

NEA
301.34
B463

PD-AAH-405
298-0143 001571

1

App 5N, Ch 5, HB 3
(TM 3:26) 8-3-78

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

| | | |
|---|--|---|
| 1. PROJECT TITLE Community Development Foundation (CDF) Community Development: West Bank/Gaza Strip (OPG) | 2. PROJECT NUMBER 298-0143 | 3. MISSION/AID/W OFFICE NE/TECH/SARD |
| | 4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 81-1 | |

REGULAR EVALUATION SPECIAL EVALUATION

| | | | | | | |
|--|---------------------------------------|----------------------------------|------------------------------|--------------|---------------------------------|-------|
| 5. KEY PROJECT IMPLEMENTATION DATES | | | 6. ESTIMATED PROJECT FUNDING | | 7. PERIOD COVERED BY EVALUATION | |
| A. First PRO-AG or Equivalent FY 77 | B. Final Obligation Expected FY 80 | C. Final Input Delivery FY 82 | A. Total | \$ 2,538,800 | From (month/yr.) | 09/78 |
| | | | B. U.S. | \$ 2,312,170 | To (month/yr.) | 10/80 |

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

| A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIC, which will present detailed request.) | B. NAME OF OFFICER RESPONSIBLE FOR ACTION | C. DATE ACTION TO BE COMPLETED |
|--|---|--------------------------------|
| Based upon the undertaking of this assessment and its findings CDF submitted a proposal for a new OPG to concentrate in three areas, i.e. primary health care, potable water supply and agricultural development. This proposal was approved by A.I.D. in July, 1981. The evaluation also established a precedence for future evaluation of this Grantee as indicated in the terms of the new grant. | | |

| | | | | | |
|---|--|--|---|--|--|
| 9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS | | | 10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT | | |
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan & CPI Network | <input type="checkbox"/> Other (Specify) | A. <input type="checkbox"/> Continue Project Without Change | | |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PIC/T | _____ | B. <input type="checkbox"/> Change Project Design and/or | | |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PIC/C | <input type="checkbox"/> Other (Specify) | <input type="checkbox"/> Change Implementation Plan | | |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIC/P | _____ | C. <input type="checkbox"/> Discontinue Project | | |

| | |
|--|--|
| 11. PROJECT OFFICER AND MOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title) | 12. Mission/AID/W Office Director Approval |
| NE/TECH/SARD, Ann Gooch | Signature: <i>[Signature]</i> |
| | Type Name: Lewis P. Reade |
| | Date: 8/11/81 |

Grant No. AID/NE-6-1303

Community Development

West Bank

Gaza Strip

(OPG)

Assessment Report

September 30 - October 14, 1980

**Peter Benedict
NE/TECH AID/W**

Community Development Foundation

Amount: \$2,312,170

PACD 6/30/80 (w/8 Amendments)

Table of Contents

| | |
|---|----|
| I. Objectives of Assessment..... | 1 |
| A. Background..... | 1 |
| B. Assessment Objectives..... | 2 |
| II. Sources of Data..... | 3 |
| III. Overview and Comments on CDF's Development Objectives..... | 3 |
| A. Program Objectives..... | 3 |
| B. Broad Selection Criteria..... | 7 |
| IV. Major Sectoral Programs..... | 10 |
| A. Social Development..... | 11 |
| B. Economic Development..... | 17 |
| C. Infrastructure Development..... | 21 |
| V. Some Management and Planning Issues..... | 26 |
| A. Staff Efforts and Relations..... | 26 |
| B. Reporting and Oversight of Programs..... | 27 |
| C. Program Concentration..... | 28 |
| Annex A Scope of Work..... | 32 |
| Annex B List of CDF Projects Visited..... | 34 |
| Annex C Partial list of Individuals Contacted Through CDF Projects..... | 36 |

I. Objectives of Assessment

A. Background

In September 1980 the fifth amendment to the original 1977 project agreement was approved adding \$400,000 in the form of seventeen new projects. This amendment brought the total AID grant funds to \$2,312,170.* The final amendment was significant in several ways. First, it represented the first time that AID/W approved funds on a project by project basis. Hitherto, CDF had exercised its own discretion in selecting sectors and specific projects to develop. It was also the first time that CDF was asked to redraft a submission because of insufficient data and a lack of clarity in program goals. Second, both AID/W and the U.S. Embassy/Tel Aviv took this occasion to raise some substantive issues not only on the content of the amendment but also on the program as a whole.

As a result of this increased USG interest in the program content of CDF in the Occupied Territories at a time when all foreign PVOs were and are experiencing difficulties, it was decided to undertake a joint AID/CDF assessment. This assessment would be utilized by CDF in preparing a new project proposal for CY 1981 funding. The new proposal would be based upon a program rationale benefiting from three years of program experience. The assessment was conducted in October 1980 and involved West Bank and Gaza Strip CDF field staff to the maximum extent possible. Observations and recommendations made are the sole responsibility of the author.

* To this amount one should add \$226,630 representing CDF's share of overall field costs, and in terms of local contributions, an additional \$2,461,200, bringing the overall amount to \$5 million.

B. Assessment Objectives

The September scope of work for the assessment is attached as Annex A. In practice, the seven day assessment took the following lines:

- To assess the practicality and applicability of CDF's development objectives as set forth in the original grant agreement and Amendment 2 in terms of the socio-economic and political conditions prevailing in the Territories. In doing this, an effort was made to judge the adaptive character of the program to changing conditions-- a process of accommodation while preserving the integrity of wider humanitarian goals.

- To assess the performance of CDF professional expatriate and local staff and of CDF's style of management.

- To assess the working relationships between CDF and (a) Palestinian institutions and individuals, (b) other PVO development donors, (c) Israeli authorities and Palestinians working directly for Israeli institutions, and (d) USG official personnel in the Jerusalem Consulate General and in the Embassy in Tel Aviv.

- To assess CDF's future programming potential given current political exigencies and grantee capabilities.

All objectives were realized in part, limited in scope and detail by the brevity of time. Throughout, CDF staff were extremely helpful, giving freely of time and other resources. The major task was the last objective--to delineate a feasible program strategy for 1980 and beyond which could permit CDF to mobilize its strongest resources and to capitalize on its signal successes. Prior to leaving Jerusalem, the results of this assessment were discussed with CDF staff, and in November further discussions were held with staff at CDF's Westport office. A new submission is expected in January 1981.

II. Sources of Data

Data on which this assessment is based have been gathered from the following sources:

- A. CDF project reports, office records, and extensive interviews with all CDF staff.
- B. Site visits to over 30 projects (planned and under implementation) in the West Bank and Gaza Strip. (See Annex B.)
- C. Interviews with Palestinian local government officials, officials of charitable organizations, technical experts, and project beneficiaries. (See Annex C for partial list.)
- D. Interviews with the staff of other PVOs to corroborate observations of CDF.
- E. Interviews with USG officials.
- F. Interviews with Israeli staff in the Ministry of Social Affairs and Labor.

