

# Master Productions

2456 Twentieth Street N.W. • Washington, D.C. 20009

202-332-9435

AMERICAN RESOURCES,  
ISRAELI RESOURCEFULNESS:

AN EVALUATION OF THE  
AID AND MASHAV  
COOPERATIVE DEVELOPMENT AGREEMENT  
1988

prepared by  
Master Productions/Master Minds

Submitted by



Margaret Falotico, President

# A.I.D.- Israel Signs Cooperative Development Agreement

A program designed to send Israeli experts to fight poverty, illiteracy and disease in the deserts of Africa, the villages of Asia and the jungles of Latin America has been signed by A.I.D. Administrator Alan Woods and Israeli Ambassador Moshe Aran.

The program, proposed and legislated by Congressman Howard L. Berman (D-Calif.), earmarks \$4.5 million to fund joint United States-Israeli assistance projects in Third World countries. Run by MASHAV (Israel's Development Agency) in consultation with A.I.D., the program brings Israeli technical experts to Third World countries to solve problems, primarily agricultural and health-related, which plague developing countries. Projects will fund studies in such fields as arid land agriculture, biological pest control, human health, food production engineering, plant biotechnology, veterinary science and agriculture.

"Third World nations know that Israel has unique technical expertise in the tough issues facing developing countries," said Berman. "Israel receives far more requests for assistance than it can possibly fund," he explained, "including requests from countries with which it does not have diplomatic relations. It has millions of unfunded requests from Africa alone. This program will help fill some of those requests."

"Two important functions are served by the program," said Berman. "It transfers Israel's success in using technology to solve its own development problems to assist those in less developed



Israeli Ambassador Moshe Aran (left), Congressman Howard L. Berman (center), and A.I.D. Administrator Alan Woods sign the cooperative agreement.

countries, and it helps break down the diplomatic isolation Israel has faced in Third World countries."

"U.S. interests are also advanced significantly by this program. It will serve to enhance humane and successful eco-

nomie development which strengthens our rule and image in this part of the world," said Berman.

## TABLE OF CONTENTS

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Front pocket: Purchase order  
Copy of AID/MASHAV Cooperative Development Agreement

### Acknowledgements

#### 1. EXECUTIVE SUMMARY

- Introduction
- Background
- Findings

#### 2. STUDY OBJECTIVES AND METHODOLOGY

- Information contained herein
- Interviews
- Timeframe
- Considerations

#### 3. BACKGROUND OF COOPERATIVE DEVELOPMENT AGREEMENT (CDA)

- Legislative origins
- Research
- Technical Assistance
- Water Resources and Agriculture

#### 4. ORGANIZATION

- Initial stumbling blocks
- Financial matters
- Communication breakdown
- Overcoming the Administrative kinks
- Building on a firm foundation

##### 4.1 Charts

4.1.A. Organization chart of AID/MASHAV CDA

4.1.B. Money flow chart of CDA

4.1.C. Jamaica model

4.2 Source Document: Cable with reaction to CDA by USAID officer

#### 5. ACHIEVEMENTS IN BRIEF

- Country by country
- What the Israelis can offer

**TABLE OF CONTENTS**

---

**6. COUNTRY CDA PROFILES**

**6.1. CENTRAL AMERICA:**

**6.1.A GUATEMALA**

**6.1.A.1 CINADCO Description of current and upcoming projects**

**6.1.B EL SALVADOR**

**6.1.B.1 USAID cable of approval of workplan**

**6.1.B.2 Israeli technician's workplan**

**6.1.C HONDURAS**

**6.1.C.1 CINADCO Description of current and upcoming projects**

**6.1.C.2 USAID letter explaining administrative problems**

**6.1.C.3 Memo of Understanding draft between USAID mission and MASHAV**

**6.1.D COSTA RICA**

**6.1.D.1 CINADCO Description of current and upcoming projects**

**6.2 CARIBBEAN:**

**6.2.A DOMINICAN REPUBLIC**

**6.2.A.1 Gardella memo explaining current status of project**

**TABLE OF CONTENTS**

---

**6.2.B ANTIGUA**

- 6.2.B.1 CINADCO Description of current project
- 6.2.B.2 Memo explaining current status of project

**6.2.C JAMAICA**

**6.3 AFRICA:**

**6.3.A SWAZILAND**

**6.3.B MALAWI**

**6.3.C LESOTHO**

**7. TRAINING PROGRAMS**

- Comparison of courses given in the U.S. and in Israel
- Advantages of training courses

**7.1 Source documents:**

- 7.1.A Cost of training in Israel
- 7.1.B Work sheet from OICD (note number of considerations)
- 7.1.C Comparison of course in the U.S. and
- 7.1.D similar course given by MASHAV in English and Spanish
- 7.1.E Press Release from El Salvador

**8. RECOMMENDATIONS**

- Considerations under the existing understanding of the Berman Amendment
- Private Sector Initiatives

## ACKNOWLEDGEMENTS

Master Productions/Master Minds would like to thank the following people who performed yeomen services and acts of kindness in the compilation of this evaluation. A special thanks goes to Mr. Edward Lijewski for pursuing all the administrative angles to see this evaluation take place. (Mr. Lijewski, due to his close personal and professional interest in the program is the repositor of all material collected in the course of this evaluation: files, press clippings, correspondence, etc.)

Additional gratitude must be extended toward Dr. Richard Bissell who has overseen the joint cooperation program between the United States and Israel and to Mr. Ran Kuriel who has been an exemplary and tireless counterpart and overseer of the program personifying the meaning of cooperation and coordination.

Finally, I would like to thank personally Uri Eshed from Israel's Ministry of Agriculture's Centre for International Agricultural Development Cooperation. Some of the descriptions of each of the projects found herewith are his.

If such partnerships between nations and the men running them could be as valuable and helpful as those exhibited in the Israeli/U.S. foreign assistance program, the world would indeed be a better place.

## EXECUTIVE SUMMARY

Where there is no guidance,  
the people fall,  
But in an abundance of counselors  
there is victory.

-- Proverbs 11:14

### Introduction

The joint USAID/MASHAV Cooperative Agreement which partners the U.S. and Israeli foreign assistance experience is an example and an attempt to gain "victory" or at least halt the devastation which faces many Less Developed Countries (LDC's) in the world today.

The program which totals \$5 million per year is often looked upon as a small and somewhat inconsequential program given the large funds with which AID is accustomed to dealing.

Looked upon in this way, the very accomplishments and the experimental nature of the joint effort is lost if it is so trivialized. What one must see in this joint effort is a joint venture and what may be a prototype of partnerships between donor countries in the future.

Such a partnership can unify and intensify existing efforts to help those countries for whom time has run out and "victories" are all too rare.

It is in such a spirit to emphasize the potential that still lies in this Cooperative Development Agreement that this report has been compiled.

### Background

The objective of the program has changed throughout its inception from a strictly research oriented program to one of practical technical assistance. Thus, any evaluation of the program must necessarily acknowledge that it is a program that is still in its pilot stages; a test of the coordinating and cooperative powers of two governments each with its own objectives and goals in an LDC. These objectives and goals are not merely the developmental aspects of the foreign assistance package, but must needs concern the political and economic interests of the participating donor countries and the principle receiving nation.

## Executive Summary continued

### Findings

This evaluation finds that overall, the sincere cooperative desire of the Israelis to underscore U.S. developmental plans in the countries which participate in the Cooperative Development Agreement along with the technical assistance which they have provided has been effective and positive.

The drawbacks in the program are in its tentative nature, the inability of the USAID missions and third country governments to "count on" the program in a long term manner and the lack of communication and oversight by the in country USAID missions with AID Washington and the explicit parameters of the oversight of the program between AID Washington and the Israeli counterpart, MASHAV Jerusalem.

If the overall objective of the Cooperative Agreement was simply to be a catalyst to give incentive for USAID missions to draw upon Israeli expertise and to give Israel an added and valued presence in developing countries then certainly this objective has been met. But in meeting this objective there is created a host of considerations which must be thought out and the accompanying new set of technical questions addressed and solved. For example, what to do with the equipment, the personnel "counterparts" of the Israeli technicians, and how long the program can reasonably be assumed to continue.

At this point in time, several decisions have already been made as to some of the financial aspects of the administration of the program. In particular, the funds, which have up until this report, been dispersed through a serpentine process of Mission approval to liquidate against the grant in Washington to Jerusalem to Israeli Embassy in-country has been done away with. Now AID Washington will transfer the funds directly to MASHAV.

The only real foreseeable drawback to this new arrangement is that it removes AID from control of the money and hence lessens to some degree the cooperative nature of the program. On the other hand, this streamlines certain exasperating elements of the program and given the annual meetings which determine the usage of the money may be the natural consequence and acknowledgement of the maturation of the program.

## STUDY OBJECTIVE AND METHODOLOGY

### Information contained herein

In what follows every effort is made to familiarize the various participants in the AID/MASHAV program. Some of what is presented is quite elementary but due to the observed high turn over rate in AID both in Washington and in the field it was felt that including as much information as possible on the program would be most helpful and necessary.

Thus there are maps, descriptions of each project as described by Israel's Center for International Agricultural Development Cooperation (CINADCO) which played a major role in devising the projects and staffing them, and whatever helpful background to give insight and understanding to the goals and purposes of the projects is provided.

### Interviews

Every endeavor was made to ascertain the real impact of the Cooperative Development Agreement from those who administered it, participated in it and received the technical assistance. In each country several people were contacted those from AID, the Israeli embassies, the Israeli technicians and nationals from the third country who participated in the projects. In every case frank and candid interviews were held and what appears here is a distillation of those interviews.

In some cases, notably Antigua and the Dominican Republic the issues are best stated in memoranda prepared by USAID officers which aptly described that which this writer observed. They are therefore included as the definitive word on the projects.

### Timeframe

Because of the timing of the evaluation, that is to say, the fact that it is being conducted in midstream of some of the projects where results are not yet reached the nature of this evaluation concentrates less on the assessment of personnel and technology and more on the actual administrative, procedural and thematic aspects of the program which have been determined to be the key stumbling blocks to the all the rest of the program.

That is why this evaluation seeks to be a broad and sweeping overview of the program and offers a basis on which to build and establish the program and future evaluations of the program.

## Study Objectives and Methodology continued

### Considerations

The typical aspects of cost-effectiveness and efficiency are difficult to calibrate in this program at this time. The program is too new, the staffing in many instances too recent and the purpose far different than such criteria.

The AID/MASHAV agreement is in many ways part and parcel of U.S. and Israel foreign policy in Less Developed Countries as well as U.S./Israel bilateral relations. Thus questions of efficacy fall by the wayside in light of these bilateral considerations.

However, the section on training programs does afford a comparison of cost-benefit and prestige building components to the U.S. developmental objectives and host country relationships.

It is the hope of this evaluation, as stated in the Recommendations section that criteria will be established or put into place to evaluate this program in the future. Such criteria must extend beyond the Cooperative Agreement's stated objective to utilize Israeli technicians in USAID's developmental strategies and projects. That objective, by the very definition of this evaluation has been met. The question is still left for both the U.S. and Israel to determine a set of criteria that quantifies and qualifies how well.

This will be increasingly important as the world's funds for development are shrinking and programs such as the one evaluated here are ever in jeopardy of being cancelled in the light of insufficient or inadequate rationale for the undertaking.

(Please see "Achievements in Brief" section)

BACKGROUND OF THE COOPERATIVE DEVELOPMENT AGREEMENT (CDA)  
BETWEEN THE U.S. AND ISRAEL

Legislative origins

In 1985 an amendment to the Foreign Operations, Export Financing, and Related Programs Appropriations Act stated,

That not less than \$5 million shall be made available only for cooperative projects among the United States, Israel and developing countries....

This clause, known as the Berman Amendment [named after Congressman Howard L. Berman (D) California] became the impetus for a relationship between the United States Agency for International Development (USAID) and the Israeli foreign assistance counterpart, MASHAV.

The exact genesis of this law is not certain to this writer. The responses to the inquiry as to the origin of this agreement have not been altogether consistent. However, the following responses have been instructive and lead to a direction for the agreement:

1. The Government of Israel received a number of requests by "developing countries" to supply expertise and know-how to meet certain development problems. Due to a lack of funds, Israel asked the United States to help enable Israel to answer these requests.
2. To give Israel, via MASHAV, a renewed presence (where once they had been ousted after the 1967 war) or an enhanced presence in countries of the developing world.
3. The program of cooperation is a natural extension of the US/Israel alliance which already exists in the political and military arena and which now adds the "development" wing as well.
4. A desire by Israel to combine the knowledge of Israel's years as a developing country with the U.S. accumulated knowledge of helping countries develop.

## Background continued

### Research

Originally the "cooperative projects" were interpreted with the cooperation of Israel as a cooperative research program which paired Israeli scientists with scientists of the developing world, assigned by AID.

### Technical Assistance

Dissatisfied with such a program, the law was later interpreted as USAID finding existing projects in developing countries which could utilize the expertise and knowledge of Israeli technicians (or experts).

No exact reason can be cited at this time for how the funding levels of the program were determined. There is some speculation that because the U.S. provides such substantial entitlements to Israel each year, the cooperative agreement program was to use some of that already committed money towards joint projects. This would assuage some of the criticism leveled at AID and Israel for the high priority and amounts funds.

At any rate, the funding levels were determined and the money committed to the program before the choice of participation in projects was selected.

This is in great measure why the program, up until now has been looked upon as a "pilot" program which operated in a manner characterized as "affirmative action" for Israel. Initially, the program allowed Israel a chance to work with AID projects (Not AID itself), and expose USAID missions to the vast storehouse of expertise the Israelis possess. After utilizing such expertise, so the logic goes, USAID would be able to draw from an augmented and larger array of talent from Israel in projects where such talent would be appropriate.

### Water Resources and Agriculture

Thusfar, the participation by Israeli technicians has been in water resource management and agriculture.

Though administered and imposed from Washington on third country USAID missions in an effort to "start the ball rolling", it is a great testament to both USAID and MASHAV to provide avenues where Israeli technical assistance would be needed and to fill these slots so admirably for the most part.

## ORGANIZATION

### Initial stumbling blocks

The organization both administratively and procedurally left much to be desired. The AID Washington intent on integrating Israeli technicians in USAID projects was interpreted in many instances as placing another heavy burden on already overworked project officers. Most regarded the task as a departure from the focus of fulfilling the developmental scenarios for the given country to altering their focus (however momentarily) to finding a place for an Israeli technician within the overall schemata.

In short, in the initial periods of the implementation of the agreement the USAID project officers, without exception saw the program as an imposition rather than an opportunity.

They did not have enough lead time, understanding or set of procedures to follow to handle new personnel which were regarded as neither contractor nor direct hire. (Please see

### Financial matters

In some instances project officers were left having to rent interim vehicles on mission funds, and even personally pay out of pocket expenses because of the lack of funds by MASHAV. This was due to the fact that they had not reached Jerusalem from Washington and the Israeli Embassy had no "petty cash" or funds from which the technician could get an advance.

The money flow chart (4.1.B) shows how circuitous the procedure was and hence how delays could occur.

### Communication breakdown

It is significant to mention that this was primarily due to the fact that most USAID files that I looked at did not have a copy of the agreement. Indeed, tempers became so embittered that by the time the 1989 funds were available and AID Washington was soliciting proposals some officers took a rather cynical view to the program. (For an example see Document 4.2, notes on recent AID Washington cable.)

Organization continued

Overcoming the administrative kinks

These attitudes were usually quickly allayed once the technician was in country and performing his tasks. In most instances, however, the USAID project officers were unclear as to their jurisdiction over the Israeli technician. In some cases the technician saw himself as a "direct hire" of AID. Others saw themselves answerable only to the Israeli Ambassador.

In the best case scenario which is the Jamaican model (4.1.C), the Israelis were seconded successfully and clearly to the USAID supported local agency or organization, the National Irrigation Commission (NIC). This was arrived at, it should be noted, by the team of Israeli experts who had previously been out in Jamaica under the Cooperative Agreement and who recommended what personnel was needed and where. It is much to their credit that USAID Jamaica saw fit to take their recommendations seriously and to carry them out with Israeli technicians when it would have been equally as possible (if not in some ways more desirable) to fulfill the positions with Jamaican experts. [The Jamaican experts would have been less costly and more familiar with the Jamaican landscape, culture and personnel.]

It must be realized, finally, that the USAID missions see the program in terms of a potential reservoir of funds to use for their projects. When they see an advantage to the program they will tap into it. These initial hindrances are continuing to be overcome as the program matures.

The flow chart (4.1.A) which follows indicates by the broken line a breakdown that often occurs between the Israeli embassy and the USAID mission personnel.

The relationship between a USAID mission project officer and an Israeli embassy is not a natural one. Very often the project officer is not focused on his relationship with the embassy or the Israeli national who is filling a slot in an USAID project.

Here most USAID project officers wished for more involvement in the administration of the day-to-day activities of the Israeli technician by the Israeli embassy. Yet, conversely, since the project was usually not instigated by the Israeli embassy but rather a tertium agency [MASHAV or CINADCO (which is the Ministry of Agriculture's Centre or International Agricultural Development Cooperation)], and since the project was funded by AID Washington, it seemed only logical to the Israeli embassies to foist the responsibility and the project procedural matters on USAID missions.

Organization continued

Plainly said, the grassroots level of the Cooperative Agreement was left out of the loop. This was further complicated by the fact that there was no previously defined relationship between the Israeli embassy and USAID project officers leaving USAID missions and Israeli embassies to invent a working relationship which varies somewhat from country to country, but usually involves the USAID project officer and the Israeli Embassy's First Secretary.

The current seasoning of the Cooperative Agreement has allowed for a solidification and standardization of routine procedures, practices and communiques between the missions and the Israeli embassies.

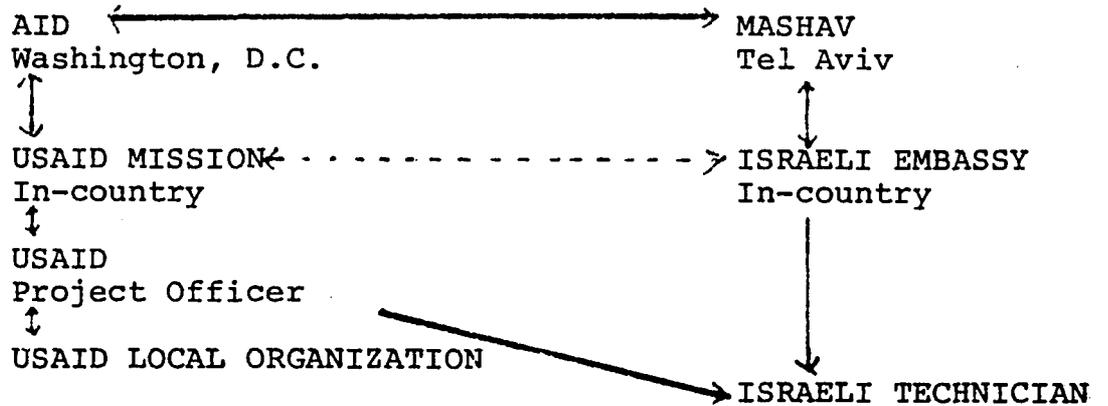
#### Building on a firm foundation

It is a great credit to the USAID mission personnel and the Israeli technicians who many times showed enormous creativity and initiative for getting the program moving. In many ways this is quite remarkable achievement.

However, the time has come to codify the objectives of the program overall so that greater effectiveness and efficiency can be attained, to allow the smooth implementation of projects with clearly defined goals and clearly understood terms of the contract which conform to a standardized set of procedures and communications so that future evaluations and use of the Israeli technicians, which can have, and do have real value to the USAID missions and personnel can be established on a long term basis. If, that is, a long term basis is sought.

4.1.A  
 ORGANIZATION CHART OF  
 AID/MASHAV COOPERATIVE  
 AGREEMENT

U.S. CONGRESS  
 Berman Amendment



N.B. Note the lack of accountability or single directionality of the Israel technician. It is unclear whether he is answerable to USAID or the Israeli Embassy, or both, or neither.

Only in cases where the technician has been seconded to the USAID local organization is this problem best obviated.

