Study and write(s) a report, based upon terms of reference set by JICA.

The consulting firm(s) used for the Study is (are) recommended by JICA to the recipient country to also work on the Project's implementation after the Exchange of Notes, in order to maintain technical consistency and also to avoid any undue delay in implementation should the selection process be repeated.

3. Japan's Grant Aid Scheme

1) Grant Aid

The Grant Aid Program provides a recipient country with non-reimbursable funds to procure facilities, equipment and services (engineering services and transportation of the products, etc.) for economic and social development of the country under principles in accordance with the relevant laws and regulations of Japan. Grant Aid is not supplied through the donation of materials as such.

2) Exchange of Notes (E/N)

Japan's Grant Aid is extended in accordance with the Notes exchanged by the two Governments concerned, in which the objectives of the Project, period of execution, conditions and amount of the Grant Aid, etc., are confirmed.

3) Period

"The period of the Grant Aid" means the one fiscal year which the Cabinet approves the Project for. Within the fiscal year, all procedures such as exchanging of the Notes, concluding contracts with (a) consultant firm(s) and (a) contractor(s) and final payment to them must be completed.

However in case of delays in delivery, installation or construction due to unforeseen factors such as weather, the period of the Grant Aid can be further extended for a maximum of one fiscal year at most by mutual agreement between the two Governments.

4) Purchase of the Products and or Services

Under the Grant Aid, in principle, Japanese products and services including transport or those of the recipient country are to be purchased.

When the two Governments deem it necessary, the Grant Aid may be used for the purchase of the products or services of the third country.

However the prime contractors, namely, consulting, constructing and procurement firms are limited to "Japanese nationals". (The term "Japanese nationals" means persons of Japanese nationality or Japanese corporations controlled by persons of Japanese nationality.)

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5) Necessity of "Verification"

The Government of the recipient country or its designated authority will conclude contracts denominated in Japanese yen with Japanese nationals. Those contracts shall be verified by the Government of Japan. This "Verification" is deemed necessary to secure accountability to Japanese taxpayers.

6) Undertakings required of the Government of the Recipient Country

(As described in ANNEX-8)

7) Proper Use

The recipient country is required to maintain and use the facilities constructed and equipment purchased under the Grant Aid properly and effectively and to assign staff necessary for this operation and maintenance as well as to bear all the expenses other than those covered by the Grant Aid.

8) Re-export

The products purchased under the Grant Aid should not be re-exported from the recipient country.

9) Banking Arrangements (B/A)

- a) The Government of the recipient country or its designated authority should open an account in the name of the Government of the recipient country in a bank in Japan (hereinafter referred to as "the Bank"). The Government of Japan will execute the Grant Aid by making payments in Japanese yen to cover the obligations incurred by the Government of the recipient country or its designated authority under the Verified Contracts.
- b) The payments will be made when payment requests are presented by the Bank to the Government of Japan under an authorization to pay issued by the Government of the recipient country or its designated authority.


