



Five Years of Mutual Endeavor

USOM/Israel

Tel Aviv, 1956

International Cooperation Administration



.....
“The purpose of this great work would be to help other people to develop the underdeveloped areas of the world, to stimulate profitable and fair world trade, to assist all peoples to know the blessings of productive freedom.

“We are ready, in short, to dedicate our strength to serving the needs, rather than the fears, of the world.”

DWIGHT D. EISENHOWER
President of the United States of America



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Cover: Against the biblical setting of the Sea of Galilee, an American range specialist trains Israelis in livestock management.



"He turneth the wilderness into a standing water, and dry ground into watersprings; and there he maketh the hungry to dwell, that they may prepare a city for habitation; and sow the fields, and plant vineyards which may yield fruits of increase." —

Psalm 107

Little realised the Psalmist, when he sang these verses, that his words would largely describe the goal of the American assistance program in Israel today.

In the brief span of eight years since it became a state, Israel has amazed the world with its tremendous strides in agriculture and industry.

As an American I take genuine pride in the contribution made by my country towards Israel's achievements. For her people a better life is emerging, a life made possible to some considerable degree by this cooperative endeavor, wherein our two nations share their knowledge and resources, as a basis for an understanding and a peace that will forever endure.

Edward B. Lawson

The Honorable EDWARD B. LAWSON
United States Ambassador to Israel

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The story told in these pages is a story of constructive endeavor by a young State. It is also a story of understanding and acceptance of this ideal and of the practical help given by the people of the United States in its realization.

I am proud to have a part in the achievements of American and Israeli co-workers in USOM projects which are contributing so magnificently to the building of a strong nation dedicated to freedom and democracy.

Dr. LINCOLN B. HALE
Director, United States
Operations Mission to Israel.

The United States program of economic assistance and technical aid to Israel is a noble adventure in constructive friendship. Its impact on the development of the country during the last five years has been profound. There is hardly a branch of Israel's economy which has not enjoyed the benefits of American funds and the skills of American experts. Their imprint has also been felt in the social welfare and health spheres. Understanding between the peoples of the two nations has been strengthened and enhanced by the spirit of cooperation and the free exchange of knowledge and ideas which have sprung from these joint efforts.

THEODORE KOLLEK
Director-General,
Prime Minister's Office



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HISTORIC ISRAEL

1. The Dead Sea, lowest point on earth
2. Prayers on Mount Zion
3. Mary's Well in Nazareth
4. Street in Acre, Crusaders' fortress town in the Middle Ages
5. Monastery of the Cross, Jerusalem
6. The Jordan River
7. Cobbled street in Ramla, in the Judean plain

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The State of Israel, fulfilment of the aspirations of a world-scattered people, land of the Bible and land of sharp geographical and population contrasts, came into being May 14, 1948.

From the very day of its establishment, the new State opened its gates to Jews from all parts of the globe. This "Ingathering of the Exiles", as it is called, was aided financially by Jewish communities from all over the free world. By mid-1956 the population totalled 1,827,000, of whom 1,625,000 were Jews and 202,000 were Arabs.

Immigrants came to Israel during this period from some 70 countries and from all five continents. They included the greater part of the survivors from the Hitler persecutions including a great many from Eastern European countries, as well as some 400,000 immigrants from the Middle East, Africa and Asia. Thus Israel's population is made up of elements with the advanced cultures and techniques of Europe, as well as people from less developed countries for many of whom the commonplaces of modern civilization are new phenomena.

The State of Israel has fully functioning democratic forms of government, but its population must be welded into a homogeneous unit, able to assume the responsibilities and obligations of life in a modern technological society. The country is small, comprising a territory of 8,154 square miles (about the size of the State of New Jersey), of which approximately half is semi-desert and arid land. It has limited water resources and few other proved natural resources of any great value. Much of its labor force is unskilled and requires training.

The U.S. program of technical and economic aid to Israel, which started in December 1951 with the arrival in the country of the first members of the United States Operations Mission to Israel, has been conceived against this background. The broad task of this American aid is to assist Israel on the road to economic independence by providing resources for development and technical guidance in development and other enterprises.

It involves a three-pronged coordinated program of dollar aid, the utilization of Israel Counterpart Funds and Technical Assistance, all directed towards the goal of economic viability.

The instrument for the carrying out of this aid is the United States Operations Mission to Israel which represents the International Cooperation Administration (ICA) in this country.

ECONOMIC
AID

United States economic and technical aid to Israel is made available under the Mutual Security Act of 1951, with its annual amendments and appropriations, "in the interests of international peace and security."

The program is a cooperative venture of the two Governments and peoples. Through Grant-in-Aid and Technical Assistance, the American taxpayer provides dollar-purchased goods and technical advice for development and use. The people of Israel provide the monetary counterpart of these dollars — Counterpart Funds and Sales proceeds — for the carrying out of the mutually agreed upon projects aimed at developing Israel's resources and helping her forward on the road to economic independence.

During 1951/1952 and 1952/1953, the U.S. aid program was primarily a refugee relief and resettlement program. Tens of thousands of immigrants had poured into the tiny new state, and had to be fed and housed and employment found for them. U.S. aid helped to build houses, schools and medical facilities, to feed the people and to begin their resettlement on the land and train them to provide food for themselves and for the growing nation.

By the end of 1952 this phase of the program was well under way and it became possible to shift the emphasis from relief to constructive development that would provide a broad and effective basis which would eventually sustain the people of Israel at what was almost from the start a relatively high standard of living.

Thus economic aid, and especially the use of Counterpart Funds, was increasingly devoted to major long-range projects in agriculture and irrigation, in developing natural mineral resources and in establishing basic projects in the supporting fields of Public Administration, Health and Sanitation, Education and Housing.

Today planning and production in agriculture and irrigation is well advanced, as are long-range plans in the field of the above supporting services, and a second shift of emphasis — to the benefit of industry — is being accomplished.

Close coordination between the Mission and the Government of Israel, and between the economic and technical assistance programs, is enabling an increasing share of American aid to be devoted to industrial development that will enable Israel to work

TECHNICAL ASSISTANCE

towards the closing of its trade gap and the achievement of economic viability. This involves the gradual substitution of imports of foreign goods by locally manufactured products, and an increase in the manufacture of competitive exportable commodities that will earn hard currency on foreign markets.

An aspect of the U.S. Aid Program that is becoming increasingly significant is the assistance provided through the sale of surplus agricultural products under Public Law 480, which is paid for in local currency. Of the \$41,000,000 already made available to Israel under this law, sums totalling IL.51,535,000 from sales proceeds have been loaned to the Israel Government for development purposes, for 40 years at 4 per cent interest.

The Technical Assistance Program, while not involving anything in the range of sums made available through economic aid, is no less significant in its ultimate impact. Under this program, which has amounted to \$7,946,000 since it was initiated, more than 100 Americans have worked in Israel in close cooperation with Israeli technicians in agriculture, irrigation, industry, transportation, mineral development, public administration, health, education, housing, and other projects.

Technical Assistance has also provided basic equipment for research and pilot projects and demonstration units in food technology, petrochemicals, plastics, rubber and ceramics research units, a sanitation bacteriology laboratory, a teacher training unit, a model ranching demonstration unit, a mobile soils-testing laboratory and many others.

The following tables and charts show the total U.S. assistance to Israel from the beginning of the program in 1951 through 1956, what this contribution has meant in relation to Israel's total import and development needs, and the amounts spent in specific fields of activity.

Dollar Contributions:

Grant-in-Aid	\$218,205,000
Surplus Agricultural Products	73,963,000
Technical Assistance	7,946,000

(Note: In addition Israel received \$135,000,000 in loans from the Export-Import Bank).