(Please see Jamaica Model)

15

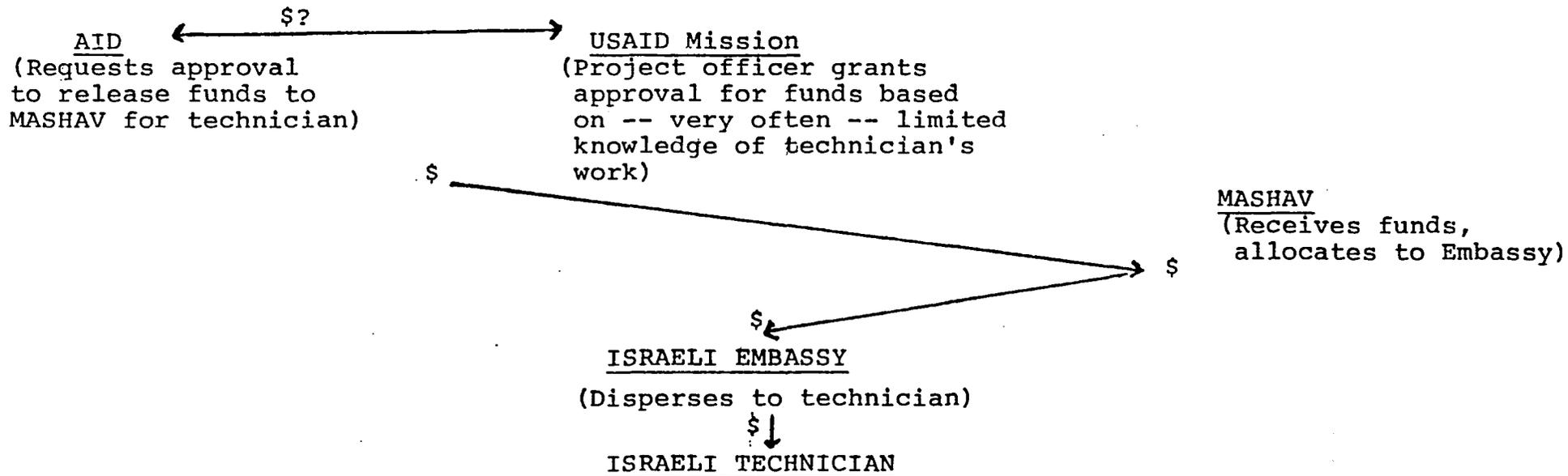
4.1.B

MONEY FLOW CHART OF COOPERATIVE AGREEMENT

WASHINGTON, D.C., U.S.A.

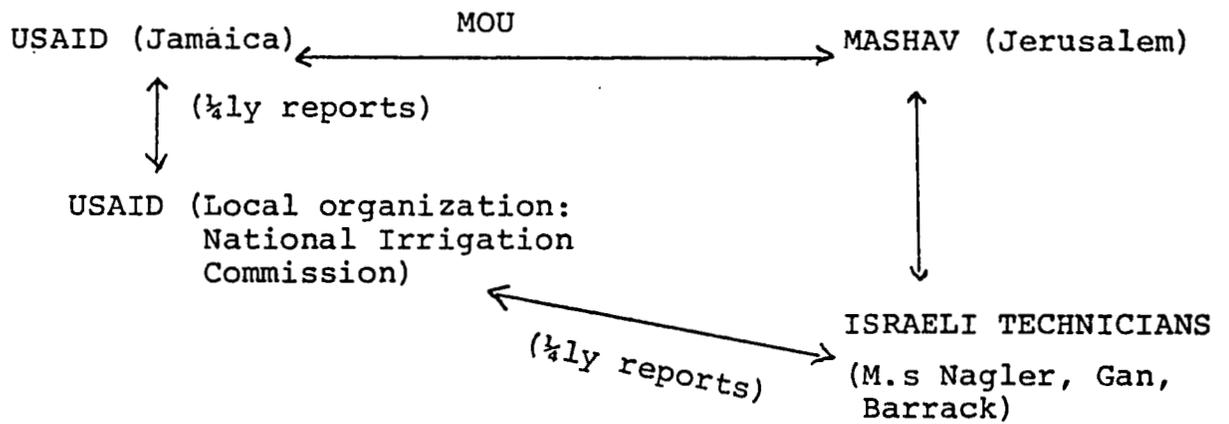
THIRD COUNTRY

JERUSALEM, ISRAEL



4.1.C

JAMAICA MODEL



MOU: Memorandum of Understanding (please see example included)

1/4ly reports: Quarterly reports. The quarterly reports of the three technicians are synthesized and included in the National Irrigation Commission's quarterly reports to USAID (Jamaica).

This is a prime example of how channels of communication and administration are free-flowing and open.

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AIDAC

E.O. 12356: N/A

SUBJECT: A.I.D.-ISRAEL COOPERATIVE DEVELOPMENT PROGRAM

SUMMARY: ON MAY 25TH, THE ADMINISTRATOR OF A.I.D. AND THE AMBASSADOR OF ISRAEL SIGNED A DOLS 5.625 MILLION COOPERATIVE AGREEMENT BETWEEN A.I.D. AND THE GOVERNMENT OF ISRAEL, ACTING THROUGH MASHAV, THE ISRAELI EQUIVALENT OF A.I.D., FOR THE A.I.D.-ISRAEL COOPERATIVE DEVELOPMENT PROGRAM FOR FY 1988. THE COOPERATIVE DEVELOPMENT PROGRAM WILL PROVIDE FINANCIAL SUPPORT FOR ASSISTANCE PROJECTS FOR DEVELOPING COUNTRIES JOINTLY PROGRAMMED BY ISRAEL AND A.I.D. AND IMPLEMENTED BY ISRAEL. BASED ON ANNUAL JOINT CONSULTATIONS, A GENERAL WORK PLAN FOR ACTIVITIES TO BE FINANCED WITH APPROPRIATE FISCAL YEAR FUNDS IS DETERMINED. SELECTED ACTIVITIES ARE BASED ON REQUESTS FROM DEVELOPING COUNTRIES OR ON PROJECTS IDENTIFIED BY MASHAV, HOST COUNTRY OFFICIALS, AND/OR A.I.D. THE FY 1988 CDP SUPPORTS SHORT TERM TECHNICAL ASSISTANCE ("CONSULTANCIES"), LONG TERM TECHNICAL ASSISTANCE, AND TRAINING BOTH IN ISRAEL AND IN-COUNTRY.

DIR	/
DD	/
CON	/
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HRD	/
CHRON	/
RF	/

1. BACKGROUND: A.I.D.-ISRAELI COLLABORATION IN PROVIDING ASSISTANCE TO DEVELOPING COUNTRIES BEGAN IN

1985. IN FY-1985, THE CONGRESS REQUESTED A.I.D. TO IMPLEMENT A NEW PROGRAM OF COOPERATIVE PROJECTS SUPPORTING THE APPLICATION OF RELEVANT ISRAELI TECHNOLOGY TO LDC PROBLEMS. IN RESPONSE, A.I.D. INITIATED THE U.S.-ISRAEL COOPERATIVE DEVELOPMENT RESEARCH (CDR) PROGRAM (936-5544) AS A SEPARATE INITIATIVE LINKING ISRAELI AND DEVELOPING COUNTRY SCIENTISTS IN JOINT RESEARCH PROJECTS.

ALSO FROM FY 1985 THROUGH FY 1987, A.I.D. SUPPORTED PROJECTS PROVIDING ISRAELI TECHNICAL ASSISTANCE AND TRAINING TO SELECTED LDCs IN LATIN AMERICA AND AFRICA.

JOINT A.I.D.-ISRAEL CONSULTATIONS ON THE HISTORY AND FUTURE OF SUCH COOPERATIVE PROJECTS WERE HELD IN FEBRUARY, 1988. A.I.D. AND ISRAEL AGREED TO EXPAND ISRAELI LINKAGES WITH AND THE FLOW OF ISRAELI TECHNICAL

ASSISTANCE AND TRAINING TO LICs UNDER A NEW COOPERATIVE DEVELOPMENT PROGRAM (CDP). THE FORMER CDR PROGRAM WITH ITS EMPHASIS ON COOPERATIVE RESEARCH WOULD TERMINATE IN FY 1988 AND BE REPLACED BY THE NEW CDP WITH EMPHASIS ON TECHNICAL ASSISTANCE, TRAINING AND INCLUDING SOME ADAPTIVE, PROJECT-RELATED RESEARCH. THE CDP WOULD PHASE-IN IN FY 1988, REPLACING THE CDR BY FY 1989.

2. THE A.I.D.-ISRAEL COOPERATIVE DEVELOPMENT PROGRAM.

A. PROJECT DESCRIPTION: THE PROGRAM IS NAMED THE "A.I.D.-ISRAEL COOPERATIVE DEVELOPMENT PROGRAM." THE TERM "COOPERATIVE" REFLECTS THE INTENDED AND ESSENTIAL NATURE OF THE EXISTING AND PLANNED RELATIONSHIPS AND ARRANGEMENTS BETWEEN A.I.D. AND MASHAV FOR MUTUALLY PROGRAMMING AND CARRYING OUT THE PROGRAM.

*not contract*

THE A.I.D.-ISRAEL COOPERATIVE DEVELOPMENT PROGRAM SUPPORTS THE IDENTIFICATION AND DELIVERY OF ISRAELI TECHNICAL ASSISTANCE AND TRAINING TO LICs TO ADDRESS A BROAD RANGE OF REQUIREMENTS FOR WHICH ISRAELI EXPERIENCE, TECHNOLOGY AND EXPERTISE ARE PARTICULARLY WELLSUITED. THE CDP SUPPORTS ASSISTANCE PROJECTS TO LICs JOINTLY PROGRAMMED BY ISRAEL AND A.I.D. AND IMPLEMENTED BY ISRAEL. BASED ON ANNUAL JOINT CONSULTATIONS, A WORK PLAN FOR ACTIVITIES TO BE FINANCED IS DETERMINED. SELECTED ACTIVITIES ARE BASED ON REQUESTS FROM DEVELOPING COUNTRIES OR ON PROJECTS IDENTIFIED BY MASHAV (THE TECHNICAL ASSISTANCE ARM OF THE ISRAELI MINISTRY OF FOREIGN AFFAIRS AND THE ISRAELI EQUIVALENT OF A.I.D.), HOST COUNTRY OFFICIALS, AND/OR

A.I.D.

F. RELATIONSHIP TO A.I.D. COUNTRY DEVELOPMENT STRATEGIES: ISRAEL'S AGRO-CLIMATIC CONDITIONS AND DEVELOPMENT EXPERIENCE - DESPITE ITS SCARCITY OF ARABLE LAND, WATER, AND OTHER MATERIAL RESOURCES -- LEND COMPARATIVE ADVANTAGES TO ISRAELI DEVELOPMENT EXPERTISE IN AGRICULTURE AND RELATED AREAS FOR APPLICATION TO SELECTED DEVELOPING COUNTRY PROBLEMS. ISRAELI EXPERTISE AND EXPERIENCE HAS THE POTENTIAL TO BE OF SIGNIFICANTLY GREATER ASSISTANCE TO DEVELOPING COUNTRIES' EFFORTS TO ACHIEVE ACCELERATED FOOD PRODUCTION, IMPROVED NATURAL RESOURCE MANAGEMENT, AND RURAL AND COMMUNITY DEVELOPMENT. ISRAELI EXPERTISE CAN ADVANTAGEOUSLY COMPLEMENT A.I.D. AND OTHER DONOR DEVELOPMENT ASSISTANCE IN SELECTED COUNTRIES WORLDWIDE IN AREAS SUCH AS: DEVELOPMENT OF WATER RESOURCES; PROMOTION OF EFFICIENT IRRIGATION; TECHNIQUES FOR OPTIMIZING YIELDS; ADAPTIVE AGRICULTURAL RESEARCH; IMPROVING AGRICULTURAL EXTENSION; LAND CONSERVATION; AGROFORESTRY AND ARID ZONE

BT

AFFORESTATION; TECHNICAL MANPOWER TRAINING IN AGRICULTURE AND RELATED SUBJECTS FOR RURAL COMMUNITY DEVELOPMENT AS A WHOLE; DEVELOPMENT OF APPROPRIATE ORGANIZATIONAL STRUCTURES FOR DEVELOPMENT; CROP INTENSIFICATION IN SEMI-ARID ZONES; CONSTRUCTION AND OPERATION OF MICRO-CATCHMENTS; INCORPORATION OF RURAL WOMEN IN ECONOMIC PRODUCTION ACTIVITIES; COOPERATIVE TRANSPORT; AND EXPANSION OF AQUACULTURE.

C. THE FY 1988 CDP. THE FY 1988 CDP WILL BE FUNDED AT A TOTAL LEVEL OF DOLS 5,625,000, WITH A.I.D.'S CONTRIBUTION AT DOLS 4.5 MILLION AND MASHAV'S AT DOLS 1,125,000.

MAJOR OUTPUTS ARE:

TRAINING IN ISRAEL	600/PERSON MONTHES
TRAINING INCOUNTRY	34 COURSES
SHORT TERM TECHNICAL ASSISTANCE ("CONSULTANCIES")	60 PERSON MONTHES
LONG TERM TECHNICAL ASSISTANCE	20 PERSON YEARS

FOR FY 1989 AND LATER YEARS, WE ANTICIPATE A.I.D.'S CONTRIBUTION TO THE CDP WILL BE ABOUT DOLS 5.0 MILLION ANNUALLY, SUBJECT TO THE AVAILABILITY OF FUNDS FROM THE CONGRESS.

D. TO IMPLEMENT THIS ACTIVITY, PPC WILL MANAGE THE CDP COOPERATIVE AGREEMENT WITH MASHAV. ACTIVITIES TO BE

SUPPORTED UNDER THIS NEW CENTRALLY-FUNDED ACTIVITY ARE JOINTLY PROGRAMMED BY A.I.D. AND MASHAV. MASHAV AND A.I.D. MEET ANNUALLY TO CONSIDER COUNTRY ACTIVITIES FOR THE CDP PROPOSED BY EACH PARTY AT A PROGRAMMING MEETING (ALTERNATING BETWEEN WASHINGTON AND JERUSALEM). AT OR PURSUANT TO SUCH CONSULTATIONS, A WORK PLAN ("PROJECT IMPLEMENTATION PLAN") CONTAINING CONFIRMED AS WELL AS POSSIBLY SOME ILLUSTRATIVE ACTIVITIES TO BE SUPPORTED WITH APPROPRIATE FISCAL YEAR FUNDS IS DETERMINED. A PROJECT IMPLEMENTATION PLAN OF ACTIVITIES FOR THE FY 1988 CDP HAS BEEN DETERMINED.

*How nice  
Do we get a  
free vacation  
in Israel if  
we "cooperate"?*

REGULAR CONSULTATIONS BETWEEN A.I.D. AND MASHAV OFFICIALS ON KEY PROGRAMMING, FINANCIAL, ADMINISTRATIVE, EVALUATION, ETC., ASPECTS OF THE PROGRAM ARE ENVISIONED. THIS PROCESS OF CONSULTATIONS IS INTENDED TO ESTABLISH TO THE SATISFACTION OF BOTH PARTIES A MUTUALLY DETERMINED WORK OR PROGRAM IMPLEMENTATION PLAN, AND TO PROVIDE FOR THE COOPERATIVE DEVELOPMENT, IMPLEMENTATION AND MONITORING OF THE PROGRAM. THE CDP PROVIDES FOR POSSIBLE REVISIONS OR ADDITIONS TO INITIAL PROGRAM IMPLEMENTATION PLANS REGARDING SPECIFIC ALLOCATIONS OF TRAINING AND TECHNICAL ASSISTANCE TO AND WITHIN SELECTED COUNTRIES. DECISIONS ON SUCH MATTERS WITHIN THE PROGRAM WILL BE MADE JOINTLY BY A.I.D. AND MASHAV.

POTENTIAL ACTIVITIES MAY BE PROPOSED BY EITHER MASHAV, THE HOST COUNTRY, OR A.I.D. FOR ACTIVITIES PROPOSED BY MASHAV OR BY HOST COUNTRIES TO MASHAV, A.I.D. MISSION AND HOST COUNTRY COMMENTS AND/OR CLEARANCES WILL BE OBTAINED AS APPROPRIATE WITH THE RESPONSIBILITY FOR FIRST OBTAINING SUCH CLEARANCES/COMMENTS BELONGING TO MASHAV. MISSIONS MAY EXPECT CONTACTS BY REPRESENTATIVES OF MASHAV TO THIS END FROM TIME TO TIME, AND LIKEWISE MAY CONTACT MASHAV OR THE LOCAL ISRAELI EMBASSY FOR THE SAME PURPOSE. JOINT DECISIONS WILL BE MADE AFTER CONSIDERATION OF PERTINENT INFORMATION AND THE VIEWS OF ALL PARTIES; HOWEVER, WITH RESPECT TO TRAINING ACTIVITIES OF THE FY 1988 CDP, BECAUSE OF THE LATE INITIATION OF THE PROGRAM IN THIS FY, MISSION CLEARANCES/COMMENTS ON PARTICIPANTS OF TRAINING PROGRAMS IN ISRAEL PROPOSED BY MASHAV WILL NOT BE OBTAINED. LAC FIELD MISSIONS WILL ADVISE A.I.D./W OF ACTIVITIES CLEARED FOR FUNDING UNDER THE CDP FOR THEIR COUNTRIES AND WILL BE RESPONSIBLE FOR MONITORING AND OVERSIGHT OF THE IMPLEMENTATION OF THOSE ACTIVITIES.

MASHAV WILL CONCURRENTLY NOTIFY A.I.D. MISSIONS AND A.I.D./W OF SHORTTERM EXPERT MISSIONS ("CONSULTANCIES"; THESE MAY AVERAGE ABOUT 30 DAYS, BUT WOULD NOT EXCEED 60 DAYS) AS THESE ARE UNDERTAKEN BY MASHAV UNDER THE PROGRAM.

FOR THE REMAINDER OF THE FY 1988 CDP, A.I.D. MISSIONS MAY INFORM MASHAV OF TRAINING AND/OR SHORT TERM TECHNICAL ASSISTANCE REQUIREMENTS OF SPECIFIC A.I.D. OR HOST COUNTRY DEVELOPMENT ACTIVITIES WHICH COULD BE WELL MET BY ISRAELI EXPERTISE.

E. STRATEGIC MANAGEMENT DECISIONS. FURTHER AND CONTINUING CONSULTATIONS MAY PRODUCE AGREEMENT BY A.I.D. AND MASHAV TO MAKE CHANGES, REVISIONS, ADDITIONS, AND/OR AMENDMENTS TO THE "PROGRAM IMPLEMENTATION PLAN". HOWEVER, IN NO EVENT WILL THE TOTAL FINANCIAL OBLIGATION BE

*Did not the host cable to us? We're responsible but we don't clear first?*

OF A.I.D. TO ANY FISCAL YEAR PROGRAM OF ACTIVITIES EXCEED THE AMOUNT AUTHORIZED FOR THE CDP AGREEMENT. ALL SUBSTANTIVE ISSUES CONCERNING A COUNTRY OR REGIONAL ACTIVITY UNDER THE CDP WILL BE CLEARED WITH THE RESPECTIVE A.I.D./W REGIONAL BUREAU CONTACT (SEE SECTION V., B., BELOW).

F. EVALUATION. AN ANNUAL EVALUATION OF THE PROGRAM WILL BE JOINTLY PLANNED AND JOINTLY UNDERTAKEN. THE EVALUATION WILL ASSESS THE QUALITY AND EFFECTIVENESS OF TRAINING AND TECHNICAL ASSISTANCE PROVIDED UNDER THE PROGRAM AS WELL AS OTHER PERTINENT MATTERS INCLUDING BUT NOT LIMITED TO, E.G., PROCEDURES OF BOTH MASHAV AND A.I.D. FOR DEVELOPMENT AND ADMINISTRATION OF THE PROGRAM.

