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SEEING IS BELIEVING

A report on the activities, since their return to Israel from the United States, of men who have participated in the Technical Assistance Training Program of the International Cooperation Administration.

Prepared by the
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SEEING IS BELIEVING

An old adage. What we hear, we may forget. What we read we may remember but what we see, we are apt to believe and remember. Since 1951, some 230 carefully selected Israeli experts have been given the opportunity to see - and study - the latest U.S. developments in their respective fields of interest - Agriculture, Water Resources, Industry, Health & Sanitation, Education, Public Administration, Mass Communications and Housing. The costs of their training in the U.S. has been financed by funds appropriated by the Congress of the United States for the carrying out of a program of Technical Assistance to Israel as well as many other countries of the free world. To date, this program (in Israel) has cost the American tax-payer about \$650,000. This is a large sum in terms of sealing wax or axe handles - but it would buy only one good-sized airplane.

What this program has "done" for Israel is not easy to measure statistically. We don't know as yet exactly how many pounds or square feet of "accomplishment" per dollar have been achieved, but we are trying to approach this elusive subject with the butterfly net of surveys, and expect to improve our approach in the near future. We can give examples, however, and good ones. The stories which follow, of these men who have participated and still are participating in the program speak eloquently of the enthusiasm and sincerity of all concerned. They could be duplicated at random among the others who have had the opportunity to serve their country and the cause of progress in the free world in the Technical Assistance Program.

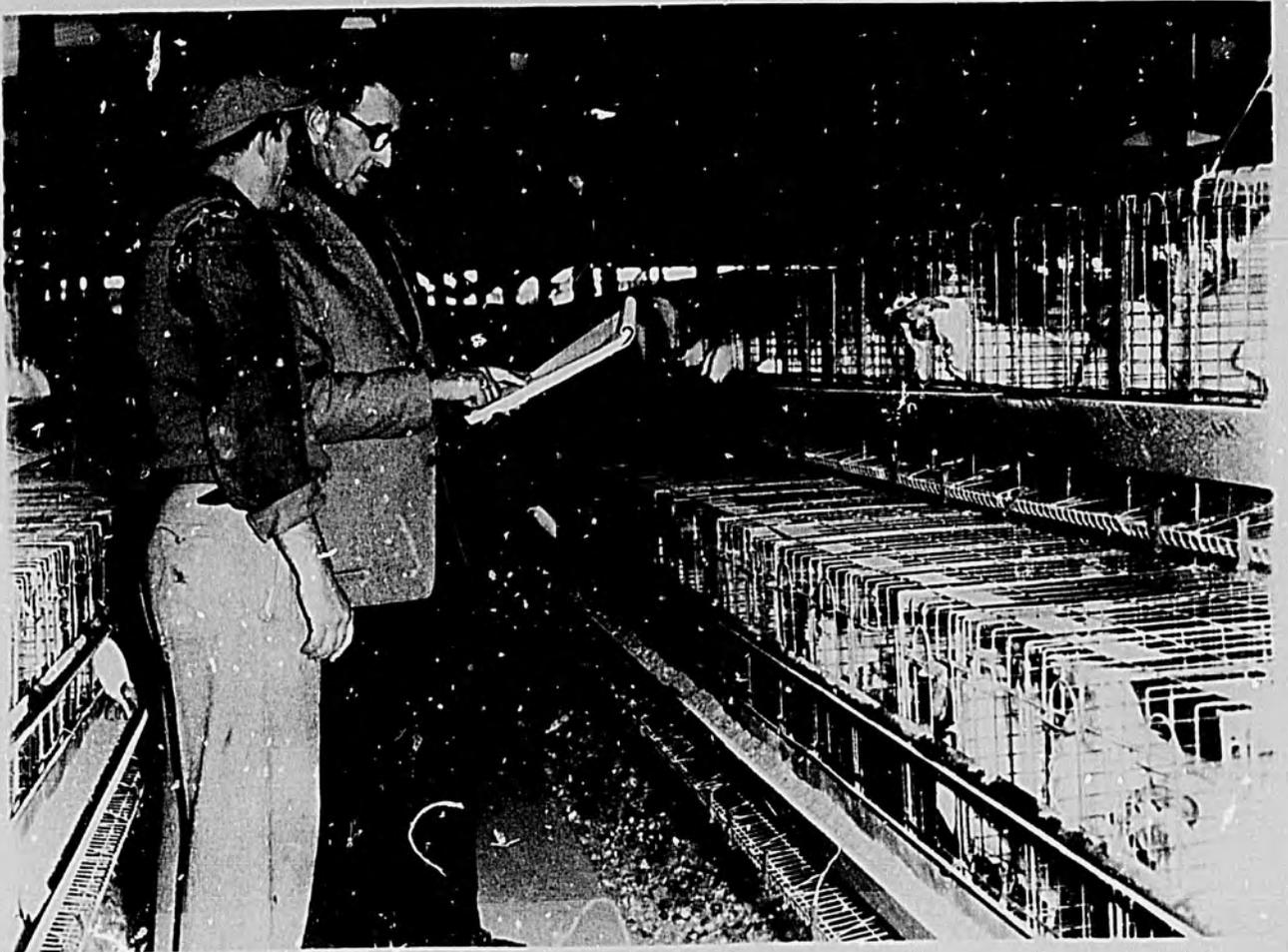
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ZWI BEN-ADAM, 56, poultry expert and manager of the Animal Breeding Farm at Acre, since 1951, spent six months in the U.S. in 1954 (June-Dec.) His program, developed with the cooperation of the U.S. Dept. of Agriculture and land-grant Colleges, included periods of study in Washington D.C., the Agricultural Research Center at Beltsville Md., Universities, Colleges, and Experimental Stations in 16 States, plus Laboratories and manufactures concerned with food and medicine production. Space does not permit an exhaustive analysis of what Ben-Adam's program has accomplished for Israel, but some of the highlights are:

Addition of Antibiotics in poultry nutrition is now a practice in Israel, as a direct result of Ben-Adam's training. Samples which he obtained from U.S. manufacturers were tested here, with results so convincing to the Government and poultry raisers that antibiotics are now regularly imported from the U.S., with a portion of the antibiotics required now in local production. Costs of raising broilers before were so prohibitive that meat imports were far cheaper, but broilers are now being produced in 3 months time on 3 kilos of food, where 5 kilos were required before the addition of antibiotics. Demonstrations and Field Trials have been instituted in Israel by Ben-Adam for the benefit of farmers from the Negev to the North of Israel, with expenses shared by the Government, farmers, and feed companies. Practical Management of both egg and broiler producing poultry farms was observed through comparison of feeding systems, especially for broilers, together with U.S. County Agents. Ben-Adam observed that raising broilers from the egg to the age of 3 months in a single house requires additional space, but involves only one system, thus greatly reducing the man-power per unit of chicks. Since the introduction of this system in Israel, one man can attend as many as 5,000 chicks, where before a man was required for each 1-2,000. Further reductions in labor costs have been achieved through the keeping of chickens for egg laying in cages, which greatly reduces the handling problem. Designs for these cages, widely used in the U.S., were brought back by Mr. Ben-Adam and they are now produced locally. Methods of Breeding and Crossing observed in the U.S. by Mr. Ben-Adam resulted in the visit to Israel of Professor Marble of Cornell University for a 3 month program of education in this field for Israeli poultry producers. This program was developed jointly by Mr. Ben-Adam and Mr. William Stopper, a poultry management specialist, loaned to the U.S. Operations Mission in Israel through a contract with the State University of New York. The success of Dr. Marble's program in Israel and Mr. Ben-Adam's other work with Mr. Stopper have been materially enhanced by his experience in the U.S. through the working knowledge of new methods and possibilities acquired during his training program. Poultry Equipment, particularly

