

PD-ABU-748  
113152

**Cooperative Housing Foundation  
Quarterly Performance Report**

**Post-Hurricane Georges Housing Reconstruction Program  
Dominican Republic**

**Grantee:** Cooperative Housing Foundation  
**Cooperative Agreement:** 517-A-00-00-00102-00  
**Reporting Period:** July 1, 2001 through September 30, 2001  
**Submission Date:** October 31, 2001

**1. Background**

On October 7, 1999, the U.S. Agency for International Development (USAID) Mission in the Dominican Republic awarded \$7,800,000 to the Cooperative Housing Foundation (CHF) through Cooperative Agreement No. 517-A-00-00-000102-00 to coordinate the Post-Georges Housing Reconstruction Program in the Dominican Republic. An amendment was made to the Cooperative Agreement to add resources for water and sanitation in new urbanization projects, increasing the budget to \$8,267,000.

The Government of the Dominican Republic and international donor agencies provided emergency relief and initiated housing repairs and large-scale construction projects. The USAID/DR Mission, in coordination with the USAID Office of Foreign Disaster Assistance (OFDA), provided \$2.5 million in emergency temporary housing funds, which enabled 3,683 families to build temporary shelters and latrines. In the Phase II housing reconstruction targeted with this Cooperative Agreement, Dominican non-government organizations (NGOs) and beneficiary families will build and repair over 3,700 houses.

On September 21, 2001, USAID/DR approved a 'no-cost' extension of the CHF Cooperative Agreement through December 31, 2001 due to delays caused by the Dominican Government in the installation of infrastructure services in three new urbanization housing projects.

**2. Expected Results at the Conclusion of this Cooperative Agreement**

The primary outputs of the USAID-CHF Housing Reconstruction Program are as follows:

- Construct 2,250 new houses.
- Complete 1,541<sup>1</sup> home repairs and retrofits to improve existing houses.
- Develop improved house designs and construction techniques for use by local NGO housing providers and residents of impacted communities.
- Strengthen the institutional capacity of NGOs to provide affordable housing.
- Support NGOs in obtaining supplementary counterpart resources for land and infrastructure.

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<sup>1</sup> USAID/DR Reconstruction Office requested that CHF modify its scope of work, reducing the number of repairs/retrofits from 2,750 to 1,541 households.

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### 3. Current Core Program Activities

#### A. Program Coordination

CHF has been working with NRECA to coordinate the installation of electrification services in Benedicto and La Romana. NRECA will not have the counterpart resources for the Bayaguana project. In addition, CHF and USAID are working closely with INVI, INAVI and INAPA in the provision of counterpart infrastructure services in various projects.

##### 1. Measurable Outputs: Project Coordination

Program Deliverables	Quarter	Status	Comments
I-1. Hiring of CHF-DR project staff	Q1 - Q2	Completed	
I-2. Formation of the Project Advisory Committee	Q2 - Q4	Completed	
I-3. Institutional Agreement with FONDOVIP	Q2 - Q4	Completed	

#### B. Planning and Mobilization

CHF has completed all of the program planning and mobilization activities.

##### 2. Measurable Outputs: Planning and Mobilization

Program Deliverables	Quarter	Status	Comments
I-1. Definition of the project financial model	Q3	Completed	Technical proposal
II-2. Review/decision on NGO pre-qualification applications	Q1 - Q3	Completed	Public announcement; review applications
II-3. Guidelines for NGO Project Proposals	Q2 - Q4	Completed (3 manuals)	Urbanizations, <i>in situ</i> and housing/repairs
II-4. Guidelines for NGO financial management	Q1 - Q2	Completed	Manual
II-5. Guidelines for NGO financial audits	Q1 - Q2	Completed	Terms of reference; NGO audit reports
II-6. Guidelines for reporting NGO counterpart contributions	Q1 - Q2	Completed	Manual
II-7. Technical guidelines for house, site design, construction	Q1 - Q2	Completed	Manual

#### C. Project Identification

In Situ New Housing: CHF completed the *in situ* new housing component in the first quarter 2001, with 1,218 homes built in 10 provinces.

