

PDABF-602

ANERA

AMERICAN NEAR EAST REFUGEE AID

FINAL REPORT

DEVELOPMENT ASSISTANCE III

MAY 1991



AMERICAN NEAR EAST REFUGEE AID

May 1991

Final Report on Utilization of Grant Funds
AID/NE G-1709 & Coop Agreement NEB 0162-A-00-4-12-00

Title: Development Assistance III

This document constitutes the final report on the above title grant. It is organized in the following manner:

- I. Purpose and Objectives of the Grant
- II. ANERA's Development Program
- III. Summary of ANERA West Bank/Gaza Development Assistance III
- IV. Cumulative Project Output Data
- V. Program Performance Indicators
- VI. Trainees in Calendar Year 1990
- VII. Comprehensive Evaluation of Development Assistance III
- VIII. Responses to Evaluation Recommendations
- IX. ANERA Staff and Technical Capabilities
- X. Unique ANERA Contributions to Palestinian Development
- XI. Palestinian Input in ANERA Development Policy
- XII. Beneficiaries
- XIII. ANERA Projects in the West Bank and Gaza Strip 1980-1990

I. Purpose of the Grant

The August 29, 1980 AID grant letter defines the purpose and objectives of the grant as follows:

A. Purpose of Grant

The purpose of this grant is to improve and expand selected agricultural, economic and educational services available to West Bank and Gaza residents by strengthening a number of non-governmental institutions and organizations providing such services. Under this project, up to thirteen institutions and organizations in the West Bank and Gaza Strip will receive financial assistance to enable them to strengthen or expand existing programs or develop new programs geared primarily toward some of the neediest elements of West Bank and Gaza society.

B. Objectives

This grant will support activities in the areas of agricultural development, marketing and animal husbandry cooperatives, and vocational training at the polytechnic and university levels. AID funding is provided to ANERA, which selects the institutions/organizations to be assisted and provides the agreed upon funding and such in-country monitoring and management as necessary.

Throughout the ten year history of the grant, the basic purpose and objectives remained the same. The size and scope of the subprojects though expanded considerably. The original thirteen grew to sixty-two by the close of activities in the summer of 1990.

II. ANERA's Development Program

Following is a brief description of the general purpose and objectives of ANERA's development program. Written in 1987, it is still valid today.

ANERA'S DEVELOPMENT PROGRAM

Objectives and Development Program

In formulating and executing its projects and programs in the West Bank and Gaza Strip, ANERA operates under two broad development objectives. First, we attempt to assist the local society develop its ability to increase income and jobs. Second, we seek to help the society develop and strengthen its institutions and the people gain added control over their own lives or local empowerment.

The justification for these objectives, we think, is relatively obvious. The first, income and jobs, is one of the major and most basic measures of the improvement of an individual's and his/her family's well being. Admittedly other measures which do not necessarily correlate with increased income, such as better health care or educational opportunities, are important, but we feel these gross indicators--income and employment increase--are adequate as basic objectives. The thinking behind the second objective revolves around the basic philosophy whereby if people have greater control over their lives, they are better off, and increasingly will be better off, psychologically, economically, and, in a fundamental way, politically. This local empowerment is not only on an individual basis, but also through local institutions which make up the fabric of the society. As the institutions grow and strengthen, they are in a better position to serve the individuals and groups within the society and give them more opportunity and ability to control their local affairs.

Due to limited resources, we have selected only a couple of sectors through which these broad objectives are translated into specific programs and projects. First, in a modest way, we have over the years focused much of our efforts on both the inputs and the outputs of the agricultural process. Namely, we have attempted to assist farmers improve their agricultural production as well as their utilization and marketing of the produce. Second, in a limited number of towns and villages, again in a modest way, we have attempted to help improve the economic infrastructure of the community, i.e., enhance the community's ability to create and sustain jobs and increase incomes.

The specific projects under these broad programs are developed and implemented only with local institutions. ANERA does not implement any projects itself, nor do we undertake projects with individuals. We only work with local institutions which wish to undertake the projects and contribute a substantial input to them. The reasons for this strong emphasis on working with local institutions are many fold. First, as noted above, by fostering institutions, one is helping to strengthen the fabric

of the society. Second, as opposed to working just with individuals, the institution hopefully will have a memory beyond the lifetime or participation of the individual. In this manner, we believe that the development effort will live after we (ANERA) leave, that it will enjoy sustainability. Third, institutions allow for projects or activities on a scale that projects just with individuals do not, namely, the principle of economy of scale is accommodated. Fourth, institutions allow the individual to have better access to decision makers and, perhaps more importantly, resources. Within a given community, it is even helpful to have more than one institution, according to development literature. When there is more than one, it gives the individual more than one point of access--and it causes competition among the institutions in their attempt to serve the people. Thus, where seemingly useless duplication may be criticized, especially in a society with limited resources, in actuality it may be helpful. The institutions, by this thinking, do not have to be of the exact same kind; they may be different, such as a village council and a village cooperative. Fifth, in the West Bank and Gaza Strip where there is no government responsive to the people, this emphasis on locally controlled institutions becomes even more important with respect to strengthening the society, increasing people's ability to control their own lives, and helping provide more access to decision makers and resources.

Method of Operations

ANERA operates in the West Bank and Gaza Strip through two offices, one in Jerusalem and the other in Gaza City. Our staff consists of an American representative who is a development generalist as well as a trained lawyer. As staff and consultants, we enjoy the services of an economist/rural development specialist (who is also deputy representative), a cooperative specialist, an agronomist, a dairy expert/veterinarian, and a construction specialist/engineer. From time to time, we hire other specialists/consultants either locally or in the U.S.

ANERA develops the projects directly with the local institutions along with, where appropriate, the oversight departments and their personnel. In this manner, we consciously attempt to involve all relevant personnel, make sure they have a role and a sense of responsibility for the completion and success or failure of the project. The identification of the project thus may come from the local institution (e.g., a cooperative or municipality), or the personnel of a department (cooperative, agriculture, water, industry etc.) of the West Bank/Gaza administration, or individuals in sister PVOs and international organizations, or officials in the Jordan Government. After identifying the project, ANERA staff will study it and develop a proposal in conjunction with the relevant personnel. After a

project is approved by ANERA's Projects Committee and U.S.A.I.D. or another institution such as a foundation, we embark on the implementation phase. As noted before, the project belongs to the local institutions. ANERA only provides technical expertise, training, problem solving assistance and partial financing; it is up to the local institution to undertake the actual implementation. However, ANERA does provide the aforementioned inputs (considerable or minimal, depending on the project and local institution) in the implementation phase. Aside from counterpart funding, this takes the form of simple advice from our personnel, varying degrees of technical assistance from our staff/consultants or outside consultants where necessary, and arrangements for project specific training where relevant and needed. In this role of providing training and expertise, we have used sources in the West Bank/Gaza Strip, Israel, Jordan, U.S.A., and Europe. The final phase is evaluation. Over the years, U.S.A.I.D. has conducted three evaluations of ANERA's programs as well as a few audits. Internally, we review all projects in a systematic way on a frequent basis. Senior staff from the Washington office conducts such a review in the field at least twice a year. ANERA also prepares from time to time written evaluations of all of the projects on an interim and final basis. These are sent to AID when they are completed. A large number were completed and turned over before the last AID evaluation of ANERA's programs. We shall shortly be undertaking another major round of these evaluations which naturally will be provided to AID.

As mentioned, in developing, implementing, and problem solving with respect to these projects, ANERA personnel maintain sustained operational contact with a large number of institutions, agencies, and governments. A simple list would be: the local implementing institution, the functional departments of the West Bank/Gaza administration, local West Bank and Gaza leadership, other local PVOs, multinational organizations, the U.S. Government (Dept. of State, U.S.A.I.D., Congress), the Israeli Government, and the Jordanian Government (Depts. of Occupied Territories and Planning, and the Jordan Cooperative Organization). It is within this web of power, authority, influences, interests, and needs that we function.

1987

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III. Summary of ANERA West Bank/Gaza Development Assistance III

This section consists of the last semi-annual report on Development Assistance III that ANERA submitted to AID in May 1991. In summary form, it contains data and comments on accomplishments, problems, finance, and results. While somewhat lengthy, it is worthwhile including in this final report because it presents details on each of the subprojects.

Summary of ANERA West Bank/Gaza Development Assistance III
ANERA Grant AID/NE G-1709 & Coop Agreement NEB 0162-A-00-4-12-00

INSTITUTION/ORGANIZATION SUPPORTED ACTIVITY	FUNDS TOTAL	AID GRANT	LOCAL CONTRIB.	NO. OF BENEF.	STATUS & REMARKS	AID- EXPENDED	AID UNEXPENDED	GOI APPROVED
1 Abu Al Asaja Ag. Cooperative Provide mechanized assistance to small coop-tractors and impements. ANERA provides technical expertise.	45000	30000	15000	35000	last payment 22/12/1985	30000	0	y
2 Agricultural Engineers Cooperative	180000	144300	35700	302	Coop extended irrigation to new fields n ear Jericho. Conducted experiments with three sheep varieties in a feed lot. Date palms introduced. New varieties tested. Shears and milk sucking machines for lambs introduced by coop in West Bank with non-AID funds. last payment 28/9/1988	144300	0	y
3 Arab College of Medical Social /Other Provide laboratory equipment and nursing supplies.	270000	150000	120000	256	College operating with project facilities since 1982. Last payment 9/11/1982	150000	0	y
4 Asseerah AlQibliyeh Olive P Cooperative Provide mechanized assistance to small	50000	30000	20000	5000	Last payment 3/12/1985	30000	0	y

5-Azzoun Land Reclamation Cooperative Land reclamation equipment and services for members and services for members and villagers to increase production.	300000	175000	125000	10000	Build shed, purchased 4 tractors and equipment-- all in heavy use by members and non-members. Technical assistance provided. Steady progress. Last payment 10/8/1988	175000	0	y
6 Baqqar Credit & Thrift Cooperative Provide mechanized assistance to small coop-tractors and implements. ANERA provides technical expertise.	45000	30000	15000	50	Last payment 22/2/1985	30000	0	y
7 Barta'a Ag. Cooperative Provide mechanized assistance to small coop-tractors and implements. ANERA provides technical expertise.	50000	35000	15000	6000	Last payment 4/12/1985	35000	0	y

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8 Beit AlRoush Al-Foqa Ag. Cooperative Provide mechanized assistance to small coop-tractors and implements. ANERA provides technical expertise.	50000	30000	20000	6000	Last payment 15/5/1986	30000	0	y
9 Beit Jala Municipality /Village Center-Generate public services and address enviromental problem to encourage present/future private business.	1100000	485000	615000	25000	Completed and operating since 1985. Totally rented. Light industry tenants largely paying rent composing up to 10% of municiple revenues. New privet sector jobs created (phase II extension) under new grant almost finished.	485000	0	y
10 Beit Jala Olive Press Cooperative Land reclamation equipment and services for members and villagers to promote rotation and substitution.	400000	254449	145551	6600	Bulldozer purchased and doing land reclamation. Training of operator facilitated with experienced Tarqumia Coop operator and with CDP.	254449	0	y
11 Beit Jala Olive Press/ Nahalin Cooperative	20000	18500	1500	2700	Village spring rehabilitated, cleaned, reinforced, cleaned. Benefits members of Beit Jala Coop as well as whole village. Consulting engineer helped in design review and oversight. Almost completed.	18500	0	y
12 Beit Nuba Livestock Cooperative Provide mechanized assistance to small coop-- tractors and implements. ANERA provides technical expertise.	50000	35000	15000	3000	Last payment 26/10/1989	35000	0	y

marketing of livestock products and make it profitable and improve W.B. health. Purpose: increase farmer income and improve hygiene of dairy products; institutional development.					Milk collected from at least 5 villages. Technical assistance continuing. Farm enhanced.			
14 Bireh Municipality /Village Equipment and refrigeration for a new modern slaughterhouse.	617000	243000	374000	20000	Operational final stages. Training of veterinarian and slaughterers being arranged. Building and anerobic pond completed: First such <i>environmentally sound waste system in o/T.</i>	243000	0	y
15 Deir Istya Olive Press Cooperative Provide mechanized assistance to small	50000	35000	15000	3000	Last payment 3/11/1988	35000	0	y

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coop-tractors and implements.ANERA provides technical expertise.								
16 Ein Yabrud Ag Cooperative provide mechanized assistance to small coop-tractors and implements.ANERA provides technical expertise.	45000	35000	10000	2800	Last payment 4/7/1989	35000	0	y
17 Gaza Municipality /Village Improve drainage in Gaza city and increase water supply for irrigation.	2000000	1104000	896000	180000	Phase I of project completed: main culvert and sandtrap in place and operational. Supplemental work being done to protect against erosion in lagoon area. Positive impact on drainage already noticeable in first rains of Fall 1989. Followup phases to complete lagoon submitted to AID. Civ Ad mismanagement of sewage system caused major pollution in stormwater system. ANERA addressed problem with Civ Ad and this solved rain problem.	1104000	0	y
18 Gaza slaughterhouse Municipality /Village Construction and staff training.	1200000	300000	900000	180000	Construction now underway and progressing well. Largest Palestinian struction project in O/T at this time.	300000	0	y
19 Halhul Municipality /Village Goal: create	1300000	650000	650000	41000	Market structure complete and operational. Cold storage phase	650000	0	y

environment; institutional development.

20	Hebr. Patients Friends Society/Social /Other	291000	190851	100149	50000	Hebron, Dhahariyeh, and Yatta clinics, plus two more Hebron vicinity clinics funded with non-AID assistance, equipped and operating. Volume of patients steadily increasing and diagnostic tests available outside of Hebron for first time in district. New AID grant funding three more village clinics, in addition to the major Multipurpose Health Care Center.	190851	0	y
21	Hebron Ag. Marketing Cooperative	200000	39400	160600	60000	Successful mechanized unit. Computerized. Technical assistance	39400	0	y

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					continuing. Supply center. Grape juice in tendering stage. Test marketing of juice samples and shelf audit complete and computer statistical analysis of questionnaires underway. 200,000 additional to be covered by new approved juice factory under new AID grant.			
22 Hebron Ag. Marketing Cooperative Grapevine disease control.	1000000	351000	649000	20000	First two seasons of resistant rootstalk sales successful. Top U.S. expert brought from Univ. of Cal. Davis in Sept. 1989. Remains the sole systematic project addressing the industry threatening phyloxera crisis in the West Bank.	351000	0	y
23 Hebron Post Graduates Union Social /Other Provide support for training of engineering assistants and equipment for agricultural machinery department.	365000	155000	210000	200	Teaching farm developed. Considerable equipment in place and available for teaching and community extension. Coordinating with other ANERA agricultural projects. Project likely to be extended under new AID grant per approved proposal. Last payment 31/5/1989	155000	0	y
24 Irtas Credit & Thrift Cooperative To improve wells, water storage, internal net and drip irrigation.	130000	80000	50000	4000	Village spring and irrigation infrastructure upgraded substantially. Technical assistance continuing. Drip irrigation successfully introduced to village by the project. Drippers funded through market interest rate loans.	80000	0	y
25 Issa Livestock Cooperative Establish a	78000	40000	38000	3000	Project revived. 'Issa and Hebron Marketing Coops' decision to	40000	0	y

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28 Jeeb/ Deir Nitham Cooperative	50000	38000	12000	5000		38000	0	y
29 Jeeb/ Silwad Cooperative	50000	35000	15000	7000	Last payment 4/8/1989	35000	0	y
30 Jenin Ag. Marketing Cooperative (From 1654; \$125,000 expended earlier from old grant.)	172000	22000	150000	25000	Mechanized unit operating throughout Jenin district. Mobile potato and onion grading machinery introduced. Marketing center plans uinder review by consultant engineer.	22000	0	y
31 Jenin Livestock Cooperative Goal: Create self-sufficient and competitive livestock products market. Purpose; increase farmer income and improve hygeine of dairy products; institutional developmnet.	361000	275000	86000	20000	Micro-dairy and farm constructed. Operation interrupted by serious <i>internal</i> problems in the cooperative.	275000	0	y
32 Jericho Ag Marketing Cooperative Land cliaring and reclamation services for members and villagers to promote rotation and substitution.	400000	286500	113500	11700	Agricultural equipment and heavy tractor in use. Coop computerized. Successful export trial shipments supported. Technical assistance in grading, quality control	286500	0	y

33 Jericho Ag Marketing/ Cooperative	70000	61000	9000	500	EEC export marketing program strongly supported. Reservoir and pipeline infrastructure (to pump and fields) completed and operational.	61000	0	y
34 Jericho Livestock Cooperative Goal: improve marketing of livestock products and make it profitable and improve hygeine of dairy products; institutional development.	205000	155000	50000	1200	Hygienic cheese production supplemented by a mobile veterinary clinic serving bedouins and other livestock owners. veterinarian highly qualified assistant managing the unit.	155000	0	y

26 Jeeb Credit and Thrift Cooperative Land improvement and reclamation to improve olive and vegetable production.	145000	67000	78000	9600 Ag. machinery operating in area villages. Branches in Beit Ur, Deir Nitham and Silwad. ANERA providing technical expertise.	67000	0	y
27 Jeeb/ Beit Ur Cooperative	50000	35000	15000	6000	35000	0	y

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35 Jourt Al Shama'a ag. Cooperative Provide mechanised assistance to small coop-tractors and implements. ANERA provides technical expertise.	45000	30000	15000	5000	Last payment 6/1/1986	30000	0	y
36 Khan Younis Municipality /Village	615000	315000	300000	100000	Operational. Waste system designed by R. Katchinsky fully installed. Training of municipal veterinarian and slaughterers completed. Engineering consultant following up on operation and maintenance training. Functioning.	315000	0	y
37 Khan Younis Ag. Cooperative Land reclamation services and equipment for members and villagers to increase production and income.	300000	180000	120000	24350	Frontloader, tractors, equipment in use. Computerized. Nursery built and operating economically. Technical assistance provided. (In addition to overall coop consultant, coop consultant hired for Gaza Strip specifically.) Last payment 4/7/1989	180000	0	y
38 Khan Younis Ag. Cooperative	203500	88100	115400	24000	Truck for marketing produce purchased and operating.	88100	0	y
39 Kufur Malik Ag. Cooperative Coop provide mechanized assistance to small coop-tractors and implements.	50000	35000	15000	5000	Last payment 17/9/1989	35000	0	y

40. Kufur Malik Ag. - Cooperative To improve wells, water storage, internal net and drip irrigation.	100000	70000	30000	5000	Pilot village agricultural loan program (for green houses, e.g.). MG license refusal blocked reservoir component of project, though supposedly approved by MG. If approved, may be done under new grant. Last payment 15/9/1989	70000	0	y
41 Kufur Ne'meh Livestock Cooperative feed lot project to establish animal husbandry, high quality control unit.	180000	35000	145000	3020	Initial Assaf sheep farm successful, but devastated by military destruction of cement fencing due to ostensible licensing problems. Being rebuilt with ANERA assistance. Coop has consumer branch indispensable for village during last very rough period.	35000	0	y

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42 Ma'rifa (Sawahreh Sharqia) Cooperative Goal: Improve marketing of livestock products and make it profitable and improve W.B. health. Purpose: increase farmer income and improve hygiene of dairy development.	250000	200000	50000	16000	Ramallah Livestock Coop originally. Last payment 2/10/1989 Micro-dairy installed, tested, and under production. Coop is collecting milk (buying) from sheep and cow owners in area east of Bethlehem and Beit Sahour. Original project in Nahda village nearby.	200000	0	y
43 Nablus Ag. Marketing Cooperative (From 1654; \$31,000 expended earlier from old grant. Land reclamation/loans.)	60000	60000	0	16000	Successful campaign to collect delinquent loans. Over 90% of payments timely. Fruitage of ANERA's new credit coordinator, working with coop consultant and intern.	60000	0	y
44 Nablus Municipality Municipality /Village Construction and staff training.	600000	456000	144000	100000	Project reviving after delays due to municipal fiscal problems. Main slaughterhouse extension in place virtually operational. Waste system being completed before operation, per consultant Katchinsky's plans.	456000	0	y
45 Nassaria Livestock Cooperative Coop provide mechanized assistance to small coop tractors and implements. ANERA provides technical expertise.	40000	25000	15000	3000		25000	0	0
46 Nassaria Livestock Cooperative Provide assistance to build and equip a	400000	250000	150000	3000	Micro-dairy operational. Used as training location for other micro-dairy crops. Milk supplied	250000	0	

47. Nazla Sharqia	50000	35000	15000	1050		35000	0	Y
Cooperative Provide mechanized assistance to small coop-- tractor & implements. ANERA provides technical expertise.								

48 Nazla Sharqia	270000	184000	86000	1050	Reservoir and pipeline infrastructure completed. Irrigation specialist providing technical assistance.	184000	0	y
Cooperative To improve wells, water storage, internal net and drip irrigation.								