The above dollar contributions have generated local currency in amounts as follows:

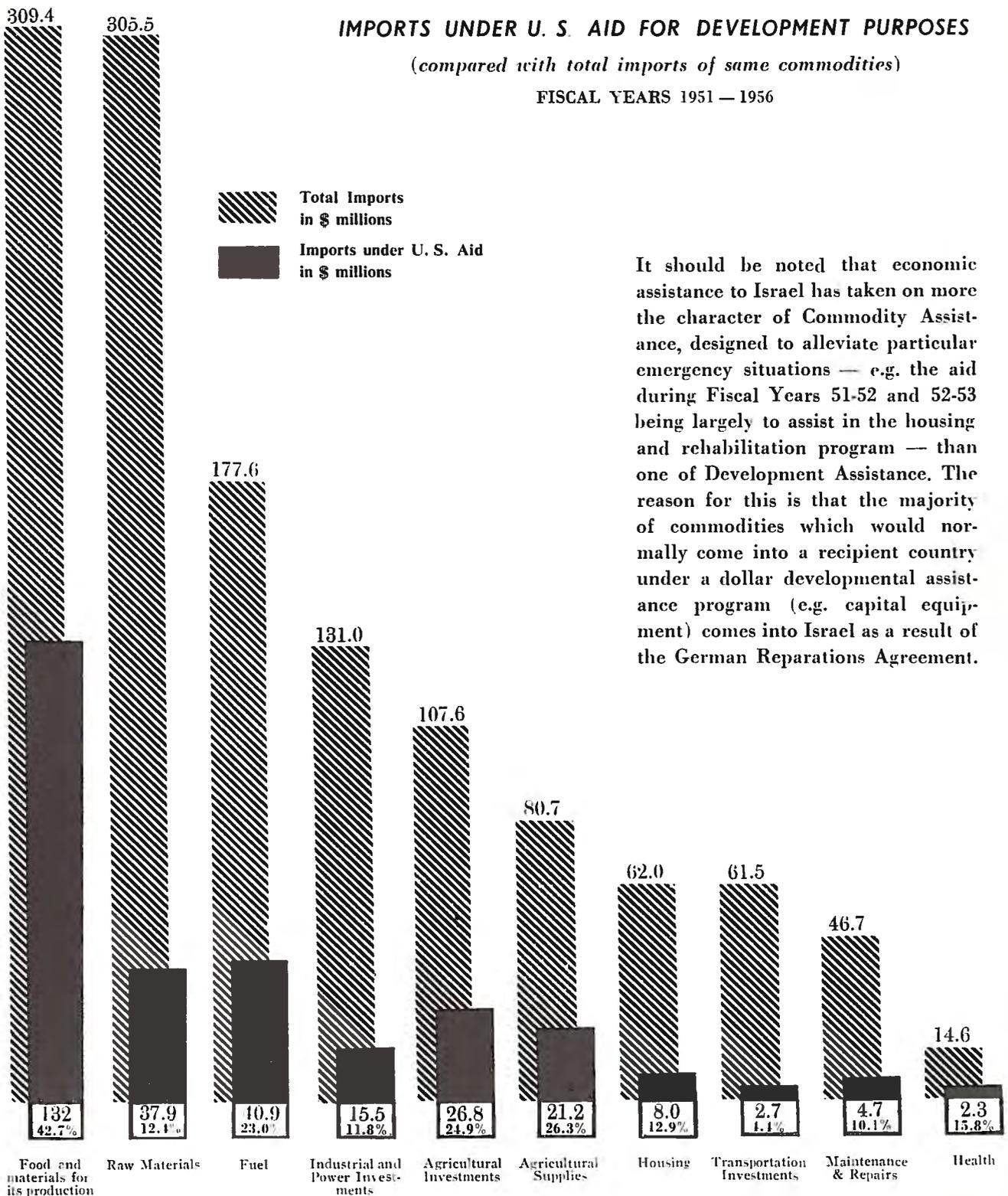
Grant-in-Aid	IL.219,084,000
Surplus Agricultural Products	110,975,000

In addition, the Israel Government has made the following contributions to the Technical Assistance Program during Fiscal Years 1952—55: (a) contribution to the Joint Fund, IL.4,400,377; (b) other contributions outside of the Joint Fund, IL.5,596,000; total, IL.9,996,377.

IMPORTS UNDER U. S. AID FOR DEVELOPMENT PURPOSES

(compared with total imports of same commodities)

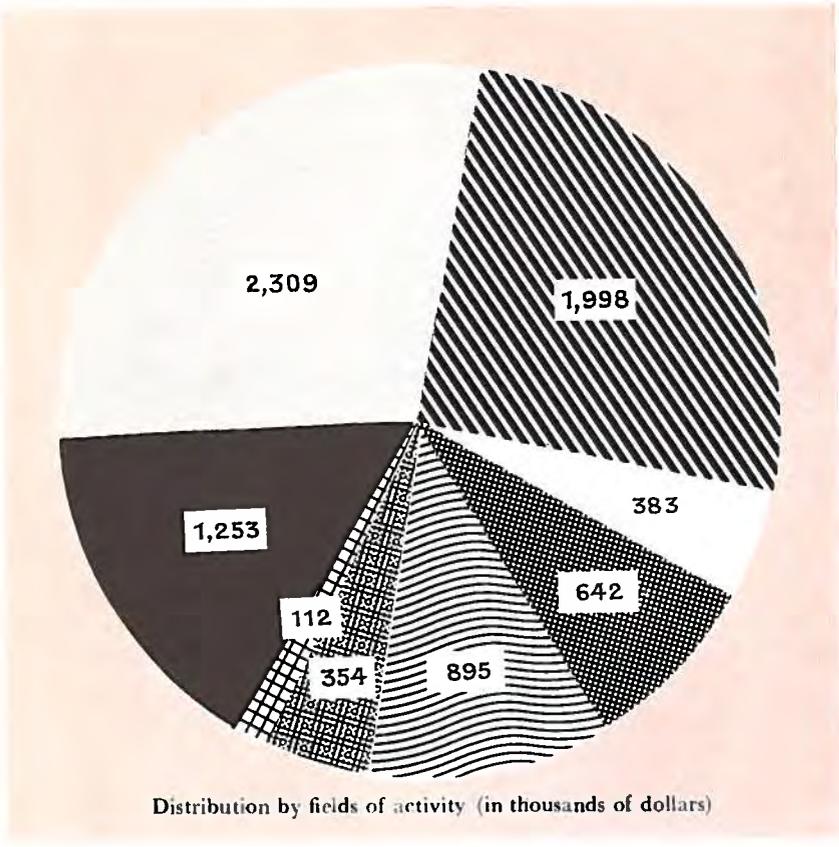
FISCAL YEARS 1951 — 1956



It should be noted that economic assistance to Israel has taken on more the character of Commodity Assistance, designed to alleviate particular emergency situations — e.g. the aid during Fiscal Years 51-52 and 52-53 being largely to assist in the housing and rehabilitation program — than one of Development Assistance. The reason for this is that the majority of commodities which would normally come into a recipient country under a dollar developmental assistance program (e.g. capital equipment) comes into Israel as a result of the German Reparations Agreement.

TECHNICAL ASSISTANCE PROGRAM, 1951 — 1956

-  Agriculture & Water Resources (29.1%)
-  Industry & Mining (25.1%)
-  Transportation (4.8%)
-  Health & Sanitation (8.1%)
-  Education (11.3%)
-  Public Administration (4.4%)
-  Mass Communications (1.4%)
-  General & Miscellaneous (15.8%)



COUNTERPART CONTRIBUTIONS IN RELATION TO THE DEVELOPMENT BUDGET

-  Development Budget Expenditure
-  Income Counterpart Funds



AGRICULTURE &

WATER RESOURCES

Mass immigration since 1948 has more than doubled Israel's population with consequent doubling of food requirements. The strictest rationing of foodstuffs was necessary in the first years. Today, even surpluses have been achieved in some fields.

Israel's seven year agricultural plan has as its goal the achievement of the maximum of self-support by 1960 and many USOM projects have been geared to this.

U.S. economic assistance has provided many types of investment goods for the furtherance of the agricultural development program — reinforcing steel for giant concrete water pipes, pumping equipment, tractors and other farm machinery, breeding live-stock for the beef production program and the like.

