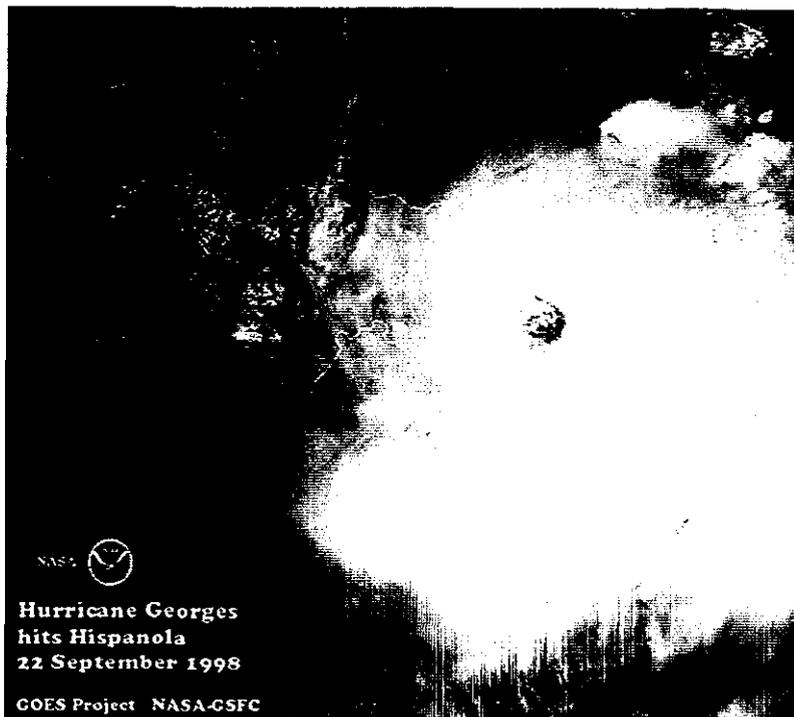


PD-ABZ-004



Dominican Republic
Post-Hurricane Georges Housing Reconstruction Program
Final Program Performance Report



Submitted to:
USAID/Dominican Republic

By:
CHF International
8601 Georgia Avenue, Suite 800, Silver Spring, MD 20910 USA
Tel: 301-587-4700 Fax: 301-587-7315 www.chfhq.org

March 31, 2002

Grantee: Cooperative Housing Foundation
Cooperative Agreement: 517-A-00-00-000102-00
Reporting Period: October 7, 1999 through December 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.

2. PROGRAMMATIC INFORMATION

Project Description:

In a two-year emergency reconstruction program, CHF will partner with local Dominican NGOs to build 2,250 new housing units and repair/retrofit 2,750 houses damaged by Hurricane Georges (original deliverables as noted in the Cooperative Agreement).

Purpose:

To improve the living conditions of 5,000 Dominican families whose homes and lifestyles were affected by Georges.

Goals (Expected results at the conclusion of this Cooperative Agreement):

- Manage the housing reconstruction effort in close coordination with USAID/DR, local NGOs, the Fondo Nacional para la Vivienda Popular (Fondovip), the Instituto Nacional de la Vivienda (INVI), national government agencies, municipal governments, CBOs and other international organizations.
- Subcontract with Dominican NGOs to plan and implement new construction and repair/retrofit housing projects.
- Assist 2,250 families to construct new core homes.
- Assist 2,750 families to repair their homes damaged by Hurricane Georges.
- Strengthen the organizational capacity of local NGOs to carry out the housing reconstruction projects.
- Assist NGOs to identify and access counterpart resources for land, infrastructure and housing.

- Construct 2,250 new houses.
- Complete 1,541¹ 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.

Methodology:

Provide TA and sub-awards to local NGOs/PVOs for project implementation using a base subsidy with an optional credit component.

NGO Implementation: In the two-year housing reconstruction program, CHF will provide grants to Dominican NGOs who have the technical capacity to build new homes and repair damaged homes. CHF will provide NGOs with overall program guidance, technical backstopping and specialized training in financial and construction management of large-scale housing projects. The selected NGOs, with the support of CHF will source supplementary counterpart resources for land, infrastructure and housing. CHF will assume full responsibility to USAID/DR for timely completion of the construction projects in accordance with appropriate construction standards, proper financial management of the funds and comprehensive reporting and documentation.

