



CF/ANE
Country Regional W.B./Gaza
Project No 398-0159.07
DC No 85

54 Wilton Road
P.O. Box 950
Westport, CT 06881 USA
(203) 226-7272

Mr. James Deery
Grant Officer
Procurement Support Division/OCC
Office of Procurement
Agency for International Development
Washington, D.C. 20523

RE: Closeout of AID Grant No. NEB-0166-A-00-4013

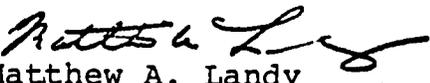
June 12, 1987

Dear Mr. Deery:

This is to confirm that AID/NEB-0166-A-00-4013 - West Bank/Gaza was completed on February 28, 1986, per the terms of the grant. Below is the information requested in your letter of April 30, 1987:

1. The final SF-269 was submitted on March 3, 1987.
2. The final inventory of residual non-consumable property valued over \$500, furnished or acquired under this grant.
3. No patent report is required.
4. No copyright report is required.
5. No royalty report is required.
6. Save the Children, Inc. has met all the report requirements under the grant provisions.

Sincerely,


Matthew A. Landy
Vice President, Finance

Board of Directors

- J. Herman Blake
Chair
- Marjorie C. Benton
Honorary Chair
- Peter G. Bourne
Vice Chair
- Mildred Robbins Lee
Vice Chair
- Alan Weedan
Vice Chair
- David L. Guyer
President
- Ann Phillips
Secretary
- Fenmore R. Seton
Treasurer
- Dana C. Ackerly
John W. Fritz
Jane Alison Haidy
Najeeb E. Haidy
Joel L. Johnson
Raymond F. Johnson
Mary E. King
Glen Leet
Marion Fennelly Levy
F. Bradford Morse
Nancy Howar O'Sullivan
Bradley C. Palmer
Jean R. Pennybacker
Allan J. Riley
Phyllis Z. Seton
Donald Stone
Jeffrey S. Yass

E. C. Kip Finch,
Honorary Trustee

Council

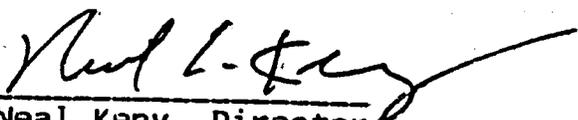
- Raymond F. Johnson
Chair
- Morris Abram
- Elizabeth Beleta
- W. Michael Blumenthal
- Ralph P. Davidson
- John Denver
- Anthony Drexel Duke
- Bonnie Franklin
- Beatriz Gomez
- James P. Grant
- Philip C. Habib
- Alex Haley
- Ratic B. Harrin
- Valerie Harper
- LaDonna Harris
- Dorothy Height
- Maria Hernandez
- David R. Hunter
- Marian Javits
- Michael Learned
- Joshua Lederberg
- Jane B. Lehman
- Sir W. Arthur Lewis
- James A. Linen, III
- Robert F. Longley
- Charles McCormack
- C. Peter McCollough
- James R. McManus
- Robert S. McNamara
- George McRobie
- B. K. Nehru
- Paul Newman
- Alan Pifer
- George S. Pillsbury
- Sally W. Pillsbury
- Christopher Reeve
- Pauline Frederick Rock
- Sharon Percy Rockefeller
- Robert Rodale
- Jonas Salk
- Maurice F. Strong
- Ivan L. Sydney
- Julia V. Taft
- Phillips Talbot
- Joanne Woodward
- Jean Young
in Zan

Programs

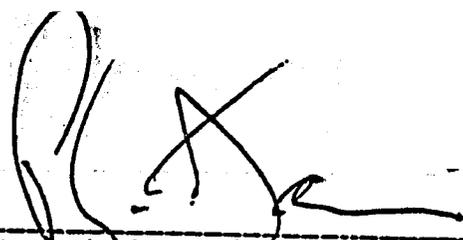
Domestic Appalachia Inner Cities Overseas Asia Europe Pacific Islands
American Indian Hispanic Southern States Africa Caribbean Latin America Middle East

