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AGENCY FOR INTERNATIONAL DEVELOPMENT

Advisory Committee on Voluntary Foreign Aid (ACVFA)

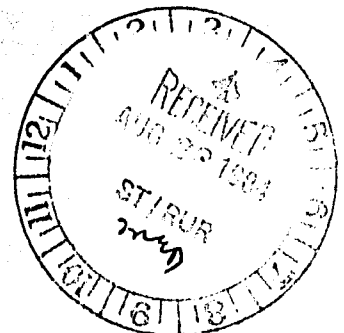
Maximizing Development Assistance in the Caribbean Through
AID-PVO Collaboration

Report on the
Quarterly Meeting of June 17-20, 1984
in Port-au-Prince, Haiti

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AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

July 1984



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Prepared by
THE PRAGMA CORPORATION

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ADVISORY COMMITTEE ON VOLUNTARY FOREIGN AID

The members and staff of the Advisory Committee on Voluntary Foreign Aid wish to acknowledge the invaluable support and assistance of the following people in the planning and execution of this conference: U.S. Ambassador to Haiti Clayton E. McManaway, Jr. and his staff; USAID/Haiti Mission Director Harlan Hobgood and his staff, particularly Paul Miller, John Lewis, Joe Coblenz, Chris McDermott, Harry Lightfoot, and Lee Sharon; AID officials Peter McPherson, Jay Morris, Julia Chang Bloch, Richard Derham, and Tom McKay; CARE/Haiti Director Larry Holzman; Joel and Elizabeth Thebaud of the Castelhaiti Hotel; and the staff of the Pragma Corporation, Jacques Defay, Carol Pearson, Galen Hull, Lyliane Gaejtens, and Carol Miles, as well as our travel coordinator Robert Brutus of RMB Travel.

We also wish to give special thanks to the members of the U.S. and Haitian PVO community who hosted our visits to their projects, and to all the conference participants who gathered at the Castelhaiti Hotel to share their experiences and contribute their unique perspective to our understanding of development assistance in the Caribbean.

Advisory Committee on Voluntary Foreign Aid (ACVFA)

**Quarterly Meeting of June 17-20, 1984
in Port-au-Prince, Haiti**

**MAXIMIZING DEVELOPMENT ASSISTANCE IN THE CARIBBEAN THROUGH
AID-PVO COLLABORATION**

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Maximizing Development Assistance in the Caribbean Through AID-PVO Collaboration

Executive Summary

I. Background

For the second straight year the Advisory Committee on Voluntary Foreign Aid (ACVFA) held one of its quarterly meetings in a Caribbean country, under the chairmanship of E. Morgan Williams. Last year the first of these was held in Jamaica, and this year the committee met with representatives of Private Voluntary Organizations (PVOs) from the United States and the Caribbean, as well as officials of the Haitian government in Port-au-Prince on June 17-20, 1984. Altogether there were nearly 200 participants, of whom almost half were from PVOs operating in Haiti and Haitian government agencies, as well as from other Caribbean countries. USAID/Haiti Mission Director Harlan Hobgood and his staff served as hosts for the conference.

ACVFA was established in 1946 and serves as an official advisory body to the Administrator of the U.S. Agency for International Development. It provides a liaison between AID and PVOs working in disaster relief, rehabilitation, and increasingly in development. The committee consists of 27 members (see appendix) who are private citizens with a personal or professional interest in humanitarian and economic assistance. They are appointed by the Administrator of AID and serve without compensation. Administrative support for the committee is provided by AID's Bureau for Food for Peace and Voluntary Assistance (FVA). The Committee holds four public meetings a year.

Conference Themes and Objectives

The general theme of the conference was: **Maximizing Development Assistance in the Caribbean Through AID-PVO Collaboration.** Many of the sessions during the meeting made Haiti the point of reference for discussion, since nearly half of the participants were themselves from PVOs operating in Haiti or government agencies. Other Caribbean nations

represented at the conference included Jamaica, Belize, Barbados, and the Dominican Republic.

The objective of the meeting was to hear from people who are working in economic development in the Caribbean region, in order to learn about their programs and to determine what U.S. PVOs and AID can do to help them achieve their objectives. Discussion was focused on the PVO role in the four "pillars", the specific areas on which AID has based its development strategy and around which much AID-PVO collaboration revolves:

- Policy dialogue
- Institutional development
- Private enterprise development
- Technology transfer

These themes were interwoven with the concerns of the priority areas of the ACVFA, which are reflected in its subcommittee organization:

- AID's PVO policy
- PVO/Corporate Relations
- Development Education
- Food for Peace
- PVO/University relations
- Women in development

Conference participants began their three day stay in Haiti with an entire day of project site visits. Seven separate full-day trips were arranged by the USAID/Haiti Mission, many taking the participants several hours away from Port-au-Prince into the countryside. The projects were selected to reflect local as well as U.S.-based PVO efforts, and in most cases demonstrated AID-PVO collaboration in the four areas mentioned above to enhance the panel discussions.

After three days in Haiti, ACVFA members unanimously reiterated their support for the concept of holding one quarterly meeting a year in a developing country where PVOs are working with AID to foster economic development. They based this on several observations. First, it is believed that the experience and advice of those working in the field are invaluable tools in the learning process that is development. While AID policymakers have the benefit of regular contact with AID field staff, neither often has the opportunity to get together with a diverse group of both

U.S. and local PVOs for a discussion of current issues in development, as well as issues of pertinence to their collaborative efforts.

Likewise, U.S. PVOs have relatively small travel budgets which are used mainly to inspect their own projects. Seldom do they have the opportunity to meet with both U.S. and local PVO colleagues as well as AID/Washington and field staff. This is an important opportunity to share ideas and information, to discuss direction and strategy, and to initiate new collaborative efforts with fellow PVOs as well as with AID.

Another benefit to be derived from the firsthand study of particular regions which these on-site meetings afford is the catalytic effect they have. Focusing attention on specific issues or problems can often result in new or renewed efforts to solve them, and at the very least can shed additional light on the subject.

Finally, the Advisory Committee believes that PVOs play a significant role in development assistance, in addition to their acknowledged contribution to humanitarian assistance. This conference report is presented to AID and the public as testament to the important contribution PVOs are making by helping people in developing nations to help themselves. PVOs do indeed "do development".

Haiti: The Conference Setting

The Republic of Haiti was appropriate in many respects as a setting for a meeting such as this, representing as it does a microcosm of development problems. It occupies the western third of the island of Hispaniola. Two-thirds of the country consists of rough, mountainous terrain, pleasing to the eye but ill-suited for cultivation. With a population of 6 million, Haiti is one of the most densely populated countries in the world. About 75 percent of the people live in rural areas near the coast, whereas the mountainous interior is sparsely inhabited. Port-au-Prince is the capital city with over one million inhabitants. Fully 95 percent of Haitians are of African descent, the rest of mixed European and African ancestry. Haiti is the one republic in the western hemisphere where French is the official language. Most Haitians, however, speak Creole which is a language that combines French and various African languages.

Haitian agriculture is based on small, individual family subsistence plots which provide nearly half the

domestic product. Farming is the main source of income for 70 percent of the population. Coffee is the principal export crop, followed by sisal, essential oils, handicrafts, and products of assembly industries. Haiti imports such foodstuffs as wheat and edible oils. The United States is Haiti's chief trading partner, providing 50 percent of its imports and buying 70 percent of Haitian exports.

Harlan Hobgood in his keynote address (see appendix) recapped the litany of constraints to development facing Haiti. He noted that:

- 4 percent of the topsoil is washed into the ocean each year;
- 20 million trees are cut down for fuel consumption each year;
- 10 percent of the people account for 70 percent of the per capita income;
- 135 deaths per 1000 births represents the highest infant mortality rate in the hemisphere; and that
- 40 percent of all children die before the age of five.

Hobgood also pointed out the long historical ties between Haiti and the United States, dating from the participation of a voluntary battalion of Haitians on the side of the Americans in the Revolutionary War. During World War II Haiti converted its agricultural economy to the production of latex. The mahogany and other indigenous trees were felled to make way for latex-producing trees on Firestone plantations for the rubber industry. These historical debts, according to Hobgood, provide the basis for United States efforts in a partnership for productivity with Haiti today.

With regard to the participation of PVOs in the process of development, Haiti represents a veritable potpourri of religious and secular groups, trade associations, cooperatives, and development foundations. There are over 200 PVOs operating in Haiti, including such disparate organizations as CARE, Church World Service, Heiffer International, Winrock International, CLUSA, the Free Methodist Inland Haiti Mission, the Pan-American Development Foundation, as well as a PVO consortium known as HAVA (Haitian Association of Voluntary Agencies). AID is involved with PVOs to a very large extent. The USAID/Haiti portfolio differs from that in many other countries in that over half of all assistance goes to PVO-managed programs and projects. Of a total of 46 AID-funded projects being implemented, 33 are those of PVOs. The Mission is currently seeking ways to increase the integration of the Title II food aid program with other forms of voluntary agency assistance.

Summary of Issues at the Haiti Conference

It was clear from their participation in this ACVFA conference that the participants endorse the growing relationship between the Agency for International Development and the private voluntary organizations engaged in development work. Indeed, it is less a question of whether the relationship should exist than the nature and extent of it. Congressional legislation calls for 16 percent of AID program funds to go to PVOs. While the FY 1983 level reached only 13.5 percent, both AID officials and PVOs are seeking ways to attain the targeted level. The Agency is committed to increasing the level of funding for both U.S.-based and local PVOs. However, it is a matter of increasing concern to AID and the Congress that for many smaller PVOs the U.S. government is the predominant source of funding.

Recently, two presidential commissions (the National Bipartisan Commission on Central America and the Commission on Security and Economic Assistance), have called for increased levels of development assistance. These recommendations have been coupled with those for increased military assistance, in particular in the Caribbean region. Many PVOs have reservations about endorsing the security assistance objectives of the commission, while most are strongly in favor of increased development assistance. PVOs would prefer to support U.S. government development assistance objectives where they coincide with their own principles, while reserving the right to operate in countries that are not targeted by AID for economic assistance. Regarding the subject of development education, PVOs want to take part in raising public awareness of development issues but are reluctant to endorse proposed military assistance objectives.

Viewed in the context of AID's four pillars of development strategy, the role of PVOs varies somewhat. While both AID and PVO officials believe that there is a role for PVOs to play in the policy dialogue process, neither expects that to be a major role. There may in fact be instances in which a PVO with a well established program in a given country can exert an impact on the dialogue process in an area such as family planning. But generally speaking, the PVO role more often is long range impact on the local level, which in turn eventually creates policy change at the national level. Some conference participants took rather strong exception to what they perceived as AID's presumption that policy dialogue means getting host governments to agree to a set of policy guidelines as a sine qua non for development assistance. The example of priority to cash crops for export rather than food crops for

self sufficiency was the most frequently cited. Other PVO representatives, however, were more disposed to the view that development assistance ought to be contingent upon host country acceptance of U.S. policy principles.

In other areas of AID development strategy, PVOs occupy a more prominent, and in some cases key role. This is certainly true of institution-building, where PVOs have long been involved in supporting local organizations. It is also true of private sector development. Some PVOs, for example, were working in small and medium scale enterprise development long before the current administration's initiative in this sector. In some regions the work of PVOs in this field has been virtually the only AID-funded effort in private sector development. And finally, PVOs have been well known for their work in the transfer of appropriate technology.

Some PVO representatives vociferously supported an increased role for PVOs in the elaboration of USAID mission Country Development Strategy Statements (CDSS). In fact, the AID PVO policy paper calls for an expanded role for PVOs in this regard. However, the nature and extent of PVO participation in the CDSS process varies greatly from region to region and from mission to mission. In some instances, such as in Haiti, major PVOs operating in the country have played an important role in the CDSS process.

The following is a summary of points raised during the panel discussions:

PVOs and Policy Dialogue

- PVOs should not try to have an effect on macro policy issues. Rather, they should focus on laying the groundwork for acceptance of policy change over a longer period of time.

- PVOs can act as the conscience and critic of AID in the CDSS process.

- PVOs can be especially effective in policy implementation in such areas as decentralization and technology transfer.

- PVOs need to have clearly defined goals and objectives as well as adequate management and staff to develop coherent policy positions on behalf of themselves and their clients. Many local PVOs have not reached this point in their development, and it is not possible for USAID missions to strengthen more than a few of them.

The PVO Role in Institutional Development

- PVOs can play a vital role in AID's objective of assisting the poor majority by supporting and fostering the increased strength and self-sufficiency of local organizations. Many have long done so, working at the local level.

- Two key aspects of the institution-building process are internal strengthening and participatory decision-making.

- Local institutions, such as PVOs, can have a strong long-term effect on national institutions since they operate at the grass-roots level.

- Local PVO associations such as HAVA in Haiti serve primarily as an information exchange and should be strengthened.

The PVO Role in Small Enterprise Development

- In the U.S. economy the small enterprise sector plays a dynamic and vital role, accounting for two-thirds of all the new jobs created over the past ten years.

- PVOs should be involved in small enterprise development because:

- it is closest to the basic level of survival, where PVOs work;
- it can increase the access of the poor to higher levels of productivity;
- it creates new jobs;
- business principles serve social and economic development well.

- By working in small enterprise development, PVOs can:

- help create an economic base for social welfare;
- help develop infrastructure by focusing on credit and marketing;
- include women in their projects.

- Pitfalls to watch out for are failure to increase actual productivity and failure to provide for sustainability.

- Access to credit is a major problem in small enterprise development; PVOs should work to persuade banks that this is the sector in which to make money in the future, particularly given the survivability of small enterprise through economic and political crises.

- Cooperatives should be viewed primarily as economic rather than social organizations; they are organized to support and foster small enterprises through sharing of the basic resources required for sustained operation.

The PVO Role in Technology Transfer

- Some PVOs have been involved in technology transfer as the major thrust of their programs for the past three decades.

- Principle constraints to the technology transfer process include:

- lack of systems for acquiring, evaluating, storing, retrieving, and disseminating information;
- weakness within institutions and companies in diagnosing problems and identifying technical needs and opportunities;
- lack of effective extension services to disseminate information, provide technical assistance and training, and identify sources of capital.

- There is currently an information explosion in developed countries which is reflected in the use of microcomputers and electronic data bases. While it has had little impact as yet on the developing world, ways must be found to transfer this technology effectively.

- While information technology is undeniably important, it is only one element in the process of technology transfer.

- The appropriateness of technology must be defined by the people who will use it. Application of technology must be participatory in nature, affordable in cost, and indigenous in its roots.

- Transferring evaluation and monitoring skills is an important aspect of technology transfer, serving to improve the efforts of the beneficiary as well as those of the donor.

- One of the more successful examples of technology transfer has been oral rehydration, a method used to combat diarrheal illness among children.

PVO-Corporate Relations Subcommittee

- A survey commissioned by this subcommittee recently concluded that while there is a recognition of mutual interests, both PVOs and corporations expressed reservations about closer relations.

- The subcommittee concluded that further initiatives would have to be left to the PVOs and corporations.

- Representatives of corporations involved in development programs tend to feel that they can operate without assistance from AID and PVOs.

- Some "technical" PVOs have strong ties with corporations and work closely with them in matters of mutual interest.

- Haitians representing trade associations urged American participants to be sensitive to cultural differences, and not to impose their ways of doing things on local PVOs and institutions.

Food for Peace Subcommittee

- The AID Bureau for Food for Peace and Voluntary Assistance is the principal point of contact between the Agency and PVOs. Its main concern is to involve more qualified PVOs in AID programs rather than raising the level of funding.

- PVOs, for their part, are concerned about the rising costs involved in food distribution programs, aware that there is truly "no free lunch".

- In view of rising costs, there is a need to coordinate and centralize such activities as traffic and shipping facilities, off-loading, and warehousing.

- It was announced that the 30th anniversary of the P.L. 480 legislation would be celebrated on July 10, 1984.

PVO Policy Subcommittee

- AID funding for PVOs is targeted at 16 percent and has been budgeted at \$244 million, or 14.3 percent, for FY 1985.

- AID is increasingly concerned that the U.S. government is the predominant source of funding for many PVOs, but has encouraged missions to include PVO planning levels within the annual budget submissions.

- The AID PVO policy paper calls for increased participation of PVOs in the CDSS process. In some countries such as Haiti, PVOs already play a strong role.

- A framework has been developed for a new relationship between AID and PVOs known as the "partnership grant".

PVO-University Relations Subcommittee

- AID's current policies have helped strengthen the partnership between AID and PVOs and between AID and universities, but not between PVOs and universities. AID needs to recognize the synergistic effect that collaboration between the two can have on development.

- The subcommittee suggests that AID solicit collaborative proposals from PVOs and universities.