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49 Obeidieh Ag Cooperative Provide mechanized assistance to small coop-tractors and implements. ANERA provides technical expertise.	50000	35000	15000	6000	Last payment 19/1/1987	35000	0	y
50 Qalqilia Ag. Marketing Cooperative Expand marketing system and services for members and villagers to increase production and income.	458000	201300	256700	61590	Tractors and implements in heavy use. Truck scale used for marketing. Machinery shed in place. Computerized. Computer specialist appointed to assist Coop (and also Tulkarem Marketing Coop).	201300	0	y
51 Quizeeba Ag. Cooperative Provide mechanized assistance to small coop-tractors and impelments. ANERA provide technical expertise.	50000	35000	15000	500	Last payment 1/7/1986	35000	0	y
52 Ramallah Ag. Marketing Cooperative To expand services to farmers and increase production.	350000	205800	144200	4500	Bulldozer, tractor, and agricultural equipment for land reclamation operating. Computerization underway. Fruit drying experiment in process.	205800	0	y
53 Ramallah Poultry Cooperative Expand feed plant storage capacity and increase production.	353500	204300	149200	6000	Highly successful computerized feed mill. Only pelletizing factory in occupied territories. Sales increased during last 24 months. Membership continuing to grow.	204300	0	y

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55	Salfeet Olive Press Cooperative	75000	35000	40000	6500	Last payment 10/2/1987	35000	0	y
	Provide mechanized assistance to small coop-tractor and implements. ANERA provides technical expertise.								
56	Tarqumia Ag. Cooperative	183500	143500	40000	27000	All aid funds disbursed by ANERA. Equipment purchased and operating during fall pressing 1984 and	143500	0	Y
	Expand facilities to increase production								

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of olive oil.					subsequently. A very successful project. Coop has added hundreds of new members. Membership is now 1500.			
57 Tarqumia Ag. Cooperative Land reclamation services for Southeast Hebron region members and other villagers to increase production and income.	350000	204300	145700	8250	Equipment, including new bulldozer, operating. Coop computerized. Technical expertise provided.	204300	0	y
58 Tulkarem Ag Marketing Cooperative Land reclamation services for members and villagers to increase production and income.	350000	129300	220700	6600	marketing and agricultural equipment purchased and in use. Computerized. ANERA is providing technical assistance. Last payment 19/12/1985	129300	0	y
59 Tulkarem Livestock Cooperative Sister to nassaria micro-dairy project but smaller.	150000	85000	65000	5000	Dairy expert is provided. Equipment in place and operating.	85000	0	y
60 Wadi Foukeen Ag Cooperative Water management-Establish an irrigation network to increase production.	250000	120000	130000	1000	Coop has cleaned and improved water delivery from sole village spring. Irrigation technical assistance being provided by ANERA. Drip irrigation developed in village by coop through market interest rate loans. Last payment 19/6/1986	120000	0	y
61 Yaseed Olive Press	50000	35000	15000	2000	Last payment 14/10/1985	35000	0	y

62 Yasouf Olive Press Cooperative Provide mechanized assistance to small coop-tractors and implements. ANERA provides technical expertise.

50000	30000	20000	35000	Last payment 3/12/1985	30000	0	y
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17547500	9261600	8285900	1237518		9261600	0	
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IV. Cumulative Project Output Data

This report contains data on two projects, Development Assistance III and IV. For the purposes of this final report, this is quite appropriate because DA-III has been operative for ten years while DA-IV is only a year old. Thus the bulk of the data reflects activity under DA-III.

ANERA
 CUMULATIVE PROJECT OUTPUT DATA
 (AID RURAL ASSISTANCE GRANTS III AND IV)

DATE OF REPORT: 28 February 1991
 PERIOD OF REPORT: 1 SEPTEMBER 1989 - 28 FEBRUARY 1991

INDICATOR	LAST 6 MONTHS	NEW TOTAL SINCE BEGINNING PROJECT (INCLUSIVE)
I. <u>Agriculture</u>		
a) No. operating ag. machinery units	1	61
b) No. operating ag. marketing units	0	9
c) Dunums planted with phylloxera resistant stock	250	1,600
d) No. operating modern irrigation systems	0	6
e) No. people served by dairies (directly & indirectly)	2,000	12,000
f) No. operating microdairies	0	5
g) No. functioning coops receiving ANERA assistance (not including multiple projects with the same coop)	1	51
II. <u>Credit</u> (Starting with '90 program)		
h) No. operating revolving loan funds	0	2
i) Total funds loaned	181,400	181,400
III. <u>Urban Infrastructure</u> (Starting with '90 program; irrigation and land reclamation projects with loans not included)		

j) No. markets, slaughterhouses, light industrial complexes, sewage recycling systems	0	4
k) No. of wholesalers served by infrastructure projects	0	20
l) No. animals slaughtered	1,500	3,200
m) No. of shops served by infrastructure projects	0	30

IV. Health/Social Servies
(Starting with '90 program)

n) No. income generating projects assisted	4	4
o) Patients served by health inputs (6 month period)	30,000	30,000
p) No. of training/social/education projects	4	4
q) No. of trained health workers (note the redundancy with AMIDEAST)	34	34

V. Technical Assistance/Training
(Project Specific, starting with '90 program)

r) No. of project-specific training activities	1	34
s) No. of trainees in sessions	170	756
t) No. of project-specific short term consultancies	5	20
u) No. of person-hours in short term consultancies	5,000	30,000

V. Program Performance Indicators

Like the previous section, this report contains data on two projects, DA-III and DA-IV. For the purpose of this final report, this is quite appropriate because DA-III has been operative for ten years while DA-IV is only a year old. Thus the bulk of the data reflects activity under DA-III.

ANERA
PROGRAM PERFORMANCE INDICATORS[1]
 USAID Rural Assistance Grants III and IV

Date of Report: 1 May 1990 (Revised Version)
 Period of Report: 1 March 1989 - 28 February 1990

The ANERA program has three main components: agricultural development through cooperatives and other local insitutions; urban economic development through municipalities and village councils; social welfare including health, productive enterprises, vocational training and rehabilitation through various local institutions. The overarching goal of the program is to strengthen the Palestinian economy and society by bolstering local institutions and their ability to deliver services that increase income, employment and the quality of life.

I. Agricultural Purpose: To assist WB/G agricultural cooperatives to deliver effective, efficient and profit-generating technical services to their rural communities.[2]

<u>Objectives</u>	<u>Indicators (Units)</u>	<u>Generic Data</u> (or since beg. of project-- inclusive)	<u>Annual Data</u> 1989/1990 (to 1 May 90)
To lower unit costs of production for beneficiaries through use of appropriate technologies	1. % average unit production costs lowered for key crops	20%	--
	2. US\$ per ton unit production costs lowered for key crops	20	--
	3. No. of farmers with reduced production costs	7,500	7,500
To increase farmer income thru export marketing of agricultural crops (1987/1988)	4. No. of farmers exporting through ANERA supported coops[3]	150 to EEC 2,850 to Arab countries	150 to EEC 2,850 toAr. countries

	5. Net increase in crop unit prices due to exports (difference between local price and coop price) of specific key crops	\$250/ton to EEC \$80/ton to Arab countries	\$250/ton to EEC \$80/ton to Arab countries
To reduce income loss caused by phylloxera	6. Dunums planted with phylloxera resistant stock	1,350	1,350
	7. Gross income saved (\$/dunum)	150	--
	8. Total gross income saved (\$)	202,500	202,500
	9. Total beneficiaries (farm families)	631	631
To increase local pasteurized milk production	10. Volume of pasteurized milk per year (ltr)	450,000	450,000
	Value of pasteurized milk (\$)	225,000	225,000

II. Credit Purpose: To strengthen capabilities of rural cooperatives and banks to provide well managed lending services to farmers and other

To increase volume of disciplined credit in WB/G	11. Total annual volume of loans made	0	0
To introduce sound credit systems in WB/G institutions	12. Repayment rate (weighted average)	N/A	N/A

III. Urban Purpose: To increase municipality local revenues while providing infrastructure and ser-

vices that will encourage private sector growth and upgrade urban environment.[4]

To increase municipality local revenues

13. Volume of revenues generated by new services	\$60,000/ year	\$60,000/ year
14. % increase of municipality revenue due to new services offered (annual average)	--	25
15. No. of municipalities affected	2	2
16. No. of business entities served by new infrastructure	50	50
17. Volume of water conserved (est. m3/season)	580,000	580,000

To expand growth-stimulating infrastructure available to private businesses

To increase the amount of rain-water returning to the aquifer

IV. Social Services

To assist local institutions to generate income and profits through productive enterprises

18. No. of income-generating projects assisted	0	0
19. No. of beneficiaries affected by projects (disaggregated by gender)	0	0
20. Total volume of sales in \$ for all projects in this category	0	0

To strengthen Palestinian institutions' capacity to deliver economic and social services (for all project institutions)

21. # of local institutions submitting acceptable annual financial statements within a 3 month deadline	--	15 of 61
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To assist local institutions to improve and increase social/health services	22. No. of users served by project equipment or service	68,100	68,100
	23. % project equipment/services maintained, and kept operational by local institutions	100	100

V. Training/Technical Assistance Purpose: To develop and improve Palestinian skills that increase profitability of economic activities, strengthen the functioning of local institutions, and promote a higher quality of life in Palestinian society. (See training/TA output data and program performance indicators.)

FOOTNOTES:

1. ANERA as part of general project monitoring expects to be able to collect these data annually.
2. Data Collection: Baselines are available at ANERA or can be easily determined from cooperative and other institution records. Number of beneficiaries and volume of sales will be obtained through local institutions.
3. Baselines: 0 farmers exported to EEC in 1987/88 season; 35 in 1988/89; and 150 in the current 1989/1990 season.
4. Data Collection: Baseline data should be available from municipal records (for revenue and number of new business entities served) and from market administrators (who are private individuals who buy this service through a bidding system). If market administrators are not willing to provide information on sales volume a proxy measure will be sought - perhaps number of transactions. Return annual visits to the same sources should provide indicator information.

VI. Trainees in Calendar Year 1990

Following is an itemized list of trainees during 1990. This is included as an example of the size and scope of the project's human resources development efforts. The training is largely tied to the subprojects.

MEMO

TO: LM
FROM: GR
DATE: 8 MARCH 1991

LIST OF TRAINEES IN THE YEAR 1990

Education and Training Projects:

	Area	Male	Female	Area
1. Teachers who teach hearing-impaired	Gaza W/B	4	4 12	20
Hearing-impaired students trained	Gaza W/B	7 28	8 32	15 60
2. Physicians working in women clinics	Gaza W/B	5	1 14	20
3. Dress making and design	W/B		5	
4. Painting for children	W/B	20	25	45
5. Teachers of kindergarten	W/B		40	
6. Y.M.C.A. out-reach programme	indirect W/B	45	15	60
7. Secretarial training course	W/B		30	30
Totals		109	186	295

Agricultural projects:

	Area	Male	Female	Total
1. Pholexora grape, American root stock	W/B	ag workers 7 farmers 300		307
2. Machinery, tractors, bulldozers Agricultural equipment	coop workers Gaza W/B farmers Gaza W/B	1 4 15 150	total	170
			(explanation for no. of - mechanics - drivers, train them how to use new	

technology with the agricultural machines company and cutter biller company)

3. Water/irrigation	direct			
	Gaza	1		
	W/B	3	total	24
	indirect			
	Gaza	5		
	W/B	15	(Farmers, how to use new system of irrigation)	

4. Feed plan (factory)	W/B	1		
	farmers			
	W/B	15	(educational life stock farmers on the quantity and quality of the animal feeding)	
			total	16

Dairy and veterinary:

<u>Area</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
direct			
W/B	30		
Gaza			
farmers			
Gaza	20		
W/B	200		
			total 250

Revolving Credit Programme:

ANERA staff had participated in organizing course for co-operatives in accounting and management, 26 people had attended. The CDP had sponsored the project.

	25	1	26
--	----	---	----

Income-generating and Marketing:

Five people were hired by ANERA to train people in their own projects in the fields of marketing, dress design and management

1. YWMA-- automated knitting		4	4
2. Qarawat Bani Zaid--	1	6	7
3. Jericho Women's Society--	1	5	6

4. Qalandia Women's Coop-- Medical/Health	2	0	2
Hebron PFS clinics/lab technicians	7	2	9
Sour Baher Clinic	1	1	2
Totals	12	18	30
Grand Totals	913	205	1118
	Men	Women	Total

page 3 of 3

VII. Comprehensive Evaluation of Development Assistance III

Accomplishments, problems, and results under the grant were thoroughly evaluated in 1989, one year before the grant was closed. The evaluation was comprehensive and thorough. In many ways, it is a final report on the grant. Accordingly, considerable sections of this evaluation are hereby included in this formal final report. Please note that the evaluation also included a project of another PVO, ACDI's CDP. Only the evaluation comments on ANERA are here included.

**EVALUATION OF WEST BANK / GAZA
COOPERATIVE SECTOR PROJECTS**

**Prepared for
U.S. Agency for International Development
under Contract No. ANE-0159-C-8059-00**

April 10, 1989

**by
Bruce H. Kratka
Gene F. Miller
David E. van Tijn**

TvT Associates

4. PROJECT LOGFRAMES

4.1 ANERA

No formal logframe exists for ANERA, but the following data follow logframe format and a reconstructed logframe is presented in Appendix B.

4.1.1 Purposes, Goals and Objectives

The purpose of the A.I.D./ANERA Grants (as stipulated in the Grant Agreements) are to improve and expand agricultural, economic, social and educational services available to West Bank and Gaza Palestinians. Under the ANERA projects, selected institutions and organizations in the WB/G receive financial assistance to enable them to strengthen or expand existing programs or develop new programs geared primarily toward some of the neediest elements of WB/G society.

Generally, the ANERA objectives (activities) have focused on purchase of equipment/supplies to: 1) reclaim land, 2) enable cooperatives to export agricultural products, 3) expand/upgrade cooperative production and marketing capacity, 4) support education and health needs, and 5) provide credit funds.

4.1.2 Expected Outputs

The Grant Agreement does not describe, nor quantify, the outputs expected from the ANERA projects. The Grant Agreement states that ANERA may select those sub-grantees to receive funding at its discretion, but certain pre-implementation criteria must be met to A.I.D.'s satisfaction.

Internally ANERA has recently started to generate logical frameworks for subprojects. These documents, as available, were used by the evaluation team to assess progress toward expected outputs. For example, ANERA cooperative Project #4 (expected outputs) are "functioning mechanized units in place," consisting of tractors and other farming implements; or verifiable indicators (targets, such as sheds to be constructed).

4.1.3 Intended Beneficiaries

Each ANERA sub-project proposal to A.I.D. provides information about beneficiaries: (1) direct benefits, and (2) indirect social benefits to the nation. ANERA makes projections in quantifiable terms. The evaluation team found that, though hard to quantify, the effects of ANERA's subprojects are positive and do spread beyond the direct beneficiaries.

Other direct beneficiaries are identified as employees and trainees of the project who gain from opportunities for employment and education/training.

The indirect social benefits to accrue to WB/G at the individual level include greater availability and more sanitary food items such as dairy products, meat, olive oil, and reduced un- and under-employment. At the aggregate level are an expanded livestock industry, etc., and greater exports of agricultural products.

5. PROJECT MANAGEMENT AND OPERATIONS

5.1 ANERA

5.1.1 Sector Focus

ANERA's sectoral emphasis is primarily on agriculture, and next on aiding municipalities. Totals of subgrants by sector are displayed below. Dollar amounts (in thousands) are totals of A.I.D. and counterpart funds.

Agriculture:		\$11,993
plant production	\$ 6,000	
animal husbandry	2,000	
reclamation	1,500	
processing	1,333	
irrigation	600	
marketing	450	
credit	60	
	<u>\$11,993</u>	
Municipalities		6,500
Health		3,500
Education		3,000
Miscellaneous		2,300
TOTAL		<u>\$27,293</u>

5.1.2 Planning and Implementation

Commodities and Construction

In general, the team found that the commodities and construction provided through the sub-grants were, with some exceptions as noted below, technically sound and commensurate with WB/G financial capability and actual needs. Procurement procedures were adequate and expeditious in view of the harsh realities of the many external factors impinging on the projects. The exceptions were:

- o The equipment for the mini-dairy plant in Al-Nassaria arrived six months late, but no appreciable negative impact was observed. No other equipment delay of importance was noted.

- o Construction problems associated with the Gaza municipal storm water site are discussed in Section 6.

Technical Assistance and Training

ANERA employs a full-time expatriate as field representative, and three full-time local professionals who are continuously providing technical assistance to local project personnel, especially on matters of accounting, management, cooperative principles, and agronomy. The team is particularly pleased to note the high proportion of work time the ANERA staff spends in the field. On the short-term consultancy side, twelve specialists have worked on ANERA's projects.

It should be noted that technical assistance on behalf of ANERA projects is often facilitated or initiated by ANERA, but provided and funded by other organizations. Examples are: CDP, UNDP, Jordanian Royal Scientific Society, various contractors and suppliers, and a variety of East and West Bank institutions.

The technical assistance provided to WB/G through ANERA has had a positive impact in areas such as training, institutional development, "extension" activities, community services, and employment generation. Current and past advisors have contributed to significant accomplishments. A problem has arisen on the Phylloxera project, where the consultant did not deliver hands-on training to personnel at one coop nursery, and only about ten percent of the budded cuttings have survived. Recruitment for an alternate consultant is now in progress.

ANERA projects existed for several years before the CDP project began. The training program of the CDP project has been able to build upon past efforts as well as the social infrastructure afforded by the multitude of ANERA projects.

5.1.3 ANERA Operations

It is implicitly, if not explicitly, stated in the ACDI evaluation of ANERA (September 1985) that ANERA should document all activities relating to project activities and incorporate them into an organized coherent filing system. Review of ANERA's present documentation and filing procedures clearly indicates a need to upgrade the entire system. It is particularly important at this time, as ANERA's A.I.D.-funded activities continue to expand, and significant A.I.D. funds are proposed for the future. ANERA's formal reporting documents are shown in Appendix J.

Several important project management improvements have been recently incorporated into ANERA's Project Management Information system. They are:

1. Periodic (bimonthly or trimonthly) project priority action lists for each professional staff member in the Jerusalem office. The points are agreed upon in team staff meetings and are regularly reviewed by the Representative.
2. Sub-Grant funds disbursement target lists of two main types. First is annual spread sheets of quarterly targets for all projects with expected disbursements. Second is monthly lists of disbursement targets listing amounts and respective institutions. Both types of lists are frequently reviewed and often modified before bank drafts are prepared.
3. Special project reports requested of ANERA are prepared by the ANERA Representative or President or initiated by the staff member responsible. It is in some cases prepared by the grantee institution and is typically an interim status report during the implementation phase or a follow-up report well after completion.
4. A computerized project data base is being established. It will be compatible with the CDP co-op data base.
5. An ANERA-customized Lotus 1-2-3 program for generating computerized feasibility analysis of project economic and financial data is under development. Upon entry of project input amounts, the program generates cash flow, cost-benefit, and sensitivity analyses, among other things. It was used in the last A.I.D. project submission package. It is particularly useful in quickly assessing the replicability of successful projects.
6. A commercial executive scan-card system is in use by ANERA representative in tracking all projects and special activities.
7. Feedback and ideas are obtained from a variety of forms of informal dialogue with key Palestinian coop movement people, academics, writers, political figures, and other institutional leaders.
8. The reporting forms and systems of ANERA, both old and new, are not now compatible with the information in logframes between ANERA and these sub-projects. The reports need to be modified to reflect the new logframe methodology.

Even given these improvements, ANERA must still address the need to develop and maintain basic internal reporting and evaluating documents, and to upgrade its external reporting system so that A.I.D. requirements can be effectively reviewed, as stipulated in the Grant Agreements.

They prepare weekly activity reports which serve also to identify additional coop technical training and consulting needs.

Since no field educators in management and accounting exist, this feedback and reinforcement are not available in these areas.

5.3 Collaboration and Coordination

There are three main areas of useful collaboration and coordination: among donor countries; between the PVOs (both those funded by A.I.D. and the others); and between CDP and ANERA and the Palestinian organizations/people.

Marketing overseas is now at a take off position for the farmers of the West Bank and Gaza. The EEC has helped negotiate the export agreement between Israel and WB/G. The French have been instrumental in arranging a shipment of eggplant and peppers to Marseilles from the Jericho Marketing Coop and have furnished an agricultural expert to assist the coop in production, grading and packing. An arrangement is under discussion for EEC to find another French agricultural expert for the coop. The EEC is now funding a marketing expert from the Netherlands who is assisting the Citrus Marketing Union (a coop) in Gaza to export oranges and grapefruit. The expert also plans to help the Strawberry Growers Coop near Gaza to export strawberries to Europe. It is reported that both Norway and Sweden are interested in importing WB/G produce.

These activities need to be monitored to identify where ANERA or CDP can help with their inputs. To do this, someone in the Consulate/Embassy should make the appropriate contacts and be the link to ANERA and CDP.

The JCO has been assisting the cooperatives over many years in the WB; the key people being the four Regional Directors, auditors and field agents, the four-man follow up committee, and 16 coop managers. CDP has been working closely with JCO staff; many of the coop managers who have attended CDP training are JCO personnel. The Department of Agriculture under CIVAD has a small qualified staff, and the Engineering Unit at the Hebron Polytechnic is involved in developing appropriate technology for the West Bank. CDP has maintained a good working relationship with both of these organizations.

There are five U.S. PVOs funded by A.I.D. active in WB/G, and others not funded by A.I.D. All have a common objective of improving the quality of life and enlarging economic opportunities. In the past, there were monthly meetings of the Palestinian staff that gave them an opportunity to share information and coordinate activities. CRS is interested in discussing long range development goals for WB/G and how best to

use available resources. There are monthly meetings of the expatriate staff of A.I.D.-funded PVOs.

More can be achieved with the present resources of PVOs through additional cooperation and coordination. Additional meetings might be held between PVOs with capability in the same technical area.

Collaboration between CDP and ANERA on the new revolving credit fund programs has been worked out between the CDP Credit Advisor and the local Director of ANERA. A specific implementation program will follow. CDP provides training and technical assistance support to ANERA's projects, as well as to other A.I.D.-funded PVOs. Examples are: computers, coop management, mini-dairies, farm machinery and maintenance, and marketing.

6. THE PROJECTS AND THEIR PROGRESS/OUTPUTS/IMPLICATIONS

6.1 ANERA

The conclusions in this section are based on the 33 case studies in Appendix G. As illustrated below, the progress and outputs of these projects are on the whole excellent, and well worth the investment.

6.1.1 Rural Agriculture Projects

ANERA, to date, has focused on funding selected projects that address three agricultural objectives: 1) increased farmer profitability by reducing costs of production; 2) developing a more efficient agricultural marketing system by strengthening appropriate marketing institutions; and, 3) establishment and support of selected credit institutions.

Overview. Currently, the WB/G agricultural sector is confronted by severe unemployment and/or under-employment; mounting agricultural surpluses due to lack of markets; a rapidly deteriorating agricultural extension system; heavy pressure on a marketing system that has scant infrastructure; and the nearly total absence of any financial institutions capable of providing agricultural credit.

Expected outputs. The wide range of ANERA agricultural sub-project activities imply that there will be a corresponding wide range of expected outputs. Such is the case. The team grouped the expected outputs into seven broad output categories:

- 1) Land Reclamation System
- 2) Farm Mechanization System
- 3) Water Management System
- 4) Livestock Improvement
- 5) Olive Press Improvement
- 6) Credit System
- 7) Domestic/Export Marketing Improvement/Penetration

Five of the seventeen case studies prepared by the team on the basis of site visits for ANERA's Rural Agricultural Projects, and the team's assessment of progress, are summarized below.

