

REPORT ON HAVA

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Through brief interviews with HAVA staff, Board members, USAID personnel, representatives of member agencies, and the evaluation team, it appears as though HAVA has made reasonable progress towards meeting the goals and objectives of USAID's grant. Under the new leadership HAVA has the potential of emerging as a cost effective vehicle to coordinate and provide services to the PVO community in Haiti. Over a short period of time they have gained respect and confidence within the PVO community as well as the Ministry of Plan. Additional exposure to USAID staff would be helpful to HAVA in its quest for institutional growth. In my interviews I have found that HAVA has resolved or is in the process of resolving many of the major concerns of the USAID Project Officer. These concerns are as follows:

Sub-Grants

Ninety five (95%) of HAVA's grant portfolio has been disbursed. With one exception the majority of grantees have been small Haitian organizations. With close monitoring and an effective project selection committee there does not appear to be favoritism or conflicts of interest in project selection. The review and approval process has been streamlined (approximately four weeks). Reporting procedures are adequate and serve as good management training tools especially for the smaller PVOs.

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Haitian Participation

It is fair to say that there is a definite trend of increased Haitian participation in all facets of HAVA. Approximately sixty (60%) of HAVA's membership pay dues. A more equitable scale should be established not to overburden the smaller Haitian PVOs. Creole is the dominate language of HAVA. Research documents and newsletters are translated into English. The office atmosphere is friendly which is helpful to even the smallest of PVOs in requesting services.

Recurring Costs

The estimate of \$ 135,000 for core support is approximately the same for the AID/PVO associations in Central America. HAVA shows promise in broadening their donor base (i.e. Inter American Development Foundation, UNICEF, United Way). Perhaps innovative small scale businesses, enterprises would be useful in deferring many of the fixed expenditures.

HAVA has developed a long-term strategy for sustainability as explained in their Bridge Grant Proposal submitted to USAID.

Field Capabilities

Because of a small staff HAVA has limited presence in the field. They have established a relatively strong network outside Port-au-Prince and are in the process of forming regional councils. With additional monitoring responsibilities HAVA must think in terms of increasing their staff.

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Seminars/Workshops

Because of the political situation Seminars and Workshops have not been held with any regularity. A Seminar on Donor Coordination sponsored by HAVA was widely attended and provided useful information opportunities for the participants.

Technical Committee

It is the opinion of most of the people interviewed that the Technical Committee could be strengthened. Perhaps an informal consultative arrangement with AID personnel could be worked out.

Training

Training seems to be another problem area for HAVA. The leadership has recognized this as a short fall and is currently conducting a training needs assessment of its member agencies.

Services

A consensus of those interviewed believe that HAVA as a provider of services is performing a very valuable role. Such things as legal council, registration, coordination, information library, personnel clearinghouse, grantsmanship, and Government representative are viewed positively by their members.

Broad Based PVO Vs Sectoral Based PVO Approach

For a Broad Based PVO association to be effective they must be able to work in areas of need that are consistent with USAID Development strategy.

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There seems to be little doubt that HAVA in their institutional growth must consider strengthening their Sectoral Committees. USAID could play an important role in this process.

HAVA has demonstrated an excellent capacity to establish and manage their "Water and Sanitation Committee", and it is my understanding that HAVA has made significant studies as well in Education. There is no reason to believe that HAVA could do equally as well in other sectors. I believe USAID has a good nucleus of PVOs genuine interested in the success of HAVA that could pool their talent and experience in developing these areas. To establish independent Sectoral PVO Associations at this time in HAVA's growth would be detrimental and ultimately undermine the successful credentials that HAVA apparently has with the PVO community to date.

Recommendations

Over and above the recommendations I have mentioned I believe HAVA can play an important complementary role with USAID vis a vis PVOs. Pending a positive evaluation, which I think it will be, I consider that HAVA warrants further USAID support. I believe HAVA will make a significant contribution to PVOs in Haiti and look to them to assist the bureau in future PVO association development.