III. Overview and Comments on CDF's Development Objectives

A. Program Objectives

There has been a remarkable constancy in program objectives over the past three years. (cf. Amendment 2, 1/6/77, and proposal for Amendment 5, 5/30/80.) These goals reflect a community development philosophy which grew out of the experiences of the development community of the 1960s. In basic terms, development is built around:

1. Working with community groups to assess problems and resources;
2. Demonstrating ways in which communities can be more self-reliant in the use of resources;

3. Linking community groups to external resources;
4. Examining ways in which approaches to problem solving can be replicated; and
5. Fostering broad-based community participation in project design and implementation through training opportunities.

These guidelines are congruent with CDF/STC development objectives elsewhere. Given the extraordinary conditions impinging on community development in the Occupied Territories, however, the means for implementing these objectives have taken a specific course. Several examples can illustrate the constraints under which CDF has operated in pursuing participatory development.

1. Assessing Problems - The political situation in the Occupied Territories since 1967 has never been conducive for undertaking sector specific analyses of problems, surveying of regional issues or analyzing community specific problems which might be amenable to an integrated approach. Sources of existing data including periodic (military) government publications and occasional academic studies do not provide a basis for program planning. Over the past three years CDF, working with selected institutional and community leaders, has undertaken project by project mini assessments of need. Due to the reluctance of the government to permit, promote or assist in development related research, CDF has had to resort to partial studies and partial solutions to complex problems such as public health care, pre-school and special education, water resource development and improvement in agricultural systems. Indeed, it appears that some of the USG's concern over the program mix which has characterized CDF to date is related not so much to the relative importance of work accomplished in a given sector, but to problems related to the depth of understanding of the relationship of problems within and between sectors.

2. Gaining Control Over Problems - Much of the theory of community development is based on a notion of increasing individual and household control over scarce resources, improving social, cultural, economic and political access to needed resources, and promoting individual mobility in society. Small, effective inputs into larger problems are often made on the assumption that developing individual competence and confidence will lead to sustained efforts toward useful goals. The goal of self-reliance in a context where an individual's access to resources is purposely restricted, where mobility has real limits shaped by external forces, and where economic growth is linked to political factors, is a goal of major ideological importance. The scale and distribution of CDF activities within such an ambiance probably contributes more to individual self-confidence than to overall community self-reliance. The key intractable development problems are beyond the reach of communities, let alone CDF's resources and imagination. Access to more or improved potable and irrigation water, to cultivating village owned lands, to grazing lands, to market freely with competitive prices, and to maintain and improve the status of health and nutrition, are some of the basic building blocks of self-reliance which are constrained within the politics of the area.

3. Augmenting Available Resources - The economics of development in the Occupied Territories is unique. First, under British administration, followed by Jordanian control, and now under the Military Government, the West Bank has received very little public sector development resources. The Gaza Strip under Egyptian tutelage has fared no better. In both cases, Palestinians working through charitable organizations, cooperative entities and local level voluntary organizations, attempted to mobilize resources. Currently, in contrast to the remarkable small amounts of Western aid and negligible Israeli assistance, the oil-producing Arab states are ready and willing to underwrite Palestinian development. With

notable exceptions, this aid cannot be transferred to intended beneficiaries. In this respect, CDF's small resources do fill an important need. Such inputs mobilize local contributions, waive customs duties, and in some cases leverage Arab funds in support of an activity already underway with CDF support. If Israeli restrictions on external Arab aid did not exist, there would still be an advisory and technical role for CDF along the lines of the objectives stated above. It is clear that for many projects in this context CDF is not playing a role as analyst, assessor, designer, innovator. Rather, CDF is a broker--of financial inputs into activities which otherwise would not occur, and of the procurement of needed commodities. (See PP. 26-27 of Amendment 5 Proposal for a justification of this role.)

4. Fostering Replicable Approaches to Problem Solving - In agriculture and water supply CDF has been particularly effective in working through registered cooperatives to deliver goods and services. Cooperatives separately recognized by Jordan and Israel are slowly being revived partly through PVO financial and technical assistance. Cooperative techniques do overcome problems related to the inequitable distribution and ownership of resources. Occupation ministries do not have adequate technicians, financial resources and credibility with communities to effect coverage within the area. Much of the work of a public sector, in all functional sectors, has fallen to foreign PVOs. There are some obvious limits to developing strong voluntary and cooperative institutions. Concentrated economic strength is often viewed by the government as focussed political consensus. In this regard CDF works with individual community institutions but, out of political necessity, not with provincial entities or regionwide cooperative movements. CDF's objective, it seems, is to strengthen individual local institutions which, through demonstration, can be replicated if external forces permit.

5. Stimulating Participatory Development through Training and Demonstration - Participatory development, as it has taken shape in the community development literature, is a very Western concept. Corvée labor, mutual aid societies and other indigenous group activities reinforce, not bypass, traditional patterns of leadership and autocratic decision-making. Palestinian villages and towns, no less than elsewhere, are hierarchical and replete with patron-client relations. Full participation of project beneficiaries irrespective of class, position, politics and wealth is seldom intended or obtainable in community development projects. CDF projects are no exception in this respect. CDF objectives stress working with groups or committees recognized by the community which, "select projects for implementation, establish priorities, determine the extent of community participation, the amount and kind of outside help required, etc." (Amendment No. 2) Under the occupation administration, individual community leadership is not free to implement priority development projects and to seek external assistance. A complicated system of obtaining official permission for community-based activities exists. Under these special conditions CDF has had to work with something far less than broad-based community representation, and often projects have been selected on the basis of more than developmental criteria. Despite external influences on project selection, CDF has succeeded in pursuing a course in which they have not compromised the "non-sectarian, non-political and non-profit nature of the agency."

B. Broad Selection Criteria

Until the September amendment of the project in 1980, CDF exercised considerable discretionary authority in determining which projects it would support. In fact, general selection criteria have remained relatively consistent during the past three years; e.g., (a) to attempt to target on lower income families, (b) to address the needs of women and children, (c) to incorporate self-help into projects

by requiring the community to meet at least one-half project costs (excluding contributions of land), (d) to strengthen local organizations (cooperatives and charitable societies), and (e) to attempt to assure that at least 50 per cent of overall project funds be devoted to projects which impact on employment and income generation. With these major selection criteria serving as guidance, CDF has focussed attention on three broad sectors, (a) social, (b) economic, and (c) infrastructure development. In pursuing program development three main factors seem to have governed project selection:

1. A broad and relatively diffuse mix of project activities, particularly in the social sector, seems to have characterized early efforts to establish credibility as a development agency with a wide spectrum of Palestinian social, education, and welfare entities. Activities such as aid to local libraries, youth recreational facilities, literacy and skills training centers, preschool and special education (handicapped and retarded children) schools, and specialized support components of the health care situation (dental clinic, blood bank, ophthalmic clinic, prosthetic devices) meet important needs of specific beneficiary groups in the Occupied Territories. Keeping financial inputs per project relatively small and restricting the nature of assistance primarily to commodities, CDF has developed multiple contacts in the private and voluntary sector (i.e., non-municipal). Many of these projects only indirectly impact upon lower income families, and few, in isolation, can begin to address generic issues of underdevelopment, e.g., an inadequate public health system, low quality elementary school system.

