

EVALUATION OF THE
A.I.D.-FUNDED PVO DEVELOPMENT ASSISTANCE PROGRAM
IN THE
WEST BANK AND GAZA

COMMUNITY DEVELOPMENT FOUNDATION (CDF)
Rural Community Development Project (II)

Evaluation Report

September 1984

Agency for International Development
Washington, D.C. 20523

The views and interpretations expressed in this report are those of the authors and should not be attributed to the Agency for International Development.

WEST BANK/GAZA PVO PROGRAM EVALUATION

Community Development Foundation (CDF)--
Rural Community Development Project II

SUMMARY AND RECOMMENDATIONS

1. Assessment: CDF is the strongest overall AID-funded PVO organization operating in the West Bank and Gaza. Their organization is strong in terms of the size of its senior staff, the quality and range of personnel expertise, the quality headquarters support, and in the effective use of local consultants.
2. Diversity: CDF's project is diversified in terms of the range of local organizations with whom they cooperate -- municipalities, villages, cooperatives, charitable societies, regional utilities, universities, bedouin sheiks, and individual farmers. Additionally, CDF handles a very wide range of project types and sizes.
3. Gaza: CDF is unique in having a full office and large diversified program in Gaza as well as in the West Bank. For the expansion of the AID effort in Gaza, CDF plays the leading role and has a comparative advantage over other PVOs. CDF's Gaza operation impressed the evaluation team by its commitment, sensitivity, and skill in a difficult situation.
4. Agriculture: CDF has the strongest program in aid of agricultural development and is the only PVO with senior trained agriculturalists on its permanent staff. This is of special importance in a largely agricultural region such as the West Bank and Gaza.
5. Water: CDF has the largest and most diversified water program, covering rural and urban areas, drinking water provision and waste water removal. They aid large regional distribution systems, but give just as much attention to channelling small village springs and helping shepherds with cisterns to catch rainwater. Water is a precious commodity in this region and CDF is active in all facets of its management and conservation. In our opinion, this broad and meticulous attention to water does much to convince the people of the seriousness of American concern for their attention.

11. Recommendation. CDF should continue to sharpen its sectoral strategy papers. We suggest that they add a Gaza area development strategy paper as well. We recommend that CDF present some of its next round of proposals as separate sector projects, rather than all under the large rubric of "rural community development". However, we recognize that the occupation authorities are sensitive to having others do overall rural development planning for the occupied territories. CDF will have to move with caution.

I. GENERAL BACKGROUND AND STATUS OF THE PROGRAM

A. General: CDF is a private voluntary organization (PVO) registered with AID and has been conducting rural community development self-help activities in the West Bank and Gaza since 1978.

B. Program: AID has approved three successive Rural Community Development grants to CDF since 1978. Under grants I and II, 220 sub-projects were completed or are currently being implemented. These sub-projects cover almost half the villages of the West Bank and three-quarters of the villages of Gaza. Sixteen sub-projects sub-projects of Grant II have not received clearance from the authorities.

The AID contribution to Grant I was \$2.3 million out of a total cost of \$5 million. For Grant II, AID is providing \$5.9 million out of a total of \$12.0 million. Grant III proposes for AID to contribute \$3.1 million out of \$6.2 million.

An evaluation of the first AID grant for Rural Community Development (RCD) I was conducted in 1980. Under this project, 52 projects were completed successfully in the areas of health, agriculture and potable water and have had a positive impact on the lives of over 50% of the population. The total value of these projects has been over \$15 million and the AID contribution amounted to approximately \$7.5 million. A number of these projects were viewed by the evaluation team and it is evident they are still functioning and providing benefits for numerous people.

The evaluation report offered a number of recommendations for CDF: (1) greater sector-specific planning; (2) greater cooperation with other PVOs in setting strategies, exchanging

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information, etc.; (3) improved in-house expertise in agriculture and health; (4) more attention to documentation and evaluation; and (5) tighter programming in CDF's three priority sectors. Much progress has been made in responding to these recommendations, especially numbers 1, 3 and 4; all (some more than others) need additional attention as discussed in various parts of this report. (The 1980 Near East Evaluation Abstract of RCD I is contained as Attachment B.)