MODELS OF AID/PVO
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In one form or another, AID funding of PVOs through "Associations" or "Umbrella Projects" has been around for over a decade. Indonesia set up the first such project under the rubric of co-financing. To facilitate working with PVOs many other missions in Africa and Latin America have designed similar funding mechanisms which vary greatly from project to project. Missions must strike a balance between a desire for satisfactory project control and the offsetting staff management burden. A summary of the highlights of these mechanisms follows:

FOPRIDEH - Honduras

Founded in 1980 by interested U.S. and local PVOs. In F. Y. 1984 they received a grant from USAID (5 million equivalent plus \$ 500,000 U.S.) The purpose of the grant is to provide support for institutional strengthening, establishment of a project fund and to enhance FOPRIDEH's capabilities to provide technical assistance to their member agencies. Membership totals twenty organizations both U.S. and local. Their grant portfolio consists of approximately 15 projects ranging from \$ 15,000 to \$ 100,000.

CINDE - Costa Rica

In F. Y. 1984 USAID provided CINDE with a 7 million dollar grant to establish a PVO unit. The purpose of the grant was similar to that of FOPRIDEH's in that a project fund and a technical assistance program was to be established.

MODELS OF AID/PVO ASSOCIATIONS AND
UMBRELLA PROJECTS (Cont'd)

Currently their grant program consists of 70 projects ranging from \$ 5,000 to \$ 250,000. CINDE is not a member agency and has had difficulty in gaining acceptance by the PVO community. Recently USAID has provided Private Agencies Collaborating Together (PACT) with a grant to assist CINDE/PVO in grant management and constituency building.

ASINDES - Guatemala

ASINDES, a relatively new PVO association made up of twenty member agencies, will also receive assistance from PACT. PACT will offer to ASINDES basically the same technical assistance program as that of CINDE namely grant management and member agency service support.

United Way / CVSS - Jamaica

U. W. of Jamaica received an O.P.G. in F. Y. 1983 for 3 million in D. A. funds and 2.2 million (equivalent) in local currency. They currently fund 20 PVO projects ranging from \$ 10,000 to \$ 150,000. U. W. has made significant inroads into the Jamaican private sector as evidenced by their recent financial campaign drive where they raised \$ 250,000 U.S. They receive substantial support and technical assistance from United Way International.

The Kenya PVO Co-Financing Project

USAID/Kenya authorized a new Co-Fi project in 1985 to fund \$ 12 million worth of PVO activities in agriculture and nutrition, health and population, education, and selected development over a 7-year period. Components

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MODELS OF AID/PVO ASSOCIATIONS AND
UMBRELLA PROJECTS (Cont'd)

of the projects include both large (OPG-like) and small grants, PVO support services and training, project management and evaluation.

The Somalia PVO Partners Project

USAID/Somalia plans to channel \$ 15 million over four years to primarily USPVOs for projects in agriculture and nutrition, health and selected development. The purposes are to expand PVO work in sectors consistent with the Mission country strategy and to develop the indigenous capacity of local organizations to participate in the development process.

The Zaire Model

In 1983 USAID/Zaire made a \$ 5,000,000 ESF grant to a PVO, the Organization for Rehabilitation Through Training (ORT). ORT administers a series of subproject grants to local and U.S. PVOs in the areas of health care, road upgrading and education/training. The PVO will manage this "umbrella project" for the Mission.

The Senegal Model

USAID/Senegal has developed a six-year, \$ 9,000,000 project to support PVO activity and Enterprise Development. The project has two components: it promotes development by village organizations and by small-scale enterprises.

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The Kenya Rural Private Enterprise Model

In 1984, USAID/Kenya signed a \$ 6. million cooperative agreement with World Education, Inc. (WEI). \$ 4.2 million of this agreement was for the review, approval and grant-making process; (2) managerial assistance to participating PVOs.