West Bank Gaza
OF/ANE
Country Regional
Project No 398-059.07
BC No 85

FINAL REPORT ON USAID CONTRACT
NO. NEB-0166-G-SS-1057-00
OF THE
WEST BANK AND GAZA FIELD OFFICES
OF
SAVE THE CHILDREN FEDERATION
JULY 1981 - 28 FEBRUARY 1986
SUBMITTED TO THE UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT
IN FULFILLMENT OF REPORTING REQUIREMENTS



Mr. Neal Keny, Director
Middle East/North Africa Region
Save the Children Federation
54 Wilton Road
Westport, Connecticut



Mr. Philip E. Davies Director
West Bank/Gaza Strip Offices
Save the Children Federation
P.O.Box 20243
East Jerusalem

	<u>PAGE</u>
IV TECHNICAL ASSISTANCE	13
A. Basic Needs	13
1. Water/Wastewater	13
2. Public Health	13
B. Rural Economic Development	14
C. Institutional Development	14
D. USAID Evaluation	14
E. Resource Sharing	15
V. CONCLUSION	15

ATTACHMENTS:-

- I. Grant II Summary Sheet
- II. Grant II Auditing Status

A. Program Priorities

SCF's program undertook to implement projects in priority areas: basic needs, rural economic development and institutional development. The rationale for intervention in these sectors stemmed from SCF's demonstrated ability between 1978 - 1981 to work successfully in these areas, the universally recognized priority of these types of interventions to stimulate further community development, GOI non-objection to PVO intervention in these fields, the ability to leverage external Arab funds and community contributions in these project areas, and the availability of Palestinian know-how and technical skills which could be mobilized to implement projects successfully in these priority sectors.

1. Basic Needs

Basic needs projects were divided into three sub-areas comprising water resource development, sanitation, and public health. SCF selected these projects because they were the interventions most frequently sought by community groups, they engaged communities in a cooperative effort, and they required substantial outside funding. Overall, SCF implemented 47 projects in the basic needs sector--31 on the West Bank and 16 in Gaza--disbursing \$2,877,623 in grant funding. The projects can be broken down according to sub-areas as follows:

a) Water Resource Development: These projects assisted local groups to provide a safe and reliable source of potable drinking water. SCF implemented 33 water resource development projects, 22 on the West Bank and 11 in Gaza, involving an equal number of villages/municipalities serving one quarter of a million Palestinians.

b) Sanitation: Assistance was provided to improve and upgrade wastewater and sanitation systems, thereby minimizing public health risks, especially regarding the contamination of groundwater. SCF implemented one wastewater project with the Jenin Municipality, funded the installation of a sewage line in Jabalia/Gaza and planned a low cost sewage treatment facility with the Rafah Municipality. These efforts affected a total population of 100,000.

d) Small-scale Rural Enterprise: In this sub-sector, activities promoted local industries ranging from vegetable marketing to cooperative development. SCF funding enabled a fishermen's cooperative and vegetable producer's cooperative in Gaza to purchase equipment and a vehicle respectively. SCF also made a special grant to the Bethlehem Municipality to enable it to purchase service vehicles, including a garbage truck and a truck-mounted cesspit suction pump.

3. Institutional Development

Interventions in this sector represent SCF's commitment to supporting the work of local charitable associations operating independently of government institutions. SCF believes these associations worthy of assistance because of their responsiveness to community needs, their potential for innovating program development, their high degree of volunteerism, their acknowledged service role in both rural and urban areas, and their shortage of funding.

SCF concentrated on child development activities, particularly with regard to preschool and special education.

SCF utilized \$310,900 grant funding on eight projects on the West Bank and in Gaza. Allocations were made to local groups to assist in constructing one preschool, equipping two preschools and two preschool resource centers, building an access road to a housing cooperative, providing a grant to equip a modern kitchen in a center for handicapped children, and buying wool and exploring expanded market opportunities with a rug-making society.

B. Overview of Program Strategy

The chart on the following page presents in summary form the distribution of SCF projects within the three priority program areas described above.