2. The lack of significant technical and academic experience of CDF expatriate staff in education, public health and agriculture seemingly contributed to a less than coherent start in programming CDF funds in these sectors during the first two years. Documents such as amendment requests, periodic reports and evaluations

display little substantive understanding of key structural development issues in each of these sectors. Admittedly CDF was additionally handicapped by a political environment which increasingly made sector assessment, data gathering and strategy-setting policy discussions with Palestinians difficult to pursue. In many cases a target-of-opportunity tactic seems to have been pursued in the face of the lack of a sectoral-specific strategy. CDF staff has grown with this experience and now demonstrates a greater awareness of not only the relationship of politics to development, but of the process of development itself.

3. Lastly, over the past three years a number of externalities to CDF itself developed as factors which have shaped CDF decision-making. The major ones relevant to this assessment are the following: (a) a steady annual level of AID support, relatively high given CDF's programming capacity, has permitted large contributions (\$100,000) to individual physical infrastructure projects; (b) an increasing amount of available external Arab financial assistance has become a part of the calculation of what projects CDF might fund in order to leverage other resources. (Many of these project opportunities are in urban places--a process which has added an urban dimension to CDF's traditional rural community-based orientation.) and (c) increased Israeli interest in and involvement with the U.S. PVOs has resulted in restrictions which can and have brought about certain changes in CDF's decision-making. The project approval process involving the Military Government ultimately affects how CDF sets its priorities, selects types of interventions, works with certain communities and organizations, and establishes and maintains working contacts with individuals.

The selection criteria outlined in 1976 was a deliberate broad gauge approach to cover most all program possibilities under the rubric of rural community development with special reference to the delivery of commodities. Within the past year AID/W and U.S. Embassy concern over the developmental content of a number of CDF

projects has led to a useful dialogue between AID and CDF. The September 1980 Amendment 5 is the first time that AID required that CDF provide a rationale for and detail projects to be funded in advance of and as a prerequisite for AID approval.

Over the past three years CDF has invested a considerable amount of staff resources and AID grant funds in the development of water resources, agricultural inputs and health-related support services in the Occupied Territories. These three sectors are fundamental to any further social and economic development of the area. It is clear that in each functional area of concern and throughout the two territories there are serious net deficits in access to natural resources, to physical inputs and to institutional structures. Many Palestinian technical skills exist, but cannot be applied to problems. Arab sources of funds (sufficient to underwrite most needed development) are available but cannot be easily mobilized and transferred. Most management skills are known but cannot be fully and effectively turned to the task of organizing for development. The role of a CDF can easily take shape as a substitute for an indigenous public sector under such circumstances. This assessment has demonstrated that these three sectors can be further developed in a number of critical ways by the rather slim resources of CDF and its sister PVOs barring the development of further restrictions on the work of these agencies. The following section indicates how this is now taking place.

IV. Major Sectoral Programs

Throughout the following discussion of social, economic and physical infrastructure project emphasis is placed upon those experiences, skills and contacts which bear a relation to the three sectors which will constitute the new proposed submission: e.g., water supply and sanitation, agriculture and public health. Although AID does not encourage new project proposals in preschool education at this time, it does

constitute an area of CDF interest and growing ability, and should be considered for possible future funding. (See below.)

A. Social Development

CDF's 1976 objectives in this subject area implied a broad range of interests, e.g., (a) education: school construction, scholarship loans, non-formal training; (b) health: construction or expansion of clinics, health and nutrition education, training of para-professionals; (c) child and family service: day care centers and recreational facilities, child development education as well as home economics and family planning. (See Amendment No. 2, Attachment No. 1, PP. 8-9.)

In a number of individually significant projects CDF did attempt to work as broadly as possible. These consist of the the following:

| <u>Name</u> | | GOI | | \$ |
|--|-------------------------|-----------------|----------------|---------------|
| <u>West Bank</u> | (Status September 1980) | <u>Approved</u> | <u>Pending</u> | <u>Amount</u> |
| Bir Zeit Community Health Clinic | | X | | 25,000 |
| Yatta Charitable Society Vocational Trng. | | X | | 15,000 |
| Dura Cooperative for Higher Education | | | X | 15,000 |
| YMCA/Jerusalem Youth Center | | X | | 25,000 |
| Annahda Women's Assn. of Ramallah | | X | | 25,000 |
| Hebron Red Crescent Society Resource Center | | X | | 65,000 |
| <u>Gaza Strip</u> | | | | |
| Khaza'ah Day Care Center | | X | | 10,000 |
| Red Crescent Society Dental Equipment | | X | | 20,000 |
| Palestine Women's Union Day Care Center | | X | | 30,000 |
| Society for the Care of Handicapped Children | | X | | 15,000 |
| Rafah Municipal Library | | X | | 13,500 |
| Beit Hanoum Youth Club Library | | X | | 5,000 |

| <u>Name</u> | Gaza Strip Continued | <u>GOI</u> <u>Approved</u> | <u>Pending</u> | <u>\$</u> <u>Amount</u> |
|--|----------------------|-------------------------------|----------------|----------------------------|
| Lawyers' Society Community Library | | X | | 10,000 |
| Central Blood Bank Society Laboratory | | X | | 50,000 |
| YMCA of Gaza | | X | | 10,000 |
| Jabalia Day Care Center | | X | | 35,000 |
| Zawaida Village Council Clinic | | (Not Submitted) | | 25,000 |
| Beit Hanoun Youth Club Playing Field | | X | | 5,000 |
| Arab Medical Society Ophthalmic Clinic | | | X | 20,000 |
| Deir El-Balah Youth Club Library | | X | | 7,000 |
| Khan Younis Municipality Kindergarten | | X | | 10,000 |
| Gaza Community Prosthetic Workshop | | | X | 50,000 |

The above list, impressive in the scope of institutions reached does however substantively differ from original objectives. The mode of assistance, as pointed out earlier, is predominately on the supply of equipment and other commodities. The types and levels of education are preschool and special, rather than the formal educational system as originally targetted (primary, secondary, vocational). No non-formal education and/or training in any major sense was attempted. On a case-by-case basis each individual project is interesting in its own right. The totality of effort in terms of impacts in each activity area, e.g., preschool, special education, youth associations, etc., is a bit unclear. There is a major lack of definition of what the magnitude and nature of the problem is in each area. No evaluations of social sector programs were available.