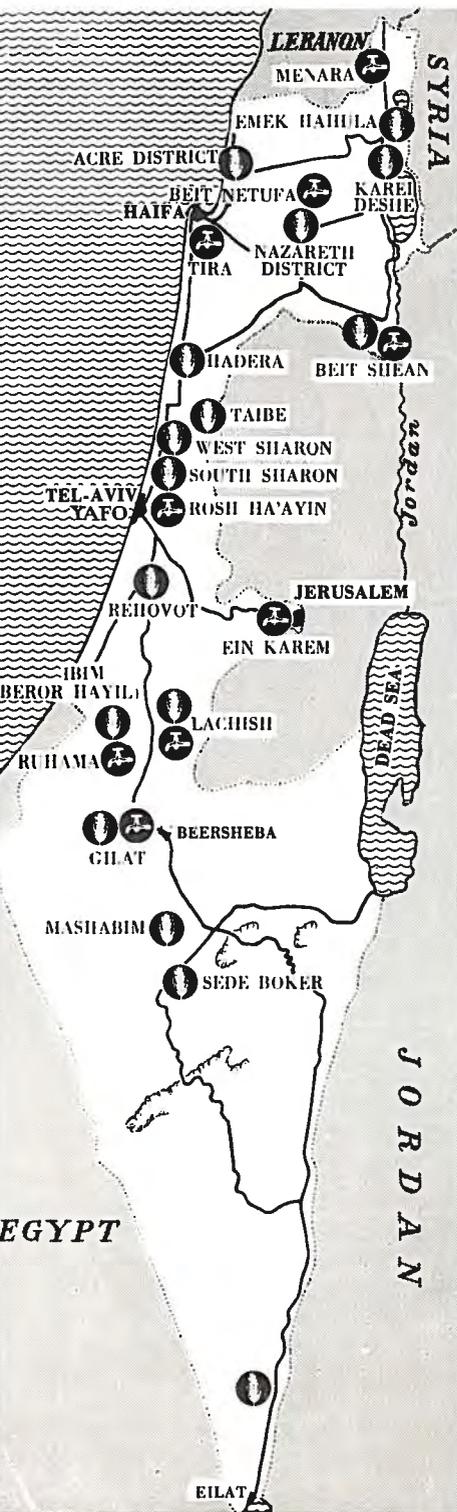
In the field of technical assistance Israel has looked to USOM for help in introducing and developing new branches of agricultural activity — beef production on range; production of vaccines against animal diseases; the development of new industrial crops, such as peanuts and sugar beets; preparation, seeding and control of natural pasturage; control and utilization of winter flood waters, and many others — as well as for general assistance in all branches of agriculture, agricultural management, and the development of water resources.

Some of the results achieved are revolutionary. The first experiments in water spreading, in which former run-off water is utilized, have created green pastures in the midst of arid land, opening up possibilities for the use of flood waters for the irrigation of thousands of acres of desert land. Herds of beef cattle with USOM-trained cowboys are now seen on the Israel landscape. The peanut crop has become an important foreign currency earner within the past three years as well as a source for edible oils.

Few among the immigrants settling on the land had any former knowledge of farming or rural living, and the Agricultural Education, Home Economics and Extension programs have therefore been of exceptional significance.

In Israel's laboratories, Israel scientists together with their U.S. colleagues are working on methods to combat pests that attack both plants and animals.

And finally, U.S. specialists are helping in the struggle for economic and agricultural independence through a search for new agricultural products with an export potential, such as sea-sponges, and by improving the handling, storing and marketing of all agricultural products both at home and abroad.



PROJECTS:



AGRICULTURE



WATER RESOURCES



Agricultural self-support in Israel is dependent upon irrigation, but a third of the irrigable land is in the waterless Negev Desert.

The 66-inch, 65 mile long reinforced steel and concrete Yarkon River—Negev pipeline, here shown during construction and built with USOM aid, now carries surplus water to the Negev to open up new areas to cultivation.



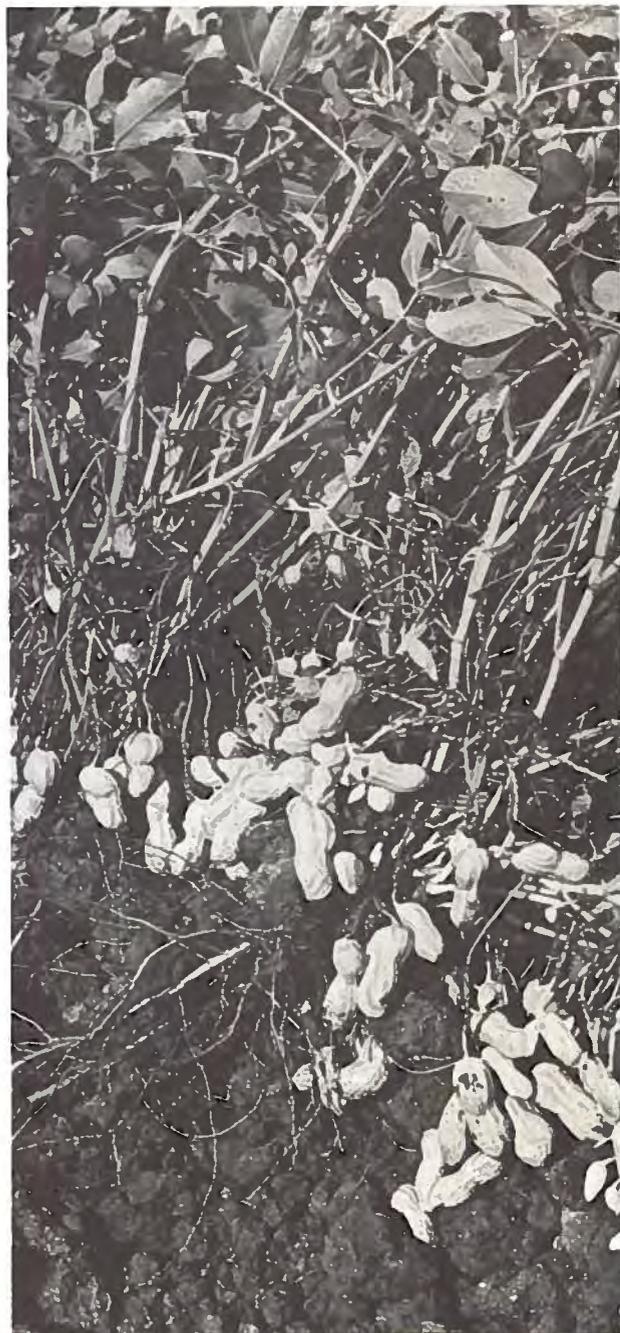
Top: Israeli cowhand rides herd. Right: American range specialist demonstrates roping techniques.



Beef breeding on range, recently introduced in Israel, aims at elimination of costly meat imports. USOM's demonstration and training ranch, where Americans teach range techniques, lies on the shores of the Sea of Galilee. Stock improvement is being achieved by cross-breeding native stock with American and other bulls imported with U.S. dollar funds. In addition, a pasturage reseeding and control program seeks to improve natural grass-land. Above, a yearling cross-bred already outweighs and outsizes its native mother.



Olive cultivation in Israel dates from Biblical times. New USOM methods and specialists are increasing production and improving quality.



Many new crops have been introduced into Israel. Peanuts, for example, due to successful cultivation and high quality, have become a substantial hard-currency earning export crop.

U.S. scientists provided under the Technical Assistance program are helping to improve field research and laboratory practices. Here a cow is being injected with "Made in Israel" tuberculin developed with USOM assistance.