SCF placed high priority on programs and projects which were complementary to and in coordination with the activities of other PVOs. In this connection, it is worth highlighting SCF's participation in a number of joint development assistance efforts. For instance, seedling distribution and grapevine trellising were coordinated with the Mennonite Central Committee (MCC). SCF joined with Catholic Relief Services (CRS) in mapping out a program of assistance to the handicapped (funded by a subsequent grant). In regard to preschool programming, SCF consulted with MCC and the Holy Land Christian Mission. SCF teamed up with AMIDEAST on the thyme cultivation project: SCF subsidized farmers' plantation of thyme as a new crop while AMIDEAST supplied the equipment for thyme oil testing at Bethlehem University. SCF participated in on-going dialogue with CRS and MCC regarding water and agriculture projects, with ANERA regarding assistance to cooperatives, and with AMIDEAST project-related training needs.

C. Program Impact

SCF is the only PVO which has formally articulated sector strategies and program background papers. Projects described below were planned and evaluated within the context of these strategies, which have subsequently been revised and refined. Given differences between the West Bank and Gaza, it is appropriate to consider each region separately when treating SCF's overall program impact.

1. West Bank

a) Water Needs: SCF undertook the largest number of water projects of any agency on the West Bank. All told 23 villages and/or municipalities with a combined population of 115,000--15% of the West Bank population--benefited from SCF water projects. Communities were assisted to improve wells, extend water lines and build reservoirs.

b) Rural Economic Development: SCF's major thrust was concentrated in the Eastern Slopes and Central Uplands. These areas account for the majority of the West Bank's population and cultivated land area, but are less productive because they are rainfed. SCF was the only agency to make a concerted effort to work in these areas. It devised a series of integrated activities--new crop cultivation, erosion control, seedling distribution, cistern repair, farm mechanization--to encourage farmers to bring marginal land under cultivation. SCF highlights the following agricultural activities it believes to be noteworthy:

b) Rural Economic Development: SCF initiated small-scale demonstration projects in grapevine trellising and soil conservation. SCF hired a full-time agriculturalist who identified other projects and positioned SCF to carry agriculture as a major sector. These initiatives were further elaborated under the subsequent grant.

c) Institutional Development: The Gaza Field Office's main effort falls under this program category as SCF purposely undertook to support every viable private association--from the Women's Union to the Fishermen's Cooperative--in the Gaza Strip. These groups' difficulties with the GOI affected the rate of project approval, in many cases delaying program implementation. Nevertheless, SCF remains committed to undergirding these institutions, which collectively provide vital social and community services.

D. Program Constraints

The principal variable affecting project implementation was the requirement of GOI clearance. It took on the average 3 - 6 months to receive final GOI approval for any given activity. In some instances project activities were entirely disapproved without reasonable explanation. The Field Office invested a good deal of time trying to identify and then overcome GOI objections to certain "problem" projects. For its efforts, it achieved mixed results. While GOI did re-consider and approve some projects, by the end of this contract there remained eight uncleared projects valued at \$280,000.

At times SCF's credibility with local groups was negatively affected by its inability to proceed with certain projects. And at times, GOI patience was stretched thin at SCF persistence in the face of a "final" GOI turndown. In the latter part of this contract, the U.S. Embassy and U.S. Consulate General in Jerusalem were especially helpful and effective in addressing project clearance problems.

The uncertain and unpredictable situation vis-a-vis GOI clearance made it particularly difficult to do meaningful long-range program or budget planning. Likewise, the myriad of military government restrictions affecting the utilization of land and water resources, the extension of health and child care services, and the activities of local groups have made strategic planning problematic.

- Two members received Humphrey Fellowships. The senior rural development program coordinator for the West Bank spent an academic year at Cornell University analyzing data collected in 25 West Bank villages. The infrastructure project coordinator for Gaza studied urban and regional planning at the University of Minnesota. The latter also participated in a UNDP program "Training in Housing" held in Jerusalem and attended a conference on solar energy held in Crete.

- The basic needs project coordinator for the West Bank was invited to address the Arab medical community in Kuwait on the subject of health conditions in the Territories. She also attended a USAID-sponsored workshop in Tunisia on water/wastewater programming.

- Senior program staff from the West Bank and Gaza attended SCF workshops in Tunisia (1981), Egypt (1983) and the United States (1985) and an AID-sponsored workshop on evaluation in 1985.

- The social development coordinator benefited from a one-month training program in special education at EIwyn Institute (Philadelphia, Pa.). While in the United States, she also attended an orientation session at SCF Westport headquarters.