the use of incubators for goose-eggs was an important problem clarified by Ben-Adam's program. It was recognized that the hatching of goose-eggs was different from chicks and turkeys, but proven experience was lacking and considerable uncertainty existed. Various types of incubators were observed by Ben-Adam, and from the data he collected, incubators are now being manufactured in Israel with parts imported from the U.S. In connection with the raising of geese, Mr. Ben-Adam noted with interest the use of geese to keep down grass and weeds in U.S. cotton fields. As a result of his observations, this practice is now being followed in Israel with good results in citrus groves, where before weeds and grass had often to be controlled by human labor. A Poultry Show, based largely on experience gained in the U.S. through judging with American county agents is now planned for May or June, 1956 at Beit Dagon, and plans are being made for a permanent exhibit for the benefit of poultry farmers and teachers. Plans are also well advanced for the new poultry experiment station at Beit Dagon and a total of IL 75,000 has been made available for construction, which is expected to begin in about 60 days. The plans for this new station reflect the stations inspected by Mr. Ben-Adam in the U.S., and this work has been further expedited by actual plans which were obtained in the U.S. Particular attention has been given to the lay-out of buildings in respect of air and wind circulation, the importance of which were hitherto not recognized. The valuable Extension Service, highly developed in the U.S. has been profitably adapted for local use by Mr. Ben-Adam, with Israeli "county agents" visiting new settlements to teach care and feeding. Since his return from the U.S. Ben-Adam has delivered many lectures, explaining the work done in the U.S. to the Israel poultry associations. Much of this work was done within a few months after his return. His lecture program continues at the poultry station where farmers are regularly invited as part of a seven-day course. Even while in the U.S., Mr. Ben-Adam contributed to the Hebrew Poultry Journal, and has continued to do so regularly since his return. He has maintained contact with his many friends and professional acquaintances in the U.S. through regular correspondence, and regularly receives technical literature concerning the latest developments.

Cost to the U.S. Government, \$2,150.



Mr. Ben-Adam revises, with an assistant, the "chart" of a hen brought to the station by a poultry raiser. These birds are fed and cared for under carefully controlled conditions, and as part of the service rendered by the station a report on the birds' performance including recommendation for improving production is submitted to the poultry farmer.



Mr. Ben-Adam, at Pennsylvania State University, State College, Pa. inspects with Dr. P.W. Margolf a flock of white turkeys, having in mind the introduction of these birds into Israel.



Eighteen months later than the preceding photograph, Mr. Ben Adam is shown back at his poultry experimental station near Acre, Israel, with the flock of the same breed of white turkeys he studied in the U.S. These birds were brought to Israel from the U.S. by air as chicks, and are now about nine months old.

JONATHAN MOLLER, 32, Technical Manager of the Moller-Dee Textile Corporation had 6 months in the U.S., from January to June, 1955 where most of his time was spent with the Gastonia Combed Yarns Mill at Gastonia N.C. and Atlas Fibers Co., Glendale N.Y. In addition to these plants, Moller made many plant visits of brief duration, and attended the Belmont Textile Vocational School in North Carolina and the Lowell Textile Institute in Massachussets. Cost to the U.S., \$2300.

From his studies in the U.S., Moller has been able to develop a system of quality control which showed immediate results. Complaints from sales agents and customers have been drastically reduced and unbiased sources report the Moller Combed Yarn on of the best products made in Israel, and superior in quality to some imported yarn. A Preventive Maintenance system, modelled after those used in the U.S., has sharply reduced breakdowns in the plant, making work easier and allowing workmen to tend additional machines. A knowledge of methods of foremen training gained at Belmont and Lowell has enabled Moller to set up regular weekly courses for 14 foremen and section hands, which have developed sound operational procedures hitherto conducted on an empirical hit-or-run basis. Applied to operations such as gear changes, foremen are now able to work with minimum supervision, thus reducing the burden on the plant management and increasing job satisfaction for foremen. Through the courses in the U.S., Moller learned the level of knowledge of U.S. foremen and is striving toward such a level in his own plant. He will assist in the program at a new adult education school in the vicinity, give lectures, and work with teachers in planning courses.

