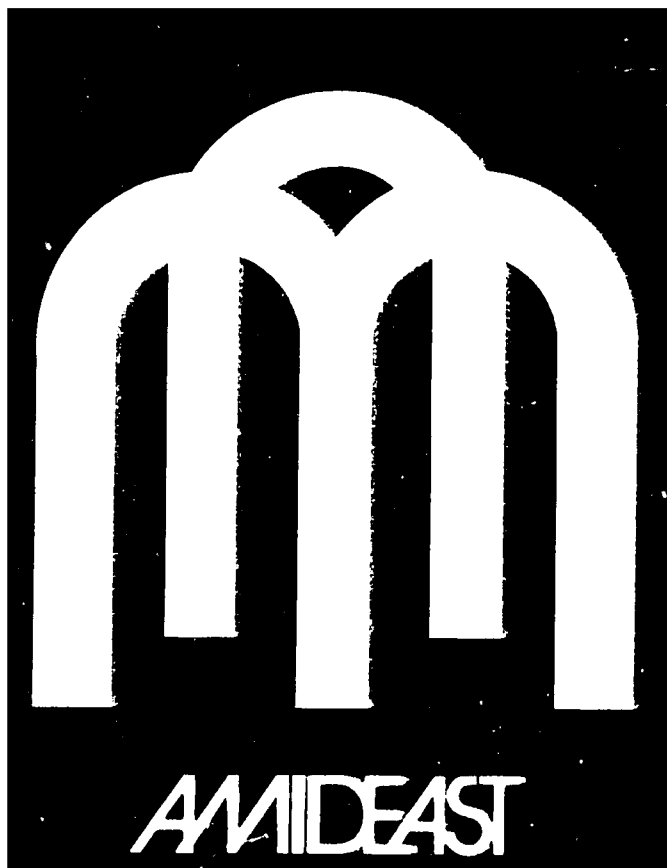


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WEST BANK/GAZA  
HUMAN RESOURCE  
DEVELOPMENT PROJECT

*SEMI-ANNUAL REPORT*

OCTOBER 1, 1992 - MARCH 31, 1993

BEST AVAILABLE DOCUMENT

**SEMI-ANNUAL PROGRESS REPORT  
(#11 OF 12)**

**WEST BANK/GAZA HUMAN RESOURCE  
DEVELOPMENT PROJECT**

**GRANT  
NUMBER:**

**ANE-0159-G-SS-7050-00**

**REPORT  
PERIOD:**

**OCTOBER 1, 1992 - MARCH 31, 1993**

**GRANTEE:**

**AMIDEAST**

## WEST BANK/GAZA HUMAN RESOURCE DEVELOPMENT PROJECT

ANE-0159-G-SS-7050-00

## COVER SHEET

**PROJECT OBJECTIVES**

**Faculty Development:** Strengthen faculties/staffs of selected West Bank/Gaza institutions of higher education through graduate scholarships, short-term technical training, local training, applied research grants, technical assistance and professional conferences.

**Continuing and Adult Education (formerly Business-University Linkages):** Make institutions more responsive to needs of the community; encourage private sector to use West Bank/Gaza graduates as employment pool and institutions as source of technical assistance.

**Institutional Development:** Strengthen administrative, managerial, and planning capacities of targeted institutions through graduate scholarships, short-term technical training, local training, applied research grants, technical assistance and professional conferences.

**Professional Development:** Improve technical skills in critical development areas to increase professional self-sufficiency in the West Bank/Gaza through graduate scholarships, short-term technical training, local training, applied research grants, technical assistance and professional conferences.

**Small Business Development Program:** Promote the creation and expansion of small businesses and support institutions providing services and technical assistance to the private sector through short-term technical training, local training programs, and technical assistance.

**Health Manpower Development:** Increase pool of health practitioners (allied health personnel, nurses, administrators); increase pool of health educators; improve management of facilities including record-keeping; improve access of health personnel to information resources; improve ability of Palestinian health personnel to plan, coordinate, research, and finance health services; institutionalize continuing education within clinical settings. Assistance provided includes selected academic scholarships, short-term technical training, material assistance, local training programs, technical assistance, applied research grants and professional conferences.

**Basic Education:** Strengthen and upgrade the quality of learning and instruction in primary and secondary schools in the West Bank and Gaza; promote creativity, innovation and action research to tackle educational problems.

**English as a Second Language (ESL):** Upgrade the English language skills of potential HRDP participants to enable them to access professional training. Support includes technical assistance, local training and material assistance.

**PROJECT STATUS:**

25 academic degree programs in US in progress, 30 completed; 24 technical training programs in progress, 442 completed (269 in U.S., 197 in third countries). 225 in-country trainees in progress, 1,936 completed. 70 applied research projects supported. 34 consultancies completed. \$237,963 expended for material assistance. Health manpower surveys/needs assessment for nursing completed. Medical library procurement in progress. Private sector needs assessment conducted. Basic Education program implemented. Business/University Linkages component redirected to work with institutions to develop their abilities to deliver continuing and adult education (CAE). External evaluation carried out in March 1993.