- SCF sent a West Bank agriculture project coordinator to Holland in 1985 to attend a four-week course on rural extension.

- Two staff members were selected in 1982 and 1985 to participate in the Cleveland International Program (CIP) and spent three months in the United States working in their field of specialization.

- Secretaries in both Gaza and West Bank offices upgraded their skills, including basic cataloguing, English language proficiency, and driving lessons.

- In 1985 senior staff analyzed program objectives and development priorities in a Jerusalem workshop organized with input from SCF's Westport's Training/ Technical Assistance Resource Unit.

USAID CONTRACT ALLOCATIONS

	FY 82 7/81-6/82 \$	FY 83 7/82-6/83 \$	FY 84 7/83-6/84 \$	FY 85 7/84-6/85 \$	FY 86 7/85-2/86 \$	Total
Admin.*	326,025 38%	367,900 41%	366,644 18%	469,844 18%	133,278 n/a	1,663,646 18%
Projects						
GI**	70,000	-	-	-	-	70,000
GII	467,394	523,833	1,691,214	1,144,065	944,623	4,771,129
GIII	-	-	-	1,059,703	1,467,439	2,527,142
Sub-Total	537,394 62%	523,833 59%	1,691,214 82%	2,203,768 82%	2,412,062 n/a	7,368,271 82%
GRAND TOTAL	863,419 100%	891,733 100%	2,057,814 100%	2,673,612 100%	2,545,340 n/a	9,031,918 100%

* As of 1 September 1985 all administrative costs were charged to Cooperative Agreement NEB-0183-A-00-4073-00

** GI refers to the original USAID grant to SCF for which final expenses were made in September 1981. GII is the grant which is the subject of this report. GIII is the current Cooperative Agreement towards which USAID had allocated \$9,213 million as of September 1986.

B. Rural Economic Development

Donald Mead, an expert on small business enterprises, reviewed the Rural Economic Development Incentive Proposal (REDI) in 1983. Tom Harrington, a SCF horticulturalist based in Egypt, visited agricultural and home gardening sites on the West Bank and in Gaza in 1984 and made recommendations for improving gardening methods. Joe Gitta, a beekeeping specialist from SCF/Tunisia, assessed the situation vis-a-vis beekeeping. Neal Keny of SCF/Lebanon assisted the West Bank Field Office in developing a proposal for a revolving loan fund (1984). George McRobie, affiliated with the Intermediate Technology International (ITDG) and Appropriate Technology International (ATI), visited agricultural and small-scale industry projects in the West Bank and Gaza in 1984 and made recommendations pertinent to SCF initiatives in food processing, wool spinning, and solar drying. Dr. Peter Fellows, a food processing consultant with Intermediate Technology Ltd., explored low cost technologies for pickling and drying vegetables. Francis Montanari--while consulting on the Rafah water/wastewater projects--also reviewed the progress of the Bethlehem vegetable market on several occasions.

C. Institutional Development

In 1985 Dr. Alfred Neufeldt visited the Field Office first in the capacity of a USAID consultant and then as an SCF consultant. He observed special education and handicapped service programming on the West Bank and advised SCF as to various program interventions. As a result, SCF planned major projects with the Bethlehem Arab Society and Jenin Friends of the Sick.

D. USAID Evaluation

In addition to providing the technical consultants mentioned above and to extending invitations to SCF staff to attend professional conferences and workshops (see Staff Development above), USAID conducted an evaluation of SCF's program for the West Bank and Gaza in August 1984. The evaluating team assessed SCF as the strongest AID funded PVO operating on the West Bank and in Gaza in terms of the size and quality of its staff and program. They also acknowledged in particular SCF's agriculture and water programs, its involvement in preschool education, and the scope operations in Gaza.