- Examples of collaborative efforts include those which have centered on programs to increase the rate of child survival, combating such diseases as tuberculosis and diarrhea.

Women in Development Subcommittee

- The focus of discussion in this panel was on improving communications among women's groups in the Caribbean.

- It was emphasized that training for women in small and medium scale enterprise is an important instrument in development.

- There was a call for a program of action in the Caribbean that would provide outreach to women through a regional information service managed for and by women.

Development Education Subcommittee

- Examples were cited of development education of the American public, providing "creative awareness" of development problems.

- Many PVOs are concerned by the combination of security and economic assistance recommendations included in the Carlucci Commission report.

- AID officials feel strongly that development education should be the business of PVOs and other groups involved in development.

ACVFA Business Session

- Chairman Williams presided over a review of the panel sessions and an appraisal of the conference. It was generally felt that there should be fewer panels with more time for discussion.

- It was the unanimous view of ACVFA members attending the session (14 of 27 members) that there should be an overseas meeting next year on the African continent.

II. ACVFA Conference Agenda

Castelhaiti Hotel
Port-au-Prince, Haiti
June 17-20, 1984

SUNDAY, June 17

- 4:00 p.m. Conference registration.
- 7:00 p.m. Welcome reception for all conference participants hosted by the members of the Advisory Committee on Voluntary Foreign Aid
- 8:30 p.m. Dinner and remarks by USAID/Haiti Mission Director Harlan Hobgood

MONDAY, June 18 Project Site Visits

- 7:00 a.m. Breakfast
- 7:00 a.m. Breakfast briefing for ACVFA members and AID staff only - Bamboche Room
- 7:45 a.m. Buses boarded for Project Site Visits from the Castelhaiti Hotel.

Seven all-day trips including lunch stops arranged by the USAID Mission. Buses return at approximately 4:00 p.m.
- 5:00 p.m.- 6:30 p.m. Site visit debriefing and planning meeting for ACVFA members and AID staff.

TUESDAY, June 19

6:30 a.m.- Breakfast
7:45 a.m.

PLENARY SESSION - Christophe Room

8:00 a.m. Opening Remarks, E. Morgan Williams, Chairperson, ACVFA

Opening Remarks, Yves Blanchard, Minister of Plan
(Joe Coblentz, USAID/Haiti, Interpreter)

Opening Remarks, Julia Chang Bloch, Assistant
Administrator, Bureau for Food for Peace and
Voluntary Assistance, AID/Washington

Opening Remarks, Richard Derham, Acting Assistant
Administrator, Bureau for Program and Policy
Coordination, AID/Washington

PANEL DISCUSSIONS

9:00 a.m.- POLICY DIALOGUE AND PVOs
10:30 a.m.

Discussion Leader:

DAVID SHEAR, Director, ORT Technical Assistance: Is there a
role for PVOs in the policy dialogue process?

Panelists:

HARLAN HOBGOOD, Mission Director, USAID/Haiti: Recent policy
initiatives in Haiti: their impact on development assistance
efforts and relation to PVO programs.

LEWIS READE, Mission Director, USAID/Jamaica: To what extent
do PVO programs in Jamaica impact on host government policies?

NEBOYSHA BRASHICH, AID Representative, USAID/Belize: The role
of PVOs in the policy dialogue process in Belize

LEWIS TOWNSEND, Vice President, Pan American Development
Foundation (PADF): To what extent can and should PVOs be
involved in the process of policy dialogue?

10:30 a.m.- COFFEE BREAK - Main Lounge
11:00 a.m.

11:00 a.m.- THE PVO ROLE IN INSTITUTIONAL DEVELOPMENT
12:30 p.m.

Discussion Leader:

ROBERT O'BRIEN, Executive Director, Private Agencies Collaborating Together(PACT): What are the comparative advantages of PVOs in building local capacity?

Panelists:

ANTOINE AUGUSTIN, Director, St. Catherine Hospital; Association des Oeuvres Privees de Sante (AOPS): What are the elements of successful institutional development?

ENRIQUE FERNANDEZ, Secretary General, SOLIDARIOS: What is the role of regional PVO consortia in institutional development?

PETER STRZOK, Director, Catholic Relief Services/Haiti (CRS); Executive Committee, Haitian Association of Voluntary Agencies (HAVA): In what ways can local PVO consortia help local PVOs strengthen their capabilities?

DAVID PASQUARELLI, Executive Director, Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA): What can be done voluntarily on a state-wide basis to develop local capacity in the Caribbean?

12:30 p.m.- LUNCH
2:00 p.m. Conference participants encouraged to have lunch at the Castelhaiti so the afternoon session could begin promptly at 2:00 p.m.

2:00 p.m.- THE PVO ROLE IN SMALL ENTERPRISE DEVELOPMENT
3:30 p.m.

Discussion Leader:

ANDREW OERKE, President, Partnership for Productivity, Inc.:
What is the role of PVOs in small enterprise development?

Panelists:

STEVE GROSS, Accion International/AITEC, Ecuador: How should
PVOs invest in small enterprise development?

SIMON TAYLOR, Manager, Craft Project, CARE/Haiti: Lessons
learned: Making small enterprises sustainable.

C.L. MANNINGS, Technical Assistant, COOPEP, Cooperative League
of the U.S.A. (CLUSA): What is the role of cooperatives in
small enterprise development?

PIERRE ARMAND, President, Haitian Association of Voluntary
Agencies; Executive Director, Haitian Development Foundation:
How can U.S. PVOs assist local PVOs in fostering small
enterprise?

3:30 p.m.- COFFEE BREAK - Main Lounge
4:00 p.m.

4:00 p.m. THE PVO ROLE IN TECHNOLOGY TRANSFER
5:30 p.m.

Discussion Leader:

JACK DOWNEY, Director for Latin American and Caribbean
Operations, Volunteers in Technical Assistance, Inc. (VITA):
What is the PVO role in technology transfer?

Panelists:

ROLI DEGAZON-JOHNSON, Executive Director, Jamaica-Western New
York Partners Voluntary Technical Assistance (PAVTAS): What
are the elements of a successful technology transfer project?

PREMEETA JANSSENS, Executive Director, groupe Technologie
Intermediare d'Haiti (gTIH): What technologies are needed by
less developed countries?

JEAN PAPE, Cornell University Medical School: Transferring health technology: The introduction of oral rehydration therapy.

GLENN SMUCKER, Director, Proje Pyebwa, Pan American Development Foundation (PADF): How do PVOs monitor or evaluate the effects of new technology on local social and economic conditions?

7:00 p.m.- ACVFA members' dinner
11:00 p.m. Bus departs Castelhaiti promptly at 7:00 p.m.

WEDNESDAY, June 20

ACVFA SUBCOMMITTEE MEETINGS

8:00 a.m. - PVO-CORPORATE RELATIONS Christophe Room
11:30 a.m. KENNETH SMITH, Chairperson

"Considering Options for Creating On-going Relationships Between Businesses and PVOs Which Share Mutual Interests in Third World Countries"

Participants in this session include:

John Costello, Helen Keller International

Paul Derstine, Mennonite Economic Development Associates (MEDA); Da La Company, Inc., Lancaster, Pennsylvania

Guy Douyon, Haitian-American Chamber of Commerce

Frank Kiehne, Private Agencies in International Development (PAID)

Claude Levy, Haitian Manufacturers Association

Andrew Oerke, Partnership for Productivity

E.K. Matlick, Hershey Foods

Charles Starcher, Computer Marketing Services, Inc.;
Florida Association of Voluntary Agencies for
Caribbean Action (FAVA/CA)

Lewis Townsend, Pan American Development
Foundation

8:00 a.m.-

FOOD FOR PEACE/P.L. 480

9:30 a.m.

LAVERN A. FREEH, Chairperson Petion I Room

- 1) An update on AID's response to the African crisis presented by Julia Chang Bloch, Assistant Administrator of the Bureau for Food for Peace and Voluntary Assistance, AID
- 2) Mr. Alex Beehler of Arthur Quinn, P.C., representing Kraft Foods, speaks on the opportunity for PVOs to distribute surplus cheese overseas.
- 3) The following people speak to the question of how PVOs can meet the rising costs of effective Title II programs, including recurrent costs like transportation, storage, and handling, and associated costs caused by qualitative program development entailing additional program elements such as nutrition education, home and school gardens, and income generating projects:

Joseph Coblentz, Manager, P.L.480 Title II
Program, USAID/Haiti

Frederick Emmanuel, Assistant Director, Seventh
Day Adventist World Service (SAWS/Haiti)

Larry Holtzman, Director, CARE/Haiti

Larry Minear, Church World Service; Lutheran
World Relief. Mr. Minear's testimony read into
the record since he could not attend this
conference.

John Muilenburg, Director, Church World Service
(CWS/Haiti)

Peter Strzok, Director, CRS/Haiti

James MacCracken, Christian Children's Fund, Inc.

9:30 a.m.- COFFEE BREAK - Main Lounge
10:00 a.m.

10:00 a.m.- PVO POLICY Petion I Room
11:30 noon MARKHAM BALL, Chairperson

- 1) Progress toward the 16% target for development assistance funding for PVOs: Trends by type of program and type of PVO
- 2) Relation of above trends to those of the Office of Private and Voluntary Cooperation
- 3) Status of the Comprehensive Program Grant proposal
- 4) The role of PVOs in the CDSS process: How Caribbean USAIDs work with PVOs in the CDSS process.

Participants included:

Julia Chang Bloch, Assistant Administrator, Bureau for Food for Peace and Voluntary Assistance, AID/Washington

Richard Derham, Acting Assistant Administrator, Bureau for Program and Policy Coordination, AID/Washington

Tom McKay, Director, Office of Private and Voluntary Cooperation, AID/Washington

USAID/Haiti Mission Director Harlan Hobgood

USAID/Jamaica Mission Director Lewis Reade

USAID/Belize Representative Neboysha Brashich

Karen Poe, Bureau for Program and Policy Coordination
AID/Washington

10:00 a.m.- PVO-UNIVERSITY RELATIONS Bamboche Room
11:30 noon DR. CARL TAYLOR, Chairperson

How can PVOs work with universities to increase the rate of child survival?

Participants included:

Dr. Antoine Augustin, St. Catherine Hospital

Dr. Warren Berggren, Save the Children Federation

Dr. Reginald Boulos, Complexe Medico-Sociale de la Cite Simone

Dr. Jon Rohde, Management Sciences for Health

11:45 a.m.- ACVFA members and senior AID staff meet with
12:45 p.m. the Minister of Foreign Affairs, Jean-Robert Estime.
Bus departs promptly at 11:45 a.m. and returns at approximately 12:45

12:00 noon- LUNCH (Conference participants encouraged to
1:30 p.m. have lunch at the Castelhaiti so the afternoon sessions begin promptly at 1:30 p.m.)

12:45 p.m.- Luncheon Meeting for all direct hire AID staff,
1:45 p.m. including AID/W and USAID staff. Zombie Room

1:30 p.m.- WOMEN IN DEVELOPMENT Christophe Room
3:00 p.m. MICHAELA WALSH, Chairperson

1) A look at women's groups and programs in the Caribbean and how these groups communicate with each other.

Participants included:

Ms. Maritza Carvajall, Board of Directors, Women's World Banking, Dominican Republic

Ms. Lorna Gordon-Goston, WID Unit, University of the West Indies, Jamaica

2) Planning session for the September ACVFA meeting in Washington, D.C. which focuses on Women in Development. Vivian Derryck, consultant to the ACVFA for that meeting, discusses the proposed format.

1:30 p.m.- DEVELOPMENT EDUCATION Bamboche Room
3:00 p.m. WILLIE CAMPBELL and JOHN SEWELL, Co-Chairpersons

1) A briefing on the new Biden-Pell grant awards by Beth Hogan of the Office of Private and Voluntary Cooperation, AID/Washington

2) Jim and Josephine Gaston of International Nursing Services Association (INSA) discusses how that organization uses its projects in Haiti as a component of its Biden-Pell program

3:00 p.m.- COFFEE BREAK -Christophe Room
3:15 p.m.

3:15 p.m.- ACVFA BUSINESS SESSION
5:00 p.m.

- 1) Review of the panel discussions
- 2) Reports on the subcommittee sessions
- 3) Other ACVFA business

5:15 p.m.- Reception at the Ambassador's Residence
7:00 p.m. Buses for Ambassador's guests leave Castelhaiti promptly at 5:15 and depart the Ambassador's residence at 7:00 for the Castelhaiti Hotel

III. Summary of Sessions

Sunday, June 17 - 8:30 P.M.

Keynote Address by USAID/Haiti Mission Director, Harlan Hobgood (summary of text included in appendix and tape of complete text available through Sherry Grossman at the ACVFA office, AID).

This address was Hobgood's valedictory speech as Mission Director in Haiti, since his departure was imminent. He described the constraints to development in Haiti, and the compassion of the many voluntary agencies at work in the country. However, he called for the need to "go beyond compassion to partnership". He outlined the long history of relations between the United States and Haiti, concluding that significant contributions of human and material resources from Haiti to its northern neighbor warrant the development of this partnership.

Monday, June 18 - all day

Site visits to PVO projects, described in detail in appendix.

Tuesday, June 19

Tuesday - 8:00 A.M. - Plenary Session

The first general session of the conference was opened by ACVFA Chairman, E. Morgan Williams, who welcomed the participants to the second ACVFA meeting in the Caribbean. Three speakers set the tone for the examination of development assistance through AID-PVO collaboration, as seen from the official Haitian government and AID perspectives.

The first of these was His Excellency Yves Blanchard, Haitian Minister of Plan. Blanchard described the prolonged economic recession being experienced by Haitians as owing

in part to the poor performance of key economic sectors, but also to insufficient levels of foreign assistance. He noted that the Haitian government has begun a reform program for 1984-86, based upon:

- acceptance of export-oriented production;
- reduction of state intervention in the economy, except in strategic sectors;
- priority development areas in agriculture, education, and handicrafts;
- encouragement of investment in other sectors.

Expanding upon the priority areas, the Minister indicated that the plan for agricultural development would focus on the conservation of forestry resources, cooperative development, rehabilitation and construction of rural roads, irrigation, water supply, and agricultural in-puts such as seeds and farm implements. Regarding industrial development, the Minister said that his government aimed at increasing the export of handicrafts and expanding import substitution in the local economy. The objective in the field of education was to work toward reducing the level of illiteracy. Blanchard closed his remarks by reiterating his government's confidence in PVO's working in Haiti. He reported that since 1982 efforts were underway to create a mechanism for coordinating PVO and Haitian government development efforts.

Julia Chang Bloch, Assistant Administrator of the Bureau for Food for Peace and Voluntary Assistance at AID, brought the conference participants greetings from AID Administrator Peter McPherson, who was unable to attend. It is her Bureau that is the primary focal point within AID for collaboration with PVOs. Bloch intentionally kept her comments brief in order to allow more time for the following speaker.

Richard Derham, Acting Assistant Administrator of the Bureau for Policy and Program Coordination, was the last speaker of the plenary session. Derham chose as his theme the four pillars of AID policy. Leading into his discussion of the coordination of development efforts between AID and other organizations, he reported that only the previous week AID and the Peace Corps had established a coordinating unit. Its initial focus was to be on such activities as oral rehydration, pesticide research, and malaria vaccine. All are attempts to institutionalize the transfer of technology.

Derham then examined the pillars of AID policy, beginning with private sector development. He noted that the basic ingredients for private sector programming are technical assistance and credit. He cited an example from Indonesia, where AID assisted machine shops in the manufacture of farm implements, sold to private clients rather than to the government. Bangladesh provided an example of a small farmer loan program that recorded a 90 percent loan repayment rate because of built-in community-backed guarantees. On the subject of policy dialogue, another of the pillars, Derham pointed out that too frequently bad economic policies hurt the poor majority as much as the rest of the population in developing countries. For example, those social services that are supposed to be provided free of charge by the government often become unavailable. A solution to this problem is to charge user fees to those who consume these services.

Panel Discussions

Tuesday - 9:00 A.M. - Policy Dialogue and PVOs

The panel was chaired by David Shear, currently Director of ORT Technical Assistance in Washington, D.C., and formerly USAID/Senegal Mission Director. The panel was comprised of three current Mission Directors and two representatives of PVOs. The subject addressed by the five panelists was whether PVOs have a role to play in the policy dialogue. Is it possible for PVOs to fashion effective programs of assistance without attention to the policies which underlie the host country's economic and social conditions?

Shear led off with the assertion that "unlike many new AID initiatives, this one (policy dialogue) is for real." Other international donors are in agreement, as indicated for example in publications as the World Bank's Berg Report in 1981. One of the main conclusions of the report was that part of the failure of development assistance over the past decade was due to faulty policies. Not only have the World Bank and the U.S. insisted on a policy dialogue with developing nations, so have other donor countries such as France, Britain, Italy, and now the Gulf States.