**MAJOR ACTIONS NEXT SIX MONTHS:**

Amendment request pending with USAID for continuation of project activities through March 31, 1994. Select technical, in-country program participants for different project components. Complete medical library procurement. Develop local CE programs in emergency medicine and industrial maintenance. Continue implementation of health manpower planning workshops. Recruit/field consultants in nursing management, infection control and medical education. Implement Health Information Systems program; recruit/field medical information systems consultant, procure hardware and software for CD-Rom systems.

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**SEMI-ANNUAL REPORT  
OCTOBER 1, 1992 - MARCH 31, 1993**

**I. RESULTS AND ACCOMPLISHMENTS  
a. DURING THE SAR REPORTING PERIOD**

**A. Faculty Development:**

By the beginning of the reporting period, all Palestinian universities were open and offering classes. Despite occasional curfews and strikes, teaching and programs have proceeded with relative success. The Fall semester began in September 1992 and the Spring semester in March 1993. AMIDEAST has been working with the College of Science and Technology-Khan Younis and Al Azhar University, both of which received their accreditation from the Council for Higher Education during the previous reporting period, to develop strategic plans for human resource development. Al Azhar University is starting nursing and pharmacy programs, both currently lacking in the Gaza Strip.

Due to both financial difficulties within the universities, and to the coming end of AMIDEAST's current grant, faculty placements in academic programs have slowed considerably. Few applications were proposed or solicited from the universities for academic scholarships. Files were received from Hebron University and Al Azhar University on remaining commitments for agricultural or applied technology, but these join a number of files that remain pending due to a variety of standards issues. Attention was focused on short-term technical training for management and technical skills, both locally and regionally.

One new academic participant from Hebron University began working toward his PhD in Education/TEFL. Hebron University has benefited from the return to the institution of three faculty during this reporting period: two PhDs (agriculture/range management; inorganic chemistry) and one MS (agriculture/agribusiness). These returnees are making significant contributions to the university's Department of Agriculture.

Short-term technical training (including conferences) for the universities continued to strengthen their institutional capabilities. Eleven faculty and staff members received training regionally or in the United States in a range of fields: public health, TEFL, engineering, emigration studies, and computer maintenance. A range of other possible activities were investigated and have not yet been fully developed: a number of programs were postponed due to problems with entry of Palestinians into Egypt; the earthquake in Cairo; curfews or travel restrictions in the Occupied Territories; or inappropriate/incomplete proposals from the institutions.

Local training for university staff and faculty included a library administration course and three English courses specifically designed for the staffs of An Najah University and the College of Science and Technology at Khan Younis.

Progress continued to be made in strengthening the staffs of selected institutions, particularly in areas of technical support for the ongoing functioning of these institutions.

### **B. Continuing and Adult Education (formerly Business University Linkages):**

Considerable progress was made during the reporting period. The consultants from the American University in Cairo submitted their report and planning begun to implement the Continuing Education activity. Discussions on the scope of work for a CE planning and marketing consultant for Birzeit University, needs assessments in sectors targeted for courses, and organizational restructuring within the Department of Continuing and Adult Education at Birzeit occurred.

Two courses organized by Birzeit's Continuing and Adult Education Department were supported in part by AMIDEAST-Gaza, while discussions are on-going between Birzeit and AMIDEAST's business development program officers in both Jerusalem and Gaza on other programs targeted at business managers and technicians. The foundation laid with the help of the CAE department at Birzeit has clearly helped the institution reach out into the community and begin responding to needs. Various development and donor agencies have already utilized its services.

### **C. Institutional Development:**

There were a number of successes under this component during the reporting period. One major accomplishment was the establishment of the computer training laboratory at Bethlehem University and its use for training of the Bethlehem Municipality staff. A variety of computer training courses were offered to enable municipal staff to take full advantage of their new computer hardware.

Another accomplishment was a consultancy in public opinion polling involving five local organizations currently engaging in, or considering becoming involved in, conducting public opinion polling in the Occupied Territories. All of the organizations participating lacked a clear understanding of the field, the technical and training requirements for a successful public opinion polling operation, and basic computer hardware requirements. AMIDEAST provided a consultant who outlined the fundamentals of public opinion polling in the public interest, assessed the participating institutions' current skill levels and planning for public opinion polling, and suggested to AMIDEAST subsequent steps for training and support in this area.

The consultant's assessment of the organizations' current capacities and potential suggests that AMIDEAST should proceed with some caution, perhaps providing only limited technical short-term training for one or two of the groups. The success of this activity lies in the impact it had on the local organizations: they now have a more complete understanding of the complexity of public opinion polling. AMIDEAST will be evaluating steps required to strengthen a limited number of capable, sustainable organizations showing promise and drive in a field that is central to democracy in the Palestinian context.