PROJECTS COMPLETED OR AWAITING AUDIT, EVALUATION OR FINAL PAYMENT

AS OF JUNE 30, 1986

COOPERATIVE AGREEMENT (1) NEB-0166-G-SS-1057-00

GRANT II PROJECTS

Project Name	Number	Funded by USAID	Amount Recommended	Expenses to June 30, 1986
Beit Sahour Municipality Road and Water Supply	WB019	Apr. 1982	\$ 22,100	22,100
Halhoul, Zeboud & Arnaba Market Road Network	WB020	Apr. 1982	40,713	40,713
Nunqur, Sinjer and Kinnar Village Access Road	WB021	Apr. 1982	9,920	9,920
Si'ir and Shuyukh Cooperative Networks	WB026	Apr. 1982	17,735	17,735
Abu Gash Local Committee Water Supply Networks	WB027	Apr. 1982	-	-
Attil Agricultural Cooperative Water Network	WB033	July 1981	15,000	15,000
Wadi Fuqin Committee Agriculture Market Road	WB037	July 1981	27,100	27,100
Arab Medical Assoc. Ophthalmic Clinic in Rafah	WB041	July 1981	28,740	28,740
Beit Lahiya Village Council Water Reservoir (2 Stages)	GS050	Apr. 1982	116,662	116,662
Musadra Quarter Agr. Road Improvement	GS054	July 1981	30,000	30,000
Zawaida Village Council Water Pipeline Network (2 Stages)	GS055	July 1981	48,730	48,730
Hebron Red Crescent Soc. Multipurpose Center	WB062	Apr. 1982	5,000	5,000
Kufeiret Village Council Water Supply	WB045	July 1981	27,787	27,787
Mirkeh Village Council Water Pump & Network	WB066	July 1981	18,000	18,000
Hableh Village Council Water Well & Network	WB067	Sept. 1982	5,545	5,545
Nuweimeh Committee Water Resource Development	WB068	July 1981	7,000	7,000
Abu Dis Cooperative Water Lines & Reservoir	WB069	July 1981	59,145	59,145
Battir/Sharafeh Committee Water Supply Network	WB070	Apr. 1982	-	-
Olive Seedlings Subsidy & Distribution	WB072	July 1981	134,983	134,983
Other Seedlings Subsidy & Distribution	WB073	July 1981	3,982	3,982
Eastern Slopes Region Cistern Repair Subsidies	WB074	July 1981	99,903	99,903
El-Bireh Municipality Sewage Treatment System	WB075	July 1981	(250,000)	-

Project Name	Number	Funded by USAID	Amount Recommended \$	Expenses to June 30, 1986
Almond/Plum Seedling Subsidy & Distribution FY 82-83	WB108		2,030	2,030
Eastern Slopes Region Seed-Drilling Equipment	WB109		17,780	17,780
Fishermen's Coop. Marketing Vehicle & Equipm.	GS111		100,096	100,096
Deir El-Balah Municipality Sanitation Equipment	GS113		-	-
Deir El-Balah Vegetable Cooperative Transport Vehicle	GS114		25,000	25,000
Zawaida Village Council Connecting Road	GS115		90,000	90,000
Jabalja Village Council Agricultural Road	GS116		58,627	58,627
Deir Ghassaneh Cooperative Agricultural Road	WB117		29,257	29,257
Beit Rima Cooperative Agricultural Road	WB118		4,382	4,382
Bani Naim Village Council Agricultural Road	WB121		40,401	40,401
Ein Miskeh-Salem Branch Canal	WB122		35,257	35,257
Rafah Municipality Domestic Water Supply	GS123		279,398	279,398
Burqin Village Council Domestic Water Supply	WB124		119,466	119,466
West Rafah Municipality Sewage Disposal - Study	WB125		15,204	15,204
Land Reclamation for Spice Plant Cultivation	WB126		45,090	45,090
Abasan Es-Saghira Village Council Connect. Road	GS127		18,814	18,814
Abasan El-Kabira Village Council Water Reservoir	GS129		31,857	31,857
Jabalja Village Council-Nazla Sewage Network	GS130		45,174	45,174
Khan Younis Munic. Water Network Extension	GS131		50,000	50,000
Society for Care of Handicapped Children Kit. Equip.	GS132		55,972	55,972
Abasan Es-Saghira Village Council Day Care Center	GS133		28,505	28,505
Qarara Local Committee Integrated Development	GS134		31,579	31,579
Deir El-Balah Municipality Well & Internal Net	GS135		20,000	20,000
El-Mashru' Local Committee Water Supply	GS136		15,438	15,438
Patients' Friends Benevolent Society Clinic Equipment	GS 137		40,000	---