CDF recently submitted a new proposal to establish a pilot credit program to address the need for capital to increase agricultural production and to establish small rural and urban enterprises. The request is for \$1.2 million over an 18 to 24 month period. The proposal will be scheduled for AID/NE review as soon as several conditions are met by CDF.

II. EVALUATION METHODOLOGY. See PVO Program Overview Report.

III. ORGANIZATIONAL AND ADMINISTRATIVE STRUCTURE

A. Administration and Staff: The CDF office in Jerusalem is administered by Philip Davies, who receives headquarters support from Westport, Connecticut, through its Director of Middle East and North African Region. Davies is well-qualified for his position and is an effective manager of the complicated and difficult AID-funded rural community development project. The relationship between the field office and CDF headquarters is professional and close. CDF provides better support to its West Bank and Gaza program than do other PVOs, and it is a major and important component of CDF's worldwide program.

CDF activities are handled through two regional offices -- one in Jerusalem and the other in Gaza. Although present office facilities are well-situated and excellent, there is a need for more space in the West Bank office; CDF is addressing this requirement. Senior personnel include the director, the Gaza program manager, six project coordinators (two for economic development, one for agriculture, one for water and public health, two for social development), an engineer, an architect/surveyor, an administrative officer, an accountant, an auditor and three secretaries. Of the sixteen, four are Americans and 12 are Palestinians. The capability of the

current staff is of high calibre. The evaluation team supports CDF plans to add an agricultural technician to work in Gaza, and a part-time civil engineer to work in the West Bank. The current and anticipated expansion of the overall program justify the need for additional expertise in these areas. It should be kept in mind that each subproject demands a great deal of time and effort. In addition, regular and appropriate in-service training in project design, implementation and evaluation and in certain technical areas (agriculture, health, water, preschool education, etc.) would be useful for most staff members.

B. Vehicles and Equipment: CDF has seven vehicles, purchased with grant funds, to support the transportation requirements of its staff; all except one were purchased duty and tax free. Three field staff at times are required to use their personal vehicles and are reimbursed at 35 cents per kilometer. Replacement vehicles for those purchased over five years ago are being obtained. There will be a need for additional vehicles as the program and staff expand as planned. Office equipment is considered to be adequate although it is being proposed that the Atari personal computer now being used be replaced by an IBM in order that there be compatibility between Westport and Jerusalem. There also is a need for a new xerox machine.

IV. STATUS OF THE PROGRAM

A. General Goal: The general goal of the RCD II program is to assist and encourage local groups in the selection, planning, implementation and evaluation of projects which are self-help in nature and which will improve the social and economic conditions of their societies. Financial and technical assistance is to be made available to those which demonstrate that they need and can effectively use such assistance.

B. Specific Objectives:

a. To help community groups assess their own collective needs and resources, and design the projects which will make best use of these resources in meeting their priority needs.

b. To help local groups secure the resources needed to carry out such projects, including locally gathered and externally provided resources.

c. To assist these communities to become more self-reliant, resourceful and creative in using the resources which are made available to meet these needs.

d. To enable local community groups to continue, extend and replicate this approach, relying to an ever greater extent on locally available human, organizational and financial resources.

e. To help stimulate the conditions for more self-reliant communities and more effective community leadership through participation in innovative projects, fostering of contacts with source of technical assistance, and training in principles of effective project design and management.

In order to achieve these objectives, CDF has instituted a procedure for reviewing project activities that have been proposed by the many local groups and institutions that are based in the Gaza Strip and the West Bank.

C. Status of Projects: Since RCD II was initiated in July 1981 when the grant agreement was executed, 48 projects have been fully implemented and have either received or are about to receive their final audits, evaluations and payments. Thirty-six of the projects are in process of implementation and 16 others have been disapproved or are awaiting GOI clearance.