Case 1 - Azzoun Mechanized Agricultural Cooperative

ANERA assisted this cooperative with a grant of \$203,500. The purpose of the grant was to assist in financing land reclamation equipment (a bulldozer), and farm machinery, e.g. tractors and miscellaneous farm equipment. Approximately \$190,000 of the grant has been spent.

- The expected outputs, functioning land reclamation and mechanized units in place, servicing farmer members, have been achieved.

Note: The ANERA Feasibility Report of the Azzoun sub-project projects a land reclamation demand of 1250 dunnams a year for the first 3 years of operations. The team recommends that A.I.D. evaluate the projections presented in the report for reliability.

Case 2 - Khan Younis Marketing Cooperative

ANERA assisted this cooperative with a grant of \$203,500. The purpose of the grant was to assist in financing a front-end loader for land reclamation, two farm tractors, miscellaneous farm equipment, and to establish a nursery. To date, about \$180,000 has been spent.

- The expected outputs, functioning mechanized units in place, and nursery supplying farmer members with plants, have been achieved. However, the nursery activity has not yet been able to utilize the facility to capacity.

Technical assistance has been requested by the nursery manager.

Case 3 - Kufer Malik Cooperative

ANERA assisted this cooperative with two grants. The first, for \$35,000, was to assist the cooperative finance one farm tractor and miscellaneous farm equipment. The equipment is in place. The second grant was for \$200,000. Only \$25,000 has been spent to date. The purpose of the \$200,000 grant is to assist the cooperative in establishing a modern irrigation network for the member farmers of the cooperative.

- The expected output of the first grant, functioning mechanized unit in place, has been achieved.
- The expected output of the second grant can not be assessed at this time, but the cooperative is eager to move ahead.

Case 4 - Tarqumia Olive Press Cooperative

ANERA assisted this cooperative with three grants. The first grant was to assist the cooperative to finance a modern olive press facility to process farmer members' olives. The grant was for \$200,000 and has been spent. The second grant was to assist in financing an olive tree seedling nursery. The grant was for \$100,000 and has been spent. The third grant was to assist in financing land reclamation equipment (1 bulldozer), three tractors and miscellaneous farm equipment; and establishment of a revolving loan fund to assist farmer members with loans to reclaim land. The loans were restricted to financing no more than 40 percent of the reclamation costs. The grant was for \$200,000 and has been spent.

The expected outputs:

- 1) Functioning olive press in place serving farmer members, has been achieved. Construction of building, equipment purchased and operating during 1984 fall pressing season, and subsequently. Serving over 1,400 farmer members.
- 2) Olive tree nursery established and servicing farmer members, has been achieved.
- 3) Functioning land reclamation and mechanized units in place and servicing farmer members, has been achieved.
- 4) Revolving loan fund servicing farmer needs and remaining viable, has not been achieved, as the loan fund is approximately 50 percent depleted.

Case 5 - Al Nassaria Dairy Cooperative

ANERA assisted this cooperative with a grant of \$200,000. The purpose of the grant was to assist in financing facility construction, and equipment procurement, for a mini-dairy processing plant. The total grant funds have been spent.

- Expected output, functioning milk processing unit in operation, servicing farmer member needs, has been achieved..

6.1.2 Socio-Economic Improvement Outputs

Socio-economic improvement outputs in this section of the report refer to ANERA's efforts to improve/upgrade the capacity of urban municipalities, charitable institutions, and other group activities that seek economic, social and political equality.

ANERA has focused on municipal infrastructure needs primarily by providing assistance through such projects as municipal slaughterhouses, rural municipal electrification, light industrial complexes and other selected municipal activities. Additionally, ANERA funds selected charitable activities, such as handicraft cooperatives and mutual benefit societies.

Overview. Currently, WB/G municipalities are operating with a very small tax base, very little grassroots citizen support, and few revenue-generating activities available. Generally, even modest development efforts have been curtailed due to lack of financial resources.

Expected outputs. The expected outputs for municipal infrastructure projects reviewed are: functioning industrial building complexes: 1) an agricultural wholesale market complex; 2) a light industry activity; 3) a slaughterhouse facility; and 4) a resources conservation activity (water draining and storage).

Two of the five case studies in this area are summarized below.

Case 1 - Beit Jala Light Industry Complex

ANERA assisted the Beit Jala municipality with a grant of \$485,000. The purposes of this project were to: 1) generate funds for the Municipality budget so that improved public services could be financed; 2) encourage private enterprise to remain in the city; and 3) address the serious environmental problems of congestion, noise, smell, pollution, etc. The ANERA grant has been spent as has the city's counterpart funding of \$515,000. Construction is finished, and space is totally rented and occupied. This project now generates approximately 10 percent of Beit Jala Municipal income. A Phase II add-on is planned for 1988/89.

- The expected outputs have been achieved. However, the intifada problem has seriously reduced the tenant customers, which has, in turn, forced the city to reconsider its 1988 rental fee structure. To date this issue has not been resolved.

Case 2 - Khan Younis Municipal Slaughterhouse

ANERA assisted the Khan Younis Municipality with a grant of \$250,000. The purpose of the grant was to construct a modern slaughterhouse for calves, sheep, goats, and camels. Approximately \$245,000 of the grant has been spent. The facility is nearly operational, and should be so, in the near future, barring further delays due to the intifada.

- The expected outputs are 98 percent achieved.

6.1.3 Vocational Training/Other/Health Care

ANERA additionally supports health care, vocational training and other charitable needs by providing assistance through such projects as the Patients' Friends Society (PFS), Arab College of Nursing of the Red Crescent, and the Bethlehem Committee for Rehabilitation and Development (BCRD).

Overview. Currently, WB/G Hospitals, clinics, vocational training and other charitable efforts are providing modest to no services, with little financial support nor facilities, while being subject to closure, curfew, etc.

Expected outputs. The expected outputs for the two health care, vocational training/other projects reviewed are:

- 1) two functioning outreach clinics supplying tests and examinations for patients,
- 2) increased income for family support at the village level.

Two case studies of five in this area are summarized.

Case 1. Patients' Friends Society (PFS)

ANERA has assisted this health care institution since 1980. ANERA provided a grant of \$226,000 in 1987 which was to provide equipment for the Hebron Medical Center and two satellite centers in Dahryya and Yatta villages. The PFS bought a new X-ray machine which to date has increased capacity by at least 50 percent. Three new jobs were created for programmers to develop administration systems. Now laboratory tests are processed by the computer, and stock control for medicine is handled by computer, which provides more reliable statistics. The PFS X-ray department (Hebron) in September 1988 processed about 1,600 films for about 1,000 patients. The PFS performed nearly 400 examinations for about 200 patients in September 1988 in Al Dahriyh center, and nearly 600 examinations for 300 patients in September 1988 in Yatta center.

Outputs - have greatly exceeded those projected. The team feels the purpose of the project has been met, and many patients of PFS probably feel that PFS is truly a Patient's Friend.

Case 2. Sourif Women's Cooperative

ANERA has not provided assistance to this hand-icraft cooperative. It was selected as a case study for this report for two reasons.

1. Remarkable progress has been achieved with little financial resources, and
2. It is 100 percent women in action; members, manager and Board of Directors are all women who have endured many obstacles. About ten years ago the women of the Sourif village joined together to learn/develop hand-icraft skills to supplement their family incomes. This group of women has been working with a group of American Mennonites since 1965. The cooperative, with loan and grant funds, has purchased land, built a building, established a viable production/marketing system and increased sales to where today, they are an economic force, not only in their village, but for miles around.

Outputs - have exceeded all expectations.

6.3 Expanding and Strengthening Capabilities of Coops

In terms of output, both ANERA and CDP have assisted coops in services they can provide their members. ANERA has assisted municipalities. Many cooperatives have increased their membership. Many are providing services in land reclamation, road building, mechanized farm operations, processing of farm products such as milk, and irrigation facilities that increase irrigated acreage. Municipalities are now able to provide local marketing and cold storage facilities, sanitary slaughterhouses and adequate buildings for small shops for individual entrepreneurs.

Production increases have resulted from drip irrigation systems, olive tree nurseries, introduction of a new strain of sheep and availability of Holstein cows. Milk production is increasing from improved management practices, and income is increasing from this activity by selling milk as yogurt instead of local cheese. Export marketing is starting from Gaza and the Jordan Valley before January 1, 1989.

Credit and marketing activities have been limited to date. General coop and management training has been given in 75 coops. An emphasis on training inputs has been made in the Agricultural Marketing Coop in Jericho, as they will start to export vegetables this year.

In general, the delay in the start of intensive training on credit and marketing programs to date, as well as the lack of emphasis on in-depth involvement with individual coops, result in it being difficult to relate training directly to coop performance.

ANERA's credit programs now in operation are not working as expected. Coop members have little understanding of loans and their repayment. The previous JCO loans were never collected, and JCO grants have created a loose attitude on loan repayment. The intifada has reduced incomes, adding to the poor repayment rate. While efforts are made to collect loans, there is not much positive response and the general attitude is that there should be some kind of moratorium. A decision was made not to initiate new credit programs until adequate training in all aspects of credit management and use can be provided. This seems now imminent.

6.4 Economic Benefits

The economic benefits of the sub-projects appear to be quite good. Several thousand acres of land have been reclaimed, and farmers have quite readily adopted mechanized agricultural and other modern technology packages. The WB/G farmers have been exposed for years to the very high level technology of the Israelis and understand quite well the economic benefits of efficiency. However, the concepts of modern management information systems need strengthening.

ANERA's most effective agricultural activity has been in its land reclamation and mechanized farming sub-sector projects (ANERA has funded 20 since 1980). ANERA's least effective agricultural activity has been in the credit and marketing sub-sector. Presently, WB/G farmers believe that their "best road" to economic improvement is export marketing. Realistically, at this point in time the cooperative marketing infrastructure is not in place for either export or domestic marketing. The .PA initial export market penetration attempt (scheduled for early December 1988) may result in economic losses. However, the at-

tempt should be made, because the experience will be quite helpful in the future.

ANERA's Urban Infrastructure and Health Care sub-projects have generally been quite good. The team's major concern is that ANERA's support of such projects as the Halhul municipal wholesale market complex may not provide market access for the small producer unless ANERA/CDP supports and stipulates procedures and guidelines early on.

Probably all 27 of ANERA's Land Reclamation/Mechanized sub-projects provided increased income for farmers who used the services. ANERA's own estimates show an average increase in income of \$194 per farmer for six villages studied.

Without question, employment has been generated through the sub-projects, especially in the following occupations:

- Tractor drivers
- Computer technicians
- Lab technicians
- Dairy processing technicians
- Feed mill workers.

6.5 Women in Development

Research and development activities have shown that women are involved in most agricultural activities. Discussions have been held and reports written on how to involve women in development activities in the WB/G. There is a small percentage of women members in regular cooperatives; most have none. There are no restrictions on women being members of cooperatives. There are several all women cooperatives that are well managed, keep accurate accounts, have educational funds and pay patronage dividends. There are groups of women who work together as coops, but are not registered.

ANERA has given grants to women's cooperatives and societies and has employed a woman consultant to identify ways ANERA can become more involved in helping women actually improve their quality of life, but does not have a woman as a regular staff member. Registered cooperatives can establish branches which do not have to be registered. The Surif Women's Cooperative wants to open a branch in Hebron.

Members from women's handicraft cooperatives have attended CDP courses; however, these cooperatives need assistance in marketing in the immediate future. CDP has hired a woman consultant to help a women's cooperative develop a money making

activity. CDP does not have a woman member of its staff to do this regularly.

CRS has a full-time woman staff member who has developed a network of women's groups that CRS is supporting and developing. One group is raising chickens; it is acting as a cooperative, but is not registered.

The Mennonite Central Committee has a full-time woman staff member. One of her accomplishments was the development of a group of women in the Surif area to the point where they could form the "Surif Women's Cooperative" and take care of themselves.

There are opportunities in WB/G to assist women in developing skills and experience that result in income producing activities. To do this will take staff time and money and a dedication by CDP and ANERA to a task more difficult than their normal activities.

To further opportunities for women in WB/G, a subcommittee of the PVO Coordination Committee could review the activities that have succeeded, the areas most in need of inputs, and how PVOs can support each other in this activity (Finding 18).

6.6 Sustainability

One question of major interest is whether the improvements (equipment, methods, marketing, etc.) partially funded by A.I.D. through ANERA and CDP at individual coops are sustainable by these coops.

The team in its site visits found that at every project site recurrent costs were being met. In most sites they were unable to determine whether these expenditures were being met from income, from grant funds, or from depletion of members' equity. Only at a few sites were overt provisions being made for depreciation. This situation again serves to underline the importance of ensuring that adequate accounting/MIS/management systems be developed and used at individual coops.

A second sustainability question arises in connection with the institutionalization of the current CDP training function. Again, the present answer must be that coop accounting systems are not good enough to provide an answer. Recommendations include the incorporation of training user fees into the recommended cost-elements for coops. If this is done, some estimate as to the degree to which the Palestinian coop movement can sustain the institutionalization will be forthcoming.

SUMMARY OF FINDINGS AND RECOMMENDATIONS

SUBJECT (References)	FINDINGS	RECOMMENDATIONS
1. CDP (1,6)*	CDP training consists of a great variety of courses, many very short. Cost accounting (provision of balance sheets and statements by output) by individual coops is still largely inadequate.	That CDP's teaching volume indicators (e.g., student days) be de-emphasized in favor of "adequate systems" operating in individual cooperatives. That CDP deploy field educators to reinforce and provide additional on-the-job training to attendees, and to ensure adequacy of coop accounts and systems.
2. ANERA (9,10)*	ANERA is instituting a 'logframe' type instrument for use by cooperatives in preparing fund applications. ANERA does not now require or prepare maintenance plans for equipment to be acquired by clients.	That ANERA change requirements for periodic reporting by cooperatives, and by ANERA personnel on cooperatives, to reflect these logframes. That ANERA require subgrantees to prepare equipment maintenance plans, and coordinate with CDP for preparation of training plans and scheduling of field educators.
3. Credit (11,12)*	Experience with ANERA's two credit programs to date is not good; repayment rates are 50 percent and 0 percent. Preparations for additional credit programs are well in hand, with o the exchange of letters of understanding between ANERA and CDP, and CDP and other A.I.D.-funded PVOs o the completion of a credit manual (now in Arabic)	That no credit program be started until preparations are completed, i.e.: o manual used to prepare material for courses to be attended by Boards of Directors, managers, and members of cooperatives. o the courses be taught at or for a cooperative that is planning to institute a credit program.
4. Marketing (13,14,15)*	"Marketing" type projects, past, current and prospective, run the gamut of activities from increasing and upgrading production, through processing, quality control, storage and preservation, to the finding and servicing of markets. Most of these are successful within their own terms of reference. There is, however, little planning and integration between these phases. In addition, it appears that the internal market is fragmented. Development of and training in marketing systems has lagged because of the lack of a marketing advisor.	That ANERA increase planning and integration in and between its subprojects, including: o pro forma market plans before increasing production; o locating markets before improvements in processing, quality control, storage and preservation; and o explore the possibility of increasing internal markets by providing better information, transportation, etc. That CDP target dates for marketing systems and coops be adjusted to reflect current staffing.
5. Private Sector Impact (16)*	At present, many cooperative services do duplicate services available from the private sector. Many private sector services are local monopolies, and the cooperatives provide needed competition. One reason for requiring good cost accounting is to measure and minimize the degree of subsidy provided to cooperatives, so as to yield economic prices for cooperative outputs.	That CDP monitor cooperative prices to reflect the true economic cost of outputs. That ANERA require subgrantees to report the current private sector cost and availability of services which might compete with the contemplated coop services.
6. Equity and Women Beneficiaries (17,18)*	Cooperatives appear to distribute their benefits equitably between members, and women are qualified for membership in all cooperatives. However, the number of women beneficiaries in general cooperatives is small. Specific women's coops are doing well.	That ANERA and CDP continue to expand the use of women coordinators to work with potential groups of women producers.

*Numbers in parentheses refer to serial entries in Section 7, Findings/Conclusions/Recommendations, which are abstracted here.

8. LESSONS LEARNED

- o Projects need flexibility to deal with adverse circumstances and to continue to support program goals. The two projects evaluated have shown this flexibility in responding to the intifada.
- o Credit should not be extended without a clear understanding among and between borrowers, cooperative managers and supervisors that it is a loan and training should be given in "disciplined" credit procedures, guidelines and techniques.
- o Planned increases in the supply of crops following the introduction of new varieties, mechanization and development of storage facilities should be preceded by at least pro forma market studies to ensure that the increased production does not lead to an oversupply with lower prices and reduced farm income.
- o Export marketing activities require careful planning, coordination, timing and execution among the activities of production, processing, grading, storage, transportation, and sales. Expenditures should be timed so as to minimize the lag times between these activities coming on stream.
- o To be effective, training -- and especially management training -- must be given in some depth and on the job training (OJT) and follow-up reinforcement must be provided.

VIII. Responses to Evaluation Recommendations

The evaluations in the previous section includes a few recommendations. ANERA has acted on all of these recommendations. Following is an outline of these responses.

1. Change requirements for periodic reporting by cooperatives, and by ANERA personnel on cooperatives, to reflect logframes.

ANERA has taken the following steps or actions:

A. We have developed a project data base as per the above.

B. We have developed a new format for reporting on our projects in Development Assistance IV as per the above.

C. ANERA has introduce computerized accounting systems with a number of the larger cooperatives. These correspond to the need cited above.

D. The cooperatives prepare financial reports before, during and after the project.

E. The marketing and dairy cooperatives prepare periodic reports. ANERA developed a questionnaire for a management information based system. This tool is for the benefit of the cooperative as much or more than it is for ANERA.

2. Require sub-grantees to prepare equipment maintenance plans, and coordinate with CDP for preparation of training plans and scheduling of field educators.

A. The reporting system for these issues is covered in item #1 above.

B. Equipment maintenance plans were and are prepared. They are now more formalized with the assistance of the ANERA engineer.

C. Equipment maintenance plans are included in item #1,E above. ANERA follows up on this questionnaire.

D. The contracts with suppliers have provision for service and parts.

E. CDP coordinates with all the above and has special courses for driver training.

3. Start new credit programs only after credit courses are given to cooperatives (Board of Directors, managers, and members)

planning to institute a credit program. The basis for the credit courses is the CDP manual.

A. ANERA is going through a long exercise of giving courses, in conjunction with CDP, on credit. The people attending are the managers and board members of interested cooperatives and charitable societies. This is repeated as new cooperatives are brought into the system.

B. ANERA is also conducting seminars with the board members of each of the cooperatives.

C. ANERA, working with the cooperatives, is building a structure for handling credit.

D. The collection of loans at Nablus cooperative is now 90% current. At Tarqumiya cooperative the rate improved from 50% to 70%. The loan collection rate in the new program, while just beginning is excellent.

E. The CDP manual is being adapted as required in cooperation with CDP. The forms especially need alteration. The manual, in turn, is being used in the above.

4. Increase planning and integration in and between its sub-projects, including: pro-forma market plans before increasing production; locating markets before improvements in processing, quality control, storage and preservation; and, exploring the possibility of increasing internal markets by providing better information, transportation, etc.

As a general comment, planning and integration is being increased. Examples are:

- A. - For the grape juice plant, test marketing study as to taste and need was conducted.
- Jericho Marketing Coop has visited Europe to seek out markets.
- The cooperatives and ANERA routinely pay attention to marketability of products.
- In some projects, private investors are being brought in. They provide an added check on marketability.
- ANERA facilitated the participation of the Jericho and Beit Lahia Cooperatives in the annual European food fair in Fall 1990 so that they could seek out markets.
- 5 senior ANERA staff spent part of their professional upgrading tours on marketing issues.

- ANERA Amman visits are, inter alia, marketing oriented.
 - B. - With respect to processing , we are probing markets prior to investment as per above.
 - We are working on quality control. This is relevant for extant as well as new markets.
 - With respect to storage and preservation, see above.
 - C. - ANERA is helping the Union of Cooperatives in Nablus set up a marketing information system. The focus is on internal and external markets. The concept is that it will provide daily market news and be an information center. The Union recently established an office in Amman. ANERA negotiated with the Jordanian Ministry of Agriculture and the Jordan Cooperative Organization with the intention of their accepting fax transmission of agricultural marketing documents. This will enable Palestinians to market in a timely manner (hours versus days or weeks to transfer documents) and at much less cost for the transfer of documents.
 - ANERA is helping cooperatives with the transportation issue in the areas of marketing vegetable produce and dairy products.
5. Continue to expand the use of women coordinators to work with potential groups of women producers.
- ANERA has employed three professional women.
 - They will certainly pay attention to women's projects.
 - But also they will pay attention to women in all projects.
 - N.B. A women has been elected chairperson of one of the agricultural cooperatives with which we have a project.

IX. ANERA Staff and Technical Capabilities

Over the years, the ANERA staff has grown and increased in its technical skills and development experience. In 1980, the Jerusalem staff consisted of one American (a senior development professional) and two Palestinians (an economist and a administrative assistant). By 1990, the staff and consultants had grown to twenty. For a list, please see the following page. In addition, ANERA has retained the services of an engineering firm for one man year of service per year. For a descriptive of the firm's work, see the following pages.

ANERA

AMERICAN NEAR EAST REFUGEE AID

December 1989

A.

LIST OF ANERA'S JERUSALEM AND GAZA STAFF

ADMINISTRATIVE

<u>NAME</u>	<u>Title</u>
Lance Matteson	Representative
Ibrahim Matar	Deputy Representative
Mary Malony	Controller/Administrative Assistant
Assem Tahan	Office Manager
Samar Naser	Secretary
Firial Asfour	Secretary/Translator
Ma'moun Abu Gheith	Custodian/Messenger

TECHNICAL CONSULTANTS & SPECIALIST

Adnan Obeidat	Cooperative Consultant
Kamal Khreisheh	Agricultural Consultant
Wahib Tarazi	Veterinarian & Dairy Consultant
Mohammad Sbeih	Irrigation Consultant
Rida Baidas	Credit Consultant
Deborah Efron	Credit Consultant - Intern 1 year
Mazen As'ad	Marketing Consultant
Dr. 'Enaab*	Public Health Consultant
Ghada Rabah	Training & Education Consultant

(Gaza Office)

Isam Shawwa	Representative
Sabah Moughrabi	Secretary
Salem El-Howeiti	Cooperative Consultant
Younes Abu Salah	Custodian/Messenger

*MD from Soviet Union

MSPH from the United States

Three years experience with Department of Health, Civ. Ad

B. Environmental & Engineering Capabilities

As noted, ANERA has taken on an engineering firm for one man year per year.