As indicated earlier, CDF asserts that most all types of planning, short or long term, based upon a careful assessment of well gleaned facts is ruled out by the restrictive policies of the Military Government. Projects visited in the social development category uniformly illustrate a highly collaborative working relationship between CDF and the recipient group, good use of equipment provided by the

subgrant, and highly capable institutional management. Additionally, the following seem to be important considerations:

- No comprehensive written evaluation and/or audits of these projects are available.
- Due to a lack of data and planning policies, it is difficult to relate a given project to an overall need or specific area under consideration, e.g., institutional care for retarded children, community-based recreational facilities, clinic-based diagnostic laboratory equipment. Was a particular project the best intervention given other possible options? Within a given project is equipment the appropriate input given the needs for training and for exploring lower cost methods of providing the same services? These and other questions cannot be answered without a more systematic look at the relationship between needs and current methods of delivering services.
- Working through existing indigenous voluntary institutions (i.e., charitable organizations constituted under Ottoman Law), CDF tends to work with community leadership (mainly professional elites) along the lines of fairly standardized approaches of delivering health, education, and welfare services. These humanitarian groups mobilize considerable community resources, but often seem equally in need of improved management practices and comparative information on improving service delivery through lower cost methods. Such technical assistance is not being provided by any source at this point in time.

1. Public Health

Based upon recent discussions with AID, CDF is considering a concentration of grant resources in the social sector in public health-related project interventions. These new projects will have the following characteristics:

- They will be increasingly selected against a growing knowledge base of needs in the public health area derived through survey material and sectoral statistics (e.g., Bir Zeit Health Clinic survey, CRS health and nutrition surveys, possible AMIDEAST sector assessment).

- They will be increasingly selected in conjunction with Palestinian efforts to analyze components of a needed preventive health care system (e.g., planned outreach services of the Arab College of Nursing).

- They will continue to emphasize meeting deficits in health care equipment and specialized vehicles capitalizing on CDF's prior experience in the procurement of commodities.

- Wherever possible, projects will support health care activities targeted on meeting the needs of low income groups in rural areas.

- And lastly, projects will be coordinated with other U.S. PVO donors operating in the health/nutrition area.

Allied public health services throughout the Occupied Territories are reputedly insufficient in coverage and inadequate in quality to meet mounting health needs. With high infant mortality and morbidity rates, incomplete immunization coverage, and the near absence of effective MCH care for most rural communities, there is a definite role for U.S. PVOs. Recent decreases in the health budget of the Military Government have limited or terminated many vital public health services (e.g., community food and water quality testing, maintenance of sanitation systems, tuberculosis treatment, blood testing and banking) and employment opportunities for qualified Palestinian health care personnel. PVO coordination in health and nutrition (other national efforts included) has been less than effective. (CRS

and CDF cooperation with the Hebron Red Crescent is a positive exception. The work of the foreign PVO community from curative hospital care to rural family hygiene, first aid and MCH classes greatly augments the services of Palestinian charitable organizations. The inability to effectively plan such services in the face of a deterioration of the status of health and nutrition and the lack of PVO coordination has somewhat limited the impact of existing programs. More than most sectors, health care can and does attract large sums of external Arab funds. Health planning is a vital prerequisite to the effective scheduling of such external assistance. There also seems to be a high level of interest, although not funds, on the part of the Military Government in public health issues. This is particularly true for urban places where the threat of community-wide disease and illness from inadequate low quality water supply and human waste disposal is always present.

Public health, therefore, has a mix of potentially positive elements such as (a) nascent Palestinian planning for a community health infrastructure, (b) a benign Military Government stance, (c) a network of indigenous charitable organizations with an historical interest in basic health care, (d) external Arab support, (e) a base of trained Arab health manpower (in fact, an oversupply of Palestinian doctors coupled with a shortage of auxiliary rural health personnel), and (f) a foreign PVO community with a mandate to improve welfare with particular reference to women and children.

2. Preschool Education

Preschool education is not offered by the government or the UNRWA/UNESCO system. Private and voluntary community specific organizations currently operate 111 kindergartens in the West Bank and 13 in the Gaza Strip. (UNICEF report,

dated May 8, 1980, E/ICEF/P/L-2014). It is not known what percentage of current demand is met through these facilities or for that matter what quality of education is offered beyond custodial care. Custodial and remedial care for retarded and handicapped children in the 5-6 age group is extremely limited.

Several U.S. PVOs have project activities related to expanding and improving preschool education, eg., construction and equipping facilities, teacher training, curricula development. Until recently some of these efforts have been uncoordinated and possibly duplicative in effort. Currently a number of interested groups meet as a working group to consider problems in this area. These have included Tineh (UNRWA/UNESCO schools involving the Quakers), YMCA, Dier El Tifel (a local group), Mennonite Central Committee, Holy Land Christian Mission and CDF. Meetings have discussed issues such as teacher training and benefits, curriculum development, parent counseling and child development. It is the suggestion of CDF that out of these meetings a joint PVO proposal might emerge that would represent a major step toward greater coordination. The prospect of new AID funding for preschool education should be allied with either the work of this committee or, at a minimum, in the event this committee ceases to function, some tangible evidence of greater PVO cooperation.

At this point UNICEF is prepared to commit \$495,000 for the period 1980-1982 of which as much as \$285,00 will be used to "provide teaching supplies, equipment and furniture for 150 kindergartens in the West Bank and 30 kindergartens in Gaza, as well as assistance for the training of 275 kindergarten teachers (200 in the West Bank and 25 in Gaza)." Additional donor assistance should also take this development into consideration, particularly if this magnitude of assistance is to affect policy planning whether at the level of the Military Government or local charitable organizations.

The anticipated CY 81 GDF proposal is not expected to include a request for preschool education projects; however, AID and CDF should continue to explore ways to contributing to integrated planning in this important area.

B. Economic Development

Returning once more to the 1976 objectives, economic development target projects were grouped as follows: (1) primary production: including agriculture, animal production, beekeeping, fishing and forestry constituted a priority cluster of income generation activities. Subsidized inputs, credit arrangements and technical advice were envisaged as major avenues of assistance; (2) small industries: includes textiles, sewing, food processing and support to artisans and retailers in the form of credit facilities; and (3) consumer and financial services: involving subgrants to cooperatives to expand their marketing and purchasing capability.