D. Budget: The budget for use of AID funds is as follows:

Budget

	7/81 Basic Grant	5/82 Amendment	10/82 Amendment	6/83 Amendment	3/84 Amendment	8/84 Amendment	Total 7/1/81- 8/30/84
	\$	\$	\$	\$	\$	\$	\$
Adminis- tration	251,050	132,000	0	627,810	0	675,000	1,010,860
Direct Aid	550,200	1,500,000	651,800	1,542,400	275,000	675,000	4,919,400
Total USAID Grants	801,250	1,632,000	651,800	2,170,210	(275,000)*	675,000	5,930,260

*Three projects funded and approved by USAID, but no money obligated; subsequently, the funds were obligated with the August 1984 Amendment.

V. PROGRAM AREAS AND IMPACT

A. General: CDF projects fall into one of three categories:

1. Basic Needs includes water resource development, sanitation and public health.
2. Rural Economic Development includes agriculture, marketing, extension, small-scale agricultural water and small-scale rural enterprises.
3. Institutional Development includes education, training, child and youth development and senior citizen activities.

Under Grant II, the largest slice of the AID funding has been put in the water sector. Over \$1.1 million went to 40 sub-projects to improve rural or municipal drinking water systems, or waste water and sewage systems.

About \$400,000 has been used to aid agriculture through seedling distribution and farmer subsidies for equipment and capital improvements to land.

Closely related to agriculture, another \$400,000 has been spent in building and improving agricultural access and marketing roads.

The Bethlehem produce market, which has received \$619,000 in USG funds, will also aid agricultural development.

About \$300,000 has gone to purchase equipment for charitable societies' specialized health clinics and education programs.

It is disturbing to note that economic development activities, especially work with cooperatives, have received less attention in RCD II; the evaluation report of RCD I indicated that CDF had been successful in implementing a number of cooperative-based projects. The decision to down-grade cooperative activities apparently was based on the assumption that this was ANERA's area of responsibility and operation. The evaluation team recognizes that ANERA has assumed the lead in working with cooperatives but believes that there are many activities in which CDF is in a better position to address. This is especially true at the village level where CDF has established effective relationships through the implementation

of other activities and where the projects will complement or supplement those being undertaken by ANERA or other donor agencies. CDF should continue to address opportunities that arise with cooperatives and, at the same time, coordinate these efforts closely with ANERA and Jordan Cooperative Organization personnel.

In RCD I, one of the criteria for project selection stated that an attempt should be made to assure that at least 50% of overall project funds be devoted to projects which impact on employment and income-generation. It appears that this guideline was either omitted or overlooked in the AID clearance process for RCD II as CDF proposals included specific descriptions for projects to be undertaken. With the development of a rural economic development sector strategy, and an increase of funds for this purpose in RCD III to \$1.9 million, and the submission to AID of a proposal for a credit program, it appears that CDF is moving to restore an appropriate balance to its overall program.

B. Basic Needs Projects: There are 58 projects included in this category, as follows: (1) water resource development--40; (2) sanitation--5; and (3) public health care--13. The support has been in the form of providing funds and materials to construct water systems and the purchase of equipment to improve out-patient clinic facilities. These projects, especially those relating to domestic water, are important and needed requirements, as very little is being done by the GOI in these areas.

Regarding public health, there is an urgent need for expanded hospital facilities in the Hebron and Gaza areas, but the authorities are not approving new in-patient facilities even for organizations which have adequate funding for this purpose. Several such projects proposed by CDI and ANERA have been disapproved by the GOI. Thus, it is all the more important that assistance be continued for out-patient clinics and preventive care programs.