Countless opportunities for minor improvements were observed in the U.S., and many have been adopted for immediate use, such as slanted waste-bins, which permit easy and rapid emptying, small labor-saving devices for materials handling, a truck-level loading dock, and colored markers which readily indicate to workmen the type of cotton to select. In addition, Moller was able to inspect new American equipment for possible future acquisition, and to obtain information and diagrams of American equipment already purchased.

Mr. Moller has appeared before the Association for the Advancement of Science on the occasion of a symposium on Industrial Plants, and was a principal speaker at a meeting of the entire Israel Textile Industry sponsored jointly by the U.S. Operations Mission to Israel and the Technical Assistance Department of the Prime Minister's Office, in August 1955. Mr. Moller has also contributed to the Yearbook of the American Technion Society. Some of his remarks concerning conditions in the Israel Textile Industry are quoted as follows:

"Mills in Israel will most probably never reach the same work load figures which are common in the U.S., for two reasons: first of all the scope of operation is so much smaller in Israel that it will never be possible to reach the high degree of specialization which is common in the U.S. For the same reason methods in general use in the

U.S. are not applicable in Israel. The other reason is that a break-down in the cost of manufacturing is an entirely different one in the U.S. than it is in Israel. In the U.S. the major part of the cost is the labor, while raw material comes in the second place and machine depreciation and overheads in the third place.

"In Israel machine depreciation stands almost in the first place while labor is third, therefore in the U.S. the operator is given a maximum number of units to operate so that the operator's capacity would be utilized to the maximum while in Israel it is more economical to put so many operators on the producing unit to utilize the full productive capacity of the machine.

"Labor: Amazing results were achieved in Israel in the field of labor training. To take the Moller Textile Corporation as an example: all its workers and foremen except the top management are new immigrants who came to Israel during or shortly after the war of liberation. These men and women have learned to operate the highly complicated machinery correctly and satisfactorily. However, it cannot be denied that they are far behind the American worker when it comes to productivity and quality consciousness.

"Although the Israeli worker fully identifies himself and his interest with the interest of his employer, maybe even to a greater extent than the American worker, he does not yet realize that it is his personal effort which makes the goods competitive. While in the U.S. every person is taught from childhood to do every job at the greatest possible speed with the least amount of energy wasted the average man in Israel is not yet conscious of the fact that by investing some thought into the daily actions and routines his productivity can be immensely raised. This applies to the housewife just as well as to the textile worker in the cotton mill. This makes labor in Israel rather expensive, of course, although the actual wages are not high when compared to western countries.

"There is room for a great lot of improvements through incentives on one hand and vocational education, especially for foremen and overseers, on the other hand. The new vocational textile school named after Arie Shenkar, the pioneer of the textile industry and president of the Manufacturers Association in Israel which is just being opened may be able to perform an important task in this respect.

"A number of textile mills in Israel have used the services of consulting production engineers with great success.

"Equipment Cotton Mills in Israel are using modern equipment as a rule. However in most mills the buildings are not suitable for air conditioning which is a prerequisite for good work in spinning mills. The mills are also very poor in auxiliary equipment for material handling, maintenance, material testing equipment and so on.

"In conclusion I should like to summarize that the textile industry in Israel has a bright future and its development presents an

inspiring challenge especially to those who were fortunate enough to acquaint themselves with the textile industry in other countries and particularly in the U.S. More trips abroad through all sorts of Agencies and bodies should be encouraged and not only to top management people but to workers, foremen, students and trainees so that they could see everything with their own eyes and pass on their knowledge to their fellow workers in their own language."



Jonathan Moller addresses a meeting of the textile manufacturers of Israel held on Aug. 2, 1955 under the joint sponsorship of the U.S. Operations Mission to Israel and the Technical Assistance Department. More than 250 attended this meeting, to hear about the U.S. experiences of Mr. Moller and two of his colleagues in the textile field.



Here Mr. Moller instructs a workman in the use of an American-made lap-testing machine in the Moller Plant at Nahariya, Israel



A view of part of the new construction underway at the Moller-Dee plant. How Moller's planning for this expansion was influenced by his U.S. training is illustrated by the depression in the ground in which the lumber is piled, and the large opening in the wall just above. When completed, this will be a truck-level loading platform.