CHF will be responsible for program fund disbursements and financial/technical monitoring of NGO construction activities. CHF will develop a NGO program financial manual and provide NGOs with training on procedures for project expenditures. NGOs will submit regular monthly financial and construction management reports to CHF on the status of new home construction and home repairs/retrofits. CHF will disburse program funds to NGOs on a regular basis after receiving and reviewing a written request for funds, verification of beneficiary eligibility, financial and construction progress reports.

Impact Targets/Time Frame:

New Construction: CHF has estimated that 2,250 new houses, in varying sizes, would cost an estimated \$5,625,000, with an average per house cost of US\$2,500 (\$40,000 pesos). Average construction direct costs for core housing, built through an active community participation approach, are estimated at approximately US\$78 (\$1,250 pesos) per square meter. This figure was obtained from discussions with several NGOs in the Dominican Republic who are building low-cost housing.

Repairs/Retrofits: CHF will allocate program capital funds for: (1) home repairs, and (2) retrofits of emergency housing. CHF estimates that 2,750 home repairs would cost US\$750,000, an average per house cost of US\$275 (\$4,400 pesos). This average amount takes into consideration some variability of housing solutions under the repair/retrofit component, which will include the following:

- Repairs to damaged roofing, doors and windows. (Estimated average per unit cost of US\$400)
- Retrofit emergency housing, converted by the families to permanent housing, with hurricane straps and other hardware. (Estimated average per unit cost of US\$150)

Partners (Local and international NGOs/PVOs):

¹ 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.

1. Instituto Dominicano de Desarrollo Integral (IDDI)
2. Fundación de Desarrollo Azua, San Juan, Elias Piña (FUNDASEP)
3. Consejo Inter-Institucional para la Coordinación de Programa de Viviendas (CII-Viviendas)
4. PLAN International DR
5. Centro de Estudios Sociales Padre Juan Montalvo, S.J. (Centro Bono)
6. Mujeres en Desarrollo Dominicana (MUDE)
7. Asociación para el Desarrollo de San José de Ocoa (ADESJO)
8. Ciudad Alternativa
9. World Vision DR
10. Fundación para el Desarrollo Comunitario (FUDECO) – Save the Children
11. Programa Amigo de los Niños (PAN) – Children International
12. Comisión de Trabajo Ecuménico Dominicano (COTEDO)
13. Fondo Nacional de la Vivienda Popular (FONDOVIP)

3. FINAL PROGRAM DELIVERABLES

Beneficiaries:

- During the 27 months of program implementation, the program assisted over 3,800 families, more than 18,000 persons.

Housing:

- 491 retrofits completed.
- 1,064 houses repaired.
- 1,219 in-fill new housing constructed.
- 1,029 new urbanization housing units constructed.
- Of those, 284 were directly built by CHF in the city of La Romana.

Water and Sanitation:

- 641 houses with new water and sanitation services.
- CHF surpassed the total program water and sanitation goal by 141 units!

Counterpart:

- \$5.3 million in counterpart leveraged from a variety of sources.
- CHF surpassed the total program counterpart goal by \$3 million, or 130%!

Geographic Coverage:

- The program built in 13 provinces with a total of 34 project sites.

Institutional Capacity Building:

- 13 NGO/PVO partners.
- 50 sub-awards.
- 7 training workshops.

Employment Generation:

- Over 7,000 person months of employment generated.

4. CORE PROGRAM ACTIVITIES

A. Program Coordination

CHF has met with NRECA to discuss electrification needs at the housing projects planned for Bayaguana, Benericto and La Romana (relocation of Padre Nuestro). NRECA has reviewed project urbanization plans and prepared construction budgets. NRECA does not have financial resources for these projects, but will work with CHF, USAID, INAVI and INVI to solicit funding from the private distribution companies or the CDE. In Benericto, NRECA is planning to construct an electrical sub-station and provide the distribution network to the project.