A number of well-designed plans for regional training programs, which required numerous staff hours to create, had to be cancelled due to curfews and travel restrictions imposed by the authorities. However, four successful regional training programs were conducted. A staff member from the Arab Agronomists' Bureau in Gaza participated in a series of training workshops at the Training Center of the National Research Institute in Cairo. Topics covered included odor and taste in food additive chemicals, animal food manufacturing, quality control and water pollution. Two employees of the Bank of Palestine in Gaza attended

finance courses in Cairo, while the Ma'an Development Center in Jerusalem, a key development organization on the West Bank, nominated an employee to take part in a management training course. Since two of these three institutions have received other types of institutional development support from AMIDEAST over the last few years, there continues to be a strengthening of administrative, managerial and planning capacities of these institutions.

**D. Professional Development:**

Progress toward achieving the purpose of this component, improving technical skills in critical development areas to increase professional self-sufficiency in the West Bank/Gaza, slowed during this reporting period due to staff attempts to focus activities and to limit the number of institutions with which we work. Over 80 proposals related to this component were received during this period, many from new institutions in regions outside the Jerusalem center. Ongoing review of these proposals indicates that many fall outside the scope of the grant, do not build institutional capability, or propose continued work in deaf teacher training, a sub-sector we feel has received adequate support over the last three years. AMIDEAST is offering fewer one-shot courses; in the past many of these types of courses fell under the professional development heading. In addition, in the past, computer courses were categorized under this component. AMIDEAST is now attempting to limit computer training to specific institutions within the context of integrated institutional strengthening. Finally, it must be remembered that AMIDEAST, as part of its attempt to meet the needs of key development institutions, has been cutting back on its work with small NGOs. In addition, two local professional development courses scheduled for this period were cancelled due to curfews and travel restrictions.

**E. Small Business Development:**

The Business Development program achieved a number of notable successes over the past six months, cooperating with a range of local partner organizations to focus on marketing, business creation, management and technical training. The impact of these programs has been significant, particularly in the textile industry and with the industrial sector in Gaza.

Locally, ten training courses were offered in conjunction with ten local training and educational institutions. Topics included: fashion design (both in Tulkarm and in Gaza); management; marketing; how to start a business; quality control; and three courses on topics related to tourism (hotel food preparation, first aid/safety for tour bus drivers, marketing and promotion).

Of particular interest was a training package developed in conjunction with the Union of Industrialists in the Gaza Strip. Evolving out of the preliminary findings of the AMIDEAST-supported industrial survey conducted by the Union, this package in operation and programming of computer numerically controlled (CNC) machines included courses in technical English, industrial drawing, computer-aided design and manufacturing (CAD/CAM), and CNC operating and programming. Twenty technicians and ten engineers are participating in this activity, which aims at creating a solid base for industrial development in the Gaza Strip by making available technical expertise to local entrepreneurs and encouraging use of new technology.



During this reporting period, the industrial survey carried out by the Union of Industrialists of the Gaza Strip was finally completed and the computer data base resulting from that survey is now available to the business community, investors, and donor agencies. The Union is now working on developing reports of its findings. AMIDEAST provided consultation on the survey design, and financial support for the project, and has already drawn on the data base to guide the development of subsequent activities. For example, an applied research grant was funded to produce a computer-based control system to be used in the industrial sector.

Short-term regional and US-based training for the business development program has continued at an accelerated rate during this six-month period. Three plastics factory owners from Gaza participated in a study trip to similar factories in the Tenth of Ramadan City in Egypt. Along with eight plastics factories owners from the West Bank, these participants were introduced to new techniques in plastics manufacturing focusing on the possibilities of new production lines. A manager from one of the factories attended an extended management training program to address particular management difficulties existing at his factory. In addition, one industrial technician from a metals factory in Hebron attended an industrial welding seminar in Cairo in order to improve the skills within that company.

Finally, during this period AMIDEAST provided technical assistance in two areas of the business community. First, a consultant with extensive background in the production of materials for tourism was engaged training a Palestinian professional team to produce needed materials and publications for the tourism service sector. Through extensive interviews, financial support for two marketing surveys, investigation of the current materials produced, and visits to tourism support organizations, this consultant has laid the groundwork for the production of three new publications. In addition, AMIDEAST expects to support a new trade newsletter within the next few months.

A short-term consultation was provided to the Hebron Chamber of Commerce to advise them on creating a computerized data base with the research they have collected on industry and trade in the Hebron region. As a result of this activity, exploratory meetings were held with other chambers of commerce to standardize the collection and entry of similar data throughout the West Bank.