As far as the donors are concerned, the major issues in the policy dialogue with African countries are:

- macro-economic: exchange rates, taxation, agricultural policy, pricing, and marketing;
- excessive government centralization;
- private versus public development strategies;
- urban versus rural growth.

Shear, who is a newcomer to the PVO community, contended that it was difficult and perhaps dangerous for PVOs to try to have an effect on macro policy issues. Rather, they should focus on laying the groundwork for acceptance of policy change over a longer period of time. Their natural strength is at the local level, working in the private sector in support of grass-roots organizations such as cooperatives. For Shear, family planning represents the best example of the ability of PVOs to effect national policy by action programs.

With respect to humanitarian and emergency assistance, Shear felt that "overly generous assistance such as MCH feeding can build undesirable dependencies and discourage local agricultural production at the same time." Shear expressed the belief that PVOs can act as the conscience and critic of AID in the formulation of Country Development Strategy Statements (CDSS). They can be especially effective in policy implementation in such areas as decentralization and technology transfer. Citing as examples the Caribbean Basin Initiative and the Kissinger Commission Report, Shear argued that one could disagree with many of their recommendations and still see a very positive role for PVOs in Caribbean and Central American development.

Lewis Reade, USAID/Jamaica Mission Director, provided the conference participants with a report on the effect of PVOs on host government policy-making. It is necessary, he said, to first define what constitutes a private voluntary organization. Secondly, one must know whether the leaders of local PVOs are competent to deal with host government officials in order to bring about policy change. In answering the first query, Reade pointed out that in Jamaica the Americans, the British, and the Canadians had long been active in establishing voluntary organizations, especially churches. Today the Jamaican landscape offers a bewildering array of organizations that provide services to the poor and handicapped. There are also cooperatives, Boy Scouts, Girl Guides, 4-H, YMCA, and YWCA, as well as business groups such as Rotary, Kiwanis, and the Jaycees.

The family planning movement, now enthusiastically supported by the government, had its beginnings in the private Jamaican Family Planning Association and still remains active. The Jamaican Olympic Association and the Association for Amateur Athletics are among the leaders in promoting such sports as soccer, tennis, cricket, polo, and squash. Furthermore, the private (for-profit) sector has established a number of non-profit trade associations that are voluntary in nature. Some of these began as political lobbies against the Manley government in the 1970s and have in fact remained in the "loyal opposition" under the more free enterprise oriented Seaga government.

Reade concluded by noting that the number and range of types of PVOs in Jamaica was remarkable for a Third World nation. Many of them, however, are characterized by a lack of clear-cut goals and objectives, outmoded management techniques, bureaucratic infighting, and inadequate staff. Except in rare cases, these PVOs are not capable of developing coherent policy positions on behalf of themselves or their clients. For its part, USAID/Jamaica has recognized that it is not possible to strengthen more than a few of the existing Jamaican PVOs.

Neboysha Brashich, USAID representative to Belize, spoke of "presenting the Belize flag" to the PVO community. With a population of only 155,000, Belize is nonetheless characterized by a wide racial and cultural diversity. About half the population is urban, and not oriented toward agricultural or entrepreneurial endeavors. Even though urban unemployment is quite high and poverty is a serious problem, the educational attainment in Belize is also remarkably high, with a 92 percent adult literacy rate. As with other Caribbean nations, the growth in the Belizean economy has slowed dramatically since the 1970s. The decline is primarily reflected in the slump in world sugar prices and a slowdown in construction.

Brashich reported that Belize also has an array of PVOs, both foreign and national, such as: CARE, Project Hope, Project Concern, VITA, Cooperative Housing Foundation, and Partners of the Americas. Belizean PVOs such as the Belize Council of Voluntary Social Services, Breast is Best League, the National Development Foundation, and the Chamber of Commerce, are also providing important contributions to development.

USAID/Belize has had only a brief association with PVOs, since the office only opened in January 1983. However,

the Mission's strategy is to utilize this unique dimension to development in support of its overall program strategy. Nearly 14 percent of its development assistance portfolio will be channeled through operational program grants to PVOs over the next five years. Brashich cited an example of PVO participation already under way. The recent development of a project to accelerate cocoa production was the culmination of an effort by Hershey Food Corporation, VITA, PADF, USAID, and the government of Belize. It involved Hershey's desire to expand production utilizing varieties and technologies developed on their farm in Belize, including small Belizean farmers. On the part of the PVOs, it involved VITA's reservoir of appropriate technology, PADF's mandate to facilitate institutional development, and not the least important, USAID/Belize's policy dialogue with the host government on the necessity of diversifying agricultural production.

Lewis Townsend, Vice President of the Pan American Development Foundation (PADF), was the second representative of a PVO on this panel. His perspective on the subject of PVO involvement in policy dialogue was a resounding endorsement of that proposition. (It is in fact fair to say that PADF has been among the more prominent PVOs involved in the process in the Caribbean region.) He did, however, lament that there is too often a lack of involvement of local government officials in the policy dialogue process.

Townsend described PADF as a technical PVO that is soundly managed by a professional staff and knowledgeable of the development environment. Technical PVOs such as PADF are to be distinguished from those whose programs are of a strictly humanitarian (e.g., emergency relief) nature and do not involve themselves extensively in long range development.

Townsend observed that many USAID missions do not take advantage of PVOs in the policy dialogue process. At the same time many PVOs are not effective in this regard because they do not see where they fit into the picture. But they can, he suggested, start a dialogue within the private sector at the local level where many of them operate, which in turn can effect change at the national level. For example, PADF helps to create local development foundations. They can address issues of land reform, tax policies, and small business development. PADF also helps stimulate local PVO associations such as HAVA (described later in this report) and Solidarios. PVOs, he concluded, should not just be charity organizations but should be technically sound and

committed to the development process. They can use support from donor organizations such as AID but should be worthy of it.

Harlan Hobgood, USAID/Haiti Mission Director, addressed himself to the larger issues of policy rather than focusing on the role of PVOs in that process. He spoke of the distinction between good policy and bad. Good policy, he said, is policy that is formulated in "permissive terms" and allows for failure; it works for people. Bad policy, on the other hand, is usually "written by theologians and lawyers" and is couched in terms of forbidding. It creates disincentives. To illustrate his point, Hobgood cited the example of the Haiti cereal grains price policy which allows for high prices to farmers without specifically planning for export crops. It aims at stimulating the use of marginal lands heretofore unused and at increasing agricultural exports.

Hobgood staked out a position on this subject he characterized as not especially in vogue with central aid agencies. He observed that they favor a focus on production of domestic food crops rather than exports. But Hobgood viewed this as a "theological shibboleth" and therefore an example of bad policy. He favored export production, even at the expense of not attaining food self sufficiency. He strongly endorsed the present Haitian efforts with an \$8 million experimental agro-forestry cash crop project. He also praised the CARE/PADF/Double Harvest Project which has resulted in the planting of 8 million trees with a new and more efficient technology.

The participant discussion following panel presentations produced general agreement that there is a role for PVOs in the policy dialogue process. It was generally agreed that PVOs are best at initiating this dialogue at the local level where they have long term involvement and familiarity.

On the subject of host country development policy and the role of donor agencies in policy dialogue, there was a hint of disagreement which did not get fully debated. ACVFA member Philip Johnston of CARE pointed out that when the U.S. refers to policy dialogue it generally implies that it has a set of principles that host countries should agree to adhere to in order to warrant development assistance. For example, AID endorses the export-oriented agricultural production strategy prescribed in the Berg Report. But this

tends to contradict the desire of many Third World development planners to focus on achieving food production self sufficiency. Johnston contended that host country officials are quite capable of articulating differences in the dialogue process and that they should be given a chance to defend their positions. In the final analysis, he observed, U.S. security considerations in development assistance tend to outweigh all others even when they go against the self interest of the recipient country.

Tuesday - 11:00 A.M. - The PVO Role in Institutional Development

The second panel of the morning featured Robert O'Brien, Executive Director of PACT (Private Agencies Collaborating Together) as the discussion leader. Panelists consisted entirely of representatives of PVOs: two U.S. based PVOs operating in Haiti, two Haiti-based PVOs, and one based in the Dominican Republic.

O'Brien, representing PACT, is a long-time practitioner of institutional development in the Caribbean. His organization had organized a workshop in April on institution-building and the project process which brought together a group of practitioners to consider a topic central to the work of PVOs. The workshop examined case studies presented by PADF, IVS, and FUNDAEC.

O'Brien opened his remarks with the comment that the title of the panel begs the question. There is, he said, a long-standing relationship between AID and the PVOs but it is in need of change. He called for an enunciation of principles to define the relationship. The basis of the development process is organization, which PVOs help to provide. PACT supports the initiative of low income persons in developing countries to improve their conditions by supporting and fostering the increased strength and self-sufficiency of local organizations. AID should recognize that this role is a vital one in reaching its objective of assisting the poor majority.

The second speaker was Antoine Augustin, a pediatric surgeon who serves as the general secretary of AOPS, l'Association des oeuvres privée de santé. AOPS was founded in 1982 and is an organization of private health institutions that manage community health programs throughout Haiti. Each institution is autonomous and self-supporting.

Augustin observed that there are two key aspects of the institution-building process: internal strengthening and participatory decision-making. The process is only effective when it is in tune with those it serves. PVOs must find a way to incorporate local decision-making into their project design. Many only pay lip service to the idea of partnership. Augustin suggested in this context that USAID/Haiti should establish and enforce a policy of providing that its projects be managed by Haitians, not only expatriates.

Enrique Fernandez, representing Solidarios, described the operations of his organization as an example of institutional development. Solidarios is a regional consortium of member organizations in 18 countries in the Caribbean region. It maintains collaborative relations with donor agencies such as AID, the Organization of American States (OAS), and the Interamerican Development Bank (IDB).

Solidarios counts the following among its services to institutions:

- financial management systems training,
- training in such management tools as the Logical Framework,
- strategic planning for corporations,
- institutional assessment and auditing,
- training in fund-raising techniques.

The decision was taken to work through national consortia to the local level rather than through regional consortia. Solidarios attempts to identify local experts where it can rather than to call upon expatriates. (Fernandez pointed out in his presentation that he much prefers the term "local" to "indigenous" since the latter carries a negative connotation from the colonial era.)

Peter Strzok, Director of Catholic Relief Services (CRS) in Haiti, also serves on the executive committee of HAVA (Haitian Association of Voluntary Agencies). He described three associations that serve to coordinate the efforts of voluntary agencies:

- Niger - The local PVO association is controlled by the Nigerien government, but PVOs have relative freedom to pursue diverse development strategies. The association works well.

● Upper Volta - SPONG, the association of voluntary agencies, functions as a clearinghouse for information but is not very active in project implementation.

● Haiti - HAVA, like SPONG, functions mainly as an information exchange. HAVA has chosen six sectors in which to coordinate efforts of its member organizations. They went to AID with a proposal for assistance in each of the sectors. HAVA has also approached CIDA, the Canadian development agency, for block grants to assist local PVOs.

David Pasquarelli represented the Florida Association of Agencies for Caribbean Action (FAVA/CA). He serves as its voluntary executive director. Florida is the only state within the U.S. that has a state-supported organization like FAVA/CA that groups voluntary organizations for overseas development. FAVA/CA grew out of the immigrant crisis when Haitians, Cubans, and others from the Caribbean were pouring into Florida. Its advisory council consists of fourteen members of the U.S. Congress, various state officials, and representatives of universities and research centers.

Public officials in Florida are well aware of the impact that the Caribbean has on the state's economy. The public environment is therefore ripe for the type of organization that FAVA/CA aims to be. According to Pasquarelli, the primary purpose of FAVA/CA is to increase the voluntary resources available for Caribbean development. They have sponsored seminars in health services with volunteers from Florida and through Agape Flights provided pilots to supply essential materials to PVOs operating in Haiti. Response to the FAVA/CA program has been overwhelming among the public in Florida during the two years of its existence. Now FAVA/CA is beginning to address issues of development education to make Floridians more aware of Caribbean development problems.

Tuesday - 2:00 P.M. - The PVO Role in Small Enterprise Development

Discussion of small enterprise development was led by Andrew Oerke, President of Partnership for Productivity (PFP). All five of the panelists represented PVOs, four of them with operations in Haiti.

Oerke enthusiastically championed the cause of small scale enterprise, noting that this sector in the U.S.

economy has created 6 million new jobs in the last ten years out of a total of 9 million in the entire economy. Small industries are vital because they are closest to the basic level of survival. They can increase the access of the poor to higher levels of productivity.

Oerke reasoned that small enterprise is also good for the human resource development of society as well, since it creates new jobs. In business, it takes a relatively shorter period of time to determine whether a decision was right or wrong, as opposed to government where many more persons may be involved in the decision-making process. Business practices service to the community: an old adage has it that the customer is always right. Business teaches us the example of creating surplus and of reinvestment. And business practices the principle of interdependence.

What is the role of the PVO in small business development? According to Oerke, PVOs are appropriate to development because they are able to operate at the micro level. In fact, PVOs such as PFP are already working at this level, relating to the local culture and economy. They are helping to create the economic base for social welfare without perpetuating dependency on outside economic forces. They help develop infrastructure by focusing on credit and marketing and by including women in their projects.

Among the key issues regarding the role of PVOs in small enterprise development is the charge that too often they target as clients already established retailers who only become richer without increasing productivity. Another issue is that of sustainability: the need to recycle, to reinvest, to create new capital for future entrepreneurs. This issue was address by the next speaker on the panel.

Simon Taylor, manager of the CARE Craft Project in Haiti, spoke of lessons learned from attempting to make small enterprises sustainable. In 1975 CARE began a network of craft production centers. In early years the project remained highly subsidized. The gift market in the United States, the principal market of the project, was highly discriminating and quality-conscious. This led to the practice of doing market analysis before jumping into production of such items as baskets.

The project eventually changed its focus to developing new products in cooperatives. Contact was established with an exporter who knew the U.S. market and agreed to give production orders to the cooperatives. Delivery of the

products by donkey, boat, and horseback was arranged. The project is now independent of CARE and is attempting to replicate the approach elsewhere, although CARE still assists in product development.

Steve Gross, of ACCION/AITEC, made a well structured and graphically illustrated presentation on how PVOs can invest in small enterprise development. His organization, like PFP, has for several years developed its own approach to the development of small enterprises. Gross characterized that approach as providing a combination of credit and management assistance leading to the creation of jobs and generating income for entrepreneurs. He contended that the ACCION/AITEC approach has succeeded by organizing a group of five to eight who are responsible for guaranteeing repayment of a loan. Repayment rates have been extraordinarily high, up to 97 percent.

Drawing clear distinctions between traditional and non-traditional business sectors, Gross pointed out that the small business sector represents the largest untapped market for credit in the world. The sector is dynamic in spite of the fact that it lacks access to banks and therefore has limited working capital. It manages to survive both economic and political crises. PVOs should work to persuade the banks that this sector is the place to make money in the future.

Other features that characterize the small business sector include: a relatively inexpensive and speedy way to create jobs, a source of vocational training, willingness to pay above market rates for credit, and a potential for self-sustaining programs.

C.L. Mannings of CLUSA (Cooperative League of the United States of America) represented the COOPEP project in Haiti where he is employed as a technical assistant. Mannings began with the observation that cooperatives are not social but economic organizations. They are business enterprises, organized on a voluntary basis to meet specific needs. Cooperatives can and do play an important role in small enterprise development, as do partnerships and individually owned companies. The success rate of cooperatives is greater among those that are operated as private businesses rather than under government control.

In his advocacy of cooperatives as small enterprises, Mannings offered the following five advantages:

- Cooperatives can act as a vehicle for producers with limited means of capital and resources. They can pool these in order to gain more bargaining power, greater discounts, and lower operating costs.

- Cooperatives can provide technical and management assistance to its members. Most small businesses do not have the necessary management skills and they fail because of this.

- Cooperatives can provide financial assistance and planning. Securing commercial credit is a common problem among small businesses. Those who do obtain credit usually have to settle for short term loans. Cooperatives can help identify and secure sources of credit.

- Cooperatives can provide marketing assistance. Individual production of members can be pooled and marketed by the cooperative. The members can thus devote more time and resources to improving the quality of their product.

- Cooperatives can serve as a clearinghouse for information. Small entrepreneurs often do not have access to information on technical and financial resources as well as marketing. The cooperative helps to fill this need.

Pierre Armand is President of the Haitian Association of Voluntary Agencies (HAVA) and also Executive Director of the Haitian Development Foundation. His remarks centered on how U.S.-based PVOs can help local ones in fostering small enterprises.

