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FINAL REPORT

**EVALUATION OF WEST BANK / GAZA
RURAL AND COMMUNITY DEVELOPMENT PROJECTS**

**Prepared for
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PREFACE

This evaluation of the A.I.D.-supported community and rural development efforts of Save the Children Federation (SCF) and Catholic Relief Services (CRS) in the West Bank and Gaza of the Occupied Territories since April, 1985, was carried out in three stages:

- Phase I: Orientation and briefing of the evaluation team in Washington by the A.I.D./State Working Group (January 6-8, 1989)
- Phase II: Field studies and draft report writing by the team in the West Bank and Gaza (January 9 through February 14, 1989)
- Phase III: Final report writing, presentations and debriefing in Washington, D.C. (February 17-28, 1989)

The evaluation team consisted of Flemming Heegaard, Team Leader, and Rashid Ahmad. Phase III was carried out by Flemming Heegaard and David van Tijn in Washington, D.C.

ACKNOWLEDGEMENTS

The evaluation team wishes to acknowledge the contributions made by Ms. Liane Dorsey, Political-Economic Officer, Mr. Gaby Aboud, Project Officer, and Mr. Jake Waller, of ConGen and the American Embassy, Tel Aviv, respectively. They provided valuable assistance in coordinating and facilitating the overall evaluation process, and their availability in accompanying the team on many field trips was invaluable.

The team also wishes to extend its appreciation to the two PVOs, Save the Children Federation and Catholic Relief Services, whose directors, Chris George and Sister Leona Donahue, along with their dedicated staff, made the collection of data for this report possible, often under difficult and dangerous conditions. At the same time, they made it a rich and enjoyable experience for the evaluation team.

Finally, we wish to extend our sincere appreciation to the many villages for their hospitality and warm receptions extended to the team. We wish all of them a brighter tomorrow based on peace and development.

CONTENTS

	<u>Page</u>
Preface	ii
Acknowledgements	iii
Table of Contents	iv
Executive Summary	vi
Summary Matrix of Findings and Recommendations	ix
Basic Project Identification Data - SCF	xi
Basic Project Identification Data - CRS	xii
Glossary	xiii
I. CONCLUSIONS AND RECOMMENDATIONS	1
1. General	1
2. Save the Children Federation	4
3. Catholic Relief Services	6
II. BACKGROUND ON THE CURRENT SITUATION	8
1. Project History and Goals	8
2. The Current Situation	9
III. SAVE THE CHILDREN FEDERATION	11
1. Accomplishments Since April 1985	11
2. Impact and Effects of SCF Projects	12
3. SCF Management and Operation	19
IV. CATHOLIC RELIEF SERVICES	23
1. CRS Infrastructure Development Accomplishments Since April 1985	23
2. Impact and Effects of Infrastructure Projects on Palestinian Villages	24
3. CRS Agricultural Production Program	30
4. CRS Small Business Program	33
5. The Process of Selecting, Designing, Implementing and Managing Projects	36
6. CRS Record-Keeping and Reporting Systems	38

CONTENTS (continued)

	<u>Page</u>
V. CASE STUDIES	39
Save the Children Federation	39
Catholic Relief Services	59
Photographs	following page 71
APPENDIX A	List of Contacts and Schedule of Visits
APPENDIX B	Evaluation Scope of Work
APPENDIX C	Project Summary Tabulations
APPENDIX D	Internal Evaluations of SCF and CRS Projects
APPENDIX E	Maps
APPENDIX F	Newspaper Clippings
APPENDIX G	Team Resumes

EXECUTIVE SUMMARY

An evaluation of the accomplishments of Catholic Relief Services (CRS) and Save the Children Federation (SCF) over the four years of their A.I.D.-funded grants for direct aid in community and rural development in the Occupied Territories of the West Bank and Gaza, was carried out by the evaluation team from January 8 through February 14, 1989.

Discussions with village leaders and beneficiaries of the projects, as well as with PVO staff and civil and military authorities, indicate that, in spite of many difficulties caused by the current unrest, projects are for the most part being completed, with local participation and contributions, to the considerable benefit of the inhabitants of rural towns and villages.

The level of local participation and local contribution has been high. One PVO reports an average contribution, before the intifada (the Palestinian uprising in the Occupied Territories), of 45 percent, substantially higher than anticipated in 1985.

The economic impact of the intifada is just now making itself felt. Inflation and unemployment are rising and incomes are falling due to increasing unemployment among the Palestinians. Problems in the Israeli economy are also contributing to these factors, as is the impact of the drought in the U.S., which has increased the price of animal feed by more than 150 percent in the case of sheep fodder. (See Appendix F for Jerusalem Post story of 2/12/89.)

The evaluation team was able to obtain informal evidence from the villages indicating that average monthly incomes had fallen from NIS 600 to NIS 150-200 in the 14 months since the intifada began.

Given all of these factors, the importance of the PVOs and of the A.I.D.-funded program in general has substantially increased, since most other sources of investment for development, especially the Jordan Joint-Development Program, are no longer available.

While we do not think that the two PVOs evaluated can absorb a great deal more than what they are already doing and have proposed to do, there are good opportunities for improving their use of existing resources by strengthening their training and technical assistance efforts, as discussed in the body of this report.

We also find that there are other excellent opportunities for using A.I.D.'s resources in ways that would contribute to the welfare and development of the people of the West Bank and Gaza. Among these new opportunities, the following are suggested:

1. A.I.D. may want to consider working more closely with UNDP, specifically in assisting with the development of a poultry hatchery in the West Bank and/or with sewage projects in Gaza.
2. Technical assistance, possibly followed by financial assistance once management is improved, to public water utilities and medium-sized municipalities in the West Bank, especially those of the latter which are still under elected rule, would have significant long-term benefits for large numbers of residents in semi-rural and peri-urban areas.
3. The cooperatives and pre-cooperative groups are in a unique position to extend technical assistance, which should help increase agricultural productivity by facilitating the transition to post-harvest and agri-business production. The need for feasibility studies and capital far exceeds available resources. The present cooperation is good among ANERA, ACDI, SCF and CRS, who are all working in the rural development area, but could be strengthened even more to take advantage of the unique situation of the cooperatives as an instrument for development in the West Bank and Gaza.
4. There is a need for more technical assistance in appropriate sewage/wastewater irrigation technology, and A.I.D.'s considerable resources in this area need to be more fully utilized, especially since some water projects are introducing wastewater problems.

Economic interdependencies existing before the intifada were undoubtedly more to the Israeli advantage, and may have been a contributing factor in the emergence of the revolt. The Israeli economy had a ready supply of labor, the Palestinians had jobs which, although low-paying for the most part, enabled them to play their role as consumers of one billion dollars worth of Israeli consumer goods annually, while at the same time remaining severely restricted in their exports to Israel and elsewhere.

There is a need at this stage to look to mutual advantages, some of which may emerge as a result of the intifada, particularly in the emerging agri-business and market development projects. This is critical, not only because the GOI has a strong hand in approving the projects, but because these projects are accepted not only on a "security" need, but also on economic interest. It is, in any event, clearly both to the Palestinian and Israeli advantage to attempt to change the present situation of dependency to a more equitable, free-market relationship based on trade with each other.

Political, economic and social progress are interdependent variables, and only a synergistic approach where interdependencies are exploited to mutual advantage, such as in the emerging European market, can lead to peace and development--two sides of the same coin.

SUMMARY MATRIX OF FINDINGS AND RECOMMENDATIONS

SUBJECT	FINDINGS	RECOMMENDATIONS
GENERAL		
1. Community contributions	Contributions are important for project implementation and sustainability--incomes have declined by 40 to 50 percent since the intifada.	Continue to require contributions, but limit them to 15 to 20 percent, including in-kind.
2. GOI clearance of projects	Submission of names and details on project committees discourages participation on income generation projects.	Submit income-generation projects for approval on programmatic basis.
3. Training and technical assistance	Many project committees and municipalities could benefit from more training in project management, public finance, and maintenance.	Assess need for increased training and technical assistance in these areas for project committees and community leaders.
	There is little consensus on the meaning of such terms as "community development," "sustainability," and "institutionalization."	Conduct a workshop for and by PVOs involved in WB/G community development as planned by A.I.D.
4. Support of public and private income-generating projects	Loss of income and lack of taxing power makes it difficult for local communities to sustain development efforts.	Wherever possible, introduce public income-generating projects which create jobs, services, and communal income in lieu of taxes. PVOs may also want to explore assisting communities in making more use of fees for services as a basis for raising additional revenue for development projects.
	Where electricity and water are operating, small-scale industry and handicraft can be initiated, creating jobs and income.	Small grants to groups and individuals for carpentry shops, auto service and repair, etc., would have positive effects on community development and income generation.
5. Follow-up of older projects	Lack of information on performance of communities assisted in the past makes it difficult to isolate variables leading to sustainable community development.	Survey older projects to determine factors which lead to sustained growth and capacity for self-help.
6. Manpower and training needs survey	Little adequate information exists on levels of skilled manpower in Palestinian communities. Planning would be facilitated if such information was available.	Initiate manpower and training needs survey, possibly through local (e.g., Palestinian) PVO.
SAVE THE CHILDREN FEDERATION		
7. Participation	In some cases contributions were not received and projects were not completed as a result.	Ensure that contributions are secured before committing community funds to the project.
	In some cases, apparently, there was little community involvement in choosing beneficiaries for household animals projects.	Make sure decisions about beneficiaries are made through project committee speaking for the community.
8. Training for women beneficiaries of income-generating projects	Recipients of grants could benefit from vocational training.	Introduce vocational training.
9. Testing of water	Water and wastewater projects require testing to insure health standards are maintained.	Introduce testing and reporting procedures for water projects.
10. Incomplete projects	Some projects, especially roads, are incomplete.	Survey incomplete projects, assess costs and benefits in completing unfinished projects, and complete them where it is justified.

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| 11. Project design and implementation | Inadequate designs by GOI have resulted in project delays and lack of completion. | SCF take responsibility for final designs of projects in which they invest. |
| 12. Bethlehem and Ramallah water projects | Problems of authorities require more assistance than SCF is prepared to provide. | SCF should attempt to arrange for completion of these projects; in future, involvement in large projects with large authorities should be avoided. |

CATHOLIC RELIEF SERVICES

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| 13. Water and Sanitation | Potable water projects create wastewater, requiring disposal and treatment considerations. | Explore how water and sanitation projects can be linked. |
| 14. Diffusion of adapted farm machinery technology | Adapted farm machinery has potential for high return in productivity and to develop a local industry, and needs to be available on a wider basis to Palestinian farmers. | Survey needs and market for machinery, then assist manufacturers in marketing more widely and intensively. |
| 15. Formation of cooperatives | Purchase of machinery (in Gaza) made possible by formation of "pre-coops," who amortize loans through rental. | Explore use of this model for development of cooperatives. |
| 16. Back-up generators for electricity projects | Long delays by GOI in connecting electric lines to power grids, delaying benefits of local and PVO investment. | Provide back-up generators for all electrification projects. |

BASIC PROJECT IDENTIFICATION DATA

1. Country: West Bank and Gaza Strip
- 2a. PVO: Save the Children Federation
- 2b. Project Title: Rural Development
3. Project Number: A.I.D./NEB-0183-A-00-4073-00
- 3a. Grant Number: AID/NE-C-4073 30 June 1985
4. Project Dates:
 - a. First Project Agreement: 1975
 - b. Final Obligation Date: 07/30/89
 - c. Most recent Project Assistance Completion Date (PACD):
5. Project Funding: (amounts obligated to date in dollars or dollar equivalents from the following sources:
 - a. A.I.D. Bilateral Funding (grant and/or loan) US\$11,037,000
 - b. Local Community Contribution US\$

TOTAL	US\$
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6. Mode of Implementation: Cooperative Agreement with SCF, operating through communities in the West Bank and Gaza.
7. Project Designers: SCF and development committees and village councils involved.
8. Responsible Mission Officials:
 - a. Consul General (Jerusalem); U.S. Embassy (Tel Aviv); West Bank/Gaza Working Group (A.I.D./Washington)
 - b. Project Officer: Stephen Grant, A.I.D./ANE/TR/HR
9. Previous Evaluation: External evaluation in 1985

BASIC PROJECT IDENTIFICATION DATA

1. Country: West Bank and Gaza Strip
- 2a. PVO: Catholic Relief Services
- 2b. Project Title: Rural Development
3. Project Number: 398-0159.14
- 3a. Grant Number: AID/NEB-0159-5123-00 04 April 1985
4. Project Dates:
 - a. First Project Agreement: 1975
 - b. Final Obligation Date:
 - d. Most recent Project Assistance Completion Date (PACD):
04/04/89
5. Project Funding: (amounts obligated to date in dollars or dollar equivalents from the following sources:
 - a. A.I.D. Bilateral Funding (grant and/or loan) US\$ 5,842,871
 - b. Local Community Contributions US\$ 1,283,436

TOTAL	US\$ 7,126,307
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6. Mode of Implementation: Cooperative Agreement with A.I.D./NEB operating through communities in the West Bank and Gaza.
7. Project Designers: CRS and local development committees and village councils involved.
8. Responsible Mission Officials:
 - a. Consul General (Jerusalem); U.S. Embassy (Tel Aviv); West Bank/Gaza Working Group (A.I.D./Washington)
 - b. Project Officer: Stephen Grant, A.I.D./ANE/TR/HR
9. Previous Evaluation: External evaluation in 1985

GLOSSARY

ACDI	Agriculture Cooperative Development International
ADCC	Arab Development Credit Company
A.I.D.	Agency for International Development
AMIDEAST	American Mideast Education and Training Service
ANE	(A.I.D.) Bureau for Asia and Near East
ANERA	American Near East Refugee Aid
BAS	Bethlehem Arab Society
CDP	Cooperative Development Project
CIVAD	Civil Administration (GOI)
ConGen	Consulate General (U.S.)
CRS	Catholic Relief Services
DUNAM	Measure of land area: one dunam is approximately equal to one-fourth acre
ECRC	Early Childhood Resource Center
EDG	Economic Development Group
EEC	European Economic Community
GOI	Government of Israel
IDF	Israeli Defense Forces
Intifada	(Arabic) Palestinian Uprising for Autonomy
JD	Jordanian Dinar
MAKAROT	Israeli water company
Mukhtar	Traditional village head
NIS	New Israeli Shekel

OA	Occupied Areas (WB/G)
PVO	Private Voluntary Organization
SCF	Save the Children Federation
TA	Technical Assistance
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Mideast
VAT	Value Added Tax
WD	Water Department (GOI)
WB/G	The West Bank and Gaza

I. CONCLUSIONS AND RECOMMENDATIONS

1. GENERAL CONCLUSIONS AND RECOMMENDATIONS FOR THE A.I.D. WEST BANK/GAZA PROGRAM

Conclusions

The past 15 months have changed the context in which the A.I.D. funded programs operate on the West Bank and in Gaza. Among the major factors to take into account in evaluating the performance of both of the PVOs, and other U.S. investments in development in the areas, are (1) the declining incomes in the Palestinian communities which are definitely affecting their ability to contribute to the costs of the projects, (2) the increasing problems of mobility due to strikes and curfews, and (3) the emerging awareness of the need for projects which can help sustain the Palestinians at a time when employment and income are in short supply.

The evaluation team finds that a great deal of useful development work has been done by the two PVOs, CRS and SCF, during the four years of the A.I.D. grant period. The infrastructure projects have helped save both money and time, and promise to lay a basis for income-generating projects. Road projects have become increasingly important, as described in detail in the case studies in Chapter V, due to the need to get to markets and hospitals which has increased during the intifada period.

The income-generating projects, which include both SCF's household animals projects and the CRS small business and agricultural projects, have also turned out to be fortuitous in helping to make the economic problems brought about by the intifada more bearable, particularly for those of lesser means.

The multiplier effects of many of the projects are very high, and we heard in many places about villages initiating projects after hearing about PVO supported projects in neighboring villages. Projects such as household animals also have high potential for quick adoption and wide imitation: in Gaza the handicapped pigeon farmer supported by SCF reported that 60-70 of his neighbors were now raising pigeon flocks from pairs of squabs he had sold them.

The effect of the adapted agricultural machinery introduced by CRS on the formation of pre-cooperatives was something which we had not expected to find. It appears that the desire for the machinery is sufficient motivation for many farmers to form a "buying club" to purchase the machinery. The fact that the equipment can be rented out during the harvest season for sufficient income to amortize the loan in one season makes this ap-

proach highly attractive to the farmers, and of course highly attractive as a development mechanism.

Recommendations

1. It is recommended that wherever feasible, both CRS and SCF investigate the possibilities of initiating income-generating projects for the village.

These would be especially relevant where there is already infrastructure such as water, roads, sanitation and/or electricity. Such projects would generate local employment and would provide locally made products at lower costs than those currently available from outside the community. Income from communal poultry, beekeeping, slaughterhouses, etc., could be used for local contributions to other development projects instead of taxes which are, in any event, very difficult to raise at this time.

2. It is recommended that approval from the GOI for income generation projects be sought on a programmatic rather than a sub-project basis.

If small businesses, or beneficiaries of household animals, were not required to be registered with the GOI, this might make it easier to increase participation and will make A.I.D.'s participation with local private voluntary groups more feasible.

3. While this is undoubtedly very difficult to do at the present time due to tensions brought about by the intifada, both PVOs should remain alert for any opportunity for Palestinians to attempt to break into the Israeli and other neighboring markets. A wider market would bring down the costs of the agricultural machinery, for instance, and would help the Palestinian community recapture some of the income lost due to increasing unemployment.

4. Community contributions are an important element in building the pride and commitment needed to sustain community development efforts after the PVO is no longer involved. We recommend that both PVOs continue to require community contributions to projects, but lower the norm to perhaps 15 percent, part of which may be in-kind.

5. Where infrastructure projects create a stream of revenue, such as with metered water and electricity, we recommend that the PVOs explore the possibilities of lending a portion of the total amount. This amount would be converted to a grant at the time when it was fully paid off, thus providing the savings needed to additional development, maintenance or collateral for borrowing, if loan funds are available by that time.

6. We recommend that both PVOs carry out more training of village councils and development committees, both are already beginning to take such steps. A number of excellent manuals are

available from A.I.D. in Cairo from the Basic Village Services and LDII projects which are in Arabic and could be used as models.

7. We recommend that both PVOs, but SCF in particular, attempt to ensure that the leadership with whom they are dealing at the initial stages of the project do in fact have the community's support not only for collecting the funds but also for the implementation and maintenance of the project.

8. We also recommend more follow-up with the older projects, e.g. those completed 2-4 years ago, to determine whether these communities were able to sustain their initial efforts on their own or whether the assistance is too little, too short, or of the proper type. We would particularly like to see whether a combination of training and technical assistance could not, in some cases, be given in lieu of financial support, leading to community fund-raising and project implementation without becoming dependent on an outside helping organization.

CRS/Jerusalem has done a study of 30 West Bank villages, called the Impact Data Survey (see Appendix D). This study reports on the qualitative impact of projects versus goals, but does not respond to the other considerations mentioned above. The follow-up would be a new arrangement for CRS, requiring separate funding.

A comparison of different models, some with financial assistance only, with those with only technical assistance, may reveal approaches to cost-effectiveness which could greatly help multiply assistance in a time of scarce donor resources.

9. We recommend that more attention be paid to wastewater needs in the West Bank and Gaza. Both PVOs are aware that water projects should be integrated with wastewater treatment whenever possible, and SCF is currently undertaking some exciting innovations in small-scale wastewater treatment. Deactivation of sludge and application of the residue in agriculture have both health and economic implications and should be explored more thoroughly as project ideas.

Finally, it is recommended to A.I.D., separate from the evaluation of the two PVOs, that consideration be given to:

10. A survey of the public finance situation of the public water utilities, managed by Palestinians in the West Bank and Gaza.

11. A workshop with the two PVOs, and possibly other PVOs involved in community development in WB/G, on community analysis, identification of community development indicators, and consensus on terms such as "institution-building", "sustainability" and "empowerment". We support A.I.D. initiative in this regard, already under way, and encourage the PVOs to support and participate in this effort.

12. A survey of the needs of manpower and training in the Palestinian community. Such an effort is commonly undertaken in developing countries receiving A.I.D. assistance, in this case it would facilitate choices of additional investments in Palestinian development.

2. SAVE THE CHILDREN

Conclusions

Save the Children has attempted to accomplish a great deal during the past four years. Much has been accomplished and SCF has once again demonstrated its excellence, particularly in small and micro projects.

Relative to other PVOs in the area, however, there are a fairly large number of incomplete projects; roads are a particular concern in this regard. This, we surmise, is due in part to inadequate community analysis and limited participation by some communities. The Gaza program is probably the strongest element in SCF's programs with many innovative and potentially valuable projects currently under way.

SCF is aware that the selection of communities needs to become more systematic, more aimed at selecting those where there is not only a need, but where there is also an indication that the community has sufficient cohesion and control of its resources to be able to complete the project without a great deal of additional assistance from the PVO.

Recommendations

1. We specifically recommend that SCF increase its capacity to provide technical assistance to the local communities in planning, implementation and maintenance of sub-project activities. This directional change is already under way by SCF and we encourage A.I.D. to support this shift in strategy.

2. It appears that SCF has executed projects based on the assumption that communities would contribute 50 percent of the costs. We recommend that SCF, possibly jointly with CRS, make an assessment of the current ability of counterpart organizations to contribute to the developing projects, and based on the results, adjust their planning accordingly.

3. We recommend that SCF ensure that contributions from the local development committees be deposited before making a commitment of U.S. resources.

4. We recommend that SCF assistance to individuals and families for household animals production be placed in the context of

overall village economic development. Decisions regarding who is to receive the benefits of these projects should have more clear-cut criteria and should be in the hands of a local welfare committee which is generally accepted by the community as representing the interests of those most in need of such assistance.

5. Women in Development projects need a sharper focus, especially for SCF. We support SCF's moves in this direction, particularly with regard to the integration of vocational training for women combined with income-generation activities.

6. We note that SCF prepared a proposal in 1985 for a community-based integrated development approach with a cluster of villages in the Jenin area. The project was not funded by A.I.D. because it implied a "long term commitment", about which A.I.D. had concerns at the time. However, the evaluation team strongly endorses SCF's recent efforts to shift its strategy towards more integrated development. In this connection, the evaluation team supports SCF's recent moves to select a few disadvantaged areas in the West Bank and Gaza as impact areas for integrated projects and it encourages A.I.D. to support these efforts.

7. We recommend that SCF, coordinating with CRS and other PVOs in the area, develop a plan for institutionalizing water and sewage testing for all of the projects being done by the PVOs. This is an excellent opportunity for cooperating with a local PVO or university in building an element lacking in the infrastructure.

We recommend that SCF participate more closely in the technical designs. The role CRS plays in maintaining responsibility for final designs is appropriate and could serve as a model.

We commend SCF's use of a U.S.-based professional engineer to review the design of sewage projects in Gaza and encourage SCF to play a similar role in the West Bank, especially regarding water projects. While SCF should not be the chief designer (for reasons of liability, among others), it should actively participate with local groups' engineers throughout the design process. SCF should continue to reserve the right to reject bad designs, as it has done in certain cases in Gaza and the West Bank.

8. Under the current Cooperative Agreement, SCF has agreed with A.I.D. to implement in stages the large-scale water projects with the Bethlehem and Ramallah Water Authorities. SCF's present phase of involvement with these Authorities will probably end this year when two large reservoirs now under construction are complete. We recommend that SCF not undertake such large public utility projects in the future without a substantial amount of additional technical support in para-statal management. In this regard, SCF may explore the provision of technical assistance to these authorities, which, as national institutions providing essential infrastructure services, may perform a vital role in the future of the West Bank.

9. SCF has coordinated with AMIDEAST and Birzeit University in arranging training for 10 municipal engineers from the Gaza Strip. The training was part of a plan to improve local groups' capabilities in the area of planning and implementing water and sewage projects. In addition, SCF was to support a water and sewage training facility run by the Gaza Engineers Association. The Israeli authorities refused to approve this vital project and briefly suspended the engineers' training. Eventually, a UNDP-funded water and sewage testing facility in the Civil Administration's Water Department in Gaza was approved by the Israelis. Given its expertise and experience in water and sewage projects, we recommend that SCF prepare an options paper reviewing the needs in the area of water and sewage training and outlining a plan to upgrade local capabilities, particularly in relation to PVO-funded water and sewage projects. In its assessment, SCF should consider using a local PVO or university to provide this service.

10. When working with local development committees, which are less structured than village councils and municipalities, we recommend that SCF follow the system it developed in connection with Gaza City sewage project. There, joint bank accounts were opened with the neighborhood committees, municipalities and SCF before the project began. In so doing, SCF verified local cash contributions. With the opening of the Cairo-Amman Bank, this may be an option for some groups in the West Bank.

3. CATHOLIC RELIEF SERVICES

Conclusions

We find that CRS has done excellent work in community infrastructure development, and has made very good progress in introducing appropriate small scale agricultural technology as well as with local income-generation projects which provide jobs and services.

At the same time we suggest that more attention be paid to exploring the creative use of local finance for savings and reinvestment development activities. More could be done, for example, with revenues generated from fee-based services such as water and electricity in raising community contributions for future projects.

Recommendations

1. We specifically recommend that A.I.D. provide CRS with the \$100,000 requested for small business development, with the understanding that A.I.D., with the support of CONGEN and the Embassy, support the presentation to GOI of small business projects on a programmatic basis only. We feel very strongly that the use of the A.I.D. funds is feasible only if it does not

compromise the beneficiaries during this time of unrest and anticipate that negotiation of this issue with GOI will serve as a useful test case in broadening and liberalizing the approval process to the benefit of the PVOs, their clients, and the GOI.

2. We recommend that the potential of the farm machinery program as a means for forming cooperatives be explored more thoroughly. The recent cooperative agreement between CRS and ACDI, soliciting ACDI's assistance in forming the "pre-coops" into more solid coops, is excellent. At the same time CRS might want to consider market surveys on equipment needs, as well as the need to disseminate information about the availability of the new, adapted machinery. Finally, there is a need to train service representatives, especially in Gaza, for the machinery. This could lead to the creation of jobs and would greatly assist in the sale of the equipment in the area. Technical assistance to the manufacturer on these matters may be appropriate at this time.

As pointed out by CRS, CRS's recent discussions with CDP (the Cooperative Development Program) exploring the possibility of joint action, whereby CRS project holders will be referred to CDP for loans, would free CRS of the administrative burden of loans, and would further co-operation between A.I.D.-funded entities at work in Palestine.

3. We recommend that CRS encourage the women of the Jericho Women's Cooperative Society, and any other projects producing processed food for the market, to establish some sort of sampling and testing system. During the time of the evaluation, newspaper reports indicated that the GOI was enforcing food inspection regulations.

4. We recommend that CRS explore the integration of wastewater treatment projects with potable water projects. While there is little evidence of ecological problems at this stage, perhaps due to the fact that many of their projects are in hill towns, there are many large tracts of wastewater in the lower areas of the Jordan Valley, perhaps indicating a potential problem.

5. We recommend that CRS provide back-up generators with all of its electricity projects. This CRS is beginning to do, since the approval of the project by the GOI, and the payment of the license fees by the village, is apparently not enough in many cases to bring about the needed connections to the main grid.

II. BACKGROUND ON THE CURRENT SITUATION

1. PROJECT HISTORY AND GOALS

Since 1975, A.I.D. has spent over \$80 million in the "Direct West Bank/Gaza program", implemented primarily through PVOs and managed at A.I.D. Washington, and focussed on humanitarian and developmental assistance to the Palestinians living in the Occupied Territories in the West Bank and Gaza.

The population in these areas live in 470 towns and villages; it is estimated that 75-80 percent of these villages have received support in the form of grants for infrastructure at some time during the past 14 years. The program is carried out with the consent of the Government of Israel.

The direct program of humanitarian and developmental assistance is not the only program conducted by the U.S. in the area, the total package of Food for Peace (PL 480), UNRWA and other programs funded by A.I.D. comes to approximately \$100 million annually, or about \$100 per capita.

The program is administered through the A.I.D./State Department Working Group, composed of A.I.D. staff, stationed in Washington, State Department Desk Officers for the area, and Consulate General/Jerusalem and Embassy/Tel Aviv staff in the field with reporting roles and responsibilities.

The direct program is implemented almost entirely through private voluntary organizations chosen for their predominant experience and capabilities in designing and implementing rural, agricultural and community development programs.

The goals of the U.S. program, as stated in the 1987 Strategy Statement, are:

1. To promote economic growth by developing and stimulating markets and community-based income generation;
2. To create a more favorable policy environment, especially for agriculture and manufacturing;
3. To increase the capacity of public and private institutions to support economic activity;
4. To improve social services in the West Bank and Gaza.

The program was expanded in 1986 to include the Jordan West Bank/Gaza Development Program, with a \$18.5 million contribution to the Jordan-administered assistance program to the Palestinians. In mid-1988 the government of Jordan decided to terminate

this program, but allowed activities previously funded to be continued.

2. THE CURRENT SITUATION

During the first three years of the grant period, until the beginning of the intifada, Palestinians were enjoying a relatively good standard of living, at least compared with developing countries, if not with Israel.

The West Bank, and to a lesser extent Gaza, were, and are, consumers of Israeli products and technology to the extent of more than \$1 billion per year (see Jerusalem Post article, 2/10/89, Appendix F). Eighty-five percent of all products consumed by the Palestinians were produced in or imported and reexported by Israel to the Occupied Areas. At the same time, the Israeli economy was a major employer of non- or semi-skilled labor, ensuring annual incomes averaging \$2000-2500 per annum.

Although there are no published statistics regarding the changes brought about by the intifada and by the loss of remittance income from relatives working in the Gulf States and Jordan due to the curtailment on financial transfers, it appears, from answers given to the evaluation team and the PVO staff in many communities visited, that the economic cost of the intifada has been very high. A recent survey conducted by an Israeli institute (see Appendix F for newspaper account) seems to bear this out.

We were consistently told, by community leaders and others, none of whom had reason to manufacture evidence, that incomes had dropped from NIS 600/month 14 months ago at the start of the uprising, to NIS 150-200 at present.

The fact that the Jordanian Dinar also has lost its value against the Shekel not only affected savings by making them worth 30 percent less, but also affected deposits made by the communities as their contribution to the projects.

The economy is also strongly affected by the large number of strike days, especially by curfews imposed by the GOI, and by growing unemployment as many Palestinians lose their jobs in Israel due to an inability to reach their jobs, arrests, or troubles in the community and family which force them to stay home.

It is estimated that of the communities' contributions to the A.I.D. projects, at least 20 percent were derived from grants available through the Jordan Program. This and the overall reduction in personal and family incomes means that it cannot be expected that local contributions will remain as high a proportion of project costs as was the case over the first 3 years of the grant. A cash contribution of 15 percent, excluding land and

contributed labor, is more realistic for the foreseeable future, and it appears that there are enough communities with these resources to continue to operate the program on this basis for the time being.

The fact that so many sources of investment for development have dried up recently, make the PVO administered programs more important than ever.

Inasmuch as it appears that the GOI is abstaining from significant investment in Palestinian public or private institutions and enterprises, and given that there are virtually no sources of credit or savings available locally, the PVO programs are assuming a significance which is rare in any developmental situation.

The U.S. "dialogue" with the PLO in Tunis has been helpful in making the U.S. funded programs more acceptable as long as the PVOs continue to remain at least somewhat discreet. Opposition to funding is primarily from highly vocal but small groups of university-associated intellectuals, Muslim fundamentalists and leftists in general.

Even within these groups, there is generally an acceptance and understanding that the money is contributed by taxpayers who agree by democratic processes to make resources available on a people-to-people basis.

This means that there is undoubtedly a considerable absorption capacity in the West Bank and Gaza for additional U.S. assistance. Such assistance, if offered, is probably best managed through the U.S. PVOs who not only have the capacity to deal with the requirements of U.S. assistance regulations for reporting and program management, but who are also, by their nature, able to expand their management and technical assistance with new programs and sources of funding.

Some local PVOs are willing and able to work within the framework of U.S. assistance and are already doing so, e.g. the local welfare associations and charitable societies. Others with whom we spoke, such as the ADCC, which does work similar to the U.S. PVO ACDI, have expressed willingness to consider working with U.S. funds.

III. SAVE THE CHILDREN FEDERATION

1. ACCOMPLISHMENTS SINCE APRIL 1985

Save the Children Federation (SCF) has undertaken a very broad range of social and economic development activities under the current A.I.D. cooperative agreement. SCF is the only US PVO which is increasing A.I.D. funded activities in the Gaza Strip. To date, SCF has completed 45 subprojects in the West Bank and 31 subprojects in Gaza. An additional 27 subprojects are under implementation in the West Bank and there are 18 subprojects in the Gaza Strip.

SCF projects falls into the following programmatic categories:

Water Resource Development includes building medium to large size water supply and distribution systems for increasing the supply and reliability of drinking water.

Water/Sanitation includes construction of sewage networks and treatment, sanitation equipment, and demonstration projects for reuse of water for agriculture.

Public Health projects upgrade and expand public and private health care facilities, and support preventive health care systems.

Rural Economic Development provides agricultural extension services to support crop-diversification, household animal production, land reclamation through terracing and retaining wall construction, household animal production, multi-purpose water conservation, and small-scale farm implements. The main thrust in rural development is to assist small farmers adopt low-cost methods to increase productivity.

Agriculture Marketing Road projects assist in the design and construction of access roads to improve crop production and marketing.

Social Development programs include school renovations, childhood education, vocational training for women, and physical rehabilitation for the handicapped.

SCF has re-categorized the activities listed above in order to provide specific sector-focus and is gradually shifting its approach towards integrating its sectoral activities. The following discussion and evaluation of SCF projects has benefitted considerably from SCF's intensive internal evaluation and assessment carried out over the past 18 months. In almost all cases, SCF has been able to identify objectively the problems

in project design and implementation and has taken corrective action. In other cases, however, earlier mistakes in planning and project management may make it difficult to take corrective measures at the later stage.

2. IMPACT AND EFFECTS OF SCF PROJECTS

2.1 Water Resource Development

Water resource development has been a major priority in SCF projects. A total of 30 projects have been completed or are under construction in the West Bank and in the Gaza strip. The projects range from bringing, for the first time, piped water to a refugee camp or a small village of 5,000, to increasing the capacity and reliability of water supply systems of municipalities and large water authorities supplying water to 20,000 to 100,000 inhabitants.

SCF support to these projects has been in the form of providing A.I.D. funds for the purchase of materials, installation of pipelines, and construction of reservoirs, as well as inputs in verification of technical design, construction supervision, and follow-up assistance.

The projects have extended or increased safe drinking water to about 16 villages, refugee camps and municipalities in the West Bank and Gaza Strip. The benefits of these projects are apparent. The evaluation team visited many villages and refugee camps that have been connected to piped water. Decrease in water-related illnesses, more time for productive activities, improvements in quality of life (cooking, cleaning, washing) are noticeable.

The hardships to women and children, who previously collected water through traditional means, are significantly reduced. In a number of places, the availability of piped water has allowed the use of local springs and other sources for irrigating lands.

SCF is supporting large-scale projects aimed at increasing the supply, capacity and reliability in Ramallah, Bethlehem, Beit Jala, and Beit Sahur districts. A.I.D. funds partly support the costs of construction of three major reservoirs and distribution lines that will expand the supply capacity to about 23,000 M³/day for more than 100,000 residents of the areas.

The projects are also significant in the sense that they provide direct support to two independent Palestinian Water Authorities, in Ramallah and Bethlehem. The work on these projects has been delayed for a variety of reasons including the present political situation. SCF's project coordinator and

consultant are making sure that the projects are completed efficiently and without undue delay.

2.2 Water/Sanitation

The increased consumption of water in many communities has created potential waste-water and sewage problems. Most of the small municipalities and villages in the West Bank and Gaza do not have proper sewage systems. SCF as well as the communities are aware of the environmental implications of these projects. SCF has completed and implemented a number of sewage projects in response to this need.

The evaluation team visited several of the project sites and is convinced of the necessity to interlink water and sewage projects.

A good example is Rafah Municipality sewage project. In response to the dangerous sewage spill in the area, SCF assisted the Municipality in the construction of an oxidation pond and a pumping station. Approximately 30 percent of the Rafah population is now connected to the main sewage line. When the rest of the area receives sewage lines, this project will serve a population of about 80,000. SCF should consider the alternatives in treating and using sewage water for agricultural purposes.

SCF is exploring low-cost wastewater treatment technologies through pilot projects. The Hope School Demonstration Project in the West Bank is an important case in point. The pilot project which is under construction on the grounds of Hope School, uses a sequencing batch reactor (SBR), to treat and re-use sewage for agriculture.

SCF is implementing this project in collaboration with Birzeit Consulting Group which will assist in monitoring the treatment plant. Collaboration between SCF and Birzeit would help disseminate the technology for other applications.

In the past, as SCF is well aware, the PVO has encountered serious problems in successfully completing Water and Water/Sanitation projects. We visited two project sites, one at Shufa and one at Yasouf, where only partial projects (well drilling, internal net installation) have been undertaken. The second phase of the Shufa project was completed with SCF funds, and SCF obtained 100 percent UNDP funding for completion of the third phase.