TERMS OF REFERENCE (TOR) AND A SCOPE OF WORK (SOW) FOR THE ANNUAL EVALUATION WILL BE JOINTLY PREPARED BY THE RESPECTIVE PROJECT OFFICES OF A.I.D. AND MASHAV. THE PROPOSED TOR AND SOW FOR THE EVALUATION WILL BE CABLED TO SELECTED MISSIONS FOR INFORMATION; MISSION COMMENTS/SUGGESTIONS ON THE TOR AND SOW WILL BE WELCOME. THE FINAL TOR AND SOW WILL BE CLEARED BY THE A.I.D./W REGIONAL BUREAU CONTACTS FOR THE CDP (SEE SECTION V., B., BELOW).

THE INITIAL ANNUAL EVALUATION TO BE UNDERTAKEN IN LATE FY 1988 MAY ALSO ASSESS AND CONSIDER, AS APPROPRIATE, TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES UNDERTAKEN EARLIER BY MASHAV UNDER A.I.D. FINANCING IN CENTRAL AMERICA AND THE CARIBBEAN AND IN AFRICA.

THE RESULTS AND RECOMMENDATIONS OF THE ANNUAL EVALUATION WILL BE CONSIDERED BY MASHAV AND A.I.D. IN THE DEVELOPMENT OF ANY SUBSEQUENT FISCAL YEAR'S PROGRAM OF PLANNED ACTIVITIES.

#### V. ADMINISTRATION

A. MASHAV. THE OFFICE OF MASHAV IN JERUSALEM WILL BE RESPONSIBLE FOR ADMINISTRATION OF MASHAV'S RESPONSIBILITIES UNDER THE PROGRAM.

MASHAV WILL COORDINATE, IMPLEMENT AND ADMINISTER ALL TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES, FROM IDENTIFICATION THROUGH EXECUTION TO COMPLETION STAGES.

SPECIFIC INITIATIVES MAY BE PROPOSED BY THE HOST COUNTRY, MASHAV OR A.I.D.

MASHAV'S COORDINATION RESPONSIBILITIES INCLUDE NOTIFYING A.I.D. MISSIONS AND THE A.I.D./W PROJECT OFFICE OF POTENTIAL TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES. MASHAV WILL CONSULT WITH A.I.D. MISSIONS AND A.I.D./W REGIONAL BUREAU REPRESENTATIVES TO OBTAIN THEIR CONCURRENCES/CLEARANCES ON PROPOSED TECHNICAL ASSISTANCE

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PROJECTS (AND FOR FY 1989 AND LATER, ALSO ON PROPOSED TRAINING ACTIVITIES).

AS A GENERAL PRINCIPLE, MASHAV WILL FORMALLY PROPOSE ACTIVITIES FOR FUNDING ONLY AFTER INFORMALLY DETERMINING THAT THE ACTIVITY(IES) ARE ACCEPTABLE TO THE REQUESTING COUNTRY AND THE USAID MISSION (INDIVIDUAL PARTICIPANT TRAINING FELLOWSHIPS IN ISRAEL FOR THE FY 1988 CDP DO NOT REQUIRE PRIOR A.I.D. CONCURRENCE).

? no AID  
control?

ALL TECHNICAL AND ADMINISTRATIVE ASPECTS OF IMPLEMENTING THE TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES ARE THE RESPONSIBILITY OF MASHAV.

MASHAV WILL BE RESPONSIBLE FOR PROCURING ALL EQUIPMENT, COMMODITIES (VEHICLES, SMALL EQUIPMENT, SUPPLIES, ETC.) REQUIRED FOR ELIGIBLE PROGRAM ACTIVITIES.

no AID  
control  
CADA case?

MASHAV IS RESPONSIBLE FOR OBTAINING HOST COUNTRY, A.I.D. MISSION AND/OR REGIONAL BUREAU CONCURRENCE, AS APPROPRIATE, FOR TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES PROPOSED IN THE PROJECT IMPLEMENTATION PLAN

OR OTHERWISE IDENTIFIED FOR SUPPORT UNDER THE CDP (EXCEPT FOR INDIVIDUAL PARTICIPANT TRAINING FELLOWSHIPS IN ISRAEL FOR THE FY 1988 CDP WHICH DO NOT REQUIRE PRIOR A.I.D. CONCURRENCE).

P. A.I.D. THE PROJECT OFFICE FOR A.I.D. IS PPC/PDPR; THE SPECIAL ISSUES DIVISION OF PPC/PDPR WILL COORDINATE A.I.D.'S RESPONSIBILITIES UNDER THE PROGRAM.

PPC/PDPR WILL BE THE CENTRAL POINT OF CONTACT AND COORDINATION FOR IN-COMING AND OUTGOING COMMUNICATIONS AND A.I.D./W ACTIONS REGARDING THE PROGRAM. PPC/PDPR WILL ASSURE THAT A.I.D./W REGIONAL BUREAU CONTACTS FOR THE CDP ARE APPROPRIATELY INVOLVED OR CONSULTED ON CDP MATTERS AFFECTING THEIR RESPECTIVE REGIONS.

WITHIN A.I.D./W, THE POINTS OF CONTACT IN REGIONAL BUREAUS ARE AS FOLLOWS:

AFRICA BUREAU: AFR/TR (DIRECTOR)  
 ANE: ANE/TR (DIRECTOR)  
 LAC: LAC/DR (DIRECTOR)

COMMUNICATIONS BETWEEN MASHAV AND A.I.D./W WILL BE COORDINATED BY PPC/PDPR. PPC/PDPR WILL DETERMINE IN EACH INSTANCE WHETHER AND WHICH A.I.D. CENTRAL OR REGIONAL BUREAU OFFICE SHOULD BE CONSULTED ON A SPECIFIC MATTER REGARDING THE PROGRAM AND OBTAIN CLEARANCES AS APPROPRIATE. ALL A.I.D. REGIONAL BUREAU COMMUNICATIONS WITH A.I.D. FIELD OFFICES ON THIS PROGRAM WILL REQUIRE CLEARANCE OF THE A.I.D./W PROJECT OFFICE. ALL SUBSTANTIVE ISSUES CONCERNING A COUNTRY OR REGIONAL ACTIVITY WILL BE CLEARED BY THE A.I.D./W PROJECT OFFICE WITH THE RESPECTIVE A.I.D./W REGIONAL BUREAU CONTACT FOR THE CDP.

REVISIONS TO THE PROGRAM IMPLEMENTATION PLAN MAY BE MADE SUBJECT TO THE WRITTEN AGREEMENT OF MASHAV AND A.I.D.

#### VI. CDP ACTIVITIES.

A. TRAINING TRAINING WILL BE AVAILABLE TO PERSONS IN THE PRIVATE AND/OR PUBLIC SECTORS WHO HAVE BEEN IDENTIFIED AS POSSESSING THE POTENTIAL TO SIGNIFICANTLY BENEFIT FROM THE TRAINING AND CONTRIBUTE POSITIVELY AS A RESULT OF LEARNING AND SKILLS ACQUIRED FROM THE TRAINING

TO THE ACHIEVEMENT OF SHORT OR LONG TERM COUNTRY DEVELOPMENT OBJECTIVES .

*whose objectives*

SELECTION OF TRAINEES AND ADMINISTRATION OF TRAINING IS THE RESPONSIBILITY OF MASHAV.

I.) TRAINING IN ISRAEL TRAINING IN ISRAEL WILL INCLUDE BUT NOT BE LIMITED TO THE FOLLOWING CATEGORIES:

- COURSES IN COMMUNITY DEVELOPMENT, COOPERATION AND LABOUR
- COURSES IN AGRICULTURE
- COMPREHENSIVE REGIONAL PLANNING
- MEDICINE AND HEALTH
- WORKSHOPS IN AGRICULTURE, HEALTH, COMMUNICATION, LEADERSHIP, WOMEN IN DEVELOPMENT, ETC.

TRAINING WILL BE PROVIDED THROUGH SHORT-TERM COURSES, GENERALLY OF EIGHT TO TWELVE WEEKS DURATION, AT

MASHAV-AFFILIATED INSTITUTIONS IN ISRAEL. WORKSHOPS OF TWO TO FOUR WEEKS DURATION WILL ALSO BE AVAILABLE.

INDIVIDUAL TRAINING MAY ALSO BE PROVIDED IN TAILOR-MADE PROGRAMS IN SCIENTIFIC FIELDS, OR AS A SUPPLEMENT FOR PURPOSES OF SPECIALIZATION FOR GRADUATES OF A REGULARLY SCHEDULED COURSE.

II.) INCOUNTRY TRAINING SELECTED COUNTRIES, MASHAV WILL CONDUCT "ONTHESPOT" COURSES OF TWO TO FOUR WEEKS DURATION IN COOPERATION WITH THE HOST COUNTRY GOVERNMENT OR AN APPROPRIATE LOCAL INSTITUTION.

C.) SHORT-TERM IN-COUNTRY TECHNICAL ASSISTANCE ("CONSULTANCIES")

SHORT-TERM TECHNICAL ASSISTANCE MAY INVOLVE SOME OR ALL OF THE FOLLOWING: CONDUCTING STUDIES; PROVIDING DISCRETE AND LIMITED ADVISORY SERVICES; AND/OR PREPARING PROJECTS FOR IMPLEMENTATION; OR OTHER GENERAL CONSULTANCIES ON DEVELOPMENT PROJECTS OR ISSUES. SUCH "CONSULTANCIES" GENERALLY WILL AVERAGE ABOUT 30 DAYS IN LENGTH BUT WILL NOT EXCEED 60 DAYS.

D.) LONG-TERM IN-COUNTRY TECHNICAL ASSISTANCE

LONG-TERM TECHNICAL ASSISTANCE MAY INVOLVE ADVISORY TECHNICAL, ADMINISTRATIVE, ORGANIZATIONAL AS WELL AS OTHER EXPERT SERVICES TO ASSIST IN THE DESIGN, IMPLEMENTATION, MANAGEMENT, GENERAL ASSESSMENT AND EVALUATION OF DEVELOPMENT ACTIVITIES IN AREAS SUCH AS:

- DEVELOPMENT OF WATER RESOURCES
- PROMOTION OF EFFICIENT IRRIGATION TECHNIQUES FOR OPTIMIZING YIELDS
- ASSISTANCE IN ADAPTIVE AGRICULTURAL RESEARCH
- ASSISTANCE IN IMPROVING AGRICULTURAL EXTENSION
- LAND CONSERVATION

25

## ACHIEVEMENTS IN BRIEF

### GUATEMALA

Israeli technician: Ouzi David, water resource management.

Within four months, Mr. David has facilitated not only the consideration of the refining of water laws for Guatemala, but has already facilitated the restructuring of the existing government irrigation agency, designed its logo and won the respect and confidence of the Guatemalan irrigation experts.

### EL SALVADOR

Israeli technician: Ehud Gilai, agronomist.

Started green houses, nurseries and established immediate rapport with local farmers for increasing crop yields. Will introduce new irrigation and crop varieties which will compete on same research station with US technicians to allow El Salvadorans a chance to compare the different technologies and choose the one that will best suit their needs. Possible outcome may be a combination of technologies that will allow El Salvadorans to immediately utilize an appropriate and proven technology.

### HONDURAS

Israeli technicians: Yuval Dotan, irrigation specialist  
Amos Zur, agronomist

Established demonstration plots, taught courses and will facilitate the starting and establishing of a new irrigation extension agency, ProRiego.

### COSTA RICA

Israeli technician: Immanuel Cooper, agronomist

After three years of private farmers trying to develop a variety of tomatoes which would free Costa Rica from its annual fee of \$2 million to import tomatoes (usually from Panama), Mr. Cooper has, in two years, developed a new variety of tomato that is compatible with soils in Costa Rica and is being successfully farmed by a large private farm at the moment.

### DOMINICAN REPUBLIC

Israeli technician: Shabtai Zamir, plant pathologist

Mr. Zamir has started a laboratory to ascertain plant viruses and extensively planted a large research station with numerous crops. It is hoped that he will contribute to the establishment of a new AID project, The Agricultural Development Fund.

## ANTIGUA

Israeli technician: Asher Eisenkot, agronomist

In his short tenure, Mr. Eisenkot has helped at least twenty farmers become well-to-do. By suggesting crops, irrigation methods and markets (local and other islands in the Caribbean) to tap, he has won the admiration of the Ministry of Agriculture of Antigua and has the confidence of the local farmers. He increased the numbers of acres under irrigation of Antigua and the local production of vegetables helping Antigua become self-sufficient in vegetables. In only two and one half years.

## JAMAICA

Israeli technicians: Mr. Nagler, water resource specialist  
Mr. Barrak, irrigation specialist  
Mr. Gan, agronomist

While not in the scope of the current AID/MASHAV cooperative agreement, the USAID mission in Jamaica has demonstrated the goal of using Israeli technical assistants as "contractors" and seconding them to third country agencies who work directly with them. The important distinction and notable attribute to this program is that the mission has used its own funds to finance the project, thus achieving an ostensible goal for what the initial plan of the AID/MASHAV agreement was intended.

## WHAT THE ISRAELIS CAN OFFER

While not seeking to skirt the issue of the technical ability of the Israelis who have participated in the program to date (see final draft report), the following intangible attributes should be noted which are not ordinarily mentioned:

1. A fine combination of technical and practical application.
2. Adaptable and able to tailor make their programs to the given problem area.
3. Israel has a longstanding admiration from many developing countries.
4. "Developing countries" identify more readily with Israelis on the same level, whereas Americans are sometimes seen as being too technically sophisticated, somewhat condescending.
5. Israelis can have less restrictions on them, in some countries (in others, more) and able to get to places off-limited to Americans.



TS

## GUATEMALA

### Contacts

USAID: Paul White  
Brian Rudert  
Gordon Straub  
Mario Aragon Rivas  
Ethyl Morales

### Israeli

Embassy: Ambassador Gal-On  
First Secretary Boaz Modai

Technician: Ouzi David

### Description of project

Technical assistance provided to the Guatemalan government in order to make a more rational use of limited water resources.

### Assessment

Within four months of his tenure in Guatemala, Mr. David has facilitated not only the forum for redefining the water laws of Guatemala, but has already facilitated the restructuring of the existing government irrigation agency, now a water and soil agency called DIREC will be formed, he even designed its logo and won the respect and confidence of the Guatemalan irrigation experts.

By all accounts Mr. David has surpassed the original scope of work he was given in Guatemala and showed tremendous initiative in defining the water needs of Guatemala. He went to meetings, whether invited or not and showed by his sheer tenacity and bravado that he had not come to Guatemala to waste time.

### Administrative matters

This case is the prime example of where the in-country duties of the Israelis and the Americans had not been clearly defined.

Guatemala continued

(Administrative matters continued)

Believing that he should report directly to USAID he submitted many written reports and kept Mr. Aragon, his counterpart, appraised of his situation.

For the most part, the USAID people were taken off guard.

They didn't really think that they should be in charge of the technician thinking instead that it should be the Israelis. After all, they rationalized, they selected him, they should take care of his immediate needs such as an automobile in the interim that the vehicle procured by AID in Washington had not arrived.

This was an understandable conclusion because MASHAV had up until that time met all the other requirements such as housing, etc. for the technician.

After the persistence of the technician and the involvement of the Israeli ambassador USAID acquiesced and used mission funds to pay for a rented car they didn't quite understand why they should have to bear this burden especially with mission funds when the program had originated in Washinton.

The invovlement with the Israeli ambassador caused friction between USAID project managers and did little to endear them to the program as the collegial nature of the Cooperative Development Agreement had not been worked out on the grass roots level.

For the AID officer in charge, he was not pleased with the way the program was run, but conceded that "the Guatemalans like this Isralei".

Indeed, Guatemalans indicated that the Israel had much to contribute and was quick to make the contribution.

The technicain submitted many reports and is quite conscientious and hard working in terms of keeping AID up to date on his activities.

Part of this is due to the fact that the tehcnician is experienced, particularly in bureacrtaic matters.

Guatemala continued

Now the technician will be seconded and work directly with the Guatemalan irrigation agency DYRIA which provides him office space. Mr. David works in close contact with Mr. Aragon of USAID and Mr. David is looked upon to help develop the overall water resource management in Guatemala which coincides with USAID's project objectives perfectly.

It appears that the technician was given the distinct impression that this was an AID program, not so much joint, but rather that the rest of the project should emanate from AID.

This was an evident sentiment in the Israeli embassy as well.

The Israeli ambassador did have some ideas for regional coordination with Israeli technicians, thinking that this might extend the Israeli technical resources and technicians to a wider area.

It also might be easier to administer.

What the Israeli ambassador must be appraised of is what role the embassy plays in the overall developmental strategy in the Cooperative Development Agreement.

6.1.A.1

CINADCO DESCRIPTION OF CURRENT  
AND UPCOMING PROJECTS IN GUATEMALA

# GUATEMALA

## DECIDUOUS FRUIT PRODUCTION IN THE HIGHLANDS

### FOREWORD

An AID document dated January 1987, dealing with deciduous fruit production in the Western Highlands of Guatemala states the following: "The Ana variety of apples developed and distributed by the Israelis appears to have great potential for production and processing in Guatemala, especially at times when the traditional Jonathan and Red Delicious varieties are not in production. An Israeli technician versed in the Ana apple variety would be very beneficial for Guatemala."

### GENERAL BACKGROUND

The small-scale farmer in the Guatemalan highlands can improve his low income by producing higher value deciduous fruits while still being able to cultivate some crops between the trees for his own consumption. Land in the altiplano is scarce and divided into small plots.

### PROJECT OUTLINE AND OBJECTIVES

To improve the standard of living of small farmers through higher value cash crops such as apples and peaches. A deciduous fruit expert will promote the expansion of apple orchards of the Ana variety, mainly on the Indian smallholdings in the altiplano.

A plant propagation nursery should be set up to provide beneficiaries with reliable plants. The activity will start with a study of local environmental conditions and the preparation of an adapted workplan.

It is envisaged that some field investigations and testing will be carried out on one of the suitable farm plots who's services will be contracted.

### **ADMINISTRATIVE AND FINANCIAL ASPECTS**

The expert will work in coordination with local professionals of the Ministry of Agriculture. The project is envisaged to have a duration of three years but funds will be allocated on a yearly basis after carrying out a joint evaluation.

Back-up services such as training courses and short-term consultancies will be funded from different allocations.

### **EXPERT'S TERMS OF REFERENCES**

#### **Qualifications**

A deciduous fruit expert with a degree in horticulture with ample experience in apple production, nurseries and training activities.

#### **Duties**

- (a) Produce propagation material
- (b) Promote planting of Ana apple trees with small scale farmers.

34

**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation on a yearly basis. Allocation of funds will be obligated to available resources committed each year to the joint programme

Item	First Year			Second Year			Third Year		
	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL
<b>Expert's cost (all inclusive)</b>	67,500	22,500	90,000	67,500	22,500	90,000	67,500	22,500	90,000
Vehicle Maint.	3,750	1,250	5,000	3,750	1,250	5,000	3,750	1,250	5,000
Project Vehicles (4 x 4)	15,000		15,000						
Local assistant	5,000		5,000	5,000		5,000	5,000		5,000
Plant material and inputs	15,000		15,000	10,000		10,000	5,000		5,000
Tools and local labour	10,000		10,000	3,000		3,000	3,000		3,000
<b>Grand Total</b>	<b>111,250</b>	<b>23,750</b>	<b>135,000</b>	<b>84,250</b>	<b>23,750</b>	<b>108,000</b>	<b>79,250</b>	<b>23,750</b>	<b>103,000</b>

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.

# GUATEMALA

## BEE KEEPING AND HONEY PRODUCTION

### FOREWORD

An AID document dated January 1987 recommends a project for honey production and control of the Africanized bee. One of the priorities of the Ministry of Agriculture is to control the menace of the aggressive Africanized bee.

### GENERAL BACKGROUND

Guatemala exports honey. The country is invaded slowly by the Africanized bee which can be harmful to people but at the same time can contribute to increased production.

### PROJECT OUTLINE AND OBJECTIVES

A special campaign should be conducted to control the Africanized bee at the national level. At the same time this bee can be used to increase the productivity of the regular bee.

The expert will also introduce modern equipment and the improvement of management and sanitization, to increase honey production and exports. Bees are also used to improve pollenization and productivity in fruit and vegetable production.

### ADMINISTRATIVE AND FINANCIAL ASPECTS

The project will be implemented in close cooperation with the Ministry of Agriculture and will have a duration of two years.