The firm is fully engaged with all projects involving engineering and environment. Of relevance at this date with respect to environmental issues:

- At the Khan Younis Slaughter House, the anaerobic pond has been built.
- At the El-Bireh slaughter house, the anaerobic pond is constructed.
- The Gaza Storm Water Conservation Project functioned for the second time this fall. It collected water from about 40% of the city and delivered it to the artificial lagoon, thus improving the environment. It experienced degradation during the summer and fall 1990 due to sewage flowing into the system. AID has file materials on the subject. The situation is now rectified. ANERA has hired an engineering firm to monitor all environmentally sensitive aspects of the project on a daily basis.
- ANERA's irrigation consultant is working with farmers with respect to environmental issues, i.e., overuse of water, use of pesticides, use of fertilizer.

With respect to more purely engineering issues, the firm has been engaged on the following projects:

- Khan Younis Slaughterhouse
- El-Bireh Slaughterhouse
- Nablus Slaughterhouse
- Gaza Slaughterhouse
- Halhul Cold Storage Unit in the Wholesale fruit and vegetable market
- Gaza Storm Water System
- Jericho Cooperative Packing Shed
- Tulkarem Cooperative Packing Shed
- Tulkarem Wholesale/Retail Vegetable Market
- Ramallah Light Industrial Complex

X. Unique ANERA Contributions to Palestinian Development

The following is an outline list of ANERA's unique contributions to Palestinian development:

1. First large modern cold storage facility
2. First and only pelletized animal feed factory
3. First microdairies
4. First cooperative bulldozer units for land reclamation (5 units in West Bank plus frontloader in Gaza Strip)
5. First Stormwater conservation system
6. First modern slaughterhouse
7. First municipal light industry complex
8. First - and only comprehensive - phylloxera control program
9. First polytechnic agricultural machinery department
10. First direct agricultural exports to EEC (facilitated)
11. First Palestinian modern agricultural grading house in the Jordan Valley
12. First Palestinian heavy tractors for deep plowing in Jenin district and Jordan Valley
13. First Palestinian participation in the annual European food fair

XI. Palestinian Input in ANERA Development Policy and Plans

Given the interest in Palestinian input with respect to their own development, it is useful to note how ANERA has interacted with Palestinian groups and sought their input to ANERA's development program and projects in the West Bank and Gaza. Following is a list of ANERA meetings with Palestinians re development over a twelve month period.

1. Literally hundreds of meetings with the leadership and administration of cooperatives, municipalities, and NGOs
2. 19 of 20 ANERA employees are Palestinians
3. Meetings with major Palestinian leaders
 - A. 15 leaders, general discussion or development
 - B. 10 leaders, 8 general discussion on development
4. Hebron Union of University Graduates meetings
 - A. 10 members, West Bank/Hebron development
 - B. 5 members, West Bank/Hebron development
5. Meetings on Brucellosis
 - A. Conference with 40 attendees
 - B. Conference with 55 attendees, plus ANERA consultant from US
 - C. Lecture/Conference with consultant, 40 attendees
6. Phylloxera meeting - Public lecture and discussion, 100 attendees
7. Meetings on marketing produce
 - A. 5 attendees
 - B. 25 attendees
 - C. 10 attendees
 - D. 10 attendees
8. Representative Tom Campbell visit - meeting with 35 key figures in agricultural, banking finance, industry
9. Meetings with academics on development issues: six meetings, 2 - 6 academics per meeting
10. Meetings with mayors

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20 - 30 meetings per year, specific projects and general development issues discussed

11. In Amman, ANERA staff member presented a paper and participated in Jordan-Palestine Conference on West Bank/Gaza Rural Development

12. In Baghdad and Kuwait, ANERA veterinarian presented papers on Brucellosis problem in West Bank to Arab Veterinarian Associations (Pre August 1990)

XII. Beneficiaries

In response to an inquiry by USAID, ANERA made an estimate of the beneficiaries of the subprojects implemented under Development Assistance III.

The number of people trained during a twelve month period is approximately 1118 of whom 913 are men and 205 are women. A detailed breakdown is found in another section of this report. The number of beneficiaries under DA III is estimated at 1,317,000. Among all of the projects, there is an overlap of beneficiaries for which we do not control. As to gender, the number is approximately half female and half male. This is so because beneficiaries tend to be broad categories of people, e.g., people served in clinics, consumers of municipal services, consumers of hygienic milk, farm families served by a cooperative, and so forth.

The 1989 formal evaluation of the Development Assistance III which is included in this report makes specific comments on beneficiaries. They are as follows:

"Each ANERA sub-project proposal to A.I.D. provides information about beneficiaries: (1) direct benefits, and (2) indirect social benefits to the nation. ANERA makes projections in quantifiable terms. The evaluation team found that, though hard to quantify, the effects of ANERA's subprojects are positive and do spread beyond the direct beneficiaries.

Other direct beneficiaries are identified as employees and trainees of the project who gain from opportunities for employment and education/training.

The indirect social benefits to accrue to WB/G at the individual level include greater availability and more sanitary food items such as dairy projects, meat, olive oil, and reduced un- and under-employment. At the aggregate level are an expanded livestock industry, etc., and greater exports of agricultural products." (pp. 10-11)

XIII. ANERA Projects in the West Bank and Gaza Strip 1980-1990

As a final item in this document, we include a copy of a public report we issued in 1990. It is a detailed summary of all ANERA activities in the West Bank and Gaza during this decade. It was published in English and Arabic in one volume and widely distributed.



ANERA Projects
in the West Bank and Gaza Strip
1980-1990

Contents

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ANERA

ANERA (American Near East Refugee Aid) is a non-governmental voluntary development organization. It was formed in 1968 as a response to the Palestinian refugee crisis following the 1967 war. Since then, economic development has been the key priority.

Currently, ANERA provides assistance in response to the needs of the Palestinian and Lebanese peoples and supports income-producing development projects. Its main objective is to strengthen the economic and service capabilities of Palestinian institutions such as cooperatives, municipalities, and charitable, health, and educational societies. It is hoped that financial and technical support to active projects sponsored by such institutions can be a means of enhancing the standard of living and self-sufficiency of Palestinian beneficiaries. The projects are designed to have a positive impact on Palestinian agriculture, industry, public health, education, and social welfare.

All projects are initiated by local organizations. In selecting projects to assist from those submitted, long-term economic and institutional development is emphasized. The sponsoring indigenous institution must be willing to make a significant contribution to the project, to follow legal requirements for competitive bidding and audited financial statements, and to include all members and sectors of the community in the project—women in particular. Projects that meet ANERA's clear development criteria are selected, available funds permitting. No project is accepted without a detailed feasibility study. All projects are audited and evaluated regularly and grants are conditional on proper use of the funds for the agreed project. Technical assistance and training are facilitated by ANERA as an essential ingredient of all projects.

ANERA has two main offices; one in Washington, D.C. and the other in East Jerusalem. It also has a Gaza office. ANERA's board of directors is composed of Americans who are concerned about the Palestinian cause and of Palestinians living in the United States. Dr. Peter Gubser, the president of ANERA, has considerable development experience in the Middle East. ANERA's Jerusalem and Gaza staff, a team of Palestinian consultants and coordinators of different specializations, monitor the WB/G projects, which comprise the bulk of ANERA's activities.

ANERA receives financial support from over 25,000 individual Americans, and from foundations and corporations in the U.S.A. and various countries. In recent years, 50-60% of its funding has been from the U.S. Agency for International Development Program (AID).

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Our concern here is to give an overview of projects supported by ANERA in the WB/G, and to indicate the importance of these projects in developing some Palestinian institutions. The ANERA assisted projects summarized here provide a broad picture of ANERA's development program:

1. Agricultural Cooperative Projects.
2. Urban Community Projects.
3. Health, Education, and Social Welfare Projects.

I. Agricultural Cooperative Projects

ANERA has assisted a sizeable number of projects with agricultural cooperatives throughout the WB/G.

1. Farm Mechanization Projects

The purposes of agricultural mechanization projects have been to: a- help the farmers to clear their land, utilizing appropriate technology, in order to increase their efficiency and lower unit costs of production; b- enhance agricultural production in both quantity and quality; c- increase jobs for drivers, agricultural engineers, and others, and help maintain the economic viability of Palestinian agriculture, especially typical small-scale family farms. At present, agricultural machinery is considered high priority for many agricultural development projects. The tractor has become the farmer's best friend, as he depends heavily upon it in his daily work. Table 1 shows the number of the items of agricultural machinery purchased by various cooperatives with ANERA's assistance.

Notes on Table 1:

1. More than 50 tractors, of different types and sizes, according to both region and type of soil, were acquired and are now in use in the above listed communities.
2. More than 300 pieces of new agricultural machinery were purchased according to the coop requirements, as well as some other new machinery introduced to the region for the first time.

3. More than 4000 members of the cooperatives are able to use the machinery at prices lower than the market rate. All farmers—cooperative members and non-members—in the localities in question have the right to rent this machinery and to join these cooperatives. All coop members have the right to review coop records regarding the establishment and operational management of machinery or other projects.
4. ANERA's agricultural mechanization program includes geographically all the regions in the WB/G.
5. ANERA gave direct assistance to the cooperatives mentioned below. The farmers purchased the machinery by proper competitive bidding procedures. In all these projects, the cooperatives contributed substantial shares of project costs from their own resources.

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Table 1

Name of Coop	Region	No. of Tractors	No. of New Ag. Machinery	No. of Coop Members	ANERA Grant (\$000)
Jourt El-Sham'a	Bethlehem	1	6	48	30
Obeidiyeh	"	2	7	101	35
Beit Jala	"	2	12	750	60
Al-Jeeb	Ramallah	2	12	75	90
Kufur Malik	"	1	13	90	35
Ein Yabroud.	"	1	9	65	35
Ramallah Market.	"	2	20	350	70
Deir Nitham	"	2	6	55	38
Beit Nuba	"	1	5	40	30
Yasouf	Nablus	1	9	45	30
Assera Qibliyah	"	1	11	90	95
Yasid	"	2	8	60	35
Nassariah	"	1	5	55	25
Salfeet	"	1	9	130	35
Deir Istya	"	1	7	85	35
Azzoun	Qalqilia	4	16	155	175
Qalqilia Market.	"	4	22	110	180
Tulkarem Market.	Tulkarem	4	15	250	125
Nazla Sharqia	"	2	7	39	35
Barta'a	Jenin	2	9	48	35
Raboud	Hebron	2	10	60	30
El-Bireh and El-Bourj	"	1	5	35	30
Abu El-Assja	"	1	5	40	30
Quizeeba	Hebron	1	6	30	30
Baqar	"	1	8	60	35
Hebron Market.	"	1	4	449	35
Al-Kom	"	1	6	25	21
Al-Majd	"	1	8	54	21
Sikkah	"	1	9	55	21
Deir El-Amal	"	1	7	35	21
Tarqumia Olive Press	"	1	8	1400	40
Khan Younis Market.	Khan Younis	1	7	105	40
Totals		51	291	4,989	1,602

2. Acquisition of Bulldozers

In order to enlarge the cultivated land area, rocky land must be cleared and prepared for production. This entails removing the rocks, levelling the ground, and sometimes deep plowing. Then fruit trees or other productive crops can be planted. To assist in this process, ANERA has helped fund bulldozers and other heavy equipment such as heavy tractors and frontloaders. Table 2 shows the number of bulldozers purchased for some coops.

The distribution of these bulldozers and other heavy machinery covers all the regions in the WB/G. The cooperatives' income and membership have increased at healthy rates as a result of using and renting these important agricultural tools.



Khan Younis Agr. Co-op's bulldozer.

In one such project in the Hebron area, a single Tarqumia Olive Press Cooperative bulldozer has worked for 15,000 hours and reclaimed 5000 dunums throughout the villages of the Hebron District. In addition, it cleared several agricultural roads. All this will evidently facilitate the work of the farmers.

Table 2

Name of Coop	Region	No. of Bulldozers	No. of Members	ANERA Grant (\$000)
Tarqumia Olive Press	Hebron	2	1,400	300
Beit Jala " "	Bethlehem	1	750	160
Ramallah Ag. Market.	Ramallah	1	350	160
Nablus " "	Nablus	1	670	150
Jenin " "	Jenin	1*	550	110
Jericho " "	Jericho	1*	1,500	120
Khan Younis " "	Khan Younis	1**	105	150
Totals		8	5,325	1,150

* Heavy tractor. ** Frontloader.

3. Water and Irrigation Projects

Undoubtedly, water and land are the most precious material resources Palestinians own. The importance of water here is well known. Palestinians widely recognize the need to conserve it, to benefit from each drop of it, and to share information on its proper utilization. Many projects assisted by ANERA are aimed at economizing on the quantity of water being used and adhering to modern irrigation techniques through:

1. Building reservoirs and pools to manage the flow of water more efficiently.
2. Improving the quality and efficiency of canals by converting them to concrete or pipelines.
3. Using such modern irrigation techniques as drip and sprinkler systems.
4. Enhancing, through mechanization, such unique traditional Palestinian irrigation techniques as the Gaza Strip "mawasi" and "sawafi" methods.
5. Experimenting with desalination of soils and introduction of new varieties of crops which achieve higher productivity or profitability for farmers with limited or expensive water resources.

Table 3 shows the kind of work done in this type of projects.

The amount of irrigated lands in the above named localities has increased by an average of 20-30% due to the projects. It should also be noted that, by organizing the days and hours of irrigation for the farmers, these cooperatives have conserved significant quantities of water. In addition, more cost-effective pump usage has resulted and farmers' average unit production costs have decreased.

Table 3

Name of Coop	Region	Type of Work	ANERA Grant (\$000)
Wadi Foukin	Bethlehem	1. Building concrete pools. 2. Converting the open canals to pipelines made of iron. 3. Installing drip irrigation networks in each farm through loans from the Coop to members.	120
Irtas	Bethlehem	1. Repairing the main spring and irrigation canal. 2. Installing pipelines. 3. Installing drip irrigation networks in each farm through loans from the Coop to members.	80
Nazla Sharqia	Tulkarem	1. Building a reservoir with a capacity of 500m ³ and enlarging well collection pool up to 350m ³ capacity. 2. Installing two main pipelines 1680m long. 3. Connecting the pipelines and placing water meters in each farm.	200
Zbeidat	J. Valley	1. Building a reservoir with a capacity of 500m ³ . 2. Installing a main pipeline 450m long.	70
Khan Younis	Khan Younis	1. Establishing a new nursery with a modern irrigation network. 2. Assist mechanization of traditional mawasi and sawafi irrigation.	10
Jericho Agric. Engineers	Jericho	1. Experimenting with new irrigation techniques in saline soils. 2. Experimenting with new and potentially more water-efficient and marketable varieties of crops.	140
Total			620

4. Agricultural & Marketing Projects

ANERA has assisted an increasing number of agricultural projects in different local regions aimed at strengthening the efficiency and scope of marketing for the farmers. Modern wholesale fruit and vegetable markets are being constructed (see below). But also, agricultural cooperatives have pushed for better marketing and markets, perhaps the chief economic problem of the Palestinian agricultural sector. Here are some examples of this latter type of project:

A. Agricultural Engineers Cooperative—Jericho

(See above under irrigation). This coop has carried out research and experiments for the introduction of new crops in the Jericho area to the end of helping to alleviate chronic agricultural marketing gaps for certain crops.



B. Jericho Agricultural Marketing Cooperative—Jordan Valley

The first regional cooperative to operate a new packing and grading shed in the West Bank was the Jericho Agricultural Marketing Cooperative, whose members include most of the owner and tenant farmers in the Jordan Valley. The shed is in the Jiftlik area and is facilitating exports to Europe. The coop received a \$250,000 grant from ANERA for the implementation of this project. ANERA has been providing technical support and encouragement of this key development project for over three years.

C. Qalqilia Agricultural Marketing Cooperative—Qalqilia

ANERA gave direct assistance totalling \$30,000 to Qalqilia Coop for the establishment of a new electronic scale with a capacity of 4 tons, to facilitate the process of weighing trucks loading fruits and vegetables bound for Amman and the West Bank markets. The coop has generated extra income by weighing the trucks coming from the Qalqilia and Tulkarem regions.

D. Khan Younis Agricultural Marketing Cooperative—Khan Younis

1. Farmers in the Khan Younis area now have a new Palestinian source of vegetable and fruit seedlings. ANERA contributed \$40,000 to the Khan Younis Agricultural Marketing Cooperative to support it in establishing a modern seedling nursery on a 3-dunum plot of land. The project saves the farmer time, energy, and money, and makes seedlings available at any time of the year.
2. The Khan Younis Cooperative also received \$60,000 from ANERA toward the purchase of a truck with the capacity to carry 40 tons of fruits and vegetables. Now, it is much easier for the farmers of Khan Younis and Rafah to transport their products to the markets of the WB/G at competitive prices. The farmers have organized themselves at harvest time so that each farmer has a day to harvest and transport his products using the new cooperative truck. This is one example of an organized marketing process initiated by farmers with the assistance of a modest contribution from ANERA.



E. Jenin Agricultural Marketing Cooperative— Jenin

Another important agricultural area is the Jenin region. ANERA assisted the Jenin Agricultural Marketing Cooperative with \$50,000 toward mobile grading machinery that can be used for onions and potatoes. Modern grading and sorting methods are one means of improving the marketability of products.

These are some of the cooperative agricultural marketing projects that have already been assisted by ANERA in the total amount of \$380,000. Projects of this type will continue to receive support and encouragement from ANERA.

5. Olive Oil Projects

- A. Traditionally, more attention has been given to the olive sector in the middle and northern regions of the West Bank. Therefore, ANERA provided the Tarqumia Olive Press Cooperative with \$100,000 toward the construction of a nursery for the production of olive seedlings to meet the needs of the farmers in the south. In fact, more than one million fruit tree seedlings have been produced in this nursery and sold at favorable but economic prices.
- B. To facilitate modernization and to enable the pressing of large quantities of olives, automatic presses were pioneered by the Palestinian olive cooperatives. ANERA gave assistance totalling \$150,000 to the Tarqumia Cooperative toward the purchase of the first new automatic press in the south. It has a capacity of 30 tons per day. The press is located in the Al-Fawar region in the southern part of the Hebron district. It serves countless olive producers, cooperative members and non-members, small farmers and large.
- C. ANERA is also working with the local olive cooperatives to create new marketing and processing capabilities. Since olive oil is a strategic food for Palestinians from both production and consumption perspectives, and since olive oil is virtually a currency in the rural Palestinian economy, this difficult marketing challenge has special importance.

ANERA assistance for olive oil projects reached \$550,000.



Olive nursery at Tarqumia Co-op.

6. Phylloxera Project

The Ramallah District used to be most famous for its grapevines. In the 1930's a pest called "phylloxera" infested the grapevines and eventually destroyed the grapevine industry in this district. This caused emigration of a large part of the population.

Five years ago, the Hebron and El-Khader areas became infested with the phylloxera parasite. Farmers and agronomists began to sound the alarm, asking for assistance in planting resistant rootstocks. Through the Hebron Ag. Marketing Coop., ANERA has begun to support a project for the control and eventual eradication of phylloxera. Its financial assistance to this project, totalling at least \$400,000, has been supplemented by the provision of special technical experts from the University of California at Davis. These consultants stayed for months in the Hebron area studying the problem. They have recommended replacing the infested grapevines with others that resist this dangerous aphid. At present, the farmers can get the resistant rootstocks from the Marketing Cooperative in Hebron and El-Khader on very liberal terms. In addition, the Cooperative provides technical information and instructions on this pest. So far, a total of 90,000 project grapevines with resistant rootstocks have been distributed and planted by farmers in the Hebron and El-Khader districts.



Grape vines nursery at Hebron Co-op.

7. Agricultural Credit Program

ANERA gave assistance totalling \$250,000 to the Tarqumia Olive Press and Nablus Agricultural Marketing Coops to help capitalize revolving credit funds for loans to members for land reclamation. These loans are repaid to the cooperatives in order to relend them to other farmers. These revolving loan funds spread the benefit of the resources to more farmers and encourage more economy and self-sufficiency than would individual grants.

ANERA is now preparing a more extensive agricultural credit program. It will begin implementation in early 1990 and will eventually and in principle include all marketing cooperatives in the West Bank and the Gaza Strip. The initial ANERA capitalization will be \$3 million, to be spread over five years. The cooperatives act as banks, lending to cooperative members in their respective regions. The new program contains a solid human resource development component and has been under careful study for over two years. Medium term and in-kind loans to small farmers will be emphasized.



ANERA agronomist in the field.

8. Livestock Projects

A. Dairy Factories

Until recently, the Arab Development Society in Jericho alone in the West Bank pasteurized local milk. This is now done, according to modern hygienic techniques and on an appropriate small scale, in other areas. ANERA assisted in the establishment of six new factories for the processing of milk products. There are two main objectives for these micro-dairies:

- a. To collect milk from the farms at fair prices, transfer it to the factories, then process and sell it to the consumer in a hygienic condition and in suitable containers.
- b. To help control the brucella disease that has become endemic among sheep and other animals in the West Bank, by pasteurizing the milk.

Table 4 shows the distribution of the factories in the West Bank.

ANERA contributed over \$1,215,000 toward the establishment of these factories. They are all operating, at early stages, except the one in the Hebron district, which is expected to be completed during the coming year.

B. Ramallah Poultry Project

ANERA assisted the Ramallah Poultry Cooperative, in the total amount of \$235,000, to establish the first West Bank factory for modern feed production. In 1988, the project expanded the capacity with the addition of a feed pelletizer plant. The factory has a current capacity of 40 tons per day. Last year production increased by 40%. This plant has been working at high capacity to meet the demand for good quality feed in the Palestinian market.

C. Agricultural Engineers Cooperative Appropriate Technology Project

ANERA has assisted many farmers and animal breeders in the country, in conjunction with the Near East Foundation, for the purpose of improving and developing their livestock farms. Through the Agricultural Engineers Cooperative, automatic milking machines, feeding bottles, automatic wool scissors and the honey separators have been distributed. ANERA gave assistance totalling \$60,000 toward the purchase of these machines. Table 5 shows the distribution of these machines.