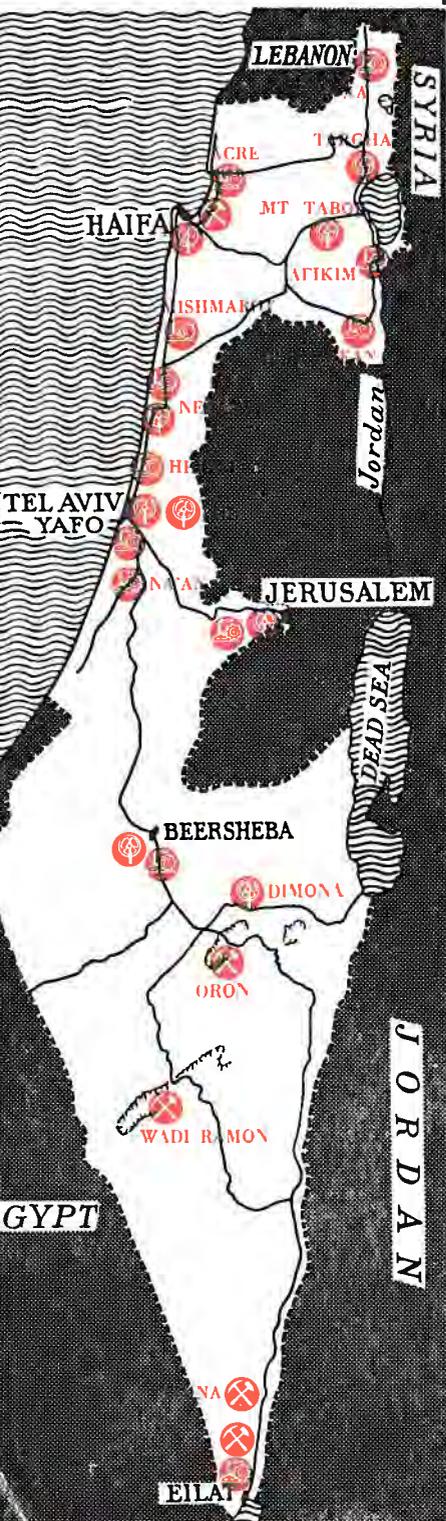
The economic potential of Israel's waters is being explored. Typical is USOM's aid in developing sponge cultivation. Here a diver surfaces with a new sponge.

In every phase of agriculture, American technicians are working closely with Israelis in a vast training-on-the-job program.



INDUSTRY, MINING

& TRANSPORTATION



In 1948 the newly formed Israel Government began an extensive search for mineral and other resources which could serve local industries, and also launched a program to encourage industrial development that would provide the home market with consumption goods as well as provide hard-currency earning exports. U.S. industrial specialists in many fields — mining, chemicals, glass, ceramics, etc. — have been helping this program. Grant-in-Aid dollars have been used to provide much of the basic equipment needed in the development of new industries and lines of transportation, and have supplied raw materials for industrial processing.

Other surveys carried out through USOM facilities were devoted to the possibilities of developing tourism and home crafts and small industries using native skills.

USOM has also attacked problems directly related to the production and marketing of industrial commodities, with the particular aim of achieving competitiveness on international markets. The major purposes of this program have been to reduce production costs, increase productivity, achieve higher management standards and improve the quality and design of products.

In implementing this program USOM has enlisted the services of top-level American experts and institutions. Notable projects undertaken in these fields are the series of Management Training courses directed by American businessmen in cooperation with Israeli governmental, management and labor institutions, the plans for the establishment of a School of Business Administration at the Hebrew University of Jerusalem, the services of American specialists to the Israel Productivity Institute, the setting up of a Department of Industrial Design, with the services of an American technician, at the Israel Institute of Technology in Haifa, the opening of a self-supporting Industrial Design office to serve as a practical demonstration and training center, and across-the-board technical advice to selected key industries.

With the discovery and development of new resources, new industries will become possible. Potash from the Dead Sea, phosphates, clays, glass-sand and marble are already being utilized while copper mining is in the development stage. The economic potential of iron ore and manganese deposits, and the exploitability of other Dead Sea mineral salts are also being studied as USOM projects. To meet future industrial growth a network of modern road and rail communications is being steadily developed with USOM assistance, as is the electric power system.

PROJECTS:



INDUSTRY



MINING



TRANSPORTATION



Chemicals and Fertilizers Ltd. of Haifa is symbolic of the new development in Israel industry. Based on the utilization of local raw materials, it aims to supply all Israel's needs in fertilizers and many basic chemicals, as well as to pay for needed raw materials imports with processed exports.

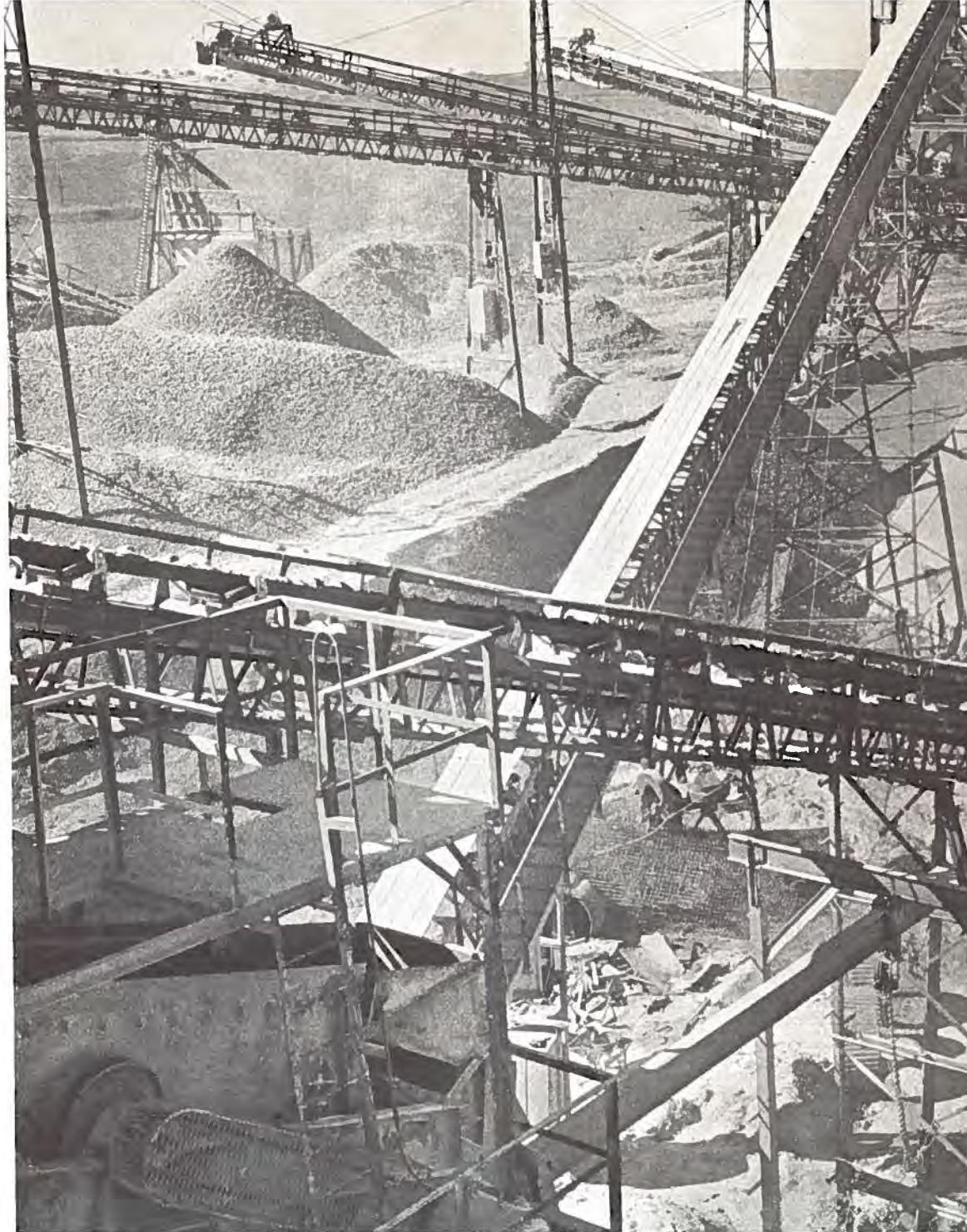
USOM aid to industry often starts with the search for raw materials, and includes professional advice in the plant itself, as well as aid in productivity and management problems.



Israel's immigrant population has a wealth of native skills which might be lost if not actively encouraged. USOM is helping to preserve these skills, to improve manufacturing methods and design, and promote export sales.

Good management is the key to successful industrialization. USOM-sponsored management training courses under the leadership of U.S. industrialists are helping Israeli executives to improve management standards throughout Israel.





The discovery and economic exploitation of mineral resources is a basic requirement in the consolidation of Israel's economy and is necessary to provide a sound basis for further industrial development. USOM geologists are assisting in exploration, while American mining engineers are helping to develop methods of upgrading ores already being mined and to improve mining methods. This picture shows an Israeli quarry in operation.