Training activities, on-the-spot courses, and courses in Israel, will be funded separately.

### EXPERT'S TERMS OF REFERENCES

#### Qualifications

A degree in entomology or agriculture, specializing in bee management and honey production, experienced with measures to control the Africanized bee and queen rearing.

#### Duties

- (a) To upgrade bee keepers professional ability
- (b) Introduce efficient equipment and management
- (c) Organize the control of the Africanized bee.

**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation on a yearly basis. Allocation of funds will be obligated to available resources committed each year to the joint programme.

Item	First Year			Second Year		
	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL
Expert's cost (all inclusive)	67,500	22,500	90,000	67,500	22,500	90,000
Vehicle maintenance	3,750	1,250	5,000	3,750	1,250	5,000
Vehicles	15,000		15,000			
Equipment and genetic material	15,000		15,000	5,000		5,000
Local labour & tools	8,000		8,000	5,000		5,000
<b>Grand Total</b>	<b>109,250</b>	<b>23,750</b>	<b>133,000</b>	<b>81,250</b>	<b>23,750</b>	<b>105,000</b>

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.

# GUATEMALA

## MANAGEMENT AND GENETIC UPGRADING OF GOATS

### FOREWORD

A request was made to MAHAV, by the Ministry of Agriculture of Guatemala, to improve the production of small cattle, mainly goats, through a programme of genetic upgrading and management improvement, in areas with relative advantages.

### GENERAL BACKGROUND

According to a Ministry of Agriculture report, Guatemala has about 110,000 goats of low output, most of them in the western highlands. Goat meat and milk has a good market. Producers around the urban centres sell milk on a door-to-door system. Goat manure is an important by-product, used for fertilizing cash crops.

### PROJECT OUTLINE AND OBJECTIVES

In order to generate more income for small scale farmers and also to improve meat and milk supply, a programme of training and genetic upgrading will be introduced in phases, beginning on a regional level. After reaching its goals the project can be extended to the national level.

A small model farm should be set up with the purpose of applying a breeding and controlled management programme and serve as a demonstration and training farm.

The farm will also serve for distribution of improved stock and mating service. The activity should start with a short study of appraisal in order to

select the area for the pilot project and prepare a plan of operation. The improvement of pasture and forage production is also envisaged. Courses for technical personnel and farmers will be held.

### **ADMINISTRATIVE AND FINANCIAL ASPECTS**

The project will be implemented with the Ministry of Agriculture of Guatemala, who should be responsible for setting up the model farm and bearing its cost. The beneficiary will be the small-scale farmer. The following inputs should be covered by the project: a local assistant, seed fertilizers and other materials for demonstration, purchase of suitable stock for genetic upgrading and training activities. Short consultancy missions will be funded from a special allocation and are not included in the budget. On-the-spot courses, as well as training in Israel is also funded separately.

The duration of the project is envisaged for three years, but funds will be allocated for the first year only, after which a joint evaluation will be carried out. Further funds will be obligated from 1988-89 allocations to the joint programme, pending availability.

### **EXPERT'S TERMS OF REFERENCES**

#### **Qualifications**

A small cattle husbandry expert with a degree in livestock management, with experience in pasture and forage production.

**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation on a yearly basis. Allocation of funds will be obligated to available resources committed each year to the joint programme

Item	First Year			Second Year			Third Year		
	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL
Expert's cost (all inclusive)	67,500	22,500	90,000	67,500	22,500	90,000	67,500	22,500	90,000
Vehicle Maint. Project Vehicles (4 x 4)	3,750	1,250	5,000	3,750	1,250	5,000	3,750	1,250	5,000
Local assistant	5,000		5,000	5,000		5,000	5,000		5,000
Import of improved stock	50,000		50,000						
Demonstration and Promotion	5,000		5,000	5,000		5,000	5,000		5,000
Complementary inputs*	20,000		20,000	20,000		20,000	20,000		20,000
Grand Total	166,250	23,750	190,000	101,250	23,750	125,000	101,000	23,750	125,000

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.



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## EL SALVADOR

### Contacts

USAID: Frank Skowronski  
Tony Gonzales

FUSADES: Ehud Gilai  
Luis Palomo  
Filadelfo Leopoldo Baires Paz

Israeli

Embassy: Ambassador Amir (Please see International Training,  
7.1.E)

### Description of program

As stated in the scope of work, the El Salvadoran Cooperative Development Agreement project is for two technicians to assist the Salvadorean Foundation for Economic and Social Development (FUSADES) in carrying out commerical-size pilot demonstrations of the effectiveness of irrigated agricultural technology on fruit and vegetable production.

### Assessment

At the present time the irrigation specialist has still not arrived for more than a year. Although this frustrates and jeopardizes the thrust of the FUSADES project involving the Israeli technicians Mr. Gilai, an agronomist with experience in the tropics, is competent in irrigation systems and has been endeavoring to provide a technology package in the interim.

### Administrative matters

On the whole, the AID officer noted that the Cooperative Development Agreement project is somewhat duplicative and adds an "additionality" to ongoing USAID programs. He said that he communicated to the Israelis that this was their project and that he would be helpful, but that they should monitor the progress of the project. The officer has been, by all indications, responsive to whatever needs have arisen in the course of the project relaying in a timely fashion all details for procurement of vehicles and equipment when asked.

## El Salvador continued

He noted, however, that the reports which he has seen do not state goals or objectives but are mere schedules of work. (Please see Document 6.1.B.1, USAID cable on the nature of the scope of work and 6.1.B.2 of the work plan.) It is difficult for the USAID officer to judge the work of the technician because there have been a series of setbacks, not least the failure to obtain an irrigation engineer in the project to date.

The officer is concerned about the procurement procedures as some of the equipment ordered seems to violate the AID procurement stipulations to buy American by buying from an Israeli company.

He also notes that there is no mechanism in which to pressure the Israelis into fulfilling the contract to meet the project objectives.

Because of lack of communication and procedural problems the technicians from FUSADES have been having a difficult time gathering the specifications for the irrigation equipment and overcoming the bureaucratic hurdles of El Salvador to retrieve the equipment from customs.

### Benefits

It is important to note that El Salvador and Israel already enjoy good relations. El Salvador is the same size as Israel and its population is only slightly more than Israel's.

Thusfar, the counterpart to the Israeli at FUSADES would like to see the program continue with the Israelis to see if indeed their technological package is appropriate to El Salvador.

The Israeli technician before Mr. Gilai wrote a book on growing melons in Spanish for the El Salvadoreans which was helpful.

A most impressive accomplishment from the current technician is that he has already increased the crop yield for Agro International, an Israeli firm, that was growing melons in El Salvador by introducing the planting of windbreaks. The yield has gone from 250 boxes per mezzana to 550 boxes per mezzana at the end of 1987.

The technician has shown himself to be able to relate to the El Salvadorean farmers, is hardworking and respected.

## El Salvador continued

The FUSADES counterpart sees a complementarity to the Israeli's technology and would like to see the program continue although he readily admits that his own job is tied to the Israeli Cooperative Agreement.

FUSADES wants to take the Israeli technology package and compare it with the American to see the difference between them and pick that which is best suited to the El Salvadorean farmers.

The head of the FUSADES project, Mr. Baires, indicated that he is hoping that the Israeli will recommend to his Israeli contacts to invest and plant more in El Salvador which badly needs foreign investment.

Mr. Baires realizes that the Israelis are competitive in the international market of perishables which is a difficult market but he is hopeful that the technology package will help improve the quality of El Salvadoran crops and the prices they will command.

The Israeli technician is not only an expert in planting crops but in packing as well, a key element in the exporting of melons. The technician confided that it would be difficult for him to recommend any investment in agriculture even though he has been in it all of his life. "It is too risky."

The El Salvadoreans related that they prefer the "hands on" attitude of the Israelis and asked, "please don't send us anymore Ph.D.'s".

The following is list of assets that the El Salvadoreans noted about Israel:

1. They combine a practicality to their technology.
2. El Salvadoreans react more favorably to Israelis than Americans.
3. Regards Israel as country riddled with many of the same problems as El Salvador but has prevailed in the face of them and is highly admired as a result.
4. Expressed high regard for the Israeli kibbutz experience as a natural carry over to the number of subsistence farmers in El Salvador.

El Salvador continued

Work completed

There is evidence of the greenhouses, windbreaks, higher yield of melons for export plus excellent interaction with the local people.

The project needs more focus and direction at the present time and better marshalling of the administrative procedures which are plaguing it by the failure to complete documents in a timely fashion. The fault does not lie with the USAID office, which has been very timely in their response but rather in communication failures from the project end.

USAID has yet to receive a quarterly report.

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DOCUMENT 6.1. B. 1

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USAID/EL SALVADOR

CLASS: UNCLASSIFIED  
CHRG: AID 05/16/88  
APPRV: DIR:HHBASSFORD  
DRFTD: RD:LAGONZALEZ:RD  
CLEAR: 1.ADO/RD:FSSKOWR  
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DISTR: AID 3 AMB DCM

AIDAC

FOR MCDANIEL, SER/OP/COMS

E.O. 12958: N/A  
SUBJECT: ISRAELI TECHNICAL ASSISTANCE PROGRAM

REF: (A) STATE 321589 (1987)  
- (B) STATE 369453 (1987)  
- (C) STATE 108846

1. MISSION RECEIVED A TIME-PHASED IMPLEMENTATION WORKPLAN FROM THE ISRAELI EMBASSY ON MARCH 1, 1988. THE PLAN IS VERY SKETCHY, BUT ADEQUATE FOR PURPOSES OF PROJECT INITIATION. WE HAVE REQUESTED THAT A MORE DETAILED WORKPLAN BE PREPARED AFTER THE ARRIVAL OF THE FIRST TECHNICIAN.

2. SPECIFICATIONS FOR VEHICLE PROCUREMENT WERE PREPARED BY FUSADES IN LIGHT OF LOCAL OPERATING CONDITIONS AND MAINTENANCE FACILITIES. THESE WERE APPROVED BY THE ISRAEL EMBASSY TODAY. SPECIFICATIONS ARE AS FOLLOWS: JEEP COMANCHE BASE PICK-UP, 4.0 LITERS, 5 FORWARD SPEEDS, AIR CONDITIONED, EXTENDED RANGE FUEL TANKS, INSTRUMENT CLUSTER, ILLUMINATION CLUSTER, PLATE PROTECTION ASSEMBLY, TWO HOOKS, VISIBILITY CLUSTER, TIRES P 225/75 R 15, CONVENTIONAL SIZE SPARE TIRE, HEAVY DUTY SUSPENSION.

3. INVOICE AND BILL OF LADING SHOULD SHOW USAID AS CONSIGNEE. CORR

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- 1 Conocer los problemas principales de los cultivos en El Salvador.
- 2 Conocer los agricultores grandes en el país.
- 3 Preparar los medios para trabajar en la finca de Comalapa.
- 4 Preparar el programa de ejecuciones de trabajo en Comalapa.
- 5 Escribir libro de manejo de cultivo de melón.
- 6 Efectuar día de campo de los principales trabajos de melón.
- 7 Enseñar a los agricultores las necesidades de sistemas de equipo para trabajar.
- 8 Convencer a los Agricultores de las necesidades de trabajar con orden en los tipos separados de manejos de cultivos.
- 9 Convencer a los agricultores de trabajar en sistema de riego con goteo y aspersión.
- 10 Convencer a los Agricultores de mandar muestras de tierra a laboratorio para saber la cantidad y el tipo de fertilizante a utilizar.
- 11 Enseñar a los agricultores la importancia de trabajar con riego y abono juntos.
- 12 Enseñar a los Agricultores el sistema de trabajar en camellones.
- 13 Convencer a los agricultores de tratar de usar sistemas de control de virus.
- 14 Introducir la idea de mejorar el sistema de vivero que usan los agricultores y buscar la mezcla de materiales para trabajar en bandejas.
- 15 Hacer los programas de abonos, fumigaciones y labores con los agricultores para los vegetales que van a cultivar.
- 16 Completar todas las necesidades de la parcela de Comalapa (Eléctrico, plático goteo, vivero, equipo de preparación de tierra, fumigación, etc.)
- 17 Hacer pequeñas demostraciones de cultivos para exportación, como sandía sin semilla, pepino, cebolla, chile verde para la fábrica, ensayos de variedades de tomates para fábrica y quizás para exportación, usando la mayoría de variedades híbridas.
- 18 Enseñar a los Agricultores todos los sistemas modernos de trabajo en los cultivos en Comalapa.
- 19 Demostrar a los agricultores en realidad todo el equipo de trabajo en tra bajo de campo.
- 20 Enseñar a los agricultores el sistema correcto de siembra a mano en los cultivos como melón, sandía, pepino, etc.
- 21 Probar cuales son las mejores variedades para exportación desde el punto de vista de calidad, tamaño, etc.
- 22 Enseñar en día de demostración todo el sistema de vivero con el sistema de construcción barato.
- 23 Enseñar a los agricultores sistemas modernos de trabajo de tutores y cose cha y empaque de tomates, pepino, melones, sandía, etc.
- 24 Manejar grupo de asesores profesionales para asistir a los agricultores du rante la temporada.
- 25 Visitar semanalmente a los grandes agricultores para controlar el sistema de trabajo.
- 26 Tratar de mejorar el sistema de riego por gravedad.
- 27 Tratar de probar cuantos herbicidas en los cultivos de melón, cebolla, chi le, pepino.
- 28 Levantar dos parcelas de melones a través de el proyecto ISRAEL, en goteo y sistema móvil con demostraciones en los sectores durante la época de crecimiento.
- 29 Convencer a los agricultores de usar los tensiómetros.
- 30 Mejorar el sistema de trabajo en empaque para aumentar la producción por calidad.

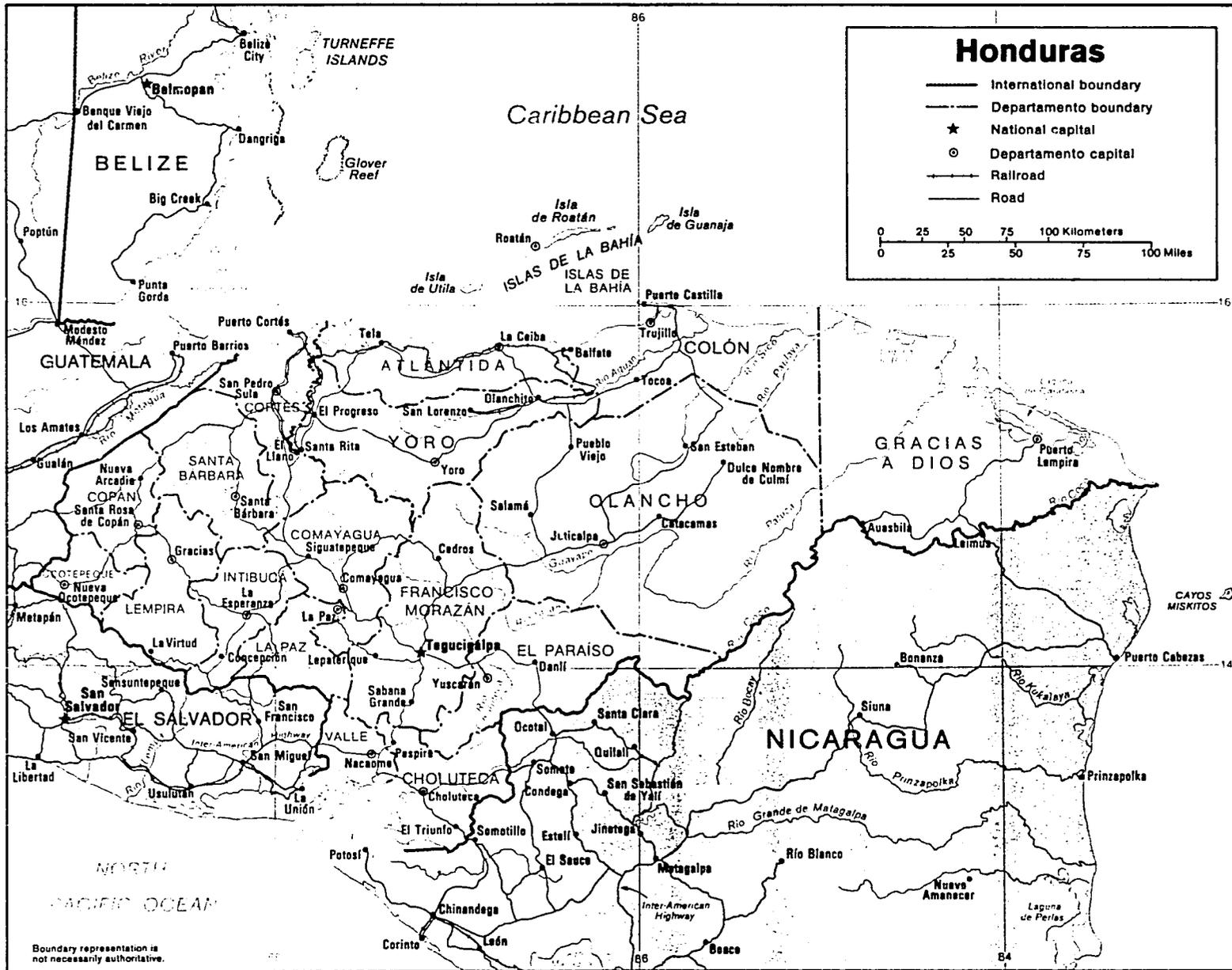
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PROGRAMA DE TRABAJO PARA DOS Y MEDIO AÑOS DE ENUD. GILAEI EN EL SALVADOR.

AÑOS  
MESES

	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	
1. Aumentar el número de agricultores que van a trabajar en sistema de goteo y aspersión.																													
2. Revisar todos los resultados de la época pasada y tratar de mejorarlos en la próxima.																													
3. Escribir recomendaciones de sistema de trabajo y riego, y resultados de las variedades que salieron buenas el año pasado en los cultivos de melones, sandía, cebolla, chile, etc.																													
4. Seguir dando cursos en tema de labores de preparación de tierra, fumigación y riego en los cultivos de vegetales.																													
5. Seguir manejando la finca en Comalapa y revisar cultivos que puedan servir en la época de lluvia como maíz, tomate bajo techo temporal, quizás zanahoria y repollo.																													
6. Programar los insumos y trabajo de los agricultores para la época 89-90.																													
7. Demostrar las parcelas de melones y sandía con dos agricultoras grande con goteo.																													
8. Seguir con los vegetales diferentes como cebolla, chile, sandía sin semilla, pepino, etc., en la Finca de Comalapa.																													
9. Demostrar sistema de trabajo en vivero.																													
10. Trabajar con agricultores en el tema de exportación de vegetales en toda la cadena de labores (Preparación de tierra, siembra, fumigación, riego y cosecha).																													
11. Seguir demostración sistemas nuevos de trabajo para mejorar la calidad y la producción.																													
12. Probar nuevos cultivos de exportación y probarlos en el campo.																													
<b>SUGERENCIA:</b>																													
Según mi opinión el Proyecto tiene que seguir 1.5-2 años más para aumentar los agricultores que trabajen en sistemas modernos y mejorar la agricultura en San Salvador.																													
2 años para avanzar la agricultura a nivel nacional es muy poco, y a veces si no alargamos, podríamos perder el trabajo que ya se hizo.																													



50

## HONDURAS

### Contacts

USAID: Bob Wilson  
Craig Anderson

Israeli  
Embassy: Ambassador Cohen  
First Secretary Doran Geva

Technicians: Juval Dotan  
Amos Zur

Proriega: Sr. Rivera Lanza

### Description of project

According to the scope of work, the technical assistance provided in Honduras concerns strengthening extension activities in pasture management, forage production and supplemental feeding of cattle.

### Assessment

This project as stated, has yet to be started.

Instead, the project which utilized two Israeli technicians, one an agronomist the other an irrigation specialist who worked in Choluteca at the La Lujosa Research station was observed.

(Please see attached description from CINADCO, 6.1.C.1)

### Administrative matters

Attached is a memorandum from USAID in the early days of this project on irrigation. It is notable only in that it describes the problems of deciding the parameters of the procurement and chain of command procedures. (6.1.C.2)

Honduras continued

(Administrative matters continued)

These procedures were cleared up but it is important to note also, that the Israeli technicians, even if they were directly accountable to USAID personnel had to deal with more than five different project officers over the course of their tenure. In effect they had no regular "boss" to answer to and were left to their own devices.