The impact of AMIDEAST activities during this reporting period can be felt within particular factories, across a particular sector (textiles; tourism; plastics manufacturing), through the introduction of a new technique (computer numerical control (CNC)), at the management level, and as a result of information made available for development.

#### **F. Health Manpower Development:**

This component has also completed a successful six months. Despite the deportation of a number of health professionals to Southern Lebanon and the upsurge in violence, closures and strikes, AMIDEAST's health program staff have been able to continue human resource development. Three professionals began academic degree programs during this reporting period. One is the director of the Patients' Friends Society-Jenin who is working towards a degree in Public Health at Emory University. The other two are pursuing a certificate

program in emergency medical technician training and a BS degree in respiratory therapy respectively.

Two academic scholarship recipients returned to the Occupied Territories during this period with MSNs in nursing: one in medical/surgical nursing, the other in midwifery. Both also received training in health education: one will teach at the Arab College of Medical Professions (ACMP), and the other will be conducting continuing education programs for nurses in obstetrics/gynecology at Makassed Hospital.

Short-term regional and US-based training has also been used to train health educators. Two nursing supervisors from Ahli Hospital in Gaza successfully finished their training programs at Emory University and returned to work in January. This brings the total of nursing supervisors trained at Ahli to four. Several nurses from various West Bank hospitals are receiving special short-term technical training, including continuing education training.

The project is working on hospital and health management issues as well. A faculty member from ACMP is being trained to teach Education Administration. Two medical secretaries are still in training in Cairo in a one-year certificate program, and the public information officer from the Gaza Community Mental Health Program (GCMHP) received management training.

Technical specialization deficiencies were also addressed during this reporting period. A clinical psychologist from Gaza received training in post-traumatic stress disorder, becoming the first health professional trained in this field in the entire Gaza Strip. A medical technologist from the Red Crescent Society-Hebron received specialized training in medical technology, while a doctor from the Union of Medical Relief Committees was trained in international public health.

Local training in health attempted to deal with other specific short-term technical problems, providing more than 100 health professionals with new skills. Two back-to-back month-long seminars on the operation of medical laboratories attempted to upgrade the basic skills of technicians from around the West Bank. An orthopedics training course introduced specialty training to local practitioners. Intensive basic and advance cardiac life support (BCLS/ACLS) training continued the upgrading of physicians' and nurses' skills in the field of emergency medicine. In addition to certifying BCLS/ACLS providers, the consultants also trained over 20 instructors to continue the local training, certification, and standardization.

This focus on local training has also begun to pay dividends in other specialties, including continuing education and laboratory quality control. For example, at the end of February one nurse and one doctor from the Medical Association in Rafah finished their six-month training program in ophthalmic surgery at St. John's Ophthalmic Hospital in Jerusalem. No local clinics in the Gaza Strip with Palestinian staff had surgeons who were able to perform basic ophthalmic surgery. The success of this local training program has led to St. John's willingness to establish a larger and more permanent training program in Jerusalem for Palestinian doctors and nurses. AMIDEAST plans to be involved in supporting this new local residency program.

In a similar fashion, a training program was organized at Makassed Hospital for seven

laboratory technicians from Ahli Hospital in Gaza. Built around short-term rotations, the training concentrates on routine lab work and quality control. AMIDEAST has been increasingly successful in working with partner institutions to establish local education opportunities drawing upon skills already available in the Palestinian community. This is both cost effective, utilizes local training resources and transfers relevant skills to the participants.

AMIDEAST has also worked on the problem of poor or missing information in the health sector. Through the applied research grant program, AMIDEAST has awarded grants to six researchers in the West Bank and Gaza Strip to examine local health issues. In addition, AMIDEAST supported the publication of a new booklet in Arabic on diabetes which explains nutrition, blood sugar, and other issues involved in the patients' management of the disease. Copies were distributed to all health institutions in Gaza and to a number in the West Bank.

Procurement of medical texts continued this reporting period in an on-going effort to build up core medical reference holdings for ten key West Bank/Gaza health institutions' libraries.

The Health Information Clearinghouse, a major component of AMIDEAST's activities in the health information sector, has continued to progress during this reporting period. Numerous meetings with health managers and providers have clarified the needs and possibilities of the clearinghouse, and as mentioned above, book orders for the library holdings component of the activity are ongoing. In addition, a consultant was hired locally to study and then recommend to AMIDEAST the best way to establish CD-Rom systems for general access by health professional into Medline and other data bases. AMIDEAST expects to begin implementing the recommendations in the coming few months. It continues to take longer than expected to institute new information procedures and to decide on core medical reference needs due to problems of agreement, political issues, travel restrictions and institutional weakness among the targeted institutions.

In sum, the impact of the health sector work over the last six months has continued to be important to the sector overall and to the target institutions in particular. In the fields of management, information access and technical skill development, institutions continue to improve their ability to offer quality health care to the community and to be aware of their ongoing training needs in a changing field. In the emergency medicine, continuing education, medical laboratory, management and information sub-sectors, AMIDEAST's efforts during the six month period were very much on target.