Armand returned to his native Haiti in 1979 after a long period of living in the United States and has since devoted himself to building the institutions he now heads. Until that time there had been no association in Haiti to assist PVOs in coordinating their activities. The Haitian Development Foundation seeks to set an example for local PVOs in assisting small enterprises. Armand contended that success in this endeavor would depend mainly on appropriate credit policies and upon effective delivery of products.

Initially the Foundation expected to give loans of \$50 to \$1500, but soon the range was increased to between \$800 and \$3000. This was because the larger loans were thought to have a better chance of creating jobs, a key concern under present economic conditions. The loans were focused on those activities that would benefit the community directly such as food processing and health. Rules for loan

repayment were established. Matching funds were obtained from AID and private sources.

Problems encountered by the program thus far are owed in part to the generally depressed economy of the country. Repayment performance has not been as good as expected: there is a bad debt rate of 11 percent. There continues to be a shortage of loan funds available, and there has been insufficient solidarity of group loans to guarantee repayment. On the other hand the program has registered some modest success, as reflected in increased incomes of clients, jobs created, and increased profitability of the 350 firms serviced.

Tuesday - 4:00 P.M. - The PVO Role in Technology Transfer

Discussion of the role of PVOs in the transfer of technology was led by Jack Downey, Director for Latin American and Caribbean Operations at VITA (Volunteers in Technical Assistance). The five panelists (two of them women) were directly involved in projects concerning the transfer of technology.

Downey represents an organization established 25 years ago to assist in the transfer of technology from developed to developing countries. That experience, he noted, has taught VITA to be modest about its capacity to effectively achieve this objective. He prefaced his presentation by submitting a list of constraints, distilled from those years of experience:

- There is a lack of systems for acquiring, evaluating, storing, retrieving, and disseminating information;
- Individual institutions and companies are weak in diagnosing their problems and in the identification of technical needs and opportunities;
- There is a lack of effective extension services to disseminate information, provide technical assistance and training, and identify sources of capital.

Having identified these constraints, Downey moved to a consideration of the information explosion in the developed countries and the relatively limited impact it has had thus far in developing countries. Numerous articles and conferences recently have focused on the seemingly boundless prospects for microcomputers, electronic data bases, and

modern information technologies. Some of the most optimistic supporters of the new technologies portray them as a way for poorer countries to "leapfrog the industrial revolution into the modern age." While the importance of this trend is undeniable, Downey cautioned that information technology must be put in perspective. It is only one element in the process of technology transfer.

Referring again to the experience of VITA, Downey conceded that VITA itself had for years gone on the assumption that if information is collected and placed in an institutional repository then it would automatically be disseminated. But then evaluations began to tell VITA that few people knew what to do with the information once it was in their hands. Hence, the lack of an effective information system is a constraint yet to be overcome.

Management limitations must also be overcome. There needs to be a user community that actively seeks and applies new techniques. This in turn is contingent upon strengthening the management capabilities of local institutions. This can be addressed if the third constraint, lack of effective extension services, is confronted.

In conclusion, Downey contended that there is quite a large role for PVOs to play in this process. Through their work with local institutions they can assist in the establishment of technical information centers with strong outreach components. They also have the capacity to offer technical assistance to individuals and organizations. Finally, they can also work with local institutions to set up appropriate credit facilities.

Roli Degazon-Johnson is Executive Director of the Jamaica-Western New York Partners Voluntary Technical Assistance (PAVTAS). She explained by way of introduction that Partners of the Americas, of which Jamaica/Western New York Partners is one of 54 affiliates, has been engaged in programs of technology transfer since the mid-1960s. Her presentation dealt with this "special kind of technology transfer."

Although initially a program of AID, the National Association of Partners of the Alliance (NAPA) became a non-profit organization in 1970. The special nature of the Partners program is that it emphasizes a two-way transfer of technology between developed and developing countries. The Jamaica and Western New York program came about in 1970 as a

result of medical professionals from both countries discussing the potential benefit of an exchange of human resources and equipment.

During the 1970s there were 77 exchanges of volunteer technicians, of these 45 were from New York to Jamaica and 32 from Jamaica to New York. Program areas included agriculture, education, health, and rehabilitation among others. Then, following a period of extended negotiations between the partners, in 1982 AID provided a grant to create the Partners Voluntary Technical Assistance Service, (PAVTAS). The basic concept of PAVTAS is to provide a skills bank of paired volunteer technicians to service the requests of some 25 Jamaican PVOs. These organizations service youth, the handicapped, and women. The needs assessment conducted by these groups last year indicated that organizational development and management are the most common problems.

The PAVTAS program is now into its second year of operation, and according to Degazon-Johnson, agency response indicates a high level of receptivity to workshops held for improvement of organization development. The program has been constrained at times by lack of communication and volunteer motivation has not always been high. Nonetheless, the Partners approach is proving to be a useful transfer of human resource technology.

Premeeta Janssens is Executive Director of a group known as groupe Technologie Intermediare d'Haiti (gTIH). She addressed herself to the question of which technologies are needed in developing countries. The operative word in answering this question is: appropriate technologies, those relevant to program planning.

In applying this criterion to the Haitian context in which gTIH operates, Janssens maintained that to be appropriate technology should be focused on rural areas where the majority of the population lives. Here the most needed technologies are in the provision of primary health care, safe and accessible sources of drinking water, and the development of small scale industries.

The definition of appropriateness must come from the people themselves. Application of technology must be participatory in nature, affordable in cost, and indigenous in its roots. Development is not synonymous with the availability of technology. Examples abound in Haiti of technologies introduced but not supported by the community.

The lesson to be learned is that no technology will survive within a community unless it is seen as a viable, comprehensible, and logical solution to an existing problem.

One of the most successful examples of the transfer of technology recently has been the oral rehydration program. It involves the promotion of a scientific, safe, and low cost technology which is most relevant to the survival of children. One of the reasons for its success in Haiti has been the fact that it is accepted by the community. It has been accompanied by a promotional campaign to create a need for the product, not unlike the promotion of commercial products. It is also successful because of the mobilization of available infrastructure: government agencies, PVOs, and the private sector. One of these is HAVA, which works toward facilitating linkages between exterior donor agencies and local organizations.

Jean W. Pape, associated with both the Cornell University Medical School and the Medical School of Haiti, picked up also on the subject of oral rehydration. In Haiti diarrheal illness accounts for a majority of all deaths among infants and children. According to a 1980 study conducted at the State University Hospital in Port-au-Prince, there was a mortality rate of over 35 deaths for every 100 patients hospitalized with diarrhea during the previous decade. At the time oral rehydration therapy (ORT) was a relatively new and unknown technology in Haiti. Pape and colleagues at Cornell Medical School set out to try to introduce ORT and demonstrate its use in Haiti. Their efforts, according to Pape, have led to a major change in public policy and public health improvement.

Assisted by the Rockefeller Foundation and USAID/Haiti, the Cornell team undertook both research and service oriented activities at the State University Hospital, the most important health facility in Haiti. At first they conducted studies with the participation of physicians and nurses which showed that ORT was as good as intravenous rehydration for 90 percent of cases of dehydration. Another study identified the causes of infectious diarrhea in Haiti. Within eight months the Cornell team was given the responsibility for the entire rehydration unit, with nearly 5000 patients a year. They then became the national rehydration training center for hospital staffs from all over the country.

As of 1984, over 15,000 patients have been admitted to the unit and over 90 percent of them received oral rehydration. The mortality rate of 14 percent during the first year fell to 1.9 percent in the second year, and to less than 1 percent since 1982. By then the success of the unit had attracted the attention of the government, who in turn solicited the assistance of UNICEF in establishing a national oral rehydration program. The government placed funding for the unit in the national development budget for FY 1984. The ORT program has thus grown from a modest research effort to a broad-based national program, demonstrating the effective transfer of a most appropriate technology.

Glenn Smucker is Director of the Proje Pyebwa of the Pan American Development Foundation in Haiti. PADF received a four-year grant from USAID/Haiti in 1982 for an agro-forestry project which is known by its Creole name as Proje Pyebwa. (The project is described in some detail in the section on site visits under Trip I).

Smucker addressed the question of how PVOs monitor and evaluate the effects of the introduction of new technology on local social and economic conditions. The technology to be transferred in this instance is the integration of hardwood cash cropping into the farmer's income. In order to monitor project effects, extension agents are trained and charged with contacting local landowners and development groups to determine interest in planting new seedlings. The agents regularly visit the sites and collect data on soil, intercropping patterns, and ownership. An important element of the project is the follow-up of the agent with individual farmers at intervals of six months.

One of the features that distinguishes this project is the role of anthropology in both project planning and implementation. Going beyond the typical social soundness analysis, social science has been applied to practical problems. Studies of erosion and deforestation led to the development of a project proposal to achieve reforestation with the key participation of small farmers. The research sought to answer questions concerning the salient features of the fuelwood and charcoal market and the role trees play in small farmer systems.

The research aspect of the Proje Pyebwa provided the basis for self-evaluation of the farmers, who were able to use information collected to improve their yields. They reserve time after planting for information gathering and monitoring their own progress in collaboration with the extension agent. In this manner the social and economic impact of the project on the lives and livelihood of the farmers is regularly assessed.

Wednesday, June 20

Wednesday, 8:00 A.M. - PVO-Corporate Relations: I

The Wednesday sessions were organized according to the six ACVFA subcommittees.

Kenneth Smith, Chairman of the ACVFA subcommittee on PVO-Corporate Relations, chaired this panel, which was conducted in two sessions until noon. The subcommittee has been in existence for a year and a half and was interested in soliciting the views and suggestions of panelists and participants in its program of activities.

The chairman began with a summary report of the activities of the subcommittee over the past year:

- A survey of attitudes of both businesses and PVOs toward closer collaboration was conducted. While there was a recognition of mutual interests, both expressed reservations about closer relations;

- AID financed a demonstration project with the Fund for Multinational Management Education (FMME) which involved a series of workshops bringing PVOs and corporations together;

- A slide presentation was produced to summarize issues in the relations between the two groups which is available through the ACVFA.

The subcommittee submitted a report on its findings to the AID Administrator, and concluded that further initiatives would have to be left to the PVOs and to corporations.

The issue before the Haiti conference, then, was how to institutionalize the relationship. In a memorandum prepared for distribution to the participants, the subcommittee spelled out three options for moving in this direction. The ultimate objective is to create a mechanism by which PVOs and businesses can regularly identify partners in the Third World who can assist them in meeting their mutual and individual objectives. The Advisory Committee hopes that by September it would have a consensus on one of the following options:

- Option One: to identify a staff member responsible for the relationship in at least one business and one PVO or association thereof. The objective would be to carry out an assessment of the interests of the members of each organization;

● Option Two: to create a joint office staffed by an individual representing business and PVOs housed in either one or both of the association offices;

● Option Three: to create an AID funded office housed in one or more of the associations to carry out the purposes outlined above for a two year trial period.

As Smith the panel to comments from the panelists he noted that no corporation had shown a keen interest nor had any PVO come forward to take the lead in this endeavor.

Paul Derstine, representing the Mennonite Economic Development Committee (MEDA) and the Da La Company of Lancaster, Pennsylvania, described the involvement of the Hershey Company with PVOs in cocoa production in Haiti. He noted that the Mennonites have long been active in getting businesses involved in development work. The burden of taking the initiative in the relationship, he said, is usually with the PVO.

In Haiti MEDA has experimented since 1959 in the training of community leaders to manage hospitals. And it also brought a VITA advisor down to help develop a canning technique. Involvement with Hershey came about because of its interests in cocoa production in Belize, where Mennonite missionaries were operating. MEDA helped conduct a survey of cocoa in Haiti and put together a marketing system to help Hershey get into the market. With Hershey's entry into the Haiti market there was a dramatic turn about in the internal price structure because of the new competition. Farmers are now receiving more for their cocoa crops.

B.K. Matlick, of the Agribusiness Department of the Hershey Company told the story of Hershey's involvement in the Caribbean from the perspective of the company. He pointed out that for the first 80 years of the company's operations its demand for cocoa had easily been met by producers in Africa. But when the long-range supply prospects were surveyed, it was concluded that Africa might be an unreliable source. It was at this point that they began to look toward the Caribbean.

The Agribusiness Department of Hershey set up a research farm in Belize, only two hours away from Miami. They maintained several thousand acres for research, development, and processing. They built schools, roads, and bridges, and were drawn into development projects in the process. Hershey eventually opened up a market in Belize and has introduced new technologies while increasing the buying power of its employees. Relations with AID were

initially cool, according to Matlick, because AID tended to view the company as self-interested.

It is worth pointing out that Matlick in his presentation made very little mention of Hershey's relationship with PVOs in the Belize project. Nor did he have much to say about USAID involvement in the Hershey operation in Belize.

Lewis Townsend, Vice President of the Pan American Development Foundation (PADF), represents one of the more established PVOs that has had relations with corporations for several years, (see panel on policy dialogue). PADF now has a full-time credit officer who deals with banks involved in development projects. Townsend cited a number of examples of collaboration between PADF and corporations, such as the shipping of equipment for food processing to Mexico. Each of the examples involved enlightened corporate self-interest and PADF development objectives.

One effort Townsend described is the corporate volunteer program, designed to recruit executives to assist in development projects. PADF was asked to pick up part of the expenses. PADF in turn went to AID and requested \$50,000. AID, on the other hand, asked PADF to develop a proposal for corporate in-kind contributions. The proposal to AID was eventually rejected and the project fell through.

In summing up this experience, Townsend concluded that we have "a hit or miss system" which needs to be institutionalized. His answer is that it should be moved away from government and into the hands of those in the PVOs and corporations who think it can work. Technical PVOs such as PADF are quite capable of dealing with corporations on their own terms, but AID often views the interests of the corporations as profit-seeking.

Andrew Oerke is President of Partnership for Productivity (PFP) (see panel on small enterprise development). Oerke recounted the story of a ten-year relationship between PFP and a Swedish mining company, Lamco, in Liberia. PFP had been operating a small enterprise project in Liberia and had sought to get Lamco involved in social infrastructure development. When Lamco did invest in infrastructure without a clear understanding

of the social context the result was demonstrations and strikes against the company.

PfP, working more closely with the grass roots and aware of the aspirations of the people, was called in for a "rescue operation" to try to redirect the efforts of Lamco. The moral of the story, according to Oerke, is that corporations must do more careful project analysis before investing in social development projects. PVOs such as PfP are well equipped to assist in this effort because of their familiarity with the social environment.

Frank Kiehne, outgoing Executive Director of (Private Agencies in International Development) PAID, spoke of the pillars of the relationship between PVOs and corporations. Both have roots in the capitalist economic system, which has volunteerism as one of its elements. PVOs operate in this context. However, because of this affiliation, larger PVOs sometimes have a negative image in the Third World. Even local PVOs tend to view foreign-based PVOs as paternalistic or exploitative.

To counter the lack of cultural sensitivity of multinationals, some PVOs have been helping to acquaint corporate personnel with the foreign environment. For example, the YMCA's Center for International Management Studies conducted a workshop for firms doing business in francophone Africa. It focused on the local culture, legal and political systems, and other factors conditioning business operations. (Overseas Education Fund) OEF has conducted a similar type of program on women in business and law. PAID itself conducted a forum at Lake Geneva on relations between PVOs and corporations. The example of Johnson Wax and its enlightened policy of long term investment in new markets and initial profit losses was favorably reviewed by the participants.

John Costello is Executive Director of Helen Keller International (HKI). His presentation concerned the establishment of a National Council of International Health initiative which brings health-related PVOs and corporations together to investigate opportunities for collaboration in the delivery of health related supplies such as pharmaceuticals and medical equipment to developing countries. Response from corporations thus far has been quite favorable. Their contributions have been in-kind rather than financial.

Wednesday - 10:30 A.M. - PVO-Corporate Relations: II

The second portion of the panel on PVO-Corporate relations focused on activities in Haiti and featured presentations by two prominent representatives of Haitian associations.

Claude Levy directs the Haitian Manufacturers' Association, an organization that is now four years old. Levy addressed the question of how the Haitian industrial sector can expand and create much needed employment opportunities. He took the view that there would be nearly 8 million jobs created outside of the United States by American companies in the future and that Haitian industries must work to attract their share of those jobs.

The Haitian Manufacturers' Association is working to stimulate joint ventures and sub-contracts between U.S. and Haitian firms, especially in the growth industries such as electronics. Levy himself traveled to California to attempt to persuade some electronics firms to examine the cheap labor situation in Haiti rather than concentrating all their overseas production in the Far East. He suggested that PVOs could get involved in this process by helping Haitian firms get in touch with U.S. companies and overcoming the negative image Haiti has among some potential investors. Haiti has no lobby in Washington except for the textile industry which was dealt a blow when it was left out of the Caribbean Basin Initiative (CBI) quota arrangement.