There were funding problems with the Shufa project. In some cases, as SCF is well aware, the projects in the Yasouf had difficulty agreeing on an approved design, perhaps due to limited involvement of SCF. The evaluation team believes that SCF should verify the financial capacities and commitments of the participating communities whenever possible.

Several water and sanitation projects for the housing cooperatives also remain incomplete. The infrastructure for cooperatives was not completed by the owners, mainly for the lack of funds. In some cases, SCF has cancelled these projects and is considering substituting A.I.D. allocations to new projects in the future.

The incomplete projects present a dilemma for SCF as well as for the communities. While SCF supported part of the costs of construction, and purchase and installation of materials, the overall objective was to establish water supply. SCF is seriously concerned with the implications and is currently looking at alternative actions needed to complete the projects.

There are many interrelated factors behind incomplete projects. Some of the important factors include:

1. Water projects are normally designed by the CIVAD water department engineers and consultants. Often, the technical specifications are improper and result in cost increases that the communities are unable to afford.
2. The village councils, or the local water committees, have limited planning and management capacity and on occasion do not have the support of all of the members of the community. As a result, project completion becomes politicized and interferes with effective implementation.
3. The sources of community contributions have significantly declined. Funds expected for several years from outside sources have not materialized.
4. In the past, SCF has relied on the CIVAD water department for identifying problems related either to technical design or to local financial and planning capacity needed to complete and maintain projects. SCF is now taking a more active role.
5. A number of the projects begun in 1985-86, were not adequately monitored and as a result were, in many cases, not completed.

It is to its credit that SCF has now conducted an analysis of the problems related to implementing the incomplete projects and has undertaken the necessary steps to improve its project management and monitoring. There is presently a clear recognition by SCF management that the means to fully implement all the projects must be found as soon as possible.

In large scale projects, such as Ramallah and Bethlehem water authorities, SCF does not have the leverage to complete the projects under present circumstances. In the views of the evaluators, SCF inputs in the form of design verification, quality control, and management assistance, pre-requisites to such projects, have been missing.

2.3 Public Health

Under the current grant period, SCF is implementing a total of 16 projects in the area of public health in the West Bank and Gaza Strip. Approximately 12 projects have been completed or are near completion, and four are under various stages of implementation. The bulk of A.I.D. funds in these activities are concentrated in the districts of Hebron and Bethlehem.

SCF and other U.S. PVOs have assisted in the construction and rehabilitation of medical facilities, purchase of medical equipment and furnishings, and training of health care professionals.

The projects have provided visible support to Palestinian organizations, ranging from physical facilities and equipment for the intensive-care unit, to upgrading of the centers for rehydration, mental retardation, physiotherapy, and asthmatic diseases.

There is a general lack of medical facilities and services in the territories. The GOI medical services provided through the government hospitals are inadequate. The government insurance scheme is costly and provides nominal coverage. The hospitals are far removed from the rural population and provide limited services. Treatment for chronic illnesses such as muscular dystrophy, multiple sclerosis, cerebral palsy, and mental retardation requires special medical facilities, diagnostic centers, and trained professionals, which are not available.

SCF has responded to this major need by supporting a number of private hospitals affiliated with charitable societies such as Hebron Red Crescent Society, Hebron Patients' Friends Society, and Bethlehem Arab Society. These societies are well established institutions and in addition to running hospitals, provide a variety of other educational and social services.

The evaluation team visited a number of SCF supported projects. The intensive care unit at Ittihad Hospital in Nablus, supported by SCF/A.I.D. assistance, is now operational, and is the only fully equipped unit in the area.

Since the establishment of the intensive care unit, more than 300 critical cases of heart attack, post-operative care, and intifada-related casualties have been handled at the unit. In the present situation, the benefits from this project far exceed the intended benefits. For critical injuries and bullet wounds, this is the only place that has diagnostic equipment and well trained staff to provide necessary medical intervention.

The asthma clinic at Ahli hospital and ENT unit of the Patients' Friends Society, supported by SCF/A.I.D. assistance in Gaza, have made significant improvements in the needed services. People from all over Gaza receive treatment and preventive advice at the asthma clinic. In the first half of 1988, a total of 1,993 asthmatic cases were handled by the clinic.

Other instances where SCF projects have made significant contributions, include support for a trainer of physiotherapists who serve as community health workers and provide home-based preventive health-care services. The training is carried out at the Physiotherapy Center at Jenin.

A second program in training physiotherapists is soon to begin at the Bethlehem University. The program is jointly funded by SCF and A.I.D., SCF/UK and the UNDP. The program is expected to provide training to a large number of health workers.

The completion of the Bethlehem Arab Society building project for the physically handicapped, supported by A.I.D., would serve as a diagnostic and treatment center and would expand the services for a large handicapped population in the West Bank and Gaza.

Over the years, SCF has worked closely with many health organizations and charitable societies, such as Hebron Red Crescent Society, Bethlehem Arab Society, and Arab Women's Union. These institutional relationships are important for further health sector programming.

SCF/A.I.D. assistance to the Bethlehem Arab Society Program Development and to the Red Crescent Society in Hebron for the development of District Rural Health Services is expected to greatly enhance the health service delivery in the two areas. An estimated 300,000 people would be covered under these two programs.

In all of its health projects, SCF has provided valuable assistance in equipment selection and purchase, tender and bidding, and installation of equipment. SCF continues to monitor the progress of projects under implementation.

SCF has designed and implemented health care training programs in Gaza. In the past two years, it has conducted three intensive workshops for community health workers and has increased its efforts in training for the physiotherapy program.

The operations and maintenance of the expanded facilities, supported by A.I.D. funds, are likely to present problems. Despite the fact that the organizations supported are well established, the financial resources of these organization to maintain the facilities are on the decline. The management of the facilities and service delivery also requires considerable planning capacity and financing. It is not obvious that the needed capacity and financing mechanisms are currently in place.

The recurrent costs of running and maintaining the health projects presents a serious issue. The annual costs for all the services of the Pediatric Center of Hebron Red Crescent Society, for example, is estimated at \$ 500,000 a year. The society's revenues, generated from service fees based on a sliding fee

structure as well as community contributions, may not be able to support the recurrent costs.

SCF is gradually shifting its health sector strategy toward integrated rural health care service delivery. The evaluation team supports this shift but would like to stress that to effectively implement the change of strategy, SCF may have to improve its in-house capabilities by adding health care training and programming personnel to its staff.

2.4 Rural Economic Development

The main focus of projects in the area of rural economic development is to foster economic self-sufficiency in the Palestinian villages. The projects respond to the heightened awareness among the people to reduce their dependency on outside goods and services.

The project activities include crop-diversification, farm terracing, retaining wall maintenance, household animal production, and multi-purpose water conservation. The specific target population in these projects is small farmers, unemployed or underemployed villagers, women, and refugees.

SCF is in the process of implementing 120 rural development projects in the West Bank and Gaza strip. About 50 percent of these projects are concentrated in Gaza, in response to the relative economic deprivation of the inhabitants. Household animal projects are in great demand, both in Gaza and the West Bank.

Crop-diversification, water-catchment pond projects, which the evaluation team visited in Gaza, have opened new economic opportunities for small farmers. Similarly, agricultural well improvement and agricultural equipment projects in Gaza have targeted small farmers in Gaza who are in need of assistance.

The benefits of the projects, and the impact upon the income of families receiving assistance, is beginning to show. The evaluators visited several families and small farmers who reported increases in self-sufficiency and quality of life as a result of the SCF/A.I.D. assistance. A handicapped pigeon-grower in the Rafah Refugee Camp in Gaza is now able to earn about \$3,000 a year by raising and selling pigeons. Over 400 families in Gaza have benefited from SCF assistance in household animal production.

Five water catchment ponds in the Gaza Strip have been completed. These ponds serve as demonstration projects for other farmers in the area. The evaluators visited a water catchment pond in Gaza owned by a group of seven farmers. The farmers are now able to cultivate two crops a year as opposed to one in the past.

The catchment ponds indicate that it is an effective and low cost technique to collect surface and run-off rain water for irrigation. These projects, in combination with agricultural well improvement and agriculture equipment projects, provide a concerted input into small-scale agriculture.

In small farm agricultural improvement projects, SCF provides extension services to the farmers on crop diversification, seedling purchase, and produce marketing. The technical assistance provided by SCF agriculturalists is much needed for the projects' success. The projects are generally within the capabilities of local people to effectively utilize the assistance.

2.5 Marketing and Access Roads

During the period of March 1985 to January 1987, SCF completed 27 marketing and access road sub-projects, 17 in the West Bank and 10 in the Gaza strip. The main purpose of these sub-projects was to facilitate farmers' access to lands and markets. The secondary purposes include easier access to urban based social and health services.

Access roads have helped the Palestinian farmers cultivate their lands. We were told repeatedly that land left uncultivated is liable to confiscation by the GOI and/or settlers. The incentive to reclaim land by cultivation has renewed incentives on the part of the villagers to generate income by agricultural production as an alternative to working in Israel as low-wage laborers.

In several instances, the management and implementation of road sub-projects has presented difficulties for SCF. The PVO itself stated repeatedly that it was aware that the local counterpart organizations were not selected with care. As a consequence, problems related to deficient monitoring of bidding and contracting procedures resulted in cost over-runs and substandard construction quality. SCF management has intervened in such cases and, for the most part, has been able to put pressure on contractors to improve construction, and has instituted closer management supervision.

Since the completed roads serve as an important infrastructure base for future projects, SCF should conduct a comprehensive assessment of the impact of marketing and access roads on the economics of the villages.

2.6 Social Development

Social development projects focus on strengthening the capabilities of organizations providing services to physically and mentally handicapped women and pre-school children. A total of 14 projects have been completed, and seven are under implementation.

The objectives of the projects for the physically and mentally handicapped are rehabilitation and economic assimilation of the target population through combined therapeutic and vocational training services. Women's projects include vocational training and small-scale income generation schemes; pre-school projects involve school renovations as well as early childhood education development. All the projects in this sector respond to needs for services normally provided by a government.

The political situation has in the past interfered with the implementation of some of the projects. SCF has identified 12 sites for pre-school improvements: three have been completed, and there are nine projects in different stages of implementation.

The PVO collaborates with the Early Childhood Resource Center (ECRC) in selecting pre-schools for renovation projects. ECRC develops teacher training and curriculum improvement programs in the same schools.

SCF provides 50 percent of the financial costs needed in these projects. In targeting these activities, SCF has developed institutional linkages with women's organizations, village councils, charitable societies, and local universities and research institutions.

The demand for vocational training among women is evident. The SCF supported projects in the West Bank and Gaza provide an indication of the demand. An increasing number of women are being registered in these programs. Since the intifada, the concern for safety, and the stress experienced by the families, have made it increasingly difficult for the women to attend these services.

3. SCF MANAGEMENT AND OPERATION

3.1 Project Design, Management and Implementation

SCF designs all projects in accordance with the terms of the Cooperative Agreement with A.I.D. The projects are designed to encourage community and other local groups in the West Bank and the Gaza Strip in the selection, planning, and implementation of projects which will improve the social and economic conditions of the local communities.

SCF designs the specific project activities on the basis of expressed needs of the local communities. Based upon the initial scope of activities, SCF develops a complete proposal for A.I.D.'s approval. All projects have to be cleared by GOI. Upon

GOI clearance, SCF implements the projects in the following manner:

- o SCF enters into a standard agreement with the representative body of the local community and the concerned GOI authorities. The agreement specifies SCF contributions and responsibilities vis-a-vis the other parties.
- o SCF verifies the accuracy of technical specifications and cost estimates if these are prepared by GOI departments on behalf of the local community. SCF modifies these estimates as appropriate.
- o During the implementation, SCF monitors the projects and provides necessary assistance.
- o SCF undertakes internal evaluations of all completed projects.

The project design and implementation approach is not always efficient in successfully completing projects. The major constraints to effective and efficient implementation of SCF projects include:

- o GOI approval and screening of the projects. This is a multi-faceted process which interferes with all stages of project design and implementation, including general approval, construction licensing, contracting, and materials selection and purchase. To go through the GOI process leaves a "narrow" margin for independent project design and management, and has negative implications for effective community development.
- o The selection of communities. The GOI process takes into account the characteristics of the communities in terms of broad security considerations, which has nothing to do with development criteria.
- o The technical design of projects. Infrastructure projects, such as Water and Sanitation, especially require appropriate planning and technical design. The evaluators believe that SCF should increasingly be involved in reviewing technical specifications.
- o Community contributions. In the past, SCF has not ensured the financial contributions from some communities in advance. SCF, as well as the communities, assumed that the promised money would be forthcoming. The decline and problems in the in-flow of funds from Jordan during the past several years has affected project completion in some cases.

3.2 Administration and Staff

SCF has undergone important organizational changes since the last A.I.D. evaluation. It has reorganized its field administration around sector-specific activities, and defined its sector strategies. SCF is continuing to institutionalize changes toward effective management under the present Field Director, who assumed the position in 1987. Important changes currently underway include systematic selection of projects and communities, fiscal conservation measures, and strict project monitoring and follow-up. The evaluation team is impressed with these advancements.

SCF's Gaza office is fully organized and staffed for the past five years and has an increased capability to implement projects. The Gaza Strip day to day program functions are delegated to the SCF's Gaza office. The field and the Gaza office coordinate closely in all matters. The management improvements coincide with expansion of SCF's Gaza program. At present, SCF capabilities to undertake A.I.D. projects in Gaza far exceeds the capabilities of any other PVOs.

SCF has been able to establish working relations with a significant number of important local organizations and charitable societies. This has increased SCF's resourcefulness in designing and implementing projects throughout the West Bank and the Gaza Strip. The evaluation team views these institutional interlinkages as an important element in SCF's effectiveness.

SCF staff, both Palestinians and expatriates, are highly experienced and dedicated. The staff is unique in its commitment to self-sufficient economic development for its Palestinian partners.

The increasing labor-intensity of SCF's projects places extraordinary demands on its staff. There is a clear need to add an agricultural specialist at the Gaza office and a community development specialist with background in rural sociology and public finance in the field office. The evaluation team encourages these personnel additions.

3.3 Reporting and Monitoring

SCF follows A.I.D.'s reporting procedures regularly. Project monitoring is undertaken at all stages of implementation. All projects are evaluated internally on completion. However, additional improvements are needed to compile financial statements in a more systematic manner which indicate community contributions and unit costs in each project.

3.4 Procurement and Equipment Purchase

SCF procures equipment from abroad, when needed, for its counterpart organizations, using A.I.D. procedures and policies.

The PVO assists its counterparts in the selection and purchase of local equipment and materials. In the last two years, SCF has promoted the use of local materials from the West Bank for construction.

IV. CATHOLIC RELIEF SERVICES (CRS)

1. CRS INFRASTRUCTURE DEVELOPMENT ACCOMPLISHMENTS SINCE APRIL 1985

As promised in its proposed program to A.I.D., CRS is well on its way to completing the 57 projects which were agreed upon as the target for the infrastructure development initiative. Of the 57 projects, 38 are completed, 9 are underway, with most near completion, and 10 are awaiting approval of the GOI.

Five electrification projects still lack connection to the main power grid and it is apparent to CRS, the villagers and to the evaluation team, that the GOI, for reasons probably related to the intifada, is not going to connect these villages in the near future. In four of these projects CRS will purchase generators. The fifth village is still trying to come up with its promised share of the money.

During the first three years of the project, until the start of the intifada, the villages were able to contribute an average of 45 percent of the costs of the projects. (See Appendix C for summary of costs and contributions.) The total amount contributed by the villages was \$1,789,768, the amount contributed by A.I.D. grant funds was \$2,162,407.

It is noteworthy that CRS, in its proposal written in 1985, predicted that the maximum contribution by the villagers would be no more than 35 percent. This was based on the average of 30 percent during the period prior to the present grant. The intifada has radically changed the situation with respect to local contributions, and CRS does not anticipate communities will be able to contribute more than 15 percent cash over the next few years, with land and other in-kind contributions not included.

Within the sub-project categories, the achievements were as follows:

Targets: 57 projects

- 15 market roads
- 21 health/sanitation improvement
- 14 educational facilities
- 7 electrification schemes

Achievements: 38 projects completed, 19 in progress

- 8 interior streets
- 5 water systems
- 3 primary schools
- 3 community centers
- 9 electrification projects

- 9 agricultural roads
- 11 access/agricultural roads
- 2 health centers

As is evident, CRS, responding to changing needs by participating communities, has put considerably more emphasis on roads, streets and electrification projects than was originally planned. This is due to the fact that not only was the Planning Department closed for ten months, but the occupation authorities did not grant licenses for schools and community centers. Consequently, these were reduced in favor of electrification which was seen as more likely to lead to job and income generation at a time when many Palestinians were losing their jobs.

In other cases, extended delays in approvals of projects have caused the villagers to change their project priorities and they have transferred their contributions to other projects. In some cases administrative problems, (e.g., the closing of a government planning department due to corruption) caused cancellation of a project.

All of the projects evaluated under grant 5123 were planned before the intifada. Over the 14 months since it began, other needs and priorities are beginning to emerge, particularly roads which are becoming critical at a time when the communities need access to highways to get the sick and injured to the hospital. They also need to bring buses and taxis into the village, facilitating local employment, as well as access to markets.

CRS currently has 19 projects being completed and 23 projects screened for ability and capacity to contribute, and expects to implement 23 additional infrastructure projects, at a combined cost of \$2,000,000, by 1991.

2. IMPACT AND EFFECTS OF INFRASTRUCTURE PROJECTS ON PALESTINIAN VILLAGES

Although the infrastructure program is divided into a number of sub-categories, each managed with the same general approach, these categories are discussed separately below since there are different rationales and problems associated with each of them.

2.1 Agricultural Roads

Farm-to-market and agricultural access roads are a priority in many communities, especially where we were told repeatedly that settlers are preventing the use of roads leading to agricultural lands, or where fields cannot be cultivated due to lack of access by agricultural machinery. It is important to note that

fields not under cultivation are subject to confiscation. This makes access to lands highly important.

Increased productivity of lands previously left fallow due to lack of access is of course also extremely important. In one community in Gaza, the construction of a bridge connected to an agricultural road put into use an additional 2000 dunams of land, thus increasing the area under cultivation by 25 percent.

The completion of these roads has also had an economic impact on the purchase of trucks, tractors and other agricultural machinery by the villages. In Jeet on the West Bank for instance, the number of vehicles increased from 10 to 45. This of course also introduces the possibility of creating jobs in the servicing and maintenance of these vehicles, something which was mentioned by a number of committees and councils whom we interviewed.

Where the road also is an access road to the main trunk lines of the highway system, as was the case in most of the projects visited, the impact is even greater. In a number of cases seen, buses now make regular stops in the village, the sick and injured can get to hospitals, and women with small children can get to clinics for regular check-ups or treatment.

2.2 Health-Related Projects

2.2.1 Interior Streets

As noted in case studies on Serra Village and other projects, the paving of streets in the villages has many positive effects, some of which are related to health through the elimination of huge dust clouds penetrating the houses and destroying flowers and vegetables in the gardens.

It was also noted by many villagers that enabling trucks and other vehicles access to the village, resulted in more vehicles being purchased and based in the village. This has led to a lowering of costs of construction and repairs, the creation of jobs in the building industry, and a health benefit in getting the sick and injured to the local hospital.

Where animals, especially donkeys, were used before to carry goods in and out of the village, this resulted in heavy breakage and damage, particularly to fruit crops and eggs; vehicles can now carry goods with little or no damage at all.

2.2.2 Water Systems

Providing clean drinking water to villages not only improves health by ensuring the quality of the supply, but also has important benefits in making possible income-generating projects such as cattle fattening, poultry, small truck-farms, washing and

laundry facilities, some of which are beginning to show. While the benefits are many, and well known, there are some costs, which, if not included in the planning, can be very high for the communities in the long run.

Among the most important of these are the wastewater consequences of introducing thousands of cubic meters of waters into small communities without at the same time providing collection, drainage, and in some cases treatment. While in the hills of the West Bank this is not yet a serious problem, perhaps due to the fact that these projects are all fairly new, the cumulative effect could be quite serious, especially in areas where run-off or percolation is not possible.

We have no reason to believe that the CRS projects, or those of any other PVOs, are in fact creating such problems at the present time. However, we would like to point out, as WHO and other international organizations such as the World Bank are just coming to realize, that no water projects should be undertaken which do not at the same time plan for the disposal, treatment and possible reuse of the same water when it leaves the community.

2.2.3 Health Clinics

The evaluators visited a number of community-based health clinics. Although planned before the intifada, they have become highly important at this time when it is so difficult for villagers to travel to District hospitals due to the disturbances, patrols on the roads and harassment by the settlers.

Since most if not all of those carrying health insurance do so through their employment, the rapidly rising unemployment rate raises some questions about whether the system was in fact shutting some people out due to lack of insurance or income. It appears that quite the opposite is the case. Since the intifada, there is little or no discrimination among those who have insurance and those who do not, since doctors and nurses in the clinics are all Palestinians. Services are being provided to anyone who needs it, generally at nominal rates.

Where the goals of development are perceived as increased autonomy, along with economic and social development, it may be a good idea to consider encouraging the villages which are planning to implement clinic projects, to begin thinking in terms of operating costs to cover the salaries of part-time doctors, nurses and midwives, all of whom are available in the market, through some sort of local taxation, income-based fees for services or other revenues feasible for the community.

2.3 Schools

CRS has assisted in the design and construction of 3 schools during this grant period. While there has been a need for community-based schools for some time, especially in smaller and more remote villages, the intifada has created additional concerns about the safety of young children walking long distances to school.

In the case of Zif School, the community obtained almost three-quarters of its contribution from the Jordan Commission, with the remainder raised through contributions from members of the community. This school, as is the case with all schools on the West Bank, is currently closed and the salaries of the teachers have been suspended.

School fees of NIS 12.00 (U.S.\$5.00) are charged students annually. These funds are kept by the headmasters, and, at least in this case, are used to supplement the instruction with English language cassettes and a radio/cassette player. Of the two schools seen, both have modern sanitation facilities. In the case of Zif School a pump was purchased in order to have running water in the toilets. A generator was also purchased since the school, although it is only 10 meters from a utility pole, does not yet have electricity. We were told that a permit was obtained over two years ago, and fees paid, but the government has not made the connections.

The principal of the school is on the planning committee and is a resident member of the community. He pointed out that before the school, very young children had to walk long distances, generally through areas under settler control. Now they are, for the most part, within 5-10 minutes of their homes.

The schools are expected to meet the community's needs up to the fifth grade. This seems reasonable since the community is small, with a total population of only 2000.

Although both schools were planned before the intifada, both planning committees gave identical reasons, i.e. the safety of the children and the need to have them closer by and under parental and communal control. This of course has become a highly critical element during the present intensive phase of the conflict. The Beit Amra Committee, whose school project is three-quarters finished, maintains that in spite of the devaluation of the Jordanian Dinar, which has reduced the value of their deposited contribution by one third, they will raise the money and will complete the project.

Schools are an important symbol of the community's determination. Communities are well aware also, that schools are flexible resources which could be used during off-school hours for literacy, crafts and other training as well as for meetings and social events. At present, however, it is regarded as simply

too dangerous, and is illegal as well, to gather groups of adults for any purpose in any public buildings in the village.

Where the community feels that schools are a priority, and are willing to contribute at least 15 percent cash up front, there is no reason not to continue to partner with the communities in their design and construction.

2.4 Community Centers

Community centers, like schools, built during the grant period are little utilized these days, for the same reasons. As multi-purpose buildings, they generally have facilities for teaching sewing and knitting, kindergartens, offices for the village council, and occasionally, beauty parlors, post offices and the village telephone.

It is difficult to overestimate the value of such infrastructure in small, isolated communities where homes are often both too small and at the same time inappropriate venues for such activities.

At the same time, however, community centers are targets for violence as symbols of the community and as gathering places for the leadership. A number of these centers were badly damaged, with broken windows and signs of vandalism allegedly caused by the IDF and/or groups of settlers. Walls had been built around one of these at the community's additional expense; this, however, did not seem to be an adequate deterrent.

Again, as above, there is no reason why PVOs should not, if it is the will of the community, and there is sufficient interest to raise the necessary contribution of 15-25 percent cash and land required, continue to assist villages with such projects.

The income generating potential of women learning craft skills, and making and marketing products in the community center's workshops or at home after gaining the necessary skills are self-evident. They are, moreover, a cost-effective way of housing a number of services, e.g. health, child-care, administration and training under one roof, at a central location.

2.5 Electrification Schemes

About 25-35 percent of the villages in the West Bank have no electrical grid in the villages and no service from the main grids. In the hierarchy of priorities, CRS has found that in more than 300 projects, not all of which are infrastructure in the WB/G area, villages generally choose as priorities: (1) education, (2) access roads, (3) electrification, and (4) drinking water.

As explained by the village committees, who were articulate on the subject, electrification is the principal means by which an agricultural community can diversify its economic base towards light industry.

With electricity a number of industries, mostly artisan-based such as carpentry, black-smithing and mechanics, become feasible. At the same time, self-sufficiency is given a boost since many items, such as doors, windows, tables, chairs and many other items generally purchased from Israeli sources, can be made at less cost in the village. It is important to understand that this direction is quite new, and is difficult to accept for many who, since 1967, and probably before that, have become accustomed to a wage-cash economy where you simply buy what you need.

Finally, electrification has other economic and social benefits. The cost of cooking and heating drops dramatically when converting from kerosene to electricity, food spoilage can be retarded with refrigeration, and radio and occasionally television enters many homes, carrying important learning, news and ideas.

In at least one case, the decision to have an electrification project led to the institutionalization of the project committee as the general development committee of the village, and other projects are now being planned. These projects will use as their financial base, revenue generated above and beyond the actual costs of paying the village electric bill to the government, the salary of the operator of the station and the maintenance cost.

Infrastructure projects which charge a fee for services, and which thereby create a revenue stream in lieu of taxes, are highly attractive mechanisms for sustaining development at the village level. Many village committees are becoming aware of this, and CRS is encouraging others to use this means to create savings for repairs, materials and other developmental projects.

Savings from electrical projects are often considerable, in one project the reduction in cost, for the same amount of electricity dropped from JD40.00 per day to JD6.00 per day after switching from diesel to the main grid electricity supply.

Where electrical grids have been installed, and not yet connected to the outside grid, in spite of fees having been paid and permits issued, we were told CRS is purchasing generators in order that the communities can reap the benefits of their investment and effort in the projects, even if it is at a much higher price.

Where this is the case, the cost of fuel is such that the collection of fees cannot be used as a revenue-generating mechanism for the community.

As with all of the other infrastructure projects, electrification is a two-edged sword; while giving innumerable benefits, it also creates a dependency. Nothing is easier than to turn off the electricity to a village which the government wants to control. While generators may be of temporary help in such cases, they are also vulnerable to sabotage, as has been reported in some cases.

As with everything else, there is no option but to go forward, every project that is completed with the maximum feasible participation of the community is an important symbol of community life, spirit and willingness to go on, in spite of everything, and serves as a potential engine for future activities.

3. CRS AGRICULTURAL PRODUCTION PROGRAM

The CRS agricultural program has 3 components, each with its own sub-objective: (1) to develop and test machinery which would be appropriate and cost-effective for West Bank and Gazan farmers; (2) to introduce improved dry-land farming methods, including improved seeds and irrigation; (3) to provide extension services related to the testing and adaptation of both of the new technologies indicated in (1) and (2) above.

The experience of CRS in Egypt and North Africa suggests that agricultural machinery presently used in the West Bank and Gaza could probably be improved by testing and adaptation of machinery from other countries. The purpose of these activities is to develop and introduce technologies and methods which would, if adopted and disseminated, increase production.

Under present conditions Palestinian farmers have very little access to GOI extension services. In spite of this lack of extension services there is no doubt but that Palestinian farmers have reaped considerable benefits from the high-technology farming of the Israelis, and appear in many ways to be far ahead of most developing countries in their adoption and utilization of modern up-to-date farming methods.

Consequently there is considerable room for improved machinery, improved varieties of seeds, particularly wheat, as well as for improved irrigation methods.

Project activities were visited in Jenin and Gaza where discussions were held with a manufacturer and developer of improved machinery, Haddad and Sons, and with members of 5 different cooperative societies. Visits were also made to a number of dry-land plots, rented or borrowed from farmers cooperating with the CRS agricultural extension efforts.

The major effort, in terms of time expended, has no doubt been the Harvester-binder brought from Egypt for testing and adaptation. This activity was undertaken since there was no winnower on the market which also performed the threshing function. Where traditional methods were used there was a high degree of loss, about 25 percent when the sheaves were threshed.

The seeder-drill, initially rented and later purchased from the Trans-Jordan Company for demonstration purposes, was introduced to replace the hand-broadcasting method of seeding which is wasteful and inefficient.

The winnower-thresher is well on its way to becoming established as a commercial success, 13 have been sold so far, and according to Ibrahim Haddad, the manufacturer, he has orders for 30-40 more to be sold this year.

The Bertolini harvester-binder, imported from Italy, is considered very appropriate by CRS and by the farmers in terms of cost, size and operations. It does, however, have some problems in terms of servicing, especially in Gaza where the Italian service representative does not want to visit. There is a definite need to consider training service representatives from the Gaza area; in Jenin this is not serious since the Haifa-based company can reach there.

The CRS approach in introducing the machinery is an excellent model not only for making machinery available to farmers of modest means, but also as a technique for forming pre-cooperatives which can later become cooperatives. In Jenin, for instance, the cooperative society with whom we met, bought the harvester-thresher from CRS with a 1/3 downpayment, 1/3 loan and 1/3 grant. The loan was repaid in one season, since the coop was able to rent the machine to members and others during the harvest season, thus earning enough revenue to amortize their loan over a very short period.

It is noteworthy that the advantages of access to the machinery are considerable, especially to small and medium-sized farmers of about 10 dunam of land who could not afford to buy on their own, and that the availability of the machinery is therefore acting as an organizing intervention leading to the forming of a cooperative society where none existed before.

The extension program is based on demonstrations of plots planted with new varieties, the uses of the new and improved farm machinery, or different approaches to planting, e.g. variance in the distance between rows. New varieties of wheat and vegetable seeds, developed by the Hazera company and tested in Israeli settlements were introduced, however, results will not be available until after the harvest in June, 1989 or later.

The two demonstration plots in Gaza are both on the land of private farmers, one donated, the other rented for purposes of demonstrations. "Farmer Days", which have been attended by 100 farmers so far, are held at these sites on a monthly basis.

CRS has recently hired two Israelis, of Arabic origin, with long experience as extension agents, one of whom has had a program on national television, thus lending considerable credibility to the program. Given the fact that there is no operational extension service to Palestinian farmers, the intent is to demonstrate to the seed companies and other farm input related industries that it would pay for them to hire extension agents to work with the farmers.

It is too early to judge whether this strategy will work, particularly at the present when the situation in Gaza is very tense and it is unlikely any company will move in this direction. This pattern, of privatization of extension through the farm-input dealers, is of course a common practice in the U.S. where the state governments are playing a smaller role in extension services than the private companies which have a commercial interest in helping farmers be more productive.

There is as yet little information available about the potential markets for machinery, improved seeds and other inputs being introduced and tested by CRS. CRS is also introducing irrigation demonstration projects in the Gaza area and has, in one case, installed a temporary pump to demonstrate the need for using irrigation systems based on at least 2 atmospheres of pressure. Salt is becoming a problem in the Gaza area, perhaps due to the many wells drawing out large quantities from aquifers near the sea. Salt begins to become a problem at 1800 p/million. Some of the wells in Gaza are reporting salt in concentrations of close to 5000 p/million. Yield is affected already at 1000 p/million.

Inasmuch as CRS has evidently carried out the task of developing new, adapted technology, particularly in agricultural machinery, and granted that the testing period will take at least another 2 years, there is nevertheless a need to know how information on production technology can best be diffused to Palestinian farmers.

If, for instance, farmers not only knew that an improved harvester-binder was available, but also knew what its capacities, price, reliability and other characteristics were, and also knew that if they organized into a cooperative they could rapidly own the machinery through rental income, it is likely that this in itself would create a demand sufficient to allow CRS to step out of the picture and let the market forces prevail.

For these reasons it is recommended that a survey be conducted on the demand for such equipment and the various ways in which farmers' requirements for servicing could be met, which would insure that the sales would be sustainable.

Such information, shared with manufacturers and dealers in the West Bank and Gaza, could encourage them to manufacture, sell and service the equipment with no further input from CRS thereby presumably fulfilling the goal of the program, i.e. to provide farmers access to technology, at a price they can afford, resulting in increased production, increased income and improved quality of life.

4. CRS SMALL BUSINESS PROGRAM

During the grant period a number of studies were conducted to determine the feasibility of using the PVO's experience in community development as a base for the development of small business, income-generating enterprises in the West Bank and Gaza.

To initiate this new program, two studies were commissioned, carried out and for the most part rejected by either CRS or A.I.D. as being too ambitious or not realistic given the circumstances in the WB/G area.

CRS subsequently settled upon a limited, sensible, step-by-step approach to developing proto-type programs, which, if successful could then be replicated. In this regard, the small business development approach is quite similar to the agricultural technology development program described earlier.

A Palestinian small-business management expert with an M.B.A. from a U.S. university was hired. Her salary, and that of a secretary and a driver, are currently the only A.I.D. investments in these projects. These pilot projects are, however, important in their potential, especially since the intifada, since they promise to be an excellent approach for income generation, especially for women who have no other means of support at this time. The evaluators, in visiting these projects, attempted to determine their suitability as a means for A.I.D. assistance since CRS currently has a request for \$100,000 of A.I.D. support for additional projects in this category.

A number of these pilot-projects were visited and are described and commented upon below.

The Kfirit Flour Mill Project

When CRS was approached by a group of women from Kfirit requesting assistance in the funding of a portable flour mill,

the analysis of the project dictated that this type of enterprise might lend itself to a combination grant/loan, income-generating project for women.

The project idea is based on the need to save both cost and time in the milling of flour in the villages. Although the project was planned to meet these needs, it has turned out to be a prescient idea, since the intifada has made it much more difficult, if not impossible for women to go to the district town to mill their week's supply of flour for the family baking.

The portable mill, pulled on a tractor, now comes to villages in the Jenin area on a different day of the week, thus freeing the women from the long and time consuming journey to town. The cost from the portable mill, moreover, is one-fourth of the cost from the Jenin district mill, a considerable saving for the families.

The committee of eight women who formed the project committee come from five towns which are some of the clients of the project. They collectively invested \$5500 as their contribution, while CRS contributed \$6430 (non-A.I.D. funds) for the mill and tractor.

It is difficult at this time to determine the viability of projects such as these, since the flour mill is not operating full time due to the intifada disturbances. It is certainly worthwhile for the consumers who not only save about \$10 per month, a substantial amount since incomes have dropped to an average of \$100 during the intifada, but also are spared the trip to the market town.

As a business venture, and as an income-generating activity, were the women able to operate the service full-time, they would probably do quite well. In two months time the women will start to take equal shares from the income while the remaining money will be used for operations and maintenance. The service had only been operating from December 5 to January 9 at the time visited, during which time a total of NIS 791 had been earned. Of this amount, one-third goes for the driver (the women originally wanted to take turns driving but it turned out to be too difficult and dangerous), one-third for maintenance, and one-third for reinvestment.

They are using the enterprise as an income-generating activity for themselves at this time, but are not earning as much as they had hoped due to the difficulties of moving about during the strike days, as well as problems due to the rainy season.

The evaluation team recommends that A.I.D. take advantage of what CRS has learned in testing these exciting innovations by allowing CRS to invest the \$100,000 they have requested in similar projects. We agree with CRS that the GOI should approve these programs on a programmatic rather than on a sub-project by sub-project basis in order to facilitate their implementation.

Jericho Women's Society Food Processing and Marketing Project

This project, operating in the Jericho building of the Arab Women's Society, which was established in 1963 as a center for kindergarten, literacy, crafts and other training for women, was developed out of the need to create income-generation for women whose sources of income had been cut off when their men either went to prison, lost their jobs, or were unable to get money sent from abroad.

The goals of this project, planned before the intifada, were to use the surplus of fruits and vegetables produced by local farmers, and to provide alternatives to the food imported from across the "green line" in Israel, at lower costs and more to the local taste.

The project is organized around 15 women who, on a rotating or job-sharing basis, work at the society's building preparing food products to be sold in the market. The women are currently earning NIS 250 per month, plus 10 percent of the profits. This is sufficient to feed a family, at least the basic necessities.

The project has additional advantages in that it purchases surplus production from local farmers who have trouble marketing the surplus derived from planting fields they do not dare to let lie fallow for fear of confiscation. Wild vegetables are also used in the production and these are purchased from the collectors, who thus also benefit from the program.

The introduction of foods, such as Mulkhaya, a local vegetable food not available from the Israeli producers, is highly significant in making a break with the captive market system which has existed since 1967. It appears, from talking with the women, that, not only is there a market for foods favored in the Palestinian culture, but that there is at the same time a strong "buy Palestinian products" feeling among the consumers which would work to the advantage of the introduction of a number of items.

It is interesting that some local PVOs are considering going into this market. The Arab Credit Society, which does not receive any A.I.D. funding but which has expressed an interest in discussing how this might be arranged, is also considering encouraging the local cooperatives which it supports to become involved in food processing and marketing.