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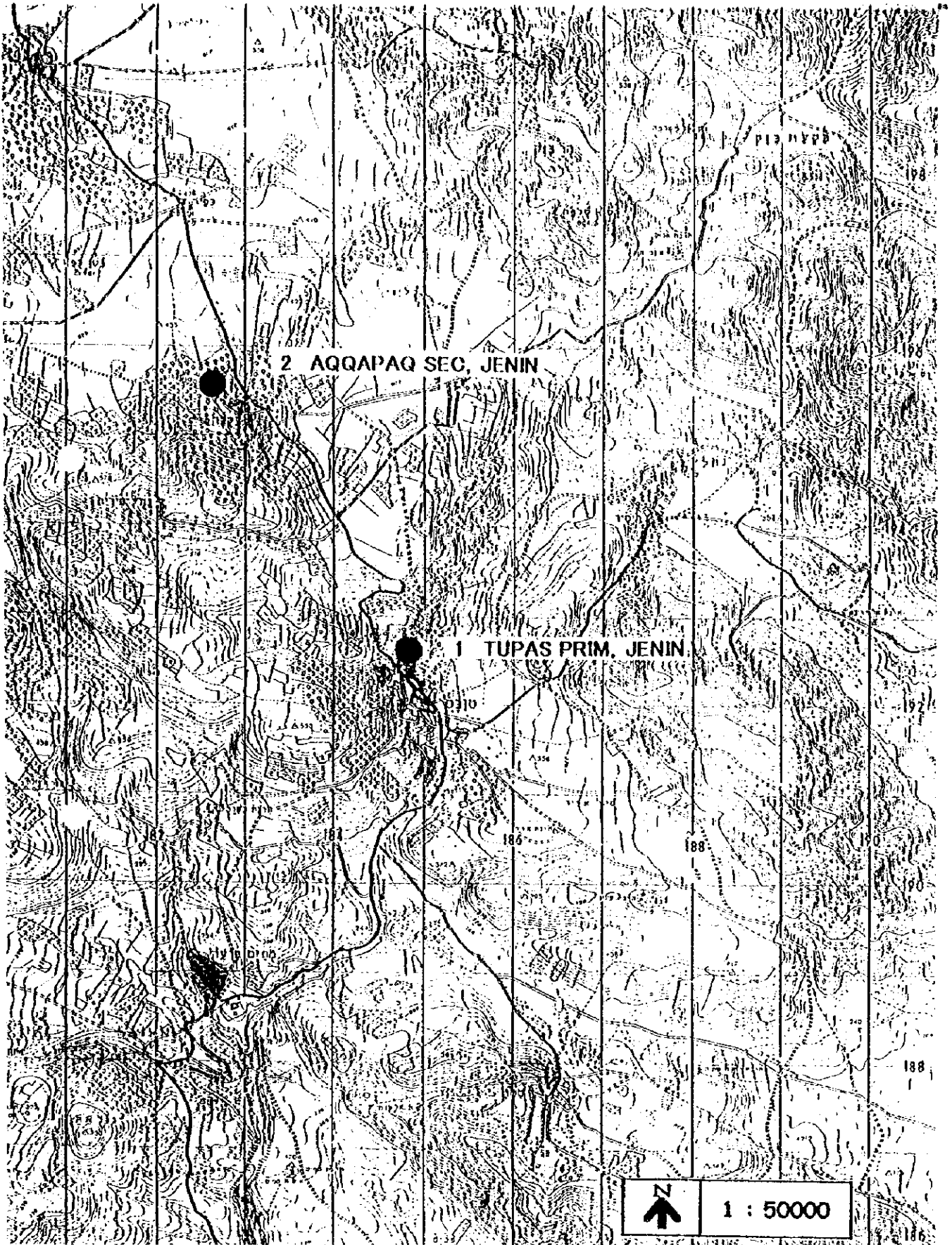
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Annex-8 Necessary Measures to be taken by PA

Following necessary measures should be taken by PA on condition that the Grant Aid by the Government of Japan is extended to the Project:


1. To provide data and information necessary for the Project.
2. To secure the land for the Project and the rights to build buildings.
3. To secure, clear, level and reclaim the site for the Project prior to the project implementation.
4. To remove existing structures at the construction area in the project site and secure temporary classrooms prior to the project implementation.
5. To provide proper access road to the Project area prior to the commencement of construction work.
6. To undertake incidental outdoor works, such as paving, landscaping, constructing boundary walls, exterior lighting, and other incidental facilities in and around the Project site, if necessary.
7. To provide facilities for distribution of electricity, water supply, telephone, drainage, sewage and other incidental facilities into the Project site necessary for the execution of the Project.
8. To allocate appropriate budget and teaching and administrative staff members for proper and effective operation and maintenance of buildings and equipment provided under the Grant Aid.
9. To bear commissions to the Japanese bank for its banking services based upon the Banking Arrangement, namely the advising commission of the "Authorization to Pay" and payment commission.
10. To ensure prompt execution for unloading, tax exemption, customs clearance at the port of disembarkation and internal transportation of the materials and equipment for the Project purchased under the Grant Aid.
11. To exempt Japanese juridical and physical nationals engaged in the Project from customs duties, internal taxes and other fiscal levies which may be imposed by PA with respect to the supply of the products and services under the verified contracts.
12. To accord Japanese nationals whose services may be required in connection with the supply of the products and the services under the verified contract such facilities as may be necessary for their entry into the West Bank and the Gaza Strip and stay therein for the performance of their work in accordance with the relevant laws and regulations of PA.
13. To provide necessary permissions, licenses and other authorizations for implementing of the Project bearing only related governmental fees.
14. To maintain and use properly and effectively the facilities constructed and the equipment provided under the Project in responsibility of MOE.
15. To bear all the expenses other than those to be borne by the Japan's Grant Aid within the scope of the Project.