Industry in Haiti suffers from several handicaps, according to Levy. Cultural and social traditions often constitute a constraint to individual entrepreneurial initiative. Haiti, like many other developing nations has a problem of "brain-drain" of professional and skills workers. The Haitian infrastructure is not conducive to new investment. The private sector is primarily a family-owned operation lacking modern management methods.

USAID/Haiti is supporting industrial development efforts through SOFIDES, the Haitian financial institution for long term development loans. AID also promotes productivity centers and seminars in business management.

Guy Douyon, represented the Haitian-American Chamber of Commerce (HACC) as its Executive Director. He explained that his association is an affiliate of the U.S. Chamber of Commerce. One of its objectives is to facilitate bilateral trade between Haiti and the U.S. A basic problem in this

respect is cultural attitudes: American firms tend to superimpose their way of doing things on the local culture with sometimes negative consequences.

Douyon suggested that PVOs could be helpful in sensitizing foreign companies to Haitian customs and in directing them to local associations such as the Chamber of Commerce. For the foreign business person interested in doing business in Haiti, it is important to know how to go to the right source.

Charles Starcher is in charge of Computer Marketing Services with the Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA), (see the section on institutional development).

Starcher took the point of view that it is presumptuous of PVOs to think they can assist firms in Haiti because sound investment requires market research conducted by the firm itself. He dwelt upon the fact that the strength of FAVA/CA derived from political support of the Governor of Florida and other public figures. FAVA/CA is oriented toward the CBI because it is geographically closer to Florida than most of the states in the U.S. and certainly closer than Europe and other markets.

Starcher pointedly stated that his organization was not interested in seeking AID assistance for its programs. He maintained that the best course of action is to meet directly with companies and deal with them on their terms, where their own interests lie. In the case of General Electric, FAVA/CA met with them to discuss the prospects for expanding business in the Caribbean and for supplying communications equipment. FAVA/CA persuaded GE that there were lots of opportunities for expansion there. In fact, Starcher felt that the FAVA/CA approach was working so well that it needed to provide more information services to PVOs and companies interested in its activities.

Wednesday - 8:00 A.M. - Food for Peace

This subcommittee session was chaired by LaVern Freeh. The panel was provided an update on the emergency food situation in Africa by the Assistant Administrator of the Bureau for Food for Peace and Voluntary Assistance, Julia Chang Bloch. She reported that more than 457,000 MT of food aid worth more than \$154 million had been sent to Africa. Deadlines for shipping during FY 1984 are June 21 for processed commodities and July 16 for bagged grains. AID has another \$60 million recently made available to be used through March 1985. Of the \$47 million in requests, some \$34 million asked for total monetization.

Bloch indicated that her real concern was having more qualified implementing agencies (such as PVOs) rather than more funding. She noted that two PVOs, World Vision Relief Organization (WVRO), and Lutheran World Relief (LWR) have come forward with requests since the last ACVFA meeting. As to the role of the World Food Program (WFP), she said that it was a major implementing agency and the first choice of European donors who don't have the range of PVOs like CRS and CARE to choose from, as in the United State.

Alex Beehler, of Arthur Quinn, P.C. representing Kraft Foods, spoke about the section 416 cheese shipments and the opportunities for PVOs to assist in the distribution of surplus cheese. With billions of pounds of surplus cheese available, Kraft is proposing to tin cheese so that it will not require refrigeration for over a year. In August 1984, Kraft will tin an initial 4 million pounds under a contract with USDA.

Joseph Coblentz, manager of the PL 480 Title II program for USAID/Haiti, discussed the rising costs of the program. He spelled out the the options available for meeting these costs:

- home office contributions - increases do not look very promising;
- container funds - the sale of container funds raises a question of saturation and eliminating the poorest of the poor from the program;
- Haitian government - currently covers some of the inland transport costs;
- Title I proceeds - a reliable, but limited resource;
- outreach grants - tend to be unreliable because of an already stretched budget;
- monetization - has not been used yet but could be used for enrichment, not for recurrent costs.

Bloch pointed out in this regard that U.S. government funding of recurrent costs is not the way to address the problem. If the government of Haiti and the PVOs do not want to support the program, perhaps it should not exist. It was Coblentz' feeling, however, that USAID/Haiti could not impose on the Haitian government any major responsibility for the feeding program, at least in the foreseeable future.

The acting director of Seventh Day Adventist World Service (SAWS) in Haiti, Larry Clifford, described the scope of his program. SAWS has built clinics and a warehouse with outreach grant funding. He told the AID representatives on the panel that the outreach grant was the best way to assist PVOs in their efforts.

Larry Holtzman, Director of CARE/Haiti, reminded the panelists that CARE had a 25 year history of involvement in Haiti. He said that "those of us involved in the PL 480 program know what a free lunch really costs." As the bill for the "free lunch" increases from year to year, we find ourselves more dependent on the U.S. government, Holtzman stated. The CARE/Haiti program costs \$600,000 for distribution, which represents about \$2.00 per recipient. The program has been the same size for the past two and one half years, for reasons of control and security, even though the need has increased. CARE receives \$144,000 from the Haitian government budget and \$200,000 from Title I.

John Muilenburg, Director of Church World Service (CWS) in Haiti, echoed the theme of the previous speaker. He stated that without outreach grants CWS would not be able to operate in food assistance. The CWS program has 80,000 recipients, of whom 60,000 are in school feeding. CWS has a \$250,000 Title I budget and has been promised outreach funding for over a year. In July 1984 the entire CWS operation in Haiti will be managed by Haitians.

Peter Strzok is Director of Catholic Relief Service (CRS) in Haiti. He, too, sees the need for continued outreach funding for the CRS program. He also believes strongly in recipient contributions because CRS sees food assistance as an economic package. The CRS program budget in Haiti is \$110,000. Strzok pointed out that it was not feasible to manage local centers for food distribution with only volunteer workers. Competent staff must be paid competitive wages.

Larry Minear of the Church World Service/ Lutheran World Relief was unable to participate on the panel but sent a statement on the African food crisis for the subcommittee's consideration. He reported that Africa's food import requirements in 1984 are estimated by FAO to be a staggering 5.4 million tons, 68 percent higher than those of last year. This leaves a gap of 3.2 million tons not met by commercial imports. Now that Congress has approved

substantial supplemental food aid funds for the famine in Africa, the U.S. should be able to serve as an example to other donors. Minear suggested that the impact of project food aid could generally be increased if it is used in cooperation with other sources of assistance, notably financial assistance. It was his contention in the memorandum prepared for the subcommittee that PVOs would not be able to meet the extensive costs of effective Title II programs. The quality of the program is hampered by the fact that only commodities and not funds are available under Title II.

James MacCracken, Executive Director of the Christian Children's Fund also submitted a paper to the subcommittee, entitled "Cooperation, Coordination, Centralization: Some Proposals for Food for Peace." The paper was authored by Melvin Myers, formerly with Church World Service. Few host governments are able to provide PVOs with any kind of infrastructural help for commodities and other material resources. PVOs therefore compete for warehouse space, fuel for their trucks, and for other peripherals of program and emergency response to need.

To confront the escalating costs of warehousing, inland transport, and maintenance of infrastructure, several courses of action could be considered, including the following:

- a cooperative centralized U.S. traffic/shipping facility under PVO control and financing;
- coordinated and centralized off-loading, surveys, and in-country claims handling;
- centralized and controlled warehousing, AID supervised and financed to the extent required after non-AID subventions.

In response to the above presentations, Bloch reiterated that it is essential to be more creative in coming up with sources of funds. What, for example, will it take to turn maintenance into development? How much will it cost? Although the outreach program will be continued and may even be increased, Bloch suggested that in the long run a strategy of displacement of U.S. government funding would be needed. Is an agricultural strategy working in the host country if PL 480 assistance is still needed? Obviously not.

Finally, it was announced that the 30th anniversary of PL 480 would be celebrated on July 10, 1984. Speaking at the dinner would be Congressmen de la Garza and Foley, Senator Dole, FAO Director General Eduard Sauoma, Agriculture Secretary John Block, and AID Administrator Peter McPherson.

Wednesday - 10:00 - Panel on PVO Policy

The PVO Policy Subcommittee was chaired by Markham Ball. This panel examined the following basic subjects: progress toward the 16 percent target for PVO funding and its relation to activities of the Office of Private and Voluntary Cooperation, the status of the comprehensive program grant proposal, and the role of PVOs in the Country Development Strategy Statement (CDSS) process. All of the panelists were either AID/Washington officials or USAID mission directors.

With the assistance of Karen Poe of the Bureau for Policy and Program Coordination (PPC) in AID/Washington, the basic factual information for these subjects was distributed to panel participants. The memorandum may be summarized as follows:

1. The level of compliance of AID to the Congressionally-mandated target of 16 percent of development assistance funding for PVOs

Since the earmark in FY 1981, AID funding for PVO development activities has increased from \$175 million (13.2%) to an estimated \$244 million (14.3%) in FY 1985. Since PVOs do not accept loans (33% of the AID portfolio), they will actually be administering over 21% of all grant funds requested in the FY 1985 development assistance accounts. When broken down by mission versus central bureau level grants, for FY 1984 the bureaus accounted for \$150 million as compared with \$215 million for the missions. Within these figures, development assistance for PVOs account for over 14 percent of the total AID budget, and when economic support funds (ESF) is added they account for just over 17 percent.

AID support for PVO administered development programs has increased fourfold since 1973, from less than \$50 million (4 percent of the program) to over \$243 million or over 14 percent. The Agency is committed to increasing the level of funding for PVOs, including new U.S. PVOs as well local PVOs. AID is interested in increasing the participation of PVOs in its Africa programs, particularly in the field of primary health care. However, a matter of increasing concern to AID and to the Congress is the fact that for many PVOs the U.S. government is the predominant source of funding.

In the FY 1986 budget cycle, AID has encouraged the missions to include PVO planning levels within the country

annual budget submission. Country planning levels may include funding for PVO activities that are not yet identified, thus allowing missions to respond to targets of opportunity for PVO funding in the actual funding year. In the past, PVO activities had to be identified 18 months in advance of the actual year funding was desired.

2. Role of PVOs in the CDSS Process

The PVO policy paper calls for increased emphasis on country program integration to maximize the effectiveness of scarce development resources in the Third World. It also calls for AID to facilitate PVO participation in the CDSS process. Since FY 1983, AID/Washington has encouraged missions to consult with appropriate PVO representatives in the preparation of the CDSS. However, AID is attempting to reduce the volume of instructions to missions in the preparation of the CDSSs. So continuing reference to PVO involvement in the process gives PVOs added emphasis.

In some instances, such as in Haiti, major PVOs operating in the country have been involved in the development of the CDSSs. In other cases, however, finding the right working arrangement for PVO participation has proved difficult.

3. The Comprehensive Program Grant

Based upon the work of an intra-agency task force, FVA and PPC have developed a framework for a proposed new relationship between AID and the PVOs. It is known as the "partnership grant," to be undertaken initially with a few PVOs on a pilot basis. (See appendix) the new grant is designed with a number of objectives: to provide for a longer term AID/PVO relationship; to facilitate collaboration between the two in strategic planning and the pursuit of mutual objectives; and to ease the burdens associated with multiple grant relationships. It aims at maintaining PVO independence of action while at the same time responding to AID sectoral and program priorities.

It is anticipated that the partnership grant will be awarded to two or three PVOs in the coming year. The awards will be decided on several criteria: the PVO's record of performance on AID supported projects, the extent of its continuing relationship with AID, and the likelihood that the grant will enhance the PVO's role in addressing development objectives shared by AID, such as private enterprise or oral rehydration.

Wednesday - 10:00 A.M. - PVO-University Relations

Carl Taylor chaired the subcommittee panel on PVO-university relations. The five panelists considered the question of how the two institutions could work together to increase the rate of child survival. In his introductory comments Taylor asked that the subcommittee arrive at a set of recommendations toward that end. With the focus of the panel on health, the panel turned its attention to the merits of establishing a new subcommittee under ACVFA to handle health issues.

Antoine Augustin represented St. Catherine's Hospital on the panel. He suggested that the university is well equipped to assist in the child survival effort since it provides social scientists, pediatricians, physiologists, and other specialists in the field. AID can provide funding to facilitate university and PVO linkages in this endeavor. Augustin cited the example of a program at Harvard University concerning Haitian mothers in the Cambridge area.

Warren Berggren, of Save the Children Federation addressed the specific goal of lowering the mortality rate of Haitian children. PVOs and universities have been involved in two projects to protect children against diseases such as tuberculosis, tetanus, and diarrhea. The university effort has been to conduct basic research on diseases and to teach methods of appropriate child care. PVOs have also worked on approaches to child care. The projects have served 165,000 persons and have increased the life expectancy at birth as the infant mortality rate has declined. The objectives of the Save the Children effort have been to provide low cost, efficient, and appropriate methods of treatment. This approach has inspired other health care projects to adopt the same methods.

Reginald Boulos represented the Complexe Medico-Sociale de la Cité Simone. He described the health and social services project at Cité Simone which serves an urban area of about 100,000. The infant mortality rate in the area has fallen from 237 per 1000 in 1976 to 84 in 1983. The project cost has been \$6.00/beneficiary per year. The project has benefited from the assistance of two universities, Tulane and Columbia, over the past two years. Boulos noted that PVOs are able to complement the technical capabilities of the universities because of their community involvement.

Jon Rohde, Management Sciences for Health, advocated greater involvement of universities in the Third World development setting. This is particularly true in the field of tropical public health where the introduction of new medical technologies must be preceded by testing the population. This applies, for example to the development of vaccines for such diseases as cholera and meningitis. Findings from research in the developing world may be of relevance to the industrial world.

Turning his attention to the Haitian context, Rohde underlined two present concerns. Haiti suffers from the common problem of "brain drain" since many Haitians doctors are living abroad. Those who teach medicine in Haiti do not focus on subjects relevant to the local population. There is, then, a need for appropriately trained Haitian medical personnel. The second need is for evaluation of the respective roles of universities and PVOs in health programs. The oral rehydration program (see presentation by Jean Pape in panel discussion on the PVO Role in Technology Transfer), which is now officially recognized by AID and the Haitian government, should be carefully monitored.

At the conclusion of the subcommittee panel on PVO-university relations, the chairman, Carl Taylor prepared a memorandum which presented conclusions and recommendations. AID's current policies, it stated, have greatly strengthened the partnership between AID and the PVO community in finding practical solutions to the needs of the developing world. AID support for research and institution-building has increased the capacity of the U.S. and Third World institutions to address these priority problems. The need now is to increase collaboration between those working in field services and those involved in research.

Present AID funding mechanisms tend, however, to treat universities and PVOs separately. They do not take advantage of the synergistic effect on development that can be obtained from joint programs. Collaboration between these two major institutional resources will have several positive advantages. It will:

- promote continuity of effort in developing countries in the development and application of appropriate technology and better management;

- provide more scientific and rigorous design and evaluation of PVO projects in the field;
- provide more rapid transfer of scientific findings and new technology to Third World institutions and services;
- allow a more practical orientation of university professionals relevant to the needs and conditions of developing countries.

The memorandum concluded with the following recommendations:

- that AID solicit collaborative proposals and provide funding for joint PVO/university efforts;
- that AID establish mechanisms to coordinate and promote improved collaboration between PVOs and universities.
- that AID publicize the availability of these funding mechanisms and application procedures to PVOs and universities.

Wednesday, - 1:30 p.m. - Women in
Development

Michaela Walsh, President of Women's World Banking, chaired the WID panel which examined women's groups and programs in the Caribbean and how they could improve communications with each other.

The first speaker, Ms. Maritza Carvajall, is a board member of Women's World Banking in the Dominican Republic. Ms. Carvajall emphasized that training for small and medium entrepreneurs is an important instrument in development, that a country is not truly underdeveloped but rather undertrained. While training appears expensive, it is inexpensive when we are teaching important things, and therefore a good investment. Carvajall maintained that management training affects income level and behavior. She traced the active involvement of women in this field in the Caribbean to 1979 and Michaela Walsh's early efforts. Last year in Jamaica, a WID panel looked at women in development,

management and capital formation institutions. They concluded that development would not be successful until women could manage their own investments.

Ms. Lorna Gordon-Gofton, of the WID Unit of the University of West Indies, spoke of the distinguishing characteristics of women in the various countries and what they are trying to do. There are distinctions among agency networks, both governmental and intergovernmental. For example, CARICOM has a women's bureau. WAND serves WID bureaus and women's groups as an information resource and explores social change and consciousness raising strategies. These organizations depend upon external funding.