CHF awarded a technical assistance grant to FONDOVIP to assist them with packaging secondary market financial instruments for low-income housing. CHF will be submitting to FONDOVIP a MOU for institutional collaboration for execution in the next quarter. The purpose is to build a closer working relationship with FONDOVIP as the reconstruction winds down.

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; Contracted audit
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 executed NGO sub-awards for three new housing urbanizations, which include the following:

- Benedicto: IDDI-Association of Hotel Owners Bayahibe-La Romana (ASONAHORES); Relocation of Padre Nuestro community; 185 families.
- Bayaguana: IDDI-Municipality of Bayaguana; 100 families.
- FUNDASEP: San Juan de la Maguana; 138 families (completion of current project).

A fourth new urbanization housing project for approximately 350 units, a joint activity between CHF and INVI, is being developed for La Romana. USAID approved CHF's request to function as the direct implementer. INVI has provided 110,000 square meters for the project site, adjacent to the Free Trade Zone in San Carlos. INVI will be responsible for installation of basic infrastructure services, with CHF responsible for financing and supervising construction of the housing component.

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

Water and Sanitation: After consultation with the INAPA technical staff, and cost engineering by FUNDASEP, CHF awarded a sub-grant of RD\$2,500,000 (US\$150,000) for the construction of a sewage treatment in Nuevo Cepillo, San Juan de la Maguana. INAPA has agreed to provide another RD\$3 million (US\$180,000) over the next two months. In addition, CHF awarded a water and sanitation sub-grant for the extension of water and sewer lines to 100 more houses in Nuevo Cepillo.

NGO Sub-awards – Quarter:

NGO Sub-Awards: April - June 2001

No.	Date	NGO	Project	No. Units	Amount
034	Apr-2001	IDDI	Benedicto	185	US\$549,467
035	June-2001	IDDI	Bayaguana	100	\$250,000
036	May-2001	FUNDASEP	Nuevo Cepillo	38	\$95,000
037	May-2001	FUNDASEP	Nuevo Cepillo	100	\$250,000
038	May-2001	IDDI	Benedicto (water/san)	185	\$94,567
039	June-2001	FUNDASEP	Nuevo Cepillo (w/s)	366	\$150,060
040	June-2001	FUNDASEP	Nuevo Cepillo (w/s)	100	\$18,800
Quarter April-June 2001			Total:	1,074	US\$1,407,894

3. Measurable Outputs: Project Identification

Program Deliverables	Quarter	Status	Comments
III-1. Review of 25 NGO housing project proposals	Q2 – Q5	Completed 2 proposals reviewed;	Cumulative total: 33
III-2. Execution of 20 NGO grant awards	Q2 – Q5	Completed 2 NGO sub-awards executed in quarter;	Cumulative total: 32
III-3. Execution of housing	Q2 – Q8	Completed	Cumulative total: 12

projects in at least 10 provinces			
-----------------------------------	--	--	--

D. Construction Phase

Post-Hurricane Georges Housing Reconstruction Program Final Construction Outputs

NGO/PVO	Sub-Awards	Urbanization	In-fill	Repair	Retrofit	Wat/San
IDDI	\$ 2,300,769	279	515	125	491	185
FUNDASEP	\$ 1,194,268	366				366
CHF	\$ 975,000	284				
CII-Viviendas	\$ 770,646		293			90
PLAN International	\$ 320,611		150			
Centro Bono	\$ 256,489	120				
MUDE	\$ 236,482		40	375		
ADESJO	\$ 227,923		54	314		
Ciudad Alternativa	\$ 116,374		52			
World Vision	\$ 106,775		50			
FUDECO	\$ 98,533		40			
Children International	\$ 83,519			250		
COTEDO	\$ 60,483		25			
FONDOVIP	\$ 40,339					
TOTALS	\$ 6,788,211	1,049	1,219	1,064	491	641

All of the remaining construction will be at four new urbanization housing projects (estimated at 773 units). In each project, there are Dominican national government agencies involved in some portion of the infrastructure service provision, with CHF or the NGO grantees responsible for the construction of the houses.