As an income-generating activity, the project is excellent. CRS has invested in the project (non-A.I.D. funds) by paying half the cost of a van, used to transport raw materials, and has purchased industrial freezers, ovens, blenders and juicers. The small business team, which is currently being formed, will provide technical advice and project analysis to similar projects. They are also planning to provide training for supervisors, bookkeepers and for the marketer/driver, and will conduct feasi-

bility studies and market surveys on the viability of the new products with the consumers.

The Hizma Poultry Project

A poultry project operated by eight women was seen in Hizma by the evaluation team. The joint-investors had purchased about 300 laying hens and were supplying the area with fresh eggs at prices more reasonable than the imported Israeli eggs. Poultry projects, while attractive due to the high demand for fresh eggs from the Palestinian population, are probably somewhat risky at this time since the supply of pullets, as well as feed, is highly dependent on the Israeli exporters. As mentioned elsewhere, the UNDP is currently attempting to establish a hatchery on the West Bank. If this succeeds, the risk will be greatly reduced, as presumably will the cost, and this project will be an excellent demonstration model.

All of the above CRS ventures in small businesses share a number of characteristics:

- o Due perhaps to the need to raise capital and to the need to make it a worker-cooperative enterprise, all of the projects may have too many owners/investors to be operated efficiently, or to expect much return.
- o The projects are well researched from a marketing point of view and there is considerable demand for the goods and services which they provide.
- o All of the projects are excellent as innovations to deal with personal poverty, and could certainly stand as models and alternatives to U.S. welfare programs.

5. THE PROCESS OF SELECTING, DESIGNING, IMPLEMENTING AND MANAGING PROJECTS

CRS has had many years' experience implementing community development projects worldwide, in the Middle East, and in the West Bank and Gaza, where there are currently close to 300 CRS-supported projects, many built with A.I.D. funding.

The "CRS approach," as was noted in the previous evaluation, is highly effective in getting needed projects completed, on time, and with a high degree of local participation in both planning and financial contributions.

Among the factors which contribute most towards the successful completion of so many of CRS's projects, at least compared

with those of many of the other PVOs, several appear to be key variables in the process:

- o CRS selects projects only from communities where there is a cash contribution, in most of the projects close to 45 percent, a substantial investment.
- o On all projects a contract is signed between the villagers, the PVO and the government department, giving roles and responsibilities of each party.
- o CRS acts as a general contractor for the projects, and does not permit the contractor to purchase materials for the project, thus avoiding problems in cost overruns, misuse and fraud in building materials.
- o The village committees or councils where they are responsible for the projects, carry out the supervision of the construction. This helps prevent loss of building materials, slack-off in the work and other problems relating to implementation.
- o CRS is persistent, works within the existing system, and keeps on trying, even when there are innumerable delays in approvals and permits.
- o CRS facilitates the process of approvals and licenses by assisting the village committees, when needed, to obtain the necessary permits.
- o CRS works with local committee representatives of the power structure in the communities. While this is difficult to prove without a great deal of sociological research, it is unlikely that so many of these projects would have been carried to completion had there been strong community opposition to them. Further, the amount of community contribution, and its distribution in the community, would undoubtedly have been substantially smaller, had the PVO worked with only a faction in the community.
- o CRS engineers and architects are closely involved with the design of the projects and the PVO, working with the community, takes responsibility for the final design.
- o CRS adapts and tests technology for appropriateness and reliability, and helps the community identify the problem before offering a solution.
- o CRS employs experienced professionals with the skills and experience needed to carry out the often difficult, frustrating and cumbersome processes involved in helping communities increase their capacity to help themselves.

6. CRS RECORD-KEEPING AND REPORTING SYSTEMS

CRS maintains a comprehensive record on all of its projects. As with SCF, financial records are kept on microcomputers, facilitating rapid analysis.

All of the annual and quarterly reports were examined briefly. As is well known by A.I.D., CRS produces outstanding looking reports complete with "before and after" pictures of the projects. A number of impact studies were also conducted; as mentioned elsewhere, these could be improved by the definition of terms and agreement of indicators of community development currently proposed by A.I.D. and under discussion with the PVOs.

V. CASE STUDIES

SAVE THE CHILDREN FEDERATION

SUBPROJECT NAME AND LOCATION: Beit Hanoun Village Council
Water Tower and Pipeline

SUBPROJECT #: SCF 241
DATE COMPLETED: October, 1985
DATE VISITED: February 18, 1989

PROJECT OBJECTIVE: To construct a water tower and pipeline to supply safe drinking water to the 10,000 residents of Beit Hanoun.

DESCRIPTION OF BENEFICIARIES: The villagers' supply of drinking water was very limited due to the small capacity of the old water tower. Pipeline connections were equally inadequate. The village council, with the help of SCF, planned to build a new water tower. The village council supplied about 60 percent of the project costs.

PROJECT OUTPUT AND EFFECTS: SCF provided \$80,000 in funding plus the engineering staff to design and supervise the project. The water tower and the mainline connections are very well designed and are maintained by the engineer of the local municipality. The tower has increased the system's capacity to 150 cubic meters per day. The benefits include improved health, reliable water supply, and savings in time and money.

COMMENTS AND CONCLUSIONS: While the benefits of the project are many, the increased use of water has created a sewage problem. The village is not connected to the sewage system of Gaza district, but the village council is exploring means of building a proper sewage system. This problem should have been anticipated at the time the water project was designed.

SUBPROJECT NAME AND LOCATION: Sa'ir Water Cooperative,
Hebron

SUBPROJECT #: SCF 80-26

DATE OF COMPLETION:

PROJECT OBJECTIVE: Installation of main pipeline from Halhoul to the villages of Sa'ir and Shyukh, and an internal network of 3.5 kilometers.

DESCRIPTION OF BENEFICIARIES: The village of Sa'ir, located in the district of Hebron has an approximate population of 1,500. The villagers claim that they have good agricultural land but are not entitled to cultivate it due to various regulations imposed by the authorities. Agricultural production is dependent upon rain water only. There is a spring in the village which could be developed for irrigation. This will, however, require permission from the authorities.

Most of the villagers work in Israel as laborers. The average daily wages of NIS 30 are reduced to NIS 15 under the current situation. The number of work days have also been reduced due to strikes and other restrictions.

LOCAL PARTICIPATION: A local charitable society is responsible for the affairs of the village. The members of the society are elected by wide consensus and are very active in social welfare development. The society raises funds by private contributions as well as through special fund raising activities that they organize. In many projects, the society has provided in-kind contributions in the form of local labor and materials.

In 1980, a water cooperative was formed under the society which initiated the water project. Based on the design and cost estimates, the cooperative solicited SCF assistance. The cooperative provided part of the costs as well as local labor.

PROJECT OUTPUT AND EFFECTS: The main pipeline and internal network were completed in 1983 through A.I.D. funds. The village water cooperative supported 650 house connections. Soon after the project was completed, the high water pressure caused damage to the pipeline and broke many water meters. This problem has gradually worsened. Presently, the water loss in the internal net is about 1000 m³ per month. Most of these losses are due to water consumption unmeasured as a result of damaged meters.

While the water bills have increased, the supply of water is limited because of internal net losses as well as frequent cut-offs by the Water Department. The villagers are facing financial difficulties in paying water charges.

ROLE OF THE PVO IN THE PROJECT: SCF supported the costs of the installation of mainline and internal network. It did not play any role in the design and verification of technical specifications. Since the village is located in a valley, the problem of

high pressure should have been addressed in the initial project design.

The village cooperative approached SCF again in 1984 regarding the maintenance and water-loss problems. SCF agreed to partially support a second stage involving the reduction of pressure and maintenance of the internal net. Stage Two as a new project was again to be approved by the Water Department. SCF does not consider the pressure-reducing solutions (i.e. installation of pressure-reducing valves and a parallel mainline) to be technically feasible.

At present, SCF is working with the village cooperative in revising the master plan in order to deal with fundamental design problems. Upon the revision of the plans, SCF would provide appropriate financial and technical assistance to the village.

COMMENTS AND RECOMMENDATIONS: Technical specifications prepared by the Water Department have been responsible for the current problems. The Water Department neglected to allow for the impact of high pressure on the supply system. Had SCF verified the initial specifications, some of the problems might have been avoided.

At present, SCF is examining the problems and appropriate solutions in detail. The local water cooperative is very capable and supportive of SCF's assistance. To the extent any direct involvement of the Water Department can be brought about, SCF's present approach to solve the problems should succeed.

SUBPROJECT NAME AND LOCATION: Bani Suheila Village Council
Community Center, Gaza

SUBPROJECT #: SCF/GS 257 & GS 164
DATE COMPLETED: January, 1986 & June, 1988
DATE VISITED: February 1, 1989

PROJECT OBJECTIVE: To upgrade the physical facilities of the Center and expand pre-school and women's vocational training programs.

DESCRIPTION OF BENEFICIARIES: Bani Suheila is a poor village in the Gaza strip with an approximate population of 10,000. The villagers, especially women and children, have very limited access to educational and social services. The inhabitants of the village largely depend upon income from work in Israel. The average family income in the past was about NIS 500 per month. Presently, this income has been reduced to about NIS 300 per month. The villagers have water and electricity; however, the members of the village state that only 50 percent of the villagers are currently able to pay for these services.

LOCAL PARTICIPATION: The village council of Bani Suheila and other village councils in Gaza strip are part of the Gaza municipal administrative system. The head and members of the Council are appointed by the government. The Council plans local development activities and submits them for government approval and consideration.

The village community center was established six years ago to serve as a social service and educational center. The center's five-room facility was inadequate for its pre-school program. The same facility was used to start a women's vocational training program. The village council requested SCF assistance to upgrade the facility and to provide equipment and furniture for the training program. The council secured \$60,000 from the government as its share of total project costs.

PROJECT OUTPUT AND EFFECTS: The center is located on a main street in the village. It has two floors, with a total of seven rooms. The pre-school is based on the first floor, and has five classrooms. Until last year, 250 children were enrolled in the pre-school; now only 90 children attend the program. The school has five teachers and a supervisor.

The day of the evaluation visit, there were about 75 children attending the school. The second floor is taken up by the women's vocational training center. It is furnished with three sewing machines, several tables, and a refrigerator. The A.I.D. funds contributed to the construction, furnishing, and purchase of equipment. The training center is presently closed due to the intifada.

The second floor of the building is not being used. A demand for the activities that would normally be conducted there

is indicated by the fact that last year 25 women completed seven courses in sewing and knitting. Despite this demand, there is little maintenance of the building or of the equipment being done. All the glass windows on the second floor are broken.

ROLE OF THE PVO IN THE PROJECT: SCF supported the center and its two programs in response to the needs of small children and women in the village, allocating \$45,000 in A.I.D. funds for the projects. SCF was satisfied with the results that pre-school enrollment increased and 25 women were trained. SCF is discussing with the village council the problems related to the closing of the training program.

COMMENTS AND RECOMMENDATIONS: According to the village council, the present situation in the Gaza strip is responsible for the decline in the pre-school enrollment and closure of the vocational training section. Many families have stopped sending their children to the pre-school due to safety considerations. It is not clear why the women are staying away from the vocational training; however, we were told by others in the village that some women had been harassed by soldiers on their way to the training center. The windows of the building have been repeatedly broken, reportedly by local youth. The village council claim that it does not have the funds to fix the windows, maintain the building, and re-open the training program.

Each child or woman is charged NIS 10 per month, which gives the council additional income which should cover the costs of operating these programs. The council members do not seem to have a genuine interest in providing these services. Traditional attitudes of the community, particularly of the council, which is composed primarily of elderly men, may also be a factor interfering with the effectiveness of this project. SCF should encourage the village council to utilize the building and training equipment. Alternately, SCF may attempt to relocate the equipment to other projects where it can be used. It may also be possible to contact the women and reorganize the training activities elsewhere.

SUBPROJECT NAME AND LOCATION: Taybeh Village Council
Agricultural Road, Ramallah.

SUBPROJECT #: SCF WB 85-0262
DATE COMPLETED: January 1987
DATE VISITED: February 11, 1989

PROJECT OBJECTIVE: To build a 3km access road in order to afford the farmers access to their land and to help them get their produce to market.

DESCRIPTION OF BENEFICIARIES: Taybeh, located in the district of Ramallah, is a small agricultural village with a predominantly Christian population. The 3,000 villagers depend on olive production as their main source of income. The 2,000 dunams of land, belonging to about 100 families, has been difficult to reach, especially during the planting and harvesting seasons. Due to difficulties in reaching their fields, farmers have been unable to plant their crops.

LOCAL PARTICIPATION: The local village committee built a 1,000-meter asphalt entrance road to the land. They were not able to extend it further due to the financial costs involved. The local committee decided that a base coarse, instead of an asphalt road, would be sufficient for their purposes. The committee raised \$15,000 in local contributions for the project.

PROJECT OUTPUT AND EFFECTS: A 3km road has been built by levelling and widening the previous access path from the village to the land. The road has increased the villagers' access to the land, and twice as much land is now planted by the farmers. The road is in good condition and is maintained by the village committee. The road also links to a main trunk road and has facilitated vehicle transport to and from the village.

ROLE OF THE PVO IN THE PROJECT: SCF staff carried out a survey and determined the specifications for materials and construction. SCF assisted the committee in preparing for bidding and contractor selection. The contribution from SCF to the project was \$15,000, half of the total project costs.

COMMENTS AND RECOMMENDATIONS: The project was designed specifically for the purpose of helping the farmers to reach their lands. The increased cultivation of land indicates that the villagers have benefitted from the project. After the access road was completed, the farmers have repaired cisterns on their land to collect water for irrigation. The villagers now plan to extend the road on their own.

The project is an example where agricultural productivity is linked with infrastructure development. We recommend that SCF, in its future projects, participate more fully in planning, construction and project monitoring than they have apparently done in many of the other, evidently less successful road projects.

SUBPROJECT NAME AND LOCATION: Water Catchment Ponds for
Agricultural Irrigation, Gaza

SUBPROJECT #: SCF/GS 283
DATE COMPLETED: February, 1988
DATE VISITED: January 18, 1989

PROJECT OBJECTIVE: To help small farmers excavate rain water catchment ponds for drip irrigation. The PVO also wanted these to serve as demonstration projects.

DESCRIPTION OF BENEFICIARIES: The small farmers of Gaza Strip largely depend on rain water for irrigating their lands. The average land holding ranges from 1.5 to 3 dunams. Rain water has been the source of irrigation, but during several months in winter there is no water available for irrigation. No cultivation can take place during these months, so the crop patterns and the incomes of the farmers are affected.

LOCAL PARTICIPATION: A total of 39 farmers have participated in building five water catchment ponds. Six to nine farmers share a pond, which typically serves an area of 15 to 21 dunams. These farmers have contributed about 30 to 50 percent of the costs.

PROJECT OUTPUT AND EFFECTS: Five water catchment ponds have been built, each of which has a capacity of 5,000 cubic meters and irrigates 10 to 21 dunams. All the farmers have been able to increase their income by cultivating two crops per year, instead of the one they cultivated previously. It is estimated that the ponds will be filled by rain two to three times a year. In the dry season, the farmers are expected to buy water to fill the ponds.

ROLE OF PVO IN THE PROJECT: SCF identified the small farmers who were dependent on rain for cultivating their lands. It explored with the farmers their interest in building rainwater catchment ponds and advised them of the potential benefits. Since the excavation of the ponds, SCF continues to advise the farmers on seedlings and maintenance.

COMMENTS AND RECOMMENDATIONS: The project has demonstrable benefits to the small farmers in Gaza strip. Other farmers should to be induced to adopt the method by a more systematic dissemination approach. The current situation interferes with the promotional aspects of the project.

SUBPROJECT NAME AND LOCATION: Wadi Jabalia Local Committee Bridge,
Gaza

SUBPROJECT #: SCF/GS 220
DATE COMPLETED: June, 1985
Date Visited: January 18, 1988

PROJECT OBJECTIVE: To construct a bridge, providing the villagers access to their lands and markets.

DESCRIPTION OF BENEFICIARIES: This is a citrus-growing community of about 1,000 people, whose farmers faced difficulties in reaching their farms and transporting their produce, especially during winter. Access to markets was similarly limited. The farmers, through the creation of a local committee, initiated the project.

ROLE OF THE PVO IN THE PROJECT: SCF provided about half the project costs. The remainder was raised by the local committee. The project was designed and supervised jointly between the community and the PVO. The bridge is locally designed and constructed.

OUTPUT AND EFFECTS: The bridge provides the farmers year-round access to their land, thus increasing the production of citrus. Two community packaging plants have been established. The bridge also provides access to a large cemetery serving the surrounding villages.

COMMENTS AND RECOMMENDATIONS: While the citrus production has increased, the lack of markets is a major constraint. Citrus is sold in Israeli markets at controlled prices, with little or no profit realized by the farmer.

SUBPROJECT NAME AND LOCATION: Khan Younis Municipality
Water Well and Network, Gaza

SUBPROJECT #: SCF 244
DATE COMPLETED: September 1988
DATE VISITED: February 1, 1989

PROJECT OBJECTIVES: To increase the water supply and improve water quality for the residents of the city of Khan Younis.

DESCRIPTION OF BENEFICIARIES: The city of Khan Younis and the surrounding villages, with a total population of 74,000, depends for its water supply on the Municipality. The total water requirement for the population is about 20,000 cubic meters; the water supplied by the Municipality was 6,000 cubic meters, barely adequate for one-fourth of the population. The supply was restricted to the city and did not reach the villages.

LOCAL PARTICIPATION: The water department of the Municipality had been continuously requesting funds and approval from the government for expanding the supply. In 1986, the government agreed to support 50 percent of the costs of increasing the supply by 2,000 cubic meters, and approved the development of a new well for this purpose, contingent on the Municipality's providing the remaining 50 percent. The Municipality approached SCF to support the project, which the local Municipality planned in collaboration with SCF.

PROJECT OUTPUT AND EFFECTS: The new well, known for its quality water, is properly excavated and maintained. The well pumps are operated by diesel generators. An electric connection for the pump station was approved but has not been provided. The capacity has been increased from 6,000 cubic meters to 8,000 cubic meters and 140 new connections have been added. Water is supplied for only 10 hours per day. Several thousand local residents are now able to get water from the well, whereas they previously had to purchase it elsewhere.

The pump station is well-maintained by the engineer of the water department. Due to the limited supply, there is no waste water problem.

ROLE OF THE PVO IN THE PROJECT: SCF identified the project as important because of the needs of a sizeable population and the willingness of the municipality to implement the project. SCF support provided the necessary stimulus to the municipality to pursue the approval of the project with the government.

SCF allocated \$160,000 in A.I.D. funds; the actual amount spent was \$117,384 about 50 percent of the total costs. By working closely with the Municipality, SCF was able to implement this project on a cost-effective basis. SCF continues to follow up on maintenance and operations, for which the Municipality is responsible.

COMMENTS AND RECOMMENDATIONS: The project has been effectively implemented and is responsive to the water needs in the Gaza Strip. Although the capacity has been increased, the supply still remains inadequate. The increase in supply is also constrained by the fact that water resources are controlled by the government. The price of water in Gaza is fixed by the government, and is higher than the price in Israel. SCF should seek out concerned municipalities and local communities and provide monetary and non-monetary stimuli for further water resource development in the Gaza Strip.

SUBPROJECT NAME AND LOCATION: Yasouf Domestic Water Supply

SUBPROJECT #: SCF/WB 1001

DATE COMPLETED: N/A

DATE VISITED: January 11, 1989

PROJECT OBJECTIVE: To support the installation for the development of a water supply from two village springs.

DESCRIPTION OF BENEFICIARIES: Yasouf is an agricultural village in the Nablus district with a population of about 750. The villagers irrigate their land from the two local springs. They have been collecting the water from the springs in an unfinished reservoir and using it for drinking purposes. Agriculture is the main source of income, although some villagers work as laborers in Israel.

LOCAL PARTICIPATION: In 1980, the villagers formed a water committee and applied to the Water Department for developing the springs to supply drinking water. The Water Department prepared the costs and technical estimates. During the course of implementation, the village committee decided it would be best to abandon the project and apply for a water connection from Makerot, whose line had come close to the village in 1985, and save the springs for irrigation.

PROJECT OUTPUT AND EFFECTS: The project has not been completed. The internal net and main line pipes have been installed. The collection reservoir, the pumping station and the emit remain to be completed.

The application to Makerot has not been approved. It may take three to four years before villagers get the connection. As a result, the villagers do not have a supply of drinking water. Water accumulated in the cisterns and in the unfinished reservoir is used for drinking purposes. Villagers, mostly women, spend a lot of time to fetch the water, which is not safe for drinking due to exposure. The water department has stated that one spring is not enough for drinking.

ROLE OF PVO IN THE PROJECT: SCF agreed to support the project based on the Water Department estimates and villagers' willingness to share the project costs. SCF was involved neither in preparing nor in checking the technical and cost estimates, nor were they involved in ensuring that the project was completed.

COMMENTS AND RECOMMENDATIONS: The villagers have two options - either to develop one of the springs for drinking water and keep the second for irrigation, or to wait for the Makerot connection. Their capacity to pay for either option has been greatly reduced. The discussion with the members of the water committee indicates that villagers do not know exactly what course to take, but need support in determining how best to obtain water.

SCF has agreed to send its local consultants to discuss the problems with the village council. The evaluation team encourages SCF to provide the villagers with technical and financial assessments of alternative options. This would be necessary in order for the villagers to come to a decision. The problems might have been avoided if SCF had carefully examined the initial technical design and participated in project implementation.

SUBPROJECT NAME AND LOCATION: Jerusalem Water Undertaking
(Jabal Al-Toweel Reservoir and Ain Samia Reservoir), Ramallah

SUBPROJECT #: SCF/WB 85-0300 & WB 84-0187

DATE COMPLETED: June, 1988

DATE VISITED: January 21, 1989

PROJECT OBJECTIVE: To support the Jerusalem Water Undertaking in the construction of two reservoirs (Jabal Al-Toweel, 1000 cubic meters; and Ain Samia, 500 cubic meters) so that the Undertaking can double its water supply.

DESCRIPTION OF BENEFICIARIES: The Jerusalem Water Undertaking, formed as a Palestinian utility in 1968, supplies water to six municipalities covering 36 villages, three refugee camps, and several settlements and army camps. Approximately 105,000 inhabitants in the area use water supplied by the Undertaking.

The Undertaking is managed by a board of directors elected from its six client municipalities, and is one of the few "semi-autonomous" public utilities in the West Bank. Essentially, it serves as an intermediary between Makerot, the Israeli Water Utility, and the consumers. It buys water from Makerot-owned sources and sells it to its consumers at nominal additional cost. This mechanism is supposed to ensure a more reliable supply and greater consumer satisfaction. The pricing policies of the Undertaking are regulated by the GOI. The Undertaking can add only a small percentage to the fixed price in order to cover its operational expenses.

LOCAL PARTICIPATION: The Undertaking is an established organization capable of performing the functions of a water utility. It is adequately staffed with engineers and other professionals. The Undertaking views itself as financially independent from GOI and municipalities. Its foundation and earlier operations were largely supported by the Jordanian government.

The Undertaking was responsible for supplying water to a limited number of consumers when it began its operation in the pre-1967 period. Demand for service has grown over the years, from 2,500 consumers in 1979 to 17,000 by 1985. A Master Plan developed in 1979, involved expanding the capacity of the conveyance system by building a distribution reservoir on Jabal Al-Toweel near the old reservoir, and another back-up reservoir at Ein Samya with 500 cubic meters' capacity.

PROJECT OUTPUTS AND EFFECTS: The new mainline between the Ein Samya system and Jabal Al-Toweel distribution reservoir was completed in 1984 with SCF/A.I.D. contribution. The mainline, of 16-inch diameter, runs parallel to the old 10-inch line and is intended to double the conveyance capacity. The effectiveness of the conveyance system, however, is dependent upon the completion of the Jabal Al-Toweel reservoir and permission to dig a new well in Ein Samia. Construction on the reservoir began in September

1987 after excavation of work and laying of the mainline were completed.

There have been several problems resulting from the reservoir's location near an Israeli settlement. Reservoir construction was suspended from December 1987 to April 1988 after settlers dismantled the engineering office and attacked the laborers. SCF negotiated a revised schedule and loss compensations with the Water Authority and the contractors. Since work resumed, about 40 percent of the work has been completed. Given the present conditions, it is difficult to estimate a date of completion.

The consumers of the Utility are affected by the delays and problems in project completion. The 5,000 cubic meters' capacity of the existing reservoir is inadequate to meet the needs of the client population.

ROLE OF THE PVO IN THE PROJECT: The primary role of SCF is to subscribe 50 percent of the total costs of the project from A.I.D. funds. During the installation of the new conveyance line, completed in 1984, SCF monitored the work schedule. The current problems with completing the reservoirs have been negotiated between SCF and the Utility. The SCF project coordinator and consulting engineer are actively involved in this process. The various issues include work reschedules, compensation for losses, and currency fluctuation.

COMMENTS AND RECOMMENDATIONS: SCF has taken several initiatives, beyond the terms of their agreement, to facilitate project completion. Not all of the problems related to delays are within SCF's control. SCF staff also point out that the size and nature of the project are inconsistent with its operational approach and capabilities. There were no provisions made for SCF to provide technical assistance in quality control, supervision, or institutional development to the Undertaking. Such TA provisions are essential. It is recommended that specific TA input be a part of such projects in the future.

SUBPROJECT NAME AND LOCATION: Deir Ammar Refugee Camp
Water Project

SUBPROJECT #: SCF 85 - 0293
Date Visited: January 21, 1989

PROJECT OBJECTIVE: To supply drinking water to Deir Ammar Refugee Camp by building a reservoir and mainline, and by installing an internal distribution network.

DESCRIPTION OF BENEFICIARIES: Deir Ammar is a refugee camp in the district of Ramallah with a population of 1,500. The refugees have limited sources of income. Some work as low-wage laborers in Israel; however, since the intifada began, the number of refugees who are working has been significantly reduced.

UNRWA provides food rations to the refugees and pays the water and sewage charges for this camp. Normally, UNRWA does not pay for water charges to the refugee camps. Until 1986, the camp residents collected drinking water from public ponds built by UNRWA. There was insufficient water, and the water that was available was unsafe for drinking.

LOCAL PARTICIPATION: The village formed a committee and applied to the Water Department for a mainline connection. The Water Department engineers determined the need for building a reservoir to raise sufficient pressure for supplying water to the mainline. The local committee agreed to undertake the project based on the technical design of the Water Department. It raised about \$34,000 in local contributions to carry the project, a portion of which was obtained from private Jordanian sources.

PROJECT OUTPUT AND EFFECTS: The mainline and internal network have been effectively installed. The camp is being supplied water from Makerot, but cut-offs are frequent. The reservoir has been partially completed. SCF determined that the reservoir is not technically required since there is enough water pressure from the source to the mainline, but the camp residents would still like to have a reservoir to store water during cut-offs. The villagers cannot afford to pay for the completion of the reservoir.

ROLE OF THE PVO IN THE PROJECT: SCF provided \$40,016 of A.I.D. funds (53 percent) to the total cost of the project. It did not have any input into project design. During the implementation, SCF consultants examined the design and determined that a reservoir is not required.

COMMENTS AND RECOMMENDATIONS: Although the reservoir is not technically required, the camp residents are obligated to pay for its full completion according to the legal agreement with a private contractor. The residents need \$19,500 to pay for its completion. At present, they can not come up with these funds. The committee agreed with SCF that the reservoir was not necessary and they could get the same storage at 20% of the cost with

metal tanks on each house. However, since the reservoir here was under implementation, the decision was made to complete it. In the other villages in this system, including Deir Ammar village (as opposed to the above mentioned Deir Ammar camp), the reservoirs had not been constructed and once all parties agreed that they were not necessary they were cancelled.

SUBPROJECT NAME AND LOCATION: Arab Women's Union, Al-Ittihad Hospital Intensive Care Unit, Nablus

SUBPROJECT #: SCF/WB - 0183
Date Completed: January, 1986
Date Visited: January 11, 1989

PROJECT OBJECTIVE: To upgrade medical services of Ittihad Hospital by providing medical equipment for a three-bed intensive care unit.

DESCRIPTION OF BENEFICIARIES: Ittihad Hospital is a private non-profit hospital in Nablus district. The hospital was established in 1948 by the Nablus Arab Women's Union and provides a broad range of medical services to the 150,000 inhabitants of Nablus city and surrounding villages. The hospital's well-trained staff of 16 doctors and 36 nurses treat more than 5,000 persons a year in its in-patient and out-patient programs.

LOCAL PARTICIPATION: The hospital had a long-standing need for a well-equipped intensive care unit. The hospital administration planned to establish an intensive care unit but faced difficulties in procuring necessary equipment.

The administration approached the PVO to support the equipment costs and the procurement, toward which it contributed \$14,500. The hospital set aside a separate three-room section of the hospital next to the emergency unit for the intensive care unit. The hospital has trained specialists and nurses assigned to duty in the unit 24 hours per day.

PROJECT OUTPUT AND EFFECTS: We visited the hospital as well as the intensive care unit. The unit includes an EKG monitor with digital heart meters and alarms, a synchronized defibrillator, a chart recorder and power control, and a nursing station. A doctor and a nurse were on duty. The three beds were occupied by two heart patients and a young boy of 16 with critical bullet injuries.

The doctor on duty explained that this was the third case of this nature within that week, and that it is becoming too difficult to accommodate so many cases. This is the only fully-equipped intensive care unit in the area, and the intifada-related injuries have placed increasing demands on its capacity. More than 300 critical cases, including bullet wounds and heart attacks, have been handled in the post-operative care unit since it was established.

ROLE OF THE PVO IN THE PROJECT: SCF purchased the equipment for the unit with \$50,000 in A.I.D. funds. SCF representatives make follow-up visits to ensure that the equipment is being used.

COMMENTS AND RECOMMENDATION: The Ittihad Hospital is one of the distinguished hospitals in the area. Although it is a private

hospital, the treatment fees are subsidized and do not exceed the public hospital fees. The social cases are treated free of charge. The intensive care unit has significantly augmented the services. The equipment is being used to capacity, and the hospital is responsible for its maintenance.

SUBPROJECT NAME AND LOCATION: Bethlehem/Beit Jala/Beit Sahur
Water Authority

SUBPROJECT #: SCF/WB 85-0301
DATE COMPLETED: Unspecified
DATE VISITED: January 23, 1989

PROJECT OBJECTIVE: To support the construction of a distribution reservoir of 3,750 cubic meters at Beit Jala as part of the Master Plan of the Water Authority.

DESCRIPTION OF BENEFICIARIES: The Water Authority and the inhabitants of Beit Jala are direct beneficiaries of this project. The Water Authority was founded in 1963 and operates on similar principles as the Jerusalem Water Undertaking.

The Authority is responsible for supplying water to the population of about 7,000 inhabitants of Bechlehem, Beit Jala and Beit Sahur municipalities. It is controlled by the Board of Directors, composed of the mayors of the three municipalities. The Authority supplies the water from four wells owned and controlled by Makerot and one well which is owned by the Authority itself. It buys water from Makerot sources at NIS 1.7 and sells it to its consumers at NIS 2.0. The resulting income is supposed to pay for the operational and maintenance expenses.

LOCAL PARTICIPATION: The Authority contracted Tahal Consulting Engineers, an Israeli company, in 1975 to prepare a master plan for the system, involving the construction of a number of reservoirs and distribution networks according to the pressure zones in the area. As a component of the master plan, the Beit Jala reservoir is essential to meet the water needs of Beit Jala area. The construction of the reservoir, begun in October 1987 and originally scheduled for completion by August 1988, is seriously behind schedule. There is a disagreement between the local contractor selected by the Authority to be responsible for the construction under the supervision of the Authority, and the Tahal consultants. The contractor claims that the design of the base structure of the reservoir is faulty.

The Tahal consultants stand by their design, which was also verified and revised by the Birzeit consulting group. The verification by Birzeit was undertaken at SCF initiative. At present, the Authority does not seem to have sufficient control over the contractual and scheduling problems.

PROJECT OUTPUT AND EFFECTS: The construction began in October 1987, and the reservoir is not even half completed. The walls are still unfinished, and the floor is severely cracked. According to the Authority as well as the SCF, the cracks are due to poor construction techniques.

The contractor claims that the cracks are the result of design faults. SCF and the Authority have renegotiated the schedule with the contractor, but no further progress has been

made. The contractor declines to undertake further work until the "design controversy" is resolved. The likely effects will be serious delays and cost overruns. While these problems are being resolved, the residents of Beit Jala have only 40 percent of the supply of water needed.

ROLE OF THE PVO IN THE PROJECT: SCF was approached by the Authority to support part of the project costs. SCF agreed, and allocated \$391,335 in A.I.D. funds, representing 50 percent of the total project costs. SCF brought in the Birzeit consulting group to examine the design prepared by the Tahal Engineering Consultants of Tel Aviv. The Birzeit group altered the proposed design in order to keep the construction within the capabilities of local contractors. SCF does not have any built-in role as advisor to the Authority, or for monitoring the quality and progress of work. However, it has been actively negotiating the reschedule and is putting pressure on the Authority and the contractor to complete the project.

COMMENTS AND RECOMMENDATIONS: The evaluation team discussed the problems of the project completion with the Director of the Authority as well as with the private contractor. We did not hear any clear reasons as to why the work has stopped and when the project is expected to be completed. During the site visit, we observed severe damage to the constructed floor and no sign of further progress. SCF does not have any formal authority in this matter.

This project is another example where technical assistance should be a part of the SCF support. We are unsure of the management capacity of the Authority, a matter deserving of SCF attention at the time it agreed to support the project.

CATHOLIC RELIEF SERVICES

PROJECT NAME AND LOCATION: Beit Ummar Agricultural Road,
Hebron District

SUBPROJECT #: CRS 4D-006-16

DATE COMPLETED: N/A

DATE VISITED: N/A

PROJECT PURPOSE: To help the village of Beit Ummar connect their village and agricultural lands with main Hebron-Jerusalem highway. This road is now completed and is working well for the village.

DESCRIPTION OF THE BENEFICIARIES: The 8,000 villagers of Beit Ummar are primarily farmers and agricultural workers. The access road will make it easier for more of the inhabitants to gain employment in nearby areas.

LOCAL PARTICIPATION: According to the two members of the village council who attended the evaluation meeting, the village overcame many hardships to raise its 50 percent share (\$50,504) of the project. Virtually all households participated, contributing according to ability to pay, with most contributing cash, others labor or tractors.

PROJECT OUTPUT AND EFFECTS: The project brought an additional 2,000 dunams under cultivation; the road now serves all 8,000 dunams belonging to Beit Ummar. More tractors and agricultural machinery have been purchased and the land has become more productive, a critical factor at a time when incomes are shrinking due to loss of markets in Jordan. The road enabled the village to get patients into Jerusalem hospitals in spite of the recent curfew, demonstrating its life-saving value, important to a small and close community such as Beit Ummar.

ROLE OF THE PVO: CRS played a key role in helping the village implement the project, including assistance with tendering, purchase of materials, permits and design, and supervision of construction.

COMMENTS AND RECOMMENDATIONS: The completion of this road is, by every measure, a significant community development effort. Not only are the members of the village clearly aware of what they can accomplish by collective effort, but they have already demonstrated that they can repair and maintain the road, as they did after the recent incursion and destruction of a portion of the road by IDF forces.

The village is no longer charging the two percent tax on crops, which was to be used as the O&M fund for the road project as well as to fund new projects, due to the present economic circumstances. This does not mean, however, as was stated by the

community leaders, that funds for a (reduced) share of a future project cannot somehow be raised in the community. If they are able to do so, it is recommended that CRS build upon its success in Beit Ummar by continuing to support this community in its self-help efforts.

SUBPROJECT NAME AND LOCATION: Marah Rabah Access Road, Hebron

SUBPROJECT #: CRS 4D-006-15

DATE COMPLETED: N/A

DATE VISITED: January 26, 1989

PROJECT PURPOSE: This road has high priority for the village due to the need to connect the village to the main road network. Farmers need to get products to market, especially to Jerusalem now that Jordan markets are closed, the sick need to get to hospitals and students to school.

DESCRIPTION OF BENEFICIARIES: All 1,000 inhabitants of Marah Rabah, who are primarily farmers and agricultural workers, will benefit from the road. As with other Palestinian communities with high birth-rates, close to 50 percent of the population is under 15 years of age. The income level in the village, as in other villages in the West Bank and Gaza, has reduced incomes from NIS600 to NIS200 per month, per household.

LOCAL PARTICIPATION: The 150 households of the village divided their 40 percent share of the costs among themselves, each donating what it could afford. This village has other, non-supported, self-help projects under way such as a kindergarten-outpatient clinic presently being planned.

PROJECT OUTPUT AND EFFECTS: Among the effects described by the council members interviewed were: decreasing emigration of young people from the village; bus service to the village, enabling villagers to get to markets in Jerusalem, Hebron and elsewhere; willingness of a teacher to accept a position in the village; and an increase in vehicles in the village from none to ten.

ROLE OF THE PVO: CRS played a key role in designing and implementing the road project after the village approached them with the idea. The road is well built, there has been no need for maintenance in the 18 months since completion, and the village does not expect any problems in managing the repairs themselves, should the need arise.

COMMENTS AND RECOMMENDATIONS: In spite of economic hardships due in part to the uprising, the village leaders feel they can still raise local contributions, albeit at a reduced rate, for community-based self-help projects such as the planned clinic and kindergarten, as well as other projects. Given that other villages in similar economic straits are claiming that they cannot raise any funds, CRS may want to consider continuing support in order to sustain the momentum of this first successful community development effort by the village.