Urbanization New Housing: CHF has completed the sub-award process for four new housing urbanizations, which include the following:

- Benedicto: IDDI (affiliated with the Association of Hotel Owners Bayahibe La Romana – ASONAHORES and INAVI); Relocation of Padre Nuestro community; 185 families.
- Bayaguana: IDDI (affiliated with the Municipality of Bayaguana and INVI); 100 families.
- San Juan de la Maguana: FUNDASEP (affiliated with INVI, INAPA, SEOPC); 138 families.
- La Romana: CHF (affiliated with INVI); estimated 300 families.

Repairs/Retrofits: The repair/retrofit component of 1,541 housing units was completed during the second quarter 2001.

Water and Sanitation: CHF has completed the sub-awards process for the water and sanitation component, with the sewage treatment in Nuevo Cepillo, San Juan de la Maguana. INAPA has signed an MOA with FUNDASEP to provide RD\$3 million (US\$180,000) to complete this facility.

NGO Sub-Awards this Quarter: None. The NGO sub-award process is complete.

### 3. Measurable Outputs: Project Identification

Program Deliverables	Quarter	Status	Comments
III-1. Review of 25 NGO housing project proposals	Q2 – Q5	Completed Cumulative total: 33	
III-2. Execution of 20 NGO grant awards	Q2 – Q5	Completed Cumulative total: 32	
III-3. Execution of housing projects in at least 10 provinces	Q2 – Q8	Completed Cumulative total: 12	

#### D. Construction Phase

The remaining construction activities are at the four new urbanization housing projects (an estimated 685 houses). In each project, there are Dominican national government agencies involved in some portion of the infrastructure service provision, with CHF or the NGO sub-awardees responsible for house construction and project coordination.

- San Juan de la Maguana (100 families)
- Benedicto/Bayahibe (185 families)
- Bayaguana (100 families)
- La Romana (estimated 300 families)

1) In San Juan de la Maguana, the FUNDASEP project in Nuevo Cepillo is proceeding satisfactorily. In the previous quarter, three sub-awards were made to FUNDASEP for construction of 100 houses, extension of the water and sewer distribution lines to these houses with utility hook-ups and for construction of a sewage treatment plant.

Clearing and leveling of the final section is complete and the site has been placed on grade. The water and sewer lines have been installed for this new section, with floor slabs (slab-on-grade) and duplex party walls prepared for panel construction. FUNDASEP had completed installation of a portion of the pre-fabricated concrete panels on 25 houses and is proceeding with interior/exterior finish work.

The sewage treatment plant has been advancing on schedule. FUNDASEP has completed the excavation work for the aeration pond and installation of the two kilometers of underground piping for

effluent removal. However, INAPA's continued failure to disburse funds from its MOA with FUNHAVI will present difficulties with timely project completion. Unless INAPA meets its financial obligations on the sewage treatment plant, FUNDASEP will be unable to complete project infrastructure and move families into the houses. In response, CHF, USAID and FUNDASEP have met regularly with INAPA and the Secretary to the President to identify alternative funding sources within the GODR.

2) The Benedicto/Bayahibe housing project for 185 families has resolved most of its earlier difficulties and has been advancing at a reasonable pace. IDDI introduced more skilled trades to the project, achieved a more efficient use of prefabricated components and coordinated the timely delivery of building materials. By the end of September, IDDI had initiated construction activities on 179 houses (97%), with mobilization of the finishing crews scheduled for October and November.

In the past quarter, considerable effort was expended in the social development phase. Major internal conflicts erupted among various factions within the Padre Nuestro community, threatening the active participation of community residents. After a series of community consultations that involved local political leaders and led to the revision and modification of the list of project beneficiaries, community residents returned to the project in force and have been contributing their self-help labor to the construction process. The reintegration of the community residents has improved noticeably the pace of construction.

The anticipated date for construction completion in Benedicto is November 15<sup>th</sup>.