ANERA grants for livestock type of projects exceeded \$1,500,000.



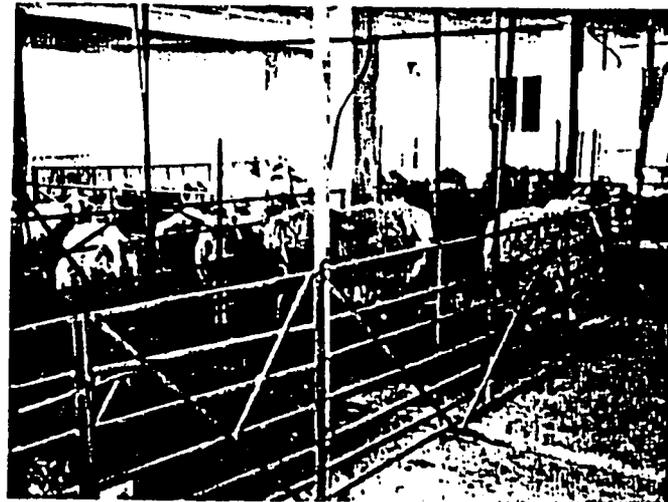
Micro dairy at Nassaria Co-op.

Table 4

Name of Coop	Region	ANERA Grant (\$000)	Capacity of each factory-Ton/day
Nassaria	Nablus	200,000	2.2
Tulkarem	Tulkarem	90,000	"
Jenin	Jenin	250,000	"
Sawahra	Bethlehem	200,000	"
Beit Nuba	Ramallah	200,000	"
Hebron/Issa	Hebron	150,000	"
Jericho	Jericho	125,000	Boiling and processing soft white cheese
	Total	1,215,000	

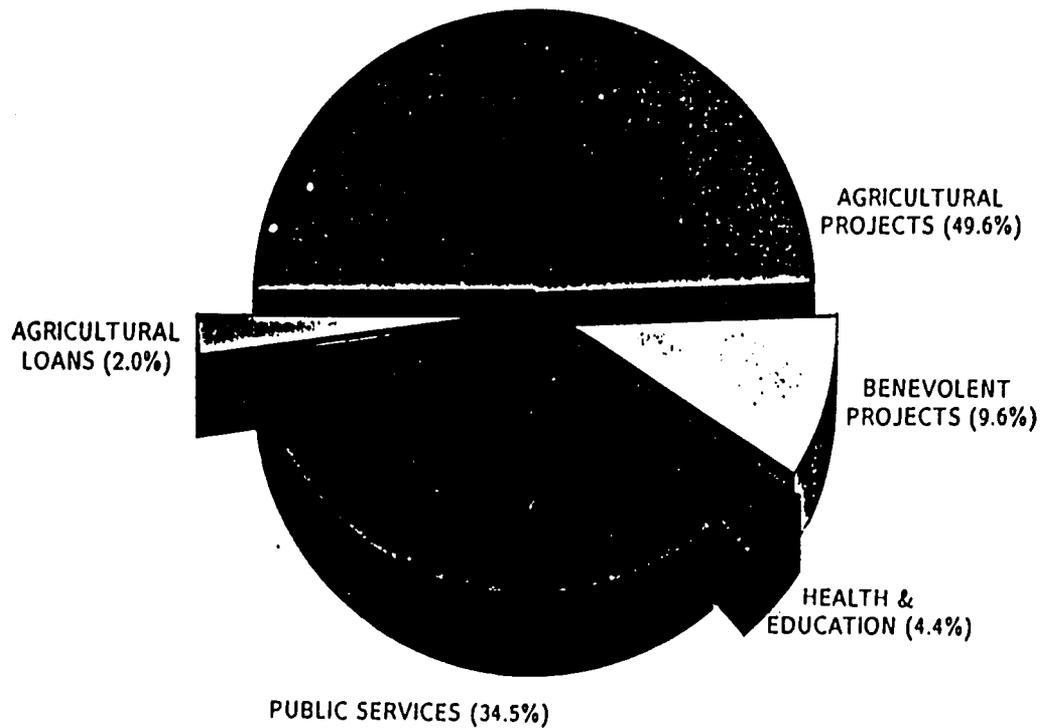
Table 5

Region	No. of Feeding Bottles	No. of Milking Machines (Sucking)	No. of Automatic Wool Scissors	No. of Honey Separ.
Hebron	9	6	3	5
Bethlehem	2	2	1	2
Ramallah	2	3	-	2
Jericho	3	3	3	3
Nablus	2	2	-	1
Tulkarem	2	2	-	5
Jenin	5	6	2	-
	25	24	9	18



Modern sheep farm at Sawahra Co-op.

ANERA PROJECTS
1980-1990



19

III. Urban Community Projects

Again for the purpose of helping the Palestinian people in the West Bank and Gaza Strip to raise their standard of living, ANERA has assisted development projects through WB/G municipalities. The main objectives are: a- to increase the revenue of these municipalities, and thus enhance institutional self-sufficiency and the capacity to provide needed services; and b- to stimulate local industry and agribusiness through expansion of economic infrastructure. The most important municipal projects can be summarized as follows:

1. Beit Jala Light Industry Complex

ANERA contributed \$485,000 to the Beit Jala Municipality toward the establishment of a light industrial complex of 46 units, in addition to a parking area and a cafeteria. This industrial complex was built on an area of 20 dunums. The project has three main objectives:

- a. Increasing the income of the municipality by renting these units.
- b. Relocating the light industry shops and the auto servicing garages out of downtown Beit Jala, to reduce the noise and traffic congestion that disturb and endanger the residents.
- c. Stimulate expansion of production through convenient and economic provision of light industrial infrastructure: water, 3-phase power, lighting, shops, parking, ... etc.

This project has successfully increased the income of the Beit Jala Municipality. Consequently, the municipal council has decided to start the second phase of this project by building the second floor. ANERA's contribution for the second phase will be \$175,000. Work on the second phase is scheduled to be completed in 1990.

2. Halhul Wholesale Fruit and Vegetable Market

With ANERA assistance, the Halhul Municipality has built a fruit and vegetable wholesale market. It consists of 22 warehouses, with an area of 60 m² each, and a cold storage area below the warehouses, with an area of 2000 m². This cold storage facility is currently the largest in the West Bank and Gaza Strip. The project is designed to:

- a. Increase the income of Halhul municipality by renting the warehouses and the cold storage. In fact, its income has already increased by 40%.
- b. Store the surplus fruits and vegetables, to be marketed during the year at good prices. This will increase the farmers' income.
- c. Facilitate the process of marketing agricultural production, by centralizing competitive buying and selling.
- d. Previously, downtown Halhul's streets were crowded with trucks, cars, goods, and wastes due to the unorganized and unhealthy selling process, particularly in the marketing season. The project has much improved hygienic and environmental conditions in Halhul.

The ANERA grant for this project reached \$650,000. The work was initiated in 1979.



Halhul wholesale market.

3. El-Bireh Slaughterhouse

ANERA gave assistance totalling \$243,000 to the municipality of El-Bireh for the construction of a slaughterhouse. The project will serve the two cities of Ramallah and El-Bireh and consists of establishing a new slaughterhouse, supplied with modern equipment. It will begin operating in 1990. The project was conceived and initiated in 1980.

4. Nablus Slaughterhouse

ANERA is assisting the Nablus Municipality in the establishment of an expanded modern slaughterhouse which is twice the size of the one in El-Bireh. The old one did not

meet the needs of the people. ANERA supplied a waste engineer expert from the U.S.A. to prepare technical and hygienic recommendations for this project, which will be completed in 1990. The ANERA grant reached \$350,000. The project was conceived and initiated in early 1986.

5. Khan Younis Slaughterhouse

For the first time in Khan Younis, a city of 70,000 people, animals have been slaughtered in a modern slaughterhouse established by the Khan Younis Municipality. Previously, animals had been slaughtered either in Gaza city or largely outside the slaughterhouses. This project has been implemented with ANERA aid totalling \$315,000.

6. Gaza City Projects

A. Gaza Rainwater Conservation Project

We all know that in the Gaza Strip rainwater is discharged into the sea, without anyone benefiting from it. Various engineers, specialists and ANERA technical consultants felt that it was possible to conserve and utilize part of this rainwater for agricultural and general use, instead of losing it all to the sea. As a result, ANERA assisted in a project designed to store a large quantity of rainwater for the badly depleted aquifer. Work on the first phase of this project began in 1979 and was completed in the 1980's. The ANERA contribution reached \$1,200,000.

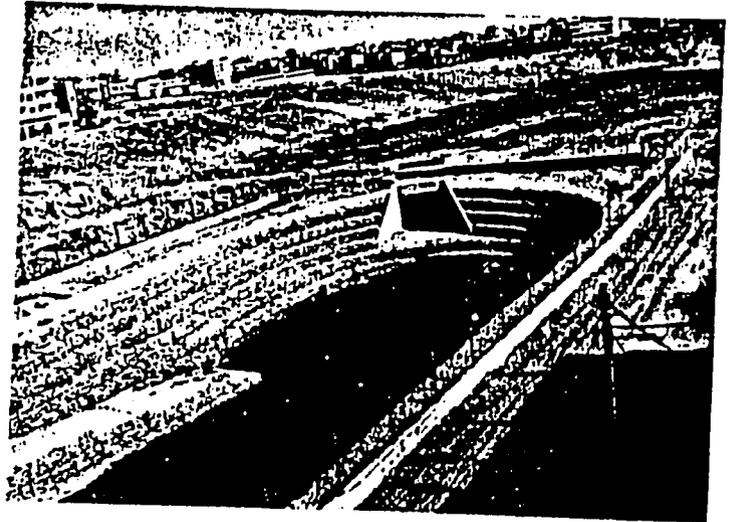
B. Gaza Slaughterhouse Project

Aside from assisting in the rainwater conservation project in Gaza City, ANERA is presently assisting in building a new slaughterhouse to replace the old one, which was originally established at the time of the British mandate. This project is currently under construction. The ANERA contribution for this project may exceed \$1,000,000.

7. Hebron Public Library

In 1978 ANERA assisted the Hebron Municipality in establishing a public library in the city. It has 6500 subscribers, and a large number of books and periodicals. ANERA contributed \$50,000 to the Hebron Municipality for this project.

ANERA assistance for these municipal projects exceeds \$4,700,000. These projects include some of the major West Bank and Gaza Strip municipalities and have a positive impact on the Palestinian communities in question.

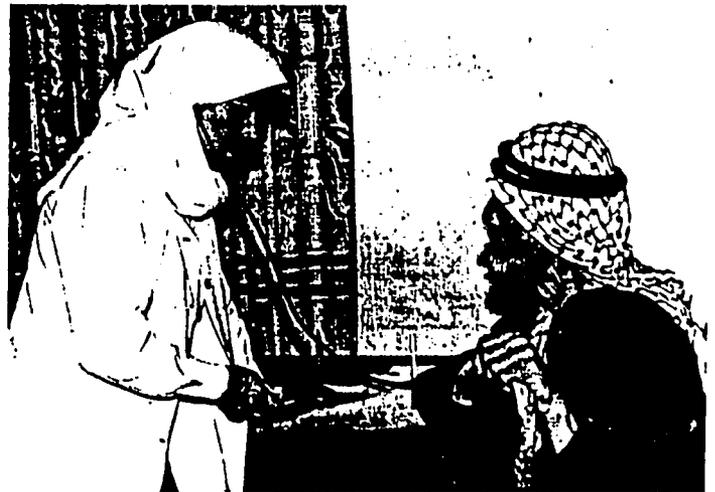


III. Health, Education, and Other Socio- economic Projects

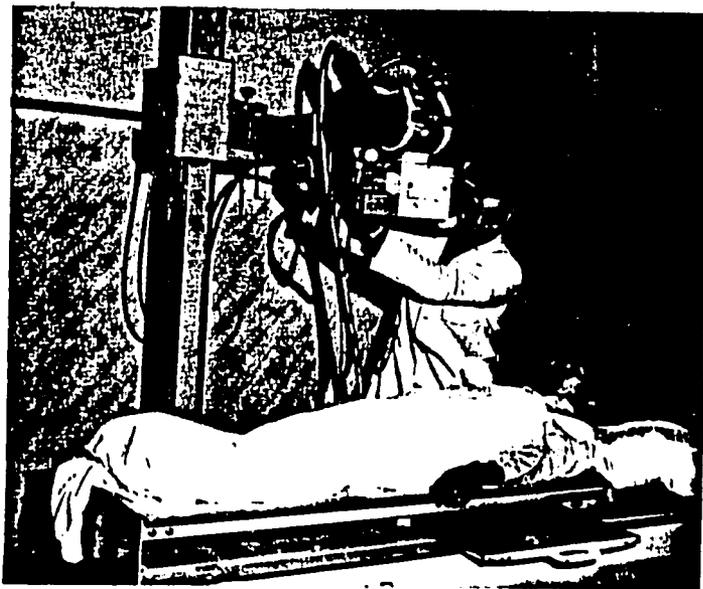
A third broad area of ANERA development assistance encompasses projects designed to improve the public health of Palestinians; to strengthen knowledge and skills, especially those essential to individual and collective economic well-being; and to upgrade or expand other social and economic services.

1. Hebron Patient's Friends Society

With the help of ANERA, Hebron Patients' Friends Society has established three clinics in the villages of Dhaharieh, Halhul, and Yatta, to serve the 50,000 people of these villages plus those in nearby villages. The clinics are serving an average of at least 7-9,000 patients in a given year. The clinics are supplied with new equipment and laboratories, and a new radiography apparatus is located in the main centre in Hebron. ANERA has assisted with \$200,000.



Caring for patients at Hebron Clinic.



X-ray section at Daharia Clinic.

2. Ramallah Nursing School

For the purpose of meeting the urgent need for nurses, and to help redress the diminution in the number of hospitals, ANERA gave assistance totalling \$150,000 toward the building of a nursing school. The significance of the services of nurses can hardly be overstated, and the need to provide the community with sufficient numbers of qualified nurses is evident. To date the Ramallah School of Nursing has graduated at least 256 students.

3. Hebron Polytechnic of the University Graduates Union

The Hebron Union of University Graduates operates a significant post-secondary educational institution, namely, the Hebron Polytechnic College. The Union has introduced a new Agricultural Machinery and Laboratories Department. ANERA gave assistance totalling \$200,000 to this project for the purpose of purchasing the agricultural machinery and laboratory equipment required for developing students' knowledge and training in this vital field. Significant numbers of students, and the agricultural community in general, have benefitted from this project.

4. Diverse Socio-economic Projects

Over the years ANERA has assisted a number of Palestinian health, education, and charitable organizations and societies, and thus provided assistance to the needy, the handicapped, patients, orphans, and others. Over 50 charitable societies and organizations have been thus assisted. This aid has facilitated the development of these organizations.

Table 6 indicates some of the contributions that have been made in past years to organizations by ANERA for the purpose of purchasing needed equipment, materials, and machines. Technical assistance has also been provided.

ANERA has provided societies in this third category with over \$1,750,000.



Clothes-making class at Qalandia Co-op.

Table 6

Name of Organization	Region	ANERA Grant (\$000)
Sheltered Workshop for the Blind	Jerusalem	32,000
El-Hakawati Theatre	"	5,000
Arab Women's Union	"	25,000
Industrial Islamic Orphanage	"	25,000
Rawdat Az-Zuhur	"	25,000
YMCA	"	25,000
YWCA	"	25,000
St. John Ophthalmic Hospital	"	10,000
Jeel Al-Amal	"	25,000
Dar El-Tifl	"	95,000
Hebron Women's Society	Hebron	25,000
Salesian School	Bethlehem	5,000
Family Development Society	"	35,000
Universities	West Bank	65,000
Arab Women's Union	Ramallah	3,000
Qalandia Women's Cooperative	Qalandia	15,000
Electrification Union	Hebron	250,000
Electrification Union	Nablus	250,000
Palestinian Red Crescent	Gaza	31,000
The Society for the Care of Handicapped Children/YMCA	"	145,000
Al-Ahli Hospital	"	3,000
Palestine Women's Union	"	15,000
Arab Women's Union	Beit Sahour	5,000
Arab Women's Union	Nablus	3,000
Total of Examples		1,147,000

In summary, ANERA direct funding for all these projects breaks down as follows:

Sector	(\$)
1. Cooperative Agricultural Projects	6,747,000
2. Urban Community Projects	4,393,000
3. Health, Education and other Socio-economic Projects	1,750,000
Total	12,890,000

The projects mentioned above will be completed during 1990. The next multi-year group of projects will start in the beginning of 1990. The new projects, many already underway, are based on the same principles and objectives, i.e. helping the Palestinian people and institutions in the WB/G to implement their own projects in agriculture, urban services, credit, health, educational, and charitable services. Some of these projects that ANERA plans to assist are summarized as follows:

1. Agricultural Projects

Sixteen farm machinery projects throughout the WB, and several projects of the same type in the Gaza Strip, will be implemented. The planned ANERA contribution is \$665,000.

2. North West Bank Feed Factory

This will be the same as the basic Ramallah Factory. The planned ANERA contribution is \$200,000.

3. Agricultural Credit Program

As summarized before. It will serve all the regions of the WB/G. The total ANERA contribution will be \$3,000,000 over a five year period.

4. Grape Juice Factory

The purpose of this project is to help solve the grape marketing problem in the Hebron and Bethlehem areas. The planned ANERA contribution will be \$550,000.

5. Jenin Agricultural Marketing Cooperative Project

This project will assist in the building of modern packing and grading units supplied with appropriate equipment. The planned ANERA contribution will be \$250,000.

6. Ramallah Industrial Zone

This project will involve the construction of 50 units in the Ramallah Industrial Zone, outside Ramallah city, for light industry. The planned ANERA contribution will be \$300,000.

7. Anabta Industrial Zone

This project will assist the building of a number of light industry units outside Anabta city. The planned ANERA contribution will be \$200,000.

8. Sewage Projects

This series of projects will assist in the establishment of systems for treating waste water sufficiently so that it can be used for irrigation. The initial systems are expected to be implemented in the areas east of El-Bireh and east of Beit Sahour and Bethlehem. The planned ANERA contribution will exceed \$1,000,000.

9. Gaza Wholesale Market

This project will involve the construction of a modern fruit and vegetable wholesale market. The planned ANERA contribution will be \$500,000.

10. Jabalia Wholesale Market-Gaza Strip

This project will entail the building of a single wholesale market that will serve merchants, farmers, and consumers in the Jabalia city and camp. The planned ANERA contribution will be \$200,000.

11. Beit Lahia Cold Storage-Gaza Strip

This project will construct the largest cold storage facility in the Gaza Strip to store fruits and vegetables to allow farmers to obtain suitable marketing advantages. The planned ANERA contribution will be \$300,000.

12. Health Related Projects

ANERA now has a fulltime Palestinian public health specialist (with an MD and an MPhI) to help coordinate health oriented projects with maximum professional input. Projects are being developed that combine demonstrably needed, high-impact equipment; a way of improving the administrative and technical capability of the local institutions in question through special consultancies, practical seminars, and local training programs; and logical supplementing or complementing of the services of other local health care organizations.

One major health care project will help the Hebron Patient's Friends Society to establish a modern multipurpose health center in its new Ahli Arabi Hospital. The planned ANERA contribution is at least \$700,000.

Another specific planned project in this sector is assistance to the Gaza Ahli Arabi Hospital for rehabilitation and improvement of existing services. This hospital is the only non-government hospital in the Gaza Strip. The planned ANERA contribution is at least \$200,000.

13. Educational and Rehabilitation Projects

ANERA now has a fulltime Palestinian education, training, and social welfare specialist to coordinate a series of projects assisting local training and educational institutions. These projects will emphasize projects that each benefit a large number of educational institutions; that strengthen locally needed post-secondary vocational training services; that develop services or capabilities of women

and women's institutions; and that bolster rehabilitative services for and by the handicapped.

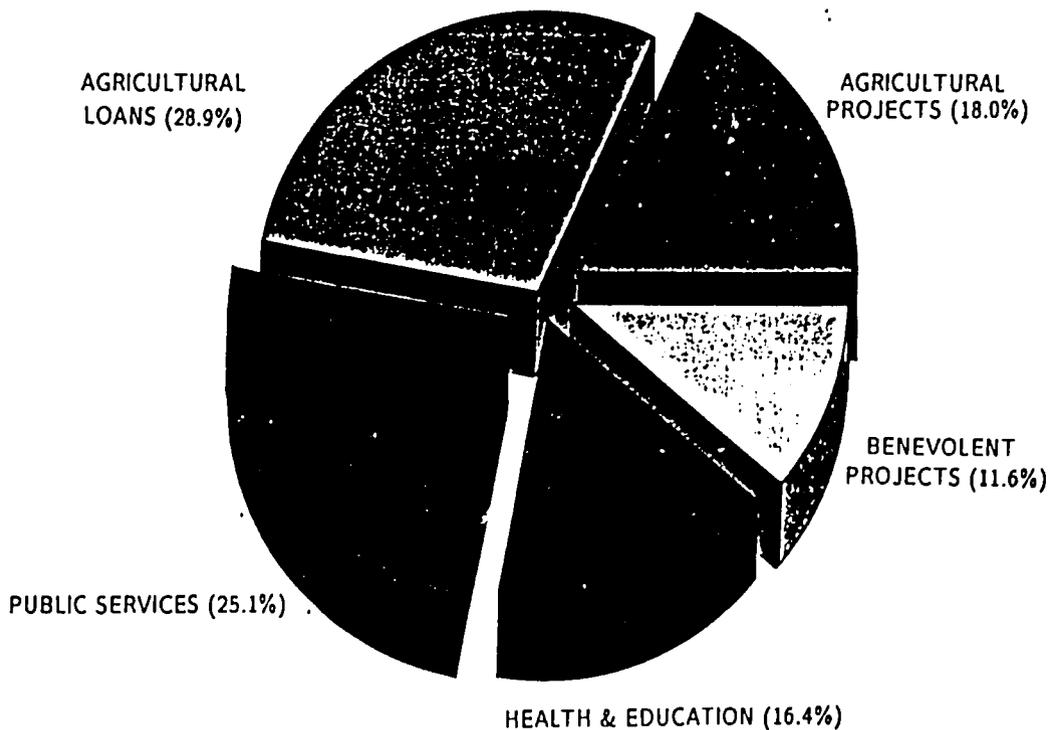
14. Income-generation and Marketing Projects

ANERA, with the coordinating help of a new full-time Palestinian marketing specialist, plans to assist well-managed Palestinian charitable organizations and other societies with selected income-generation and marketing projects in the refugee camps, villages, and cities of the WB/G. Initially, the projects will emphasize quality and efficient production and marketing in the areas of food processing, textiles, and handicrafts.