SUBPROJECT NAME AND LOCATION: Agricultural Machinery
Development, Jenin District

SUBPROJECT #: CRS
DATE PROJECT COMPLETED: Ongoing
DATE VISITED: January 27, 1989

PROJECT OBJECTIVE: To identify, introduce and test appropriate agricultural machinery in the Palestinian agricultural economy.

DESCRIPTION OF BENEFICIARIES: This project is aimed at the average farmer with 10 dunams of land, who needs access to harvesting and post-harvesting technology which can save time, can minimize harvest losses, and will be available at less cost than competitive technologies on the market.

LOCAL PARTICIPATION: CRS is working with local manufacturers, equipment importers and cooperatives in introducing and testing the machinery. The local manufacturer, Haddad and Sons, has now made and sold 13 of the modified, Egyptian, multicropper-threshers and has orders for about 30 more to be sold this year.

Of two cooperatives we visited, one is making purchase, storage and loading of animal feed possible with a grain-loader designed for easy truck loading; the cooperative has purchased harvesters and threshers which they are renting, with operators, to members and non-members during the harvest season.

PROJECT OUTPUT AND EFFECTS: CRS is considering purchasing and reselling, at cost, agricultural machinery being produced under this program. It appears that there is a considerable market for machinery that is well built, easy to maintain and repair locally, and reasonable in cost. The principal output is in the form of valuable information and manufacturing know-how regarding equipment that could help raise agricultural productivity among Palestinian farmers.

ROLE OF THE PVO: CRS has expended considerable effort in developing technology appropriate to the Palestinian conditions, and has had considerable success in fostering the conditions under which this technology could become available to the Palestinian farmers.

COMMENTS AND RECOMMENDATIONS: It would probably be better in the long run if CRS did not act in the capacity of agricultural machinery agent, but rather took role of advising the cooperatives as they purchase equipment and rent it to their members. This strategy appears to be working well with the cooperative we visited. The potential earnings of the society from rental during the harvest season is sufficient that CRS could consider lending its contribution, with perhaps a two-to-three-year amortization period, after which the money could be used by another society to purchase additional equipment.

This policy should lead to the cooperative societies' dealing directly with the Palestinian manufacturers and importers of equipment, some of whom could, and should, be encouraged to consider extending credit to the societies on terms equal to or better than those being given by the PVO.

SUBPROJECT NAME AND LOCATION: Arab Women's Society Center
Food Marketing Project, Jericho

SUBPROJECT #: CRS
DATE PROJECT COMPLETED: Ongoing

PROJECT PURPOSE: To provide a source of income for women in the area, and to introduce an increasing variety of foods packaged and processed by Palestinians, for the Palestinian market, appealing to the taste of the local population. The project is also meeting the need to market the surplus production of local farmers, who must put fallow land under cultivation or see it confiscated.

DESCRIPTION OF BENEFICIARIES: The primary beneficiaries are the women who are employed one day or more per week in preparing and packaging the foods to be sold by the Society in the local market. Local women, who collect and sell the wild edibles on which some of the foods are based, also benefit. Farmers, who are able to sell their crops to the project, and consumers, who are able to purchase goods more to their taste and at a more reasonable price than those produced across the Green Line, are of course both beneficiaries.

LOCAL PARTICIPATION: The Society has been organized since 1963 and began with kindergarten and adult literacy classes. It now has knitting, sewing, a beauty salon, nursery, kindergarten, and literacy classes conducted in a nearby refugee center. There is also a sewing workshop of eight women which meets regularly. The Society organized the project and bought the raw materials on credit from the producers.

PROJECT OUTPUT AND EFFECTS: The project is still small, with 15 workers and a supervisor. Their earnings, while modest at NIS 260 per month plus a share of profits, are equal to the current average household income in the West Bank. At a time when many men are out of work due to the intifada, this is no doubt a significant contribution to the families involved, as well as for the community as a whole.

ROLE OF THE PVO: CRS purchased a bus for the Society which is used to get raw materials, to deliver food, and to transport workers, as well as for other uses.

COMMENTS AND RECOMMENDATIONS: Primarily, it is important to note that this is not an A.I.D.-funded project. It is, however, a prototype of the kind of income-generating, women-supporting projects which A.I.D. funds should increasingly be used to assist. Secondly, it is important to note that this project is operating without approval of the authorities, a situation which may cause problems later if the project grows and becomes a major factor in the economic competition between Israel and the Palestinians for the Palestinian consumers.

SUBPROJECT NAME AND LOCATION: Sarra Village Road Project, Nablus

SUBPROJECT #: CRS 4D-006

DATE COMPLETED: N/A

DATE VISITED: January 12, 1989

PROJECT OBJECTIVE: To support community effort to build a road to and through the village.

DESCRIPTION OF BENEFICIARIES: The approximately 1350 inhabitants of the village are primarily agricultural and semi-skilled workers who need access to public transport in order to keep and obtain jobs.

LOCAL PARTICIPATION: The village contributed half the costs and participated actively in the planning and implementation of the project.

PROJECT OUTPUT AND EFFECTS: A mostly-completed and partly-paved road was observed in the village. The road was new, and appeared to be well-constructed. Work on the unfinished portion was going on at the time of the visit.

According to the village council, villagers can now use vehicles instead of animals to bring in building materials, thus cutting costs of building and repairing housing. Jobs have been created in building because of this improvement. Goods and services can be brought into the village, and agricultural products of the village can get to market more easily.

The reduction of dust in the summer has enhanced the general health, and houses are cleaner and plants and gardens are improved in the absence of heavy dust deposits. A repair service for the increased number of vehicles is planned as soon as electricity is available.

ROLE OF THE PVO IN THE PROJECT: CRS has evidently worked closely with the village council in developing and implementing the project. The council listed many benefits related to the establishment of the infrastructure, and appears to have a clear understanding of role of the road in helping to make outside employment and other goods and services available to the inhabitants.

COMMENTS AND RECOMMENDATIONS: The fact that the Mukhtar has built a house and is moving back to the village is cited by some villagers as evidence of the significance of the road as a means of opening the village to the outside community and as a way of making the village more viable as a socio-economic entity. If, as some believe, it will also lead to less migration of the young, increased investment and development of local enterprises, these are highly positive returns on the investment.

SUBPROJECT NAME AND LOCATION: Raqa' Electrification Project

SUBPROJECT #: CRS 4D-006-19

DATE COMPLETED: N/A

DATE VISITED: January 26, 1989

PROJECT OBJECTIVE: The village became aware several years ago that other villages of the Hebron area were benefitting economically from having electricity. Since at the same time the village had decided to move from basic agriculture to light industry, a village development committee was formed. This committee, according to the members of the committee present, went from house to house collecting money.

DESCRIPTION OF BENEFICIARIES: The villagers of Raqa' were organized before CRS entered the picture. Not only had they collected money, but they had also decided, in general terms, in what direction they wanted their village economic and social development to move. It is noteworthy that they expressed increased personal and collective autonomy as their impetus to create their own light industries, so that they would not have to work for wages and endure a long and difficult commute to work.

The village economy is similar to that of most others seen in the West Bank, with reports of widespread unemployment and a drop in average household income from about NIS600 to 200 in the year since the start of the uprising.

LOCAL PARTICIPATION: As pointed out by the Mukhtars present at the meeting, village leaders have no power to force anyone to contribute: "Even a Mukhtar cannot force you to divorce your wife," as one of them put it.

This project is not the only one the village development committee has attempted. Their other project, city streets, involved another town and interlocking steering committees.

PROJECT OUTPUT AND EFFECTS: Although the project is completed, with the grid, transformer and house connections in place, the town has been waiting more than 18 months for the governor to honor his promise of connecting the town to the main grid. The town has applied for and received all of the necessary permits, and has paid JD2000 over and above the JD1000 they paid for the government survey of the town. The village has also proceeded to purchase a cement block factory and a poultry farm in anticipation of receiving electricity.

ROLE OF THE PVO IN THE PROJECT: CRS has provided financial support and has assisted the town in finding a contractor, in monitoring the project, and in providing guidance and technical assistance in the planning and implementation of the project. CRS evidently did not enter the process until it was clear that the community was organized around the project, at which time it played a key catalytic role in moving the project to successful implementation.

COMMENTS AND RECOMMENDATIONS: This is one of a number of cases in which the intifada is clearly having an impact on the potential effectiveness of the projects. The villagers and the CRS staff are convinced that disturbances in the area are keeping the civil/military authorities from carrying out their part of the agreement.

This is also evidently a case in which the provision of generators, although more expensive to operate and somewhat vulnerable, would be of great benefit in giving the village the sense of accomplishment and autonomy which should be the payoff in any community development activity. The PVO is planning to provide generators in this, and other similar situations.

SUBPROJECT NAME AND LOCATION: Zif School Construction,
Hebron District

SUBPROJECT #: CRS 4D-006

DATE COMPLETED: N/A

DATE VISITED: January 26, 1989

PROJECT OBJECTIVE: To assist the community of Zif in constructing a primary school. A school in the community would facilitate the education of young children, who otherwise were forced to walk many miles to and from school every day.

DESCRIPTION OF BENEFICIARIES: The principal beneficiaries are the children and parents of Zif village, who now have facilities for grades 1-4 in the immediate neighborhood. Although the project was planned before the intifada, it has turned out to be especially relevant now that parents are particularly concerned about their children.

LOCAL PARTICIPATION: Although 70 percent of the village's contribution came from the Jordan Development Fund, its own investment was substantial in relation to the overall and individual levels of income. Students pay NIS 12.00 per year in fees, which is used to supplement the school materials provided by the Ministry of Education. A cassette radio with English instruction was displayed as an example of such supplements.

PROJECT OUTPUT AND EFFECTS: Although this school, as are all other schools in the West Bank and Gaza, is once again closed by the authorities, the successful completion of the project is an important accomplishment for the community. It demonstrates, among other things, that the people are willing to invest scarce resources in the building of permanent infrastructure, a sign that they are planning to stay.

ROLE OF THE FVO: CRS provided engineering services in designing the structure, and assisted the village with financial and management support in the implementation of the project. The village school committee worked closely with CRS in overcoming many difficulties relating to the site, particularly with the antiquities department.

COMMENTS AND RECOMMENDATIONS: As is the case with other projects, school projects have to be seen in the context of the priorities of the community. More consideration to the multiple uses of such a building could have been made, since a school building, even in times when schools are not closed by the authorities, is empty when the children are not attending.

A permit has been sought for electrical service, the absence of which is undoubtedly a key factor in this underutilization. The electric line is only 10 meters from the school, but the school relies on a small, butane driven, 600W generator to drive the pump for the water for the latrines.

SUBPROJECT NAME AND LOCATION: Huwwara Health Center, Nablus

SUBPROJECT #: CRS 4D-006-33

DATE COMPLETED: N/A

DATE VISITED: January 12, 1989

PROJECT OBJECTIVE: To assist in establishing a local health care clinic in Huwwara.

DESCRIPTION OF BENEFICIARIES: The clinic serves approximately 25,000 inhabitants of the area, primarily women and children of Huwwara village where it is located. There is considerable demand for local health services since the beginning of the intifada due to the difficulty of getting to the district hospital in Nablus.

LOCAL PARTICIPATION: The clinic is a project of CRS/A.I.D. and the Huwwara Village Council (HVC), in cooperation with the Nablus District Health Department and the Department of Labour and Social Welfare.

HVC contributed 50 percent of costs, the remainder by CRS/A.I.D. Two members of the local council attended the meeting with the evaluation team, reporting that the need for the project was prompted by inadequate, antiquated structures which could not be used to serve the public. Upon completion of the project, the staffing and management of the project was assumed by the Nablus District Health Department.

PROJECT OUTPUT AND EFFECTS: Women with young children were observed waiting for clinic service in the fully-occupied waiting room. A doctor and a nurse-midwife were on duty and attended the meeting with the members of the village council. The clinic appears fully operational and well-equipped for a range of inpatient and outpatient services, including maternity.

The project contributes to social welfare by providing decentralized medical services to residents of the area. Although the project was planned before the uprising, the decentralization of services, at a time when travel to the district hospital is increasingly difficult and dangerous, has turned out to be a major benefit to the community. The clinic is open 18 hours per day. Services are free to those with health insurance and to infants up to three years of age. Insurance costs NIS30 per month, and is primarily available to those who are employed on a monthly, or wage basis. The cost for those without insurance is NIS30 per visit.

An example of a specific improvement in local health services is the increase in polio vaccinations since the clinic opened.

ROLE OF THE PVO IN THE PROJECT: The village committee reports that CRS played a major role in helping with the planning, in obtaining the necessary permits, and in monitoring the construction of the building.

COMMENTS AND RECOMMENDATIONS: Although the project has been highly beneficial, especially during the period of the civil unrest, the high costs of the services provided raised questions regarding the accessibility of the clinic to the poorer or unemployed segments of the population. The user charges to the uninsured families seemed extraordinarily high in light of the fact that the average household income for the villages of the West Bank is only about NIS200. Subsequent investigation of this question indicated that during the intifada, health services are being provided on the basis of need, regardless of insurance or ability to pay.

SUBPROJECT NAME AND LOCATION: Beit Amra School, Hebron District

SUBPROJECT #: CRS

DATE COMPLETED: N/A

DATE VISITED: 1/26/89

PROJECT OBJECTIVE: As with nearby Zif village school in the same district, the community wanted and needed a school nearer the community, since transportation was not available for the students.

DESCRIPTION OF BENEFICIARIES: The students and entire village will benefit when educational facilities become available near the village, eliminating the long, and currently dangerous, walk to and from school.

LOCAL PARTICIPATION: The village collected JD7000 locally and obtained JD3000 from Jordan for part of its share of the costs. The village leaders report great difficulty in raising the remainder of its share, since the prices of many necessary commodities have gone up (e.g., barley, used to feed sheep, has increased in cost from JD40 to JD170 in the last year alone). At the same time, many have lost their jobs as agricultural laborers, or work only one day per week instead of the five days they formerly worked.

PROJECT OUTPUT AND EFFECT: The completion of this project, even if CRS has to decrease the village's share, would be considered a major accomplishment by the village in the direction of increased autonomy and control. This is a case where it can be argued that the completion of the project is almost more important than the particular effect it was intended to create.

ROLE OF THE PVO: CRS provided guidance and design of the school, and facilitated the award of the construction contract. In addition, as in all other projects, it acted as the general contractor for procurement, thus averting potential (and predictable) problems with builders who also purchase their own materials.

COMMENTS AND RECOMMENDATIONS: CRS might consider shifting its resources, if possible, to allow the community to provide less than the originally agreed-upon share. It is our understanding that this is already under consideration.

Appendix A
LIST OF CONTACTS
and SCHEDULE OF VISITS

72.

APPENDIX A

LIST OF CONTACTS

1. U.S. Consulate Jerusalem
 - o Philip Wilcox, Consul General
 - o Edwin Cubbison, Deputy Principal Officer
 - o Liane Dorsey, Political/Economic Officer
(A.I.D. Liaison for West Bank)
 - o Gaby Abboud, A.I.D. Program Assistant

2. American Embassy, Tel Aviv
 - o Arthur Hughes, Deputy Chief of Mission
 - o David Wilson, Economic Counselor
 - o Jake Waller, Economic Officer (A.I.D. Liaison for Gaza)

3. U.S. PVOs
 - a. Save the Children Federation
 - o Chris George, Field Director
 - o Anne Nixon, Deputy Director
 - o Mira Rizek, Manager, Finance and Administration
 - o Attallah Kuttab, Ph.D., Consultant in Civil
Engineering and Wastewater Design
 - o Mohammed Khalid, Project Coordinator
 - o Farid Jaber, Consultant
 - o Jens and Christine Braun, Co-managers, Gaza Field
Office
 - o Salah Sakka, Project Coordinator, Gaza
 - o Ali Mansour, Project Coordinator, Gaza
 - o Naif Laham, Project Coordinator
 - o Mahmud Hamad, Agricultural Engineer

 - b. Catholic Relief Services
 - o Sr. Leona Donahue, Country Representative
 - o Jay Murphy, Deputy Country Representative
 - o Issa Barakat, Project Supervisor for Community
Development
 - o Bill Greilish, Project Supervisor for Agriculture
 - o Sandra Habash, Project Supervisor for Small
Business Development
 - o Daud Abu Judow, Construction Engineer

c. ANERA

- o Lance Matteson, Field Representative
- o Adnan Obeidat, Cooperatives Consultant

d. ACDI/CDP

- o Jack Edmondson, Field Representative
- o David Davies, Training Officer
- o Daud Istanbuli, Cooperative Education Specialist,
CDP

4. Palestinian and Other PVOs

- o Jad Issac, Ph.D., member, Economic Development Group
- o Hisham Awartani, member, EDG
- o Mazen Dabbagh, Managing Director, ADCC
- o Ahmad Riad, Loan Officer, ADCC
- o Claire Bellmann, Project Officer, Welfare Association
- o Kent Stucky, Country Representative, MCC (Canadian PVO)

5. Local Charitable Societies

- o Bethlehem Arab Society (BAS)
- o Jenin Patients' Friends Society (JPFS)
- o Hebron Red Crescent Society (HRCS)
- o Nablus Arab Women's Union (NAWU)

6. U.N. Agencies

- o Nikitas Nevrodis, Country Representative
- o Roger Rotondi, Program Officer

7. Foreign Press

- o Theodore Stanger, Chief, Jerusalem Bureau, *Newsweek*
- o Judith Gabriel, Pacifica Radio
- o Eric Salerno, Correspondent, *Il Massagiario*

8. Village Councils, Local Committees and Refugee Camps

- o Yasouf Village Council:
Abdul Hamid Bayir, Mukhtar
- o Shoufah Water Committee:
Hamdan Abdul Latif, Secretary
- o Bait Eiba Farmers' Cooperative:
Waddad El Khatib, Secretary

- o Deir Ammar Refugee Camp Water Committee:
Hassan Abdalah, Committee Member
Yussif Darras, Committee Member
- o Qatannah Water Project Committee:
Muhammed Musa, Mukhtar
Abid Mustafa Khatib, Mukhtar
- o Sair Village Council:
Mohammed Tawriq, Chairman
- o Huwwara Outpatient Clinic:
Dr. Isma'il Shahin, Committee Member
Mr. Masud, Committee Member
- o Jeet Village Council:
Mazuz Issa, Mukhtar
Kasim Hasan Kasim, Council Member
Shukri Hasan, Council Member
- o Kasra Village Council:
Mahmud Awad Odih, Mukhtar
Abdul Hamid Sasan, Council Member
- o Raq'a Village Council:
Muhammad Jibril Abdul Ruhman, Mukhtar
Muhammad Musa Jibril 'Awad, Council Member
- o Zif Village Committee:
Yusif Abid Rabbo, Committee Member
- o Beit Amra Village Committee:
Mahmud D'ais, Committee Member
Issa Musa, Committee Member
Muhammad Yusif, Committee Member
Salim Muhammed, Committee Member
Ahmad Yunif, Committee Member
- o Marah Rabah Village Council:
Khalil Numan, Mukhtar
Ahmad Muhammad, Council Member
Yusif Ahmad, Council Member
Ali Ahmad, Council Member
Hasun Abdullah, Council Member
- o Zabadeh Village cooperative:
Sami Jerieis, Chairman
- o Aqqab Village Council:
Hashim Hafiz Hamdan, Council Member
Issam Hafiz Hamdan, Council Member
- o Beit Hanoun Village Council (Gaza)

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- o Wadi Jabalia Village Council (Gaza)
- o Bani Suheilila Village Council (Gaza)
- o Rafah Refugee Camp, (Gaza)
- o Jabalia Refugee Camp (Gaza)

9. Municipalities and Public Authorities

- o Jerusalem Water Undertaking
- o Bethlehem/Beit Jala/Beit Sahur Water Authority
- o Salifit Municipality
- o Khan Younis Municipality, Gaza
- o Rafah Municipality, Gaza

10. Hospitals

- o Al-Ittihad Hospital, Nablus
- o Ahli Hospital, Gaza
- o Pediatric Referral Center, Hebron

11. CIVAD: Brig. Gen. Freddy Zack, Deputy Coordinator for Government Activities

SCHEDULE OF VISITS

COMMUNITY DEVELOPMENT EVALUATION WB/G PVO PROJECTS

January 8 - February 14, 1989

1/8	Sunday	arrival
1/9	Monday	Meetings with CONGEN, staff of CRS/SCF
1/10	Tuesday	Meetings with CONGEN, staff of CRS/SCF
1/11	Wednesday	Nablus: SCF projects
1/12	Thursday	Nablus: CRS projects
1/13	Friday	Planning meetings: In-house*
1/14	Saturday	Planning meetings: In-house*
1/15	Sunday	off*
1/16	Monday	CRS field visits
1/17	Tuesday	Meetings Tel Aviv, U.S. Embassy staff/CIVAD
1/18	Wednesday	Gaza: CRS/SCF projects
1/19	Thursday	Ramallah: SCF projects
1/20	Friday	writing reports
1/21	Saturday	Ramallah: SCF projects
1/22	Sunday	off
1/23	Monday	Bethlehem: SCF projects
1/24	Tuesday	writing reports*
1/25	Wednesday	meetings with SCF: T.A. training
1/26	Thursday	Hebron: CRS projects
1/27	Friday	Jenin: CRS
1/28	Saturday	Hebron: SCF projects
1/29	Sunday	off
1/30	Monday	meetings with CRS
1/31	Tuesday	meetings with CRS, SCF
2/1	Wednesday	Gaza: SCF projects
2/2	Thursday	Gaza: CRS projects
2/3	Friday	writing reports
2/4	Saturday	writing reports
2/5	Sunday	off
2/6	Monday	report preparation
2/7	Tuesday	meetings with other PVOs, UNDP
2/8	Wednesday	writing draft report*
2/9	Thursday	writing draft report*
2/10	Friday	oral report
2/11	Saturday	revise report
2/12	Sunday	revise report
2/13	Monday	submit final draft report
2/14	Tuesday	depart

Page Two

Today, we are creating a political force. But this march is only a first step -- and we have miles to go. We will build a political army in precincts across America. Each of us will make our support for choice paramount in our daily lives. And in 1990 and 1992 and beyond, that support will be demonstrated in the voting booth to every elected official.

This is no time to be a spectator. It is the eleventh hour, and the clock is ticking. We must take our message to the public today and tomorrow and every day until we settle this issue once and for all. We must seize the debate. This struggle is about individual liberty. We are pro-choice, not pro-abortion. This struggle is about who makes the most personal decisions in our lives. Government has no part in the most private decisions families ever face.

These decisions do not belong in the hands of politicians and judges. That is what lies at the heart of this debate, the question of "Who Decides?" In the coming months, America will answer that question. We can begin today.

Who decides? Should it be the government? Or should we decide?

Who decides? Should it be 435 Members of Congress? Or should we decide?

Who decides? Should it be 50 state governors? Or should we decide?

Who decides? Should it be 7,461 state legislators? Or should we decide?

Who decides? Should it be the politicians? Or should we decide?

Who decides? We decide.

We will not go back.

Thank you.

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18

Appendix B
EVALUATION SCOPE OF WORK

**EVALUATION SCOPE OF WORK FOR THE WB/G
RURAL AND COMMUNITY DEVELOPMENT PROJECTS**

1. Purpose:

The primary purpose of the evaluation is to provide the WB/G Working Group with an outside assessment of progress being made by the two A.I.D. funded PVOs, CRS and SCF, in accomplishing the objectives of their rural and community development projects in the WB/G. The evaluation should provide information to the Working Group and PVOs on: a) the effectiveness of these activities in improving the economic and social well-being of WB/G residents, b) the need for design changes or better targeting of these activities, and c) alternative or additional activities that would add to the rural and community development objectives of the CRS and SCF projects.

2. Background:

This section briefly describes the history of A.I.D.'s funding of rural and community development activities in the West Bank and Gaza by CRS and SCF.

Catholic Relief Services

Catholic Relief Services (CRS), a U.S. private and voluntary organization (PVO) registered with A.I.D., has been implementing rural and community development self-help activities in the West Bank and Gaza with A.I.D. funds since 1975. (CRS has also received A.I.D. funds for handicapped and health education activities and implements a food aid program.)

Under grants called Rural Development I and II, a total of \$2.2 million were provided to CRS to complete 96 sub-projects. The activities implemented include construction of roads, primary schools, water systems, health clinics and electrification schemes. CRS divides these activities into four areas: agriculture, health/sanitation, education and electric power.

CRS began Rural Development III with A.I.D. funding in FY 1985 to carry out the same basic activities. The grant is for \$5.8 million and will operate over a four-year period, ending in April 1989. The project has three elements: (1) Infrastructure Development, which covers the same activities as implemented in the previous grants (i.e., roads, community centers, health clinics, primary schools, water systems and electrification); (2) Increased Agricultural Productivity, which is designed to promote the use of agricultural mechanization equipment and; (3) Small Business Development activity. The funds for this activity will likely be shifted into the Infrastructure Development element because of the continuing disturbances in the areas that would

severely disrupt project implementation and because A.I.D. and CRS could not agree on the form of this activity.

Under Rural Development III, CRS is to implement 57 subprojects in the Infrastructure Development component. To date, 33 of the 57 subprojects have been completed. The breakdown is as follows: agriculture roads - 7; interior streets - 6; health clinics - 1; water systems - 5; primary schools - 3; community centers - 3; and electrification - 8.

Save the Children Federation

Save the Children Federation (SCF), a U.S. private and voluntary organization (PVO) registered with A.I.D., has been implementing rural and community development self-help activities in the West Bank and Gaza with A.I.D. funds since 1978. SCF's local affiliate operating in the West Bank and Gaza is called Community Development Foundation (CDF).

Under cooperative agreements called Rural and Community Development I and II, a total of \$8.2 million were provided to SCF for 220 activities in the areas of health, agriculture and potable water.

SCF began Rural and Community Development III with A.I.D. funding in FY 1985 -- \$11 million over a four-year period, ending July 1989 -- to carry out another 150 sub-projects in the same sectors. The SCF project has three basic components: (1) Rural Economic Development, which covers improved agricultural production, land reclamation, crop diversification, soil and water conservation, cistern repair, agricultural roads and small-scale rural enterprises; (2) Basic Needs, which covers water resource development, wastewater removal and public health; and (3) Institutional Development, which covers institutional strengthening of local social services organizations (e.g., municipalities, villages, cooperatives, charitable societies, regional utilities, universities, families and individuals). A major focus of the SCF program has been the implementation of large drinking water systems in both the West Bank and Gaza.

3. Evaluation Study Questions:

3.1 Accomplishments to Date

The PVO Office in A.I.D.'s Asia Near East Bureau, CRS and SCF will provide the evaluation team with records and other documentation that describe on-going and completed activities of these two PVOs funded by A.I.D. in the WB/G. A complete inventory of these activities should be included in the evaluation report as an annex. On the basis of this information, the following questions will be answered:

- Based on a review of the goals and purposes of the CRS and SCF programs, what is the explicit or implicit development strategy guiding their activities? Are the

types of assistance they are providing (i.e., inputs and the results of those inputs) an effective means for reaching program goals and objectives? How should the CRS and SCF strategies be improved?

- On which sectors or sub-sectors have CRS and SCF concentrated their activities? Which have received the least attention? In which areas has implementation been least difficult? Most difficult? Should CRS and SCF focus their activities to improve the effectiveness, and if so, in what areas?
- Based on the objectives stated in the grant agreements between A.I.D. and these two organizations, are accomplishments (outputs) satisfactory? In which areas have project outputs exceeded the original objectives? In which areas has performance been weakest (i.e., objectives have not been met)? What factors -- either internal (e.g., project design, implementation, management) or external (e.g., contextual sociopolitical conditions) -- have contributed to satisfactory or unsatisfactory performance?

3.2 Project Implementation

Commodity procurement, construction, training and technical assistance constitute the major elements in CRS and SCF project activities. Based on the evaluation team's review of selected sub-projects:

- What general implementation problems have CRS and SCF encountered?
- In regard to commodity procurement and construction, have decisions regarding the location of construction and the types of equipment to purchase been technically sound and commensurate with the financial capabilities and actual needs of the community groups being assisted? Are procurement procedures followed adequate and expeditious given the local context and prevailing circumstances? What improvements could be made?
- In regard to the short-term technical assistance, has the quality of this assistance been adequate given the specific needs of the communities receiving the assistance? Have the scopes-of-work for short-term advisors been specific as to the purpose, tasks and products of the assignments? Has the amount of technical assistance been adequate? Has it been excessive? Could local sources of technical assistance be used to a greater extent? Has the mix of short-term training and technical assistance reflected the needs of the communities receiving this assistance? Has the training and assistance been of the correct type and of sufficient duration? How could it be improved?

- Has the training provided by CRS and SCF in the use and maintenance of equipment, production techniques, etc. been provided on a timely basis to the appropriate community members, and reinforced at a later date?

3.3 CRS and SCF Operations

- Are the project planning and implementation procedures followed by CRS and SCF generally adequate and sound? Do CRS and SCF staff visit project sites frequently to stay informed of implementation progress or problems? Are project management information systems developed to track implementation progress? Do the reporting procedures and evaluation activities of CRS and SCF reflect adequate supervision and management of project activities? What improvements could be made? What data collection and/or reporting changes should be made to inform A.I.D. and other constituencies of project implementation status and development results?
- Is the support provided by CRS and SCF U.S. offices useful and effective in light of its cost? How could it be improved, reduced or is more needed?
- In what activities do CRS and SCF cooperate with each other, and with other U.S., or local PVOs? How effectively do CRS and SCF work with community groups, municipal officials, the military government and U.S./government representatives in WB/G? In what areas could improvements be made? How could A.I.D. facilitate these improvements?
- Is the size of CRS and SCF field staffing appropriate in light of program activities and accomplishments?

3.4 Expanding the Role and Strengthening the Capabilities of Local Communities

- A.I.D.'s funding of CRS and SCF activities is based on a strategy of strengthening the capacities of local communities to play the central role in improving their economic and social well-being. CRS and SCF assist communities to identify their development needs, obtain the funding and technical assistance they need to undertake projects, establish the means for sustaining the outputs and benefits of those activities, and strengthen community leadership and organization to develop and implement future development activities.
- What evidence is there that the communities assisted by CRS and SCF have increased their capacity to identify, plan, implement and sustain development activities? To what extent can such improvements be attributed to assistance from CRS and SCF?

3.5 Economic Benefits and Sustainability of Project Outputs

- In what sectors or sub-sectors have CRS and SCF projects been most effective? Least effective? What factors contribute to these results and what can be done to generate greater economic benefits in areas where performance has been weak?
- What evidence is there that the activities of CRS and SCF have generated or are likely to produce economic or social benefits for members of the communities assisted (e.g., increased farm production, employment generation, business expansion)?
- Have the benefits of the projects been equitably distributed throughout the communities assisted? Have women participated in and benefited from the projects equally or significantly? What can be done to improve the distribution of benefits and the participation of women in the sub-projects? Are more special projects targeting on women needed?
- Where new equipment or facilities have been provided through the project, are the financial resources of the communities sufficient to meet recurrent costs and projected replacement costs? What efforts have been made through CRS and SCF projects to achieve economic sustainability in these cases? What might be done to accomplish this better?

3.6 Future Activities

- Based on the results of the evaluation, what overall programmatic changes are needed (e.g., concentrate project activities in specific areas, give greater attention to problematic areas, expand on the results of completed projects where appropriate, special projects targeted on women)?
- What management improvements are needed to improve the overall performance of CRS and SCF projects and A.I.D.'s relationship with them (e.g., better reporting, better planning of sub-projects, better monitoring and evaluation, more frequent communication between A.I.D., CRS and SCF)?
- What programmatic changes are needed to align CRS and SCF activities more closely with A.I.D.'s WB/G strategy?

4. Methods and Procedures

In preparation for the evaluation, a two-day team planning meeting will be held in Washington, including briefings by

A.I.D., CRS and SCF staff. One team member will depart for WB/G. The management specialist will spend two additional days in the U.S. reviewing the support and management services that CRS and SCF central offices provide to the field before traveling to the WB/G.

In WB/G, the evaluation team will meet with Palestinian community or organization leaders, community and organization members, U.S. government officials, CRS and SCF staff, and other local PVO staff.

CRS and SCF will make project files available to the evaluation team and arrange for meetings and travel as requested.

The evaluation team will select twenty to twenty-five sub-projects in the WB/G for site visits and detailed data collection. These cases will constitute an important part of the evidence upon which the evaluation will be based. The cases should be selected to cover the range of CRS and SCF activities. To the extent that time permits, the evaluation team will obtain information from community members and others who use the facilities and other project outputs about the economic significance or utility of project outputs.

The evaluation team will have to differentiate between CRS and SCF activities in their data collection and reporting. In some cases, the study questions cited in Section 3 may have to be adapted or modified to accommodate differences between CRS and SCF activities.

5. Evaluation Team Composition and Scheduling

The evaluation team will be composed of the following specialists:

1. A management specialist with work experience with PVOs and rural and community development activities in the Middle East region who will serve as the team leader, and;
2. An economist or social scientist with work experience with small-scale rural and community development projects implemented by PVOs.

The team will work a six-day week during the following schedule:

- 2 days in AID/Washington for a team planning meeting;
- 4 weeks in WB/G to collect data;
- 1 week in WB/G to produce a draft report; and
- 5 days (team leader only) to revise and incorporate comments on the draft report to produce a final report which meets Agency evaluation standards.

6. Reporting Requirements

Compliance with A.I.D. evaluation standards (see A.I.D. Evaluation Handbook) will be required for acceptance of the final evaluation report and payment. The final evaluation report will include an executive summary; project identification face sheets; a summary evaluation matrix of findings, conclusions and recommendations by issue; the body of the report organized by issue and associated findings, conclusions and recommendations; annexes which will include a copy of the scope-of-work, a list of individuals interviewed, reports and other reference materials, a list of on-going and completed project activities, and other appendices as the team chooses.

A draft report will be prepared and distributed at least two days prior to an exit debriefing in Jerusalem and Tel Aviv. The draft evaluation report will be distributed to Richard Whitaker of the ANF WB/G Working Group for review and comment, which will be provided within five working days of receiving the draft. The team leader will then revise and respond to comments received both in WB/G and from AID/W. All factual errors will be corrected; matters of judgment or interpretation will be dealt with at the discretion of the team leader.

Proposed Schedule for
Rural and Community Development Evaluation
in
West Bank and Gaza

January 5-6, 1989	Team Planning Meeting, Washington, D.C.
January 7	Departure of Evaluation Team for Jerusalem, Israel
January 9 - February 6	Field Research in West Bank and Gaza
February 7-11	Team Prepares Draft Report
February 13	Team Debriefing at ConGen/ Jerusalem and Embassy/Tel Aviv
February 14	Team Departure to Washington, D.C.
February 15	Draft Report submitted to ANE/TR/HR Richard Whitaker
February 16	Evaluation Debriefing to West Bank/Gaza Working Group
March 2	WB/G Working Group provides written comments on draft report
March 9	Evaluation Team Submits Final Report

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Appendix C
PROJECT SUMMARY TABULATIONS

88

PROJECT WORKSHEET (AID-FUNDED)
SAVE THE CHILDREN FEDERATION
WEST BANK & GAZA OFFICES

PROJECT WORKSHEET RECAP

	CONTRACT ALLOCATION	EXPENDED TO 30/06/1988	EXPENDED 01/07/88 -31/12/88	BALANCE
	\$	\$		\$
I PROJECTS COMPLETED				
West Bank	1,880,049	1,880,049	0	0
Gaza Strip	1,070,498	1,025,498	45,000	0
Sub-total	2,950,547	2,905,547	45,000	0
II PROJECTS UNDER IMPLEMENTATION				
West Bank	4,189,121	2,276,636	549,269	1,363,216
Gaza Strip	867,047	477,230	69,456	320,361
Sub-total	5,056,168	2,753,866	618,725	1,683,577
III PROJECTS BLOCKED *				
West Bank	89,200	0	0	89,200
Gaza Strip	67,000	0	0	67,000
Sub-total	156,200	0	0	156,200
IV PROJECTS PENDING *				
West Bank	41,000	0	0	41,000
Gaza Strip	0	0	0	0
Sub-total	41,000	0	0	41,000
V CANCELLED PROJECTS (\$ 1,193,000)				
	0			
VI AVAILABLE FOR SUBSTITUTION				
	851,885	0	0	851,885
GRAND TOTAL: PROJECT'S BUDGET	9,055,800	5,659,413	663,725	2,732,662

* For both Pending and Blocked Projects, 20% of the total project allocation is accounted for here. The balance has been allocated for substitution projects.