#### **G. Basic Education:**

The EOP purposes were achieved in this component during this reporting period, and little additional attention was placed on Basic Education. The grant focused on the Educational Network (EN) as the key institutional recipient of program funds in order to accomplish project goals. During the past six months, the EN received its final payment, is operating successfully, and is soliciting support from other local and international donors to continue its work.

During the life of project, other institutions have received limited funding to work on basic education as well. The Tamer Institute and the Center for Applied Research in Education

(CARE) have both received support from the HRDP for a series of projects in curriculum development, writing needs, youth leadership, parent/teacher councils, and administrative structures.

The purpose of this component was to "strengthen and upgrade the quality of learning and instruction in primary and secondary schools in the West Bank and Gaza; promote creativity, innovation and action research to tackle educational problems." By supporting a key institution that served to forge a network of teachers, educators, academics, and policy planners, the project was able to impact the quality of learning and instruction. By working on issues of curriculum development, distance learning and management, the educational community is better able to tackle problems.

#### **H. English as a Second Language (ESL):**

During this reporting period, the ESL program was fully staffed and operating from a strategic plan. ESL staff were able to coordinate the process of investigating new course possibilities, establish training sites, recruit participants, administer the courses, and evaluate the training impact in a way that indicated the program was a well-functioning package. Thus the accomplishments were significant: fourteen local training courses ranging from four-week intensive seminars to four-month standard intermediate courses were offered to a wide range of institutions and professionals. Most of the offerings were targeted to particular specialized professional needs: doctors; lawyers; environmental professionals; leaders of women's groups; technical writers; computer-aided design specialists. Courses were designed for a number of individual institutions, based on a needs assessment and input from the particular organization. Materials and assignments were targeted to those needs.

In addition, the program was able to impact a number of new institutions in areas of the West Bank and Gaza Strip rarely touched by human resources training by the PVO community.

In gauging impact, it is possible to state that as many professionals were trained through the ESL component during this reporting period as in all the prior English training under the HRDP grant. The difference in the English materials produced by the targeted NGOs is noticeable, and a number of professionals trained have now gone on to apply for and receive additional training opportunities either from AMIDEAST or other HRD organizations. The demand for this type of service is now overwhelming, particularly in the regions like Jenin where no such options or outreach existed prior to these courses. AMIDEAST has been contacted by several professional associations (doctors, pharmacists, engineers) requesting ESL courses, as well as many other institutions and businesses.

### **b. SINCE PROJECT INCEPTION**

#### **A. Faculty Development Program**

This project component seeks to strengthen the faculties and technical staffs of selected West Bank/Gaza institutions of higher education with the aim of improving the quality of instruction offered by the institutions, enhancing their ability to provide appropriate training in-country, and developing local problem-solving skills. This component also seeks to ensure that former beneficiaries remain up-to-date in their fields of study. Since its inception in 1978, the HRDP has trained 337 faculty members from 10 post-secondary institutions in the West

Bank and Gaza (25 on HRD III). The project has had a profound impact on the Palestinian higher education system. The AMIDEAST program has trained 45% of all faculty and 65% of faculty holding Master's and PHD degrees. The universities are staffed by competent Palestinian professionals providing undergraduates with quality education. The impact of the program reaches beyond the universities and into the community in numerous ways--for example, 30% of the participants in the bilateral and multi-lateral peace talks are former AMIDEAST grantees. In addition, 105 university staff (36 on HRD III) have received technical training in fields such as library and laboratory management, educational administration, engineering technology, and instructional technology.

Applied research grants to 40 faculty members have enabled faculty to study community problems and propose solutions. 98 have presented papers at international conferences under AMIDEAST auspices, enabling them to stay abreast of developments in their fields as well as maintain and build upon their international academic contacts and professional networks.

#### **B. Business/University Linkages**

This component, which attempted to promote links between universities and the private sector, was unsuccessful as originally conceived. It was redesigned in 1993 to promote continuing education.

#### **C. Institutional Development**

The purpose of this component is to strengthen the administrative, managerial, and planning capacities of targeted institutions. Beneficiary institutions have included municipalities, educational institutions, and numerous NGOs. Activities have included limited US-based graduate and short-term technical training, as well as regional and local training. 300 Palestinians have received training under this component in education administration, business, management, accounting, personnel administration, computer science, communications, and library management. Beneficiary institutions have included universities, community colleges, schools, NGOs and municipalities. Successful interventions include the computerization of Bethlehem Municipality, strengthened administrative systems in a number of educational institutions, and improved bookkeeping, inventory, and marketing skills at a women's cooperative.