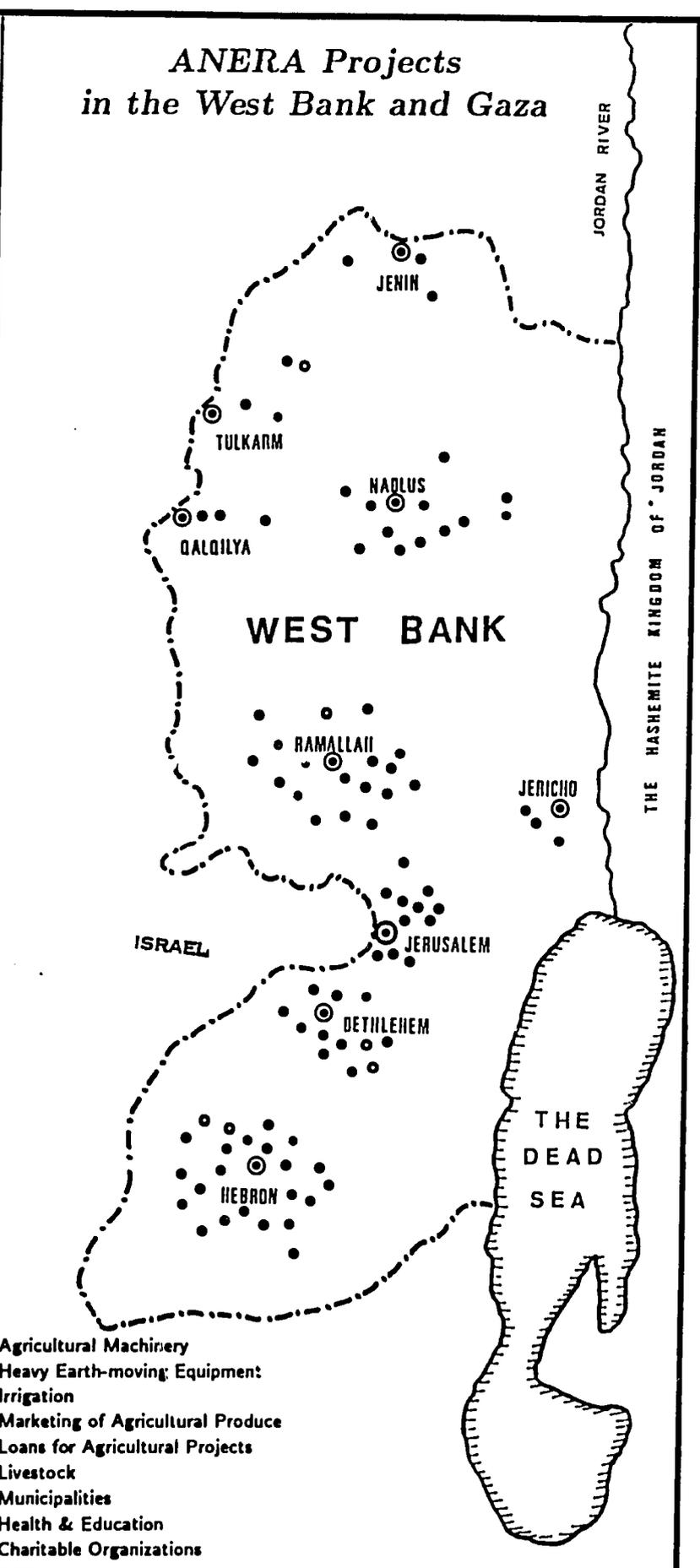
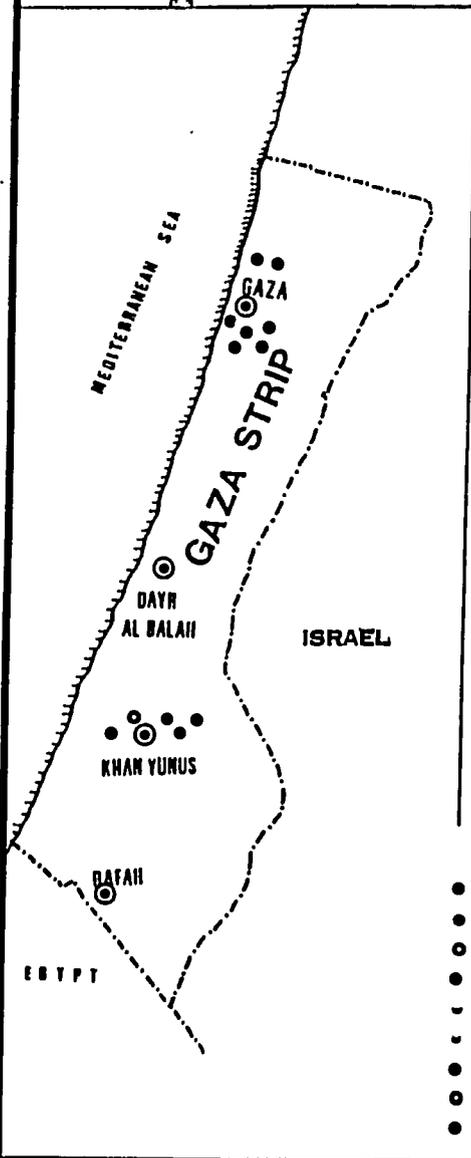
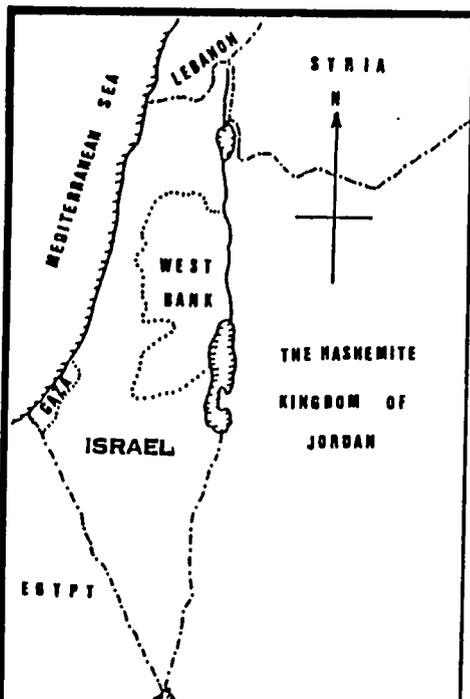
ANERA's direct assistance for these planned projects will reach 10 million dollars. As always, proper procedure will be required. And as always, strong technical support will be included and is above and beyond the estimated capital contributions listed above. Customarily, ANERA allocates up to 10% of capital contributions for project specific training and technical assistance. In addition, ANERA will continue to furnish its traditional sector-specific Palestinian technical expertise in the areas of cooperative development, agriculture, livestock, credit, irrigation, and urban and engineering services.

Finally, it should be remembered that ANERA will continue to give primary responsibility and credit for its projects to its many donors and, especially, to the many Palestinian volunteers and professionals who make the difference as to whether a project has truly positive impact and sustainability in the community.

ANERA PROJECTS 1990-1995



ANERA Projects in the West Bank and Gaza



- Agricultural Machinery
- Heavy Earth-moving Equipment
- Irrigation
- Marketing of Agricultural Produce
- Loans for Agricultural Projects
- Livestock
- Municipalities
- Health & Education
- Charitable Organizations

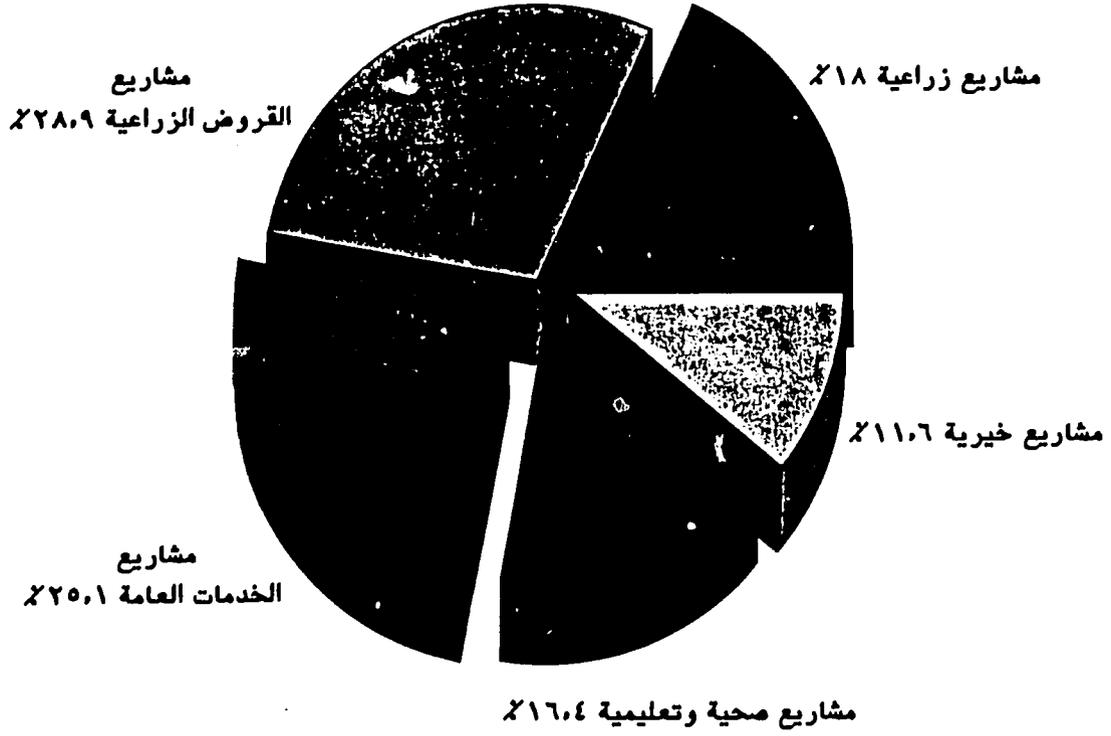
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خاتمة

نرجو ان نكون قد حققنا صورة واضحة ولو انها جاءت مبسطة ومختصرة للمشاريع التنموية التي عملت انيرا على دعمها وتطويرها. ان كل المشاريع التي وردت في هذا الكتيب قابلة للنقاش والنقد الموضوعي من اجل تطويرها والمضي بها الى الامام لخدمة هذا الشعب. وكلمة اخيرة فان ابوابنا تبقى مفتوحة لكل الاراء والافكار البناءة التي من شأنها تفعيل وتطوير الاداء التنموي للمؤسسة مما يتلائم واحتياجات الشعب الفلسطيني واولوياته التنموية

انيرا

مشاريع مؤسسة انيرا ١٩٩٥-١٩٩٠



٣- مشروع القروض الزراعية

تكلنا عنه في السابق وسيغطي هذا المشروع جميع ألوية الضفة بالاضافة الى قطاع غزة. وستكون مساهمة انيرا ٢٠٠٠٠٠٠٠٠ دولار.

٤- مشروع مصنع عصير العنب

لحل مشكلة التسويق في محصول العنب سيقام هذا المشروع في منطقتي الخليل وبيت لحم. وستساهم انيرا بمبلغ ٦٠٠٠٠٠٠٠ دولار.

٥- مشروع التسويق الزراعي في جنين

وهو عبارة عن بناء بيوت للتعبئة والتدريج مجهزة بأحدث الآلات. وستساهم انيرا بمبلغ ٢٥٠٠٠٠٠٠ دولار.

٦- مشروع المنطقة الصناعية في رام الله

وهو عبارة عن بناء ٥٠ وحدة صناعية تقع في المنطقة الصناعية خارج مدينة رام الله. مساهمة انيرا ٢٠٠ الف دولار.

٧- مشروع المنطقة الصناعية في عنتابا

بناء ١٢ وحدة خارج مدينة عنتابا. مساهمة انيرا ستكون ٢٠٠ الف دولار.

٨- مشروع سوق الخضار في طولكرم

بالتعاون مع بلدية طولكرم سيتم بناء سوق كبير للخضار يقيم اكثر من ٥٠ وحدة. وستكون مساهمة انيرا ٢٥٠ الف دولار.

٩- مشاريع مياه المجاري

وهو مشروع لسحب مياه المجاري وتحويلها الى مياه صالحة للزراعة بعد اجراء عمليات الترسيب والفلترية. وسيكون المشروع في كل من البيرة - دير ديبوان / بيت ساحور / بيت لحم. وستساهم انيرا بمبلغ ١٠١٠٠٠٠٠٠ دولار.

١٠- مشروع السوق المركزي في غزة

عبارة عن انشاء سوق مركزي للخضار والفواكه على احدث النظم. وستكون مساهمة انيرا ٥٠٠٠٠٠٠٠ دولار.

١١- مشروع السوق المركزي في جباليا بقطاع غزة

بناء سوق مركزي يجمع تجار المخيم في مكان واحد. وستكون مساهمة انيرا ٢٠٠ الف دولار.

١٢- مشروع مخزن التبريد في بيت لاهيا - قطاع غزة

بناء اكبر مخزن للتبريد في قطاع غزة لاستعماله في تخزين الخضار والفواكه وقت الفائض. وستكون مساهمة انيرا ٧٠٠٠٠٠٠٠٠ دولار.

١٣- المشاريع الصحية

(أ) جمعية اصدقاء المريض بالخليل. المساهمة في مشروع بناء المستشفى "التجهيزات الطبية والمختبرات والاعمال الهندسية والتقنية الحديثة للمستشفى". مساهمة انيرا ستكون ٧٠٠٠٠٠٠٠٠ دولار.

(ب) ستعمل انيرا على تطوير الخدمات الصحية الاولية والمستشفيات، في معظم مناطق الضفة الغربية والقطاع بالاضافة الى تطوير المؤسسات الصحية التعليمية في مختلف نشاطاتها وستكون مساهمة انيرا لهذا القرض ١٠٨٠٠٠٠٠٠٠ دولار.

١٤- المشاريع التعليمية

مساعدة معهد البولتيكنيك "رابطة الجامعيين" بانشاء قسم خاص بالثروة الحيوانية وتصنيع الالبان. وستساهم انيرا بمبلغ ٢٠٠ الف دولار

١٥- المشاريع الخيرية

سوف تساعد انيرا اكثر من ٦٠ مؤسسة وجمعية خيرية خلال السنوات الخمس القادمة منها التعليمية والصحية والاجتماعية ودور الايتام وجمعيات السيدات وجمعيات المعوقين والتدريب المهني في مختلف مدن وقرى الضفة الغربية والقطاع. وستبلغ مساهمة انيرا في هذه المشاريع ٢٠٠٠٠٠٠٠٠٠ دولار.

١٦- المشروعات الانشائية الصغيرة

ستعمل انيرا على دعم الجمعيات والمؤسسات الخيرية في الضفة الغربية والقطاع وذلك بقصد تنمية وتطوير المشروعات الانتاجية الصغيرة التي تقوم بها تلك الجمعيات، وستكون مساهمة انيرا ٦٠٠ الف دولار.

بهذا نجد ان قيمة المساعدات التي سوف تقدمها انيرا خلال الخطة الخمسية القادمة ستبلغ اثني عشر مليون ونصف المليون دولار. ستدفع مباشرة الى تلك المؤسسات وهي بدورها ستقوم بدور التنفيذ المباشر وحسب الاصول لتلك المشاريع.

١- المشاريع الزراعية ٦,٧٤٧,٠٠٠ دولار

٢- مشاريع الخدمات العامة ٤,٣٩٣,٠٠٠ دولار

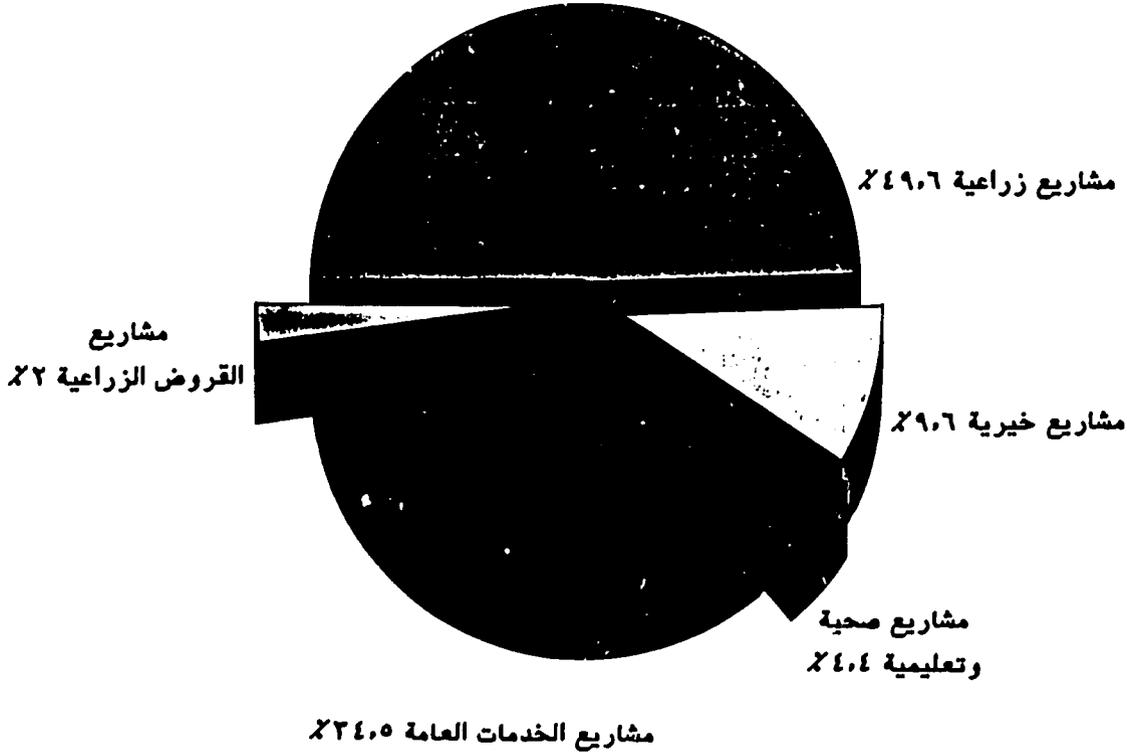
٣- المشاريع الصحية والتعليمية ٠,٥٥٠,٠٠٠ دولار

٤- المشاريع الخيرية ١,٢٠٠,٠٠٠ دولار

١٢,٨٩٠,٠٠٠ دولار

تلخيصا لما ورد ذكره نجد ان ما ساهمت به انيرا لتلك المشاريع يتلخص في النقاط التالية:

مشاريع مؤسسة انيرا ١٩٨٠-١٩٩٠



١- مشاريع الاليات الزراعية

هناك ١٦ مشروعا للميكنة الزراعية موزعة على مختلف ألوية الضفة الغربية بالاضافة الى ثلاث مشاريع لنفس الغرض في قطاع غزة. مساهمة انيرا ستكون ٦٦٥,٠٠٠ الف دولار.

٢- مشروع مصنع الاعلاف في طولكرم

على غرار مصنع الاعلاف في لواء رام الله. وستكون مساهمة انيرا ٢٠٠ الف دولار.

هذا وسوف ينتهي العمل في جميع المشاريع التي ذكرت سابقا خلال عام ١٩٩٠ وسيبدأ العمل في الخطة الخمسية القادمة اعتبارا من مطلع عام ١٩٩٠ وحتى نهاية عام ١٩٩٤. وقد وضعت الخطة القادمة لنفس الاهداف والمبادئ وهي مساعدة الشعب الفلسطيني في الضفة والقطاع وفي مختلف المجالات الزراعية والصحية والخدمات العامة والقروض والخدمات الخيرية. ويمكن تلخيص اهم المشاريع التي ستساهم فيها انيرا في الخطة الخمسية القادمة على النحو التالي:

اسم المؤسسة او الجمعية	المنطقة	قيمة مساهمة البر
مؤسسة مشاغل المكفوفين	القدس	٢٢,٠٠٠
مسرح الحكواتي	القدس	٥,٠٠٠
الاتحاد النسائي العربي	القدس	٢٥,٠٠٠
دار الايتام الاسلامية	القدس	٢٥,٠٠٠
روضة الزهور	القدس	٢٥,٠٠٠
جمعية الشبان المسيحية	القدس	٢٥,٠٠٠
جمعية الشابات المسيحيات	القدس	٢٥,٠٠٠
مستشفى العيون بالقدس	القدس	١٠,٠٠٠
جيل الامل	القدس	٢٥,٠٠٠
دار الطفل	القدس	٩٥,٠٠٠
جمعية السيدات	الخليل	٢٥,٠٠٠
مدرسة السالزيان	بيت لحم	٠,٠٠٠
جمعية انعاش الاسرة	بيت لحم	٢٥,٠٠٠
الاتحاد النسائي	رام الله	٢,٠٠٠
جامعات الضفة الغربية	الضفة الغربية	٦٥,٠٠٠
جمعية قلنديا للسيدات	قلنديا	١٥,٠٠٠
اتحاد التنوير الكهربائي	الخليل	٢٥٠,٠٠٠
تحاد التنوير الكهربائي	نابلس	٢٥٠,٠٠٠
جمعية الهلال الاحمر الفلسطيني	غزة	٢١,٠٠٠
مؤسسة رعاية المعاقين	غزة	١٤٥,٠٠٠
جمعية الشبان المسيحية	غزة	٥,٠٠٠
المستشفى الاهلي	غزة	٢,٠٠٠
الاتحاد النسائي الفلسطيني	غزة	١٥,٠٠٠
الاتحاد النسائي	بيت ساحور	٥,٠٠٠
الاتحاد النسائي	نابلس	٢,٠٠٠
مستشفى الناصرة	الناصرة	٤٠,٠٠٠
المجموع		١,١٤٧,٠٠٠

المشاريع الخيرية

وهي المشاريع التي تخص الجمعيات والمؤسسات الخيرية التي تعمل على مساعدة المحتاجين والمعوقين والمرضى والايتام..... ومؤسسة انيرا باع كبير في هذا المجال. حيث قدمت انيرا مساعداتها لأكثر من خمسين جمعية ومؤسسة خيرية تعمل في هذا المجال وبمبالغ قد يكون لها بعض الاثر الايجابي في تطوير تلك المؤسسات. وفيما يلي أسماء المؤسسات التي قامت مؤسسة انيرا بتقديم الدعم والعون في شراء الاجهزة والمعدات اللازمة لها.