Modern transportation follows ancient caravan routes. Depicted here is the first passenger train on the newly-built railroad extension to Beersheba in the Negev. Below: American Diesel locomotive and the new line in its construction stages.



**TRANSPORTATION
— LIFE-LINES OF
DEVELOPMENT**

The settlement of the land, the search for natural resources and the development of new industries have necessitated a vast expansion of Israel's lines of communications within the country and to the world at large.

The entire railroad system has been modernized, and among USOM's contribution in this field has been the provision of Diesel engines through Grant-in-Aid funds. A new railroad linking Beersheba and the Negev to Tel Aviv, Haifa and Jerusalem was built, and Counterpart contribution towards the cost amounted to IL.4,920,000.

The largest rail development since the establishment of the State, it took some three years to accomplish and was supervised by two American technicians. Another enterprise partially financed by the USOM is the new bridge over the Yarkon River, on the main arterial highway linking the northern and southern sections of the country. Until recently, the river was spanned by a rather rickety structure which all but collapsed during the rainy season and the Army was obliged to erect a Bailey bridge to take the brunt of the traffic. The new bridge, a modern four-lane steel and concrete structure, should be completed by next year.

New techniques were introduced by USOM technicians in road-building, and money allocated for the building of new roads and the improvement of existing highways. Similarly, aid was granted for the improvement of harbor and airport facilities.

In addition to technical assistance in construction problems, USOM has provided experts to assist in solving automotive maintenance and rail and bus operation problems.

Below: New techniques speed highway construction.



Every year since 1952 selected specialists in various skills have been sent to the United States from Israel, to study modern American methods and techniques in their respective fields.

Through this training program, a part of the broader U.S. program of technical assistance to Israel, a total of 317 Israelis were chosen for training during the fiscal years 1952 thru 1956.

Candidates are selected on the basis of the maximum benefit to the country rather than to the individual. On their return to Israel, they have an obligation to resume their former work and to pass on the new knowledge and experience gained throughout their branch of activity.

In addition to technical benefits, the training program provides an important medium for strengthening understanding and goodwill between the two countries. Israelis who spend from three months to a year in the United States serve as unofficial ambassadors of their country, and when they return home they carry with them first hand knowledge of the ways and ideals of American life.

Training has been provided in many fields of activity, ranging from Baking to Police Traffic Control, from Town Planning to Public Health Nursing, and from Fire and Wood Control to work on an Atomic Reactor. Recently the program enabled the participation of an Israeli scientist in an International Conference on Solar Energy held at Phoenix, Arizona.

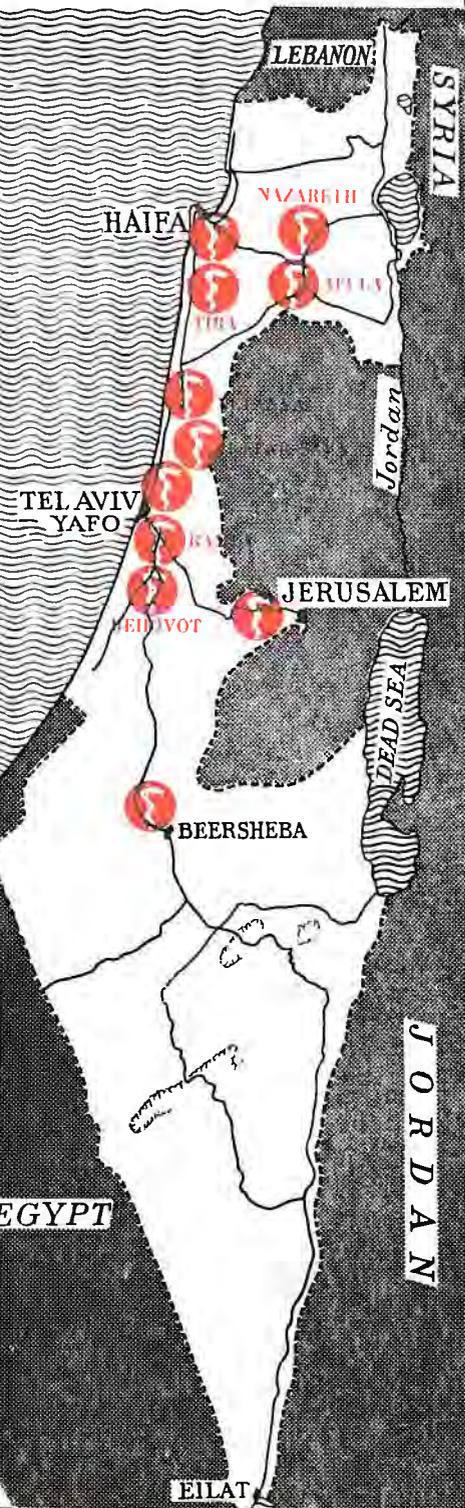
Plans and suggestions for the individual programs are worked out jointly by the trainee himself, the Israeli Ministry concerned and USOM/Israel, to assist ICA in Washington in making final arrangements. Trainees have visited almost every part of the United States, and in their particular fields have been able to study the most modern advances in the most up-to-date administrations and plants.

A USOM-Israel Government-sponsored Conference held in May 1956, was attended by 133 returned trainees, representatives of Israel Government Ministries, representatives of the United Nations Technical Assistance Administration, and most of the professional USOM staff. At this conference, questionnaires were prepared and an evaluation of the achievements of the training program, based on individual experience, proved useful as a basis for future programming.



**THE
DISTRIBUTION
OF TRAINEESHIPS:**

Agriculture	63
Water Resources	35
Industry	50
Mineral Resources	10
Communications	13
Transport	27
Public Utilities	6
Health and Sanitation	38
Education	13
Public Administration	49
Mass Communications	7
Housing	6
<i>Total</i>	<u>317</u>



Mass immigration into Israel created not only economic but health and education problems as well.

Some 50 percent of the immigrants arriving in Israel came from African and Asian countries and brought with them cultural patterns at variance with Western standards of personal and community health and sanitation. The USOM Health program has sought, in part, to aid the Israel Public Health Service to deal with the special physical and psychological problems arising out of this situation.

USOM achievements have led to an expansion of preventive medicine activities and to a greater emphasis on health and sanitation education as a major step in this field.

A local health unit project has been established in cooperation with the Netanya District Health Office, with the services of a USOM Medical Officer of Health and a Public Health Nursing Supervisor to demonstrate the value of decentralization and to coordinate community health services. This district, which contains both urban and rural communities, provides a cross-section of Israel's social structure, including veteran as well as newly-arrived Jewish communities and many Arab villages.

Many of the projects first introduced through the Netanya Demonstration Health Unit are already being duplicated by the Israel Ministry of Health in other districts.

The rapid growth of the cities and semi-rural communities has created special problems in sewerage disposal and sewerage for which USOM specialists have helped to provide solutions. This is only one aspect of the program in environmental sanitation which also includes fly and pest control.

Consultation is also being given in the development of a comprehensive public health laboratory system and in the specific needs of a communicable disease control program.

The problem of gastro-intestinal infection among young children presents the opportunity to demonstrate the prevention and health education values of a public health nursing service on a family unit basis. Trachoma and ringworm, among the illnesses which have re-appeared as a result of large-scale immigration, have also posed organizational and technical problems in which help has been rendered.

To round off the program, dollar-purchased laboratory and training equipment has facilitated training and research programs all aimed at ensuring better health for a free and developing nation.