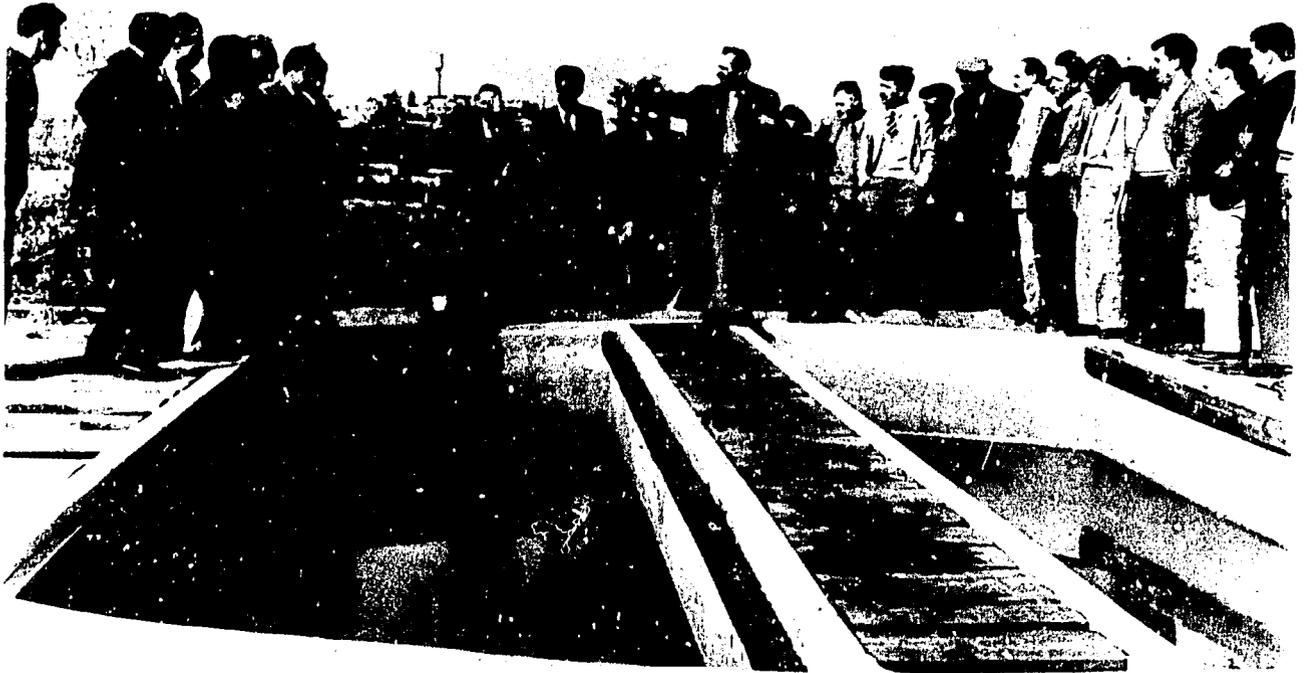
The Lebanese border lies just beyond the hills in the background.

NAPHTALI COHEN, 38, Chief Sanitary Inspector, District Health Office, Tel Aviv, spent one academic year (Aug. 53-Sept. 54) at the University of North Carolina and, according to University officials, made an excellent academic record. He was then assigned to three months' field training, during which time he was able to observe sanitation practices in the various local health departments. Upon his return to Israel, Mr. Cohen returned to his job as chief sanitarian of the Tel Aviv district of the Israel Ministry of Health. (Largest city in Israel, with a population of 450,000). He also assumed the duties of the main counterpart for the USOM Sanitation Training Advisor, and very capably demonstrated the knowledge he gained in the United States. He has shown himself able to prepare comprehensive courses in various fields of sanitation and to give many of the lectures himself. He has lectured on sanitation subjects to nursing groups and groups responsible for sanitation and health in the village of new immigrants. He conducts a continuous inservice training course for the sanitation personnel within his own district using his newly gained experience and knowledge to the fullest advantage. Since his return, he has organized the sanitation personnel within the State of Israel into a national sanitation study group which aims to raise the professional standards of this group. He is genuinely proving himself to be determined to go well beyond a routine effort to improve the sanitary conditions in Israel.