The impact of the domestic water system projects is more dramatic. At all sites visited, villagers reported the benefits as follows: (1) women have more time for productive and educational activities as they no longer have to haul water for long distances daily; (2) fewer cases of water-related illnesses in families because of clean water; (3) more water available for cleaning the house, bathing more often and washing clothes; and (4) women are more comfortable because they do not have to get dressed up to haul water and do the laundry at the public water source. A water sector evaluation, completed by a consultant

accomplishments and experience can benefit non-refugee villages (see the HLCM evaluation report). The main organizations involved outside the camps are the three Unions of Charitable Societies and the Hebron Red Crescent Society. The RCD I evaluation report indicated that this was an area of CDF interest and growing ability and should be considered for funding. It is evident that CDF has increased its capacity and activity in this area and is playing the leading role in assisting with programs outside the refugee camps. The evaluation team recommends that CDF, in coordination with HLCM, UNWRA and others involved, continue to provide assistance (technical and material) at an appropriate level. (A more detailed description of the preschool program is contained in a separate report entitled, "Preschool Education - An Overview.")

VI. OPEFATIONAL PROCEDURES

CDF delegates the actual implementation of subprojects to the participating organizations. For certain types of projects such as water systems, CDF works closely with government technical departments for the preparation of project designs, tenders, estimates, etc. In other areas, CDF relies more on its own technical staff to prepare subprojects. In any case, CDF technical staff monitor subproject progress closely. CDF funds are released in installments, according to when they are needed and according to satisfactory progress. Generally, CDF prefers to use its share of the funding to purchase materials. Thus, the funds are held in hard currency for as long as possible, and accounting is straightforward.

After the subproject proposal is prepared by CDF, approved by AID, and cleared by the occupation authorities, CDF and the participating local organization sign an agreement outlining their respective responsibilities. Sometimes there needs to be an additional signing process involving all four parties - CDF, Civil Administration, Department of Labor and Social Welfare, local organization.

VII. AGRICULTURAL EXPERIMENTATION AND EXTENSION

The authorities closed down two local agricultural research institutions and have repeatedly blocked the creation of a faculty of agriculture at any of the West Bank or Gaza universities. While CDF should not be expected to replace such institutions or carry out a full service of agricultural extension, it should under the circumstances assume a limited

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role in this area. CDF is exploring possibilities in this regard. We urge that they approach the issue in an integrated manner, drawing upon both local and outside experts to help them to devise a system that is practical under the special circumstances in the occupied territories. CDF might organize, as part of such a program, demonstrations on the use of certain inputs and technologies -- the use of herbicides or of certain types of tractor operations. Such demonstrations might be organized on a prominent farmer's land, if special demonstration plots poses a problem for official permission. CDF should explore the use of a modified "farming systems research" approach developed by the international agricultural institutions in Nigeria (IITA) and Syria (ICARDA).

VIII. CONCLUSION

CDF projects have done much to meet important needs for a large number of communities and individual beneficiaries. We witnessed many unqualified successes where local people expressed great appreciation and sincere gratitude for the financial contribution and technical assistance provided by CDF. We saw many examples where CDF aid provided the necessary leverage for raising additional local and foreign contributions for investment in the community project. Also, CDF-assisted projects have fostered group action and led communities to piggy-back other projects on the main one. Regarding the overall goal of the AID assistance program, the relationships of mutual understanding and trust between PVO personnel and local people do much to offset the otherwise negative attitude of Palestinians toward U.S. priorities regarding Israel and the West Bank and Gaza.

Attachments:

- A. List of CDF Activities - RCD II
- B. NE 1980 Evaluation Abstract - RCD I

ATTACHMENT A

PROJECTS COMPLETED OR AWAITING AUDIT, EVALUATION OR FINAL PAYMENT

As Of May 30, 1984

Project Name	Number	Funded by USAID	Amount Recommended	Expenses July 1, 81-May 30, 1984
			\$	\$
Beit Sahour Municipality Road and Water Supply	WB019	Apr. 1982	22,100	22,100
Nunqur, Sinjer and Kinnar Village Access Road	WB021	Apr. 1982	9,920	9,920
Si'ir and Shuyukh Cooperative Networks	WB026	Apr. 1982	17,735	17,735
Abu Qash Local Committee Water Supply Networks	WB027	Apr. 1982	-	-
Nadi Fuqin Committe Agr. Market Road	WB037	July 1981	27,100	27,100
Arab Medical Association Ophthalmic Clinic in Rafah	GS041	July 1981	30,000	28,740
Beit Lahiya Village Council Water Dist. (Two stages)	GS050	July 1981	80,000	80,000
Musadra Quarter Agr. Road Improvement	GS054	July 1981	30,000	30,000
Zawaida Village Council Water Pipeline Network (I&II)	GS055	July 1981	48,730	48,730
Hebron Red Crescent Soc. Multipurpose Center	WB062	Apr. 1982	5,000	5,000
Hableh Village Council Water Well & Network	WB067	Sept.1982	8,379	8,379
Abu Dis Cooperative Water Lines & Reservoir	WB069	July 1981	59,144	59,144
Battir/Sharafah Committee Water Supply Network	WB070	Apr. 1982	-	-
Olive Seedlings Subsidy & Distribution FY81-82	WB072	July 1981	134,983	134,983
Other Seedlings Subsidy & Distribution FY81-82	WB073	July 1981	3,982	3,982
Eani Na'in Committee Water Pump & Main Lines	WB080	July 1981	20,000	20,000
Beit Hanour Village Council Market Access Road	GS081	July 1981	43,707	43,707
Hessie Quarter of Rafah Internal Water Network	GS082	July 1981	15,000	15,000
Grape Vine Trellising Equipment Grants FY 81-82	WB084	July 1981	39,951	39,951
Ya'abad Municipality Reservoir & Water Supply	WB086	Apr. 1982	43,276	43,276
Mukhmas Local Committee Internal Water Network	WB088	Apr. 1982	50,000	50,000
Ikhza'a Village Council Water Tower and Network	GS089	Apr. 1982	25,000	25,000
Palestine Red Crescent Clinic Equip.	GS090	June 1983	20,016	20,016
Beit Iksa VC Domestic Water Supply	WB099	June 1983	50,745	50,745
Husan Local Committee Water Supply	WB100	June 1983	50,000	30,973
Nahhalin Charitable Society Medical Equip.	WB106	June 1983	11,371	11,371
Olive Seedling Subsidy & Distribution FY 82-83	WB107	Sept.1982	41,505	41,505
Almond/Plum Seedling Subsidy & Distribution FY 82-83	WB108	Sept.1982	2,030	2,030
Fishermen's Cooperative Marketing Facilities	GS111	Sept.1982	100,102	100,102
Deir El-falah Vegetable Cooperative transport Vehicle	GS114	Sept.1982	25,000	25,000
Zawaida Village Council Connecting Road	GS115	Sept.1982	90,000	90,000
Jabalia Village Council Market Road	GS116	Sept.1982	58,626	58,626
Ein Miskeh Spring Canal Repair	WB122	June 1983	35,257	35,257
Abasan Es_Saghira Connecting Road	GS127	June 1983	18,815	18,815
Abasan El-Kabira VC Water Reservoir	GS129	June 1983	31,337	31,337
Jabalia VC/Nazla Sewage Network (Phase I)	GS130	June 1983	100,000	44,567
Ihan Younis Munic. Water Network	GS131	June 1983	40,000	40,000
Abasan Es-Saghira VC Day Care Center	GS133	June 1983	26,392	26,392
El Mashru'a Local Committee Water Supply	GS136	June 1983	15,438	15,438
East Nadi Gaza Local Committee Agri.Road	GS138	June 1983	90,000	90,000
Grape Vine Trellising Equip. Grant FY 82-83	WB139	June 1983	26,920	26,920
Greek Catholic Society Clinic Equip.	WB146	June 1983	20,000	20,000
El-Bireh Womens Arab Union Society Clinic	WB147	June 1983	25,000	25,000
Salfit Municipality Agricultural Road	WB153	June 1983	45,000	45,000
Nahaline Village Council Ag. Road	WB154	June 1983	23,500	23,500
Jojoba Plant Cultivation	WB157	June 1983	10,000	7,000
Jerusalem Union Pre-school Resource Center	WB158	June 1983	14,850	14,850
Hebron Red Crescent Soc. Multipurpose Center	WB166	June 1983	19,905	19,905