While the failure of PVOs is not exactly a time bomb, it is a measurement of the need for experimentation. In the past, Europe has proved more understanding, much more flexible and sensitive, although U.S.-based PVOs have also invested money in development. The difficulties arise in the process of transferring values and aspirations, the cultural differences, the conflict in what women want versus what culture expects and rewards. Essentially women have always had strong traditions, information networks, such as clubs, community services arrangements, kinship ties, church groups, and political parties.

A program of action for women in the Caribbean would include a cadre of core agents to reach out to women. It would also involve working through such institutions as the University of the West Indies. A news and information service could be launched. These should be run by and for women, who do not need more specialized agencies telling them how to manage their affairs. There is a need for regional coordination to prevent the current overlap and duplication of efforts.

Ms. Marie-Carmel Lafontant, representing CHREPROF, a center for women in Haiti, told the panel that the position of women in Haiti was especially low. The literacy rate among women in the country is only 20 percent. Today, however, there are as many as 35 women's voluntary groups that provide information through radio and television. The focus of their programs has been on income generating projects such as the 29 businesses assisted by the Trickle Up Program, a U.S.-based PVO.

Wednesday, 1:30 P.M. - Development Education

The panel on Development Education was chaired by John Sewell of the subcommittee, assisted by Beth Hogan of the Office of Private and Voluntary Cooperation of AID.

The first two panelists were Jim and Josephine Gaston of International Nursing Services Association (INSA) who described their organization and its project in Haiti as an example of how the new Biden-Pell grant awards work. The INSA project in Haiti is now in its third year. INSA is an Atlanta-based Methodist organization which has been assisted in the Haiti project by Georgia State University in providing "creative awareness" (development education) to the public. Among the objectives of the project are the training of nurses and goat breeding. According to the Gastons, the public awareness has been considerably enhanced through the INSA project.

Tom McKay, Director of the Office of Private and Voluntary Cooperation, commented on the presentation of the INSA project. He indicated that his office considered this as a model for development education on a regional scale. Its purpose is to raise the awareness of the American public of problems of hunger and health. McKay said that a series of development education events was being planned.

Chairman Sewell then gave a brief summary of the conclusions of the presidential commission known by the name of its chairman as the Carlucci Commission. One of the main conclusions of the report was that there is a need for a citizen's network for public education on foreign assistance matters. Sewell pointed out that it was not the intention of the Commission for this to be a government function. Tom McKay added that this was not on the AID agenda, but that it was expected to be a private effort of such groups as the PVOs.

Frank Kiehne of PAID reported that his organization has already attempted to respond to this need. He noted that many PVOs were concerned by the combination of security and economic assistance recommendations in the Carlucci Commission report. Many do not endorse the call for increased military assistance but are strongly supportive of the recommendations for increased development assistance. Kiehne mentioned that PAID recently published a brochure entitled A Framework for Development Education in the United States.

Prepared by a joint working group of the member organizations of the American Council of Voluntary Agencies for Foreign Service (ACVAFS) and PAID, the brochure is based on the premise that development must become a reality if we are to have economic and political stability as well as peace. It assumes that the public must be educated by every means available to care about and insist upon development of the Third World as a major national policy objective.

Wednesday, 3:00 P.M. - ACVFA Business Session

Chairman Morgan Williams presided over the final business meeting of the Haiti conference. The first item on the agenda was a review of the panel discussions. General observations about the panels were that there was "overload" from too many panels, leaving too little time for discussion. The Chairman agreed, but maintained that this year's program was less congested than last year's. He promised that in the future there would be fewer panels and panelists. Some complained that the subcommittee agendas were pre-determined in Washington with not enough input from PVOs. Another mild critique was that there should be a more concerted effort to adhere strictly to the time table established for panels.

Review of Subcommittee Sessions

Food for Peace/PL 480

Chairman Freeh announced that the 30th year anniversary of the enactment of the PL 480 legislation would be celebrated in July. He underscored the need for the subcommittee to work more closely with private commodity companies.

Development Education

Chairman Sewell reported that the subcommittee session discussion centered on the findings of the Carlucci Commission and what the appropriate response of PVOs would be. He noted that AID feels strongly that development education should be a non-governmental function.

PVO Policy

Chairman Mark Ball observed that his subcommittee session had a very good attendance from AID/Washington. On the subject of the 16 percent level of funding prescribed in the Percy-Pell Amendment, Ball noted that the current level of 13.5 percent represents improvement but can still be

improved upon. He reported that the matching grant program was not likely to increase in the near future. He cited the comprehensive program grant proposal as a good initiative with "few strings attached." Ball indicated that the question of PVO policy regarding PVOs operating in countries where there is no AID program is still left unclear. The concluding issue was ways to increase total funds available to PVOs. It is crucial enough that it should be reviewed during the full ACFVA meeting in September.

Women in Development

Chairwoman Michaela Walsh reported on communications among women in the Caribbean as a form of empowerment. The subcommittee on women in development looked at this issue in the context of the Kissinger Commission report which proposed expanded assistance to the Caribbean nations. Some have suggested that because the UN decade for women is coming to an end, there is no need for a subcommittee on women within ACFVA. Walsh argued strongly that there is a continuing need for a women in development subcommittee.

PVO-University Relations

Chairman Carl Taylor reported that there is a plan to phase out the subcommittee with the creation of two new subcommittees in its place: education and health. The new subcommittees will be more focused on actual program activities involving collaboration between PVOs and universities. A study of this matter will be conducted for the ACFVA and any recommendations resulting from the study will be sent to the Administrator of AID for consideration.

Chairman's Closing Remarks

Chairman Williams reported that out of a total of 27 members of the Advisory Committee, 19 had attended the meeting in Haiti and 14 of those were present at the final session. He concluded that the recommendations and observations from this conference would be the AID Administrator. Williams appointed Julia Taft to head a task force whose purpose would be to explore means of implementing the Administrator's recommendations on the future focus of the ACFVA which he had relayed to a group of ACFVA members at a June 5 meeting. The task force is to report its findings at the September Advisory Committee Board meeting. He urged members who support conference meetings outside of the United States to write to Administrator McPherson to that effect.

APPENDIX I

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APPENDIX III

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APPENDIX IV

PVO PROJECTS VISITED

Trip I

Jacmel via Hatte Duffort:

- Hatte Duffort - Agro-Forestry Outreach sites, PADF and Community Council Potable Water Project;
- Blue Ridge Christian Home for School Feeding/Well Drilling Project;
- Lunch at the Jacmelienne Hotel;
- Foster Parent's Project in Jacmel area.

Christianville Foundation, Inc.

Christianville was founded in February 1978 by Mr. and Mrs. James Herget with a grant of about 25 acres from the GOH. This resulted from the recommendations of the GOH Ambassador to Jamaica who knew of the Hergets' 27 years of excellent work in Jamaica.

In the six years that have passed, the Hergets have built a home for themselves and their eight foster and two adopted Jamaican children (all boys), as well as a fully equipped clinic which is open five days a week and operated by a paramedic and his wife who is a nurse. They also provide doctor's services and they work closely with the Léogane Hospital. Patient load: 4,000 since May 1981.

A school consisting of four classrooms, assembly hall and kitchen was built and began operation in January 1981. The initial enrollment of about 200 students started the first grade. The present term has an enrollment of 300 students with both morning and afternoon sessions. Classes are taught in Créole by local teachers and, when more advanced classes are held, they will be taught in French. Tuition is free and the children are given two meals a day, all year round. The food is prepared and served at the school and is partially provided by CARE through the PL 480 Program. CARE provides bulgur, cooking oil, corn-soya milk (CSM) and milk. Vegetables and meat are provided by the Foundation.

In 1978, USAID/Haiti contributed \$3,000 toward the building of a deepwell water system. Piped water is supplied to the school and the clinic as well as to two

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public fountains which provide water now to about 1,000 people in the area throughout the entire day .

Recently (FY 1983), USAID/Haiti provided Christianville with a \$10,000 SDA Grant to establish a poultry production facility. The two-layer houses to be constructed are part of an integrated Taiwanese model of fishery/poultry production. The fish pond was provided through grant funds from CIDA, and the system was designed by Taiwanese experts. The fish pond will be drained on a regular basis, providing nutrients to nearby land. The fish, poultry and eggs will be used by the Christianville community, not only to feed the children, but as an income generating source.

Hatte Dufort Agro-forestry

Pan American Development Foundation (PADF) and CARE

The Pan American Development Foundation (PADF) received a four-year grant of US\$3,900,000 (the largest of the three grants) in September, 1981. Operations began in January 1982.

PADF has established three regional agroforestry teams in the southern, central, and northern regions of Haiti. These teams have established over eighty subprojects with non-governmental organizations. Through these subprojects, 8,150 Haitian peasants have planted five million seedlings on their own land. Most of the seedlings distributed by PADF have been produced by Operation Double Harvest. In addition, PADF has helped nineteen other non-government organizations to build regional nurseries to complement the Double Harvest nursery. These regional nurseries use the Root-trainer seedling container system. Additional nurseries are being planned.

CARE received a grant of US\$2,350,000 for four years in September, 1981. Operations began in January, 1982.

CARE, working in the northwestern region of Haiti, mostly with community councils, has helped about 2,500 peasants plant over one million seedlings. Two agroforestry teams have been established. These teams include foresters, agronomists, extension agents, and nursery workers. CARE has constructed

eight regional nurseries using the Root-trainer system which produce most of the seedlings for the subprojects. In addition, CARE has begun three soil erosion control projects working with district agronomists of the Department of Agriculture. Fruit tree seedlings are being produced for use in these erosion control projects.

The PADF and CARE projects form an unusual means of resource distribution by AID. PADF and CARE have themselves become "donor agencies" by making small grants to organizations and other groups such as community councils. For example, a typical PADF subgrant is made to a non-governmental development group. The subgrant consists of seedlings, funds for extension agent salaries and technical assistance. The local development group, in turn, hires extension agents to discuss the project with local landowners and to sign up those interested in the project. The extension agents are literate peasants from the community where the seedlings are to be planted. After being trained by the Project, the extension agents visit the sites where the seedlings will be planted and collect data on the site, including information about soil, intercropping patterns, and the ownership of the site.

Seedlings are then delivered to a location near the planting site. The seedlings are delivered in cartons containing 250 seedlings. A peasant can easily carry two such cartons to the site. In most subprojects, each landowner is asked to plant a minimum of 200 seedlings to have a real economic impact. A maximum number is also set to prevent large landowners from taking all the available seedlings. The extension agent checks the site after the planting and collects data about the pattern of planting, soil moisture, etc.

One of the most important elements in the PADF and CARE projects is follow-up. The extension agent returns to the site at six-month and twelve-month intervals to check on survival rates and obtain further data on intercropping.

In addition to analysis of data on the characteristics of the sites planted and of the planters themselves, PADF and CARE are conducting species trials in a variety of ecological zones. Case studies of selected plots planted by

peasants are also being conducted. The senior forester provides technical advice and supervision to the project technicians in the research aspects of the project.

The response of both peasants and organizations to the Agroforestry Outreach Project has surpassed expectations. Analysis of the data collected on the seedlings which have been planted will provide more knowledge about the performance of seedlings in a variety of ecological zones and permit the appropriate selection of tree species for particular planting sites in Haiti.

Hatte Dufort Community Council Potable Water

The community of Hatte Dufort, located in the West Department about 15 kms. from Léogane, numbers approximately 5,000 inhabitants and produces plantains, sugar cane, corn and peas. This region of Haiti is relatively poor.

The people of the community had no potable water system until 1983. Seeking to reduce diarrhea and other water borne diseases, a USAID special development project grant provided the materials needed to cap a spring and pipe water to two existing reservoirs (gravity flow). The flow yields approximately 20 liters per person per day. The system serves the inhabitants of the community as well as a medico-social center which was built in 1978 with the assistance of USAID/Haiti and COHAN. The community also has developed a family planning program and constructed a school.

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Trip II

Jacmel via La Vallee:

- Christianville Chicken Coop and Fish Pond Project;
- Community Development Project in La Vallee;
- Lunch at Jacmelienne Hotel;
- Foster Parents' Projects in Jacmel area.

Foster Parents' Projects in Jacmel Area Information will be furnished at the site.

CODEVA

Coude à Coude Developpement Valléen (CODEVA) is an organization founded in 1976 as a nonprofit and a political community development association for La Vallée, an agricultural region outside of the city of Jacmel. Through a network of support that stretches from La Vallée to Port-au-Prince and New York, CODEVA garners the financial assistance necessary for its many projects. CODEVA is a founding member of AOPS, a Haitian association of private health institutions, and its hospital and community health system reaches approximately 10,000 people in the area around La Vallée. Other projects include the building of secondary roads (route de penetration) with USAID, soil conservation, rabbit and poultry farming, potable water systems, and the current construction of a primary and secondary school as well as a covered market.

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Institut Chretien de la Vie Rurale, Vialet

The Institut is a training center and farm founded in 1962 by the Methodist Church where students come to study for one academic year to become "monitors"; that is, leaders, educators, and organizers. Students are recommended by community leaders and must be of rural origin, in good health, over nineteen years old, and have finished primary school. The Institut graduates from 25 to 30 monitors a year.

In the course of their studies, monitors learn through classroom and on-hands work techniques of erosion control (contour canals, composting, reforestation), agricultural improvements (from improved seed varieties to artificial insemination of cattle), appropriate technology (use of solar cookers and methane gas energy production, portable latrines which produce humus as well as improve sanitation), preventative health measures, literacy, leadership, and communication. At the end of the course, graduate monitors usually return to their villages to work as animators and teachers, although some have been hired by the Department of Agriculture. Two women have gone through the one-year course to become monitors, and many more have completed three-month courses in home economics at the Institut.

Mr. Depestre sees graduates working in their villages and making a difference in the lives around them. To teach artificial insemination and as a service to the community, local cows have been bred to a Holstein bull in the U.S. which has doubled milk production and greatly increased cattle size in the first generation. An improved race of chickens has also been introduced locally which has upgraded egg and meat production.

Although students' fees and the sale of farm products make the Institut partially self-funding, finding other sources of financial aid has been a problem. The best possible students are not always recommended by community leaders which lowers the quality of monitors graduating from the Institut. One common problem of such training centers is the tendency of graduates to put themselves above the other members of the community to which they return. The Institut approaches this problem by offering a course in communication and leadership which stresses monitors' participation in day-to-day village life.

Hôpital Ste. Croix, Leogane

Contact: Mr. David McNeeley

This is a large, modern hospital facility run by the Episcopalian Church, with funding from the Presbyterian Church as well. The hospital itself is the fourth, or top level of what director Dr. David McNeeley calls a "health pyramid"; that is, the extensive health outreach system which uses the hospital as a base and training center. The bottom line of the pyramid is the 39 village health workers (who do mainly health education, census taking and follow-up) and the 168 village midwives who have been trained at the hospital. The next level is the 24 rally-posts in the hospital's health district, at which vaccinations, prenatal care and materials, family planning materials, and health education are given. These are open five days a week and staffed with RNs, LPNs and nutritionists. The third level consists of the eight clinics and dispensaries in the district, six of which are accessible only on horseback. Doctors and nurses from the hospital visit the clinics regularly to give primary medical care, vaccinations, etc. At the top of the pyramids is the full service hospital with a permanent staff of 12 doctors as well as frequent visiting doctors from the U.S.

The hospital is also engaged in other aspects of community health and welfare. It has undertaken a potable water project in Leogane with Rotary International and Blue Ridge Christian Homes, in which 17 wells have already been dug. It has a handicraft center and boutique where handmade articles are made and sold, and a garden in which food is raised for the actual feeding program canteen.

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Trip III

St. Marc Area:

- Pont Sondé, Sacre Coeur Health Center (implementing a CBI-funded AOPS community Health Outreach grant);
- CINEC Center and School Feeding sponsored by CARE Savien
- Solar Pumping installation at Mauge, Mission's Possible Center;
- Lunch at Ouanga Bay Hotel.

Association des Oeuvres Privées de Santé (AOPS)

Pont Sondé, Sacré-Coeur Health Center

Founded in 1982, l'Association des Oeuvres Privées de Santé (AOPS) is an organization of private health institutions whose community health programs reach almost 150,000 people in rural areas. Each institution is autonomous and self-supporting, and provides a representative to serve on the AOPS executive committee.

In the elaboration and execution of its community health strategy, AOPS has worked with both the Haitian Ministry of Health and the USAID Mission (AOPS received a \$280,000 grant from CBI funds to assist private institutions like those at Mastavis and Pont-Sondé). Every institution uses the same system of moving health care into outlying areas through "postes de rassemblement", each "poste" or sector serving a thousand people. In addition to being hosts to periodic mobile clinics, the postes de rassemblement are centers of health education that motivate the community towards a more active participation in preventive care. Volunteers oversee this education program as well as keeping demographic and health statistics.