#### **D. Professional Development**

This component seeks to produce essential Palestinian manpower and upgrade skills for Palestinian self-sufficiency. Training has been provided to 422 Palestinian professionals, strengthening the ability of 29 institutions to provide services in such areas as early childhood education, deaf education, sanitary engineering, education of the visually impaired, graphic illustration, and computer-aided design/autocad.

#### **E. Small Business Development**

This component promotes the creation and expansion of small businesses and supports institutions providing assistance to small enterprises, particularly those efforts targeting unemployed college graduates. AMIDEAST has provided training to 405 participants, the vast majority having received training locally. The sectors targeted for intervention have been tourism, industry, and services, with 77 institutions having benefitted, including banks,

pharmacies, shipping offices, sewing workshops, furniture producers, plastics factories, accounting firms, newspapers, beverage manufacturers, and sweets factories. Training topics have included textile manufacturing, cutting/sewing, fruit juice production, management, cosmetic chemistry, plastics manufacturing and quality control. AMIDEAST has also worked with local institutions to strengthen their ability to deliver services and training to the small business sector. Key beneficiary institutions include Bethlehem University's Small Business Development Center, the Union of Industrialists in Gaza, the National Foundation for Investment and Development (NFID), the Ma'an Development Group, Notre Dame Center/Bethlehem University School for Hotel Management. The Palestinian business community has been extremely receptive to AMIDEAST interventions, and demand continues to grow.

#### **F. Health Manpower Development**

The purposes of AMIDEAST Health Manpower Development Program are to strengthen the capacity of non-governmental health care institutions and upgrade the quality of preventive and curative services through technical assistance and training. AMIDEAST conducted a comprehensive nursing manpower needs assessment which is regarded by Palestinian professionals as invaluable for future program planning. 1,105 Palestinian allied health professionals have received training, 115 in the US, 60 in Jordan and Egypt, and 930 in local programs. Information resources, including books, journals, and training aids totalling \$90,000 have been used to establish reference libraries for six institutions. The successful institutionalization of continuing education at Makassed Hospital now serves as a model to be replicated in other target AMIDEAST health care facilities. Technical expertise and training in emergency medical services provided by AMIDEAST has resulted in the establishment of a Palestinian Emergency Medical Services Council (PEMSC). Medical personnel trained by AMIDEAST have improved the quality of care and infection control practices in their facilities, and are transferring the skills they acquired through training to their peers. AMIDEAST has supported ten health-related research grants that have achieved practical benefits for the community, including the introduction of a new Hepatitis B vaccination program for West Bank children.

#### **G. Basic Education**

This program seeks to upgrade the quality of learning and instruction at the primary and secondary levels, to promote creativity, innovation, and action research, and to improve communication among West Bank/Gaza educators for the dissemination of educational materials and information.

The objectives of the Basic Education component have been achieved. The program has succeeded in three major areas. First, the EN has provided the central link for the entire primary and secondary education system in the West Bank and Gaza, bringing together through its workshops teachers and educators throughout the community. This linking or network function was missing from the educational community prior to the creation of the EN.

Second, the EN has proved to be a major creative force in the community for the dissemination of new ideas and innovative techniques. Through workshops, speakers, consultants and discussions in its newsletter, the EN has been a major voice encouraging

alternative teaching methods for Palestinian education. Distance learning training, audio-visual, teacher research centers, parent/teacher councils, administration evaluation, curriculum assessment were among the issues raised by the network for training and discussions. This innovative role was highly successful and crucial during the last three years.

Finally, the EN has brought attention to the need for action research to investigate and evaluate a wide range of problems and issues in the educational sector. The research needs are tremendous, and nothing was being done to prioritize these needs. The EN, through workshops, consultations and its newsletter, has identified crucial research priorities in education, and has brought attention and finances to actually develop the information. Educators and analysts are investigating issues never before evaluated. Issues of evaluation and action research are being discussed in their own right. Much remains to be done, but a number of studies have been initiated by the EN and others, and the information made available to the community and to donors.

#### **H. English as a Second Language (ESL)**

The objectives of this project component are to upgrade the language skills of candidates for long- and short-term training, and to improve the language skills of Palestinian professionals who require proficiency in English to effectively engage in their profession or business.

Start-up delays were experienced, particularly in the wake of the Gulf war. The program is currently fully staffed and proceeding as planned. English classes are being offered in Jerusalem, Nablus, Jenin/Tulkarm, Hebron, and Gaza. 594 participants have benefitted from ESL programs to date.

#### **IV. PROGRESS ON INDICATORS**

AMIDEAST is working with Atlantic Resources Corporation (ARC) to develop purpose level indicators for the upcoming cooperative agreement. A consultant has been identified and will be travelling to the field to work with staff during mid-June through early July 1993.