Projects to date have consisted of the following:

| <u>Name</u> | GOI | | <u>\$ Amount</u> |
|--|-----------------|----------------|----------------------|
| | <u>Approved</u> | <u>Pending</u> | |
| <u>West Bank</u> | | | |
| (FY 79, 80) | X | | 76,552 |
| Olive Seedling Distribution FY 81 | | X | 70,000 |
| Almond and Fruit Seedling Distribution FY 79 FY 81 | X | X | 5,244 10,000 |
| Grape Vine Trellising Assistance | X | | 18,078 |
| Attil Agricultural Reservoir | | X | 30,000 |
| Deir Ghassana Land Reclamation | | X | 20,000 |
| Beit Rima Land Reclamation | | X | 25,000 |
| Deir Dibwan Land Reclamation | | X | 15,000 |

| <u>Name</u> | <u>GOI Approved</u> | <u>Pending</u> | <u>\$ Amount</u> |
|---|-------------------------|----------------|----------------------|
| <u>Gaza Strip</u> | | | |
| Fisherman's Cooperative Ice-Making Machine | X | | 25,390 |
| Olive Seeding Distribution FY 80 | X | | 9,686 |
| Vegetable Cooperative Mechanization | X | | 12,500 |
| Strawberry Cooperative Mechanization | X | | 12,500 |
| Deir el-Balah Slaughterhouse Equipment | X | | 15,000 |
| Citrus Marketing Cooperatives Factory Study | | X | 25,000 |
| Gaza Community Prosthetic Workshop | | X | 50,000 |

As the list indicates, CDF has been successful in a relatively tight complex of cooperative-based projects centered about the activities of seedling distribution, land reclamation and trellising vine crops. The development of project activity in other areas such as small scale manufacturing, food processing, and broad gauge financial services apparently has not materialized due in part to difficulties related to the Military Government approval process. Most PVOs, particularly CDF, have elected to work through community-based cooperative entities to facilitate the mobilization of local resources. The cooperatives are subject to close scrutiny by Military authorities and are permitted to function only through special permission.

The cooperative movement reaches back to the Palestine Cooperative Movement of the British Mandate* in 1922. Later in 1952, a cooperative movement got underway in Jordan along the lines of credit and "thrift" cooperatives which provided small seasonal loans to farmers. Eventually under the Jordan Cooperative Central Union

* See: West Bank Agriculture Cooperatives by A. Rahmon and J. Ebersole.

August 1, 1980, unpublished.

structures were created for research, development, training, planning and capitalizing of up to 700 cooperatives with over 43,000 members. In the 1967 war, 60 per cent of the cooperatives were severed from Jordan and placed under jurisdiction of the Military Government. Most of these cooperatives, agricultural in function, have become inactive.

Despite the major role played by agriculture in the economy of the Occupied Territories, both areas are major importers of agricultural produce. Land under cultivation has declined due to war related damage, security restrictions, and a lack of access to water resources. A shift has occurred away from field crops toward olives and orchards utilizing existing water resources and taking into account the higher value attributed to labor. The current strategy to expand fruit tree cultivation over land previously cultivated with field crops is a partial adjustment to labor shortages and a number of restrictions imposed since 1967. Fears of investment competition with a subsidized Israeli agriculture, labor scarcity and its cost work together to inhibit more rapid development of the agricultural sector. Historically, the cooperatives were a means of mobilizing community knowledge, skills, capital and equipment and to leverage loans from external sources.

More than in the past, agricultural cooperatives are needed to promote developments such as mechanization, purchase of production inputs, coordinated marketing, more intensive use of irrigation waters, facilitating registration for permits, training (e.g., terrace building and repair), dissemination of information, crop storage, etc. There is virtually no infrastructure to match that of the Jordan Cooperative Organization for the basic elements, e.g., banking, education, auditing.

Since the June 1967 war all cooperatives have been required to register with the Military Government, then reregister in Jordan. Reactivating older cooperatives

also requires registration. Military Government approval is an uncertain process, yet (AID funded) PVO support cannot be extended to a cooperative until registration is achieved. Informal local level organization (political, economic, cultural and social) exist in the Occupied Territories. The cooperatives are viewed by communities as important means for collective action to resolve problems centered about livelihood and income. In supporting these cooperatives, CDF feels that it is helping to restore confidence in community leadership and in a community's ability to effect change.

There is no clear pattern related to obtaining Military Government permission. Where a community is located, its history of dealing with the Occupation authority, individual personages, timing and other "non-economic" factors seem to be as crucial as the issue of what economic role a cooperative will play in community development. It is clear that Jordanian and other Arab funds are available for cooperative-type agricultural activities. In some cases, CDF support to a specific cooperative has leveraged additional external Arab funds.

CDF's new program will continue to stress support to agricultural cooperatives through the provision of production inputs, e.g., seedlings, equipment for land reclamation and credit for increases in productive capacity. CDF understands the potential of the cooperative movement yet is, by experience, keenly aware of sensitivities in dealing with this type of institutional development.

The following points, however, seem appropriate at a time when CDF anticipates an increase in this type of assistance:

- There is an increased need to undertake sector-specific planning as communities demonstrate a renewed interest in cooperative agricultural ventures. Credit services, management training, cooperative education and other needs are common to most all cooperatives. Approaches to assisting particular

cooperatives can profit from a better analytic understanding of system-wide problems. It is understood that such studies are difficult to undertake under current circumstances. Data, however, do exist; yet there are relatively few efforts to use these data to approach development issues in a systematic fashion.

- CDF, ANERA and CRS, not to mention non-USG funded PVOs, are all working with selected cooperatives, often in the same sector and/or region. There seems to be insufficient cooperation between PVOs in setting strategies, collaboratively working to resolve specific problems, exchanging data (e.g., ANERA and CDF) or joint ventures in specific activities. Given increased difficulties in relationships with the Military Government, there would seem to be some benefit in seeking closer cooperation in this and other sectors.

- CDF's agricultural portfolio is growing; however CDF does not have adequate in-house technical expertise in agriculture and/or health. The availability of Palestinian expertise has been of major benefit to CDF project planning in agriculture. It is hoped that such assistance will continue to be available on an in-house or consultant basis. Given the importance of working with cooperatives in a number of sectors (agriculture, infrastructure, small industries, education, etc.) it would seem advisable for CDF to build this capability into its own expatriate staffing.

C. Infrastructure Development

The West Bank and Gaza Strip both suffer net deficits in adequate physical infrastructure related to water supply, sanitation and transportation. The 1976 CDF objectives foresaw developing projects related to (a) community facility construction: housing and community facilities; (b) water and natural resources: repairing, expanding, installing water systems either to effect more conservation

in the use of scarce resources or augmenting where systems do not exist, and (c) transportation and communication: access routes. The resulting program emphasized commodity inputs into small scale water systems (e.g. cistern repair, wells improvement, pumping, storage and distribution), intermediate size sewerage systems (components of municipal systems) and access roads to rural communities. The largest share of this program of infrastructure development is the water resource sector.

Physical, economic and political access to West Bank water resources is a major problem throughout this area. Dependent primarily upon rainfall, the West Bank displays important internal variations in available water due to landscape relief and losses through evaporation, run-off and unfavorable underground drainage. Due to current Military Government restrictions on activities such as accessing aquifers and diverting and impounding surface flows much of the water otherwise available is not utilized as needed by Palestinians communities. In contrast much of the groundwater of the West Bank is directly utilized by Israel proper - reputedly providing almost 40% of Israel's water.

Most rural communities obtain their potable water from springs, wells, cisterns and, in some fortunate cases, piped networks serving various communities. Most springs are fed by aquifers of small capacity and surface run-off and streams are periodic according to season. The same sources are used for domestic animals and to irrigate holdings in the vicinity of the source and along wadis or valley bottoms.