Filename: AIDCHP88.WK1

Dec. 31, 1988

PROJECT WORKSHEET (AID-FUNDED)
PROJECTS COMPLETED - WEST BANK

FO	PROJECT NAME	GRANT	CURRENT ALLOCATION	EXPENDED TO Dec. 31, 88	BALANCE	IMPLEMENT. START DATE	IMPLEMENT. END DATE	AUDIT DATE	EVALUATION DATE	
			\$	\$	\$					
WATER RESOURCE DEVELOPMENT:										
WB	0025	Deir Nidham Domestic Water Supply	IIIA	50,000	50,000	0	Jan. 1982	June 1987	Sept. 1987	March 1987
WR	0028	Ridda V.C. Reservoir and Water Lines	IIIA	75,483	75,483	0	July 1984	Oct. 1985	Jan. 1986	April 1986
WB	0029	Beit Surik V.C. Water Distribution	IIIA	38,394	38,394	0	July 1984	June 1985	Jan. 1986	April 1986
WP	0101	Yasuf Local Committee Water Network	IIIA	40,914	40,914	0	Aug. 1984	Oct. 1984	Jan. 1988	-
WB	0102	Qatanna V.C. Water Network	IIIA	58,233	58,233	0	March 1985	Dec. 1985	Aug. 1986	April 1986
WR	0103	Wadi Fukin V.C. Water Network	IIIA	60,070	60,070	0	June 1983	Oct. 1985	Aug. 1988	April 1986
WB	0186	Qubeibeh Village Council Water Network	IIIA	54,230	54,230	0	Nov. 1984	Aug. 1985	May 1986	April 1986
WR	0193	Beit Jala Industrial Zone Water Line	IIIA	15,000	15,000	0	July 1984	Aug. 1985	April 1986	March 1986
WB	0194	Salfit Municipality Internal Water Net	IIIA	50,000	50,000	0	July 1984	April 1986	April 1986	April 1986
WB	0286	Shufa Water Cooperative Well & Mainline	IIIC	111,965	111,965	0	July 1984	Febr. 1986	-	March 1987
WB	0289	Barta'a Domestic Water Supply	IIIC	46,350	46,350	0	Aug. 1986	March 1988	-	-
WB	0312	Substitute Well for Beit Fajjar Well	IIIR	249,664	249,664	0	July 1986	Dec. 1986	-	-
SUBTOTAL				850,303	850,303	0				
PUBLIC HEALTH:										
WB	0146	Greek Catholic Soc. Clinic Equip. (Ph. II)	IIIA	22,193	22,193	0	July 1984	Febr. 1986		March 1987
WB	0183	Nablus Arab Women's Union Ittihad Hospital	IIIA	51,275	51,275	0	Dec. 1984	Dec. 1985	Jan. 1986	
WB	0188	Arrabeh R/C Dental/Health Educ. Clinic	IIIA	25,000	25,000	0	July 1984	Sept. 1985	April 1986	Jan. 1987
WB	0190	Jenin Patient's Friends Society Clinic Equipment	IIIA	52,398	52,398	0	July 1984	March 1985	Jan. 1986	Jan. 1987
WB	0191	Anza Charitable Society Clinic Set-Up	IIIA	10,435	10,435	0	July 1984	March 1985	June 1985	Jan. 1987
WB	0192	Yagu'a Charit. Soc. Clinic Lab. Set-Up	IIIA	20,031	20,031	0	July 1985	Oct. 1985	March 1987	Aug. 1987
WR	0303	Bethlehem Friends of the Sick people Lab.	IIIC	29,725	29,725	0	Aug. 1985	Jan. 1987		
WB	0305	Bani Haim Charitable Society Dental Clinic	IIIC	20,829	20,829	0	May 1986	June 1986		
WB	0307	Taybey V.C. Health Clinic Equipment	IIIC	28,912	28,912	0	Feb. 1987	June 1987		
WP	0312	Jenin Patients' Friends Society Clinic (X-Ray)	IIIC	108,377	108,377	0		Jan. 1987		
SUBTOTAL				369,175	369,175	0				
SOCIAL DEVELOPMENT:										
WB	0161	Antonian Charitable Society Housing Project	IIIA	90,000	90,000	0	Aug. 1984	June 1985	Dec. 1984	
WB	0181	Bethlehem Arab Soc. Physical Therapy Equipment	IIIA	60,000	60,000	0	March 1985	Jan. 1986	Sept. 1987	Oct. 1986
WB	0182	Annahda Soc. Mentally Handicapped Center	IIIA	38,617	38,617	0	Aug. 1984	Aug. 1986	Sept. 1987	
WR	0184	Jerusalem Y.W.C.A. Vocational Training Program	IIIA	40,000	40,000	0	Oct. 1985	June 1987		Sept. 1987
WB	0185	Hebron R/C Mentally Handicapped Center	IIIA	125,000	125,000	0	Sept. 1984	June 1987	Jan. 1988	Sept. 1987
SUBTOTAL				353,617	353,617	0				

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MARKETING/ACCESS ROADS:

WB 0201	Al-Munan Local Committee Agr. Road	IIIA	31,971	31,971	0	March 1985	May 1985	June 1985	
WB 0202	Al-Jarba Sur-Baher L/Committee Agr. Road	IIIA	15,904	15,904	0	April 1985	July 1985	May 1986	
WB 0203	Fziz, Yatta Local Committee Agr. Road	IIIA	8,930	8,930	0	May 1985	Dec. 1985	March 1987	Jan. 1987
WB 0204	Al-Jamal Wad Ali-Dahriyeh Agr. Road	IIIA	49,753	49,753	0	July 1984	Oct. 1986	April 1987	Jan. 1987
WB 0205	Khirbet Al-Ribya (Implemented as WB0228)				0				
WB 0206	Attil Village Council Agr. Road	IIIA	15,000	15,000	0	July 1984	Feb. 1985	June 1985	June 1985
WB 0207	Wad Al-Maar, Sawahreh Sharqieh I/C Agr. Road	IIIA	11,753	11,753	0	July 1984	Sept. 1985	April 1987	Jan. 1987
WB 0208	Kufer Malek/Abu Falah L/C Agr. Road	IIIA	30,053	30,053	0	Nov. 1983	May 1985	May 1986	Aug. 1985
WB 0228	Wad Al-Amayer Agr. Road	IIIA	17,058	17,058	0	Sept. 1985	Jan. 1987	March 1987	Jan. 1987
WB 0258	Deir El-Ghussen V.C. Agr. Road	IIIC	29,402	29,402	0	Jan 1986	May 1986		
WB 0259	Marah-Rabah Local Committee Marketing Road	IIIC	29,700	29,700	0	Dec. 1985			
WB 0261	Deir Dibwan Local Committee Agr. Road	IIIC	15,050	15,050	0	July 1986	Nov. 1986		
WB 0262	Taybeh V.C. Agriculture Road	IIIC	11,367	11,367	0	Sept. 1987			
WB 0265	Singer Local Committee Agr. Road	IIIC	6,303	6,303	0	Feb. 1986	Jan. 1987	March 1987	Jan. 1987
WB 0267	Sa'abiya Cooperative Agriculture Road	IIIC	5,000	5,000	0	Feb. 1986			
WB 0268	Beit Surik V.C. Beit Surik V.C. Agr. Road	IIIC	6,000	6,000	0	Aug. 1985	Jan. 1986	April 1987	
WB 0275	Dar Mubarak L/Committee Rural Road	IIIC	23,710	23,710	0	Sept. 1985	March 1986	May 1986	
SUB TOTAL			306,954	306,954	0				

WEST BANK - TOTAL COMPLETED:

1,880,049 1,880,049 0

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PROJECT WORKSHEET (AID-FUNDED)
PROJECTS COMPLETED - GAZA

FO	PROJECT NAME	GRANT	CURRENT ALLOCATION	EXPENDED TO Dec. 31, 88	BALANCE	IMPLEMENT. START DATE	IMPLEMENT. END DATE	AUDIT DATE	EVALUATION DATE
WATER RESOURCE DEVELOPMENT:			\$	\$	\$				
GS 0050	Beit Lahiya V.C. Water Dist. (Phase III)	IIIA	42,700	42,700	0	Dec. 1984	Dec. 1985	-	-
GS 0179	Deir El-Balah Municipality Ground Water Reserv.	IIIA	24,060	24,060	0	Sept. 1984	Jan. 1985	June 1985	June 1985
GS 0239	Bani Suhaila V.C. Well Improvement	IIIC	11,142	11,142	0	Jan. 1986	Feb. 1988	-	-
GS 0240	Abasan El-Kabira V.C. Well Improvement	IIIA	36,000	36,000	0			Jan. 1988	-
GS 0241	Beit Hanoun V.C. Water Tower & Pipeline	IIIC	80,000	80,000	0			-	-
SUBTOTAL			193,902	193,902	0				
SANITATION:									
GS 0130	Jabalia/Wazla Sewage Network (Phase II)	IIIA	46,174	46,174	0	Nov. 1988	Aug. 1984	Dec. 1984	-
GS 0169	V.C. Sanitation Equipment & Attachment	IIIA	68,928	68,928	0	Oct. 1984	July 1985	Jan. 1986	-
SUBTOTAL			115,102	115,102	0				
PUBLIC HEALTH:									
GS 0110	Central Blood Bank Soc. Lab. Equipment	IIIA	8,530	8,530	0	Aug. 1984	July 1985	Jan. 1986	-
GS 0249	NEEC Family Service Center Equipment	IIIC	31,087	31,087	0	Nov. 1985	April 1987	Jan. 1988	-
SUBTOTAL			39,617	39,617	0				
SOCIAL DEVELOPMENT:									
GS 0251	Abasan El-Kabira Preschool Construction	IIIC	40,000	40,000	0	Nov. 1985	Aug. 1986	April 1987	-
GS 0254	Beit Lahiya V.C. Day Care Center	IIIC	20,000	20,000	0	Feb. 1986	April 1987	-	-
GS 0255	Nakhla Quarter Community Center Preschool	IIIC	17,000	17,000	0	May 1985	Nov. 1986	March 1987	-
GS 0257	Rani Suheila V.C. Day Care Center Expansion	IIIC	19,323	19,323	0	Jan. 1986	Dec. 1986	April 1987	-
GS 0164	Village Council Women's Training	IIIA	25,042	25,042	0			-	-
GS 0170	Al-Azal Institute for Orphans Kitchen Equip.	IIIA	110,500	110,500	0	July 1985	Feb. 1987	Jan. 1988	-
GS 0172	Youth Club & Public Library/Reading Room	IIIA	50,000	50,000	0	Oct. 1984	Nov. 1986	-	-
GS 0177	Al-Wafa Soc. for the Aged & Infirm Vehicle	IIIA	13,950	13,950	0	Oct. 1984	Dec. 1984	Jan. 1986	-
GS 0256	Gaza Blind Society Minibus	IIIC	18,707	18,707	0	Feb. 1986	Nov. 1986	March 1987	-
SUBTOTAL			314,517	314,517	0				

C-4

20

FO #	PROJECT NAME	GRANT	CURRENT ALLOCATION	EXPENDED TO Dec. 31, 88	BALANCE	IMPLEMENT. START DATE	IMPLEMENT. END DATE	AUDIT DATE	EVALUATION DATE
RURAL ECONOMIC DEVELOPMENT:									
GS 0175	Deir El-Balah Coop. Veg. Seedl. Nursery	IIIA	25,500	25,500	0	April 1986	June 1987	-	-
GS 0237	Strawberry Coop. Marketing Vehicle	IIIC	16,413	16,413	0	Dec. 1985	March 1986	March 1987	June 1986
GS 0238	Qarara Local Committee Tractor	IIIC	15,000	15,000	0				
SUBTOTAL			56,913	56,913	0				
MARKETING/ACCESS ROADS:									
GS 0112	Beit Lahiya Strawberry Coop. Market Road	IIIA	26,191	26,191	0			June 1985	
GS 0215	Abasan El-Kabira Sheikh Khader Road	IIIA	8,268	8,268	0	Dec. 1984	May 1985	June 1985	Sept. 1985
GS 0216	Abasan Es-Saghira El-Birka Agr. Road	IIIA	10,273	10,273	0	Jan. 1985	Jan 1985	Jan. 1986	Sept. 1985
GS 0218	Beit Hanoun V.C. Agr. Road	IIIA	49,799	49,799	0	Aug. 1984	April 1986	April 1987	June 1986
GS 0220	Mad Jabalia Local Committee Agr. Road	IIIA	35,916	35,916	0	Jan. 1985	Sept. 1985	Dec. 1985	
GS 0230	Bani Suheila V.C. Agr. Road (Suk-Mazen A/Tayma)	IIIC	35,000	35,000	0			-	-
GS 0231	Abasan Al-Kabira Agr. Road (Dagga Al-Sanati)	IIIC	75,000	75,000	0			-	-
GS 0232	Abasan Al-Saghira Agr. Road (Abu Latifa)	IIIC	30,000	30,000	0			-	-
GS 0234	Zawaida V.C. Agr. Road (Al-Amal)	IIIC	55,000	55,000	0	March 1985	Oct. 1986	May 1987	-
GS 0235	Deir El-Balah Munic. Agr. Road (Abu Husni)	IIIC	25,000	25,000	0	Sept. 1986	Feb. 1987	Jan. 1988	-
SUBTOTAL			350,447	350,447	0				
GAZA - TOTAL COMPLETED:			1,070,498	1,070,498	0				
WEST BANK & GAZA - GRAND TOTAL COMPLETED:			2,950,547	2,950,547	0				

December 31, 1988

PROJECT WORKSHEET (AID-FUNDED)
PROJECTS UNDER IMPLEMENTATION - WEST BANK

FO	PROJECT NAME	GRANT	CURRENT ALLOCATION	EXPENDED TO Dec. 31, 87	EXPENDED 1/88-3/88	EXPENDED 4/88-6/88	EXPENDED 7/88-9/88	EXPENDED 10/88-12/88	BALANCE
WATER RESOURCE DEVELOPMENT:									
WB 0187	Jerusalem Water Undertaking	IIIA	700,000	618,252	11,566	0	0	21,560	48,622
WB 0287	Ein Beida & Shamsieh Tahta Internal Net	IIIC	25,000	14,682	0	0	0	0	10,318
WB 0291	Azzoun 'Atmeh Domestic Water Supply	IIIC	65,000	38,519	0	0	0	0	26,481
WB 0293	Deir Ammar Village & Camp Domestic Water Supply	IIIC	150,000	85,114	0	0	22,298	0	42,588
WB 0294	Jawzala Domestic Water Supply	IIIC	75,000	45,000	0	0	0	0	30,000
WB 0295	Gas Karbar Domestic Water Supply	IIIC	60,000	36,317	0	0	0	0	23,683
WB 0296	Janniya Domestic Water Supply	IIIC	45,000	21,881	0	0	0	0	23,119
WB 0298	Si'ir/Shuyukh Water Cooperatives	IIIC	100,000	9,606	0	0	0	0	90,394
WB 0300	Jerusalem Water Undertaking Reservoir	IIIC	700,000	243,932	0	0	95,682	73,282	287,104
WB 0301	Bethlehem/Beit Jala/Beit Sabur Water Auth.	IIIC	391,335	59,026	0	0	21,225	78,092	232,992
SUBTOTAL			2,311,335	1,172,329	11,566	0	139,205	172,934	815,301
WATER/SANITATION:									
WB 0299	Water & Sewage Systems for W/B Housing Coop.	IIIC	300,000	170,196	17,702	6,161	0	35,667	70,274
SUBTOTAL			300,000	170,196	17,702	6,161	0	35,667	70,274
PUBLIC HEALTH:									
WB 0311	Arrabeh R/C Society Health Clinic	IIIC	20,000	0	0	7,226	0	0	12,774
WB 0324	Hebron Red Crescent Pediatric Referral	IIIC	100,000	0	0	0	0	0	100,000
SUBTOTAL			120,000	0	0	7,226	0	0	112,774
SOCIAL DEVELOPMENT:									
WB 0165	Charitable Society Pre-School Playground Impv.	IIIA	95,000	84,416	0	0	2,341	3,165	5,078
WB 0180	Pre-School Classroom Repair & Resource Impr.	IIIA	67,980	62,854	0	0	0	5,126	0
WB 0302	Bethlehem Arab Soc. Program Development	IIIC	250,000	174,533	0	65,000	0	0	10,467
WB 0317	Lutheran Schools Curriculum Enrichment	IIIC	35,000	11,473	0	0	20,000	0	3,527
SUBTOTAL			447,980	333,276	0	65,000	22,341	8,291	19,072
RURAL ECONOMIC DEVELOPMENT:									
WB 0195	Central Uplands Terrace/Retaining Wall Maint.	IIIA	135,000	96,725	1,300	5,750	4,800	6,300	20,125
WB 0197	Date Cultivation	IIIA	40,000	18,960	0	0	0	0	21,040
WB 0198	Agr. Equipment in Irrigated & Rainfed Areas	IIIA	25,000	11,255	884	1,094	3,125	1,188	7,454
WB 0221	Intensive Household Gardening	IIIC	10,000	0	0	0	0	0	10,000
WB 0223	Crop Diversification	IIIC	75,000	13,251	56,039	4,676	0	0	1,034
WB 0281	Fencing Cultivated & Grazing Areas	IIIC	140,000	75,752	3,950	11,498	10,097	14,292	24,411
WB 0282	Household Animal Production	IIIC	191,346	25,266	4,900	10,986	46,453	45,530	58,211
WB 0283	Multi-purpose Water Conservation	IIIC	200,000	86,837	8,315	11,775	8,450	18,375	66,248
WB 0284	Agricultural Water Resource Development	IIIC	150,000	26,270	0	0	0	0	121,730
SUBTOTAL			966,346	356,316	75,388	45,779	72,925	85,685	330,254

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FO #	PROJECT NAME	GRANT	CURRENT ALLOCATION	EXPENDED TO Dec. 31, 87	EXPENDED 1/88-3/88	EXPENDED 4/88-6/88	EXPENDED 7/88-9/88	EXPENDED 10/88-12/88	BALANCE
MARKETING/ACCESS ROADS:									
WB 0200	Dar Salah I/Committee Agr. Road	TITA	23,460	8,460	0	0	7,946	4,276	2,778
	SUBTOTAL		23,460	8,460	0	0	7,946	4,276	2,778
CONTINGENCY:									
WB 0330	Miscellaneous Projects	TIIC	20,000	7,237	0	0	0	0	12,763
	SUBTOTAL		20,000	7,237	0	0	0	0	12,763
	WEST BANK - TOTAL UNDER IMPLEMENTATION:		4,189,171	2,047,814	104,656	124,166	242,417	306,853	1,363,216

C-7

8-

PROJECTS UNDER IMPLEMENTATION - GAZA

FO #	PROJECT NAME	GRANT	CURRENT ALLOCATION	EXPENDED TO Dec. 31, 87	EXPENDED 1/88-3/88	EXPENDED 4/88-6/88	EXPENDED 7/88-9/88	EXPENDED 10/88-12/88	BALANCE
WATER RESOURCE DEVELOPMENT:									
GS 0247	Qarara Village Council Water Network	IIIC	90,000	0	0	0	0	0	90,000
GS 0341	Anjar Al-Khaima Water Project	IIIC	20,000	0	0	0	19,900	0	100
SUBTOTAL			110,000	0	0	0	19,900	0	90,100
PUBLIC HEALTH:									
GS 0137	Patients Friends Society FMT Unit	II	40,000	33,015	1,520	2,000	0	3,465	0
GS 0250	Ahli Hospital Asthma Clinic	IIIC	43,200	19,324	2,017	0	2,760	0	19,099
SUBTOTAL			83,200	52,339	3,537	2,000	2,760	3,465	19,099
SANITATION:									
GS 0162	Gaza City Neighborhood Sewage Line Extn.	IIIA	180,000	162,125	0	0	0	0	17,875
GS 0163	Refugee Camp Self-Help Sanitation	IIIA	20,000	301	0	0	0	0	19,699
GS 0248	Rafah Municipality Tel Es-Sultan Sewage Lagoon	IIIC	157,000	61,306	67,233	0	0	0	28,461
SUBTOTAL			357,000	223,732	67,233	0	0	0	66,035
SOCIAL DEVELOPMENT:									
GS 0165	Pre-School Equipment	IIIA	20,000	0	0	0	5,000	6,500	8,500
GS 0180	Preschool Repair and Improvement	IIIC	3,000	0	0	0	2,500	500	0
GS 0252	Palestine Women's Union Minibus	IIIC	37,000	14,528	9,143	8,159	0	0	5,170
SUBTOTAL			60,000	14,528	9,143	8,159	7,500	7,000	13,670
RURAL ECONOMIC DEVELOPMENT:									
GS 0197	Date Cultivation	IIIA	25,000	8,496	0	1,487	696	0	14,321
GS 0198	Agriculture Equipment	IIIA	10,000	0	0	2,421	0	0	7,509
GS 0223	Crop Diversification	IIIC	20,000	12,966	3,600	87	645	456	2,246
GS 0225	Small-Scale Agr.	IIIC?	20,000	0	0	7,538	4,129	0	8,333
GS 0236	Intensive Gardening Assistance	IIIC	2,300	1,000	0	0	0	0	1,300
GS 0282	Household Animal Production	IIIC	28,140	4,140	1,400	9,314	6,230	1,562	5,494
GS 0283	Multi-Purpose Water Conservation	IIIC	29,292	13,747	166	0	200	147	15,032
GS 0284	Agricultural Water Resource Development	IIIC	102,115	2,865	12,135	9,099	8,343	6,423	63,250
SUBTOTAL			236,847	43,214	17,301	30,016	20,243	8,588	117,485
CONTINGENCY:									
WR 0339	Miscellaneous Projects	IIIC	20,000	6,028	0	0	0	0	13,972
SUBTOTAL			20,000	6,028	0	0	0	0	13,972
GAZA - TOTAL UNDER IMPLEMENTATION:			867,047	339,841	97,214	40,175	50,403	19,053	320,761
WEST BANK & GAZA - GRAND TOTAL UNDER IMPLEMENTATION:			5,056,168	2,387,655	201,870	164,341	292,820	325,906	1,683,577

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22

Filename: PMSRLOCK.WK1

31 December, 1988

PROJECT WORKSHEET (AID-FUNDED)
PROJECTS BLOCKED BY OA - WEST BANK

FO	#	PROJECT NAME	GRANT	BUDGET	CURRENT ALLOCATION
WATER RESOURCE DEVELOPMENT:				\$	\$
WB	0290	Sa'ra Domestic Water Supply	IIIC	50,000	
✓ WB	0292	Ein Abbous Domestic Water Supply	IIIC	100,000	
S U B T O T A L				150,000	
PUBLIC HEALTH:					
✓ WB	0310	Ramallah Jordan R/C Soc. Maternity Services	IIIC	70,000	
S U B T O T A L				70,000	
MARKETING/ACCESS ROADS:					
WB	0210	Si'ir Village Council Agr. Road	IIIA	25,000	
WB	0213	Kafr Rumman L/Committee Agr. Road	IIIA	15,000	
WB	0214	Qabatia Municipality Agr. Road	IIIA	30,000	
WB	0260	Nabi Elias L/Committee Agr. Road	IIIC	15,000	
WB	0266	Wad Eziz Local Committee Agr. Road	IIIC	25,000	
WB	0269	Dirat Local Committee Market Road	IIIC	6,000	
WB	0271	Kharas Bakkar Village Council Agr. Road	IIIC	40,000	
WB	0273	Kwazebeh Local Committee Agr. Road	IIIC	25,000	
WB	0276	Tiqu'a L/Committee Agr. Road (Wad El-Fued	IIIC	25,000	
WB	0277	Oilqis L/Committee Agr. Road	IIIC	20,000	
S U B T O T A L				226,000	
WEST BANK - TOTAL BLOCKED:				446,000	89,200 *

PROJECT WORKSHEET (AID-FUNDED)
PROJECTS BLOCKED BY OA - GAZA

FO #	PROJECT NAME	GRANT	PROJECT BUDGET	CURRENT ALLOCATION *
WATER RESOURCE DEVELOPMENT:			\$	\$
GS 0174	Rafah Beach Water & Electricity	IIIA	65,000	
GS 0242	Fukhari Committee Water Pipeline	IIIC	60,000	
S U B T O T A L			125,000	
PUBLIC HEALTH:				
GS 0178	Arab Medical Assoc. Dental Clinic Equipment	IIIC	35,000	
S U B T O T A L			35,000	
SOCIAL DEVELOPMENT:				
GS 0171	Palestine R/Crescent Soc. Day Care Center	IIIA	40,000	
GS 0128	Engineers Assoc. Testing Laboratory	II	70,000	
GS 0176	Hessie Quarter Electrification	IIIA	25,000	
S U B T O T A L			135,000	
MARKETING/ACCESS ROADS:				
GS 0217	Qarara Local Committee Agr. Road	IIIA	10,000	
GS 0233	Khaza'a V.C. Agr. Road (Ribya Sharqieh)	IIIC	30,000	
S U B T O T A L			40,000	
GAZA - TOTAL BLOCKED:			335,000	67,000
WEST BANK & GAZA - GRAND TOTAL BLOCKED:			781,000	156,200

Current Allocation is assessed as 20% of project budget.

Filename: PWSCANCLD.WK1
31 December, 1988

PROJECT WORK SHEET (AID-FUNDED)
WEST BANK & GAZA
CANCELLED PROJECTS

FO	#	PROJECT NAME	GRANT	PROJECT BUDGET

WEST BANK PROJECTS:				

WB	0093	Arrabeh Municipality Reservoir	II	50,000
WB	0141	Zababdeh Village Council w/Reservoir	II	35,000
WB	0178	Arab Medical Association Dental Clinic Equip.	IIIC	35,000
WB	0199	Promotion of Natural & Irrig. Pastures	IIIA	30,000
WB	0211	Wad Bir El-Khanzir, Beit Umar, Shyoukh Ag. Road	IIIA	25,000
WB	0227	Bethlehem Municipality Cold Storage	IIIC	500,000
WB	0263	Marj Jayyous Agriculture Road	IIIC	25,000
WB	0264	Beitunia Municipality Agr. Road	IIIC	40,000
WB	0272	Wadi Qubun/Beit Inoun I/Committee Agr. Road	IIIC	20,000
WB	0274	Ras Rumaneh I/Committee Agr. Road	IIIC	15,000
WB	0278	Kharbatha Local Committee Agr. Road	IIIC	15,000
WB	0304	University Graduates Union Clinics - Hebron	IIIC	35,000
WB	0306	Attil Charitable Soc. Clinic Equipment	IIIC	20,000

Subtotal West Bank				845,000
GAZA STRIP PROJECTS:				

GS	0219	Deir Al-Balah (Abu Hooley) Agric. Rd.	IIIC	50,000
GS	0243	Beit Lahia V.C. Well	IIIC	55,000
GS	0245	Arab Nuseirat Water Line	IIIC	9,000
GS	0246	Jabalia V.C. Sewage Treatment	IIIC	100,000
GS	0253	Eastern Village Health Outreach	IIIC	100,000
GS	0315	Islamic University Sewage	IIID	34,000

Subtotal Gaza Strip				348,000
WEST BANK & GAZA STRIP - TOTAL CANCELLED				1,193,000

94

Attachment 4

CANCELLED PROJECTS

<u>Project No.</u>	<u>Project Name / Reason for cancellation</u>	<u>Budget</u>
WB 141	<u>Zababdeh Village Council Reservoir</u> Community group cannot fulfill its commitment.	<u>\$35,000</u>
WB 199	<u>Promotion of Natural and Irrig. Pastures</u> This project was reconsidered and SCF determined that this activity is not a priority.	<u>\$30,000</u>
WB 227	<u>Bethlehem Munic. Cold Storage</u> Not considered an SCF priority.	<u>\$500,000</u>
WB 263	<u>Marj Jayyous Agriculture Road</u> This community group was unable to fulfill its commitment.	<u>\$25,000</u>
GS 219	<u>Deir Al-Belah (Abu Hooly) Agric. Rd.</u> Local committee was unable to fulfill its commitment.	<u>\$50,000</u>
GS 243	<u>Beit Lahia Village Council Well</u> The Village Council cancelled the project.	<u>\$55,000</u>
GS 245	<u>Arab Nuseirat Water Line</u> SCF assistance (AID funding) for this project was blocked by the authorities for seemingly political reasons. After several years of fruitless negotiations with the authorities, the community was able to get assistance from other sources and implement the project without SCF.	<u>\$2,000</u>

100

GS 246

Jabalia Village Council Sewage Treatment \$100,000

SCF would not accept the technical, financial and location conditions imposed on the project by the authorities. Long negotiations produced little change. When it appeared that UNDP had apparently overcome the major obstacles and would be allowed to implement the project properly without SCF participation, SCF withdrew its funds in favor of smaller projects.

GS 253

Eastern Village Health Outreach \$100,000

In 1985 this project was blocked by the OA because it considered the participating group, The Red Crescent, to be "hostile to the the State of Israel." Two years later, after consultation with the Red Crescent, SCF Regional Health Consultant, and other funders it was decided to cancel this project and accomplish the goal of improving primary health care services through other activities.

GS 315

Islamic University Sewage Line \$34,000

After SCF and the University reached an agreement to use concrete pipe in this sewage line as a pilot project, the Gaza Municipality and the University decided against the idea and implemented the project without SCF assistance.

RURAL DEVELOPMENT GRANT 5123

PROJECT NO CRS/M.D.	NAME OF VILLAGE/DISTRICT	KIND OF PROJECT	REQ. FROM MINISTRY	AGREE. SIGNED	REQ. FROM NEW YORK	APP. BY NEW YORK	WORK BEGAN	WORK COMPLETED	BENEF. (PERSONS)
0D-006-01 121	Kufor Malik / Ramallah	Interior Streets	11.04.1985	18.07.1985	26.04.1985	30.07.1985	28.07.1985	09.09.1985	2000
02/122	Taybeh/Ramallah	Interior Streets	11.04.1985	18.07.1985	26.04.1985	30.07.1985	28.08.1985	18.12.1985	800
03/113	Beit 'Inan / Ramallah	Water System	OUTSIDE FUNDING NOT USAID						
04/116	Silet El-Harthieh Jenin	Community Center	11.04.1985	22.07.1985	26.04.1985	30.07.1985	30.08.1985	27.07.1986	7500
05/117	Sinjel / Ramallah	Water System	11.04.1985	18.07.1985	26.04.1985	30.07.1985	08.08.1985	04.02.1986	3500
06/118	Za'tara/Bethlehem	Community Center	11.04.1985	31.07.1985	26.04.1985	30.07.1985	28.08.1985	10.09.1986	2000
07/119	Kfairot/Jenin	Electricity	11.04.1985	22.07.1985	26.04.1985	30.07.1985	08.08.1985	08.01.1986	1000
08/123	El-Hashimieh/Jenin	Access Road	11.04.1985	22.07.1985	26.04.1985	30.07.1985	30.09.1985	15.11.1985	700
09	Bir Zeit/Ramallah	Agricul- tural Roads	REJECTED BY THE OCCUPATION AUTHORITIES						
10/120	Ta'n'ah/Jenin	Electricity	11.04.1985	22.07.1985	26.04.1985	30.07.1985	08.08.1985	16.01.1986	700
11/125	Nahhalin/Bethlehem	Agricul- Road	11.04.1985	27.11.1985	26.04.1985	30.07.1985	04.01.1986	21.03.1986	1500
12/126	Kufor Kaddum/ Tulkarem	Water System	04.11.1985	11.02.1986	12.11.1985	09.09.1986	28.05.1986	27.03.1987	3000
13/127	Jeet/Tulkarem	Water System	04.11.1985	11.02.1986	12.11.1985	09.09.1986	02.06.1986	18.12.1986	1500
14/130	Husan/Bethlehem	Primary School	16.12.1985	09.04.1986	16.12.1985	13.01.1986	02.05.1986	25.11.1986	3000
15/131	Marah Rabah/ Bethlehem	Access Road	26.01.1986	09.04.1986	04.02.1985	01.04.1986	14.04.1986	30.04.1986	1000
16/132	Beit 'Ummar/ Hebron	Agricul. Roads	10.02.1986	25.08.1986	24.02.1986	13.03.1986	24.01.1987	24.09.1987	8000
17/133	Bani N'aim - El- 'Idaisah/Hebron	Agricul. Road	10.02.1986	18.06.1986	24.02.1986	13.03.1986	07.07.1986	11.02.1987	6000

* Ministry of Defence serial number

1025

PROJECT NO CRS/M.D.	NAME OF VILLAGE/DISTRICT	KIND OF PROJECT	REQ. FROM MINISTRY	AGREE. SIGNED	REQ. FROM NEW YORK	APP. BY NEW YORK	WORK BEGAN	WORK COMPLETED	BENEF. (PERSONS)
18/134	Wadi Fukkin/ Bethlehem	Agricul. Road							
					REJECTED BY THE OCCUPATION AUTHORITIES				
19/135	Raqa' - Hebron	Electricity	18.02.1986	18.06.1986	03.03.1986	13.03.1986	01.08.1986	12.02.1987	4000
20/136	El-Mureq-El-Kom Hebron	Electricity	18.02.1986	18.06.1986	03.03.1986	13.03.1986	20.08.1986	27.03.1987	1600
21/137	Zbaidat/Jericho	Electricity	18.02.1986	23.06.1986	03.03.1986	13.03.1986	08.10.1986	20.01.1987	1200
22/138	Yatmah/Nablus	Primary School	18.02.1986	11.06.1986	12.03.1986	27.03.1986	14.06.1986	04.11.1986	3000
23/142	Shwaikeh/Tulkarem	Community Center	27.05.1986	21.08.1986	24.06.1986	09.09.1986	01.10.1986	09.11.1987	5250
24/143	Beit-El-Rush El- Foqa/Hebron	Water System	27.05.1986	25.08.1986	24.06.1986	09.09.1986	31.03.1987	26.08.1987	800
25/144	Beit-El-Rush El- Tahta/Hebron	Water System	27.05.1986	25.08.1986	24.06.1986	09.09.1986	29.01.1987	16.09.1987	500
26/145	'Attil/Tulkarem	Interior Streets	27.05.1986	11.11.1986	24.06.1986	09.09.1986	15.06.1987	30.09.1987	8500
27/146	Till / Nablus	Interior Streets	27.05.1986	17.08.1987	24.06.1986	09.09.1986	28.12.1987	24.06.1988	4000
28/147	Barta' & Khirbat Barta'/Jenin	Interior Streets	27.05.1986	20.11.1986	21.07.1986	20.08.1986	10.02.1987	28.03.1987	3000
29/148	El-Shiyoukh / Hebron	Interior Streets	27.05.1986	26.11.1986	21.07.1986	20.08.1986	18.05.1987	07.09.1987	5000
30a/149	Surda-Raddana Housing Project Ramallah	Access Road	27.05.1986	24.11.1986	21.07.1986	20.08.1986	05.05.1987	29.09.1987	370
30b/149	Surda-El-Salamiyyeh Housing Project Ramallah	Access Road	27.05.1986	30.11.1987	21.07.1986	20.08.1986	24.02.1988	07.07.1988	230
31/150	El-Shawawreh/ Bethlehem	Agricul. Road	27.05.1986	30.12.1986	21.07.1986	20.08.1986	10.02.1987	07.09.1987	4500
32/151	Zif/Hebron	Primary School	23.07.1986	26.11.1986	21.07.1986	20.08.1986	16.01.1987	29.07.1987	2000

PROJECT NO CRS/M.D.	NAME OF VILLAGE/DISTRICT	KIND OF PROJECT	REQ. FROM MINISTRY	AGREE. SIGNED	REQ. FROM NEW YORK	APP. BY NEW YORK	WORK BEGAN	WORK COMPLETED	BENEF. (PERSONS)
33/152	Huwara/Nablus	Out-Patient Clinic	02.09.1986	02.12.1986	08.09.1986	25.09.1986	23.01.1987	07.09.1987	8000
34	Shu'ab Musmar & Others/Hebron	Electricity	28.10.1986	03.03.1987	28.11.1986	16.12.1986	16.03.1987	17.03.1988	2700
35/155	Khirbat 'Irzaik- Iyyeh/Hebron	Access Road	28.10.1986	31.08.1987	03.12.1986	16.12.1986	13.02.1988	01.04.1988	900
36/154	Burqin/Jenin	Interior Streets	06.03.1987	21.05.1987	19.03.1987	07.04.1987	20.08.1987	09.11.1987	6000
37/153	Kasra/Nablus	Electricity	20.03.1987	07.05.1987	23.03.1987	08.04.1987	25.06.1987	23.12.1987	4000
38/156	Abasan Al-Kabira/ Gaza	Community Center	CANCELLED - REJECTED BY THE OCCUPIED AUTHORITIES						
39/157	Jabalia/Gaza	Agricult Access Road	24.06.1987	05.09.1988	24.06.1987	06.07.1987	---	----	65000
40/158	Bait Hannun/Gaza	Agricult Access Road	CANCELLED - REJECTED BY THE OCCUPIED AUTHORITIES						
41/159	Izbat Al-Jnainih/ Rafah-Gaza	Electricity	CANCELLED - IMPLEMENTED BY RAFAH MUNICIPALITY						
42/160	Jeet/Tulkarem	Interior Streets	29.07.1987	17.11.1987	22.07.1987	21.10.1987	12.07.1988	23.08.1988	1500
43/161	Al-Salqawi - Im Dhair/ Deir Al-Balah- Gaza	Agricult- Access Road	29.07.1987	05.09.1988	22.07.1987	21.10.1987	---	---	4000
44/162	Bait 'Inan/ Ramallah	Agricult- Road	29.07.1987	30.11.1987	22.07.1987	21.10.1987	22.04.1988	16.09.1988	3000
45/163	Khirbat Al-Adas Rafah/Gaza	Electricity	23.10.1987	05.09.1988	24.09.1987	21.10.1987			7000
46/164	Dair Abu Da'if/ Jenin	Electricity	23.10.1987	18.01.1988	24.09.1987	21.10.1987	05.02.1988	27.09.1988	5000
47/165	Bait Qad/Jenin	Electricity	23.10.1987	18.01.1988	24.09.1987	21.10.1987	29.01.1988	27.09.1988	800
48/166	'Im Lasafih/ Hebron	Access Road	23.10.1987		24.09.1987	21.10.1987			1500
49/167	Mashru' Al Azariyyeh/ Bethlehem	Community Center	11.02.1988	10.05.1988	11.02.1988	26.02.1988	05.08.1988		6000