Cost to the U.S. - \$4,000.



In the laboratory of Tel Hashomer hospital, Dr. Naftali Cohen (center, white jacket) explains microbiology of food, milk, and water to a seminar group composed of 12 Ministry of Health officials and 20 technicians from the sanitation departments of local municipal councils. This course, given under the joint sponsorship of the Ministry of Health and the U.S. Operations Mission to Israel in February 1956, was the first in which training aids and materials were used. Except for Dr. Johnson's (USOM) lectures, the entire course was given in Hebrew.



Here Dr. Gohen is shown in the field with the same group described on the preceding page. The group visited the Ramat Gan sewage treatment plant where Dr. Cohen described the principles and maintenance of such a plant and how it should operate.

GERSHON BEN-ITTO, 36, Assistant Water Commissioner for Israel, spent nearly nine months in the U.S. (Aug. '54-May '55), to be fully prepared for the responsible position he now holds. Having to deal with the execution of large reclamation projects financed by public funds, it was felt by his superiors that this type of training would be invaluable, an opinion fully justified by subsequent developments. While in the U.S., Ben-Itto made an intensive study of the relationship between planning and execution of public works, control, finance, financial and industrial accounting, personnel administration and purchasing practices, under a program developed by the U.S. Bureau of Reclamation. These efforts were combined with attendance at the course on "Management Problems for Executives" at the University of Pittsburgh and the Arid Lands Conference held at Albuquerque, New Mexico. Total cost of this program to the U.S. was \$4145.

Things have moved rapidly for Ben-Itto since his return. During these 8 months he has been called upon to advise on re-scheduling of the organizational set-up of the four main bodies dealing with Water Resources in Israel. These are the Water Commissioners Office, Tahal, or Water Planning for Israel (similar to our TVA) Mekoroth (an operating agency for the construction, maintenance, and delivery of water, owned by farmers, the Government, and the Jewish Agency) and the Land Settlement Dept., of the Jewish Agency which builds works for new settlements. Definition of responsibilities between these four groups has been greatly facilitated by Ben-Itto's experience in the U.S. In recent weeks he has also acted as a member of the Commission for the reorganization of Tahal, the agency responsible for planning and design, with a special unit devoted to irrigation economics. His experience in the States was fully utilized in this work, which extended from policy levels down through department organizations, and the relationships developed are based on this experience with the Bureau of Reclamation and Irrigation Districts.

The drafting of many portions of the new Water Code for Israel has taken place since Ben-Itto's return, and has been coordinated by his office. Thanks to his U.S. training, the duties of the Water Commissioner's Office in the administration of these codes are clearly understood. During these months, the "to" has been dropped from his former title of Assistant to the Water Commissioner, this being the mark of a well-deserved promotion. Also, in recent weeks, he has acquired a new chief. The new Water Commissioner, Zvi Neumann, is as appreciative of Ben-Itto's qualifications as his predecessor, and his problem since this top echelon shift has not been one of "survival" but of how to cope with additional responsibility.

Ben-Itto has also found time, since his return, to lecture every week to farmers, teachers, and engineers on the legal and development aspects of water. These lectures take place at a School for Adult Education near Kfar Vitkin, and a meeting place for youth leaders near Kfar Sabah. He has carefully maintained the many contacts and friendships developed during his training program, especially at the University of Pittsburgh and in the Bureau of Reclamation.

Little has been said in these stories of the real intangibles of the participant training program - the understanding and appreciation of the American people and how they really live. All of these men have seen - and believe in - the things that have made our country strong, prosperous, and contented. To see is to believe - and for this there is no substitute.

William J. Fradenburg:rz



Mr. Gershon Ben-Itto (center) discusses the Water Plan for Israel with his new chief, Mr. Zvi Neumann (left) and Mr. Lewis J. Workman, Chief of the Water Resources Division, USOM (right). In the working relationship of these men, Ben-Itto's training in the U.S. provides a valuable catalyst.