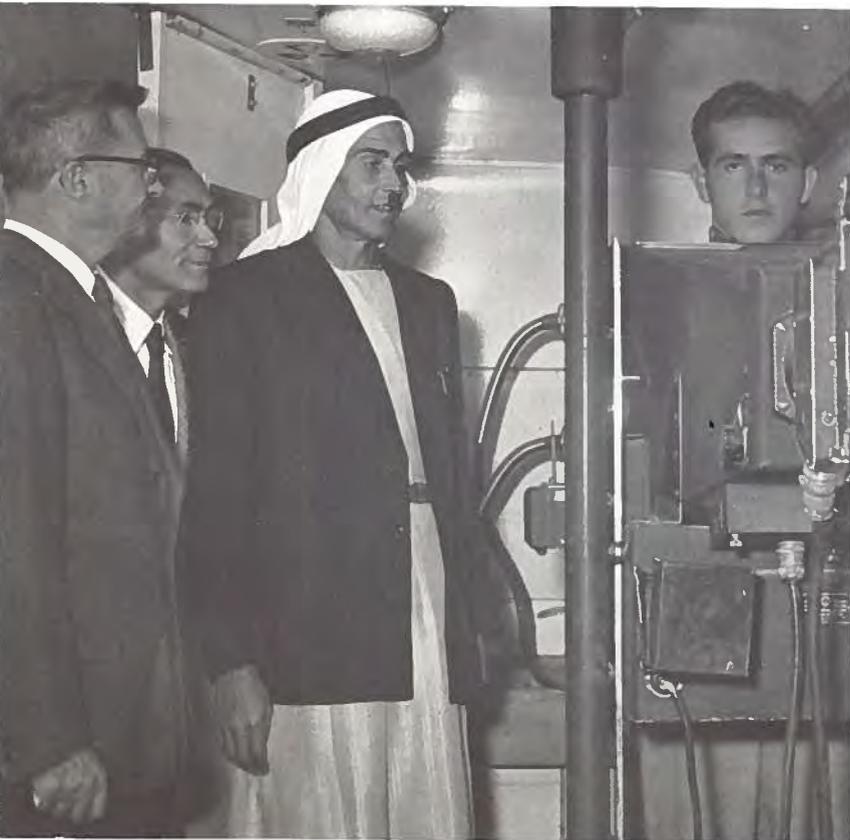


The establishment of Community Health Centers by the Israeli Ministry of Health in different parts of the country has received USOM encouragement and aid.

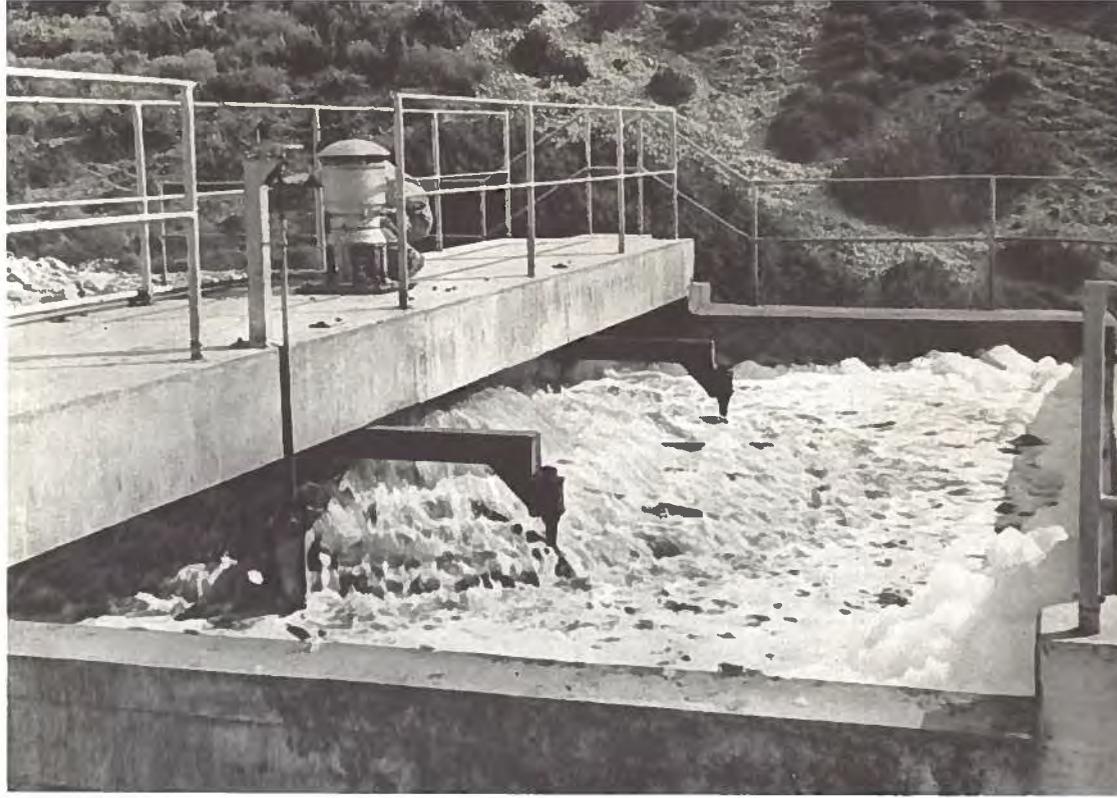
A community health nurse working in USOM's demonstration health unit. Training in Israel, as well as traineeships in the United States for Israeli nurses, is helping to boost this and other health programs.



Here a gymnastic display is a feature of the opening ceremony of the Community Health Center in the Arab village of Tira.



An X-Ray survey is carried out in Taiba village, the first complete survey to be conducted in an Arab village. This was a project of USOM's Demonstration Health Unit in the Netanya district. The survey was linked with a comprehensive Public Health education program.



Physical problems of sewage disposal and sanitary engineering, as well as an education program designed to raise standards of environmental sanitation, have been tackled by USOM sanitation and health specialists. This has involved financial support for sanitary installations like the activated sludge plant near Haifa as well as the institution of training courses for Israeli sanitarians.



HOUSING

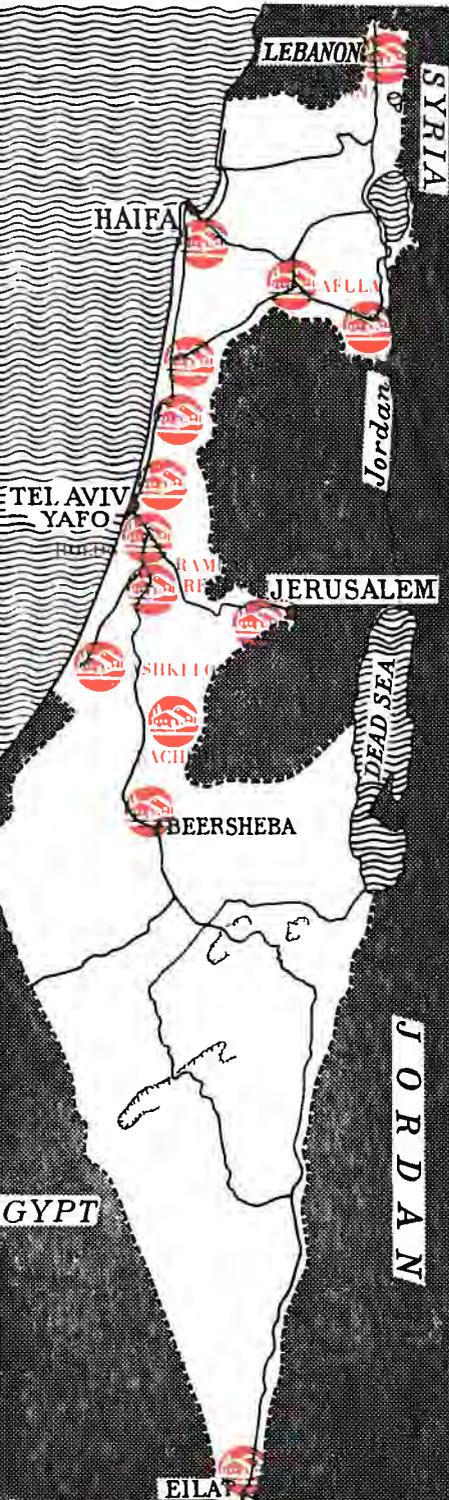
DEVELOPMENT

Israel's expanding population presented the country with the most pressing housing problem. Some 16,000 tents and 70,000 temporary shelters — tin and canvas huts and other forms of housing of a somewhat primitive nature — were set up to cope with this problem while more permanent housing and new settlements were being planned. These have now made way for some 130,000 permanent dwellings, built by the Israel Government, assisted by a \$16,500,000 loan from the Export-Import Bank, \$8,033,000 worth of material supplied through Grant-in-Aid funds and Counterpart Fund contributions amounting to IL.42,000,000. Technical Assistance has comprised the services of a USOM housing specialist and the carrying out of certain projects designed to reduce foreign currency exchange needs and produce more economical and better housing.