PROJECT NO. CRS/M.D.	NAME OF VILLAGE/DISTRICT	KIND OF PROJECT	REQ. FROM MINISTRY	AGREE. SIGNED	REQ. FROM NEW YORK	APP. BY NEW YORK	WORK BEGAN	WORK COMPLETED	BENEF. (PERSONS)
58/168	Bait 'Amra/Hebron	Primary School	11.03.1988	13.06.1988	11.03.1988	16.06.1988			2000
51	'Abud/Ramallah	Primary School	----		05.05.1988	16.06.1988			1800
52/169	Sa'ir/Hebron	Community Center	10.06.1988		10.06.1988				15000
53/170	Al Hilih/Hebron	Access Road	10.06.1988		10.06.1988				3000
54/171	Tura/Jenin	Water System	08.08.1988	08.11.1988	08.08.1988	31.08.1988			1100
55/173	Bait Fajjar/ Bethlehem	Agricul- Access Road	27.08.1988		27.08.1988	03.10.1988			10000
56/174	'Abwain/Ramallah	Interior Street	27.08.1988		27.08.1988	03.10.1988			4000
57/175	Sarra/Nablus	Interior Streets	27.08.1988	14.11.1988	27.08.1988	03.10.1988			1350
58/176	Al Sawiyih/Nablus	Electricity	27.08.1988		27.08.1988	03.10.1988			2000
59/177	Arranih/Jenin	Electricity	27.08.1988		27.08.1988	03.10.1988			2000
60/178	Duma/Nablus	Electricity	27.08.1988		19.09.1988	03.10.1988			1200
61/179	Zawata/Nablus	Water System	19.09.1988		19.09.1988				1000
62/172	Dair Samit/Hebron	Agricul- Access Road	26.09.1988		26.09.1988				31500
63	Sammu'/Hebron	Water System	17.11.1988		17.11.1988				11000

LNB

31 October 1988

PROJECT NO.	CRB EBT. SHARE %	CRB EBT. %	VILLAGE EBT. SHARE %	VILLAGE EBT. %	TOTAL EBT. COST \$	CRB FINAL SHARE %	CRB FINAL %	VILLAGE FINAL SHARE % (%)	TOTAL FINAL COST \$
4D-006-1	34,746.-	60%	23,164.-	40%	57,910.-	34,644.61	54%	29,064.01 46%	63,709.42
02	31,527.-	60%	21,018.-	40%	52,545.-	35,046.71	57%	26,891.72 43%	62,738.43
03					OUTSIDE FUNDING NOT USAID				
04	45,500.-	50%	45,500.-	50%	91,000.-	45,498.11	48%	48,611.55/ 52%	94,109.66
05	57,585.50	50%	57,585.50	50%	115,171.-	57,526.27	49.3%	59,180.86/50.7%	116,707.13
06	35,760.-	60%	23,840.-	40%	59,600.-	35,750.65	58.7%	25,157.30/41.3%	60,907.95
07	45,500.-	50%	45,500.-	50%	91,000.-	45,446.-	49.5%	46,374.-/ 50.5%	91,820.-
08	44,163.-	60%	29,442.-	40%	73,605.-	44,112.43	57.8%	32,174.-/ 42.2%	76,286.43
09					REJECTED BY THE OCCUPATION AUTHORITIES				
10	43,518.-	60%	29,012.-	40%	72,530.-	43,489.10	60%	29,004.-/ 40%	72,493.10
11	31,811.-	60%	21,208.-	40%	53,019.-	31,793.86	60%	21,223.57/ 40%	53,017.43
12	52,814.-	50%	52,814.-	50%	105,628.-	52,796.23	50%	53,457.71/ 50%	106,253.94
13	31,817.-	60%	21,211.-	40%	53,028.-	31,815.25	57.4%	23,575.60/42.6%	55,391.85
14	19,514.57	50%	19,514.57	50%	39,029.14	19,501.41	45.7%	23,146.44/54.3%	42,647.85
15	31,234.-	60%	20,823.-	40%	52,057.-	31,224.49	60%	20,873.57/ 40%	52,098.06
16	40,535.50	50%	40,535.50	50%	81,071.-	40,433.83	50%	40,503.89/ 50%	80,937.72
17	36,377.-	60%	24,252.-	40%	60,629.-	36,342.70	60%	24,421.07/ 40%	60,763.77
18					REJECTED BY THE OCCUPATION AUTHORITIES				
19	59,200.-	60%	39,466.-	40%	98,666.-	59,179.37	60%	39,572.37/ 40%	98,751.74
20	71,700.-	60%	47,800.-	40%	119,500.-	71,667.79	59%	49,122.66/ 41%	120,798.45
21	22,284.-	65%	11,999.-	35%	34,283.-	22,276.12	65%	12,137.29/ 35%	34,415.41
22	21,600.-	60%	14,400.-	40%	36,000.-	24,525.14	60.2%	16,182.24/39.8%	40,707.38
23	40,625.-	50%	40,625.-	50%	81,250.-	40,467.37	49.9%	40,645.30/50.1%	81,112.67
24	26,250.-	60%	17,500.-	40%	43,750.-	26,044.30	60%	17,415.82/ 40%	43,460.12
25	13,125.-	60%	8,750.-	40%	21,875.-	11,465.31	60%	7,666.30/ 40%	19,131.69

PROJECT NO.	CRB EST. SHARE \$	CRB EST. %	VILLAGE EST. SHARE \$	VILLAGE EST. %	TOTAL EST. COST \$	CRB FINAL SHARE \$	CRB FINAL %	VILLAGE FINAL SHARE \$ (%)	TOTAL FINAL COST \$
26	35,445.-	45%	43,321.-	55%	78,766.-	35,345.91	44%	45,836.47/ 56%	81,182.33
27	37,890.-	50%	37,890.-	50%	75,780.-	37,875.00	49.73%	38,279.05/50.27	76,154.05
28	38,786.-	52%	35,802.-	48%	74,588.-	38,763.75	52%	36,181.25/ 48%	74,945.-
29	39,015.50	50%	39,015.50	50%	78,031.-	38,971.62	50%	39,087.28/ 50%	78,058.90
30 a	29,025.-	60%	19,350.-	40%	48,375.-	28,938.06	60%	19,610.05/ 40%	48,548.11
30 b	15,938.-	60%	10,625.-	40%	26,563.-	15,937.90	52.5%	14,420.00/47.5%	30,357.90
31	32,829.-	57%	24,765.-	43%	57,594.-	32,824.84	57%	24,851.29/ 43%	57,676.13
32	46,922.-	65%	25,266.-	35%	72,188.-	45,324.69	65%	24,414.02/ 35%	69,738.71
33	29,218.50	50%	29,218.50	50%	58,437.-	29,201.92	49.5%	29,789.48/50.5%	58,991.40
34	72,243.-	57%	54,499.-	43%	126,742.-	72,238.68	57%	55,304.89/ 43%	127,543.57
35	46,398.-	65%	24,984.-	35%	71,382.-	46,221.73	65%	25,044.00/ 35%	71,265.73
36	38,734.-	45%	47,339.-	55%	86,073.-	38,725.81	42%	53,885.23/58%	92,611.04
37	50,379.-	50%	50,379.-	50%	100,758.-	50,371.53	49%	51,907.81/ 51%	102,279.34
38	25,364.-	60%	16,989.-	40%	42,273.-	CANCELLED	-	REJECTED BY THE OCCUPATION AUTHORITIES	
39	40,376.-	35%	74,983.-	65%	115,359.-				
40	37,524.50	50%	37,524.50	50%	75,049.-	CANCELLED	-	REJECTED BY THE OCCUPATION AUTHORITIES	
41	45,081.-	50%	45,081.-	50%	90,162.-	CANCELLED	-	IMPLEMENTED BY RAFAH MUNICIPALITY	
42	40,368.-	64%	22,707.-	36%	63,075.-	40,365.03	64%	22,763.80/ 36%	63,128.83
43	25,046.50	50%	25,046.50	50%	50,093.-				
44	48,342.-	60%	32,228.00	40%	80,570.-	48,202.13	57.6%	35,563.90/42.4%	83,766.03
45	14,397.-	50%	14,397.-	50%	28,794.-				
46	68,584.-	58%	49,664.-	42%	118,248.-	68,205.05	57.3%	50,883.79/42.7%	119,988.84
47	27,182.-	60%	18,121.-	40%	45,303.-	26,497.85	59.2%	18,302.17/40.8%	44,800.02
48	28,462.-	65%	15,326.-	35%	43,788.-				

C - 19

107

C - 20

PROJECT NO.	CRS EST. SHARE \$	CRS EST. %	VILLAGE EST. SHARE \$	VILLAGE EST. %	TOTAL EST. COST \$	CRS FINAL SHARE \$	CRS FINAL %	VILLAGE FINAL SHARE \$ (%)	TOTAL FINAL COST \$
49	43,537.-	60%	29,025.-	40%	72,562.-				
50	48,041.-	60%	32,027.-	40%	80,068				
51	32,465.50	50%	32,465.50	50%	64,931.-				
52	50,390.50	50%	50,390.50	50%	100,781.-				
53	47,760.-	58%	34,584.-	42%	82,344.-				
54	16,563.-	65%	8,918.-	35%	25,481.-				
55	39,420.-	60%	26,280.-	40%	65,700.-				
56	28,822.-	60%	13,881.-	40%	34,703.-				
57	39,898.50	50%	39,898.50	50%	79,797.-				
58	50,981.-	50%	50,981.-	50%	101,962.-				
59	52,722.-	50%	52,722.-	50%	105,444.-				
60	45,772.-	50%	45,772.-	50%	91,544.-				
61	61,538.-	60%	41,025.-	40%	102,563.-				
62	49,388.-	60%	32,925.-	40%	82,313.-				
63	26,347.58	50%	26,347.58	50%	52,695.-				
TOTAL CRS SHARE IN COMPLETED SUB-PROJECTS					\$1,535,861.55				
TOTAL CRS SHARE IN INPROGRESS SUB-PROJECTS					\$ 732,944.01				
TOTAL CRS SHARE IN COMMITTED SUB-PROJECTS					\$ 587,894.00				

LNB

31 OCTOBER 1988

SASA SOCIAL DEVELOPMENT AND RURAL ECONOMIC PROJECTS UNDER IMPLEMENTATION

Proj #	PROJECT NAME	PROJECT FINANCES (US\$)					PROJECT SCHEDULE					PROJECT SUSTAINABILITY		PROJECT IMPACT (US\$)									
		Total Invest	Community Contrib	UNFPA Funds	AID \$ Altd	AID \$ exp 31 12-88	AID \$ Elm	Stmtd to GOI	Aprvd by GOI	Impl Bg Dt	Impl End Dt	On Ti	Annual Pays 0 & N 0 & N	# of Benefic	# of women	# of children	# of unit cost	# of est jobs	# of slry rplcs	# of pl trnd income			
SOCIAL DEVELOPMENT																							
147	Pre-School Equipment	121,500	90,000	11,500	20,000	11,500	0,500	(HE)		2/87	6/89	y	?	comm grps	1,500	375	750	81	0	0	15	20,000	
252	Fal. Women's Union Minibus	89,000	0	17,000	37,000	31,830	5,170	2/85	9/86	8/87	6/89	n	5,000 PMU	300	75	150	280	?	?	0	0	?	
RURAL ECONOMIC																							
197	Bate Cultivation	50,000	25,000	0	25,000	10,670	14,321	(HE)		5/85	6/90	n	?	Coops indiv	3,250	813	1,625	15	0	5	0	?	
198	Agriculture Equipment	22,000	10,000	0	10,000	2,191	7,500	(HE)			6/90	y	?	"	130	33	65	169	2	?	10	0	?
223	Crop Diversification	40,000	20,000	0	20,000	17,754	2,246	(HE)		5/86	6/90	y	?	"	2,600	650	1,300	15	0	50	0	?	
225	Small Scale Agriculture	74,000	37,000	17,000	20,000	11,667	0,333	?	1/85	1/86	6/90	y	?	"	2,600	650	1,300	28	20	2,000	5,000	200	250,000
236	Intensive Gardening Assistance	4,600	2,300	0	2,300	1,000	1,300	6/85	?	?	6/90	n	?	"	3,000	750	1,500	?	0	3	500	?	
262	Household Animal Production	56,280	28,140	0	28,140	22,646	5,494	?	?	11/86	6/90	y	?	"	1,300	325	650	43	20	3,000	500	100	250,000
263	Multi-purpose Water Conservation	59,292	30,000	0	29,292	14,260	15,032	?	?	11/86	6/90	n	?	"	350	88	175	169	0	5	0	?	
281	Agriculture Water Resource	232,115	130,000	0	102,115	30,865	63,250	(HE)		10/85	6/90	y	?	"	1,950	480	975	119	0	0	0	?	

11 - in find

109

WEST BANK WATER & SANITATION PROJECTS UNDER IMPLEMENTATION

Proj #	PROJECT NAME	PROJECT FINANCE (US\$)						PROJECT SCHEDULE						PROJ SUSTAINABILITY			PROJECT IMPACT						
		Total Invest	Community Contrib	W-AID Fund	AID \$ '84-'85	AID \$ exp '85-'86	AID \$ Blnc	Stmld to GOI	Aprvd by GOI	Impl Bg Dt	Impl End Dt	On Ti	Audit Date	Eval Date	Proj Cont	Annual O & M	Pays O & M	# of Benefic	# of women	# of children	unit cost	# of est jobs	# of slry
187	Jerusalem Water Undertaking	700,000	0	0	700,000	651,378	48,622	Jan 84	Jul 84	Sep 84	Jan 86	y		y	?	JMU	105,000	26,250	52,500	7			
291	Azzoun 'Atmeb Dom. Water Supply	125,000	60,000	0	65,000	38,519	26,481	Feb 85	Dec 85	Aug 86		n		y	?	Com	1,000	250	500	125			
292 (B)	Beit Azzar Camp Res & Int Net	140,000	65,000	0	75,000	67,369	7,631	Feb 85	Apr 85	Mar 86		n		y	?	Com	1,000	250	500	140			
293	Qir/Shuyukh Water Coop	220,000	120,000	0	100,000	11,000	89,000	Dec 84		Aug 86				y	?	Com	12,000	3,000	6,000	18			
300	Jerusalem Water Undertaking Reservoir	700,000	0	0	700,000	412,896	287,104	Jun 85	May 86	Jun 87		n		y	?	JMU	105,000	26,250	52,500	7			
301	Bethlehem/Beit Jala/Beit Sahour Water Authority	391,335	0	0	391,335	158,943	232,392	Jun 85	Sept 85	Jun 87				y	?	BAW	68,000	17,000	34,000	6			
302	Water and Sewage Systems	424,185	138,520	5,550	300,000	229,720	70,279	Jun 85	Dec 85	Jan 86				y	?	Com	2,145	536	1,073	198			

WEST BANK WATER AND SANITATION COMPLETED PROJECTS

25	Beit Nidham Dom Water Supply	66,494	16,494	0	50,000	50,000	0	Jul 79	Mar 81	Aug 84	Mar 87	Sep 87	Mar 87	y	?	UC	800	200	400	83				
28	Pidda VC Res and Water Lines	150,227	34,170	0	75,403	75,557	0	Jul 79	Mar 84	Jan 85	Oct 85	Jan 86	Apr 86	y	?	WC	5,000	1,250	2,500	30				
29	Beit Surif VC Water Distribution	73,033	34,039	0	38,394	38,394	0	Jul 79	Mar 84	Aug 84	Jun 85	Jan 86	Apr 86	y	?	WC	3,000	750	1,500	24				
102	Matanna VC Water Network	92,412	34,342	0	58,070	58,070	0	Jan 84	Jul 84	Jan 85	Dec 85	Aug 88	Apr 86	n	?	UC	4,000	1,000	2,000	23				
103	Hadi Fufin VC Water Network	67,320	7,250	0	60,070	60,070	0	Aug 83	Dec 83	Nov 84	Oct 85		Apr 86	y	?	WC	400	100	200	160				
126	Qubeibeh VC Water Network	122,009	68,379	0	54,230	54,230	0	Aug 83	Jun 84	Nov 84	Jan 85	May 86	Apr 86	y	?	WC	3,000	750	1,500	41				
128	Beit Jala Ind Zone Water Line	15,000	800,000	0	15,000	15,000	0	Jan 84	May 84	Oct 84	Aug 85	y	Apr 86	Mar 87	y	?	Mun	33 businesses						
124	Calfit Municipality Int Network	451,732	404,732	0	50,000	50,000	0	Jan 84	Apr 84	Oct 84				y	?	Mun	6,000	1,500	3,000	76				
200	Barta's Domestic Water Supply	100,000	50,650	0	49,350	49,355	0	Feb 85	May 85	Aug 86	Mar 88			y	?	WC	1,600	400	800	63				
210	Substitute Well for Beit Fajjar	459,320	249,661	0	249,661	308,665	0	Oct 85	May 85	Jul 86	Jul 87			y	?	WA	68,700	17,175	34,350	7				
207	Ein Beida & Shamsieh Tahla Int Net	21,262	6,580	0	14,682	14,682	0	Feb 85	Apr 85	Mar 86	Jul 87	y		y	?	WC	3,200	800	1,600	7				
292 (A)	Beit Azzar Village Water Supply	74,230	34,914	0	40,016	40,016	0	Feb 85	Apr 85	Mar 86	Nov 86	y		y	?	WC	2,000	500	1,000	37				
294	Janaala Domestic Water Supply	76,000	31,000	0	45,000	45,000	0	Feb 85	Apr 85	Mar 86	Dec 88	n		y	?	WC	700	175	350	109				
295	Ras Kufar Domestic Water Supply	54,184	17,687	0	36,317	36,317	0	Feb 85	Apr 85	Mar 86	Dec 88	n		y	?	UC	650	163	325	83				
296	Jarniya Domestic Water Supply	35,384	13,503	0	21,881	21,881	0	Feb 85	Apr 85	Mar 86				y	?	WC	560	140	280	63				

UC - Water Committee
 Mun - Municipality
 WA - Water Authority

110

GAZA PROJECTS UNDER IMPLEMENTATION

Proj #	PROJECT NAME	PROJECT FINANCE (US\$)						PROJECT SCHEDULE					PROJECT (SUSTAINABILITY)		PROJECT IMPACT (US\$)							
		Total Invest	Community Contrib	UN AID Funds	AID 1 Alot	AIDS exp 71 12 88	AID \$ Blnc	Start to	Apprd by	Impl Pg	Impl Pt	On End	Annual O & M	Pay: D & M	# of Benefic	# of women	# of children	unit cost	# of jobs	est sly	# of plus	pl annual income
WATER RESOURCE PROJECTS																						
247	Barera VC Water	180,000	90,000	0	90,000	0	90,000	1/85	9/85	2/86	9/89	n	?	VC	8,000	2,000	1,000	23	0	0	0	?
241	Anjar El Theim	38,700	18,700 (IE)	0	20,000	19,900	100	n/a	n/a	1/88	3/89	y	?	Rafah Munic	300	75	150	129	0	0	0	4,000
SANITATION PROJECTS																						
142	Gaza City Sewage Lines	360,000	180,000	0	180,000	162,125	17,875	1/83	4/83	1/87	3/89	n	?	Munic	30,000	7,500	15,000	12	0	0	0	0
143	Refugee Camp Self Help Sanitation	115,000	55,000	10,000	20,000	301	19,699	4/84	n/a	2/84	6/90	n	?	Families	20,000	5,000	10,000	6	0	0	0	0
HEALTH PROJECTS																						
250	Ahli Asthaa Clinic	87,400	43,200	1,000	43,200	21,101	19,099	2/85	8/85	3/86	6/90	n	?	Ahli	4,000	1,000	2,000	22	2	?	2	10,000
CONTINGENCY PROJECTS																						
272	Miscellaneous Projects	20,000	0	0	20,000	6,028	13,972	n/a	n/a	n/a	n/a											

VC - Village Council
IE - In Kind

WEST BANK COMPLETED AGRICULTURAL ROADS

Proj #	PROJECT NAME	PROJECT FINANCED (US\$)					PROJECT SCHEDULE						PROJ SUSTAINABILITY			PROJECT IMPACT							
		Total Invest	Community Contrib	H-ATD Funds	AID \$ Alctd	AID\$ exp 31 12 88	AID \$ Blnc	Stabd	Aprvd	Impl	Impl	On	Audit	Eval	Proj Annual	Pays	# of Benefic	# of women	# of children	unit cost	# of est jobs	# of slry rpts	# of rpts
201	Al-Human Ag Road	41,971	10,000	0	31,971	31,971	0	Oct 83	Jan 85	Mar 85	May 85	y	Jun 85			260	65	130	161				
202	Al-Jarba Sur-Raher Ag Road	26,904	15,000	0	15,904	15,904	0	Oct 83	Jan 85	Apr 85	Jul 85	y	May 86			500	125	250	58				
203	Eziq/Yatta Road	13,650	4,700	0	8,950	8,950	0	Oct 83	Oct 84	May 85	Dec 85	y	Mar 87	Jan 87		250	63	125	55				
204	Rufr Malek Abu Feleh Ag Rd	60,053	30,000	0	30,053	30,053	0	Oct 83	Jul 84	Sept 84	Feb 85	n	May 86	Aug 85		3,500	875	1,750	17				
220	Mad Al Anayer Ag Rd	32,058	15,000	0	17,058	17,058	0	Jan 84	Jan 85	Dec 85	Mar 86	n	Mar 87	Jan 87		3,000	750	1,500	11				
250	Deir El-Ghusoon VC Ag Rd	57,502	27,900	0	29,402	29,402	0	Mar 85	Sep 85	Sept 84	Feb 85	n	-	Aug 85		3,500	875	1,750	16				
250	Marub-Rabah Local Committee Mktg Rd	47,700	13,000	0	29,700	29,700	0	Mar 85	Sep 85	Dec 85	Mar 86	n	-	Jan 87		3,000	750	1,500	16				
261	Deir Dibwan Local Committee Ag Rd	30,100	15,050	0	15,050	15,050	0	Mar 85	Dec 85	Feb 86	Feb 86	-	-	Jan 87		360	90	180	84				
262	Taybeh VC Ag Rd	22,731	11,367	0	11,367	11,367	0	Mar 85	Sep 85	Dec 85	Mar 86	n	-	n		260	65	130	87				
265	Bura/Singer Ag Rd	16,303	10,000	0	6,303	6,303	0	Oct 84	Jun 85	Apr 86	Apr 86	y	Mar 87	Jan 87		360	90	180	45				
267	Salahiya Coop Ag Rd	10,000	5,000	0	5,000	5,000	0	Oct 84	Jul 85	Dec 85	Mar 86	n	-	n		260	65	130	38				
268	Beit Qurit VC Ag Rd	11,550	5,550	0	6,000	6,000	0	Oct 84	Mar 85	Aug 85	Feb 86	y	-	Jan 87		360	90	180	32				
275	Bar Mubarek Ag Rd	35,710	12,000	0	23,710	23,710	0	Mar 85	Sep 85	Dec 85	Mar 86	n	May 86	n		260	65	130	137				

C - 24

112

WEST BANK PUBLIC HEALTH PROJECTS

Proj #	PROJECT NAME	PROJECT FINANCES (US\$)					PROJECT SCHEDULE						PRJ SUSTAINABILITY			PROJECT IMPACT										
		Total Invest	Community Contrib	W-AID Fundr	AID \$ Al-14	AID\$ exp 71-12 88	AID \$ Plnc	Start Date	Apprd by GOI	Ispl Bg Dt	Ispl End Dt	On Ti	Audit Date	Eval Date	Proj Cont	Annual O & M	Payc O & M	# of Benefic	# of women	# of children	unit cost	# of jobs	est slry	# of rplus	# pl trnd	
COMPLETED																										
153	Hittin Arab Women's Union	48,150	4,000	0	51,275	51,275	0	Jan 84	Oct 84	Dec 84	Dec 85	y	Jan 86	n	y	25,000	Rec	190,000 residents	25,000	50,000	0	20	?	?	?	
152	Tajeh Charitable Soc Clinic	48,031	20,000 (OEM)	0	28,031	28,031	0	Jan 84	Oct 84	Mar 85	Oct 85		Mar 87	Aug 87	y	10,000	Soc	10,000 residents	2,500	5,000	5	2	7,020	?	?	
707	Bethl Ass Friends of the Sick	58,725	70,000	0	28,725	28,725	0	Feb 85	Jul 85	Aug 85	Jan 87		n	n	y	32,000	Soc	40,000 residents	10	20,000	1		?	?		
708	Bani Waiz Charitable Soc	20,822	0	0	20,822	20,822	0	Feb 85	May 85	May 86	Jun 86		n	n	y	50,000	Soc	10,000 residents	2,500	5,000	2		?	?		
707	Tajeh VC Health Clinic	58,912	70,000	0	28,912	28,912	0	Jan 85	Dec 85	Feb 87	Jun 87		n	n	y	25,000	VC	1,200 residents	300	600	42	?	10,000	?	?	
710	Tajeh Patients' Friends X Ray	140,000	51,623	0	188,377	188,377	0	Sep 85	Dec 85	Jan 87	Jan 87		n	n	y	10,000	Soc	150,000 residents	37,500	75,000	1	1	8,000	?	?	
UNDER IMPLEMENTATION																										
701	Nakron Red Crescent Pediatric	1.2 mil	1 mil	0	200,000	0	200,000	Feb 87	Jul 88	Oct 88			n	n/a	n/a	y	400,000	RC	235,000	58,750	117,500	5	40	250,000	?	
711	Arabah B/C Soc Health Clinic	33,000	13,000	0	20,000	7,220	12,774	Sep 85	Dec 87	Dec 87			n	n/a	n/a	y	17,000	Soc	18,000 residents	4,500	9,000	2	?	7,200	?	?

113

WEST BANK SOCIAL AND RURAL ECONOMIC DEVELOPMENT PROJECTS

Proj #	PROJECT NAME	PROJECT FINANCES (US\$)					PROJECT SCHEDULE					PRJ SUSTAINABILITY			PROJECT IMPACT									
		Total Invest	Community Contrib	M-AID Funds	AID \$ Alctd	AID \$ exp 31-12-88	AID \$ Slnc	Stmtd Itc	Apprvd 301 by 301	Impl Bg	Impl Dt	On Dt	Audit Date	Eval Date	Proj Cent	Annual 0 & M	Pays 0 & M	# of Benefic	# of women	# of children	unit cost	# of est jobs	# of slry rplc	# of pl trnd
SOCIAL DEVELOPMENT PROJECTS																								
185	Chr Soc Pre-School Playground Eq	117,922	28,000 (IR)	0	95,000	89,922	5,078	Apr 83	May 84		u/i	n/a	Jan 87	y	Soc		1,500	0	1,500	79	0			
186	Pre-School Classroom Epr & Imp	155,773	54,510 (IR)	33,283	67,980	67,980	0	Apr 83	May 84		u/i	n/a	Jan 87	y	Soc		2,200	0	2,200	71	100		2 100	
184	Jern YMCA Voc Training Program	40,000	0	0	40,000	40,000	0	Jan 84	Jan 85	Oct 85	Jun 87			y	YMCA		300	300	0	133				
185	Hebron B/C Ment Handicapped Ctr	3 mil	2.9 mil	0	125,000	125,000	0	Nov 83	May 84	Sep 84	Jun 87	n	-	Sep 87	y	100,000 HRC		2,372 patients/yr	593	1,186	0	33	25,600	33
200	Esthleeh Arab Soc Program Dev	239,533	0	0	250,000	239,533	10,467	Sep 85	Dec 85	Nov 86	u/i	n/a				360,000		2,040	510	1,020	117			
217	1sth Cdkr Curric Enrichment	41,473	0	10,000	35,000	31,473	3,527	Sep 86	Jan 87	Sep 86	Dec 88	n	-		y	schl		1,200		1,200	35	1		
RURAL ECONOMIC DEVELOPMENT																								
195	Central Uplands Terrace/Retaining Wall	175,500	40,500		135,000	111,875	20,125	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		650	0	0	270			
197	Date Cultivation	52,000	12,000		40,000	18,960	21,040	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		65	0	0	800			
199	Ag Equipment in Irrigated & Rainfed Areas	72,500	7,500		25,000	17,546	7,454	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		19	0	0	1,711			
201	Intensive Household Gardening	13,000	3,000		10,000	65	9,935	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		1	0	0				
203	Crop Diversification	97,500	22,500		75,000	73,966	1,034	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		150	0	0	650			
201	Fencing Cultivated & Grazing Areas	182,000	42,000		140,000	115,589	24,411	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		566	0	0	322			
202	Household Animal Production	248,750	57,404		191,346	133,135	58,211	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		678	0	0	367			
203	Multi-purpose Water Conservation	260,000	60,000		200,000	133,752	66,248	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com		679	0	0	383			
204	Ag Water Resource Development	195,000	45,000		150,000	28,270	121,730	ongoing		Oct 85	Dec 88		y	y	y ?	indiv/com								

o - partial in-fid
n/a - not applicable
u/i - under implementation
indiv/com - individuals/committees

114

COMPLETED GAZA RURAL ECONOMIC AND MARKETING/ACCESS ROADS PROJECTS

Proj #	PROJECT NAME	PROJECT FINANCES (US\$)						PROJECT SCHEDULE						PROJECT (SUSTAINABILITY)			PROJECT IMPACT (US\$)								
		Total Invest	Community Contrib	UN AID Funds	ATD \$ Alot-I	ATD \$ exp 31-12-88	ATD \$ Finc	Stad to GOI	Apprd by GOI	Impl Bg	Impl Dt	On Audit	Eval. Date	Proj Cont?	Annual P&M	Pays O&M	# of Benefic	# of women	# of children	unit cost	# of jobs	# of est sly	# of rplc	# of pl annual income	
RURAL ECONOMIC DEVELOPMENT																									
175	Deir El-Balah Nursery	50,190	21,600	0	25,500	25,500	0	5/86	12/86	4/86	4/87	n	n	n	y	?	Coop	2,925	731	1,463	17	13,600	0	0	24,000
277	Strawberry Coop Mktg Vehicle	32,826	16,413	0	16,413	16,413	0	6/85	9/85	12/85	3/86	n	3/87	5/86	?	?	Coop	650	163	325	51	6,000	0	0	3,700
278	Darara Local Comm. Tractor	31,012	16,012	0	15,000	15,000	0	6/85	12/85	12/87	9/88	n	n	10/88	y	?	?	2,275	569	1,138	14	4,000	0	0	2,000
MARKETING/ACCESS ROADS																									
110	Beit Lahiya Straw. Coop Rd	39,292	13,101	0	26,191	26,191	0	8/83	11/83	3/85	5/85	n	6/85	n	?	?	Munic	4,550	1,138	2,275	?	5,000	0	0	900
215	Abasan El-Kabira Ch.Kh. Rd	11,024	2,756	0	8,268	8,268	0	1/84	6/84	12/81	5/85	n	6/85	9/85	y	?	VC	650	163	325	17	2,500	0	0	400
216	Abasan Es-Saghira El-Birka Rd	18,474	8,201	0	10,273	10,273	0	1/84	6/84	1/85	1/85	y	1/86	8/85	?	?	VC	3,300	825	1,650	6	2,500	0	0	50
218	Beit Hanoun VC Ag Rd	170,741	111,901	0	58,840	58,840	0	1/84	6/84	8/84	4/86	n	4/87	6/86	y	?	VC	10,000	2,500	5,000	17	?	0	0	3,800
220	Mad Jabalia LC Ag Rd/Bridge	71,839	35,916	0	35,916	35,916	0	8/84	1/85	1/85	9/85	n	12/85	10/88	y	?	LC	6,500	1,625	3,250	11	?	1	0	
270	Pani Suheila VC Ag Rd	79,543	44,543	0	35,000	35,000	0	2/85	11/85	12/85	3/87	n	n	n	y/n	?	VC	2,000	500	1,000	40	?	0	0	1,100
271	Abasan El-Kabira Ag Rd	?	?	0	75,000	75,000	0	2/85	?	6/87	12/87	y	n	n	y	?	VC	5,200	1,300	2,600	?	?	0	0	2,000
272	Abasan Es-Saghira Ag Rd	63,579	33,579	0	30,000	30,000	0	2/85	?	8/86	10/88	n	n	n	y	?	VC	453	113	227	140	1,000	0	0	1,500
274	Tawaida VC Ag Rd	98,642	43,642	0	55,000	55,000	0	2/85	10/85	3/85	10/86	n	5/87	n	y	?	VC	3,000	750	1,500	33	?	0	0	2,200
275	Deir El-Balah Munic. Ag Rd	57,239	32,239	0	25,000	25,000	0	2/85	10/85	9/86	2/87	y	1/88	n	y	?	Munic	100	40	80	358	?	0	0	1,000

VC - Village Council
LC - Local Committee

1/5

C - 28

COMPLETED GAZA PUBLIC HEALTH AND SOCIAL DEVELOPMENT PROJECTS

Proj #	PROJECT NAME	PROJECT FINANCES (US\$)					PROJECT SCHEDULE							PROJECT SUSTAINABILITY			PROJECT IMPACT									
		Total Invest	Community Contrib	M-AID Funds	AID \$ Alctd	AID\$ exp 31-12-88	AID \$ Plan	Slctd to GOI	Aprvd by GOI	Impl Bg Dt	Impl End Dt	On Audit Ti	Eval. Date	Proj Cont?	Annual Pays O&M	Annual Pays O&M	# of Benefic	# of women	# of children	unit cost	# of jobs	est sly	# of rplcs	# pl annual inc		
PUBLIC HEALTH																										
110	Central Blood Bank	22,530	14,000	0	8,530	8,530	0	3/82	9/82	8/84	7/85	n	1/86	n	y	?		12,500	3,125	6,250	2	5	3,200	0	3	12,000
137	PFCENT Unit	90,000	50,000 (TK)	0	40,000	40,000	0	12/82	4/86	10/86	10/88	n			?	?	PFS	100,000	25,000	50,000	1	1	8,000	3	0	12,000
219	HECC Family Service Center Equip.	31,000	30,000 (w.o.b)	0	31,000	31,000	0	2/85	?	11/85	7/87	?	1/88	n	y	50,000	HECC	5,000	1,250	2,500	6	4	4,800	1	0	
SOCIAL DEVELOPMENT																										
180	Pre-School Repair & Impr. (II)	17,000	14,000	0	3,000	3,000	0	(48)		?	10/88	y			?	?	comm	120	0	120	142	4	200	0	0	5,000
251	Abasan El-Kabira Pre-School	106,381	66,381	0	40,000	40,000	0	2/85	6/85	11/85	8/86	n	3/87	n	y	?	VC	200	0	200	532	2	500	0	?	
254	Bait Labiya VC Day Care	42,689	22,689	0	20,000	20,000	0	6/85	9/85	2/86	3/87	y	n	n	?	?	VC	250	0	250	171	4	500	0	?	
255	Nakhla Community Ctr. Pre-School \$ from fees/SCF/Min of Labor/Soc Welfare	23,483	6,483	0	17,000	17,000	0	6/85	5/86	5/85	11/86	n	3/87	n	y	?	comm ctr	250	0	250	94	2	500	0	?	
257	Bani Suheila VC Day Care	55,817	35,817	0	20,000	20,000	0	6/85	9/85	1/86	12/86	y	3/87	10/88	y	?	VC	300	0	300	186	2	500	0	0	
164	VC Women's Training (5 centers open; 2 closed)	51,142	26,100 (partial TK)	0	25,042	25,042	0	1/84	6/84	10/84	6/88	y	n	n	y/n	?	owner /VC	74	74	0	691	22	500	1	0	10,000
170	Al-Amal Institute Kitchen Equip. (and toilets)	110,500	147,000 (O&M, other)	0	110,500	110,500	0	8/85	11/85	7/85	2/87	n	1/88	n	y	?	Amal Inst.	110	0	110	1,005	0		0	0	
172	Youth Club & Public Library/ Reading Room (3 open; 4 closed)	83,100	43,100 (TK)	0	50,000	50,000	0	8/83	6/86	5/86	11/86	n	n	n	y/n	?	orgs.	8,520	400	1,460	10	4	2,400	0	0	
177	Al-Wafa Soc. for Aged & Infirm Vehicle	17,617	3,021	0	13,950	13,950	0	1/84	6/84	10/84	12/84	y	1/86	n	y	?	WFAI	250	125	0	70	1	2,400	0	0	
256	Gaza Blind Society Minibus and Equipment	26,893	8,193	0	18,700	18,700	0	6/85	10/85	2/86	11/86	y	3/87	n	y	?	GBS	120	30	30	224	15	1,000	1	20/yr	2,000

TK - in kind
VC - Village Council

116

Appendix D
INTERNAL EVALUATIONS
of SCF AND CRS PROJECTS

117

REPORT ON
CRS/JWB RURAL DEVELOPMENT ECONOMIC IMPACT

AGRICULTURAL ROAD PROJECTS
ACCESS ROAD PROJECTS
ELECTRICITY PROJECTS

Introduction

Spending on road construction and installment of electricity networks is classified under spending for country infrastructure. This type of activity has an important effect on the economic, social and cultural fabric of society. Infrastructure development offers benefits which last many generations. For this reason it is difficult to determine in advance and in detail the value of this impact. The availability of a complete infrastructure is an important requisite for the economic and social development of a country but it is not sufficient in and of itself. In order to achieve true development the availability of other economic, social and political factors is required.