Craig Anderson has endeavored to clarify the relationship between the Israelis and USAID by drafting a Memorandum of Understanding. (6.1.C.3)

### Benefits

Unlike El Salvador the current USAID project officer sees the Israeli involvement as one helpful to the creation of the new organization for irrigation, Proriego. After the demonstration crops planted at the La LuJosa Research Station, the head of Proriego sees the potential of using an Israeli irrigationist in the establishment of this new organization.

The current USAID officer sees that the "benefits far outweigh the problems." He has drafted a Memorandum of Understanding which should facilitate better coordination between U.S./Israeli and Honduran agencies.

The Israeli technicians were highly motivated and took extensive photographs of their crops at each stage.

According to their own assessment about 20 people were actually trained in the assembling of an irrigation system and drip system. There were three demonstration days in which many people including those from the Ministry of Agriculture were invited and attended.

The technicians integrated well with the Hondurans, conducted their own seminars and courses on agronomy on their own initiative. They endeavored to communicate their technology with small and large farmers and took advantage of the fact that the reserach station is located in an area where there are other international companie: who can benefit from their expertise, who helped pay for the seminars.

Whether true or not Hondurans indicated that the Israelis are perceived to hold more expertise than Americans in drip and pressurized irrigation systems. "We trust the Israelis, they get more involved."

Honduras continued

If any criticism is to be leveled on this project it is only that the talent exceeded the scope of work but this is counterbalanced by the fact that USAID sees the benefits and advantages of using the Cooperative Development Agreement to assist in the establishment of Proriego.

The Israeli ambassador would like more funding for on-the-spot courses and student bursaries for technical training in Israel.

USAID officers would like the Honduran Israeli Embassy to deal more directly with the financial matters of their technicians. (Please see Costa Rica section.)

*ongoing, and to be extended with 'memorandum'*

## HONDURAS

### DRIP AND SPRINKLER IRRIGATION PROMOTION

#### FOREWORD

There is an ongoing AID-MASHAV project in Honduras. Two experts have set-up a demonstration plot in the experimental station La-Lujosh in Choluteca with the purpose of demonstrating the advantages of drip and sprinkler irrigation. The programme has a planned duration of 18 months and is to terminate soon. The project has been very successful and has been visited by interested farmers, professionals and officials.

A request was made by the Minister of Natural Resources to AID mission director in Honduras to prolong the duration of the project, in order to obtain the full benefit from it, and also to spread it to other areas.

#### GENERAL BACKGROUND

Honduras has to replace its traditional crops like sugar, with more lucrative, non-traditional export crops. The production must be of high quality and grown under precisely controlled irrigation, which can be achieved with drip and sprinkler irrigation.

#### PROJECT OUTLINE AND OBJECTIVES

The project is efficient in demonstrating the advantages of drip and sprinkler irrigation and the experts will establish another focus of activity in the Comogagua Valley which has excellent production potential.

The experts have also given seminars for technicians as well as field days for farmers and they prepare detailed planning of drip and sprinkler installation for farmers on request.

The objective is to intensify and improve production of industrial and export crops. Fruit production in non-irrigated plantations can be doubled by introducing irrigation. To complete the term of duty of both experts until the end of September 1988, 12 man-months are needed.

#### **ADMINISTRATIVE AND FINANCIAL ASPECTS**

At this stage the project will be prolonged until the end of September 1988. In due course a decision will be taken whether to extend the project for another period.

#### **EXPERT'S TERMS OF REFERENCES**

##### **Duties**

The existing experts will continue their duties: one expert in planning operation and maintaining of irrigation systems and one in on-farm water management fertilization and crop management.



**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation. Allocation of funds will be obligated to available resources committed each year to the joint programme.

Item	Year 1987-88		
	USAID	MASHAV	TOTAL
Expert's cost (all inclusive) 12 man-months	67,500	22,500	90,000
Vehicle maintenance (2)	7,500	2,500	10,000
Complementary inputs*	5,000		5,000
<b>Grand Total</b>	<b>80,000</b>	<b>25,000</b>	<b>105,000</b>

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.

64

→ RDA

# memorandum

DATE: February 18, 1987

REPLY TO  
ATTN OF:

ARD

SUBJECT: A. Project

TO:

- Ref: 1) Your conversation with Israeli Ambassador
- 2) Our conversation
- 3) Meetings with Amos Tzur, Israeli TA team
- 4) Chronology of events prepared by EBondy

For your information, Ernesto Bondy and I have met with Mr. Tzur and requested that routine technical issues concerning this AID-W funded activity be channeled through us, rather than taken to the ambassadorial level. However, Mr. Tzur insists that his supervisor is the Ambassador, so I assume we may anticipate further queries from time to time.

Frankly, we are somewhat surprised with the lack of initiative on the part of this team, since the only thing they have had to do is set up a series of MRN (Recursos Hdricos) irrigation equipment obtained on an interim basis through the assistance of Mr. Ernesto Bondy. This equipment would allow them to initiate the first cycle of experiments on time, while we await the completion of the procurement process for new equipment purchased with project funds. The procurement process and provision of equipment (as indicated in Ref. 4), has suffered delays due to (1) the fact that the list of equipment was provided to AID almost three months later than the programmed due date, (2) the late arrival of the second Israeli engineer and (3) to a lack of adequate information on the part of the irrigation team.

In discussing this procurement with Ms. Christine Lyons, we have encountered other preoccupations. Since the only company submitting a full set of offers for all the equipment was an Israeli firm, and since they were not completely responsive to RFP requirements, it was decided to extend the proposal and delivery periods to elicit a more competitive response. The revised proposal date elicited no new responses, and on February 11 in a meeting involving MS. Lyons, Mr. Bondy, and myself, it was decided to award the procurement to two companies, one of which was the aforementioned HONDUKOOR.

Our action plan for this activity is currently as follows:

A. Immediate irrigation equipment needs: through the assistance of Mr. Bondy, Recursos Hdricos (MRN) has agreed to provide needed equipment on an interim basis. For this to be workable, the Israeli team must take the initiative to see that this equipment is adapted and installed in the experimental plot (which is leveled and ready), located at La Lujosa, Choluteca. Mr. Bondy is advising the Israeli and MRN counterparts on this.

B. Procurement of New Equipment

Feb. 13 - Last (extended) date for receipt of offers in A.I.D.  
- 35 days for delivery of equipment after notification of contract.

This new equipment should be delivered in plenty of time to incorporate it into the latter part of the first cycle of the irrigation experiments at La Lujosa.

C. Overall Liaison

Although this project was presented to the Mission as a centrally funded AID-W/GOI/GOH activity requiring minimal Mission oversight, it has required considerable effort. We intend to continue to provide whatever assistance we can from this office to ensure that Honduras obtains the greatest possible benefits. Both Ernesto Bondy and I will maintain close ties at the technical level and will make every effort to collaborate with MGT and our counterparts in facilitating the delivery of needed equipment and logistic support.

6.1.C.3

MEMORANDUM OF UNDERSTANDING

BETWEEN

GOVERNMENT OF THE REPUBLIC OF

HONDURAS AND

GOVERNMENT OF ISRAEL

FOR TECHNICAL AGRICULTURAL

COOPERATION TO THE

NATIONAL IRRIGATION PROJECT (PRORIEGO)

TEGUCIGALPA, HONDURAS

- DRAFT -  
D. C. Anderson  
August 15, 1988  
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51

This Memorandum of Understanding is entered into this \_\_\_\_\_ day of August, 1988, by the Government of Honduras acting through the Ministry of Natural Resources, Water Resources Division (DRH) and the Government of Israel acting through MASHAV. This Memorandum of Understanding will also be agreed to by the United States Agency for International Development (USAID) in Honduras through the issuance of a Project Implementation Letter (PIL) authorizing the funding of this Memorandum of Understanding under Project 522-0268 known as the Irrigation Development Project. The purpose of this Memorandum of Understanding is to establish and describe Israeli technical participation in the aforementioned Irrigation Development Project, which was established through a Project Loan and Grant Agreement between the Government of Honduras and the United States of America, acting through the Agency for International Development, dated September 29, 1986.

## ARTICLE I

### Objectives

The objectives of this Memorandum of Understanding are to set forth the conditions for technical assistance by Israel to the National Irrigation Project, and to define the roles and responsibilities of each of the parties to this agreement.

## ARTICLE II

### General Provisions

#### Section 2.1 Period of Memorandum of Understanding

This Memorandum of Understanding covers the period October 1, 1988 through September 30, 1989.

## Section 2.2. Responsibilities of Israel

The Government of Israel will provide the technical services of two Israeli technicians exclusively to the National Irrigation Project, also known as PRORIEGO. These key personnel will have the following qualifications.

- a) an Irrigation Engineer with expertise in pressurized irrigation drip and sprinkler systems; and,
- b) an Agronomist with expertise in tropical crops and irrigated vs. dryland agricultural production systems.

The aforementioned technicians will perform the statement of work specified in Section 2.2.1. It is generally understood by all parties that the full-time effort of these technical experts will be in support of planned PRORIEGO activities.

### Section 2.2.1 Statement of Work

- a) Design, install, operate and maintain a practical system of pressurized irrigation in the Comayagua region, on land controlled by the Center for Education in Agricultural Development (CEDA) but loaned to the PRORIEGO Project for demonstration purposes;
- b) Plan and implement a cropping pattern for the land covered by the pressurized system;
- c) Conduct practical demonstrations of sufficient size to clearly demonstrate the comparative yields of selected crops on pressure-irrigated land, land irrigated by gravity flow methods, and non-irrigated land;

- d) Continue to operate and maintain the pressurized irrigation system previously installed at the La Lujosa Experiment Station in Cholulteca, while conducting demonstrations and experiments as described in (c) above;
- e) Assist the PRORIEGO staff in providing training for project technicians, farmers, and representatives from private sector entities. The number, type, and schedule for training activities will be planned within the first 30 days after this agreement is in force and will be agreed to by all parties; and,
- f) Design and direct the installation of pressurized irrigation systems as needed, for individual or group projects which receive assistance from the PRORIEGO Project.

#### Section 2.2.2 Reporting

The Israeli technical experts will work under the general direction of the National Director of the PRORIEGO Project, who will coordinate the day to day technical work to be performed under this Memorandum of Understanding. In addition, the Israeli technicians will provide, on a timely basis, the following reports:

- a) Monthly oral reports to the PRORIEGO National Director and Co-Director;
- b) Quarterly written progress reports, in Spanish, to PRORIEGO and to USAID; and,
- c) A final written report, in Spanish, of all the technical work performed under this Memorandum of Understanding, as well as an accounting of all funds expended during the period it was in force. These reports will be submitted within 30 days of the termination of this Memorandum of Understanding.

### Section 2.3 Responsibilities of the Government of Honduras

The Government of Honduras, through the PRORIEGO Project and the Division of Water Resources of the Ministry of Natural Resources, will provide the following support to the Israeli technical experts cooperating under this Memorandum of Understanding.

#### Section 2.3.1 Administrative Services

Administrative services will consist chiefly of financial/fiscal support services. These are those services necessary to ensure the fiscal viability of this Memorandum of Understanding that will allow the Israeli technicians to perform their work on a timely basis. This includes the disbursement of funds in accordance with the provisions of Section 3.1 of this instrument. The Government of Honduras (GOH) will also facilitate office space and equipment, secretarial support, and general logistical support.

The GOH will be responsible for formalizing arrangements with CEDA for use of land for the installation of a pressurized irrigation system, as described in Section 2.2.1, and for payment by CEDA of the operation and maintenance expenses for this irrigation system.

#### Section 2.3.2 Technical Supervision

The GOH will also provide for the technical supervision of all activities carried out under this Memorandum of Understanding. This supervision will be provided by the National Director of the Irrigation Development Project, who will be responsible for ensuring the proper execution of the scope of work specified in Section 2.2.1 of this instrument. In the absence of the National Director, the National Co-Director will provide the technical supervision referred to in this section.

ARTICLE III

Financial Provisions

Section 3.1 Disbursements

The funds to be provided to the Government of Israel under this Memorandum of Understanding are grant funds corresponding to AID Project 522-0268. These funds are controlled by the GOH, but USAID must concur with expenditures proposed by the GOH. For purposes of this Memorandum of Understanding, USAID concurrence will be in the form of an official Project Implementation Letter which will allow grant funds to be disbursed in accordance with the provisions of this section.

In order to permit the timely execution of the work to be performed under this Memorandum of Understanding and to allow maximum financial flexibility to the cooperating Israeli technical experts, the GOH promises to disburse to Israel an initial installment in the amount of L 73,700 within 30 days of the effective date of this instrument. Thereafter, disbursements will be made according to the following schedule of dates and amounts.

<u>DISBURSEMENT</u>	<u>DATE</u>	<u>AMOUNT</u>
First	October 1, 1989	L 73,700
Second	January 1, 1989	29,480
Third	April 1, 1989	29,480
Final	October 30, 1989 up to	<u>14,740</u>
	TOTAL	L147,400

The preceding schedule provides that, as of the third disbursement, the GOH will disburse up to 90% of the funds specified in the budget. The final disbursement of up to \$14,740 (10 percent of total budget) will be made upon receipt of a final accounting of expenses by Israel. This

64

final expense statement must be made within 30 days after the termination date of this agreement. The purpose of holding final disbursement until the GOH receives this statement of expenses is to enable adjustment in the final payment to mode to conform to the actual total expenditures incurred by Israel in the performance of the statement of work. Under no conditions will total reimbursements exceed the authorized budget found in Section 3.2.

Prior to the disbursement of each of the second, third, and fourth installments, Israel must render a financial report detailing the expenditures to date for each of the budget categories found in Section 3.2., below.

Section 3,2 Budget (in Lempiras)

<u>Category</u>	<u>MOU</u>		<u>Other</u>	<u>Total</u>
	<u>Loan</u>	<u>Grant</u>		
1) Project Coordination:		12,000		12,000
2) Irrigation Equipment:				
Comayagua (new system)	60,000			60,000
La Lujosa (refurbishment)	6,000			6,000
3) Operation & Maintenance of Irrigation Equipment:				
Comayagua (CEDA)			30,000	30,000
La Lujosa		5,000		5,000
Occasional Labor		5,000		5,000
Unforeseen		5,000	10,000	15,000
4) Travel (in-country)				
Vehicle Operation		26,000		26,000
Per Diem		10,000		10,000
5) Training Support				
Local Training		10,000		10,000
Professional Development	20,000	-		20,000
6) Pressurized Systems on Private Land holdings (PRORIEGO)			240,000	240,000
7) Contirgency (local purchases, acesories, etc.)		14,000		14,000
TOTALS	86,000	87,000	280,000	453,000

65

The following are explanations or clarifications pertaining to the foregoing budget. First, the new irrigation equipment for Comayagua and La Lujosa will be purchased by USAID Honduras with technical specifications and assistance provided by the Israeli technical experts. Second, operation and maintenance costs of the new system to be installed in Comayagua will be borne by CEDA, the Center for Education in Agricultural Development. The National Director of PRORIEGO will acquire a letter of commitment or similar document from CEDA assuring this contribution. A similar arrangement will be made with the La Lujosa Experiment Station covering its in-kind contributions. Third, the Israeli technicians will directly participate in the identification of producers who would benefit from the installation of pressurized irrigation systems. They will design systems for these producers and supervise the installation of infrastructure. It is conservatively estimated that the total value of such pressurized systems is L. 240,000. The cost of these systems does not correspond to this MOU, but is provided for in other subprograms of the PRORIEGO Project, as indicated in the budget.

Israel cannot vary expenditures in any category by more than 10 percent without the written prior approval of the GOH. Under no circumstances can total expenditures exceed the total amount authorized in the budget, unless this agreement is properly amended.

#### ARTICLE IV

##### Miscellaneous

##### Section 4.1 Communications

Any notice, request or other documentation submitted by any party to any other party will be in writing and will be deemed duly given or sent when delivered to such party at the following address:

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To the GOH:

To Israel:

To AID:

Other addresses may be substituted for the above upon the given of proper notice.

Section 4.2 Representation

For all purposes relevant to this Agreement, Israel will be represented by \_\_\_\_\_; the Government will be represented by \_\_\_\_\_; and AID will be represented by the person holding or acting in the Office of the Director, USAID/Honduras, or by such other additional representatives as they may designate.

Section 4.3. Amendments

This Memorandum of Understanding may be amended by the unanimous consent of the parties hereto.

IN WITNESS WHEREOF, The Government of Honduras and the Government of Israel, each acting through its duly authorized representative, have caused this Memorandum of Understanding to be signed in their names and delivered as of the day and year first written above.

Government of Honduras

By: \_\_\_\_\_

Title: \_\_\_\_\_

Government of Israel

By: \_\_\_\_\_

Title: \_\_\_\_\_



## COSTA RICA

### Contacts

USAID: Ross Wherry

Israeli

Embassy: Ambassador Morratt  
First Secretary Aryeh Zur

Israeli

Technician: Immanuel Cooper

Costa

Rican farmer: Ing. John J. Brealey, Presidente  
of the Corporacion Agricola  
Ganadera del Guanacaste

### Description of project

Technical Assistance provided to the Costa Rican Private Agriculture and Agroindustry Council (PAAC) in developing industrial tomatoes to be used by local processors for the manufacture of tomato products for local consumption and export.

### Assessment

This is a most impressive and admirable accomplishment on the part of the Israeli technician who has actually developed an industrial tomato to grow in the Guanacaste region.

### Administrative matters

Here as in the other countries USAID officials found themselves in the dark on the actual running of the program and surprised by the lack of Israeli embassy initiative to help the technician with some mundane "housekeeping" matters.

In all fairness to the Israeli embassy, the First Secretary showed willingness to communicate with MASHAV and address and systematize the running of the program.

Costa Rica continued

Because of the insistence by USAID officials to make sure the Israelis bore equal responsibility in the running of the Cooperative Development Agreement, this program is one of the most successful administratively that was visited.

USAID's only concern is the transfer of the technology to more than just large landowners with whom the technician has been in close alliance.

### Benefits

The benefits of this work are many. For three years a local large farm had unsuccessfully tried to come up with an industrial tomato which would unbridle Costa Rica from having to import all of their tomatoes which they presently do at the cost of \$2 million a year.

Asked whether the tomato technology would spread beyond just a single large farm, Mr. Brealey gave assurances that it would because the smaller farmers would naturally be interested in crops such as tomatoes which grow during off-season.

It is still too early to say the exact amount of benefits to be derived at this point in time, but the potential is great in the creation of more jobs in the fields, processing plants, construction of plants and tomato products.

Mr. Brealey, himself educated at LSU, stated that the Israeli technical assistance is more smaller farmer oriented whereas American agronomist tend to think in larger terms beyond what the small family farm can realistically handle.

*to be implemented*

# COSTA RICA

## SUBTROPICAL FRUIT PRODUCTION

### FOREWORD

Requests made by the Minister of Agriculture and also by a large group of private farmers indicate the urgent need for an expert in subtropical fruit production who will also attend to the apple plantations established within a bilateral project between Israel and Costa Rica.

### GENERAL BACKGROUND

In spite of the natural conditions that are apt for subtropical fruit production there are few commercial plantations dedicated to subtropical fruit like avocados, mangoes, etc., and local demand has to be satisfied with complementary imports of avocados.

### PROJECT OUTLINE AND OBJECTIVES

To provide additional income to farmers and supply the local market. A subtropical fruit expert will identify suitable production areas, establish a plant propagation nursery and prepare a programme to be implemented with the Ministry of Agriculture on private farms in a similar mode as the above mentioned apple project that was successfully implemented.

### ADMINISTRATIVE AND FINANCIAL ASPECTS

Private farmers will benefit from the programme that will be implemented in cooperation with the Ministry of Agriculture.

Training activities, on-the-spot courses, and in Israel, as well as short term consultancy visits will be funded from different allocations separate from the project. The proposed duration of the project is three years.