**V. GENDER EQUITY**

<b>INDICATOR</b>	<b>TOTAL NUMBER OF DIRECT BENEFICIARIES</b>	<b>NUMBER OF DIRECT FEMALE BENEFICIARIES</b>	<b>% OF FEMALE BENEFICIARIES</b>
Academic Scholarships	55	15	27%
Certificate Programs	26	17	63%
Technical Training	328	88	27%
Local Training	2,636	767	29%
Applied Research	37	4	11%
Conferences/ Sabbaticals	114	12	11%

**VI. PROBLEMS/SOLUTIONS**

The major problem for this reporting period arise outside of the project and from staff changes. The disastrous closure and the implementation of the travel permit structure has greatly hampered the work of the project. Closures of Gaza and Ramallah in December 1992 were also detrimental to the work of the project. We expect restrictions on travel and movement to continue until some political resolution is found. New staff have been hired to replace those that have left to pursue other personal and career goals; the next reporting period should not have this problem.

**VI. OTHER PERTINENT INFORMATION**



**VII. EXPENDITURES**

<b>WEST BANK/GAZA HRDP III ANE-0159-G-SS-7050-00</b>	<b>AMOUNTS</b>	<b>ACTUAL OR ACCRUED?</b>
Life of Project Funds	\$ 17,414,218	N/A
Obligated To Date	\$ 12,433,776	N/A
Expended To Date	\$ 11,545,320	Accrued
Expended during SAR Period	\$ 1,547,146	Accrued
Projected Expenditures in Next SAR Period	\$ 2,088,456	

**VIII. VALUE ADDED TAX (VAT) and CUSTOMS DUTIES**

<b>ITEM</b>	<b>VAT (in NIS)</b>	<b>Customs Duties</b>
Paid	7,474.00	0.00
Non-collectible	-	0.00
Refunds requested	7,474.00	0.00
Refunded	0.00	0.00
Outstanding	7,474.00	0.00
Estimated amount outstanding more than 6 months	20,432.00	0.00

Exchange Rate: NIS 2.7 = US \$1.00

## INDICATOR MONITORING CHART \*

This chart will be used to report progress over the life of the project and should include all impact and output indicators. Targets should be established for each SAR reporting period in the grant proposal. Targets may have to be revised as the project progresses, but targets for all reporting periods should be filled in for each SAR. Purpose level indicators need only annual reporting; output level indicators should be reported every six months. Once the project is into the fourth reporting period, move the first SAR period data into the cumulative past column; report the second, third, and fourth SAR period data in the individual SAR period columns. When the project moves into the fifth reporting period, add data from the second period to the cumulative past column and use the individual SAR period columns to report data on the third, fourth, and fifth SAR periods.

SAR Period Dates: 10/01/92 - 03/31/93  
SAR # 11 of 12

Indicator	Baseline (beginning of project status)	Cumulative Past 09/87-09/91		SAR Period - 10/91-03/92		SAR Period - 04/92-09/92		SAR Period - 10/92-03/93		Cumulative: Life of Project To Date			End of Project
		Target	Actual	Target for Period*	Actual	Target for Period*	Actual	Target for Period*	Actual	Target	Actual	Dev. From Target	Target
<b>PURPOSE LEVEL (IMPACT) INDICATORS</b>													
	** SEE REPORT TEXT **												
<b>OUTPUT LEVEL INDICATORS</b>													
<b>ACADEMIC SCHOLARSHIPS:</b>													
Faculty Development		28	22	8	1	7	1	1	1	44	25	19	44
Business/University - CAE		0	0	0	0	0	0	0	0	0	0	0	0
Institutional Development		9	3	3	0	2	0	0	0	14	3	11	14
Professional Development		10	6	3	0	2	0	0	0	15	6	9	15
Small Business Development		0	0	0	0	0	0	0	0	0	0	0	0
Health Manpower Development		21	12	4	2	5	3	2	2	31	19	12	31
<b>CERTIFICATE PROGRAMS:</b>													
Health Manpower Development		30	24	8	1	6	0	1	1	45	27	18	45

\* Subsequent targets should be revised if significant deviations between targets and actual achievements occur in a reporting period. End of project targets should not be revised without discussion with and approval from AID.