TOTAL:

1,705,816

1,627,096

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PROJECTS IN PROCESS OF IMPLEMENTATION

As of May 30, 1984

Project Name	Number	Funded by USAID	Amount Recommended	Expenses July 1 83-May 30, 1984
Attil Agricultural Cooperative Reservoir	WB033	July 1981	15,000	8,000
Kufeiret Village Council Water Supply Network	WB065	Apr. 1982	20,800	20,800
Mirkah Village Council Water Pump & Network	WB066	Apr. 1982	18,800	-
Mawei'neh Committee Water Resource Development	WB068	July 1981	30,000	7,000
Eastern Slopes Region Cistern Subsidies	WB074	July 1981	80,000	53,140
El-Bireh Municipal Sewage Treatment System	WB075	Apr. 1982	250,000	-
Jenin Municipality Waste Water Drainage System	WB078	July 1981	100,000	-
Bethlehem Municipality Wholesale/Retail Market	WB079	Apr. 1982	506,500	356,500
El-Jeeb Local Committee Internal Water Network	WB087	July 1981	60,000	13,756
Eastern Slopes Region Erosion Control Barriers	WB091	Apr. 1982	35,000	13,820
Jalaneh Village Council Main Line & Network	WB092	July 1982	50,000	-
Shufah Local Committee Well & Water Network	WB094	June 1982	50,000	-
Kawbar Local Committee Internal Network	WB095	June 1982	40,000	-
Abu Shkeiden Council Internal Water Network	WB096	June 1982	40,000	-
Mazra'a El Qibliyah Committee Water Network	WB097	June 1982	40,000	-
Benedictos Polyclinic of Jerusalem Equipment	WB105	June 1983	70,000	-
Eastern Slopes Region Cereal Seed Drills	WB109	June 1983	30,000	9,460
Deir El- Balah Sanitation Equipment	GS113	June 1983	20,000	-
Bani Hain Village Council Agricultural Road	WB121	June 1983	45,000	-
Rafah Municipality Water Supply system	GS123	Sept. 1982	270,000	35,633
Bunjin Village Council Domestic Water Supply	WB124	Sept. 1982	130,000	47,360
West Rafah Sewage Disposal (Study & Design)	GS125	Sept. 1982	90,000	-
Land Reclamation for Spice Plant Cultivation	WB126	Sept. 1982	50,000	13,266
Society for Care of Handicapped Children/Kit.Equip.	GS132	June 1983	60,000	30,000
Garara Local Committee Integrated Dev.	GS134	June 1983	30,400	19,400
Deir El- Balah Munc. Water Well	GS135	June 1983	20,000	10,000
Zaboden local Committee Water Reservoir	WB141	June 1983	35,000	-
Azaria VC Domestic Water Supply	WB142	June 1983	100,000	46,937
Deir Ghusson VC Domestic Water Supply	WB143	June 1983	150,000	99,749
Samu'a Charitable Society Rug Making/Kit.	WB144	June 1983	10,000	2,000
Jordan Red Crescent Clinic Equipment	WB148	June 1983	40,000	-
Friends of Sick Clinic Equipment	WB149	June 1983	20,000	-
Abu Dis Committee Clinic Equipment	WB151	June 1983	25,000	-
Tamnia Village Council Agr. Road	WB156	June 1983	20,000	5,000
Bani Sufeila VC Water Reservoir	GS167	Mar. 1984	50,000	21,586
Beit Hanoun VC Water Supply Well	GS168	Mar. 1984	40,000	26,818
TOTAL:-			2,640,700	831,225