In May 1988 CRS/JBW Rural Development Program carried out a small survey to determine the economic impact of its road and electricity projects. Twenty-eight villages who had completed a road or electricity project were surveyed. The data from this study was the basis of this report. The purpose of this study is to analyze the economic trends resulting from past Rural Development projects in order to predict the likelihood of economic improvement resulting from future projects.

Questionnaire

A survey questionnaire was designed specifically to measure economic impact in the project areas. The survey instrument included 41 questions about increased or decreased economic activity in each area. Since only a small number of villages were interviewed, the resulting data can only indicate trends. The questionnaire was tested and revised before the final survey was conducted. Questions were designed to be sensitive to the cultural biases of the population.

Survey

A professor of economics from An Najah University, Mr. Atef Alawni, conducted the survey. Members of the CRS/JBW Rural Development Project staff accompanied him to introduce him to the villages who were interviewed. Each interview lasted from 30 to 45 minutes and all interviews were completed within two weeks. It should be noted here that the survey was conducted during the uprising in the Occupied Territories and incurred several delays because of disruptions.

Analysis

Data from the questionnaires was entered into the CRS computer. Some questions were thrown out because the answers were determined to be suspect. Chart C and Graphs A, B, and C display the raw data. The following analysis refers to these charts.

1. Access road - An agricultural access road is defined as a road connecting a main road to a village or in some cases, a village to another village. In most cases access roads traverse agricultural land. 14 villages had this type of road (see Chart A and Figure A). 13 of these had no access road before the CRS road. The population as determined from this survey showed a yearly increase of 3.1% per year. This is very close to the official figures in the Israeli abstract for population rate increase for 1985 in the West Bank which was 2.5% per year. The mean duration between project implementation and this survey was 7.6 years. This study tried to control for the time and population factor operative in these villages.

The number of houses in the village increased 5.8%/year one and one half times the rate of population growth. It is difficult to draw a correlation between the houses and the road other than to say that the access road certainly made it easier to bring in materials to build the houses.

The number of private vehicles increased at the yearly rate of 163% from a total of 15 before these roads were built to 202 after. Clearly new access roads made the purchase of private vehicles more economical, especially in the 13 villages where no access road existed before.

The number of farm implements increased from 55 to 140 or 156% over an average of 7 year period or 20% per year. The use of farm implements is highly correlated with the availability of access roads to the farm fields. This is one of the main reasons farmers want access roads. The increase shown here reflects a greater use of farm implements because of the access roads.

The number of branch roads increased from 0 (since these branch roads connect to the newly built access road) to 95 for all villages. These branch roads are used by individuals to access their own land. None of these branch roads would exist without the CRS access road. Most branch roads indicate agricultural activity since most access roads traverse agricultural land.

The number of farmers working the land before and after the CRS road project increased 50.8% overall or 6.6% per year. This is approximately double the population

growth rate. It can be said that although the number of farmers has not increased dramatically, their per capita production has.

The amount of loss due to damage before and after the road was built decreased 86% or 11.3% per year. Damage due to poor transportation has always been a concern of the farmers in the West Bank. Fruit and vegetable production, which is the most profitable, is especially susceptible to damage. Donkeys are the traditional means of transport. They are slow, bumpy, and can hold only limited quantities. Trucks, using the new access roads seem to have decreased this loss to the farmers. In many cases farmers have switched from cereals which are less profitable to vegetables and fruits due to the decrease in damage and easier access to fields.

The agricultural income earned from village agricultural land increased 17% overall and 2.3% per year. This corresponds closely with the general population growth. It is important to note here that the data for agricultural income includes cereals, vegetables, olives, and fruits. There was significant rise in income in vegetables and fruit 5.7%/year and 11.3%/year respectively while cereals and olives remained almost unchanged. One explanation for this is that farmers crossed over to more profitable crops (fruit and vegetables) as soon as it was possible for them to do so. The new roads were a major factor in this turn about bringing direct economic benefit to the farmers. It was decided not to ask farmers their incomes because of the present unrest and subsequent mistrust and suspicion in their territories. The above trends, however, show an increase in several economic activities and present a picture of an improved economic environment. Although it isn't possible to prove the link between the CRS access road and improved economic conditions, the evidence shows a strong relationship.

2. Agricultural Roads are defined as roads that provide access from a village to an agricultural area. Six villages in this study had this type of road. Chart B and Figure B present the data. There were six villages in this category with a mean duration between the project and date of the survey was 4.73 years. The population increased 13.8% overall or 2.9% per year which corresponds with the official population growth statistics in the Israeli abstracts of 1985. The following items were chosen as indicators of improved economic activity due to these agricultural roads.

The number of agricultural implements in the villages increased from 425 to 719. This represents an overall increase of 69% or 14.6% per year. This is well over

the average growth of the population and could very well be due to the increased ability to get these implements to the fields. This is one of the major concern of farmers who don't have agricultural roads.

There were 57 branch roads built on these agricultural roads. These were mostly used to access more land once the agricultural road was built. This is a clear indication that the agricultural roads are being used and are inspiring the farmers to develop their land further at their own expense. This coincides with further data showing that more farm land was made available due to these additional roads and income was increased as a result.

The number of farmers working on the land at the sides of these roads increased 2.4% over the time since the project or 0.5% per year. This could be due to many factors. It has been a trend for farmers to leave the farms and work in the cities. In many villages the numbers of farmers is decreasing. In the villages under study here, however, the number of farmers are stable and even increasing slightly. Per capita productivity has increased making it less labor intensive.

Loss due to damage especially in transit to market decreased 187% per year for these villages. This can be seen as a dramatic result of better roads. Poor transportation is the major cause of crop damage. Roads allow trucks to reach the land replacing donkeys or other less efficient methods of transporting produce. This is especially noticeable in vegetables which decreased loss 1,490% or 315% per year since the building of roads.

Total land under cultivation increased from 33,300 to 70,100 dunums or 110%. This is an increase of 23% per year. It is safe to say that more can be produced if more land is under cultivation. Agricultural roads help in the process of reclaiming fallow land by allowing trucks and machinery to reach the land.

Planting costs decreased in these villages after building the agricultural roads by 77% or 16.4% per year. This again is a result of machinery on the land. Planting without machines is done by hand. Hand methods have been proven to be less efficient than with machines.

Transportation costs to and from the fields also dropped. The overall cost dropped 86% (18% per year). This is also due to easy access to and from the fields by trucks and machinery.

The overall income of crops grown in the fields accessed by these roads increased 142% in Jordanian Dinars (a stable currency linked to the dollar) or 30% per year. Again the greatest increase was in vegetables which increased almost 600% since the roads were built.

3. Electricity networks usually refer to the installation of an electrical grid connecting the houses of the village to either a generator or a main line. The economic impact for the installment of electricity networks is reflected in the following:

Encouraging people to implement economic projects that depend on electricity for their daily operation such as knitting workshops, farms, poultry, groceries and others. The increase in the number of these businesses was 212% as seen in Chart C from 65 before the installment of the networks to approximately 203 after the networks. This increased the number of people working in these establishments, and consequently increased the income of the inhabitants of villages under study. People were also encouraged to return to their villages and open economic projects. But still the impact is not satisfactory as electricity is not available all day long, and the generators are operated only in the evening hours. In addition most of the networks were installed in the past few years.

Reduction in the cost of electricity despite the significant increase in the number of electrical equipment and machines that inhabitants of villages under study own. This number increased 721% after the implementation of the electricity project (from 1,045 before the networks to 8,582 in Chart C). Also in Chart C there is a 34% decrease in the cost of lighting for every home. The highest percentage of decrease was 80% in El-Hashimieh village. The average monthly cost of electricity for each house decreased from JD 18 to JD 4 in Zbaidat Village and JD 12 to JD 4 in Ta'ink village.

A monthly case revenue for Village Councils exceeding JD 100 thus enabling the Councils to finance other services and economic projects which are of great importance to the villages under study.

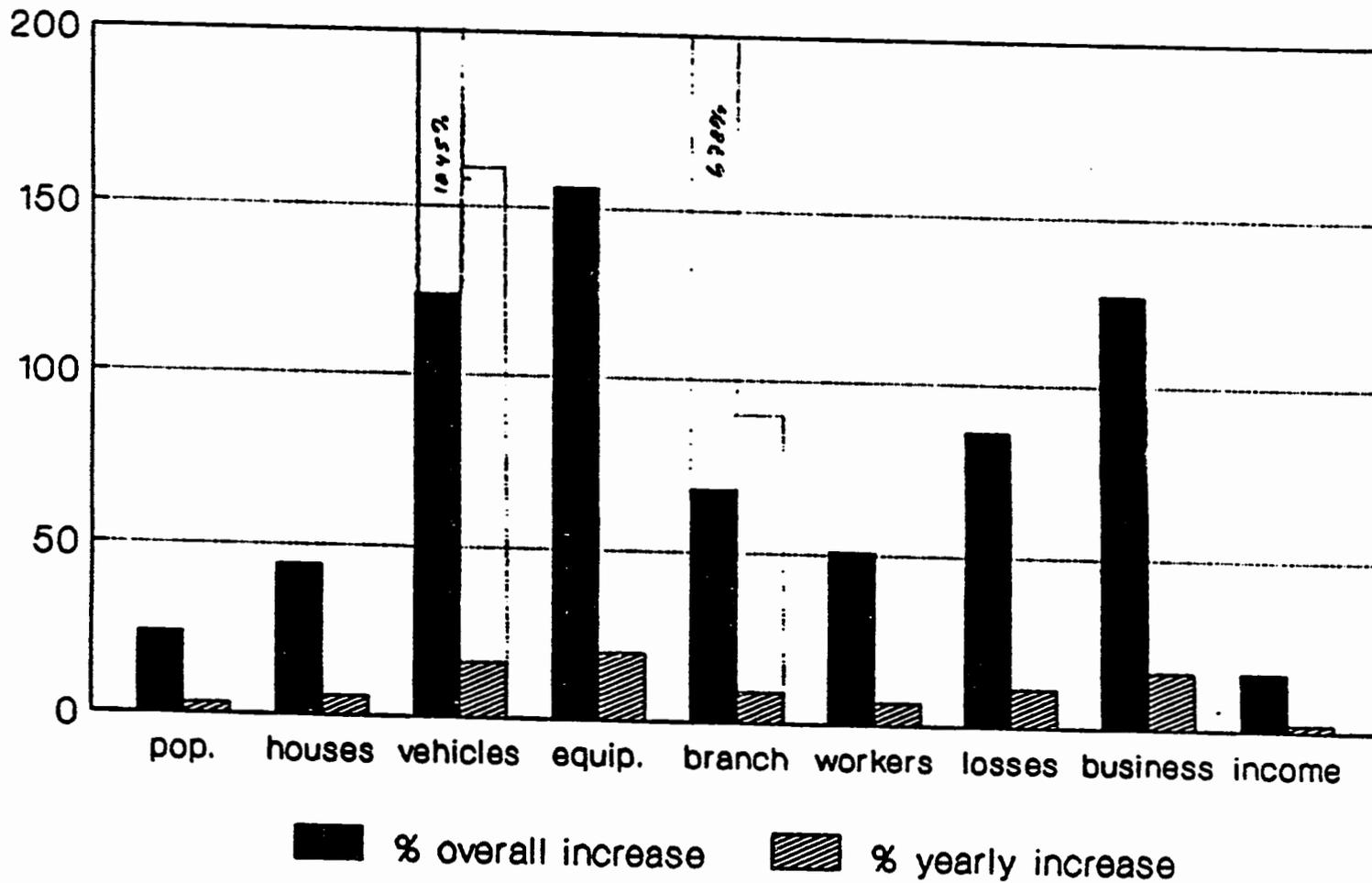
Decrease in the number of electrical appliances that are damaged monthly due to the unstable supply of electricity through small generators. This reduced the expenses of villagers. Electrical appliances now last for longer periods. Food supplies are no more spoiled continuously. This also decreased villagers expenses.

The maintenance required for the electrical networks
and for the electrical appliances helped to create
additional work opportunities and additional income.

The number of houses that use electricity increased
83%. The number increased from 1,075 before to approx-
imately 1,975 after the project (See Chart C).

CRS ACCESS ROADS

Economic Impact Study



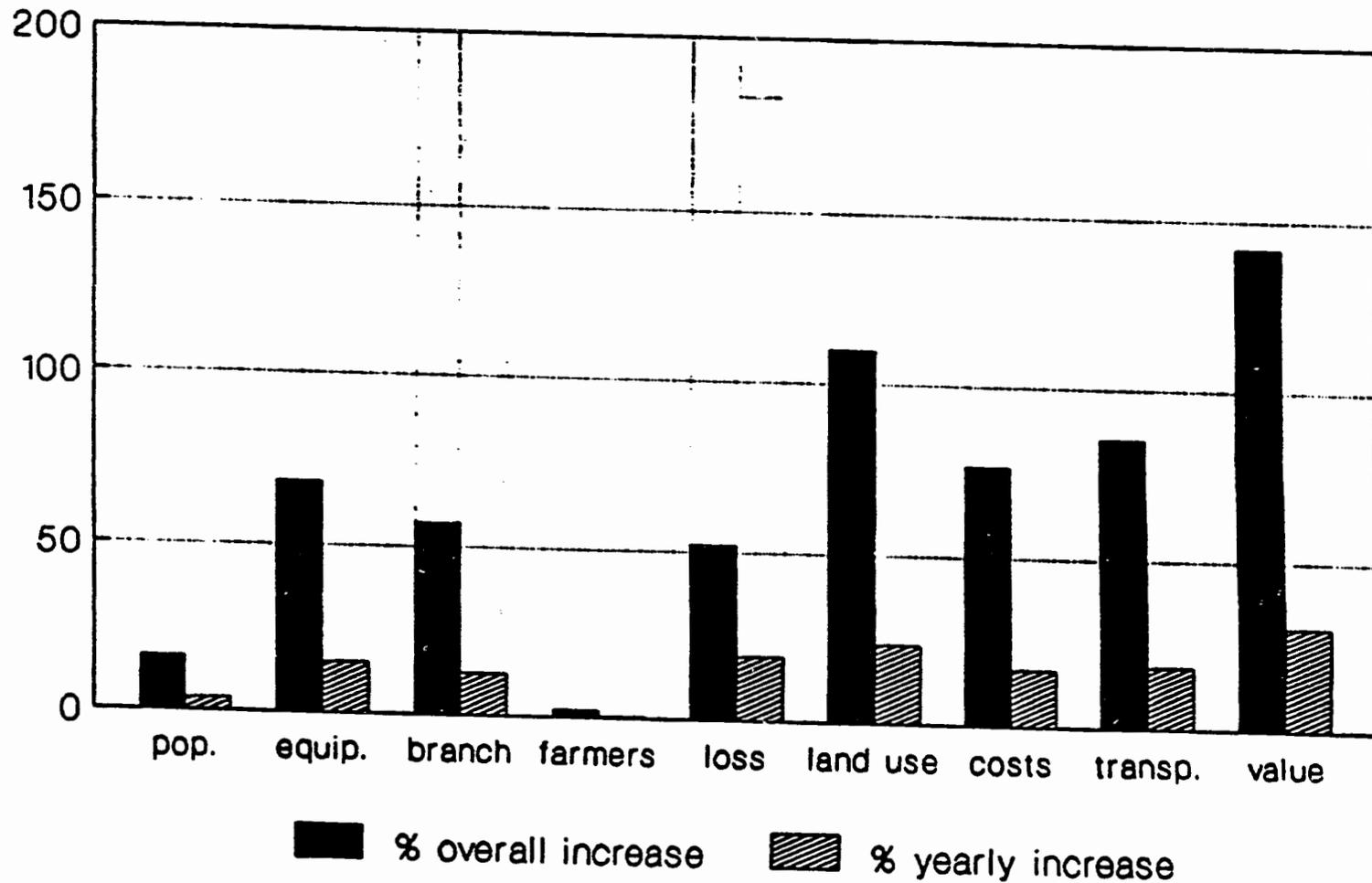
Graph A

D-7

124

CRS AGRICULTURAL ROADS

Economic Impact Study



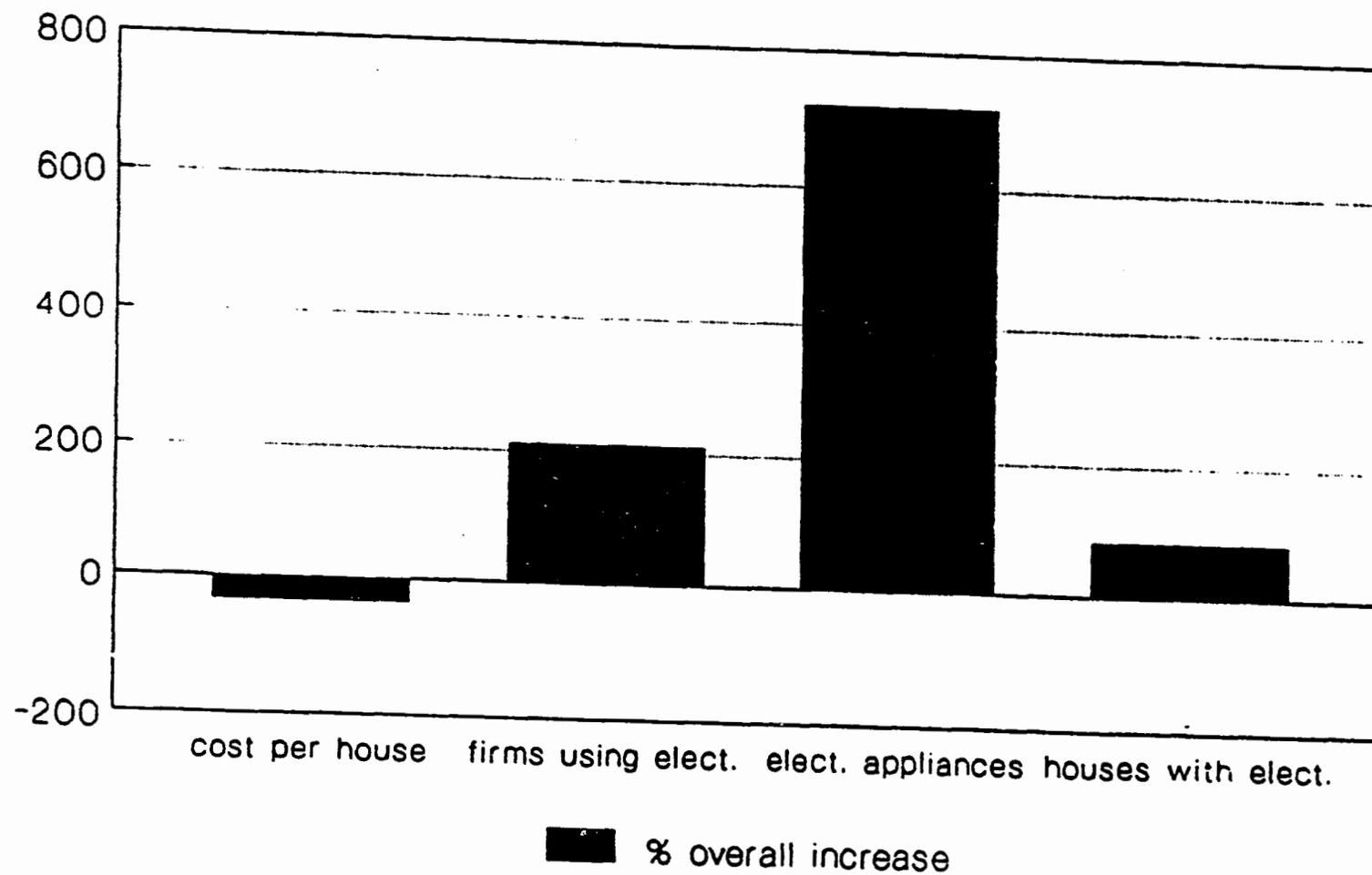
Graph B

D-8

125

CRS ELECTRICITY PROJECTS

Economic Impact Study



Graph C

D-9

SAVE THE CHILDREN FEDERATION
GAZA OFFICE
PROJECT EVALUATION

Date: December 1988

1. **Project Title:** Household Animals (Pigeons, Goats, Rabbits, and Laying Hens)
2. **Project Number:** 225 (Pigeons, Laying Hens)
252 (Goats, Rabbits)

3. **Purpose of Evaluation:**

The purpose of this evaluation was to look closely at the project and assess:

- a. Is the project a good and worthwhile development activity?
- b. Are the right people being chosen as beneficiaries?

4. **Methodology of Evaluation:**

Over a period of three months, a team consisting of an SCF Agriculture Project Coordinator and a Program Manager visited beneficiaries and completed the attached questionnaire. At the beginning of each visit SCF staff made sure that the interviewee understood that this was an evaluation of SCF, not of them. This was to encourage honesty. In total, 52 evaluations were completed (see attached chart).

5. **Findings and Recommendations:**

- a. PIGEONS: This is a good project because pigeons take little care and are not very susceptible to disease. Further, they multiply quickly. With a good variety of pigeons, a family can improve their diet and make a little money.

Cost-Benefit Analysis: (for 24 pairs of pigeons)

Monthly Expenses = 30 NIS feed + 10 NIS medicine = 40 NIS
Monthly Revenue = 12 pairs x 8.5 NIS = 102 NIS

Monthly Profit = 102 NIS - 40 NIS = 62 NIS

(Initial investment is 300 NIS for 12 pairs; there is a 2-month initial breeding period.)

- 1) Finding: For some beneficiaries, rats are a big problem.
- 1) Recommendation: When the project is started, the SCF agriculturalist should discuss this problem with the beneficiary and make suggestions about what can be done.

- 2) Finding: Many pigeons have died from exposure to tear gas in recent months.
- 2) Recommendation: SCF should not provide pigeons to families living in areas frequently tear gassed (e.g., Jabalia Refugee Camp). Any known method for combatting tear gas exposure should be shared with the beneficiaries.

- 3) Finding: Beneficiaries of this project have been concentrated in two areas of the Gaza Strip, the south and Gaza City.
- 3) Recommendation: New beneficiaries should be from other areas.

- 4) Finding: Women do most of the work related to the project.
- 4) Recommendation: All discussion about the project should be directed at the women as well as the men in the household.

- 5) Finding: In general, this project has been very successful.
 - Good project design, profitable
 - Good choice of beneficiaries (needy families who maintain their interest in the project)
 - Good extension work by SCF staff

b. GOATS: This is a good project, but the beneficiaries must be chosen very carefully; the project is much more complex than feeding chickens or pigeons.

A complete evaluation of this project was not done because it is too early to do a proper assessment.

1) Finding: The choice of beneficiaries, both the poor families and the vets, has been good. Only one is questionable: the "poor" family with a large house and relatives in Saudi Arabia bought two more goats shortly after SCF assisted them with the first two goats.

1) Recommendation: Although it is difficult, we must do everything we can to make sure that this is a project that the beneficiary would or could not do without SCF assistance. SCF staff must be persistent in finding out about all the family's sources of income, taking a close look at the entire home if possible and asking about income from other relatives.

2) Finding: The vets participating in this project are delighted to have work in their field.

2) Recommendation: SCF should encourage other types of projects with unemployed professionals.

c. RABBITS: Rabbits can become a fantastic project because of the rate at which rabbits reproduce. They are prone to diseases, however, and require a lot of care. To be successful, the project needs a motivated and attentive caretaker.

Cost-Benefit Analysis: (15 rabbits produced monthly)

Monthly Expense = 35 NIS feed + 5 NIS medicine = 40 NIS

Monthly Revenue = 15 rabbits x 15 NIS = 225 NIS

(Initial investment is 260 NIS for 3 rabbits (2 female, 1 male) and there is a 3-month initial breeding period.)

- 1) Finding: Some of the beneficiaries lost a lot of rabbits during summer heat waves.
1) Recommendation: SCF staff should find ways to address this problem.
- 2) Finding: Children are very interested in this project and often help out.
2) Recommendation: Children should be encouraged. Maybe rabbit projects could be started in schools.
- 3) Finding: In about half of the projects evaluated, women did the work.
3) Recommendation: All discussion about the project should be directed at the women as well as the men in the household.
- 4) Finding: Some beneficiaries complained that the cage wire hurts the feet of the rabbits. Others suggested doubledecker cages. Another suggestion was to make the feeders such that they baby rabbits could not crawl into them and thus they would not spill so much forage.
4) Recommendation: SCF should experiment with and encourage the cagemakers to experiment with new designs - or have him visit the beneficiaries.
- 5) Finding: Some people did not realize the amount of work this project would take. Despite our best efforts, some sold all their rabbits after two or three months without contacting us first. Furthermore, some had not contacted SCF when their rabbits were ill or dying.
5) Recommendation: It cannot be stressed enough how important it is that the beneficiary understand his side of the commitment in this project. SCF staff do explain everything and even inform the beneficiary that if he succeeds, others in the community will be signed up to participate in the project. Perhaps SCF needs to hold discussions to define exactly what commitment should be expected from the beneficiary. Regarding rabbits that are ill, beneficiaries from more distant parts of the Gaza Strip, such as Rafah or Beit Hanoun, are not likely to pay the cost of transportation to visit SCF for advice. Not much can be done about this.
- 6) Finding: Beneficiaries of this project have been concentrated in two areas of the Gaza Strip, the north and Gaza City.
6) Recommendation: New beneficiaries should be from other areas.

7) Finding: SCF recently began a new system whereby we purchased the cage and beneficiary purchased the rabbit. In some cases the beneficiary did not fulfill his or her commitment to buy 3 "ajnabi" rabbits. Some bought "baladi" rabbits, some bought less than 3, some owned rabbits previously -- all amounting to the beneficiary investing a variable amount, sometimes less than SCF invested. The extent to which beneficiaries are paying less than 50% share is not known at this point.

7) Recommendation: The fact that the new system is problematic has also been seen in the number of people visiting the SCF office saying they heard "free" cages were available. Perhaps we should return to the old system, where SCF staff and the beneficiaries purchase the rabbits together. More staff time will be required, but this is necessary to achieve a high quality project.

d. LAYING HENS: The laying hens make for a "nice" project, although the economic benefit derived is minimal. Eggs tend to be cheap and unless one owns a large number of hens -- we supply only 12 -- this cannot be turned into a money-making proposition no matter how enterprising the beneficiary.

The project posed logistical problems for SCF because of the unreliability of the supplier, the fact that chickens arrived in shipments (more than 500 at once) which must be distributed to numerous beneficiaries upon arrival or shortly thereafter, and because two of the shipments arrived on days when the political situation made distribution very difficult.

Those beneficiaries speaking well of the project stressed the self-sufficiency aspect: that when circumstances (curfews, strikes) made it difficult to obtain supplies, an in-house source of protein was appreciated.

Cost-Benefit Analysis: (10 laying hens, 7.5 eggs/day)

Monthly Expense: 25 NIS feed

Monthly Revenue: 225 eggs x .20 NIS = 45 NIS

Monthly Income: 45 NIS - 25 NIS = 20 NIS

(Initial investment is 162 NIS for 12 hens and there is a start-up period of 1 month before good eggs are produced.)

1) Finding: Many people did not realize one or more of the following: a) they must wait one month for the hens to reach egg production age and in the meantime invest another 12 NIS for feed; b) they must take into account 25 NIS per month for feed and not agree to do the project if they won't have the cash; c) they have made a commitment to SCF not to sell the chickens or the cage; d) the chickens smell. There has been little or no

incentive against selling the chickens shortly after receiving them: the family pays 80 NIS, then sells them for 160 NIS, and is left with a nice 80 NIS profit.

1) Recommendation: Perhaps SCF should consider not doing this project. However, if continued, SCF staff must make sure that the beneficiaries understand all the above points and are really committed to the project. SCF needs to discuss how there can be an obligation while some choice is also allowed for.

When the chickens are given to the beneficiary, he/she should be told that in one month SCF staff will visit to make sure that the project is going well. Then the follow-up visit should be made. Further, every effort to continue these monthly visits should be made.

2) Finding: Usually 2 or 3 of the 12 chickens died shortly after arrival. Chickens also suffered from summer heat. Some beneficiaries thought to save money by buying cheap feed, but were left with lower egg production, rubbery eggs, or unhealthy chickens.

2) Recommendation: SCF staff should give clear instructions to recipients about proper care.

3) Finding: More often than not, women had full responsibility for the project, although the official beneficiary was usually a man.

3) Recommendation: All discussion about the project should be directed at the women as well as the men in the household.

4) Finding: Not all the beneficiaries selected were among the most needy in the area.

4) Recommendation: SCF staff must look at the entire home, if possible, and persist with questions about other income. No sympathy grants should be given (e.g., because someone in the family died in the intifada). Further, grants should go first and foremost to families with young children. Anyone with grown children is not a prime candidate, as the protein should go to the young; also, it's likely that the beneficiary receives financial support from the older children.

5) Finding: Distribution can be complicated by the timing of the shipment's arrival and the large number of chickens in each shipment.

5) Recommendation: Little can be done about the reliability of the supplies or the political situation on a given day.

OVERALL RECOMMENDATIONS:

1. Selecting Beneficiaries

In general, the choice of beneficiaries has been good, with assistance given to many families whose head of household had died or was disabled.

But choosing beneficiaries is difficult; it is largely a matter of reading another human being. In choosing a beneficiary, we traditionally look at income/need -- are they poor? Some difficulty arises in that this is often hard to judge. Here are some recommended guidelines for assessing economic need:

- a. SCF should not assist people with a steady income (government employee).
- b. SCF should not assist people with no or few small children.
- c. If the potential beneficiary is poor, SCF should not help him/her if he/she lives with and is considered a dependent of a not-so-needy extended family. Exception might be made where it is deemed important to help a person be less dependent, particularly in the case of a woman. (This needs discussion.)
- d. SCF should not assist families with more than 1/2 dunum of land.
- e. SCF should consider helping people who, although they live in a nice house (perhaps inherited), have no or little income.

In addition to assessing economic need, SCF staff must assess the potential beneficiary's psychological make-up. Time, money, and energy is lost if the beneficiary tires of the project relatively rapidly and sells the animals. Factors to look for are: Is the person hard-working ("active") or lazy? Do they have previous experience? What is their reason for wanting to participate in the project?

NOTE: There were not beneficiaries from the eastern region. SCF should be working in all parts of the Gaza Strip.

2. Extension Work/Technical Assistance

Although selecting good participants is important for project success, perhaps even more important is how the project is presented and executed by SCF. Some recommendations are:

- a. SCF should provide more follow-up, maybe bi-monthly visits. This may mean fewer beneficiaries (I estimate 100 new families total per year), but this is acceptable if it means improving project quality. Perhaps we could hire someone part-time with his or her own vehicle to do just this follow-up work.

b. SCF should provide better initial instructions.

c. SCF staff should instill in the beneficiary a real knowledge of what the project involves. Some people viewed the project as easy money with little or no work involved.

3. Where SCF Should Invest Its Funds

Taking all the above findings into consideration, this evaluation recommends that SCF should put its funds primarily into rabbits and pigeons, with a small amount for goats. The laying hens should be discontinued and an effort should be made to design another project requiring a very small investment -- something in which the poorest people will be able to get involved.

EVALUATION OF
HOUSEHOLD ANIMALS PROJECT - _____

Date of Visit: _____ Evaluators: _____

BENEFICIARY'S NAME: _____

RESIDENCE: _____ SIZE OF HOUSEHOLD: _____

SOURCES OF INCOME: _____

ORIGINAL # OF ANIMALS: _____ CURRENT # OF ANIMALS: _____

DATE PURCHASED: _____

IF STOCK HAS DECLINED, factors leading to stock depletion:

IF CAGES ARE GONE, cages now with: _____

IF PROJECT DISCONTINUED, how much were the animals/cages sold for? _____

PROJECT INPUTS (EXPENSES):

Original investment by SCF: _____
Original investment by beneficiary: _____
Additional investment by beneficiary: _____
Forage costs per month (average): _____
Other costs per month (average): _____

PROJECT OUTPUTS (INCOME):

Monthly production level: _____
consumed: _____
sold: _____
Price per unit: _____

WHERE PROJECT HAS BECOME BUSINESS, worth of current stock: _____

OTHER OUTPUTS:

Affect on household diet: _____

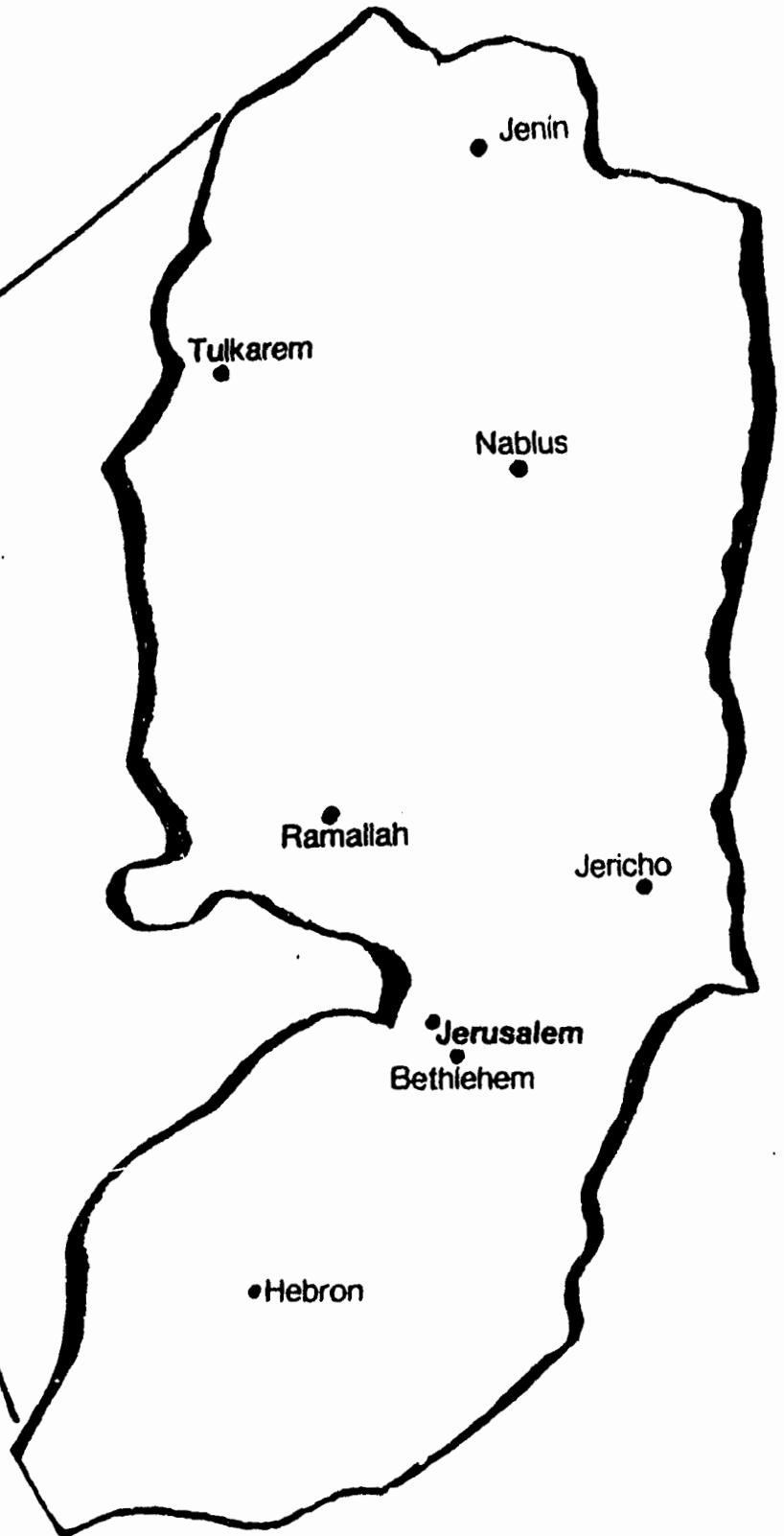
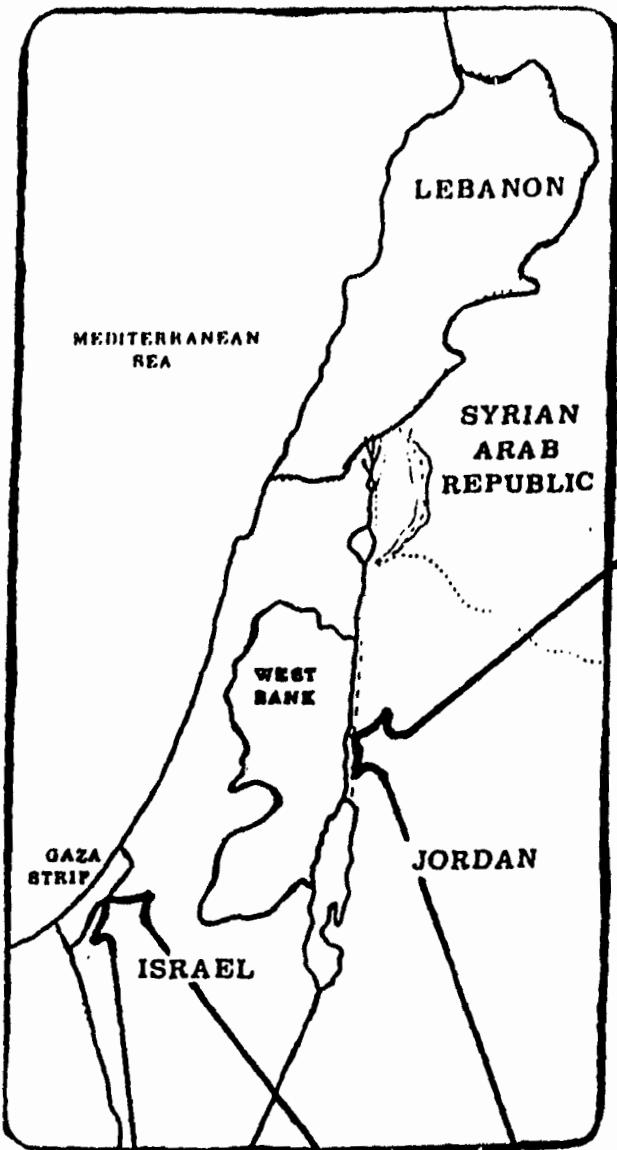
Role of women in project: _____