Indicator	Baseline (beginning of project status)	Cumulative Past		SAR Period -		SAR Period -		SAR Period -		Cumulative:			End of
		09/87-09/91		10/91-03/92		04/92-09/92		10/92-03/93		Life of Project To Date			Project
		Target	Actual	Target for Period*	Actual	Target for Period*	Actual	Target for Period*	Actual	Target	Actual	Dev. From Target	Target
<b>TECHNICAL TRAINING:</b>													
Faculty Development		45	33		0		1		2	62	36	26	67
Business/University - CAE		21	10		0		0		0	28	10	18	32
Institutional Development		32	37		9		6		2	44	54	(9)	48
Professional Development		57	53		1		8		3	79	65	14	86
Small Business Development		19	9		3		4		14	28	30	(2)	28
Health Manpower Development		82	89		12		18		13	113	132	(19)	123
<b>CONFERENCES:</b>													
Faculty Development		47	52	7	26	13	13	7	7	93	98	(5)	81
Business/University - CAE		0	0	0	0	0	0	0	0	0	0	0	0
Institutional Development		14	6	2	0	2	2	2	0	20	8	12	21
Professional Development		24	22	3	0	3	2	3	0	33	24	9	36
Small Business Development		6	0	2	0	1	0	1	0	9	0	9	10
Health Manpower Development		9	2	2	2	1	0	1	0	12	4	8	13
<b>LOCAL TRAINING PROGRAMS:</b>													
Faculty Development		4	1	0	0	1	0	0	0	6	1	5	6
Business/University - CAE		4	5	0	0	0	0	0	0	6	5	1	6
Institutional Development		1	4	1	4	1	2	1	3	4	13	(9)	4
Professional Development		5	20	1	1	1	3	1	1	9	25	(16)	9
Small Business Development		4	7	1	4	1	5	1	7	7	0	0	7
Health Manpower Development		57	27	7	12	7	8	7	7	78	54	24	86
Basic Education		14	0	2	3	2	0	1	0	21	3	18	21
ESL		8	10	1	2	1	19	1	14	10	46	(36)	12

Indicator	Baseline (beginning of project status)	Cumulative Past 09/87-09/91		SAR Period - 10/91-03/92		SAR Period - 04/92-09/92		SAR Period - 10/92-03/93		Cumulative: Life of Project To Date			End of Project
		Target	Actual	Target for Period*	Actual	Target for Period*	Actual	Target for Period*	Actual	Target	Actual	Dev. From Target	Target
		<b>LOCAL TRAINEES:</b>											
Faculty Development			13		0		0		0		13		
Business/University - CAE			55		0		0		0		55		
Institutional Development			88		92		24		31		235		
Professional Development			189		53		77		8		327		
Small Business Development			48		37		148		173		406		
Health Manpower Development			508		196		133		93		1,336		
Basic Education			0		86		0		0		86		-
ESL			127		33		277		157		594		
<b>APPLIED RESEARCH:</b>													
Faculty Development		32	25	4	2	0	0	8	10	44	37	7	48
Business/University - CAE		9	0	0	0	0	0	0	0	11	0	11	13
Institutional Development		5	1	1	0	0	0	3	2	7	3	4	8
Professional Development		10	0	1	0	0	0	2	2	15	13	2	15
Small Business Development		2	1	0	0	0	0	1	1	3	2	1	3
Health Manpower Development		0	9	0	1	0	0	0	4	0	15	(15)	0
<b>TECHNICAL ASSISTANCE:</b>													
Faculty Development		3	1	0	0	0	1	0	0	3	1	2	4
Business/University - CAE		5	0	0	0	2	3	0	0	6	3	3	7
Institutional Development		3	0	0	0	0	0	0	3	3	3	0	4
Professional Development		7	1	0	0	0	0	0	0	9	2	7	10
Small Business Development		6	5	1	0	1	0	1	1	8	7	1	9
Health Manpower Development		4	16	1	2	0	2	1	5	5	25	(20)	6
Basic Education		4	3	1	1	0	0	1	2	5	2	3	6
ESL		6	1	0	0	0	1	0	1	6	3	3	8

Indicator	Baseline (beginning of project status)	Cumulative Past 09/87-09/91		SAR Period - 10/91-03/92		SAR Period - 04/92-09/92		SAR Period - 10/92-03/93		Cumulative: Life of Project To Date			End of Project
		Target	Actual	Target for Period*	Actual	Target for Period*	Actual	Target for Period*	Actual	Target	Actual	Dev. From Target	Target
<b>MATERIAL ASSISTANCE:</b>													
Faculty Development		\$106,656	0	8,888	0	8,888	0	8,888	0	133,320	0	133,320	\$142,208
Business/University - CAE		\$40,672	0	3,389	0	3,389	0	3,390	0	50,840	0	50,840	\$54,230
Institutional Development		\$35,820	28,500	2,985	10,000	2,985	17,243	2,985	17,001	44,775	72,744	(27,969)	\$47,760
Professional Development		\$47,949	17,147	3,996	0	3,996	0	3,996	0	59,937	17,147	42,790	\$63,933
Small Business Development		\$34,881	501	2,907	0	2,906	4,828	2,907	10,144	43,601	15,473	28,128	\$46,508
Health Manpower Development		\$286,205	21,307	23,851	10,137	23,850	3,287	23,851	9,659	349,806	44,390	305,416	\$381,607
Basic Education		\$43,520	18,000	3,627	3,500	3,626	0	3,627	23,600	54,400	45,100	9,300	\$58,027
ESL		\$35,909	22,766	2,993	3,217	2,992	12,931	2,993	4,104	44,886	43,018	1,868	\$47,879

BEST AVAILABLE DOCUMENT