Counterpart funds have provided 18,000 dwelling units for rural, suburban and urban families in all parts of the country. Technical Assistance has provided for the saving of hundreds of thousands of dollars in foreign exchange, better statistical information on which to plan new programs and improvements in building materials and construction methods.

Major objectives of the technical assistance program in housing include the establishment of standards of design, construction, liveability and occupancy; reduction of housing costs, and provision of the financial machinery best calculated to reduce the disparity between the cost of housing and the ability to pay for it. As a long term objective it also includes the formulation and promulgation of a national housing policy.

In practical terms, the USOM housing specialist, in addition to overall assistance in housing problems and planning, has been engaged in helping to overcome many pressing current problems. The housing program is a dynamic one and very considerable progress has been made in design, speed of construction, statistical reporting and the general approach to housing. Research on various types of building materials and building methods has been initiated, statistical data is being collected and analyzed and other factors which will have a bearing on future planning and construction are being considered. All of which will provide the groundwork for taking care of the established population, the alleviation of overcrowding and the stabilization of a building industry and building materials industry.





Popular housing project near Holon, a modern residential and industrial suburb of Tel Aviv.



Suburban dwellings near Tel Aviv

The rapid expansion of agriculture and industry along with the demands of a fast-growing population in the past few years have high-lighted Israel's need for skilled artisans in all fields.

Building of schools for the steadily increasing number of school-children and factory buildings for new industries requires carpenters, plasterers, bricklayers, plumbers, metal workers, electricians, machinists, and many other categories of skilled workers. The same is true of transportation, communications, agriculture, printing and the like. To meet this need the Israel Government initiated several programs of vocational training, including a good deal of on-the-job training. USOM was requested to provide vocational education specialists to further this program.

Lack of training facilities, however, hindered the development of the program, and resulted in the decision to build six large Vocational Centers for adult training in key cities — Jerusalem, Beersheba, Ramle, Lydda, Holon and Acre — for which \$500,000 was made available through U.S. Technical Assistance Funds. Approximately IL.800,000 was allocated from the Israel-American Joint Fund for buildings.

Among the activities of the American specialists working in this field are the training of vocational teachers, including the establishment of a Vocational Teachers Training Center built and equipped through USOM, assistance in the preparation of curricula and in the supervision of vocational courses. A U.S. Agricultural Education specialist has prompted notable advances in this field, including the establishment of a special course for the training of agricultural teachers.

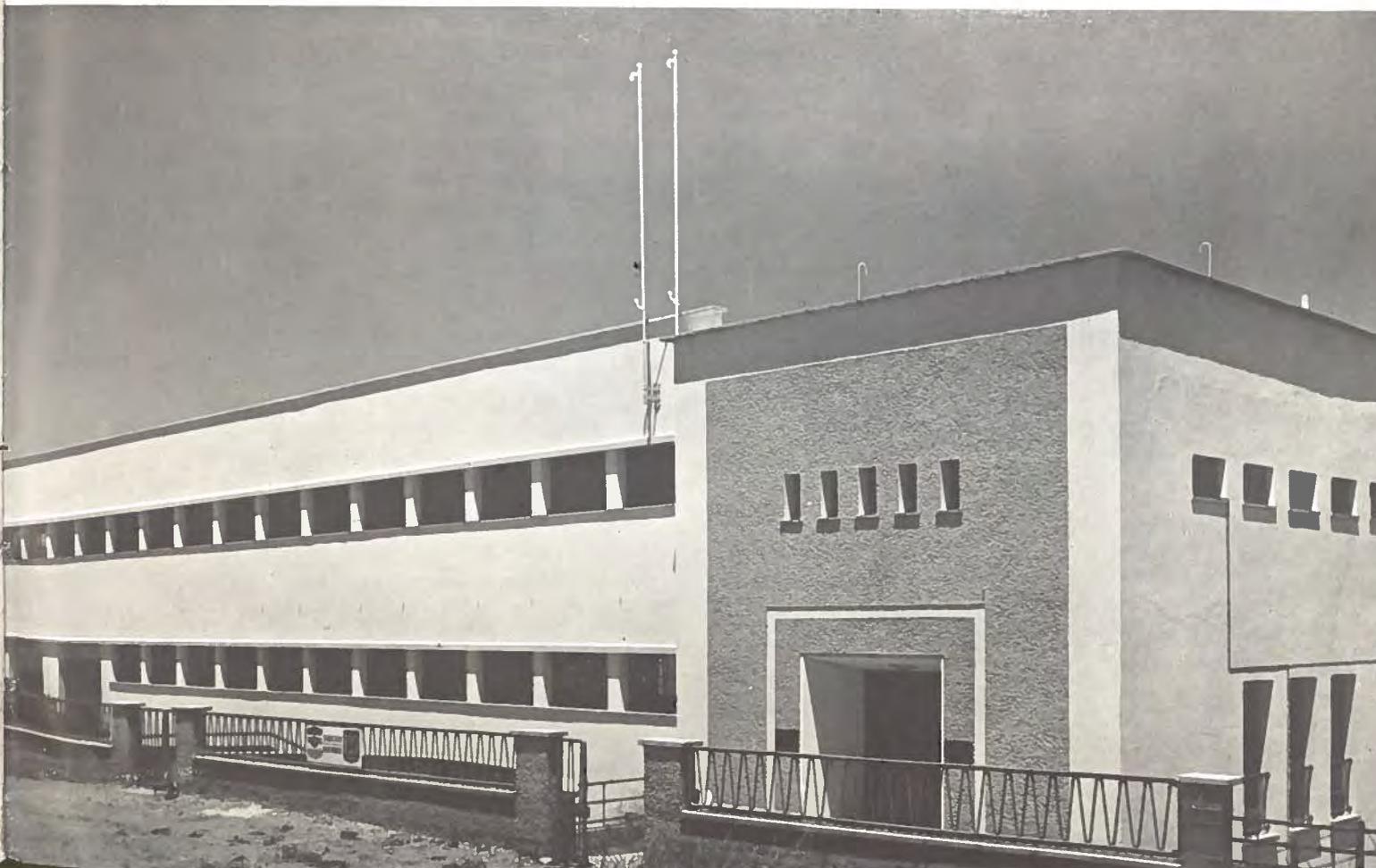
At the IBIM Training and Testing Farm, in an area of new agricultural development in southern Israel, practical courses for veteran farmers held under the direction of the joint Israeli and American managers of the farm include farm management, irrigation techniques and the cultivation of newly introduced crops. In addition groups of new settlers without previous agricultural experience are given general courses in agriculture and farm practices.

In addition, a sum of IL.2,000,000 from Counterpart Funds has been appropriated for the building of elementary and other schools. Among the most significant current projects is a contract with the ORT Organization under which funds have been made available to this organization under USOM supervision for the equipment of five vocational centers for adolescents as demonstration units.

Foreign Minister Mrs. Golda Meir (formerly Minister of Labor), together with Dr. Lincoln B. Hale, Director of USOM and U.S. Ambassador Edward B. Lawson, participating in the opening ceremony of the Vocational Training Center in Beersheba.



The newly-finished Vocational Training Center in Jerusalem, one of six similar centers in different parts of the country, was built and equipped with U.S. aid.



On the 14th of May, 1948, the newly proclaimed State of Israel was faced with the complex task of filling the administrative vacuum created by the withdrawal of the British Mandatory Government.

Under the leadership of men who had served with various Jewish public institutions and a handful of former Jewish officials of the Mandatory Government, the new State laid the foundation of its own Public Service.

Confronted with recurrent crises of war, immigration and inflation, during the first five years of the State, the Government had little time to reflect on the finer points of administrative policy and procedure, and was obliged to improvise from day to day, as circumstances permitted.

In 1935, however, an American expert was retained through the facilities of the United States Operations Mission to make a survey of the status of Public Administration in Israel and make recommendations for its improvement.

The expert found serious inadequacies in the administration of local authorities, a severe morale problem arising from inadequate pay scales, and many weaknesses in the administration of the income tax. In general he called attention to the need for a high level administrative planning staff to carry forward a continuing program of administrative improvement.