3) The IDDI Bayaguana housing project for 100 families has proceeded slowly due to technical and bureaucratic delays by INVI, who is responsible for providing infrastructure services. INVI technical staff have been behind schedule in all aspects of project development, from design through budgeting to contracting. Nonetheless, after several meetings with the INVI General Manager and Technical Sub-Director, they remain firm in their commitment to provide the necessary resources to complete this housing project.

By the end of September, INVI had identified an infrastructure contractor, but had not yet issued the contract or made an advance payment. In project site meetings, INVI and its selected contractor indicated that site work would begin in October and that the first section of house lots would be ready for construction by mid-October.

IDDI has been advancing with project preparation, hiring a project engineer, building a site office and warehouse, purchasing building materials and training project beneficiaries (with Carbajal Foundation support). They will use the same house design and construction system prepared by CHF for La Romana.

4) In La Romana, CHF is responsible for all phases of project implementation. INVI assigned a local site contractor for earth movement and placing the project site on grade for house construction. After the initial contractor intervention, CHF began house construction in late July and broke ground on the first 126 houses by the end of the quarter. The INVI site contractor has stopped work on several occasions because of INVI's failure to make regular progress payments consistent with the advances and due to equipment difficulties..

CHF and USAID have met on numerous occasions with INVI management to resolve the payment bottleneck, obtaining their commitment that the La Romana project is their agency's highest priority. The INVI General Manager agreed to make weekly payments to the site contractor in an effort to

expedite the pace of work. In September, INVI was able to make regular payments and as a result the site work has advanced significantly in La Romana. Nonetheless, the problems caused by INVI and its contractor have affected CHF's construction schedule, requiring CHF to extend its field presence until December 1<sup>st</sup>.

The CHF construction program has demonstrated a high degree of organization and efficiency. The premises on which CHF based its construction schedule have been validated, and a rapid pace is sustainable when sufficient house lots are available to the subcontracted construction trades. CHF has systematized the construction process, incorporating prefabricated elements (roof, floor slab, plumbing) with tight trade and material coordination.

CHF has completed the beneficiary selection process and is training a group of 27 social promoters in sanitation, social organization and community participation. CHF has selected the residents of the wooden shelteres (*barrancones*) and the child-care center as the target beneficiaries, and any remaining houses, if any, will go to families occupying the duplexes in front of the project site. CHF is assisting the group to legalize its organization and develop a set of by-laws and operating regulations. CHF has tentatively identified Habitat for Humanity as the local NGO that will assist the community in its future social development plans.

CHF signed an agreement with INVI for the provision of financial resources for the lightweight concrete roof for all houses. CHF has not yet received the first of two disbursements for the roofs. If INVI is unable to provide funds for the roofs according to the terms of the agreement, then CHF will have to reduce the quantity of project houses. The \$100,000 INVI contract is sufficient to build approximately 30 more houses.

#### 4. Measurable Outputs: Construction, Training and Counterpart

Deliverables	Quarter	Status	Comments
IV-1. Construction of 2,250 new core housing units	Q2 - 200 Q3 - 300 Q4 - 350 Q5 - 400 Q6 - 350 Q7 - 350 Q8 - 300	Q2 - 0 units Q3 - 150 units Q4 - 547 units Q5 - 535 units Q6 - 238 units Q7 - 134 units Q8 - 38 units Cumulative: 1,642	Completed <i>in situ</i> New urbanization projects are in process with an estimated 685 houses.
IV-2. Construction of 1,541 home improvements to damaged homes (Based on USAID approved revision to the Work Plan)	Q2 - 250 Q3 - 400 Q4 - 400 Q5 - 200 Q6 - 200 Q7 - 91 Q8 - 0	Q2 - 0 units Q3 - 150 units Q4 - 342 units Q5 - 416 units Q6 - 602 units Q7 - 31 Q8 - 0 units Cumulative: 1,541	Completed
IV-3. Provision of five NGO sub-awards for water and sanitation in the new housing component.	Q4 - 1 Q5 - 2 Q6 - 2	Q4 - 1 Q5 - 2 Q6 - 1 Q7 - 2 Cumulative: 6	Completed