- In San Juan de la Maguana, construction by FUNDASEP is proceeding satisfactorily in the completion of their original 266-unit project in Nuevo Cepillo. Three sub-awards were made in the last quarter for construction of a sewage treatment plant, expansion of another 100 houses and extension of the water and sewer lines to these houses.
- CHF provided IDDI with a project sub-award for 185 houses in Bayahibe. The project has encountered numerous difficulties in the early phases of construction. These include the lack of coordination at the project site, failure to deliver key materials and forms to mesh with the construction schedule and delays in the integration of skilled trades such as the electricians, plumbers and carpenters. The outcome is problems staying on the implementation schedule and in quality control. CHF is working closely with IDDI to correct these matters, by increasing the number of skilled workers, arranging bulk purchase and delivery of materials, assigning a full-time architect for supervisory oversight and weekly management meeting to focus on technical deficiencies.

- CHF made a project sub-award for 100 houses in Bayaguana, where legal problems forced the change of the project site to an adjacent parcel and the subsequent need for a total re-design of the services. The Municipal Government has cleared the project site and is awaiting finalization of the engineering plans by INVI. However, these technical issues are nearing resolution and site work and house construction should begin by August 1st.
- In La Romana, CHF is responsible for project implementation. CHF is mobilizing for house construction while INVI has assigned a local contractor to begin earth movement and putting the project site on grade for house construction. CHF will begin construction of the 350 houses by mid-July. CHF has been coordinating with INVI in the beneficiary selection process and identifying sources of local skilled labor.

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 Cumulative: 1,604	Completed <i>in situ</i>
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 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 - 0 Cumulative: 392 *	Q4 - Phase I Cepillo Q5 - Haina Duey Q6 - Phase II Cepillo
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%	Q4 -- 50%	
	Q3 -15%	Q5 - 17%	
	Q4 -15%	Q6 - 15%	
	Q5 - 20%	Q7 - 8%	
	Q6 - 20%		
	Q7 - 15%	Cumulative: 90%	
	Q8 - 10%		

* Note corrections to previous quarterly report.

4. COUNTERPART INVESTMENT

The program successfully leveraged counterpart resources from NGOs, the community, private sector and local/national governments. The total counterpart leveraged was \$5 million which represents 217% of the program goal of \$2.3 million. Significant counterpart resources were received from the Government, which included land and infrastructure services. (See attached spreadsheet.)

A variety of different items, both cash and in-kind, were credited as counterpart including: Land, materials, sweat-equity, infrastructure, and cash. In addition, the counterpart recorded came from a variety of sources: the beneficiaries, INVI, the Hotel Association, CHF, NGOs/PVOs, CBOs, etc.

5. MONITORING AND EVALUATION

CHF staff conducts 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 Cumulative: 69	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 Cumulative: 182	
V-3. CHF submission of Project Completion Report	Q8	Not applicable	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 Cumulative: 14	

** Modification to CHF Cooperative Agreement

6. CHANGES TO THE SCOPE OF WORK

On May 5, 2000 the Cooperative Agreement was fully obligated, adding incremental funding of \$3,100,000.

On June 20, 2000, an amendment was made to the Cooperative Agreement adding \$467,000 for water and sanitation services for 500 families in the new urbanization projects, increasing the total program budget to \$8,267,000.

On ? the scope of work was modified again, reducing the number of repairs/retrofits from 2,750 to 1,541 households. The remaining budget under the repairs/retrofits component was used to increase the number of new housing units from 2,250 to ?.

On ?, CHF received a no-cost extension through December 31, 2001, which added three months to the program.

7. LESSONS LEARNED

- Need for increased CHF/DR local staffing.
- Inclusion of a pilot project outside of the normal review process from the conception of the Program to provide early outputs.
- Duplication of effort between other CHF reconstruction programs in Central America, though minimal, should have been avoided.
- Greater technical support required at startup to develop policies, guidelines, systems, etc.
- Logistical support for CHF/DR office startup to enable staff to concentrate on program implementation.
- Need to budget more resources for public relations.
- CHF over estimated the technical capacity of local NGOs during the needs assessment and proposal preparation.