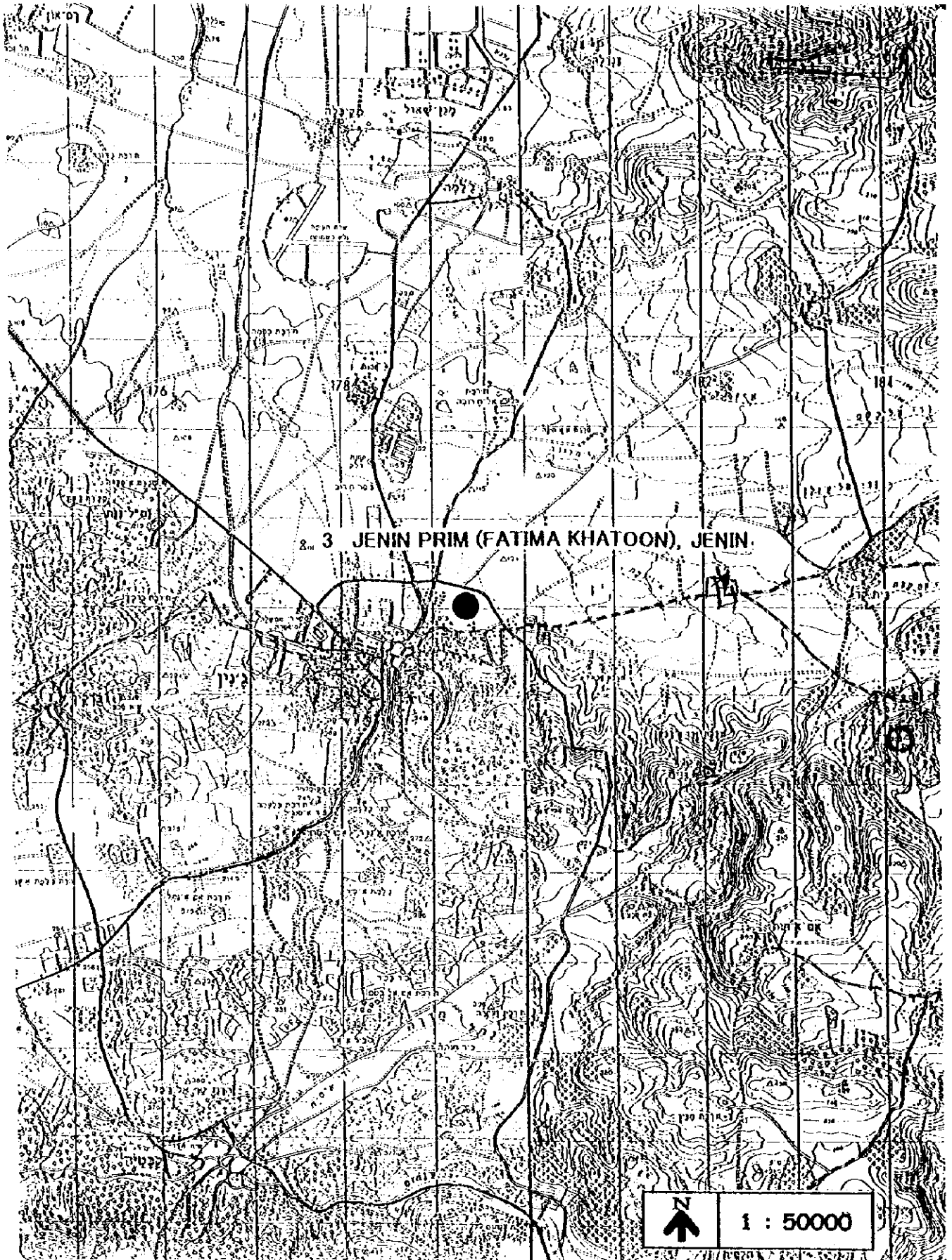


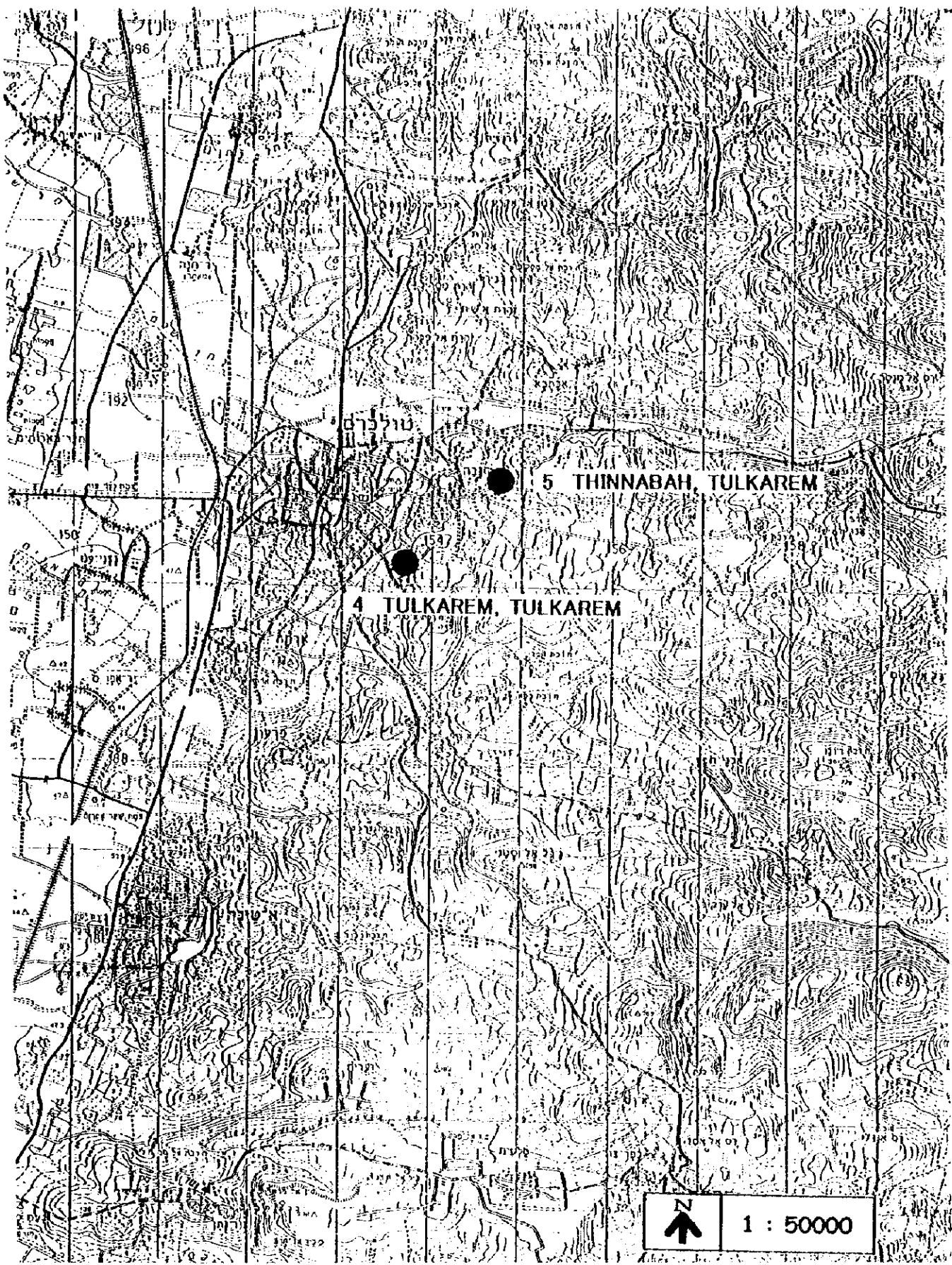


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1 TUPAS PRIM. JENIN

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5 THINNABAH, TULKAREM

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