The services provided by each institution vary according to local needs. However, in general, AOPS institutions emphasize family planning, malaria control, oral rehydration therapy, nutritional check-ups (with regular weighings), vaccination, and special attention to target groups: children aged 0-5, women of child-bearing age and tuberculosis patients.

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Potable Water System at Mougé

As part of the Community Water Systems Project (521-0147), a solar pumping system was installed at Mougé in 1983 to take advantage of an existing artesian well.

Water is pumped to an elevated storage tank and flows from there by gravity through four kilometers of pipeline to five public fountains serving about 4,000 people.

The photovoltaic powered pump transports water from the well to a 10,000-gallon elevated storage tank. This pump operates during daylight hours and provides more than enough water for the people. The solar powered pump was selected in preference to a diesel engine pump because it should give more reliable service with fewer maintenance problems.

A similar system has been installed nearby at Bois Mougé as part of the above project.

CINEC Center and School Feeding Site, Savier

The network of 95 Community Integrated Nutrition and Education Centers (CINEC) throughout Haiti began in 1978. USAID support through FY 83 was \$1,791,935, with \$120,000 to be obligated during FY 84. The CINEC program gives children an educational headstart by improving their nutritional status and giving them intellectual and motor stimulation in preparation for primary school. The program includes parent education, demonstration gardens and PL 480 Title II commodities as food supplements. CINEC are associated with new primary schools built and staffed by the GOH with World Bank assistance. Twenty-five new centers are to be established by FY 84 using existing pre-school classrooms with present teachers. USAID contribution will fund classroom renovations and staff training. Fifty children, five years of age, participate in a daily program for eleven months; 200 younger children participate in a monthly weighing and food supplementation program.

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Trip IV

Deschappelles

- Montouis Clinique St. Paul
- Montrouis Mission Possible
- Deschappelles Albert Schweitzer Hospital and related development projects
- Lunch
- Borel, Project Hope

Association des Oeuvres Privées de Santé (AOPS)

Montrouis Clinique St. Paul

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Mission Possible - Montrouis Training Center

Mission Possible was founded in 1979 by Jack and Betty Snyder after they had spent 16 years working in Haiti with the Grace Children's Hospital under International Child Care. With eight primary schools in the country, the Mission emphasizes education, working with the Haitian Ministry of Education to teach a revised curriculum with Créole as the principal language of instruction. Mission Possible also runs the cargo vessel Sunship (a gift to the Snyders from Florida Governor Bob Graham) which periodically docks in Port-au-Prince with supplies for a variety of non-profit organizations.

The Montrouis Training Center has 600 pupils in its primary school who participate in a hot lunch program administered by CARE. On the grounds are vegetable gardens, a medical clinic, and a methane biogas digester.

Hôpital Albert Schweitzer, Deschappelles

The Hôpital Albert Schweitzer is a full-service general hospital which is also the center of an extensive network of health services and income-earning projects.

The hospital itself has 116 beds, plus a pediatric overnight ward which can hold up to 100 children (although the average is twenty per night), an adult overnight area where up to twenty-five can spend one night, and a 35-bed TB ward. Officially, the hospital serves the 165,000 in its health district but actually the number is much larger because 45% of the patients come from outside the district. The hospital runs on a minimum of eleven doctors with sometimes as many as fifteen.

The health services network, of which the hospital is the center, consists of seven dispensaries, a mobile vaccination team, sixty health agents and 150 village midwives who are trained and supervised by the hospital staff. Food is distributed through the community health center to combat the greatest health problem in the region--malnutrition. The hospital has also dug 114 wells in the area, providing potable water to almost the whole population.

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Within the hospital grounds, there is a beef and dairy cattle farm, as well as a poultry operation to provide food for hospital patients and compound residents (doctors, nurses, and some administrators live inside the hospital grounds). There are also handicraft workshops in which wood-working, ceramics and weaving are done by full-time, permanent craftsmen. There is a boutique selling the workshop products on the hospital grounds.

Trip V

Miragoane Leogane Area:

- Baptist Mission in Miragoane and PADF/CODEPLA agroforestry and goat-breeding sites in Fond des Blancs
- Lunch in Petit-Goave
- Episcopal Hospital in Leogane
- Institut Chretien de la Vie Rurale in Violet

Fond des Blancs Agro-Forestry

Pan American Development Foundation (PADF) and CARE

The Pan American Development Foundation (PADF) received a four-year grant of US\$3,900,000 (the largest of the three grants) in September, 1981. Operations began in January 1982.

PADF has established three regional agroforestry teams in the southern, central, and northern regions of Haiti. These teams have established over eighty subprojects with non-governmental organizations. Through these subprojects, 8,150 Haitian peasants have planted five million seedlings on their own land. Most of the seedlings distributed by PADF have been produced by Operation Double Harvest. In addition, PADF has helped nineteen other non-government organizations to build regional nurseries to complement the Double Harvest nursery. These regional nurseries use the Root-trainer seedling container system. Additional nurseries are being planned.

CARE received a grant of US\$ 2,350,000 for four years in September, 1981. Operations began in January, 1982.

CARE, working in the northwestern region of Haiti, mostly with community councils, has helped about 2,500 peasants plant over one million seedlings. Two agroforestry teams have been established. These teams include foresters, agronomists, extension agents, and nursery workers. CARE has constructed eight regional nurseries using the Root-trainer system which produce most of the seedlings for the subprojects. In addition, CARE has begun three soil erosion control projects working with district agronomists of the Department of Agriculture. Fruit tree seedlings are being produced for use in these erosion control projects.

The PADF and CARE projects form an unusual means of resource distribution by AID. PADF and CARE have themselves become "donor agencies" by making small grants to organizations and other groups such as community councils. For example, a typical PADF subgrant is made to a non-governmental development group. The subgrant consists of seedlings, funds for extension agent salaries and technical assistance. The local development group, in turn, hires extension agents to discuss the project with local landowners and to sign up those interested in the project. The extension agents are literate peasants from the community where the seedlings are to be planted. After being trained by the Project, the extension agents visit the sites where the seedlings will be planted and collect data on the site, including information about soil, intercropping patterns, and the ownership of the site.

Seedlings (in cartons containing 250 seedlings) are then delivered to a location near the planting site. A peasant can easily carry two such cartons to the site. In most subprojects, each landowner is asked to plant a minimum of 200 seedlings to have a real economic impact. A maximum number is also set to prevent large landowners from taking all the available seedlings. The extension agent checks the site after the planting and collects data about the pattern of planting, soil moisture, etc.

One of the most important elements in the PADF and CARE projects is follow-up. The extension agent returns to the site at six-month and twelve-month intervals to check on survival rates and obtain further data on intercropping.

In addition to analysis of data on the characteristics of the sites planted and of the planters themselves, PADF and CARE conduct species trials in a variety of ecological zones. Case studies of selected plots planted by peasants are also being conducted. The senior forester provides technical advice and supervision to the project technicians in the research aspects of the project.

The response of both peasants and organizations to the Agroforestry Outreach Project has surpassed our expectations. We are now analyzing the data collected on the seedlings which have been planted. With more knowledge about the performance of seedlings in a variety of ecological zones, we can continue to improve the selection of tree species for particular planting sites in Haiti.

Fond des Blancs

PADF/CODEPLA Goat-Breeding Site

Small animals, a part of the scene in every rural village in the Third World, provide the backbone of the animal protein diet for the rural poor. They have also been described as the bank account of many third world poor. When the family experiences an immediate economic need, these small animals are readily converted to cash in the local market. In many areas the rural farmer leaves his animals on their own and pays little attention to their increasing production. Animal illnesses are often described as fevers and tremblings. The rural farmer possesses limited knowledge with regard to preventing illness and recognizing symptoms in his animals.

Haiti is in the midst of a Swine Eradication Program due to African Swine Disease. Extremely limited alternatives for small animal substitutes have been planned in the eradication program for the South Department.

The average annual income in Haiti is \$120 (U.S.) per person. The protein/calorie intake per person in Haiti is one of the lowest in the world. Therefore, the effects of the Swine Eradication Program may be expected to become especially severe when considering the income and nutritional state of the rural Haitian.

An animal husbandry project was started in March of 1982. The Comite de Developpement et de Planification Du C.E.E.H. (CODE PLA), a rural Haitian national development association of the Concile des Eglises Evangeliques D'Haiti (C.E.E.H.), obtained partnering with World Concern in initiating the project. World Concern recruited a veterinarian, Dr. William Baker, D.V.M., as project director and provided his support, as well as funding the startup costs of the project. The initial goal was to enable 99 farmers in four South Department rural communities to develop goat production. The project was facilitated by the training of local animateurs of small animal production for each community. The training for goat production was planned as a participative, "learn-by-doing" approach. The objective was for participants to learn production management techniques while developing small production units. In addition to group training sessions every two weeks for the first three to six months, the instructor was to conduct extension visits to assist participants.

A breeding center has been established in three of the four communities. Each center has the capacity for five Nubian bucks and does brought in for breeding. Each center

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also has one and one-half acres of developed pasture. For the duration of the project, the bucks remain the property and responsibility of the project. As farmers repay their loans, a portion will be allocated to a permanent maintenance fund for the breeding centers.

The project subsidizes the purchase of small amounts of grain for the does of each participant. It has been shown that when fed small amounts of grain three to four weeks before and three to four weeks after breeding, the likelihood of producing two to three offspring, rather than one, increases.

Young goats may be sold at six months at an estimated price of \$30/goat. If the three does of each participant produce a total of five offspring per year, then selling four will generate \$128 annually. Also, the herd value will increase by \$30/year.

The Small Animal Husbandry Project of the South Department of Haiti will continue developing in the four identified communities. The objective will be to continue extension training and maintenance of the goat production breeding centers and the enablement of local animateurs of all phases of project self-sufficiency. The objective of self-sufficiency will be realized in the original communities by the end of two years if the project support continues.

Replication of the project in new communities will also be appropriate in the next two to three years. When the original project started in March of 1982, many requests from surrounding communities resulted. The interest for small animal production projects is very high around the country. Expansion will be planned in the South Department as a matter of logistics and synchronization. The objective of project expansion will be to train farmers in at least two communities per year in improved livestock practices and to enable them to apply these to their own production units. The amount of funds available will be the major constraint to project expansion.

FY 1983-1984

The initial project in the Haiti South Department communities of Boyer, Tiverny, Fond-des-Blancs, and Turbe will continue. The breeding centers and extension services will be maintained. It is anticipated that the animateurs will be able to control all aspects of the project. Construction on the remaining breeding center of the original project will be completed. Animateurs will take charge of integrating new participants from the original communities into goat production. The animateurs will also be in charge of training sessions for new participants and continuing education for those already trained.

Trip VI

- Cité Simone/Baptist Mission Complexe Medico-Social
- Con. Baptist Well Drilling Project
- ODH Cazeau, Agroforestry project
- Baptist Mission at Fermathe
- Lunch

Complexe Médico-Social de la Cité Simone (CMSCS)

Participants: Dr. Carlo Boulos, Founder, Technical Advisor (Centre Haitiano-Arabe)
Sr. Marie-Hélène Van Keerbergen, General Administrator (Sisters of the Charity of St. Vincent de Paul)
Dr. Reginald Boulos, Coordinator. Research/Evaluation Director

The tour of CMSCS facilities included the following sites:

Brooklyn Medico-Social Center - Dr. Frantz Modé, Director. The neighborhood known as Brooklyn, the poorest in the area, has about 35,000 inhabitants.

Brooklyn Preventive Health Center

An outreach network of 100 trained community "collaborators", each assigned to work with 100-150 families, serves as liaison between Preventive Health Centers (in Brooklyn and Boston) and Cité Simone residents. Collaborators maintain regular family contact, bringing families to these centers for social services, immunizations, nutrition surveillance and treatment referral.

Nutritional Rehabilitation Center (capacity: 100 children)

Seriously malnourished children are referred to this day treatment center. Mothers bring their children here every day until the child is well (three to four months); the child receives medical treatment, nourishing meals, clean clothing and a bath.

Mothers' Training Center and Bakery Cooperative

Mothers of children enrolled in the nutrition rehabilitation program receive training here in sanitation, nutrition and job skills. They work and earn income from handicraft production, sewing and operating the recently opened bakery cooperative.

St. Catherine Hospital - Dr. Antoine Augustin,
Director

This 70-bed facility provides emergency treatment, surgery and medical supervision for deliveries performed by indigenous midwives.

Under a USAID grant, Operation Double Harvest designed and produced a new seedling container system called the Winstrip. The Winstrip has several advantages over similar systems such as the Seedling container. The Winstrip has greatly reduced seedling transportation problems, both on the Double Harvest tree farms and for peasants who can carry 500 of the Winstrip seedlings at a time, but only a dozen seedlings grown in plastic bags. Testing continues with these systems and with appropriate soil mixes.

The principal exotic tree species produced by Operation Double Harvest are *Leucaena leucocephala*, *Azadirachta indica*, *Cassia siamea*, *Casuarina equisetifolia* and *Eucalyptus camaldulensis*. A number of local species are also produced, including *Simaruba glauca* (frene), *Swietenia mahogani* (acajou) and *Cassia emarginata* (bois cabrite).

Baptist Mission at Fermathe

The Baptist Mission came to Fermathe in 1943 when John Turnbull purchased some property recommended to him by the President of the Republic and installed his family to begin life and work there. Today the Mission includes a large agricultural effort, reforestation program, a hospital and health center, schools, and a thriving handicrafts center.

The Mission's agricultural extension work has resulted in improved crop production, wider varieties of vegetables, and increased access to the markets of Port-au-Prince. The Mountain Maid Self-Help Project provides instruction in sewing and embroidery to young women and a place to market their goods in the Mission store.

The striking vistas and cool air of Fermathe bring hundreds of visitors everyday where they can observe the results of a highly successful effort to improve the well-being of local residents.

Institut Chretien de la Vie Rurale, Vialet

The Institut is a training center and farm founded in 1962 by the Methodist Church where students come to study for one academic year to become "monitors"; that is, leaders, educators, and organizers. Students are recommended by community leaders and must be of rural origin, in good health, over nineteen years old, and have finished primary school. The Institut graduates from 25 to 30 monitors a year.

In the course of their studies, monitors learn through classroom and on-hands work techniques of erosion control (contour canals, composting, reforestation), agricultural improvements (from improved seed varieties to artificial insemination of cattle), appropriate technology (use of solar cookers and methane gas energy production, portable latrines which produce humus as well as improve sanitation), preventative health measures, literacy, leadership, and communication. At the end of the course, graduate monitors usually return to their villages to work as animators and teachers, although some have been hired by the Department of Agriculture. Two women have gone through the one-year course to become monitors, and many more have completed three-month courses in home economics at the Institut.

Mr. Depestre sees graduates working in their villages and making a difference in the lives around them. To teach artificial insemination and as a service to the community, local cows have been bred to a Holstein bull in the U.S. which has doubled milk production and greatly increased cattle size in the first generation. An improved race of chickens has also been introduced locally which has upgraded egg and meat production.

Although students' fees and the sale of farm products make the Institut partially self-funding, finding other sources of financial aid has been a problem. The best possible students are not always recommended by community leaders which lowers the quality of monitors graduating from the Institut. One common problem of such training centers is the tendency of graduates to put themselves above the other members of the community to which they return. The Institut approaches this problem by offering a course in communication and leadership which stresses monitors' participation in day-to-day village life.

Hôpital Ste. Croix, Leogane

Contact: Mr. David McNeeley

This is a large, modern hospital facility run by the Episcopalian Church, with funding from the Presbyterian Church as well. The hospital itself is the fourth, or top level of what director Dr. David McNeeley calls a "health pyramid"; that is, the extensive health outreach system which uses the hospital as a base and training center. The bottom line of the pyramid is the 39 village health workers (who do mainly health education, census taking and follow-up) and the 168 village midwives who have been trained at the hospital. The next level is the 24 rally-posts in the hospital's health district, at which vaccinations, prenatal care and materials, family planning materials, and health education are given. These are open five days a week and staffed with RNs, LPNs and nutritionists. The third level consists of the eight clinics and dispensaries in the district, six of which are accessible only on horseback. Doctors and nurses from the hospital visit the clinics regularly to give primary medical care, vaccinations, etc. At the top of the pyramids is the full service hospital with a permanent staff of 12 doctors as well as frequent visiting doctors from the U.S.

The hospital is also engaged in other aspects of community health and welfare. It has undertaken a potable water project in Leogane with Rotary International and Blue Ridge Christian Homes, in which 17 wells have already been dug. It has a handicraft center and boutique where handmade articles are made and sold, and a garden in which food is raised for the actual feeding program canteen.