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PROJECTS AWAITING CLEARANCE FROM THE AUTHORITIES

Project Name	Number	Funded by USAID	Amount Recommended \$	Expenses July 1 81-May 30, 1984
Kalhoul, Zeboud, Annaba Market Road	NB020	July 1981	35,000	
Deir Dibwan Cooperative Earthmoving Equipment	NB036	July 1981	35,000	-
El-Sireh Municipality Forest Seedling Nursery	NB076	July 1981	25,000	-
Ein Duzuk Water Conservation	NB085	June 1982	50,000	-
Arrabeh Municipality Reservoir & Water Line	NB073	June 1982	50,000	-
Al-Bata Charitable Society Clinic Equipment	NB104	June 1983	40,000	-
Deir Ghassarah Cooperative Agricultural Road	NB117	June 1983	20,000	-
Beit Rina Cooperative Agricultural Road	NB118	June 1983	20,000	-
Sunif Village Council Agricultural Road	NB119	June 1983	70,000	-
Gaza Engineer's Society Materials Testing Laboratory	GS128	June 1983	70,000	-
Patients Friends Society Clinic Equip.	GS137	June 1983	40,000	-
Improvement of Water Resources in C. Uplands	NB140	June 1983	50,000	-
Princess Basma Crippled Children Hosp. Equip.	NB145	June 1983	40,000	-
Zahabeh Charitable Society Clinic Equip.	NB150	June 1983	15,000	-
Hindara Village Council Agricultural Road	NB152	June 1983	20,000	-
Musan Village Council Agricultural Road	NB155	June 1983	15,000	-
TOTAL:-			595,000	-

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PROJECT TITLE(S) AND NUMBER(S) Community Development Foundation Activities (298-0143)		MISSION/AID/W OFFICE West Bank/Gaza	
PROJECT DESCRIPTION The purpose of this project is to provide technical and material assistance to local community groups in West Bank/Gaza that will over time promote self-sustaining and self-motivating development.			
AUTHORIZATION DATE AND DOLLAR FUNDING AMOUNT 4/79 \$2.312m		PES NUMBER	PES DATE
ABSTRACT PREPARED BY, DATE Emily Baldwin, NE/DP/PAE ^{EB} May 14, 1981		ABSTRACT CLEARED BY, DATE Ann Gooch, NE/TECH/SPRD	
		PES TYPE <input type="checkbox"/> Regular <input type="checkbox"/> Other (Specify) <input checked="" type="checkbox"/> Special <input type="checkbox"/> Terminal	
<p>Over the last three years, the Community Development Foundation (CDF) has implemented a large number of community-level development activities, concentrated primarily in water resources, agricultural inputs, and health-related support services. Despite the fact that these activities have been carried out under the Military Government (which imposes a number of limits within which CDF must work), CDF has productively mobilized a large number of resources, gained the confidence and cooperation of many local participants, and initiated a number of tangible development efforts.</p> <p>While CDF has made positive contributions to development under difficult circumstances, it has not been without its problems. The main problems identified by the evaluator (an AID/W direct hire on TDY) was CDF's lack of specific technical expertise and lack of depth of understanding of wider development issues. In particular, the evaluation faults CDF for: (a) a lack of coherent programming in relating its social projects to the overall social needs of the communities it serves, (b) an inadequate understanding of the relationships between problems both within and between sectors, and (c) insufficient management, comparative cost, and technical (health and agriculture) expertise. Some of these problems are at least in part attributable to the political limitations of working in West Bank/Gaza while some are problems internal to CDF which, according to the evaluation, have shown signs of improvement over time.</p> <p>The evaluation offers a number of recommendations for CDF: (1) greater sector-specific planning; (2) greater cooperation with other PVO's in setting strategies, exchanging information, etc.; (3) improved in-house expertise in agriculture and health; (4) more attention to documentation and evaluation; and (5) tighter programming in CDF's three priority sectors.</p> <p><u>Lessons Learned</u> Given the unusual circumstances surrounding work in the West Bank/Gaza, many lessons learned in this region will not be applicable elsewhere. Under any circumstances, however, AID can encourage PVO's to improve and maintain high levels of technical and administrative expertise and to pursue coherent, well-structured strategies in their development activities.</p>			

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