PROJECTS AWAITING CLEARANCE FROM THE AUTHORITIES

AS OF JUNE 30, 1986

Cooperative Agreement (1) NEB-0166-A-00-4013-00

Project Name	Number	Funded by USAID	Amount Recommended	Expenses to June 30, 1986
peir pbowan Cooperative Earthmaking Equipment	WB036	July 1981	25,000	
El-Bireh Municipality Forest Seedling Nursery	WB076	July 1981	25,000	
Anabta Charitable Society Medical Equipment	WB104	June 1983	40,000	
Surif Village Council Agricultural Road	WB119	June 1983	70,000	
Gaza Engineers Society Materials Testing Lab.	GS128	June 1983	70,000	
Zapabdeh Charitable Society Clinic Equipment	WB150	June 1983	15,000	
Hindaza Village Council Agr. Road Construction	WB152	June 1983	20,000	
Husan Village Committee Agr. Road Construction	WB155	June 1983	15,000	
		TOTAL:	280,000	

Number	Project Name	Project in Process	Awaiting GOI Clearance	Audited on
0073	Other Seedlings Dist. 81-82	GII		7/1983
0074	Eastern Slopes Cistern	GII/P		6/1985 (Preliminary)
0075	Bireh Sewage Treatment	GIIB	Project Dropped	
0076	Bireh Forest Seedlings		Project Dropped	
0078	Jenin Munic. Drainage System	GII		
0079	Bethleneh Munic. Market	GIIB		12/1984
0080	Bani Na'im Water Pump	GII		5/1984
0081	Beit Hanoun Agr. Road	GII		5/1984
0082	Hessie Road & Supply	GII/P		7/1983
0084	Vine Trellising FY 81-82	GII		10/1983
0085	Ein Duyyuk Committee Water	GIID		
0086	Ya'bad Water Reservoir	GIIB/P		10/1983
0087	El-Jeeb Water Meter	GIIB		12/1986
0088	Mukhmas Water Network	GIIB		10/1983
0089	Ikhza'a Water Tower Net	GIIB		7/1983
0090	Palestine Red Crescent M/Equip.	GIID		6/1985
0091	Eastern Slopes Erosion Cont.	GIIB/P		
0092	Jalameh Mainline & Water Net	GIIB		12/1986
0093	Arrabeh Water Resery. & Line	GIIB	Project carried over to GII	
0094	Shufah Water Well & Net	GIIB		1/1986
0095	Kawbar Water Net	GIIB		
0096	Abu Shkheidem Water Net	GIIB		
0097	Hazra'a Qibliyeh Water Net	GIIB		

Number	Project Name	Project in Process	Awaiting GOI Clearance	Audited on
0128	Gaza Engineers Mate. Testing Lab. GIID		Project carried over to GIII	
0129	Abasan El-Kabira Water Reserv. GIID			6/1985
0130	Jabalía Village Sewage Network GIID			12/1984
0131	Khan Younuis Water Network GIID			12/1984
0132	Society for Care of H/Cap. Kitchens GIID			8/1986
0133	Abasan Es-Saghira Day Care Cent. GIID			12/1984
0134	Qarara Integrated Develop. GIID			8/1986
0135	Deir El-Balah Water P/Line GIID			12/1984
0136	El-Mashru' Water Supply GIID			5/1984
0137	Patient's Friends Clinic Equip. GIID		Project carried over to GIII	
0138	East Wadi Gaza Agr. Road GIID			5/1984
0139	Grape Vine Trellising Equip. GIID			10/1983
0140	Improvement Water Resources GIID			
0141	Zababdeh Water Reservoir & Net GIID		Project carried over to GIII	
0142	Aizaría Village Water Supply GIID			12/1984
0143	Deir El-Ghussoun Water Supply GIID			6/1985
0144	Samu' Charitable Soc. Rug Making GIID			12/1986
0145	Princess Basma Crippled Center GIID			
0146	Greek Catholic Clinic Equip. GIID (Phase I)		Refer to Phase II/GIII	
0147	El-Bireh Women's Union GIID			12/1984
0148	Jordan Red Crescent Ramallah GIID (Phase I)			2/1986
0149	Society of Friends of the Sick GIID			9/1986
0150	Zababdeh Clinic Equipment GIID			