ونجد ان مجموعة ما ساهمت به انيرا في مجال المشاريع الخيرية قد بلغ مليون ومائتي الف دولار وربما يكون هذا المبلغ بسيط في حد ذاته الا انه قد ساهم في حل الكثير من المشكلات الانسانية الملحة.

٣ المشاريع الصحية والتعليمية

١- مشروع جمعية اصدقاء المريض - الخليل

بالتعاون بين جمعية اصدقاء المريض في الخليل ومؤسسة انيرا اقيمت ثلاث عيادات خارجية في كل من قرية الظاهرية / حلحول / ويطا والبالغ عدد سكانها نحو ٥٠ الف نسمة بالاضافة الى القرى المجاورة لها. العيادات جهزت بأحدث الاجهزة والمختبرات باضافة الى احدث جهاز للاشعة وضع في المركز الرئيسي بمدينة الخليل. وقد بلغت مساهمة انيرا ٢٠٠ الف دولار.



احد عيادات جمعية اصدقاء المريض في الظاهرية

٣- مشروع رابطة الاجازيين - الخليل

رابطة الجامعيين هي احدى المؤسسات التعليمية الهامة في الضفة الغربية عموما وفي مدينة الخليل على وجه الخصوص وهي تمثل اكبر تجمع مهني في الضفة والقطاع ويتمثل ذلك في معهد البولتكنيك. وقد ادخلت الرابطة قسم جديدا ضمن اقسام المعهد هو قسم "الميكنة الزراعية والمختبرات". وقد ساهمت مؤسسة انيرا في هذا المشروع العلمي بمبلغ ٢٠٠ الف دولار مساهمة منها في شراء الاليات الزراعية المتطورة واجهزة المختبرات اللازمة حتى يتسنى للطلاب تحصيل علمهم وتدريبهم على احدث الاليات والاجهزة.

هذه بعض المشاريع الصحية والتعليمية والتي بلغت مساهمة انيرا فيها ٥٥٠ الف دولار علما بأن هناك الكثير من المشاريع الصحية والتعليمية التي ساهمت فيها انيرا وسوف نذكرها ضمن المشروعات الخيرية.



طلبة معهد البولتكنيك يتدربون على الميكنة الزراعية.

٢- مدرسة الممرضات - رام الله

بسبب حاجة البلاد الملحة لعدد كبير من الممرضات والممرضين ولسد النقص في المستشفيات والمؤسسات الصحية العامة والخاصة فقد ساهمت مؤسسة انيرا في مشروع مدرسة الممرضات بمبلغ ١٥٠ الف دولار تقديراً منها للخدمات الجليلة التي تقدمها الممرضة ولتوفير العدد الكافي منهن لتأدية الرسالة الملائكية على أكمل وجه.



هذا المشروع في عام ١٩٨٢ وسينتهي خلال عام ١٩٩٠. بلغت مساهمة انيرا بهذا المشروع ١٠٢٠٠٠٠٠٠ دولار.

ب- مشروع المسلخ البلدي في غزة؛
بالإضافة الى مساهمة انيرا في مشروع مياه الامطار في مدينة غزة فقد ساهمت في بناء مسلخ حديث بدلا من القديم الذي قد بني في عهد الانتداب البريطاني. وقد بوشر العمل في هذا المشروع ومن المتوقع ان ينتهي العمل فيه خلال عام ١٩٩١. بلغت مساهمة انيرا ١٠٠٠٠٠٠٠٠ دولار.

٦- بلدية خان يونس

لاول مرة في مدينة خان يونس والتي يبلغ عدد سكانها ٧٠ الف نسمة تذبج الحيوانات في احدث مسلخ شيدته المدينة بعد ان كانت عمليات ذبح الحيوانات تجرى في مدينة غزة او خارج المسالخ. وقد اقيم هذا المشروع بمساهمة مؤسسة انيرا والتي بلغت تكاليفه ٢١٥ الف دولار. وقد انتهى العمل في هذا المشروع وبوشر فيه بعمليات الذبح في نهاية ١٩٨٩. وقد شيد هذا المشروع في عهد رئيس البلدية الحالي السيد سليمان زارع الاسطل وباشراف مهندسي البلدية انفسهم.

٧- مشروع بلدية الخليل - المكتبة العامة

في عام ١٩٨٤ قامت مؤسسة انيرا بمساعدة بلدية الخليل في اقامة اكبر مكتبة عامة في المدينة وهي الان تضم اكثر من ٦٥٠٠ مشترك وتشمل على عدد كبير من الكتب والمجلات العلمية والدينية. بلغت مساهمة انيرا في هذا المشروع ٥٠٠٠٠٠ دولار. تلك هي مشاريع البلديات التي ساهمت فيها انيرا خلال الفترة السابقة وبمبلغ ٤٠٤٩٢٠٠٠٠ دولار. وقد شملت الكثير من بلديات الضفة والقطاع وكان لها الاثر الايجابي في تحسين وزيادة الدخل لها.

٤- مشروع بلدية نابلس (المسلخ)

كذلك ساهمت انيرا بالتعاون مع بلدية نابلس ممثلة في رئيسها المرحوم ظافر المصري في اقامة مسلخ حديث ليحل محل المسلخ القديم الذي اصبح لا يفي بالغرض منه (مساحة المسلخ تبلغ ضعفاً مساحة مسلخ البيرة). وقد احضرت انيرا خبير لهذا الغرض من الولايات المتحدة لوضع المواصفات الصحية والتقنية لهذا المشروع. وسوف ينتهي العمل من هذا المشروع في نهاية عام ١٩٩٠. بلغت مساهمة مؤسسة انيرا في هذا المشروع ٣٥٠ الف دولار.

٥- مشروعات بلدية غزة

أ- مشروع مياه الامطار:

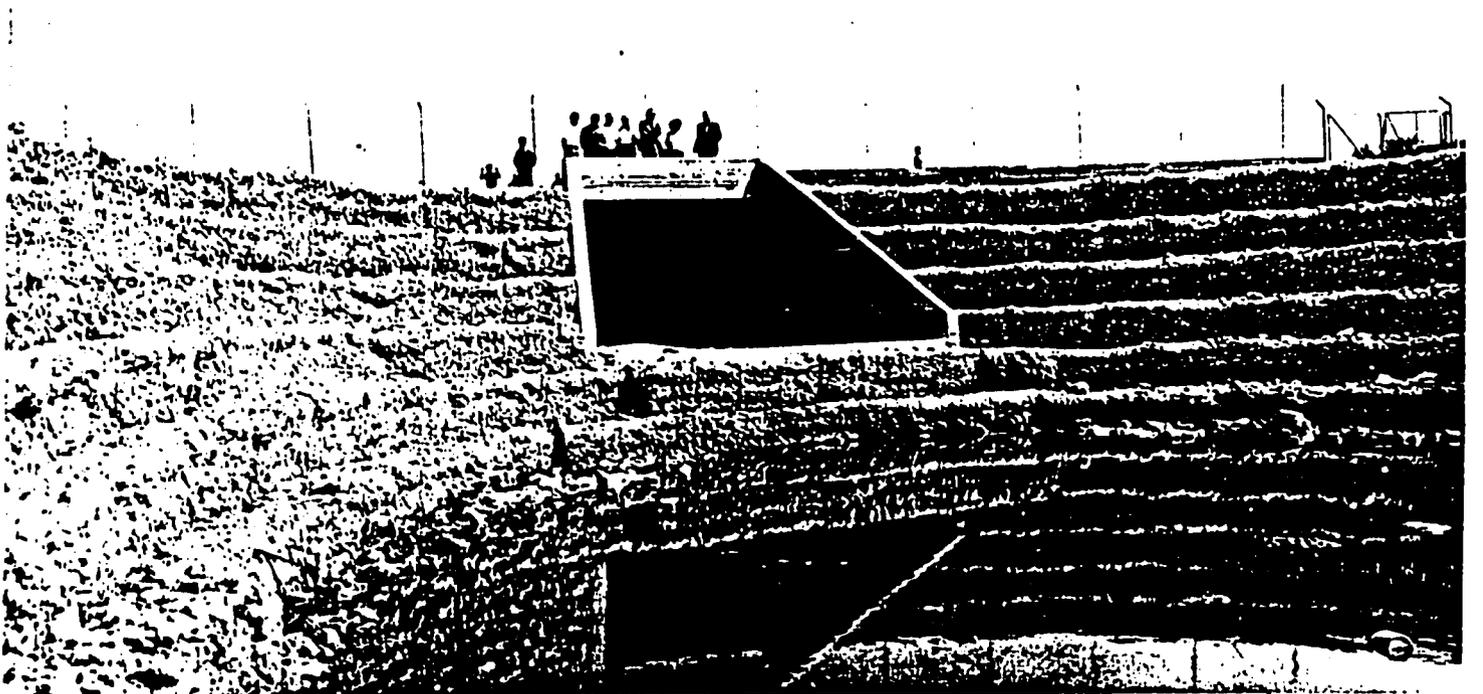
نعلم ان معظم مياه الامطار في قطاع غزة تذهب الى مياه البحر دون الاستفادة منها اطلاقاً. وقد فكر بعض المهندسين والمختصين والمستشار الفني لمؤسسة انيرا بقطاع غزة في مدى امكانية حفظ واستغلال جزء من مياه الامطار لاستعمالها في قطاع الزراعة بدلا من ضياعها في مياه البحر. وبالفعل قامت مؤسسة انيرا بالمساهمة في هذا المشروع الضخم والذي يهدف الى تخزين جزء كبير من مياه الامطار واستغلالها في الزراعة وتربية الاسماك. وقد بدأ العمل في



سوق الخضار في حلحول

٦- مشروع بلدية البيرة (المسلخ)

بدأ تنفيذ هذا المشروع في عهد رئيس البلدية السابق السيد ابراهيم الطويل وبمساهمة من مؤسسة انيرا بلغت ٢٤٣ الف دولار. والمشروع عبارة عن بناء وتجهيز مسلخ حديث يعمل اوتوماتيكياً ويخدم منطقتي البيرة ورام الله ومجهز بأحدث الاجهزة المتعلقة بذبج الحيوانات. ومن المتوقع ان يبدأ العمل في المسلخ في القريب العاجل.



احد البرك لتجميع مياه الامطار في غزة

مشاريع الخدمات العامة (البلديات)

وبعد النجاح الذي حققه هذا المشروع والذي اسهم في زيادة دخل البلدية بحوالي ٢٢٪ قرر المجلس البلدي اقامة المرحلة الثانية من المشروع وذلك ببناء الطابق الثاني. وسوف تساهم انيرا في المرحلة الثانية بمبلغ ٢٠٠ الف دولار حيث يفترض ان ينتهي العمل بالمرحلة الثانية في شهر آب عام ١٩٩٠.

٢- مشروع بلدية حلحول

المشروع عبارة عن سوق مركزي للخضار والفواكه مكون من ٢٢ حافلة مساحة كل حافلة ٦٠ م بالاضافة الى مخزن لتبريد الواقع اسفل هذه الحواصل بمساحة قدرها ٢٠٠٠ م يعتبر هذا المخزن من اكبر مخازن التبريد في الضفة والقطاع. ويهدف هذا المشروع الى:

- ١- زيادة دخل البلدية عن طريق تأجير الحواصل ومخزن التبريد. وبالفعل زاد دخل البلدية حوالي ٤٠٪ من مجموع الدخل الكلي.
 - ٢- تخزين الخضار والفواكه اوقات الفائض منها وتسويقها خلال اشهر السنة بأسعار مناسبة مما يزيد من دخل المزارع.
 - ٣- تنظيم او تسهيل عملية بيع وتسويق الانتاج الزراعي وذلك عن طريق حصر عمليات البيع والشراء في مكان واحد مما يلزم التجار والمزارعين على تحديد اسعارهم والالتزام بسعر واحد.
 - ٤- في تجميل وتوسيع مدخل مدينة حلحول بعد ان كانت تعج بالشاحنات والسيارات والبضائع والنفايات وسط المدينة وذلك لعدم تنظيم عمليات البيع والشراء وخاصة في موسم التسويق والان تعبر وترى جمال المدينة وشوارعها المنظمة. مع انخفاض ملحوظ في نسبة حوادث السيارات.
- وقد بلغت مساهمة انيرا في هذا المشروع ٦٥٠ الف دولار وكان قد بدأ العمل في هذا المشروع في عهد رئيس البلدية السابق السيد محمد ملحم.

خدمة للمواطنين في جميع مناطق الضفة والقطاع وتحسين للوضع المعيشي لهم بطريقة مباشرة أو غير مباشرة فقد قامت مؤسسة انيرا بالمساهمة في انشاء عدة مشاريع حيوية لمعظم بلديات الضفة والقطاع كان الهدف منها زيادة الدخل لتلك البلديات مما عاد بالتالي على المواطنين بالنفع والخير. وكان من ابرز هذه المشاريع ما يلي:

١- مشروع بلدية بيت جالا

بالتعاون مع بلدية بيت جالا قامت مؤسسة انيرا بالمساهمة بمبلغ ٤٨٥ الف دولار وذلك لانشاء واقامة منطقة صناعية مؤلفة من ٤٦ وحدة اضافة الى الساحات العامة ومواقف السيارات وكفيتيريا. وقد تم البناء على مساحة ٢٠ دونم. كانت الاهداف المتوخاه من هذا المشروع هي:

- ١- زيادة دخل البلدية عن طريق تأجير تلك الوحدات.
- ٢- نقل اصحاب المهن والكراجات والصناعات من داخل المدينة والتي يسبب وجودهم ازعاجا للسكان وحركة السير الى خارجها.



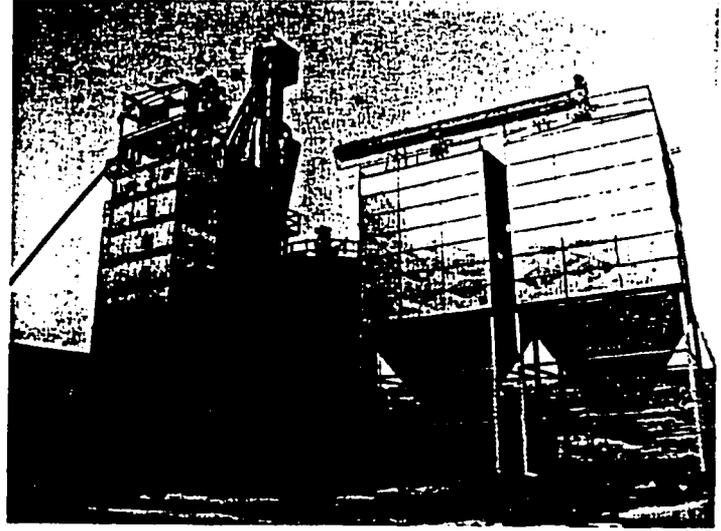
المنطقة الصناعية في بيت جالا

المنطقة	عدد الرضاعات	عدد الحلابات	مقصات آلية للصوف	فرازات عسل
الخليل	٩	٦	٢	٥
بيت لحم	٢	٢	١	٢
رام الله	٢	٢	-	٢
اريحا	٢	٢	٢	٢
نابلس	٢	٢	-	١
طولكرم	٢	٢	-	٥
جنين	٥	٦	٢	-
المجموع	٢٥	٢٤	٨	١٨

نجد ان مجموع ما ساهمت به انيرا في مشروعات الثروة الحيوانية هو ١٠٤٧٥٠٠٠٠ دولار امريكي.

ب- مشروع مصنع الاعلاف - رام الله

قامت مؤسسة انيرا بمساعدة جمعية مربى الدواجن في رام الله بمبلغ ٢٠٠ الف دولار لانشاء اول مصنع لتصنيع الاعلاف الحيوانية المحببة في الضفة الغربية وبطاقة انتاجية تبلغ ٤٠ طن يوميا. وقد بدأ العمل فعلا في هذا المصنع ويفكر القائمون بالاشراف عليه "مجلس ادارة الجمعية" بالتوسع في هذا المصنع لتبلغ طاقته اليومية ١٠٠ طن نظرا للاقبال الشديد على انتاجه.



مصنع الاعلاف في رام الله

ج- مشروعات متفرقة للثروة الحيوانية

قامت مؤسسة انيرا بالتعاون مع مؤسسة N.E.F. بمساعدة عدد كبير من مزارعي ومربي الثروة الحيوانية في البلاد بقصد تحسين وتطوير مزارعهم وبالتالي تعود بالفائدة عليهم. ومن خلال جمعية المهندسين الزراعيين تم توزيع الحلابات الاوتوماتيكية والرضاعات ومقصات الصوف الالية وفرازات العسل كما يوضح الجدول مع العلم انه بلغت مساهمة انيرا ٦٠٠٠٠٠ دولار:



رضاعات اوتوماتيكية للاغنام

٧- مشروع القروض الزراعية

قدمت مؤسسة انيرا مبلغ ٢٥٠ الف دولار لكل من جمعية ترقوميا لعصر الزيتون وجمعية نابلس للتسويق الزراعي لمساعدة هاتين الجمعيتين في اقراض اعضائها "قروض موسمية" لتطوير انفسهم. وهذه القروض تعود ثانية الى الجمعية وهي بدورها تقرضها مرة اخرى الى مزارعين آخرين وهكذا "قروض دواره". هناك برنامج مركز ومكثف للاقراض الزراعي سيبدأ اعتبارا من مطلع عام ١٩٩٠ ويشمل جميع التعاونيات التسويقية في كل الوية الضفة الغربية وستكون مساهمة انيرا في هذا المشروع هو ثلاثة ملايين دولار وستكون هذه الجمعيات عبارة عن بنوك للاقراض الزراعي في منطقة عملها.



٨- مشاريع الثروة الحيوانية

أ- مشروعات مصانع الالبان:

لاول مرة في الضفة الغربية (باستثناء المشروع الانشائي العربي باريجا) يصنع الحليب المحلي من خلال القطاع العام بالطرق الصحية والتقنية الحديثة المتطورة بعد ان ساهمت مؤسسة انيرا في اقامة ٦ مصانع تعاونية حديثة لتصنيع الحليب ومنتجاته. وقد راعت هذه المصانع من ضمن اهدافها:-

١- جمع الحليب من المزارعين بأسعار معتدلة ونقله الى هذه المصانع ومن ثم تصنيعه وبيعه للمستهلك في حالة صحية جيدة وفي عبوات مناسبة.

٢- التخلص من مرض الحمى المالطية المنتشر بين قطعان الماشية والحيوانات في جميع مناطق الضفة وذلك عن طريق بسترة الحليب في هذه المصانع. والجدول التالي يوضح ذلك:

اسم المؤسسة	اللواء	مساهمة انيرا بالالف	طاقة المصنع الانتاجية طن / يوم
جمعية النصارية	نابلس	٢٠٠	
" طولكرم	طولكرم	٩٠	٢
" جنين	جنين	٢٥٠	٢
" السواحة	بيت لحم	٢٠٠	٢
" بيت نوبا	رام الله	٢٠٠٠	٢
" الخليل - عيمى	الخليل	١٥٠	٢
" اريحا	اريحا	١٢٥	تصنيع وجلي الجبنة البلدية ٤ طن يوميا
		١,٢١٥,٠٠٠	

وقد بلغ مجموع ما ساهمت به انيرا في انشاء تلك المصانع الست هو ١,٢١٥,٠٠٠ دولار. وقد بدأ العمل في جميع المصانع باستثناء مصنع الخليل والذي سيكون جاهزا للعمل خلال الاشهر القليلة القادمة.

٦- مشروع حشرة الفيلوكسيرا

كلنا نعرف ان منطقة رام الله كانت من اشهر المناطق لزراعة العنب وفي الثلاثينات جاءت حشرة من الخارج يطلق عليها (الفيلوكسيرا) وخلال سنوات قليلة لم يكن في رام الله دونم واحد مزروع بالكرمة فقد قضت هذه الحشرة على مساحات العنب في كل من رام الله والسلط في نفس الوقت.

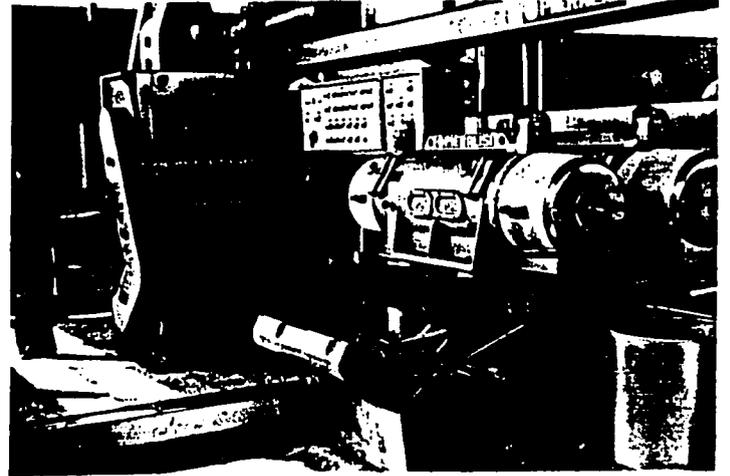
وجاء الان دور منطقة الخليل والخضر فقد ظهرت الحشرة في تلك المناطق منذ اكثر من خمسة سنوات وبدأت الاصابة تظهر في كثير من الكروم وبدء المزارعون يصرخون وبدء الاخوة المهندسون الزراعيون يطروحون المشكلة ويطلبون العون وذلك لعدم وجود الامكانية المادية والتقنية وعن طريق جمعية التسويق الزراعي بالخليل ومن خلال قسم مشروع حشرة الفيلوكسيرا كانت انيرا اول المساهمين في هذا المشروع الوطني الكبير فقد ساهمت بمبلغ ٤٠٠ الف دولار بالاضافة الى استدعاء الخبراء الفنيين في هذا الموضوع من كاليفورنيا "جامعة ديفز" وقضوا اشهرا في المنطقة وتوصلوا الى امكانية تغيير الاشجار المصابة باخرى مقاومة لهذا الوباء الخطير ويستطيع اي مزارع الان التوجه الى جمعية التسويق بالخليل والخضر للحصول على الاشتال المقاومة وبأسعار مدعومة لا يساهم سوى بـ ٢٠٪ من سعر الشتلة فقط. بالاضافة الى تلقيه الكثير من الارشادات الزراعية والفنية بخصوص تلك الحشرة. وقد وزع حتى الان اكثر من ١٢٠ الف شتلة مطعمة على اصول امريكية على عدد كبير من مزارعي الخليل والخضر.