Since 1967 nearly all control over water resource exploitation in the West Bank and Gaza Strip is under the control of the Water Unit of the Military Government. The Military Government is responsible for issuing permits to alter, improve, or bring into existence new sources. It is also responsible for testing source availability and quality. Irrigation water resources are barely sufficient to maintain current levels of irrigated cultivation let alone

to permit major expansion. No permits have been issued for new irrigation wells since 1967. Although the figure is uncertain, perhaps no more than six permits have been issued to drill new wells for village potable water supply during the same period. In contrast, some progress has been made in expanding piped networks to selected communities in rural areas and in upgrading and extending municipal water systems. The increasing demand for domestic water by the development of Jewish settlements in the Occupied Territories presents a physical constraint to satisfying competing Arab needs. The system of issuance of permits also poses a set of political criteria to further limit development of needed resources.

The list of infrastructural projects is an impressive series of interventions ranging from simple tasks such as cleaning and repairing small slope cisterns for use by livestock to multimillion dollars municipal systems for which CDF is providing a single element, eg. pipe.

These projects are:

INFRASTRUCTURAL DEVELOPMENT, WEST BANK

| | <u>CDF Share</u> | <u>(Tentative Proposed)</u> |
|---|----------------------|---------------------------------|
| WB19 Beit Sahur Municipality Road | \$ 35,000 | |
| WB20 Halhoul, Zeboud and Arnaba Connecting Road | 35,000 | |
| WB21 Ahqur, Kinnar and Sinjla Connecting Road | 50,000 | |
| WB22 Deir Ghazaleh Water Project | 55,000 | |
| WB23 Zeita Water Project | 75,000 | |
| WB24 Quaffin Water Project | 70,000 | |
| WB25 Deir Nidham Water Project, Stage I | 5,000 | |
| WB26 Si'ir/Shuyukh Regional Water Project | 130,000 | |
| WB27 Abu Qash Water Project | 30,000 | |
| WB28 Biddu Water Project | 30,000 | |
| WB29 Beit Surik Water Project | 30,000 | |
| WB37 Wadi Fukin Agricultural Road Improvement | | 20,000 |
| <u>WB63 Aizariya Village Council Road Improvement</u> | 25,000 | |
| WB64 Beit Ummar Village Council Road Improvement | 45,000 | |
| WB65 Kuferit Water Project | 40,000 | |
| WB66 Mirkeh Water Project | 30,000 | |
| WB67 Hableh Water Project | 30,000 | |
| WB68 Nu'eima Water Project | 10,000 | |
| WB69 Jalazon Camp Sanitation Project | | 15,000 |
| WB70 Battir Water Project | 35,000 | |
| WB71 Bethlehem District Water Project | 100,000 | |
| WB72 Hebron Housing Cooperative Road | | 15,000 |
| - Baqqar to Kharas Connecting Road | | 65,000 |
| - Bethlehem District Water Project, Stage 2 | | 50,000 |
| - Western Dura Regional Water Network | | 65,000 |
| - Abu Shukheidem, Kaubar and Mazra Water Network | | 90,000 |
| - Mukhmas Water Project | | 30,000 |
| - Deir Nidham Water Project | | 15,000 |
| - Ayn Duyak Water Project | | 35,000 |
| - Al Awja Water Project | | 50,000 |
| - Battir Water Project, Stage 2 | | 15,000 |
| | <u>\$855,000</u> | <u>\$465,000</u> |
| <u>INFRASTRUCTURAL DEVELOPMENT, GAZA STRIP</u> | | |
| GS13 Rafah Municipality Road, Stage 1 | \$ 13,000 | |
| GS14 Deir El-Balah Municipality Road | 25,000 | |
| GS50 Beit Lahya Water and Sewage Network | | |
| GS51 Jabalia/Nazla Community Water Reservoir | 50,000 | |
| GS52 Shejaia Quarter Water Network | 50,000 | |
| <u>GS53 Shejaia Quarter Road Improvement</u> | 75,000 | |
| GS54 Breij Camp Entrance Road Improvement | | 25,000 |
| GS55 Maghazi Camp Entrance Road Improvement | | 25,000 |
| <u>GS56 Zawaida Village Council Road Improvement</u> | 25,000 | |
| GS57 Khan Younis Municipality Sewage Pipelines | 100,000 | |
| <u>GS58 Qarara Quarter Electrification Extension</u> | 5,000 | |
| <u>GS59 Bani Suheila Community Sanitation</u> | 12,500 | |
| GS60 Abasan es-Saghira Water Reservoir | 30,000 | |
| - Khan Younis Sewage Treatment Plant | | 100,000 |
| - Beit Lahya to Jabalia Connecting Road | | 50,000 |
| - Abasanes-Saghira Community Sanitation | | 15,000 |
| - Khaza'ah Reservoir and Pipelines | | 20,000 |
| - Rafah Road Improvement, Stage 2 | | 15,000 |
| - Gaza Housing Cooperative Water Supply | | 50,000 |
| - Rafah Housing Cooperative Water Supply | | 40,000 |
| | <u>\$383,000</u> | <u>\$465,000</u> |

Despite the severity of issues surrounding the development of water resources, CDF is doing a very credible job in identifying opportunities, working with local communities in the design of needed assistance, and in delivering required commodities. Many of these water projects offer the following advantages:

- most any magnitude of input does result in a significant upgrading of the availability of water - a need high on the priority list of most communities.

- inputs have tended to be straight forward (eg. pipe, pumps) and easily quantifiable. In turn local contributions are easily verifiable.

- import tax exemption on commodities does serve as additional incentive to communities and stretches the CDF input.

- CDF in many cases by funding individual projects leverages additional external Arab funds. With CDF seed capital, some communities have managed to attract other resources.

- in many cases CDF participates in major long-term community planning. Contributions to municipal sewerage and water systems are seemingly undertaken in conjunction with long range town planning.

Investments in urban physical infrastructure is a relatively new role for CDF. Many municipal projects are long-term developments in which CDF only participates in an early phase of development. Many such projects are really open-ended and, because of the general uncertainty of the political situation, run the risk of not being completed. It would be wise if CDF reviewed its decision to be involved with capital intensive urban infrastructure. As it is true that relatively larger sums can be obligated for such projects (\$100,000-\$150,000), CDF's role in such projects changes from that of a technical catalyst for community participation in rural development to that of a procurement agent in segmentary projects.