### **EXPERT'S TERMS OF REFERENCES**

#### **Qualifications**

A degree in horticulture, specializing in subtropical fruits, with experience in propagation of plant material and nurseries.

#### **Duties**

- (a) Promote the establishment of commercial subtropical fruit orchards with private farmers and associations.
- (b) Assist apple growers according to needs and carry out training activities.

**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation on a yearly basis. Allocation of funds will be obligated to available resources committed each year to the joint programme

Item	First Year			Second Year			Third Year		
	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL
Expert's cost (all inclusive)	67,500	22,500	90,000	67,000	22,500	90,000	67,500	22,500	90,000
Vehicle Maint.	3,750	1,250	5,000	3,750	1,250	5,000	3,750	1,250	5,000
Vehicle	15,000		15,000						
Inputs, tools, materials*	25,000		25,000	10,000		10,000	10,000		10,000
Grand Total	111,250	23,750	135,000	81,250	23,750	105,000	81,250	23,750	105,000

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.

7/16



## DOMINICAN REPUBLIC

### Contacts

USAID: David Gardella  
Dwight Steen

Israeli  
Embassy: Ambassador Tevet  
First Secretary Baruj Ram

Israeli  
Technician: Shabtai Zamir

### Description of project

Technical assistance to the Azua Area Semi-Arid zones Research Center to reduce or control plant diseases, particularly those affecting bean production; in solving project constraints relating to soil analysis; and improving production of irrigated grain and forage crops.

### Assessment

While the Israeli technician was extremely hard working and focused, he initially met with certain difficulties because the first two technicians to this project left for various personal (and not professional) reasons.

USAID expressed concern about the operational and functional status of the research lab that was set up before Mr. Zamir's tenure.

USAID tried to find a project which was well suited to Mr. Zamir's talents and which also corresponded to AID's development strategy for the Dominican Republic.

It was determined that the newly created private sector Agricultural Development Foundation could benefit from Mr. Zamir's abilities.

## Dominican Republic continued

### Administrative matters

Here is the greatest example of the lack of actual control or headship in the Cooperative Development Agreement. It revolves around the right of USAID to use descretionary powers to change projects or whether the stated contract had to be fulfilled and could not be amended.

### Benefits

The Israeli technician planted several acres of various crops from sorghum to bananas at the Azua station and was active in all phases whether it was fixing and driving tractors to the work inside the laboratory.

### Drawbacks

Please refer to the Gardella memorandum which details the current status of the project.

MEMORANDUM

6.2.A.1

*Is it G. W. ...?  
ISRAELI T.A.*

TO: Thomas W. Stukel, Director

THRU: Dwight R. Steen, ARDO *DR Steen*

FROM: David S. Gardella, ARD *DS Gardella*

SUBJECT: Israeli Technical Assistance

DATE: September 20, 1988

The purpose of this memorandum is to provide you with an update of the status of the Israeli technical assistance activity.

As you are aware, this office is responsible for supervising the long-term technical advisor provided to the Secretariate of Agriculture (SEA) under the AID/Israeli Cooperative Agreement No. 598-0000. This agreement was signed on April 3, 1985 and since this date Israel has provided three different technicians for the long-term advisor position at SEA's Centro de Investigacion Agricola de Zonas Aridas (CIAZA). The first technician stayed approximately six months. His replacement was here a short period before leaving for medical reasons. The third, Mr. Shabtai Zamir, arrived in early 1987.

Mr. Zamir has been working continuously at CIAZA for approximately 18 months. The logistical support that was to be provided by SEA has never materialized. At times, Mr. Zamir has expressed frustration working at CIAZA with minimal logistical and material support. We responded by funding materials and equipment for his research. Also, we urged him to work with private sector agribusinesses that operate in the Azua Valley. They could provide in-kind support for his research. Mr. Zamir also frequently requested that this office purchase tractors and spray equipment for CIAZA. We responded that it would be better to rent such services from local growers. SEA apparently has never financed the repair nor provides adequate maintenance for its equipment at CIAZA.

Although Mr. Zamir worked under these difficult conditions, he conducted some valuable research on horticultural production problems. It has been our concern, however, that information generated through his research is not reaching the growers in Azua. Also, we have been concerned about the high levels of procurement of local goods and services without submission of contracts or receipts. As the AID project officer, I was periodically required by AID/W to provide administrative approval for vouchers not supported by documentation. It is my understanding that AID/W provides the actual review of the vouchers and we merely certify that there is a long-term advisor actually working here.

On May 11, 1988, in a meeting with the Israeli ambassador, ARD suggested Mr. Zamir work directly with the Mission-supported Agricultural Development Foundation (ADF) in order to obtain the research materials and equipment he required. We indicated our reluctance to continue supporting

*13*

research at CIAZA unless it was through the ADF and conducted on growers' farms. It was our opinion that ADF review and approval of Mr. Zamir's research proposals would provide some much needed quality control and on-farm research would insure that at least some technology transfer would occur. The ADF would provide funding for materials and equipment and monitor the use of funds.

The Israeli ambassador responded by saying they had an agreement with SEA to provide a long-term advisor to CIAZA and he could not break that agreement. He agreed, however, that when the agreement ended (early 1989), Mr. Zamir could work directly with the ADF. In the meantime, he agreed Mr. Zamir could work increasingly with the private sector in Azua.

Several weeks after the May 11 meeting, Mr. Zamir informed us he was conducting research trials with Domex, an Israeli melon grower located in Azua. He requested approximately RD\$90,000 to cover research costs. I asked Mr. Zamir if he had submitted the research proposal to the ADF, as we had established. He responded that he was working on the proposal, but that he didn't have time to wait for the ADF's approval and had already established the trials. I told him that if he expected to get ADF financing for his research, he would have to submit proposals that conform to their requirements.

Mr. Zamir eventually submitted a proposal as requested. During its review, several technical weaknesses were identified that should have been addressed prior to planting the trials. A major error was the size of the treatments. Instead of the usual small plots used in most research work, Mr. Zamir used plots that covered several tareas (1 hectare = 16 tareas). The entire experiment covered an area of approximately 300 tareas (more than 18 hectares). Mr. Zamir responded that the large size was required due to the use of mechanized spraying of the chemicals that were being tested. The long-term advisor to the ADF did not accept this explanation. He also pointed out that most of the 90,000 peso cost of the research was to cover the costs of fertilizers and other inputs that weren't factors investigated. Approximately 40,000 pesos were just for fertilizer. In short, the ADF refused to finance Domex to plant melons. The ADF can and does finance inputs that are being tested, but will not finance normal production costs. The ADF did not recommend the proposal for funding due to its technical weaknesses.

On September 6, Mr. Zamir called my residence regarding the status of his proposal. I informed him the ADF had reservations about funding it. He indicated his reputation in Azua was at stake and he needed funding for Domex as promised. I told him he should not have planted the trial prior to review and approval by the ADF.

In the Israeli technical assistance files, I found an amendment to the cooperative agreement that extended the PACD to September 30, 1988. On September 14, 1988, I contacted Jerry Bowers (who replaced Irv Levy as monitor of this effort), AID/W, to determine the existence of any amendments further extending the PACD. He said, Dwight Ink had specifically prohibited any PACD extensions of technical assistance projects funded from PD&S. This project with Israel has apparently been

19

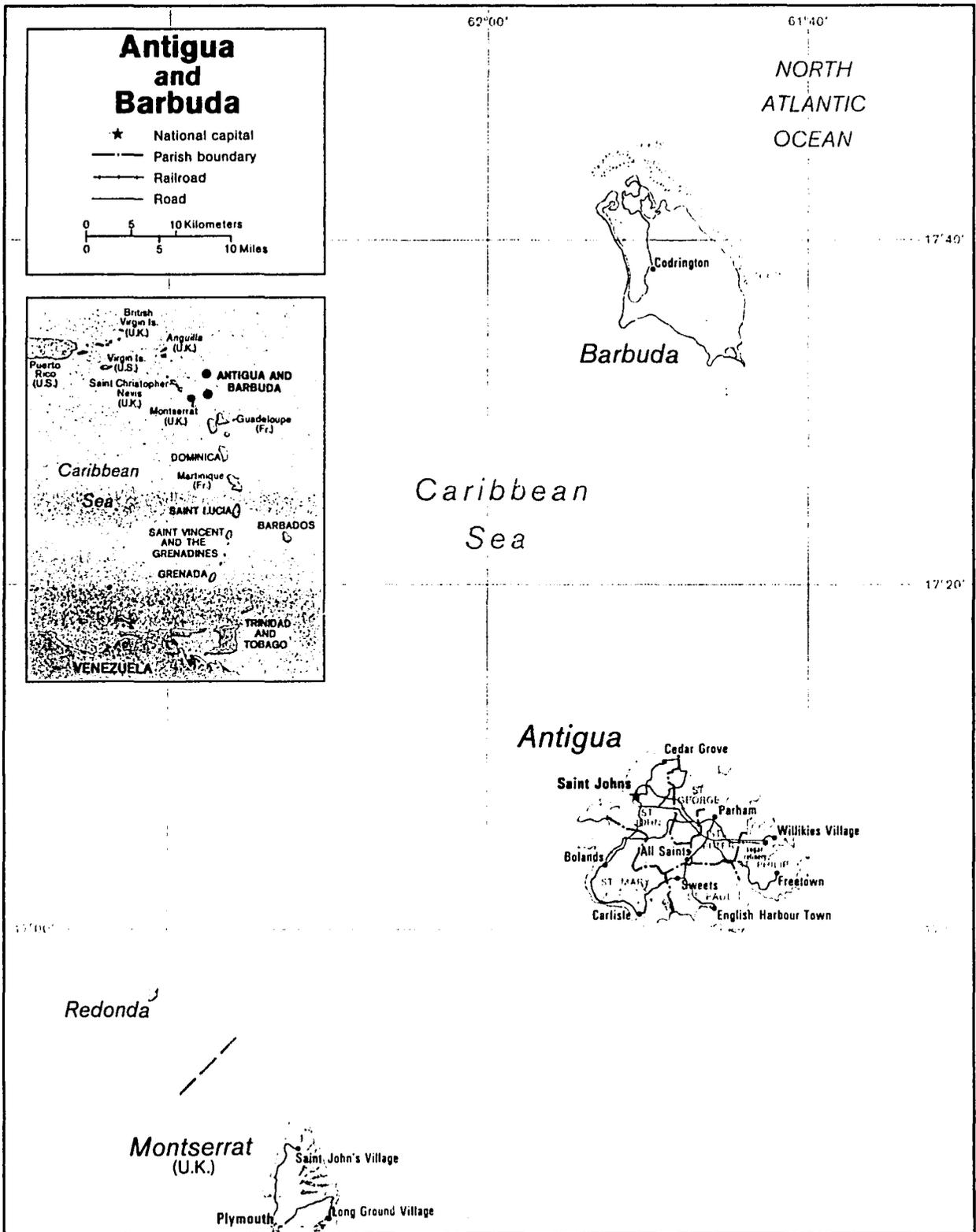
funded with PD&S funds. I told Mr. Bowers this was a typical example of how badly the project has been managed from its inception to its end. If I hadn't noticed the PACD, we would have a technician working here with no funding. It seems reasonable the Israelis would be aware of the PACD in order to have their contract with Mr. Zamir end prior to that date. Mr. Bowers promised to contact Mashav, the Israeli foreign assistance agency, to determine whether they plan to finance the remaining time left under Mr. Zamir's contract. He also agreed to cable the Mission advising us of the end of the project so that we would have something to show the local Israeli embassy officials.

On September 20, 1988, Mr. Bowers called to inform me that the unexpended funds remaining under the project would be deobligated and reobligated under a PPC/Mashav Agreement to be signed on October 1, 1988 that would cover the remaining time left under Mr. Zamir's contract. He said that a cable would soon be sent advising the Mission as to the agreement number and other fiscal data. He also said that if by chance the deob-reob was not completed, Mashav had agreed to fund the remainder of Mr. Zamir's contract.

If the Mission determines that future joint development activities with Israel are to our benefit, we should learn something from past difficulties in order to avoid them in the future. First the present technical assistance project was poorly conceived with no clear project objectives, no reporting requirements, and no provisions for evaluating project implementation. Also, almost no thought was given as to the logistical support needs of the long-term advisor. Instead of analyzing the institutional capability of SEA to support a technician, the Israelis merely signed an agreement with SEA and expected us to finance it. Nowhere in the file is there an analysis of CIAZA or any Mission review of the Mashav/SEA agreement. In the future, if we are going to finance a long-term advisor, it should be in the context of a joint AID/Mashav project with the GODR or other authority, and not as an Israeli project in which the U.S. Government provides funding, but receives absolutely no recognition for the foreign assistance provided. Finally, AID contracting and procurement regulations have apparently been completely ignored under the present project. I believe the Israelis should be required to follow these regulations just as in normal Mission D.A. projects, especially if the AID project officer is required to administratively approve project vouchers.

cc: DD:RRifenburg  
PRG:TCornell

80



Base 505034 (547694) 12-82

## ANTIGUA

### Contacts

USAID: Rebecca Niec  
Larry Laird  
Howard Batson

Israeli  
Embassy: Ambassador Tevet

Israeli  
Technician: Asher Azenkot

Antiguan: Minister of Agriculture

### Description of project

Technical assistance is provided to the Bethesda Project regarding the management of effective irrigated production, and adequate forward market planning for intensive vegetable production.

(Please see 6.2.B.1 and 6.2.B.2)

### Assessment

In the lonely capacity as sole Israeli technician with neither Israeli Embassy or USAID counterparts, Asher Azenkot has increased the acreage under irrigation, suggested new crops which will bring excellent revenue for farmers, introduced drip irrigation, encouraged cucumber export and increased production and self-sufficiency of vegetables in Antigua.

He has worked well with the Ministry of Agriculture which has repeatedly asked the Israeli Ambassador (residing in Dominican Republic) not to let this technician leave.

Azenkot has collaborated closely with about twenty farmers and the Ministry of Agriculture.

## Antigua continued

### Administrative matters

USAID indicated that the present workload on the project officer is too great to give more backstopping to the technician. But the sentiment was that they would like to do more for him and it would help if reports were formalized.

### Benefits

Besides the benefits listed under "Assessment" the other benefits have been that this project has encouraged USAID Barbados about projects in Barbados and CINADCO to devise an extension of Israeli technical assistance to other islands. (6.2.B.3)

### Recommendation

Mr. Azenkot should be traveling to a number of islands introducing crops and methods which would help other farmers. He has gained tremendous insight and understanding of the islanders and has more to offer beyond Antigua. This should be considered soon as Mr. Azenkot has indicated that he is not interested in staying more than four years. Perhaps he could take a team of "consultants" from Antigua to neighboring islands.

## ANTINGUA

### INTENSIVE VEGETABLE PRODUCTION

#### FOREWORD

This project has been in operation for two years as the result of an AID-Israel agreement and is due to terminate now. According to a report of the AID Regional Development Officer the work of the single Israeli resident technician has been very effective and both the government and the farmers are very interested in continuation of the project. The recommendation of the Development Officer is to extend the assignment of the current technician.

#### GENERAL BACKGROUND

The island needs fresh vegetables of good quality for the population and specially for the tourist industry. The project has trained farmers to produce crops with modern irrigation techniques, plant protection and chemical weed control. The activities are a success also from the economic point of view.

#### PROJECT OUTLINE AND OBJECTIVES

In order to create income opportunities for farmers and ensure a steady supply of fresh vegetables it is proposed to continue and to expand the project to more farmers, and cover a larger part of local demand. The activities will include nurseries for plant materials, purchase of inputs and irrigation equipment for demonstration and post-harvest handling of products.

### ADMINISTRATIVE AND FINANCIAL ASPECTS

The element of training opportunities, on-the-spot courses, and courses in Israel will be added to the project. The current or a new expert may be engaged. The terms of duty will be for two years.

### EXPERT'S TERMS OF REFERENCES

#### Qualifications

An expert for the production of irrigated vegetables with a degree in agriculture and field crops, versed in all phases of crop production and extension methods.

85

**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation on a yearly basis. Allocation of funds will be obligated to available resources committed each year to the joint programme.

Item	First Year			Second Year		
	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL
Expert's cost (all inclusive)	67,500	22,500	90,000	67,500	22,500	90,000
Vehicle maintenance	3,750	1,250	5,000	3,750	1,250	5,000
Irrigation equipment	20,000		20,000			
Complementary inputs and services*	10,000		10,000	10,000		10,000
<b>Grand Total</b>	<b>100,250</b>	<b>23,750</b>	<b>125,000</b>	<b>81,250</b>	<b>23,750</b>	<b>105,000</b>

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.

## NAME:

*JS*  
Jack Sleeper

## PLACE VISITED:

Antigua

## DATES VISITED:

February 22 - 23, 1988

## PURPOSE OF VISIT:

- 1) discuss the Wisconsin Land Tenure study;
- ✓ 2) review the Israeli-assisted irrigated farming project in the Bethesda/Blackcourt area; and
- 3) accompany the Bont Tick team in its meetings with AmEmbassy Antigua staff.

## PERSONS SEEN:

Asher Azenkot, Israeli Technical Assistant  
Mr. Ernest Benjamin, Permanent Secretary, MOA  
Mr Ruben Deubry, Chief, Lands Division, MOA

## COPIES TO:

James Holtaway, DIR  
Alfred Bisset, D/DIR  
Elizabeth Warfield, PDO  
Rebecca Neic, ADO  
Don Harrington, ADO  
Andre DeGeorges, REMS  
David Mutchler, PRM  
Cecilia Karch, ISA  
Larry K. Laird, ARDO

Mr. Howard Batson and myself visited Antigua for three purposes: 1) discuss the Wisconsin Land Tenure study; 2) review the Israeli-assisted irrigated farming project in the Bethesda/Blackcourt area; and 3) accompany the Bont Tick team in its meetings with AmEmbassy Antigua staff. The latter aspect of this trip has been reported separately by Batson.

Land Tenure Study: We met with Mr. Benjamin, Permanent Secretary, who was initially not at all pleased with the idea of the proposed study. We were joined by Mr. Deubry, the MOA Lands Officer. Mr. Deubry said that the government is not adverse to selling land for agricultural purposes, but prefers to lease land rather than exercise outright alienation. "This is to ensure that the land stays in agricultural use." Benjamin asked if AID had ever read any Caribbean history, that it was frustrating to have all these studies, what the Antiguan government needed was the hard goods. Mr. Deubry said that they needed assistance in the area of land information and management systems: how to keep track of all these leases. Also, they needed land capability surveys. Antigua operates on the lease system, said Benjamin, which is why it is difficult for HIAMP to operate in the country. There are few registered local companies in Antigua like the pineapple operation, only entrepreneurs, many who do not have title to the land and cannot therefore use it for collateral. However, he assured us, the Antigua Development Bank is currently considering whether leases may be used for collateral. "We need a registrable instrument," said Mr. Deubry, "something sympathetic to farmers but statutory which can be taken to court." Under certain conditions, however, existing leases can be bought and sold like titles.

Mr. Benjamin made reference to other studies in land tenure which had been completed such as that by the IDRC, the report from which is entitled, "Resettlement Schemes for Agricultural Development-The Leeward Islands of the Caribbean Community" and published in January 1987. There is also an ongoing study being conducted by the OECS entitled the National Resource Management Project. Some of the publications which have come out of that project are: National Resources Assessment for Agricultural Development, March, June and August 1986 (3 volumes); National Resource Management Project-Institutional Analysis, The Case of Antigua and Barbuda, March 1987 and The Improved Land Use Management Scheme (undated).

"We will give support to the land tenure study," said Benjamin, "but I wish AID would stop flogging land tenure as if it is the major constraint to development of agricultural diversification in the country. There are other equally important issues, such as credit, getting financial institutions to consider leases as collateral, and improvement of our land information management system. For the latter, we need a computer, because we don't know what we have and cannot keep track of the market using manual methods. Training in land information management would also be useful." But what really we need, continued Benjamin, is irrigation equipment. Would the government agree to provision of title to farmers in an irrigation project supported by donor organizations? We would give it serious consideration, said Benjamin.