USOM/I has since provided technical assistance for the introduction of work simplification programs and a Records Management program. It has also carried out projects for the establishment of a Job Evaluation system, whereby the wage problem can be solved, as well as a project for the improvement of Income Tax Administration. It is currently assisting in the development of administrative policies and procedures for the National Insurance Institute.

Nearly fifty Israeli officials have been sent to the United States for Public Administration Training since 1952. They studied various subjects, such as audit and control of Government Corporations, Municipal administration, personnel management, Government accounting, Income Tax Administration, Municipal engineering, legislative procedures and many others.

The functioning of a free and democratic State demands an efficient and honest administration. In Israel both central and local administration is striving towards the best standards of the Western World.

During April, May and June of 1956 some 450,000 persons viewed an extensive USOM exhibit at two fairs, one at Haifa, the other near Tel Aviv. But the exhibit, which demonstrated Mass Communications techniques as well as showing the contribution the United States has made and is making to the development of Israel, was only one phase of the work of the Mass Communications Division.

Other Mass Communications activities include the preparation and publication of posters, both for general information and in support of technical assistance projects; the publication of brochures, the making of films, the development of audio-visual aids in different fields, and the preparation of material for publication in the press and elsewhere.

Assistance was also given to the Israel State Radio Services, in the conducting of a nation-wide survey of listening habits which resulted in programming changes.

A special section of the division does all the translation work for the Mission. This includes not only routine daily translation of items from the local papers for the USOM Daily Press Review, but also the rendering into English of many highly technical publications and documents.

GOOD EXAMPLE

The USOM pavilion has added diagrams and photos to a most interesting display of its work in aid of Israel industry... The pavilion is tastefully planned and is itself a good example to follow.

— From the Jerusalem Post, Friday, May 4, 1956



Some 25 U.S. specialists, including scientists, agriculturists, and industrial specialists, on the staff of USOM/Israel are members of the team of experts supplied by the Research Foundation of the State University of New York (S.U.N.Y.).

The contract between the State University and the International Cooperation Administration (ICA) which provides this working arrangement is one of more than 60 similar contracts between ICA and American universities for the provision of personnel and the operation of programs under the general supervision of the Directors of the United States Operations Missions abroad.

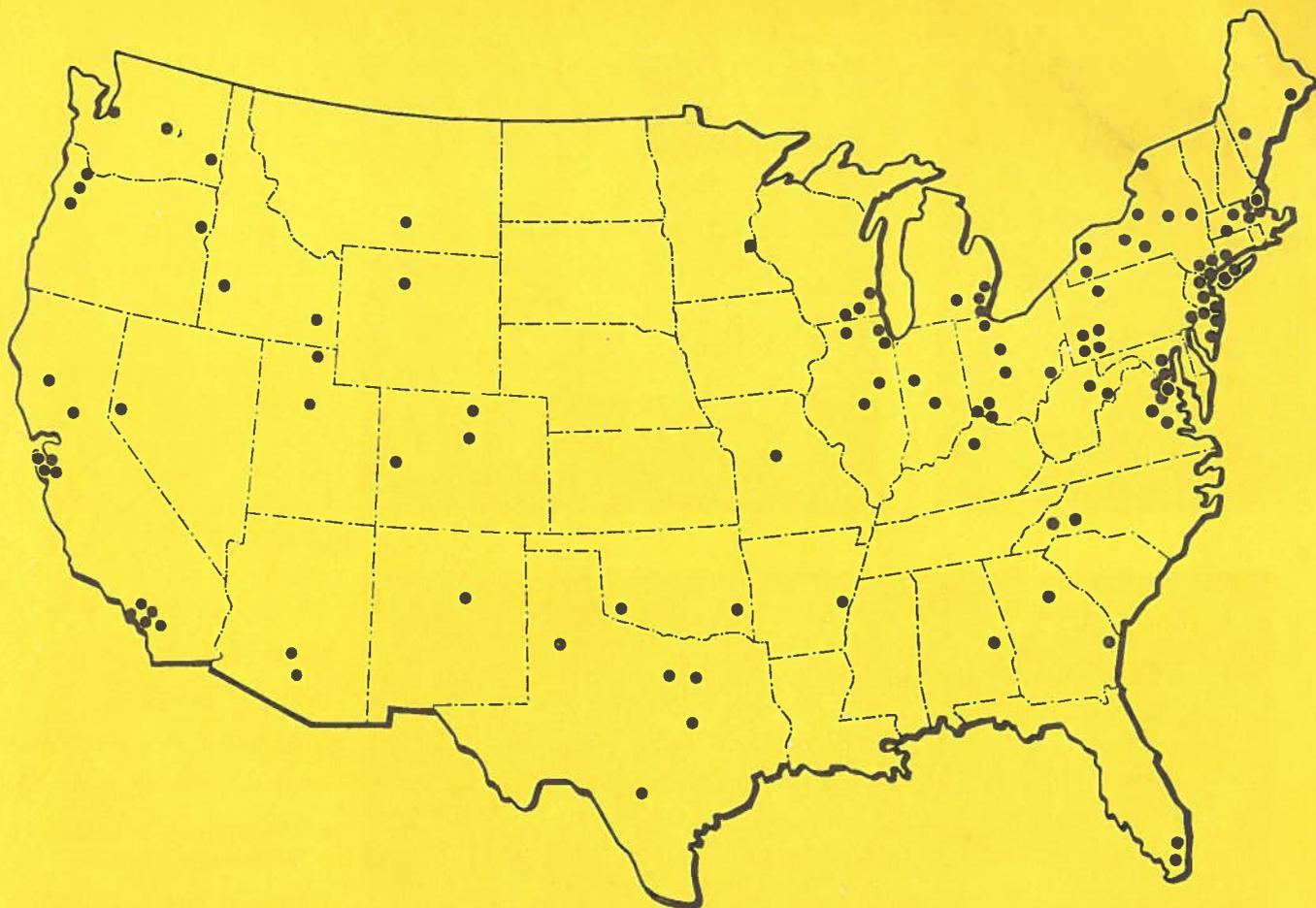
In this way highly qualified persons are recruited and made available for service overseas while still retained on the staff of their respective universities without prejudice to their service tenure.

The S.U.N.Y. project operates as a unit under its own Director although its members form an integral and inseparable part of the USOM organization carrying out the overall program agreed between USOM and the Israel Government.

In addition to the contributions these men have made as technicians, the contract with the State University of New York will provide a medium of continuing technical aid when the U.S. technical program in Israel eventually comes to an end. Israel scientists will have the State University of New York as a counterpart with which a continuing working relationship can be maintained. It will thus provide a medium for an exchange of knowledge and ideas valuable to both, and it may well develop to include a continuing exchange of scientists, professors and students, in addition to an exchange of scientific and technical information.

The following are fields in which S.U.N.Y. specialists are engaged:

Sea fisheries • Metallurgy • Poultry husbandry • Extension work • Agricultural education • Teachers training and school expansion • State agriculture and technical institute at Acre • Training youth leaders • Home economics • Plant protection • Dairy sanitation • Agricultural marketing • Agricultural research • Research • Irrigation • Animal nutrition • Farm management • Agricultural engineering • Veterinary medicine • Vocational education • Ceramics engineering • Public Health Education.



**USOM PERSONNEL
ARE A CROSS-
SECTION
OF THE U. S.**

Since 1951 when USOM/Israel began operations, 195 Americans have served in Israel with USOM. Their tours of duty have ranged generally from two to four years, with the majority remaining in the country for two years. A small number have been brought here for briefer periods to work on highly specialized work.

The Americans have come from all parts of the United States, as the map above shows. In the course of their service they have worked in all parts of Israel, over and beyond the biblical Dan down to Beersheba.

Like Israeli trainees sent to the United States, USOM's American staff members serve as unofficial ambassadors of their country, spreading goodwill and understanding as well as sharing their skills and know-how.

(The dots on the above map do not numerically represent USOM's entire personnel. A single dot in some cases indicates the place from which more than one member of the staff has come.)



1



2



3

MODERN ISRAEL

- 1. View of Jerusalem
- 2. Haifa Bay seen from Mount Carmel
- 3. The sea front of modern Tel Aviv
- 4. First violins of the Israel Philharmonic Orchestra
- 5. Country Club near Haifa



4 5



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