EVALUATION OF ORIGINAL NEED:

134

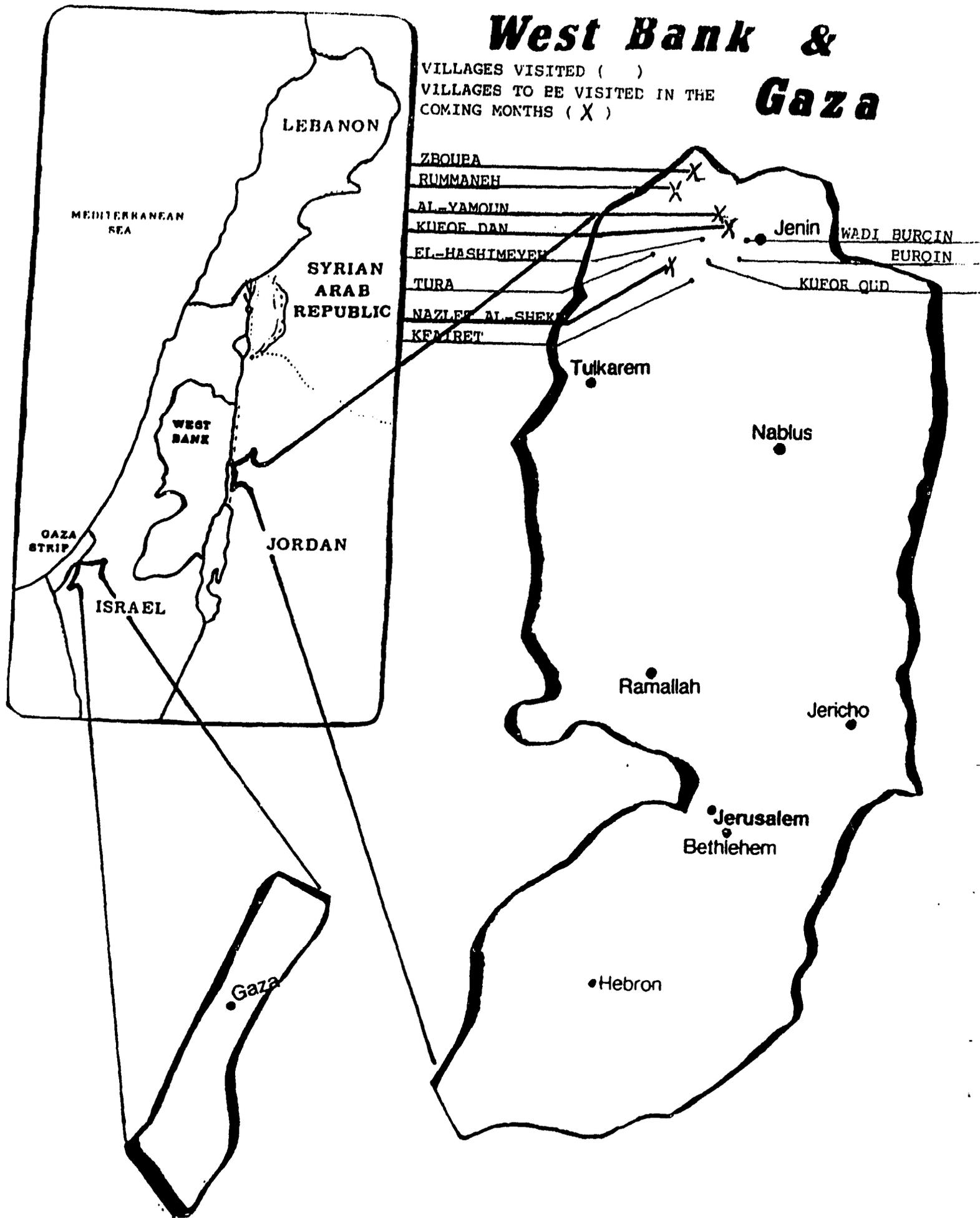
Appendix E
MAPS

West Bank & Gaza



West Bank & Gaza

VILLAGES VISITED ()
 VILLAGES TO BE VISITED IN THE COMING MONTHS (X)



Appendix F
NEWSPAPER CLIPPINGS

West Bankers feel pinch as ties to Israel shrink

By SHLOMO MAOZ
Post Economics Editor

Israel's trade surplus in goods and services exported to the West Bank and Gaza totalled only \$56 million in 1988, a two-thirds drop from the previous year.

This fall was a direct result of the intifada, which significantly diminished the economic ties between Israel and the territories. In 1987, Israel's surplus totalled \$174m. The figure for 1988 is a Bank of Israel estimate, and is published for the first time here.

Last year, Israel's exports to the territories dropped to an estimated \$650m. from \$928m. in 1987. Service exports remained almost constant, at \$215m., compared with \$220m. the previous year. At the same time, Israel's imports from the West Bank and Gaza Strip dropped to \$170m., compared with \$304m. in 1987. Services that Israel purchases from the territories - mainly its labour force - dropped to \$639m., compared with \$670m. in 1987.

According to central bank esti-

mates, Israel's total surpluses with the territories in terms of goods and services will remain low, around the \$60m. mark.

According to other governmental estimates, the number of authorized workers from the territories who show up for work on a regular basis is around 78-79 per cent of that during the pre-intifada period.

From these figures, it seems that at least 90,000 workers from the territories are still working in Israel, compared with 114,000 in the last quarter of 1987.

According to informed assessments, there is no way of reconstructing the economic relationship between the territories and Israel. Israeli firms are gradually dropping their Arab workers from the territories and searching for substitutes such as automation and workers from abroad.

The government's tendency is to approve more sophisticated enterprises and to allow more imports. At the same time, Arabs from the terri-

(Continued on page 16)

W. BANK PINCH

(Continued from Page One)

territories have no choice but to work in Israel in the short term. The lack of business enterprises in the West Bank and the continuing deterioration in the Jordanian economy leave no possibility of finding work there.

West Bank and Gaza inhabitants are also feeling the economic pinch of recent and cumulative developments. The government's new economic policy has increased the prices of basic foods, which are subsidized and still popular in the territories, mainly in areas close to the Green Line. At the same time, there has been an erosion in the purchasing power of the shekel and the dinar.

Since the West Bank and Gaza do not have a developed financial sav-

ings system, most of the residents have tended to save in dinars, which they either deposited in banks in Amman or kept at home. The significant devaluation of the dinar - by more than 40 per cent against the dollar during the last year - has left many families with greatly diminished savings. They now prefer the shekel to the dinar when they cannot acquire dollars.

Without jobs or savings, and having to pay higher prices, the residents of the territories will have to contend with a 50 per cent drop in their standard of living compared with the pre-intifada level.

This will further frustrate the Palestinians and put them in a strange situation - working in Israel during the day and fighting their masters at night.

Fears that decline in economy could fuel intifada

By YEHUDA LITANI
Post Middle East Editor

Alarmed by the prospect that any further deterioration of the economic situation in the West Bank and Gaza Strip could intensify the violence in the territories, the Defence Ministry and Civil Administration will conduct "serious discussions" on that subject this week.

We are approaching a situation in which many Palestinians in the territories will have nothing to lose, say well-placed sources in the Civil Administration. The sources note that many thousands of people have joined the ranks of the unemployed in recent months, and even those who are working are only earning some 50 per cent of what they did a few months ago.

There are some Israeli officials who think that the economic crisis will help stop the intifada, the sources continued, but most of Defence Ministry and Civil Administration officials dealing with the territories are of the opinion that it will further increase the violence.

Palestinian sources last night blamed the government for deliberately causing the deterioration of the economic situation in the territories by flooding the market with Jordanian dinars in the hope of putting an end to the intifada. The Palestinian sources said that recently the Bank of Israel sold a large quantity of dinars that were deposited with it. This, they noted, further lowered its exchange rate in the West Bank and East Jerusalem.

(Continued on Back Page)

FEARS

(Continued from Page One)

Israeli officials categorically deny these accusations and say they are doing their utmost to prevent a further decline in the economic situation.

Israeli observers who follow developments in the territories said there are four main reasons for the worsening economic situation:

□ The falling value of the Jordanian dinar (the Jordanian currency has dropped 50 per cent over recent months, severely hitting West Bankers who still receive their salaries from Jordan. It is also common for West Bank employers to pay wages in dinars.)

□ Increasing unemployment both within the Green Line and in the territories. There is a growing tendency among Jewish employers in Israel to dismiss their Palestinian workers before cutting back on their Israeli staff. Some Palestinians lost their jobs after failing to show up for work because of the strikes called by the intifada's leadership.

□ The slowdown in the Israeli economy has affected Palestinians who worked as subcontractors for Israeli companies. The recent subsidy cuts in basic foodstuffs have also increased the hardship for Palestinian consumers.

□ A sharp decline in the inflow of foreign currency. The government has clamped down on the movement of foreign currency from the Gulf states and Jordan into the territories. This money, which had been sent as aid for the territories' residents, has also dried up because of economic problems within the Arab world.

The Israeli officials noted that even though the PLO was still channelling money into the territories illegally, this money was just a drop in the ocean compared to the level of support the Palestinians needed.

Reflecting the current situation, moneychangers in Nablus have shut down for three days

140

Egypt's Nobel laureate says intifada will bring peace

By BEN LYNFIELD

CAIRO - The intifada "is not only for the Palestinians, it is also for the Israelis," says Egyptian Nobel Literature laureate Naguib Mahfouz. He predicted moreover that the uprising would lead to a "complete and just peace" between Israel and the Palestinians.

Mahfouz, 77, one of the most widely read Arabic novelists, said that many Israelis actually back the intifada, "by throwing good words while the Palestinians throw stones."

When he received the 1988 Nobel Prize for Literature in October, Mahfouz became the first Arab writer to win that distinction. In giving him the award, the Swedish Academy cited his "creation of an Arabian narrative art that applies to all of mankind."

Many of Mahfouz's works portray

life in Cairo's poorer neighbourhoods. The surge of national pride that followed the Nobel Prize announcement stems largely from Mahfouz's proximity to the pulse of Egypt's common people, explained Cairenes from various backgrounds.

The face of the affable and modest laureate is now virtually omnipresent on the streets of Cairo, adorning magazine covers, posters and even calendars. Booksellers report a threefold increase in the sale of his books. At the Egyptian National Museum, the English translations of his novels are the only fictional works on sale amid numerous chronicles of ancient Egyptian history.

Mahfouz was an early and vocal supporter of the late president Anwar Sadat's peace initiative and has since maintained contacts with sev-

eral Israeli academics.

In a 1979 letter to Tel Aviv University Professor Sasson Somekh, he expressed the hope that through Arab-Jewish cooperation the Middle East would become "a bright temple of science, blessed by divine principles."

But Mahfouz's support of the Camp David Accords resulted in the banning of his books in much of the Arab world.

Today he remains firm in his support of Egyptian-Israeli peace but says he is disappointed with Israeli actions since the treaty was concluded.

In a conversation in a cafe overlooking Cairo's bustling Tahrir Square, Mahfouz, who is hard of hearing and has trouble with his vision, said: "After the peace agreement, our nation opened its heart to every Israeli, but the Israelis threw



Naguib Mahfouz (Reuter)

this away." In particular, he was "angered" by Israel's 1981 bombing of the Iraqi nuclear reactor, its 1982 invasion of Lebanon and its stance during the Taba dispute.

"But I don't repent my support of the peace with Israel," he continued. "Even though there have been many deceptions, I am still hopeful that a complete peace will be achieved. I know that many Israelis want peace."

Appendix G
TEAM RESUMES

142.

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FLEMMING HEEGAARD

Resume

OBJECTIVE: Management responsibilities with growing firm, donor agency or association in the process of expanding and improving international and/or domestic capacity for project development, training and management.

SUMMARY OF EXPERIENCE AND SKILLS: A highly experienced consultant and manager of international/domestic Human Resource and Organization Development with strengths in the design and management of Training of Trainers, Project Management, Cross-Cultural management development and other participative, simulation-based, learner-centered programs.

Consultant to 5 U.N. Agencies, Ford Foundation, The Peace Corps, USAID and over 20 different private consulting firms and private voluntary organizations in Asia, Africa, USA, Europe and Central America/Caribbean.

Over 8 years overseas residential project management experience, 23 overseas consultancies in 19 countries, 7 years as Associate Professor of Continuing Education and Deputy Director of International Training at University of Connecticut, 2 years as Adjunct Professor, Graduate School of Public Administration, University of New Haven.

SAMPLE SHORT-TERM CONSULTANCIES:

- TVT Associates: Evaluation of Community Development Programs of USAID sponsored PVO's in the West Bank and Gaza, (1989).
- Arthur Young Associates: Conference Planning for the proposed 1990 Trade and Development Program sponsored conferences in Africa for Workforce Development, (1988).
- Management Systems International: Proposal for World Bank sponsored Management Development institute in Malawi, (1988).
- VITA, Inc: Proposal for training of PVO managers in Liberia, (1988).
- Devres Consulting: Development of training plan for Ministry of Agriculture, Government of Belize, (1987).
- Stog Tec, GMBH, Waltrop, FRG: Project management consultancy on implementation and negotiation of subcontract for USAID, Egyptian "Pilot Wastewater Project," (1987).
- World Education, Kenya: Trained PVO managers in income-generation design, (1986).
- USAID/REDSO, Nairobi/Zimbabwe: Evaluation of Southern Africa regional program in sorghum and pearl millet introduction to African dryland conditions, (1986).
- United Nations Environment Programme, Nairobi: Evaluation of Information Services Programme: 1975-85, (1986).
- World Health Organization, Alexandria, Egypt: Manpower Expert, Water and Sanitation Decade WHO/UNDP/UNICEF joint project, (1985).
- Pan American Health Organization/USAID: Workshop and consultancy with ICAP, U.N. supported Central American Institute for Public Administration; strengthened capacity for organizational development interventions with Central American ministries of health, (1977).
- Pan American Health Organization: Consultancy to meeting of Latin American schools of business and public administration in the management of health programs, Mexico City, (1978).
- Ford Foundation: Consultancies to International Committee on the Management of Population Programs (ICOMP), Durham, North Carolina, (1974-75).

142

HEEGAARD RESUME

LONG-TERM POSITIONS:

- EGYPT — Chemonics Basic Village Services, Training Advisor, (1982-85).
- U.S. INTERNATIONAL DEVELOPMENT COOPERATION AGENCY — Special Assistant to the Director, The Nigerian Manpower Program, (1980-82).
- AFGHANISTAN — Training and Management Advisor with USAID Chemonics Technical Assistance team to Afghan Fertilizer Company, Kabul, Afghanistan, (1978-79)
- U.S. DEPARTMENT OF AGRICULTURE/OICD — International Training Specialist, designed Training The Trainers, Women in Management and other training programs for officials from developing countries, (1975-78).
- UNIVERSITY OF CONNECTICUT — Deputy Director and Associate Extension Professor, Development Administrators' Training Program (DATP), Institute of Public Service, (1966-68, 1971-75).
- SYRACUSE UNIVERSITY — Development of mid-career training program for USAID executives. Designed MIDSIM Development Administration simulation exercise used in the program, (1968-71).
- NEPAL — Ford Foundation Maxwell Africa-Asia Fellow, Public Administration Advisor, Ministry of Finance, Economic Analysis Branch (1965-66).
- NEPAL — Peace Corps Volunteer, (1962-64).

HONORS AND MEMBERSHIPS:

- Member, International Consultant's Foundation
- International Who's Who in Human Resource Development
- Society for International Development, (Chairman and Founder, Training for Development Committee, 1975-78)
- Visiting Scholar, St. Johns University, Oxford, 1965
- Syracuse University Maxwell Africa-Asia Fellow (1965-66)
- Heinz Fellowship and Dean's List, University of Pittsburgh
- Graduate Assistantship, Syracuse University, Maxwell School (1968-71)
- U.S. Army Clinical Psychology Specialist (MOS 915.1) (1959-60).

EDUCATION:

- B.A., San Jose State University, 1961, Psychology and Humanities.
- Ph.D. in progress, passed doctoral exams, Public Administration, Syracuse University, Maxwell School of Citizenship and Public Affairs.

LANGUAGES:

- Danish (native), English, German, Nepali, Arabic. Working knowledge: French, Dutch and Spanish.

OTHER SKILLS:

- U.S. Army Clinical Psychology Specialist (MOS 915.1), Graduate, Outward Bound Mountaineering School, Colorado; Red Cross Instructor Certificate; Ski-Patrol.
- Proficient: Leading Edge, Word Perfect word processing, Lotus 1-2-3, authoring programs for computer assisted instruction.

U.S. CITIZEN (naturalized 1958)

REFERENCES AVAILABLE UPON REQUEST

144

HEEGAARD RESUME

Samples of recent projects developed and implemented:

Marketing Agent and Project Innovator for Water and Sanitation Appropriate Technology Wastewater Treatment Systems for Egyptian Towns

- Identified an appropriate technology for small town wastewater treatment systems, persuaded USAID's chief wastewater treatment technology expert to assess effectiveness of system (AQUALIFE) in European installation, facilitated inclusion of technology in 3 Egyptian Delta towns, negotiated subcontract with Egyptian firm, and coordinated the final design process. The system is currently serving a total population of over 100,000 and should be a significant factor in changing wastewater treatment technology in the Third World in the direction of lower cost and less maintenance.

Appropriate and Alternative Technology Exposition Planning

- Determined need to introduce appropriate, low-cost, energy saving technologies to policy makers and general public in Washington, D.C. Formed board of ACT '79, helped raise initial funding for exposition which was successfully implemented on the Mall in Washington, D.C., attracting over 100,000 visitors in April, 1979.

Project Management and Training Design Implementation for 20,000 Village Council Members in Egypt

- As training director of the Chemonics International Consulting Division's USAID contract to improve rural infrastructure in Egypt, carried out survey which established the need to design and implement on-site training for the more than 22,000 members of 840 village councils. Under the program villages were eligible for USAID grants totalling over \$375 million, provided they could survey their needs and present acceptable plans. Designed and implemented program where 175 rural development officers were trained to be trainers, hired and supervised Egyptian staff of 14 and implemented training over a 15 month period, 3 months ahead of schedule. As a result, more projects were approved, the quality of projects improved and there were fewer delays in implementation. A total of 4000 projects were designed, approved and implemented over the 33 months period of the consultancy, resulting in health benefits to 25 million rural Egyptians.

Improving Capacity of Kenyan PVO's for Income Generation Project Design

- Managers of Kenyan PVO's lacked the skills to direct their organizations to design fundable (USAID and other donors) income generating projects. Designed and implemented a top management training workshop based on the Action-Project cycle where each day was a step in the planning cycle, thus reinforcing the power of the planning model. Incorporated daily consulting sessions with staff and among participants, to review on-line projects being designed in the workshop. The result of the training was considerable improvement in the quantity and quality of project planning and grant approval.

Creation of Technical Teacher Training Program for Nigeria

- Nigerian post-secondary technical institutions were being constructed at a rapid rate but did not have trained instructional staff. As Deputy Director of the Nigerian Manpower Project, U.S. International Development Cooperation Agency, responsible for the training of 2400 Nigerian technicians in 175 U.S. 2 and 4-year colleges and technical schools, designed the Technical Teacher Training Program whereby 400 of the best of the technicians being trained in the U.S. were carefully screened before being allowed to continue for an additional 30 months to complete a Bachelor of Science, or in some cases an M.S. degree, in Technical and Vocational Education. By upgrading skilled technicians to teachers the quality of the staffing of Nigerian Polytechnics was considerably improved and a number of successful careers in technical education were created.

DATAPLAND Development Administration Simulation Training Exercise

Administrators from Africa, Asia and Latin America attending University of Connecticut's International Management Development Programs lacked a common frame of reference and often experienced difficulty in adjusting to participatory, learner-centered training approaches. Designed and implemented innovative 2-week simulation exercise in which all participants were involved in the planning and negotiations for a typical, but disguised, developing country. The exercise was used for more than 10 years on over 3000 government officials with excellent results. Later adapted and transferred to Africa in a senior management workshop for Permanent Secretaries from 18 countries conducted in cooperation with CAFRAD, Tangier, Morocco.

Afghanistan Fertilizer Marketing Program

The Afghan Fertilizer Company, assisted by a USAID sponsored management consulting team, lacked capacity to reach more than 600 fertilizer and pesticide retailers in Afghanistan. Designed and implemented training program enabling district managers to train and supervise privately contracted retailers. Program increased marketing of fertilizer and other agricultural inputs and improved management skills of company staff.

Training and Management Development for Family Planning Executives

Expanding family planning programs needed managers skilled in recruiting, training and managing human resources. Developed action memoranda for USAID, responded to subsequent Request for Proposal and obtained \$1.5 million contract for The University of Connecticut. As project director trained several hundred family planning executives, travelled to Asian countries for participant recruitment, program monitoring and consultations. As a result of the initiatives, a large number of family planning and health training programs were initiated and carried out, benefitting urban and rural clients.

Management Development Program for Senior Women Executives

Designed and co-conducted for USDA/OICD, intensive 14-week program for senior agricultural women executives from developing countries. Improved their capacity for developing and implementing programs benefitting the majority of women working in agriculture in developing countries.

Cross-Cultural Training of Westinghouse Executives

Designed materials used in University of Pittsburgh's Graduate School of Public and International Affairs program for training Westinghouse corporation executives for cross-cultural management.

Ford Foundation/Ministry of Finance Public Administration Advisory Services

As Ford Foundation Maxwell Africa-Asia Fellow and advisor to the Economic Analysis Section, Ministry of Finance, HMG, Nepal, carried out survey of expenditure section, recommended changes in procedures, and implemented reforms.

Top Management Seminar for African Government Officials

Permanent Secretaries from 18 African nations attending intensive one-month executive development seminar at University of Ife, Nigeria, had difficulty dealing with both the participatory approach to the training and with the variety of cultures represented at the seminar. To deal with these problems, facilitated increased intimacy and trust among the participants by having them divide into triads to work intensively with issues which bothered them about the other participants. As a result trust was increased, an improved climate for learning was established and the seminar was brought to an effective and successful conclusion.

Simulation-based Management Development Program for USAID Executives

Foreign aid administrators most of whom had been abroad for many years, came to the Syracuse Maxwell School mid-career training program with strong needs to update project planning, cross-cultural negotiation skills, development theory and foreign policy. Designed innovative simulation exercise incorporating all of the knowledge and skills needed by the executives. Evaluated changes in development management styles as part of dissertation research.

Project Management Training, Ministry of Agriculture, Jamaica

As Special Assistant to the Director, USDA/OICD's Development Project Management Center, developed Action-Training project within which many agricultural projects were developed and funded by donors over a 3 year period of technical assistance to the MOA, Jamaica. Action-Training framework now adapted to micro-computer use and available for training on world-wide basis.

Peace Corps School/Community Development Project

Boys' boarding school in Nepal lacked elementary necessities for living and learning with poor sanitation, inadequate nutrition and non-existent electricity. Students and teachers were apathetic, waiting for solutions to come from outside. Organized innovative fund-raising school festival, used revenues to purchase materials, e.g. pipe, wire, cement, paint and tools, taught students skills needed as they worked to renovate the school. As a result, students nutrition and health improved, exam scores went up after students had electricity for studying at night and morale was considerably improved as students and faculty began to see that they could take control of their living and learning community.

HEEGAARD RESUME: SELECTED PUBLICATIONS

- "The African Market for Workforce Training Materials," paper delivered at the Trade and Development sponsored meeting, Arthur Young Associates, on the feasibility of Workforce conferences in Africa, July 28, 1988.
- "From Pyramids to People: A Success Story in Egypt," with Michael J. Marquardt, *International Human Resource Development Annual*, Vol II, 1986. Paper delivered to IFTD world conference, Stockholm, Sweden, July, 1985.
- "Evaluation of the United Nation's Environmental Information Service Programme," 1975-85, UNEP, Nairobi, 1985.
- "Training for Leadership," Project Paper, USAID, Nairobi, Kenya, 1986.
- "Evaluation Report: USAID/REDSO/SADCC Sorghum and Pearl Millet Research and Training Project, Buloweyo, Zimbabwe," Nairobi, 1986.
- "Appropriate Technology in Agriculture and Population: Implications for Self-Help and Technical Assistance," Population Food/Fund Conference, International Inn, Washington, D.C., February, 1978. Published in *Conference Proceedings by Partners for Productivity*.
- "The Analysis of Population Policy in the LDC's: A Systems Approach," Population Food/Fund Conference, Capon Springs, West Virginia, 1979. Published in *Key Issues in Population Policy*, Washington, D.C., University Press of America, 1979.
- "An Action-Training Strategy for Project Management," with Kenneth Kornher and Morris Solomon, *Society for International Development Review*, pp. 12-18, 1977.
- "A Proposed Conceptual Framework for Analyzing Needs for Supervisory Training in Family Planning Programs," presented at Ford Foundation sponsored Annual Meeting of the Inter-University Committee on the Management of Family Planning Programs (ICOMP), Durham, University of North Carolina.
- "The Role of Management Training in Family Planning: A Case Study of a Training Program for Nepalese Clinic Supervisors," with Malcolm J. Odell, Jr. Published in *Report of an Inter-University Workshop on the Role of Universities in Improving Management of Population Programs*, Durham, University of North Carolina, 1974.
- "Collaborative Research in Public Administration Training," published in *Public Administration Training for the Less Developed Countries*, Irving Swerdlow and Marcus Ingle, eds., Syracuse University Press, 1974.
- "Towards Developing a Framework for Combining Action, Research and Participation in the Management of Population Programs," with Malcolm J. Odell, Jr., Presented at PAHO's First Technical Seminar on The Involvement of Latin American Schools of Business and Public Administration in the Management of Family Planning Programs. Published by Editorial Pax-Mex, Liberia Carlos Cesarman, Mexico, 1975 (in Spanish).
- "Problems of Transportation in Nepal," and "The Growth of Tourism in Nepal," chapters in *Economic Problems of Nepal*, Kathmandu, Gorkhapatra Press, 1965 (in Nepali).

PROPOSALS AND MANUALS

- "An Appropriate Technology Palaestic," Proposal for "ACT '79," an appropriate community technology fair on the Mall, Washington, D.C., Fair funded by DOE and implemented Spring 1979.
- "Developing Technical Teacher Training Capability in Nigeria," proposal for U.S. International Development Cooperation Agency submitted in 1980 to Ministry of Education, GON, awarded in 1981.
- "Training for Health in Indonesia," proposal for KOBA, Inc. Washington, D.C., submitted to USAID, awarded in 1980.
- "Training Trainers in family Planning," proposal for University of Connecticut, Institute of Public Service, submitted to AID/OIT/PHA, awarded in 1971.
- "Guidelines for Problem Analysis and the Design of Training as Solutions for Local Problems," Basic Village Services Project, Egypt, 1982.
- "Manual for Trainers Workshop," Afghan Fertilizer Company, Kabul, 1979.
- "Manual for Training Agricultural Trainers," with K.C. Soares, USDA, 1977.
- "Manual for Women in Management Course," with Miriam Ritva, USDA, 1976.
- "Biwbai Family Planning District Simulation," University of Connecticut, 1973.
- "Cafland Simulation," with James Wolf and Vinton Fisher, CAFRAD, University of Ife, Nigeria, 1972.
- "Midsim: AID Mid-career Training Program and Simulation Exercise," with R. Iversen, Syracuse University, 1970.
- 147

RASHID S. AHMAD
1918 Biltmore Street, N.W.
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SPECIALITIES

**Manpower Development & Training; Management Consulting; Policy Analysis;
Project Design & Evaluation; and Project Management**

EXPERIENCE

**1987-Present: ASSISTANT DIRECTOR, MULTICULTURAL CAREER INTERNSHIP PROGRAM,
WASHINGTON, D.C.**

- Design and monitor educational and vocational training projects for immigrant minority youth and adults from twenty different countries. Develop specialized curricula to integrate teaching of English as a Second Language with content areas education and vocational and technical training. Provide technical assistance to the Executive Director in staff development, program evaluation, and institutional planning.

1984-1986: INDIVIDUAL CONSULTANCIES

March-May 1987: ORGANIZATIONAL ANALYST, WORLD BANK/PAKISTAN.

- Conducted institutional feasibility study of the Punjab Urban Transport Corporation in Pakistan. Performed financial, organizational and manpower analysis of the current operations including the problems related to revenue losses, excess workforce, and labor-management relations. Jointly designed technical assistance measures in financial planning, manpower development and training, personnel management and incentives schemes, and policy changes for improving efficiency of the Corporation.

October 1986-February 1987: ORGANIZATIONAL ANALYST, USAID/PAKISTAN.

- Conducted institutional analyses of the Provincial Irrigation Departments in Pakistan in terms of their capacity for the design and maintenance of the irrigation Systems. Jointly analysed organizational structures, financial and budgetary procedures as well as manpower needs. Developed plans for organizational improvements through staff development and training, restructured budgetary procedures, and management information systems. Conducted a preliminary assessment of training needs for the Departments' personnel. Guided local consultants.

June-August 1985: MANAGEMENT CONSULTANT, ICF INCORPORATED, WASHINGTON.

- Conducted assessment of institutional capabilities and manpower needs of energy planning organizations in Egypt and Pakistan through field surveys, interviews with policy makers, and analysis of governments' development plans.

January-May 1985: TRAINING ADVISOR, USAID/EGYPT.

- Designed workplan for the Sakkara Local Development Training Center. Assessed manpower training needs; identified training institutions and resources; designed core training programs; developed methods for training of trainers and for decentralizing training delivery; prepared organizational structure, position descriptions and staff qualifications for the Center; developed scope of work and budget for technical assistance contracts. Guided local consultants.

RASHID S. AHMAD

EXPERIENCE (Continued)

July-December 1984: TRAINING ADVISOR, USAID/EGYPT.

- Designed and implemented training programs at the USDA Graduate School, Washington, D.C. for Egyptian personnel working in the Basic Village Services Project. As lead trainer, conducted six week intensive training sessions in project planning and implementation, project evaluation, and organizational and personnel management for senior personnel of the departments of water and sanitation, roads and administration.
- Evaluated USAID training programs for Egyptians conducted in the United States by the USDA Graduate School. Identified methods to integrate technical and management training.

March-April 1984: MANAGEMENT CONSULTANT, AMERICAN ACADEMY FOR ADVANCEMENT OF SCIENCES, WASHINGTON, D.C.

- Carried out a diagnostic study of organizational and management problems of the Office of Science and Technology. Designed strategies in organizational and staff development; assisted senior management in establishing procedures for program evaluation.

January-March 1984: MANAGEMENT CONSULTANT, USDA GRADUATE SCHOOL, WASHINGTON, D.C.

- Jointly conducted training seminars, for middle level U.S. federal government personnel, in organizational management and long range planning and forecasting.

1985-1986: VICE PRESIDENT, INTERNATIONAL PROGRAMS, ICF INCORPORATED, WASHINGTON, D.C.

- Directed ICF's International Consulting Division. Initiated new programs in energy sector planning, toxic waste management, and policy and economic analysis. Planned and implemented business development strategies; marketed programs in the Middle East and Asia; developed proposals for funding from USAID, World Bank, and Asian Development Bank; and recruited and supervised staff and consultants.
- Assessed policy and institutional constraints in the disposal of abandoned stocks of pesticides and their negative impacts upon agricultural production and public health in Pakistan.

1984-1985: ADJUNCT PROFESSOR, UNIVERSITY OF DISTRICT OF COLUMBIA, WASHINGTON, D.C.

- Designed and taught courses in comparative public administration, public policy, and organizational and personnel management.

1981-1983: MANPOWER DEVELOPMENT AND TRAINING ADVISOR, INSTITUTE OF ADMINISTRATION, NIGERIA.

- Directed manpower development training programs at the Institute of Administration at Zaria for the personnel of regional ministries of agriculture and rural development and affiliated departments.
- Conducted training needs assessment for the departments of agriculture, planning and development, finance, and rural development. Designed and implemented training programs for the personnel of the above departments in project planning and assessment, organizational development, and personnel management. Designed programs for training of trainers.

149

RASHID S. AHMAD

EXPERIENCE (Continued)

1977-1981: PROJECT MANAGER, BATTELLE MEMORIAL INSTITUTE, WASHINGTON, D.C.

- Assessed population-development policy and five year plans for the Government of Pakistan under a USAID contract. Identified management and institutional as well as socio-cultural problems in the implementation of the plans. Developed research programs and organizational interventions to overcome implementation problems. Jointly conducted similar activities in Jordan.
- Conducted comprehensive analysis of socio-political, economic, and policy impacts of the development of alternative coal-based energy technologies in the United States under a contract with the U.S. Environmental Protection Agency. Performed analyses of regulatory policy, interest groups, and institutional constraints. Designed and implemented methods and workshops for consensus building among divergent interest groups and for identifying feasible policy options. Directed a team of engineers and health scientists in producing policy-relevant technical analysis and coordinated the integration of technical and policy components of the study.
- Analyzed policy constraints and implications of alternative methods of transporting nuclear wastes in the United States under a contract with U.S. Nuclear Regulatory Commission.
- Designed and implemented a systematic approach for institutionalizing environmental education as part of basic science curriculum in the secondary school system under a contract with the U.S. Department of Education. Jointly developed curricula to integrate formal and informal environmental education. Conducted workshops for school teachers and administrators in planning and implementing integrated programs in basic science and environmental education
- Evaluated the above Program with respect to the problems in its diffusion to state and local levels. Designed a community-based approach for public involvement and local resource generation to facilitate locally initiated and sustainable programs.
- Designed a community-based planning model to promote solar energy development at the state and local levels under a contract with the U.S. Department of Energy. Applied the planning model in four communities and trained local officials and community leaders in participatory planning, technology assessment, and local resource generation.

1973-1977: ASSISTANT PROFESSOR, DEPARTMENT OF POLITICAL SCIENCE & DIVISION OF CONTINUING EDUCATION, UNIVERSITY OF HAWAII.

- Designed and taught graduate and undergraduate courses in comparative public administration, public policy, and organizational theory.
- Designed and taught specialized courses and training seminars in organizational and financial planning, personnel management and program evaluation for the in-service personnel of the State Government and Armed Forces.

RASHID S. AHMAD

EXPERIENCE (Continued)

1971-1973: RESEARCH FELLOW, CULTURE LEARNING INSTITUTE, EAST-WEST CENTER, UNIVERSITY OF HAWAII.

- Conducted cross-cultural research in development administration systems in a number of Asian nations under a United Nations grant.
- Conducted field-research on national policy-making process and regional equity and development issues in Pakistan as part of PhD thesis preparation. Research entailed development of an analytic model to explicate decision-makers' interpretations of issues and events; collection of data on decision makers' cognitive structures; and analysis and simulation of data to map decisional patterns and implications for national integration and regional development in Pakistan.

1967-1969: TRAINING SPECIALIST, NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION, KARACHI, PAKISTAN

- Assessed training needs of personnel of Provincial Departments of Agriculture, Planning & Development, and Rural Development; jointly conducted training programs in project planning and evaluation, and organizational and personnel management; assisted in the development of training programs to train field workers in agriculture extension and family planning.

RELEVANT SKILLS

- ANALYTICAL MODELING - Modeling and simulation of policy, planning, and organizational structures using cognitive and information-processing techniques. Applied to identify policy and institutional constraints; to design feasible interventions; and to facilitate project implementation.
- TRAINING MATERIALS DEVELOPMENT - Development and application of culture and discipline specific training materials.
- WORKSHOP DESIGN - Design of participatory workshops using interactive methods to facilitate team building, coordination, issue identification, and organizational development.

EDUCATION

1977	Ph.D., Public Administration, University of Hawaii
1972	M.A., Public policy, University of Hawaii
1967	M.A., International Affairs, University of Sind, Pakistan
1965	B.S., Business Administration, University of Sind, Pakistan

LANGUAGES

Good skills in Arabic; fluent in Urdu, Hindi and Sindhi

PERSONAL

Married; U.S. Citizen; Born, August 1, 1947.

61