The proposed scope of work for the project was left with Mr Benjamin which he promised to study and give his comments. He indicated, however, that he agreed in principle to having the study conducted in Antigua and Barbuda and would sign the concurrence note and return it to RDO/C. (Note: I sent telex to Benjamin on 3/11/88 requesting that he concur to the study with any suggestions he had for revising the scope of work.) I recommend that AID do not go forward with the Antigua land tenure study until formal concurrence is obtained.

Bethesda/Blackcourt Irrigated Farming Region: We met with Mr. Asher Azenkot, who took us around the area and introduced us to several farmers. Agriculture is clearly vibrant in Antigua and the Bethesda/Blackcourt area is clearly the most important vegetable-producing area in the country. It is immediately evident that farmers are prospering: they all have new pick-up trucks, most have their own tractors, at least two are building a house. Most are purchasing more pipes and tubes for expansion of their drip irrigation system. Gross income of EC \$80,000 from 1 1/2 acre of cabbages is not uncommon. Antigua is unique, says Mr. Azenkot, because average price levels in the country for fresh produce are two to three times higher than those in the export markets. "There is no vegetable or fruit in Antigua whose annual average wholesale price is not less than one EC dollar a pound." Thus, nobody is interested in producing for export, he says.

Azenkot is working with twelve farmers outside the original Bethesda project area, who farm a total of about 100 acres of intensely cultivated vegetables. Five of them were originally associated with the project but have expanded outside the project area. These are in addition to another ten farmers inside the project area.

95

We met with five farmers: of these, only one had a letter from the MOA allowing him to cultivate the land. The others had no paper whatsoever, no plot survey. Who gives permission to use the land? "Not Benjamin, not Deubry (Lands Officer)," said one farmer, just the verbal agreement of the Minister. One farmer, who quit his previous job as an accountant, indicated that his land ended "somewhere over there near those trees." They were, in effect, squatters, but did not seem particularly concerned about not having title to the land.

Farmers here are very independent, "very selfish," says Azenkot. We confirmed this independent spirit in our conversations with farmers. He took pains to explain to the farmers about the HIAMP project, but they don't want anyone holding shares in their operations, they prefer direct loans. Nor are they inclined to join associations, he said. And of course, there is no formal lease arrangement. Under these conditions, said Azenkot, it appears that HIAMP is not relevant here. Custom services (cultivating other farmers fields for a fee to take advantage of the economies of scale of tractors) is generally not practiced, though they will do it for friendship.

Mr Azenkot was fairly satisfied with his impact on the project in that most of his interventions were adopted by the farmers. Through his recommendations farmers have altered their plant spacing and land preparation to facilitate mechanical inter-row cultivation. There has also been an increase in the use of fertilizer and herbicides. During his association with the project most farmers have increased their production per acre and several have also increased the area under cultivation. There has been an increase in the level of mechanisation on the farms which has improved the efficiency of production and resulted in higher profit margins. The project is only two years old.

# THE EAST CARIBBEAN ISLAND OF ST. LUCIA, GRENADA, ST. VINCENT, DOMINICA

## INTRODUCTION OF DWARF BANANA VARIETIES

### FOREWORD

**MASHAV** received a request from the Prime Minister of St. Lucia and Dominica to cooperate with them in banana research and improve the production of this important crop.

### GENERAL BACKGROUND

The economy of the East Caribbean islands relies heavily on banana exports. On the other hand, the islands are often exposed to strong winds and storms that cause heavy damage to the tall banana varieties cultivated here. **MASHAV** has sent a banana expert on a short mission to the islands to study the banana production. The expert's report recommends the trial introduction of low growing banana varieties, mechanical and other means of protection against winds and also the improvement of the post-harvest handling of the fruit which at the moment is bad and causes a high percentage of non-exportable fruit.

### PROJECT OUTLINE AND OBJECTIVES

To lessen the damage caused to bananas by storms it is proposed to carry out tests with different dwarf banana varieties to test their performance under local conditions with the objective of replacing the current tall plants. Also to try mechanical devices and wind breaks.

The post-harvest damage to the fruit may be lessened by improving transportation from the field to the packing house. The expert will do most of his work at the banana research station of the East Caribbean States located in St. Lucia and will visit the other islands periodically (every two months or as necessary) to work with local professionals in improving crop management and introduce auxiliary irrigation to improve production which is affected by dry seasons.

The purpose of all the above mentioned measures is to raise the income from this most important export crop of the islands.

### **ADMINISTRATIVE AND FINANCIAL ASPECTS**

The activity will be backed up with training courses on-the-spot, and for higher levels, in Israel. If required, specialized research scientists will perform consultancy visits. The proposed duration of the project is three years.

### **EXPERT'S TERMS OF REFERENCES**

#### **Qualifications**

A degree in agriculture, specializing in banana production and applied research.

#### **Duties**

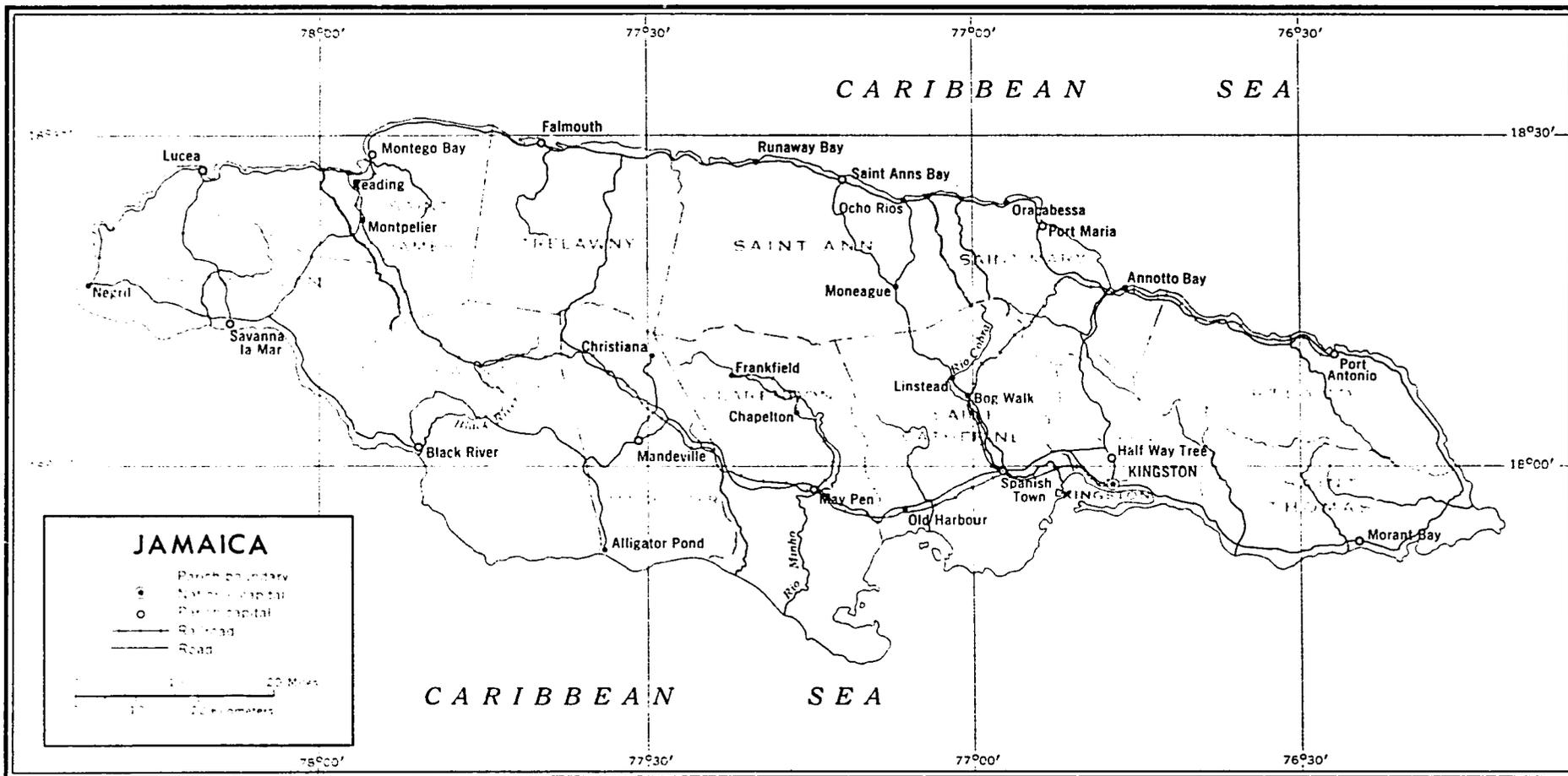
- (a) Perform introduction trials and other applied research.
- (b) Cooperate with local professionals on all problems.
- (c) Carry out extension activities, introduce correct post-harvest techniques and auxiliary irrigation.
- (d) Periodically visit the other islands.

**BUDGET (IN US \$)**

The following budget indicates the estimated costs for the duration of the project implementation on a yearly basis. Allocation of funds will be obligated to available resources committed each year to the joint programme

Item	First Year			Second Year			Third Year		
	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL	USAID	MASHAV	TOTAL
Expert's cost (all inclusive)	67,500	22,500	90,000	67,000	22,500	90,000	67,500	22,500	90,000
Vehicle Maint.	3,750	1,250	5,000	3,750	1,250	5,000	3,750	1,250	5,000
Vehicle	15,000		15,000						
Equipment, inputs, services*	30,000		10,000	10,000		10,000	10,000		10,000
Inter island trips 7 x 500*	3,500		3,500	3,500		3,500	3,500		3,500
<b>Grand Total</b>	<b>119,750</b>	<b>23,750</b>	<b>123,500</b>	<b>84,750</b>	<b>23,750</b>	<b>108,500</b>	<b>84,750</b>	<b>23,750</b>	<b>108,500</b>

\*Expenditure is to be carried out in accordance with actual requirements during the project duration, and maximum flexibility permitted.



Base 58782 11-65

99

## JAMAICA

### Contacts

USAID: Vivian Rochester  
Steve French

Israeli  
Embassy: Ambassador Prozor

Israeli  
Technicians: Mr. Gan  
Mr. Nagler  
Mr. Barrach

National  
Irrigation Commission: Dr. Garnet Brown  
Mr. Bowen

Rio Cobre Irrigation  
Counterpart: Mr. Thompson

### Description

Technical assistance provided for the maintenance and management of two irrigation systems in Jamaica for the Jamaican National Irrigation Commission.

### Assessment

The Jamaica National Irrigation Commission project which uses three Israeli technicians is an outgrowth of a study conducted by Israelis under another contract suggesting three specific technicians were required for the maintenance of the Rio Cobre irrigation system: an agronomist, a person to oversee the canal and a water resource expert.

94

Jamaica continued

USAID Jamaica took up this idea and decided to staff such positions with Israeli experts although they acknowledge that staffing the same positions with local nationals would have been cheaper. USAID reckoned, however, that by staffing these positions with Israelis they might put themselves in a better position to draw upon funds in Washington for Jamaica in the future even though this project is funded out of mission funds allocated to the National Irrigation Commission. As fate would have it, much of the plans for the Rio Cobre system became more demanding and dire in the wake of Hurricane Gilbert's devastation of the island.

The Israelis appear to have an excellent relationship with the Jamaicans who even thanked them for keeping the system up after the Hurricane.

The technicians have had to do basic record keeping at this point, compiling lists of farmers, visiting farmers, and laying the very groundwork so that they can accomplish the NIC's goal of establishing a "Water Users" association among the Jamaican farmers who benefit from the surface irrigation of Rio Cobre.

It is the hope of the NIC to have the Water Users pay for 50% of the maintenance and management of the irrigation system in the next five years.

#### Administrative matters

USAID noted that Israeli bureaucratic procedure is not compatible to its own. When asked for a list of candidates for positions the Israelis do not provide a short list of three or four candidates so that AID could choose the best qualified, but rather supply only one candidate. Thus there is no room for vetting a candidate or USAID input in the final selection of a USAID project.

What makes the Jamaica model so successful is the degree of coherent and specific tasks worked out ahead of time.

(Please see chart 4.1.C.)

1  
95

Jamaica continued

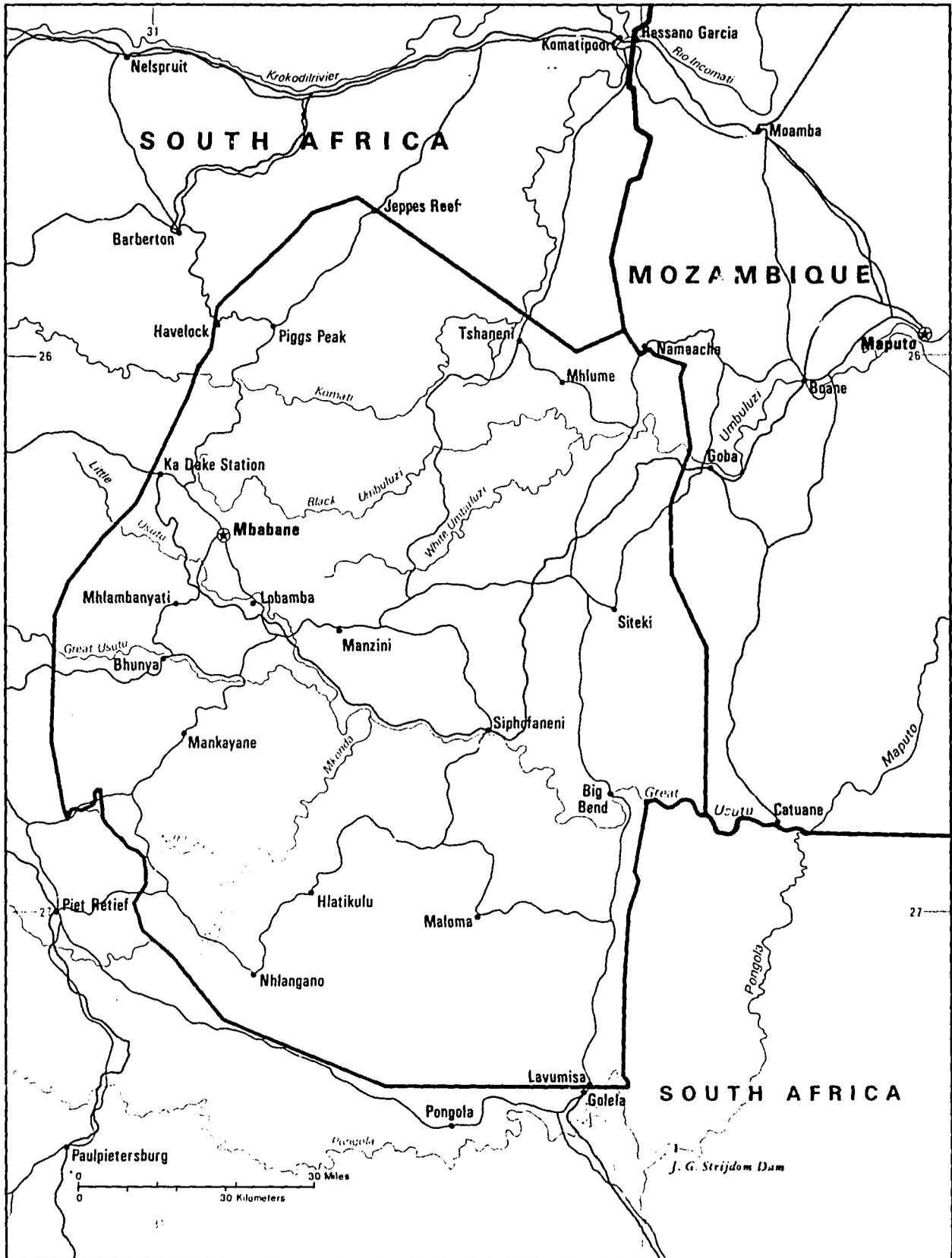
Benefits

Mr. Nagler has been instrumental in the setting up rate schedules and has had worldwide experience in water resource management. He is looked to as a learned consultant with a broad outlook and vast practical experience. His managerial stance and tempered opinions have caused the head of the NIC to rely on his skills more and more as the NIC orients its view toward the future to upgrade the Jamaica's entire irrigation systems.

Mr. Barrach, heading the operations system of Rio Cobre, has had previous experience in Jamaica. The Rio Cobre canal was quite deteriorated when he came. They are currently in the process of lining the canals. He has upgraded the capacities and developed a small operational center where data comes in and is computerized. Barrach has developed a total overall management plan. The NIC is satisfied with his work and looks forward to the continuation of it until the end of the project.

Mr. Gan has a specialty in extension services. He has worked closely with the farmers and has tried to involve the community to take care of the Rio Cobre system. He has set priorities of crops and has held weekly meetings with systems and agronomic groups. He has assessed both total acreage water supply/usage and has presented a technological package that the NIC regards as sound; installing water measuring devices and trying to teach the farmers about water usage amounts. In the words of his Jamaican counterpart, the Israelis "are doing a mighty fine job."

# Swaziland



502744 9 77 (541832)  
 Lambert Conformal Projection  
 Standard parallels 6° and 30°  
 Scale 1 : 150 000

— Railroad  
 — Road

97

## SWAZILAND

### Contact

USAID: Elizabeth Martella

### Description of project

Technical assistance provided to the Veterinary service and the Agricultural Extension Service of the Ministry of Agriculture and Cooperatives in the development of a viable, producer-oriented, cooperative-based poultry industry through the formation of twenty women's poultry cooperatives in rural areas.

### Assessment

In the first year of this project it was decided that AID and Mashav would get together with the Swaziland government, develop a committee on what was needed and proceed with a plan. They had to decide also, how the program would be administered and in what way.

The technician from Israel expressed that the Government of Israel should use the money past the project, and should be pressed to pick up the cost. Such pressure should come from Washington, D.C.

The technician was well thought of and well liked. However, his replacement did not arrive until the end of August. The previous technician felt that the Israeli government should be "pressed for more than performance, but to complete the project."

### Administrative matters

There was a feeling that if the project were Israeli the money would be stopped because it took so long to implement. The Israelis were willing but the Swaziland government was preoccupied with many things and could not focus on the project the way the Israelis would like.

GA

Swaziland continued

Benefits

If the objective is to strengthen the bilateral arrangement between Israel and other nations, then that has occurred in this program. The training program has been extremely successful.

The poultry coop is placed to serve in an economic hardship area with low rainfall and no projections for much rain.