انتاج اشتال عنب مطعمة على اصول مقاومة لحشرة الفيلوكسيرا

المنطقة الجنوبية وبالفعل فقد تم انتاج اكثر من مليون شتلة في هذا المشتل وبيعها جميعا خلال السنوات السابقة. وكانت تباع الشتلة باسعار تقل بنسبة ٥٠ - ٦٠٪ عن اسعار المشاتل الخاصة الاخرى.

ب- ولنفس الجمعية وخاصة بعد ان زادت نسبة المساحة المزروعة باشجار الزيتون كان لا بد من توفر العصارات الاوتوماتيكية لعصر الكميات الهائلة من الزيتون وبالفعل قامت مؤسسة انيرا بلامم الجمعية بمبلغ ١٥٠,٠٠٠ دولار بقصد شراء احدث عصارة اوتوماتيكية بطاقة انتاجية ٢٠ طن يوميا. وقد تم انشاؤها في منطقة الفوار جنوب مدينة الخليل.



ج- وفي شمال ووسط الضفة ولنفس الغرض الا وهو تطوير وتحسين نوعية زيت الزيتون فقد ساهمت انيرا بمبلغ ٢٠٠ الف دولار لاقامة احدث مشروع لتنقية الزيت وتعبئته في كل من جمعية دير شرف التعاونية وجمعية عين سينيا التعاونية والمشروع عبارة عن مصنعين لاستلام الزيت وتنقيته وتعبئته في عبوات خاصة ذات احجام واشكال مختلفة لمنافسة الزيت المستورد من الخارج وخاصة الزيت الاسباني والذي اخذ ينافس الزيت الوطني في الاونة الاخيرة.

وقد بلغت مساهمة انيرا لهذه المشاريع الخاصة بشجرة الزيتون ٥٥٠,٠٠٠ دولار.

المشتل العصري
جمعية خان يونس الزراعية التعاونية
← THE MODERN NURSERY
KHANDUNIS AGRIC. COOP. SOCIETY
أقيم هذا المشتل بمبادرة من الجمعية الزراعية التعاونية
THIS NURSERY HAS BEEN ACHIEVED BY ANERA 1988



مدير مؤسسة انيرا في زيارة للمشتل النموذجي - خان يونس

- جمعية التسويق الزراعي التعاونية - قلقيلية

ساهمت انيرا بمبلغ ٢٠٠,٠٠٠ دولار دفعت مباشرة الى جمعية قلقيلية وذلك لانشاء احدث قبان الكتروني بطاقة حمولية ٤٠ طن سهيل عملية توزيع الشاحنات المحملة بالفواكه والخضروات تتجه الى اسواق عمان والضفة الغربية. بالاضافة الى تحقيق دخل إضافي للجمعية عن طريق استخدامه للشاحنات الاخرى في منطقتي قلقيلية وطولكرم.

- جمعية خان يونس الزراعية التعاونية - خان يونس

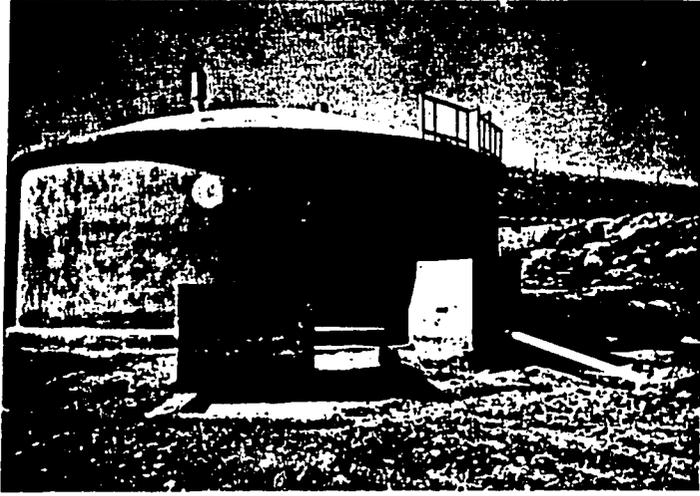
١- لأول مرة يستطيع المزارع في منطقة خان يونس الحصول على اشغال الخضروات اللازمة له دون عناء بعد ان كان من الصعب عليه ذلك خاصة وان المنطقة لم يكن فيها مشتل نموذجي لإنتاج مثل هذه الاشغال وقد ساهمت انيرا بمبلغ ٤٠ الف دولار لمساعدة للجمعية في اقامة احدث مشتل لإنتاج الاشغال من الخضار والفواكه. تم بناء هذا المشتل على مساحة ثلاث دونمات وصمم على احدث لنظم واصبح المزارع الان يوفر الجهد والوقت للحصول على اشغال وفي اي وقت من السنة وبأسعار مناسبة.

٢- كذلك ساهمت انيرا بمبلغ ٧٥ الف دولار ولنفس الجمعية لمساعدتها على اقتناء شاحنة تحمل ٤٠ طن من الخضار والفواكه مما سهل على المزارعين في كل من خان يونس ورفح لنقل انتاجهم الى اسواق غزة والضفة الغربية بأسعار تقل عن اسعار الشاحنات الاخرى وبنسبة لا تقل عن ٢٠٪ بالاضافة الى شعورهم الذاتي بأنهم "اي اعضاء الجمعية" اصحاب الشأن في ذلك. كذلك استطاع المزارعون تنظيم انفسهم وخاصة في عمليات القطف حيث اصبح لكل مزارع موعد خاص به للقطف ثم نقل هذه المنتوجات عن طريق الشاحنة التابعة للجمعية وفق برنامج زمني منظم وهذا العمل في حد ذاته عملية تسويقية منظمة.

هذه بعض المشاريع التسويقية التي ساهمت انيرا فيها عن طريق تلك الجمعيات التعاونية الزراعية وقد بلغت قيمة المساعدات ٥٢٥,٠٠٠ دولار.

٥- مشاريع تطوير شجرة الزيتون وزيت الزيتون

أ- لا شك ان الضفة الغربية تهتم اهتماما خاصا ومميز بشجرة الزيتون وهذا واضح في مناطق الشمال والوسط من الضفة. وكان لا بد من الاهتمام ايضا بالجنوب لتمتد شجرة الزيتون وتغطي كل مناطق الضفة الغربية ومن هذا المنطلق قامت مؤسسة انيرا بمساعدة جمعية ترقوميا لعصر الزيتون في لواء الخليل بمبلغ ١٠٠ الف دولار دعما منها لتمكين الجمعية من اقامة مشتل نموذجي خاص بانتاج شتلة الزيتون لتسد الحاجة لكل المزارعين في



مشروع حزان مياه اليبيدات (الاغوار)

ان مساحة الاراضي الزراعية المروية لتلك الجمعيات قد زادت بنسبة تتراوح من ٢٠ - ٢٥٪ بالاضافة الى تنظيم ايام وساعات الري بين المزارعين انفسهم الى جانب التوفير الكبير في كميات المياه.

اوروبا. وبلغت مساهمة انير لهذا المشروع ٢٥٠,٠٠٠ دولار وقد بدأ العمل فيه خلال موسم التصدير ٩٠/٨٩. حيث تم تصدير اول شحنة من الخضروات الفلسطينية الى اوروبا مباشرة.

٤- مشاريع زراعية وتسويقية

هناك الكثير من المشروعات الزراعية التي اقيمت في مختلف المناطق والتي ساهمت فيها مؤسسة انيرا وكان الهدف منها رفع الكفاءة الزراعية والتسويقية والتقنية لهذه المؤسسات الزراعية. وعلى سبيل المثال نورد ما يلي:

أ- جمعية المهندسين الزراعيين - اريحا

ساهمت مؤسسة انيرا بمبلغ ١٤٠ الف دولار وذلك بقصد مساعدة الجمعية على اجراء الابحاث والتجارب لادخال محاصيل زراعية جديدة للمنطقة ذات جدوى اقتصادية عالية وفي نفس الوقت للحل من مشكلة التسويق المزمنا لبعض المحاصيل الروتينية كالبنندورة والبانانجان، ولاجراء بعض الابحاث والتجارب على طرق الري الحديثة واقتصاديات المياه.

ب- جمعية اريحا للتسويق الزراعي - الاغوار

اول بيت لتعبئة وتدريب الخضراوات وبأحدث الالات ومزود بغرفة تبريد قامت بانشاؤه جمعية اريحا للتسويق الزراعي في منطقة الجفتلك وقد تم بناؤه خصيما لتسهيل عمليات التصدير الى



بيت التعبئة والتدريب في الجفتلك

٣- مشاريع المياه والري

لا شك ان الارض والمياه هي اغلى ما نملك ونعلم ايضا اهمية المياه بالنسبة لنا وكم هي غالية علينا. لذلك كان من الضروري ان نحافظ عليها وان نستفيد من كل قطرة منها وان نقنن ونرشد من استعمالاتها. ومن هذا المنطلق كانت هناك عدة مشاريع ساهمت فيها انيرا كان الهدف منها الاقتصاد في استعمال المياه واتباع الطرق الحديثة في الري وذلك عن طريق:-

- ١- اقامة الخزانات والبرك لتخزين المياه.
 - ٢- تحسين وضع القنوات وتحويلها من ترابية الى اسمنتية.
 - ٣- استعمال طرق الري الحديثة "التنقيط او الرشاشات".
- والجدول التالي يوضح ذلك:

اسم المؤسسة	المنطقة	نوع العمل	مساهمة انيرا بالدولار
وادي فوكين التعاونية	بيت لحم	١- اقامة برك اسمنتية ٢- تحويل القنوات الى خط انابيب حديدية ٣- مد شبكة ري بالتنقيط لكل مزارع	١٢٠,٠٠٠
ارطاس التعاونية	بيت لحم	١- تصليح قناة الري الرئيسية ٢- مد مواسير خطوط فرعية ٣- مد شبكة ري بالتنقيط لكل مزارع	٨٠,٠٠٠
النزلة الشرقية التعاونية	طولكرم	١- بناء خزان سعة ٦٠٠ م ٢- مد خط رئيسي بطول ١٦٨٠ م ٣- توصيل خطوط فرعية ووضع عدادات مياه لكل مزارع	٢٠٠,٠٠٠
الزبيدات التعاونية	الغور	١- بناء خزان سعة ٥٠٠ م ٢- مد خط رئيسي بطول ٤٥٠ م	٧٠,٠٠٠
خان يونس التعاونية	خان يونس	مد شبكة ري حديثة داخل المشتل التابع لجمعية خان يونس	١٠,٠٠٠
			٤٨٠,٠٠٠

يتضح من الجدول السابق ان التوزيع كان شاملا لكل مناطق الضفة والقطاع.

زاد الدخل المادي لهذه الجمعيات بنسبة ملحوظة من جراء استخدام وتأجير تلك الجرافات.

ومثال على ذلك مشروع جمعية ترقوميا "مشروع الجرافة" فقد تبين من السجلات ان الجرافة قد عملت مدة ١٥ الف ساعة عمل وان مجموع ما تم استصلاحه نحو ٥٠٠٠ دونم موزعة في جميع قرى لواء الخليل بالاضافة الى فتح العديد من الطرق الزراعية التي تسهل على المزارع الكثير.

٢- مشروع اقتناء الجرافات الثقيلة

الكل يعلم ان معظم اراضي الضفة الغربية هي اراضي صخرية ووعرة ومن اجل توسيع الرقعة الزراعية فانه لا بد من استصلاح تلك المساحات الشاسعة من الاراضي الوعرة وازالة الصخور منها وتسويتها وزراعتها بالاشجار المثمرة.

ويأتي ذلك عن طريق استخدام الجرافات الثقيلة ومنها الجرافات التي ساهمت انيرا في تمويلها. والجدول التالي يوضح ذلك:

اسم المؤسسة التعاونية	اللواء	عدد الجرافات	عدد الاعضاء المشتركين	مساهمة انيرا بالدولار
ترقوميا لعصر الزيتون	الخليل	٢	١٤٠٠	٣٠٠,٠٠٠
بيت جالا "	بيت لحم	١	٧٥٠	١٦٠,٠٠٠
رام الله للتسويق الزراعي	رام الله	١	٢٥٠	١٦٠,٠٠٠
نابلس "	نابلس	١	٦٧٠	١٥٠,٠٠٠
جنين "	جنين	١	٥٥٠	١١٠,٠٠٠
اريجا "	اريجا	١	١٥٠٠	١٢٠,٠٠٠
خان يونس "	خان يونس	١	١٠٥	١٥٠,٠٠٠
المجموع		٨	٥,٣٢٥	١,١٥٠,٠٠٠

• تراكتور حجم كبير بقوة (٢٢٠ حصان)



جرافة في جمعية بيت جالا

الجدول التالي يوضح ذلك بالارقام:-

اسم المؤسسة التعاونية	اللواء	عدد التراكاتورات	عدد الاليات الزراعية الجديدة	عدد اعضاء المؤسسة	مساهمة انبرا بالالف دولار
جورة الشمعة التعاونية	بيت لحم	١	٦	٤٨	٣٠
العبيدية التعاونية	بيت لحم	٢	٧	١٠١	٣٥
بيت جالا التعاونية	بيت لحم	٢	١٢	٧٥٠	٦٠
الجيب التعاونية	رام الله	٢	١٢	٧٥	٩٠
كفر مالك التعاونية	رام الله	١	١٢	٩٠	٣٥
عين يبرود التعاونية	رام الله	١	٩	٦٥	٣٥
رام الله للتسويق التعاونية	رام الله	٤	٢٦	٤٢٠	١٠٨
بيت نوبا التعاونية	رام الله	١	٥	٤٠	٣٠
ياسوف التعاونية	نابلس	١	٩	٤٥	٣٠
عصيرة القبلية التعاونية	نابلس	١	١١	٩٠	٩٥
ياصيد التعاونية	نابلس	٢	٨	٦٠	٣٥
النصارية التعاونية	نابلس	١	٥	٥٥	٣٥
سلفيت التعاونية	نابلس	١	٩	١٣٠	٣٥
دير استيا التعاونية	نابلس	١	٧	٨٥	٣٥
عزون التعاونية	قلقيلية	٤	١٦	١٥٥	١٧٥
قلقيلية للتسويق التعاونية	قلقيلية	٤	٢٢	٣٢٠	١٨٠
طولكرم للتسويق التعاونية	طولكرم	٤	١٥	٢٥٠	١٢٥
النزلة الشرقية التعاونية	طولكرم	٢	٧	٣٩	٣٥
برطعة التعاونية	جنين	٢	٩	٤٨	٣٥
رابود التعاونية	الخليل	٢	١٠	٦٠	٣٠
البيرة والبرج التعاونية	الخليل	١	٥	٣٥	٢٠
ابو العسجة التعاونية	الخليل	١	٥	٤٠	٣٠
كوزيبا التعاونية	الخليل	١	٦	٣٠	٢٠
بقار التعاونية	الخليل	١	٨	٦٠	٣٥
الخليل للتسويق التعاونية	الخليل	١	٤	٢٣٠	٣٥
الكوم التعاونية	الخليل	١	٦	٢٥	٢١
المجد التعاونية	الخليل	١	٨	٥٤	٢١
سكة التعاونية	الخليل	١	٩	٥٥	٢١
دير العسل التعاونية	الخليل	١	٧	٣٥	٢١
ترقوميا لعصر الزيتون التعاونية	الخليل	٢	٨	١٤٠٠	٤٠
خان يونس التعاونية	خان يونس	١	٧	١٠٥	٤٠
المجموع		٥١	٢٩١	٥٠٩٥	١٠٥٨٢,٠٠٠

ولنلقى الان نظرة على المشاريع التي ساهمت فيها اليرا وهي مقسمة الى:

- ١- مشاريع زراعية تعاونية
- ٢- مشاريع خدمات عامة
- ٣- مشاريع صحية وتعليمية وخيرية

المشاريع الزراعية

استعمال تلك الاليات وبأسعار اقل بكثير من تلك المتداولة في الاسواق.

٤- لو نظرنا الى كيفية توزيع مشاريع الاليات لوجدنا انها وزعت توزيعا جغرافيا شمل كل مناطق الضفة والقطاع.

٥- ساهمت انيرا بمبلغ مليون ونصف المليون دولار في هذا المشروع وقد دفعت المبالغ مباشرة الى تلك المؤسسات التي قامت بدورها بعمليات الشراء عن طريق العطاءات وحسب الاصول الادارية والمالية.

جميع هذه المشاريع تابعة للجمعيات التعاونية الزراعية والانتاجية وهو موزعة على كل الوية الضفة الغربية وقطاع غزة.

١- مشاريع الميكنة الزراعية الحديثة

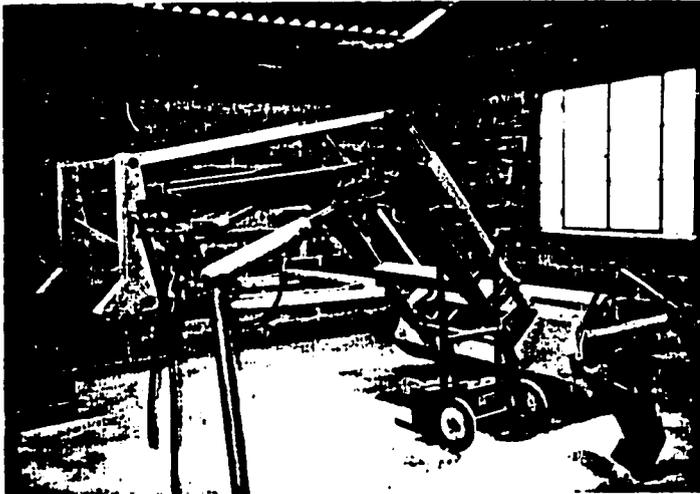
يهدف هذه المشاريع الى مساعدة المزارعين على خدمة واستصلاح اراضيهم بالطرق العلمية الصحيحة والتقنية الحديثة وتوفير الجهد والوقت عليهم كذلك تحسين وزيادة الانتاج كما ونوعا لمختلف المحاصيل وخلق فرص عمل جديدة للعديد من الافراد كالمهندسين والاداريين والسواقين حيث اصبحت الميكنة الزراعية في مقدمة المتطلبات لمشاريع التنمية الزراعية واصبح التراكتر صديقا للمزارع كما وان الاليات المتطورة اصبحت ضرورية في وقتنا الحاضر.

ولو نظرنا الى الجدول رقم ١ لوجدنا ما يلي:

١- ادخال اكثر من خمسين تراكتوراً حديثاً من مختلف الاحجام والانواع كل حسب ملائمتها لنوعية التربة والمنطقة.

٢- ادخال اكثر من ٢٠٠ قطعة من الاليات الزراعية الحديثة حسب متطلبات الجمعية التعاونية نفسها ومن الجدير بالذكر ان بعض هذه الاليات قد ادخلت الى بعض المناطق لأول مرة.

٣- نجد ان ما يقرب من ٥ الاف عضو من تلك الجمعيات بالاضافة الى الكثير من المزارعين غير الاعضاء في الجمعيات استطاعوا



وحدة آليات (زراعية) (للتبليغ)

انيرا



انيرا مؤسسة خيرية تطوعية "غير حكومية" تعمل في فلسطين المحتلة ولبنان وتقوم على انشاء ودعم مشاريع تنموية وانتاجية زراعية وصناعية صحية وتعليمية بهدف رفع مستوى المعيشة للمزارعين وسكان المخيمات الفلسطينيين ولزيادة الكفاءة الفنية والتقنية للمؤسسات البلدية والتعليمية والصحية والزراعية في جميع مناطق الضفة الغربية وقطاع غزة وذلك من خلال دعمها المادي والفني المستمر لهذه المشاريع الحيوية والتي كان لها بالفعل الاثر الايجابي على قطاعات الزراعة والصحة والبلديات الخ.

يقوم بالاشراف الفني والتقني ومتابعة هذه المشاريع فريق من الخبراء الفلسطينيين "المحليين" المتخصصين في شتى المجالات.

وتعطي انيرا بعدا مؤسسيا مميذا لاعمالها فهي تعمل على دعم المؤسسات الوطنية والاهلية كالبلديات والمؤسسات الصحية والتعليمية والجمعيات التعاونية الزراعية منها والانتاجية. ولانيرا مكتب رئيسي في واشنطن وآخر في القدس العربية وغزة ويدير المؤسسة مجلس ادارة يضم عدد من الاصدقاء الامريكيين "المتعاطفين مع القضية الفلسطينية" وآخر من الاخوة الفلسطينيين المقيمين في الولايات المتحدة بالاضافة الى رئيس المؤسسة "الدكتور بيتر جيسر" وهو الذي يتمتع بخبرة ودراية عالية في مجال التنمية والتطوير وخاصة في بلدان الشرق الاوسط.

تأتي مساعدات مؤسسة انيرا من محصلة التبرعات التي تجمعها من الشعب الامريكي ومن بعض المؤسسات العالمية في الولايات المتحدة وبعض دول العالم. ويأتي الجزء الاكبر لهذه المساعدات من قبل الحكومة الامريكية ضمن برنامج الوكالة الامريكية الدولية للانماء AID. ويهمنا هنا القاء الضوء على المشاريع التي قدمتها وساهمت فيها مؤسسة انيرا في كل من الضفة الغربية وقطاع غزة ومدى مساهمة هذه المشاريع في بناء وتطوير بعض المؤسسات والتعاونيات والجمعيات الفلسطينية. علما بأن جميع هذه المشاريع تنبع من قبل مبادرات ودراسات تلك المؤسسات المحلية نفسها التي تطلب دعم مؤسسة انيرا في تقديم الدعم المالي والفني لها ومن ثم تقوم تلك المؤسسات بدور التنفيذ الكامل لهذه المشاريع.

إهداء

إلى الشعب الفلسطيني
في كمامة
نهادي فهدى اللبيب

« مع تحيات مؤسسة أنيرا »

انفيرا



مشاريع مؤسسة انفيرا
في الضفة الغربية وقطاع غزة
١٩٩٠-١٩٩٥

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