V. Some Management and Planning Issues

A. Staff efforts and relations

CDF relies heavily upon a local staff of project coordinators, consultants and interns in both the West Bank and Gaza Strip. This staff has varying levels of skills in agricultural extension and research, business management, accounting, engineering, pre-school education and environmental sciences. The local staff are responsible for many of the daily contacts with project beneficiaries, local officials and technical members of the Ministry of Social Affairs. This staff also provides all necessary translation in areas where expatriate facility in Arabic is limited. The contacts with community representatives is a critical function of the local staff. A number of CDF projects seemingly developed from the personal contacts of local staff enabling CDF to develop a more coherent knowledge of local need and capabilities. Periodically, Palestinian staff have met with Military Government restrictions in terms of their contacts with Ministry officials. Clearly without the insights, social contacts, and level of technical understanding of problems provided by Palestinian staff CDF could not have the progress it has made to date.

Expatriate staff, at the time of this visit, consists of Mr. Thomas Neu and the part time involvement of Mrs. Patricia Neu- particularly in the social sector. The Neus over the past two years have developed a solid knowledge base of development needs coupled with a growing facility in Arabic. A Ph.D. candidate in economic development at the Fletcher School Mr. Neu has a good grasp of general development issues. Using local staff as resource persons he has developed a keen appreciation of problems and approaches in agriculture and water resources in particular. Serving as the senior Project Manager, he provides policy guidance, management advice, and technical inputs into the work of the CDF office. Most important, this role of a senior expatriate such as Mr. Neu as a broker or gatekeeper between Palestinians (CDF

staff, project participants, etc.) and Israelis is critical. Contacts between Palestinians and Israelis during the project approval and implementation phases can be numerous. CDF does successfully perform a needed liaison between potentially antagonistic groups.

Observation of other types of relationships were rather limited. There seems to be a good flow of information between the PVOs at the level of local staff. I found the local staff of CDF to be an accurate guide to the specific program/project content of other PVOs, sharing information and experiences. At the level of senior CDF staff, however, there seems to be a less than satisfactory degree of cooperation with other PVOs. The lack of cooperation between CDF and ANERA in the area of agricultural development and small scale productive activities is serious but can be easily remedied. In the area of pre-school education, in contrast, CDF contacts with other PVOs is rather good. A task force in pre-school education serves to bring PVOs together in a more regular format.

There is a need for increased cooperation between AID-supported PVOs. The volume of project activity in areas such as working with agricultural cooperatives is increasing. The need for coordination between (a) Palestinian cooperatives (b) with the Jordan Cooperative Organization and (c) with Military Government Palestinian technical personnel will become a greater issue as cooperatives become more active, reach out to undertake more ambitious activities, and in general become more visible instruments of development. Cooperation between PVOs is further dictated by the recent increase of Military Government concern over PVO operation (eg. licensing procedures, operational guidelines, accountability).

B. Reporting and oversight of programs

The plan to add a third expatriate to the CDF staff for both Israel and West Bank/Gaza program administration will greatly relieve an administrative

burden upon Mr. Neu. Between project monitoring (in both territories), project design work and report writing, Mr. Neu often appears to be overextended in terms of administrative responsibilities and analytical demands. CDF documentation to AID (e.g., amendment submissions) could be fuller in terms of sub project descriptions and analyses, a process that would absorb even more time.

Equally as important as the adequacy of CDF submission and periodic reporting is the subject of project specific evaluation and audits. CDF has imposed an ambitious schedule of evaluations upon itself to be completed by early CY 81. There is little evidence that present staff strength is sufficient to realize this schedule without significant outside resources.

In general, sub project descriptions and feasibility analyses could be improved through a more rigorous process of project design. Increased attention to some of the basic economic cost/benefit variables would improve the quality of a number of project descriptions. Another item discussed with CDF was the possibility of expanding the amount of sector-specific information provided with major submissions to AID. It is recognized that sector information is not easy to assemble and/or verify under these circumstances. AID/W and USG officials in Jerusalem and Tel Aviv could help to assemble relevant data to provide a background for PVO related program submissions.

C. Program Concentration

This brief assessment has pointed toward a need to develop a tighter program strategy around the three concentrations of: (a) (potable) water resource development, (b) strengthening agricultural cooperatives and (c) equipping rural primary health clinics. This strategy has been discussed in considerable detail with CDF field staff and the advantages and problems outlined.

On the positive side there are a number of reasons why CDF should pare back to a more concentrated program. These are:

- a demonstrated ability to work in these areas (e.g., a reputation with Palestinians in various communities);
- the generally recognized priority of these types of interventions for further community development
- recent problems between the Military Government and the PVOs, notwithstanding, the positive interest of the GOI in providing adequate basic services to Palestinian communities:
- the ability to leverage external Arab funds specifically in these particular areas; and
- the apparent availability of Palestinian know-how and technical skills which can be mobilized for these sectoral tasks (e.g., public health personnel, engineers).

A further reason, although highly speculative, deserves mention. The program focus outlined earlier would require CDF to seek sources of funding other than AID to remain in youth-related, social welfare and special education activities. One source of funding would be private funds from Federation sources. A broader base of funding for West Bank/Gaza Strip activities would permit CDF to remain active in areas beyond AID's current specific interests.

Greater program focus also raises a number of issues. To be effective, while concentrating resources in a limited number of sectors, it will be necessary to increase understanding of systemic development problems within any given sector. This can only be done through a better analytic use of available information and limited efforts to generate new data. As mentioned earlier, there are real and potential limits to undertaking sector specific analyses. A major question is how much development planning can take place by Palestinians, by PVOs and by the Military Government given prevailing political sensitivities. The Military Government does seem to have a genuine concern over issues of: (a) resource planning (particularly development starts which might commit GOI resources to recurrent costs, (b) the appropriateness of

technologies employed by PVOs to undertake development tasks, (c) the possible duplication of activities through inadequate coordination between PVOs, and (d) the wider linkages between PVO assisted activities and other functionally related sector activities. Because of these and other reasons more related to the current political climate, the GOI has elevated its interest in the work of the PVOs. Further exploration of sector issues should be pursued within the limits of the current situation.

A second concern growing out of sector concentration is geographic or regional concentration. CDF's current and proposed projects are dispersed throughout the two areas. In a few exceptional cases complementary activities are located in close proximity either in the same network of small neighboring communities or within a region defined by a common water problem or identical agricultural situation. However, such propinquity is not a reflection of a conscious CDF strategy to inter-relate projects in an integrated fashion. In fact, to date, CDF has avoided visible efforts to concentrate projects in support of integrated community development and/or area development.

Many interventions lend themselves to integration within an overall community development plan, eg. CDF's efforts to improve village water supply together with community efforts to upgrade health/nutrition services; improving village access roads together with strengthening an agricultural cooperative. CDF is interested in a community's overall plan to develop resources and facilities but has been hesitant to associate itself with more than single interventions. It is not always clear when and where such hesitency is dictated by problems related to visibility or by a conscious effort to allocate resources as broadly as possible among communities. Within the coming year more attention should be given to selected cases in which a concentration of diverse sectoral resources on single communities would be not only politically

possible but suggested by the situation at hand.