## MALAWI

### Contacts

USAID: Arnold Radi

### Description of project

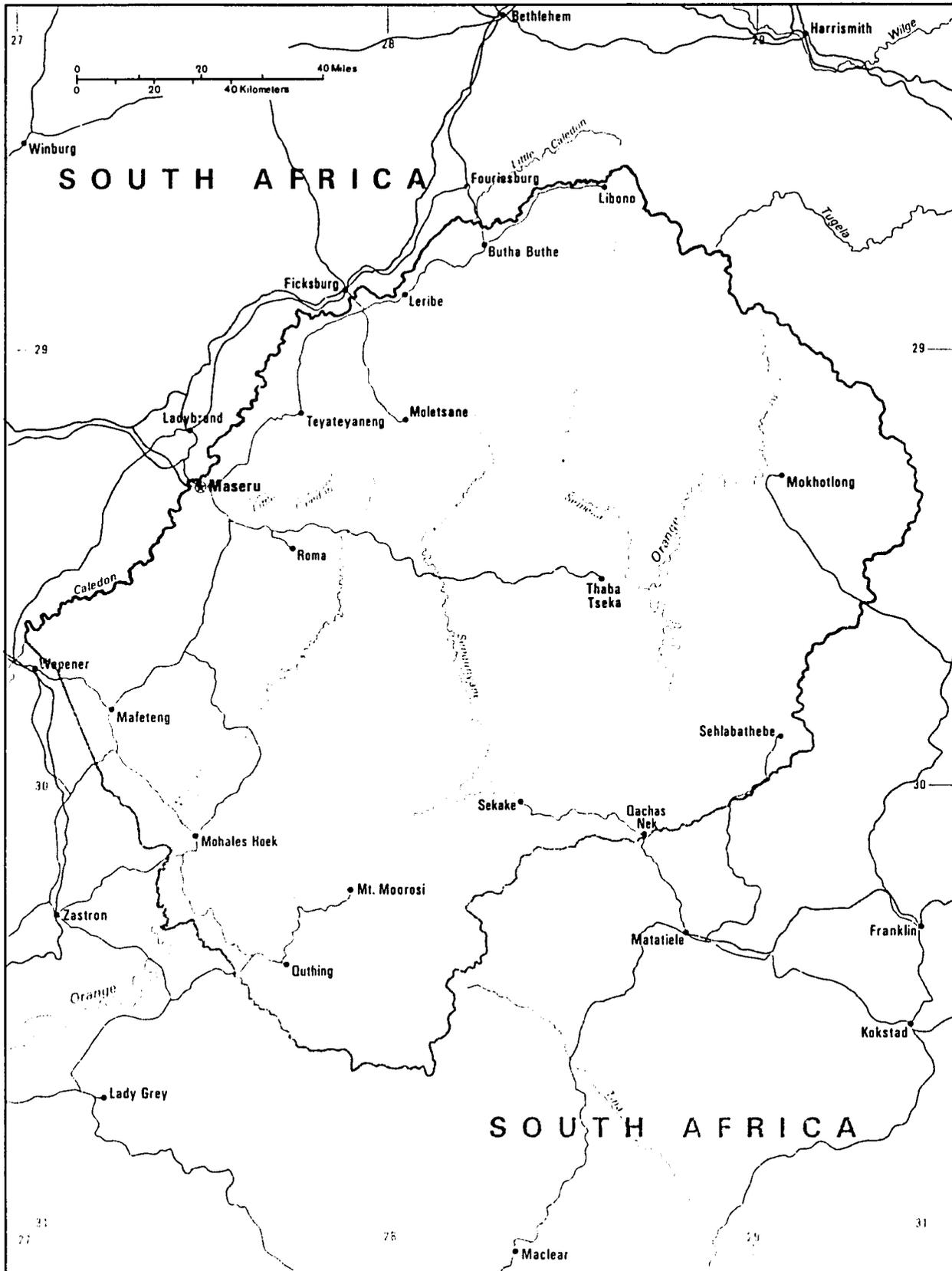
Technical assistance provided to increase the use efficiency of nitrogen and phosphate fertilizers applied to corn and wheat, through developing a base of soil chemical, physical and fertility data of the major agricultural soils of Malawi that could be used as an economics fertilization model for the major food crops -- corn and wheat -- under rain-fed and irrigated conditions.

### Assessment

Little comes out of collaborative efforts. There is an emphasis on crop diversification such as Macadamia nuts.

Not much more information is available at this time.

# Lesotho



502723 9 77 (542158)  
 Lambert Conformal Projection  
 Standard parallels 6° and 30°  
 Scale 1:1 500 000

--- Railroad  
 --- Road

107

LESOTHO

Contact

USAID:

Description of project

Technical assistance to support the production efforts related to the irrigation of fruit trees.

Assessment

Unable to contact USAID officer at this time.

## INTERNATIONAL TRAINING

### Comparison of courses given in the U.S. and in Israel for LDC's

Compared to the the United States, Israel offers a high quality and low cost international training program that provides instruction in french, spanish and english.

It is almost one third the cost of the American counterpart.

According to Ralph Otto, Director of International Training for the Office of International Cooperation and Development (OICD), the Israelis are definitely providing a service for far less than the U.S. Exactly what they teach, and whether they teach the same technology has not been determined in the scope of this evaluation. But the Israelis have a superior advantage by teaching courses in so many languages without the use of translators; having the actual instructors in the technology teach directly in the different languages. Otto stated that the cost of the Israeli tuition is "virtually free".

It is evident from a comparison of roughly the same course offered in Israel and the one offered in the United States, that when airfare is included (and here a standard sum of \$1500.00 is used) the total Israeli cost is much lower:

	U.S.	Israel
Total course cost:	\$9286.00	\$2,200.00
Airfare:	1,500.00	1,500.00
TOTAL:	\$10,786.00	\$3,700.00

(Please see following pages from the MASHAV and U.S. OICD brochures)

### Advantages of training courses

The "on-the-spot" training courses, that is those courses that bring in experts rather than export local people to Israel, are being used effectively by the Israelis to achieve good will and publicity in LDC's. As is evidenced by the press clippings provided by the Israeli Embassy in El Salvador. The openings of such courses and the closings are grist for the journalistic mill.

## Training continued

AID can legitimately feel somewhat slighted in the fact that often there is no mention of the funds provided by the U.S. Government which contribute to such courses or the student scholarships for training in Israel.

The Israelis, however, due to their smaller and less "domineering" presence in LDC's may fare better in seeking and obtaining publicity because their overall presence in a country is by far less. For example, almost 50% of the total national budget of El Salvador is from USAID. It may be extremely unwise for AID to try to seek publicity for the amount of influence and assistance it provides a country.

In each LDC visited, each Israeli Ambassador was adamant of the importance "on-the-spot" courses and the training courses in Israel have. The "on-the-spot" courses provide visibility to an Israeli presence in a country. hence its legitimacy in the country.

Both the "on-the-spot" and scholarships for training in Israel enhance the standing of the Israeli ambassador providing him with something to offer and benefit the country.

Such matters of where and how to achieve credit for such courses is somewhat delicate, but it definitely should be candidly discussed between USAID and the Israelis where there is U.S. participation in either "on-the-spot" courses or scholarships and bursaries sponsored by the U.S. Government.

MASHAV must consider closer communication concerning their course offerings and the Israeli Ambassadors. Ambassadors often do not get a list of the course offerings in a timely fashion so as to facilitate the strategic planning to complement and augment the developmental needs of a host country. Surely taking more of an initiative, having access to a budget to fund such programs in advance would enhance the organization and hence the legitimacy and standing of the Israeli presence in a country.

105

TRAINING

7.1.A

Breakdown

Training In Israel

Average Monthly Fellowship Costs

	<u>U.S. \$</u>
Room and board (\$28 x 30 days)	840 945
Pocket Money } <i>part of per diem</i>	100
Laundry	50
Field Trips, including buses and other room and board	a <u>200</u> - <i>way low.</i>
Cost of Tuition (Lecturers) - <i>way low.</i>	b <u>300</u> - <i>low</i>
Reception and Organizational Expenses, including Medical Insurance	<del>100</del> 185
Administrative staff, including course coordinator and extra curriculum counselor (2 persons x \$1,200/mo.)	<del>120</del> 240
Extra Curricular Activities	<u>200</u> ?
	1,910
Overhead and contingencies on above (15%)	<u>290</u> - <i>USDA includes</i>
Total cost per month per trainee	\$2,200

Calculations are based on the average cost of room and board as well as the average other expenses per trainee in a course of 20 participants.

a } amounts to free training.  
b }

(N.B. Notations are from Ralph Otto, Director of International Training Programs for the Office of International Cooperation and Development)

PARTICIPANT TRAINING BUDGET WORKSHEET  
ORIGINAL \_\_\_\_\_ REVISION \_\_\_\_\_ EXTENSION \_\_\_\_\_

ID NUMBERS	PARTICIPANT NAMES	PIO/P# _____	AMT \$ _____
_____	_____	PM# _____	B.P.C. _____
_____	_____	COUNTRY _____	TECH _____ ACADEMIC _____
_____	_____	START/END _____	DURATION _____ MOS
_____	_____	AGENT: USDA/OICE/ITD - _____	
_____	_____	JOB RELATED TRAINING: YES _____	NO _____

I. EDUCATION AND TRAINING COSTS

YEAR 1 ( ) ( ) YEAR 2+ ( ) ( )

1. FIRM/INSTITUTION \_\_\_\_\_

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

2. TRAINING COST/TUITION/PACKAGE PROGRAM COST

		(Year 1)	(Year 2+)	(#Per)
a. \$	PER _____	x _____	x _____	x _____
b. \$	PER _____	x _____	x _____	x _____
c. \$	PER _____	x _____	x _____	x _____

3. FEES/OTHER..(univ., conf/seminar, test, applic.).....

TOTAL### \_\_\_\_\_

II. ALLOWANCES

1. MAINTENANCE ADVANCE/FIRST 30 DAYS:

\$ \_\_\_\_\_ MISSION ADVANCE \*

\$ \_\_\_\_\_ x days = \_\_\_\_\_

\$ \_\_\_\_\_ x days = \_\_\_\_\_

\$ \_\_\_\_\_ x days = \_\_\_\_\_

TOTAL: \$ \_\_\_\_\_ x Person(s) - AMA \$ \_\_\_\_\_

2. LIVING/MAINTENANCE (Year 1) (Year 2+) (#Per)

\$	PER _____	x	MOS _____	x	MOS _____	x	.....
\$	PER _____	x	MOS _____	x	MOS _____	x	.....

3. PER DIEM (Time) (#Per)

\$	x	x	.....
\$	x	x	.....
\$	x	x	.....
\$	x	x	.....

4. BOOKS AND EQUIPMENT \$ \_\_\_\_\_ x \_\_\_\_\_ x \_\_\_\_\_

5. BOOK SHIPMENT.....

6. TYPING.....

7. THESIS/DISSERTATION.....

8. PROFESSIONAL/STUDENT MEMBERSHIP.....

9. OTHER (Research: \$ \_\_\_\_\_ ) .....

TOTAL### \_\_\_\_\_

III. TRAVEL

1. DOMESTIC.....

2. OTHER.....

TOTAL### \_\_\_\_\_

IV. INSURANCES

1. HAC \$ \_\_\_\_\_ x MOS \_\_\_\_\_ x \_\_\_\_\_ \*

2. INSTITUTION REQUIRED/OTHER.....

TOTAL### \_\_\_\_\_

V. SUPPLEMENTAL ACTIVITIES

1. ELT \$ \_\_\_\_\_ y \_\_\_\_\_ x \_\_\_\_\_ \*

2. ALIGU \$ \_\_\_\_\_ x \_\_\_\_\_ WEEKS x \_\_\_\_\_ \*

3. WIC ORIENTATION..... \*

4. OTHER ORIENTATION..... \*

5. ESCORT/INTERPRETERS (AID paid)..... \*

   (USDA paid).....

6. ENRICHMENT PROGRAMS.....

7. MIDWINTER COMMUNITY SEMINARS..... \*

8. OTHER.....

TOTAL### \_\_\_\_\_

VI. PROGRAMMING AGENT FEE \$ \_\_\_\_\_ x \_\_\_\_\_ x \_\_\_\_\_

GRAND TOTAL: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

PREPARED BY \_\_\_\_\_ DATE \_\_\_\_\_

APPROVED BY \_\_\_\_\_ DATE \_\_\_\_\_

APPROVED BY OIT \_\_\_\_\_ DATE \_\_\_\_\_

TRAINING

7.1.C

# COURSES IN CURSOS EN STAGES EN

# ISRAEL

## 1988

### IRRIGATION AND SOIL MANAGEMENT

**Agricultural Research Organisation, The Volcani  
Centre, Bet Dagan.**

**10.10 — 8.12.88**

*Programme of the course:* Water resources for irrigation; soil properties; water transport in the soil-plant-atmosphere system; instrumentation and techniques in soil-water analysis; salinity; fertiliser application.

*Requirements for admission:* University degree in agronomy, geo-science or engineering, or general hydrological training, and a good knowledge of English.

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### SISTEMAS DE RIEGO POR PRESION

**Ministerio de Agricultura, Centro de Cooperación  
Internacional para el Desarrollo Agrícola.  
(CINADCO), Tel Aviv.**

**17.5 — 13.7.88**

*Programa del curso:* Relaciones suelo-agua-planta-clima; hidráulica aplicada; riego por aspersión, goteo, microjet; rentabilidad de riego; principios y métodos de extensión.

*Requisitos:* El curso está destinado a Extensionistas, Ingenieros Agrónomos, egresados de Ingeniería Agrícola que actúan por lo menos 2 años en el campo del riego.



United States  
Department of  
Agriculture

Office of  
International  
Cooperation and  
Development

Washington,  
D.C.  
20250

# Catalog of 1988 Technical Courses

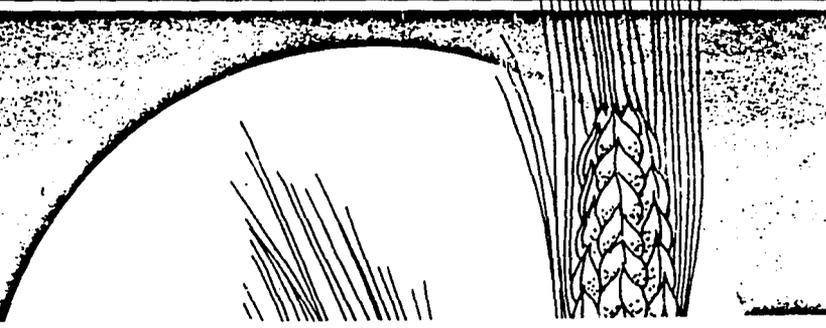
Skills Training for Foreign Professionals

TRAINING  
7.1.D

Extension and Rural Development  
Human Resources Development  
Organizational Development

Agricultural Production  
Policy and Economics  
Natural Resources

Animal Sciences  
Management



PROBLEMS AND PRACTICES OF IRRIGATION SYSTEMS  
(USDA) TC 120-1

DATES AND DURATION

June 13 - August 5, 1988 (8 weeks)

Participants should arrive in Washington, D.C., on June 5, 1988, for course orientation and administrative procedures.

TARGET AUDIENCE

Irrigation practitioners with an educational background at the bachelor's or master's level in agronomy or agricultural engineering.

English proficiency required.

COURSE OBJECTIVES: Participants will develop knowledge and skills to:

1. Improve onfarm water management and crop production; and
2. plan, design, establish, and maintain new irrigation systems in their home countries.

COURSE FOCUS: The course includes lectures, field and laboratory practice, field trip visits to irrigation programs and projects in the U.S. Southwest and West, and seminars centered on participant presentations of irrigation problems in their home countries.

TOPICS INCLUDED: Basic soils, soil-water-plant relationships, land leveling; irrigation methods and practices, water quality, salinity, drainage problems and remedies, economics and sociology of irrigation; and extension methods.

USDA PROGRAM SPECIALIST: Phil Harlan, PM 148.

TRAVEL: Course site is Colorado State University, Fort Collins, Colorado. Airline tickets should be routed from home country to Washington, D.C., to Denver, Colorado, to Sacramento, California, to home country.

COSTS: TOTAL COURSE COST - \$9,286.00

TRAINING FEE: \$5,536.00

MAINTENANCE ALLOWANCE: \$3,750.00  
(Includes \$110 for books/shipment and \$630 for orientation days)

Training Fee Includes:

Course costs	4,981.00	
Insurance (\$40/mo)	80.00	(Deduct for FAO participants)
Orientation to United States	325.00	(Included unless otherwise notified by sponsor)
Professional Society Membership	150.00	(Not provided by all sponsors)
<b>Total Training Fee</b>	<b>\$5,536.00</b>	

Courses Also Available Overs

Offered by U.S. Department of Agriculture in cooperation with the U.S. Agency for International Development and U.S. Unive

109

## RECOMMENDATIONS

### I. CONSIDERATIONS UNDER THE EXISTING UNDERSTANDING OF THE BERMAN AMENDMENT

The following are items for consideration for the Israeli long term technical assistance.

These are not meant to be exhaustive but rather ways to think about the Israeli presence in the Less Developed Countries. Some of these ways combine a cluster of goals and strategies.

1. Memoranda of Understanding be devised between USAID missions and MAHAV with the cooperation of the Israeli Embassies.

a. A procedural handbook written and distributed by MASHAV to its embassies on the workings of the AID/MASHAV cooperative agreement. The handbook will be specifically for the first secretaries to supervise the financial and administrative end of the projects in joint consultation with the AID project manager.

2. The Israeli "nominating" or "hiring" agency (which has been up to now CINADCO) shall receive regular reports from both the "secondary" agency (in some cases this will be copies of the USAID status reports sent to AID Washington) and the technician on the project.

a. AID Washington insist on up-dates of the technicians or copies or reports to remain acquainted with the programs' progress; USAID to give reports to MASHAV as well.

3. Any forms required by AID will be available in the Israeli embassies along with detailed instructions.

4. The rationale and use of the Israeli technical assistance will be communicated to each USAID mission more precisely and clearly.

Recommendations continued

5. Some general assessment procedure and criteria be developed to determine the success of the Berman Amendment.

a. For example, if USAID missions reach a \$10 million contract level with Israeli technicians (through MASHAV or independent companies) the Berman Amendment can be taken off the books as having fulfilled its purpose.

6. A meeting between all Israeli technicians be established on a biannual basis to share the experiences and knowledge they have gained in a given region.

a. The use of some existing in-house newsletter by MASHAV for such purposes.

7. An outgrowth of the AID/MASHAV program will be the establishment of similar programs with other countries, including "developing countries" to extend their technologies and lessons learned with other developing countries in a given region.

a. To think about this program as a prototype for other partnerships beyond just the U.S./Israel but incorporate even more donor countries for better coordination and cooperation for the development strategies of LDC's.

8. Research projects which truly become "cooperative" in that they are run by both American, Israeli and local experts to speed technological development and offer it to a given region.

9. The next evaluation of this program should be conducted by an Israeli so that the report can be offered in Hebrew as well as English.

10. AID and MASHAV will establish an agreed set of criteria for the evaluation in terms of technical performance and feasibility.

11. Some personnel who are multi-faceted be used on an ad hoc regional basis in countries where Israel supplies more than one technician to a country.

a. This will maintain the Israeli presence a third country but extend it regionally as well.

12. Determine from the development strategies where the U.S. and Israel truly have a joint or overlapping goal in a country and pool resources better.

Recommendations continued

13. Determine whether some Israeli initiatives are counterproductive to American goals in a country or region so that the overall country efforts are not in conflict.

a. For example, in the Dominican Republic MASHAV is supplying an expert in apples and in other projects works closely with the Government of the D.R. This is counter to the U.S. strategy. Might this be worked out to amplify the spirit of cooperation.

14. Must have a thorough workplan in advance in the future before technician arrives to maximize the time spent in country and in the case of the agricultural projects to optimize the planting seasons.

15. Decide the length and duration of the Berman Amendment. Will it be in existence for the next ten years. Currently the problem with it is that it can not realistically be counted on in the future. This should be determined.

a. Determine in advance what is to be done with:

1. All vehicles paid for out of the Cooperative Agreement, to whom do they belong?

2. All equipment paid for out of the agreement for a given project -- can arrangements be made in advance to determine how the equipment could be merged into other systems or projects and determine whether it is USAID's or an Israeli project? This is particularly crucial in instances where laboratories were established.

16. Carry out frank discussions about how to achieve more credit (it that is desired) in the third countries' press.

17. In light of the recent "60 Minutes" segment on AIPAC, the Israelis might benefit from sponsoring a film for public television (or cable, or other) on this cooperative agreement so that their image in America can improve.

## Recommendations continued

18. Give the money directly to the USAID missions and let them work out the financial arrangements. Have no limit on the amount that is available. For example, in Jamaica, since funds are badly needed there in the wake of Hurrican Gilbert, why not allow \$1 million or more be used acquiring even more Israeli experts in water resource management and poultry.

## II. PRIVATE SECTOR INITIATIVES

### Firms

Since the Berman Amendment does not specifically state that the Israeli government be involved in its execution (although, granted the Israeli Foreign Ministry had much to say in the thrust of the amendment) it is possible to join the twin goals of utilizing Israeli technical expertise and U.S. stated goals to enhance private sector objectives in LDCs by making the joint efforts more like joint venture capitalization.

After all, Israelis have a peculiar access to markets and could market certain product lines such as exctic tropical fruits and fruit juices with the LDC's. This would be instead of mere technical assistance subsidies.

The transfer of technology would in way be less effective, in fact it may be enhanced since actual profits hang in the balance of what is produced.

This could be combined with the Gray Amendment to solicit minority and disadvantaged small firms to obtain low interest loans or interest free loans in the pursuit of building private sector enterprises jointly between U.S./Israeli and third country firms.

### Private Voluntary Organizations and Private Citizens

Another concept to consider in the fulfillment of the Berman Amendment is the partnering of Israeli farmers, U.S. farmers and third country farmers. Here actual farmers would be competing for the most effective means of production. This would be injecting competing technologies in the third countries so that they could choose which technology or hybrid of technology is best suited to their needs.