IV-4. Provision of water and sanitation services to 500 households.	Q4 - 100 Q5 - 200 Q6 - 200	Q4 - 165 Q5 - 93 Q6 - 134 Q7 - 323 Cumulative: 715	Q4 - Phase I Cepillo Q5 - Haina Duey Q6 - Phase II Cepillo Q7 - Phases III/IV Cepillo; Benedicto
IV-5. Six workshops on finance and construction	Q2 - 2 Q3 - 1 Q4 - 1 Q5 - 1 Q6 - 1	Cumulative: 7	
IV-6. Training of 20 NGO staff in finance and construction.	Q2 - 8 Q3 - 3 Q4 - 3 Q5 - 3 Q8 - 3	175 NGO technical staff trained in 7 workshops	
IV-7. Leverage \$2.3 million in counterpart project resources	Q2 - 5% Q3 - 15% Q4 - 15% Q5 - 20% Q6 - 20% Q7 - 15% Q8 - 10%	Q4 - 50% Q5 - 17% Q6 - 15% Q7 - 8% Q8 - 7% Cumulative: 97%	Pending GODR counterpart for three new urbanization housing projects.

#### 4. Counterpart Investment

The program has leveraged significant counterpart resources from NGOs, the communities, private sector and local/national governments. The total counterpart leveraged to date is \$2,223,918 which represents 97% of the program goal of \$2.3 million. A large sum of counterpart anticipated from the GODR, including land and infrastructure services in three urbanization projects, will be recorded during the final quarter.

#### 5. Monitoring and Evaluation

CHF staff conduct regular office and site visits to review financial records and construction progress.

##### 5. Measurable Outputs: Monitoring and Evaluation

Deliverables	Quarter	Status	Comments
V-1. Conduct 30 NGO field visits to review financial management procedures	Q2 - Q8	Q3 - 10 Q4 - 16 Q5 - 9 Q6 - 24 Q7 - 10 Q8 - 11 Cumulative: 80	Q3: Pre-award survey Q3 - Q8: Monitoring

V-2. Conduct 50 site visits to review construction progress	Q2 - Q8	Q3 -- 15 Q4 -- 65 Q5 -- 57 Q6 -- 34 Q7 -- 11 Q8 -- 5 Cumulative: 187	CHF maintains daily on-site supervision at the Benedicto and La Romana housing projects.
V-3. CHF submission of Project Completion Report	Q8	Not applicable due to CA extension.	At project completion
V-4. Conduct 15 site visits to monitor water/sanitation construction activities	Q4 - Q8	Q4 -- 2 Q5 -- 2 Q6 -- 5 Q7 -- 5 Q8 -- 2 Cumulative: 16	CHF maintains daily on-site supervision at the Benedicto project.

## 6. Subcontracting

### A. Organizational Support

None.

## 7. Changes to the Scope of Work

None. The CA completion date has been extended to December 31, 2001.

## 8. Statement of Work

No change.

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-COOPERATIVE HOUSING FNDT -

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Community • Habitat • Finance

October 31, 2001

Mr. Richard Mangrich  
 Reconstruction Team Director  
 U.S. Agency for International Development  
 Calle Leopoldo Navarro N° 12 & Nicholas Penson  
 Santo Domingo, Dominican Republic

Re: Cooperative Housing Foundation Quarterly Report for Post-Georges  
 Housing Reconstruction Program, CA # 517-A-00-00-00102-00

Dear Mr. Mangrich:

Attached please find a copy of CHF's quarterly report for the Post-Georges Housing Reconstruction Program covering the reporting period of July 1, 2000 to September 30, 2001.

We have also sent an original copy of the report through the mail. The quarterly financial report, Standard Form 269A, will follow within the next month.

Please feel free to contact me should you have any questions or concerns. Thank you for your attention to this matter.

Regards,

Frank Daphnis Jr., Director  
 Field Program Management

cc: Roberto Carrion, Program Manager, Housing Reconstruction  
 USAID/CDIE, Washington, DC 20523-6701