At the next level up, CDF is assisting the resolution of region-wide problems, e.g., large scale provision of seedlings within a given area, land reclamation to expand the region's area under cultivation and trellising grapes or pruning olives to introduce improved practices throughout a region. Such examples, working through different community implementing agencies, in the aggregate do have a wider systems impact. Allowing the same caveats related to sector planning. CDF could begin to conceptualize problems at a regional level while continuing with a policy of assisting discrete communities.

In retrospect, many of the key development issues, e.g., scarcity of water resources, transportation networks, environmental impacts of human waste disposal, and a changing land use situation are clearly regional issues. CDF does have a good basic start in understanding regional and subregional issues. Its support to institutional development (cooperatives), human resources (health, sanitation, nutrition) and economic sufficiency under difficult circumstances is to be greatly commended.

Assessment of CDF West Bank/Gaza Programming

(Duration: 10 days between October 1-14, 1980)

I. Objectives:

- A. To assess relation of CDF's development objectives set forth in the original grant agreement and Amendment 2 to discrete project activities.
- B. To assess performance of CDF in terms of selected administrative and personnel issues
- C. To assess nature of working relationships between CDF staff and Palestinian institutions and individuals, other PVOs active in similar sectors, Israeli authorities, and U.S.G. official personnel.
- D. To assess the programming potential of CDF given existing political constraints and grantee capabilities.

II. Specific Areas of Inquiry:

- A. Impact of project activities (to be jointly selected by AID and CDF. Time permitting, two projects from each of the Social, Economic and Infrastructive Development sectors should be studied).
 1. responsiveness to beneficiary needs
 2. degree of local contribution and participation
 3. mode of selecting projects/process of clearance/involvement of CDF in implementation, including provision of technical assistance
- B. Style of CDF management
 1. Relationships between CDF and Palestinians, Americans and Israelis involved in CDF's scope of activities.

2. perception of CDF of overall contextual issues and of development issues.
3. quality of performance of CDF staff in project design and implementation, office management, reporting and self-evaluation.

C. Future program directions:

1. Practicality of effecting greater concentration of project activities in fewer sectors.
2. Feasibility of undertaking broader economic (program specific cost/benefit) analyses to complement programming.
3. Desirability of continuing current types of projects.

List of CDF Projects Visited

| <u>Date</u> | <u>No.</u> | <u>Description</u> |
|-------------|-------------|---|
| 9/30/80 | GS 12 | Fisherman's Cooperative |
| 10/1/80 | GS 56 | Zawaida Road Surfacing |
| | GS 48 | Deir el-Balah Slaughterhouse |
| | GS 57 | Khan Younis Municipality Sewage |
| | GS 44 | Khan Younis Municipality Kindergarten |
| | GS 10 | Central Blood Bank Society Laboratory |
| 10/2/80 | GS 06 | Sun Society Handicapped Children's Center |
| | GS 49 | Gaza City Citrus Marketing Center |
| | GS 51 | Jabalía Community Water Reservoir |
| | GS 09 | Lawyer's Society Library |
| | GS 52 | Shejaia Quarter (Gaza) Water Network |
| | WB 71 | Bethlehem Water Project |
| 10/3/80 | | Bethlehem Market Place Refrigeration |
| | | |
| 10/4/80 | WB 01/30/72 | Olive Seedling Distribution |
| | WB 02/31/73 | Almond & Fruit Seedling Distribution |
| | WB 17 | Dura Education Cooperative |
| | WB 26 | Si'ir and Shuyukh Water Project |
| | WB 32 | Grape Vine Trellising |
| | WB 35 | Beit Rima Land Reclamation Cooperative |
| | WB 62 | Hebron Red Crescent Society |
| | WB 20 | Halhoul (Market) Connecting Road |
| | WB 21 | Nunqur, Sinjir, Kinnar Connecting Road |

(2)

Annex B

List of CDF Projects Visited

| <u>Date</u> | <u>No.</u> | <u>Description</u> |
|-------------|------------|---|
| 10/6/80 | WB 15 | BirZeit Community Health Clinic |
| | WB 34/35 | Beit Rima Agricultural Cooperative |
| | WB 61 | Annahda Women's Association of Ramallah |
| | WB 74, 75 | El-Bireh Municipality Sewerage Treatment Plant and Seedling Nursery |
| 10/7/80 | WB 68 | Nu'eima Village Water Project |
| | WB 76 | Arab Development Society Irrigation Equipment |
| | WB 37 | Wadi Fukin Agricultural Road Improvement |
| | WB 29 | Eastern Slopes Cistern Repair Assistance |
| 10/12/80 | WB 23 | Zeita Village Water Project |
| | WB 24 | Qaffin Village Water Project |
| | WB 66 | Mirkeh Village Water Project |
| | WB 33 | Attil Agricultural Cooperative Water Reservoir |

Partial List of Individuals Contacted Through CDF Projects

| <u>Date</u> | <u>Name</u> | <u>Position</u> |
|-------------|-------------------------------|--|
| 10/1/80 | Mr. Muh. al-Astar | Mayor: Khan Younis, Gaza |
| | Dr. Haidar Abdul-Shafi | Dir., Palestine Red Crescent, Gaza City |
| | Miss Yusra Barbary | Dir. Palestine Women's Union, Gaza City |
| 10/2/80 | Mr. Abed Abu Mrahil and staff | Central Blood Bank, Gaza City |
| | Mr. Rashad Shawwa | Mayor: Gaza City |
| | Mr. Ahmad Shawna and staff | Dir. Sun Day Care Center, Gaza City |
| | Mr. Abdul-Midein | Dir. Citrus Marketing Cooperative, Gaza City |
| | Mr. Fayez Abu Rahmeh | Dir. Lawyer's Society, Gaza City |
| 10/3/80 | Mr. Elias Freij | Mayor: Bethlehem |
| | Dr. Amin Al-Khatib | Dir. Union of Jerusalem District Charitable Societies |
| 10/4/80 | Mr. Adnan Obeidat | Dir. Cooperatives, West Bank |
| | Mr. Marwas Hijazi | Dir. Red Crescent Society, Hebron |
| 10/6/80 | Dr. Gaby Baramki | Pres. BirZeit University |
| | Dr. Rita Giacaman and staff | BirZeit Women's Association Clinic |
| | Ms. | Annahda Center for Mentally Retarded Children |
| | Mr. Ibrahim Taweel | Mayor, El-Bireh |
| | Mr. Yusef Ghannan | Dir. Deir Dibwan Agric. Cooperative |
| 10/7/80 | Mr. Musa Alami | Dir. Arab Development Society, Jericho |

Partial List of Individuals Contacted Through CDF Projects

| <u>Date</u> | <u>Name</u> | <u>Position</u> |
|-------------|--------------------|-----------------------------------|
| 10/9/80 | Dr. Yasir Obeid | Dir. Arab College of Nursing |
| | Dr. Michel Dabdoub | Dir. French Hospital, Bethlehem |
| | Dr. Amin Majaj | Dir. Makassed Hospital, Jerusalem |