Trip VII

St. Martin/Kenscoff, Cul de Sac

- COOPEP Poultry Project with CLUSA
- CHF Housing in St. Martin
- CHREPROF
- Lunch in Petionville
- Afe-Neg Coumbite, Community Development, Kenscoff

Poultry Production Project

with Cooperative des Eleveurs de Poulets and Cooperative League of the USA

This project, jointly developed by the Cooperative League of the U.S.A. (CLUSA) and the Cooperative des Eleveurs de Poulets (COOPEP), addresses the short term developmental needs of COOPEP and, at the same time, is developing the poultry industry to meet the protein needs during the swine eradication program.

COOPEP was organized in January 1981 to assist members to produce and market broilers and eggs more efficiently. Membership in COOPEP is made up of 20 of the approximately 40 commercial poultry growers in the country and these members at present account for about 80,000 broilers per month, or 40 percent of the commercially produced broilers in the country.

COOPEP is entering a phase expansion program designed to (a) reduce production costs through bulk purchase of inputs, (b) modernize and expand facilities, (c) provide technical assistance to members, (d) promote market development through higher quality products and brand name promotion, and (e) eventually to increase its membership to include large numbers of small, emerging marketing operations, increased capacity for the central COOPEP office, increased technical assistance to members and the development of a feed mill. The addition of a breeding flock and expanded processing facilities are contemplated for the longer term development. COOPEP is planning to provide all of the services needed by poultry growers, including technical supervision of production, marketing and financial services.

The key constraints to small farmer poultry development in Haiti are a lack of knowledge of efficient growing operations on the part of the small scale producers, lack of

balanced poultry feeds at affordable prices, lack of credit to assist the smaller grower through the start-up and growout phases, and the lack of effective supply and marketing structures. The long-term plan of this project addresses these constraints by increasing the ability of COOPEP to provide these needed services and to build up its institutional capability. The project will enable COOPEP to extend its membership and its extension services to assist other commercially oriented small growers. In addition to providing specific training in poultry production, the project will involve COOPEP members in the day-to-day functioning of a modern poultry production and marketing cooperative.

The technical assistance CLUSA provides to COOPEP over an 18-month period will address the major developmental and planning needs of the cooperative. One of the most pressing needs is for increased technical assistance to its members to develop better farm management techniques that will result in a reduction of poultry mortality losses and an improved feed conversion ratio. Members also are in need of training in cooperative operations and management as the cooperative business enterprise is a relatively new phenomenon for them. Additional assistance is needed in the development of COOPEP's management and administrative capabilities and the expansion of its marketing operations. Finally, COOPEP requires assistance to develop a long-term organizational plan and investment strategy that will assure its position as a self-sustaining business enterprise and eventually allow it to assist with the development of new poultry enterprises.

CHF Housing in St. Martin

In the center of the Haitian capital of Port-au-Prince lies the neighborhood of St. Martin. This community does not present a pleasing image, yet beneath the depressing sight lies an intriguing human story. St. Martin residents, many of whom are squatters, have begun to join together to improve their community and living conditions.

This self-improvement effort was facilitated by the Haitian National Housing Office with the assistance of a Cooperative Housing Foundation technical team funded by the United Nations Development Program. A UN Capital Development Fund grant of \$1.3 million financed new homes

and community services facilities for the St. Martin Quarter, while almost \$500,000 was contributed by the ONL for administrative purposes. CHF's team assisted ONL, the implementing agency for the project in the case of St. Martin, the combined efforts of the ONL, UNDP, and CHF, along with the residents' personal and financial participation, have not only brought about tangible improvements in the physical environment, but also a noticeably stronger sense of community among St. Martin's residents.

CHREPROF

A cooperative agreement (signed in 1984 for \$500,000) between USAID and the Haitian Research Center for Feminine Promotion (CHREPROF) reaffirms the close partnership between the Haitian and American peoples and bears witness to AID's efforts to encourage and reinforce the work of voluntary organizations in Haiti.

Over the past five years, USAID has cooperated with CHREPROF to improve the social and economic welfare of Haitian women. In 1979 and 1980, CHREPROF received two small grants of \$6,000 and \$7,140, respectively, to begin a program of informal education including, among other areas, literacy community development, hygiene, family planning and primary health care. Moreover, a grant agreement amounting to \$244,000, signed in August 1981, between USAID and CHREPROF has permitted the center to undertake the first phase of its "Women in Development" Project. Many components of this ambitious program have already been realized. The following accomplishments figure prominently in the story of CHREPROF's success:

1. The strengthening of the Center's financial and managerial capabilities to assure sound administration.

2. The construction of the Miragoâne Dormitory, capable of holding a hundred market women; and the expansion of services offered by the Pétion-Ville Dormitory (built by the Town Hall of Pétion-Ville) where, in a given year, several hundred women participated in the educational program and received medical care.

3. A skills training program with two components: basic education for literacy and vocational education (sewing, cooking and handicrafts). In fiscal year 1982, this program registered 670 participants in Port-au-Prince and 1,042 in the rural branches.

4. The launching of small income-generating activities in all rural branches bringing modest but very much needed revenue to the women's group involved.

5. A placement service program which helps CHREPROF graduates and other unemployed women find jobs (on the average 40 placements per month).

6. Social welfare activities. Under this category, CHREPROF provides to needy families rations of food provided by Catholic Relief Service (CRS) and Cooperative Haitiano - Néerlandaise (COHAN).

With the installation of a stronger administrative structure, CHREPROF has been able to undertake and effect projects of a larger scope such as the cooperative mill in Duvalierville, the Verrettes community store, and the Port-au-Prince sewing workshop whose 60 members recently received an order totaling \$18,000. CHREPROF has thus created a network currently comprising 14 branches and two dormitories. All of this demonstrates the will of the center to integrate the Haitian woman's participation into the economic development of the country.

The new \$500,000 agreement just signed will operate over a two-year period, permitting the implementation of CHREPROF's second phase entitled "Income Generation for Rural Women". The agreement provides for the financing necessary to continue and reimburse the Center's activities. More specifically, the targeted goals of the agreement are the following:

- The establishment of a revolving loan fund to increase the income and profit-making capacity of women's groups. After approximately two years, CHREPROF foresees the disbursement of 25 loans from this fund, 100 jobs which will provide over \$120,000 in salaries.

- Provision of technical assistance necessary to train a credit officer and four credit agents in charge of administering the credit fund, and to guarantee a sound management of the sub-projects financed from the fund.

- The agreement will also provide for partial cost-bearing of on-going CHREPROF support activities for women including programs in education, primary health care, family planning and dormitory facilities for market women.

As an indigenous non-governmental organization, CHREPROF furnishes proof of the success that is possible from a strictly Haitian Initiative.

Afe Neg Coumbite, Kenscoff

The community of Kenscoff and neighboring localities formed an organization called Afe-Neg Coumbite in 1976. This community organization, under the direction of Father Occide Jean (better known as Pere Sicot), has been active in many community self-help projects in agriculture, health, education, and the construction of roads, irrigation facilities, schools, etc. The activities of the organization are aimed at improving the standard of living for a community of nearly 50,000 inhabitants. The community centers to be constructed include a school, a health dispensary, a domestic center, and teachers' quarters. These projects are part of the community organization's plans to create jobs for peasants and to make health, education, and agriculture services available to the community through a self-help approach.

Afe-Neg Coumbite worked closely with the staff of USAID in the development of the architectural plans and cost estimates for the center at Dumisseau. The total cost of the project is estimated at \$37,192. The Special Development Activities (SDA) grant from USAID/Haiti will provide \$16,900 for the purchase of construction materials. The remainder of the funds required will be provided by Afe-Neg Coumbite or other contributors.

APPENDIX V

SUMMARY OF HARLAN HOBGOOD'S SPEECH

Appendix V

Summary of Harlan Hobgood's Valedictory in Haiti, June 17, 1984

Harlan Hobgood began his address by describing the country of Haiti in reference to development:

- While not the most densely populated country in the world, it is the most densely populated in relationship to hectares of arable land.
- 4% of the topsoil washes into the Caribbean each year when the rain falls.
- 20,000,000 trees are lost each year for fuel consumption.
- 10% of the people take home 70% of the per capita income.
- Infant mortality is the highest in the Western Hemisphere - 135 deaths per 1000 births.
- 40% of all children die before the age of five.

The compassion of other countries towards these problems is reflected in the many voluntary agencies that work in Haiti. While many of the natural resources of the country have been depleted, such as bauxite and other minerals, the people are the main resource of Haiti. Churches, especially the many missions of the Catholic Church and the many denominations of the Protestant Church, are all at work here. Larry Mellon, a philanthropist, at the age of 35 was challenged by Dr. Schweitzer in Africa to get his medical degree and help people in Haiti. For more than 40 years Mellon has served the people of Haiti, sharing his talents as a physician and his financial resources to operate the Schweitzer Hospital in Haiti.

What is needed is to go beyond compassion to a partnership that:

- respects the dignity of the Haitians - their national poverty, the marvels of their history, the beauties of their racial inheritance, the cultural values that are special in theirs alone and unique on the face of the Earth, and
- will give Haitians a chance to participate with the U.S. as equals in building a new and meaningful world in which they can have the fullness of the pride that is justly theirs. Hobgood reminded us of the justice of history that is due the Haitians from the United States alone.

* Written by Frank Kiehne, Executive Director, PAID. Previously published in Monday Developments.

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In the American Revolutionary War, a battalion of 1550 French Haitian volunteers fought in the Battle of Savannah. In that battalion was one "company of color." A corporal by the name of Henri Christophe helped repel three charges from the British, was finally wounded and returned to Haiti where he became one of the famous leaders in the Haitian independence.

In 1803, James Madison, on behalf of Thomas Jefferson, signed a treaty with Napoleon Bonaparte in Paris by which the U.S. doubled its national territory by over two million square kilometers (Louisiana Purchase). We paid \$27,267,622 in principle and interest. However, the down payment on this land was made by Haitian blood in the 1790 slave revolt. Hobgood elaborated that this little island colony had a gross colonial product greater than the gross national product of all of the free United States of America. Haiti provided more earnings to the mother country in 1790 than any other colony in any other place on the globe. In the first and only successful slave revolt against any white European power, the same Henri Christophe, who fought in our Revolutionary War, led his fellow slaves through fourteen years of bloody revolution. There were 200,000 slaves against 70,000 French citizens. Napoleon sent his brother-in-law with the best of his regiments consisting of 40,000 soldiers to put down this revolt. In the end there were only 10,000 soldiers left and Napoleon's grand strategy for reclaiming his military foothold in the Western hemisphere and dominating the North American continent through his Louisiana Territory failed because he could not re-establish himself in Haiti.

Haiti was then a threat to the institution of slavery in the Southern part of the U.S.

Haiti trained and armed Simon Bolivar so he could free South America.

Over the next 100 years the U.S. and Europe played economic games with Haiti; the terms of trade were always favorable to the U.S.

With World War II, the President of Haiti asked President Roosevelt how his small country could be of assistance to the U.S. in this war for the salvation of mankind. President Roosevelt said that the U.S. had suffered a loss of rubber sources through the Japanese invasion of S.E. Asia. He then asked Haiti to convert its agricultural economy to the production of trees and plants that produce latex. Agreeing to this challenge, the mahogany trees and other forest plants indigenous to the island came down to make way for the Firestone plantations. New experimental plants to produce latex were planted, but were not successful. Acting Minister of Agriculture

Georges Jerome, the first Haitian to receive a Masters Degree in Agronomy (from the University of Illinois), told his President that if this policy did not stop he would be sacrificing the future of his country. Jerome resigned his position and never served in government again.

Hobgood reiterated that these sacrifices were made by the Haitian people to befriend and help the U.S.A. This is only part of the debt between us and the Haitians. The debt, he said, is not to be paid in cash but in new partnerships in productivity sharing. He stressed the need for the use of the talents and skills of Haitian people in assembly industries, in the opening of U.S. markets on a freer and more honest basis, i.e., our subsidized tobacco and closed markets in sugar. We are an interdependent world and should work out interdependent trade agreements. Lasting markets are markets dominated by sharing and mutual respect of the buyer and seller. Love one another or the market does not last.

Hobgood closed by citing the story of the Bay of Naples snails. These snails were different from other snails because they had a wart on the side of their mouth, which in fact was not a wart but part of a jelly fish. During each cycle when the jellyfish reproduced, the snails would feed upon them but always left a little wart on the side of their mouths so that the jellyfish would grow again and replenish the market. We must also leave something in our markets for others. Finally, he said, we must respect the dignity of the Haitians, who want to be our partners and also our brothers.

APPENDIX VI

DRAFT PROPOSAL FOR AID-PVO PARTNERSHIP GRANT

APPENDIX VI

DRAFT PROPOSAL FOR AID-PVO PARTNERSHIP GRANT

To: Members of the ACVFA and the PVO Community

Based on the work of an Intra-Agency Task Force and subsequent consultation among the Bureaus, FVA and PPC have developed the attached framework for a proposed new AID/PVO relationship - the Partnership Grant. As indicated in the description, grants would be undertaken initially with a few PVOs on a pilot basis.

The new grant is designed with several objectives in mind: to provide for longer-term AID/PVO relationships; to facilitate collaboration between AID and PVOs in strategic planning and in identification and pursuit of mutual priorities; and to ease the burdens associated with multiple grant relationships. The conceptual framework is an effort to sustain PVO independence of action while also responding to AID sectoral and program priorities. It also reflects the need to reconcile AID's decentralized style of operations with any comprehensive AID/PVO relationship.

We invite the comments of the PVO community on this proposed new type of grant prior to forwarding it to the Senior Staff and the Administrator for final decision.

CONCEPT PAPER

"PARTNERSHIP GRANT"

The AID Policy Paper on Private and Voluntary Organizations issued in September 1982 describes Comprehensive Program Grants as follows:

"Comprehensive Program Grants. In order to consolidate multiple grant relationships, provide for better program intergration, reduce redundant administrative procedures and provide maximum program flexibility, these grants are awarded to a limited number of PVOs with demonstrated development track records. The Matching Grant is at present the only type of comprehensive program grant."

To better meet the objectives identified, and provide a framework for enhanced collaboration in long-term strategic planning, an expanded form of Matching Grant, to be called a Partnership Grant, would be awarded to two to three PVOs in the coming year. The key features of this new type would include:

1. Whereas current Matching Grants are awarded through competitive review of proposals for programs independently defined by the PVOs, competition for the Partnership Grant would be based on the organizations' existing relationships with AID and demonstrated capability in sectors or areas of AID priority.
2. Selection of PVOs with which to negotiate the new type of grant would use the following criteria:
 - a. The PVO's record of successful performance in AID supported development activity,
 - b. The extent of the PVO's continuing relationships with AID (e.g., a Matching Grant and several OPGs in each of the last three years), and
 - c. The likelihood that the grant will significantly enhance the PVO's role in addressing development objectives shared by AID.
3. AID support would be committed for a longer term, i.e., up to five years, with life-of-project

funding agreed to in principle and forward funding provided for at least the first three years. The grants would have a "roll-over" provision which would permit them to be extended, based on periodic reviews.

4. As with the Matching Grant, the PVO will put up at least 50% of the program costs in cash. (Mission funded activity channeled through the central grant could be subject to different terms to conform with Mission policy.)
5. The predominant focus will be on field programs, but the grant may fund administrative and technical support costs associated both with field programs, including those financed by AID Missions, and with organizational changes and improvements pursuant to the jointly conceived strategy.
6. Field projects will be included in and funded by the grant*, but additional field projects which may be funded by AID Missions will also be treated as part of the Partnership Grant program. The relationship of the central grant to field activity would have the following features:
 - a. Consultations between FVA/PVC and the respective AID Missions would precede AID supported activity of the PVO in each country. (As with the Matching Grant, PVC would consult with the respective Missions prior to approval of country activity. In addition, the grant would require the PVO to advise PVC when submitting a proposal to another AID office or Mission, and to explain how such proposal relates to the Partnership Grant program.)
 - b. The partnership Grant may provide funding in support of Mission funded projects, e.g., feasibility studies, PVO in-country representation, technical assistance support from the PVO's headquarters, etc., if such activity is consistent with the program defined in the grant.
 - c. Missions would be informed that they may request PVC to negotiate amendments to the central grant to add specific country projects

* as at present under the Matching Grant

in lieu of direct OPG support. The Missions would provide the funding for in-country activity under such amendments, and they would receive reports directly from the PVO and monitor the project activity as with an OPG.

- d. All AID supported activity, including Mission funded activity, would be included in Partnership Grant program reporting, review, and evaluation. More intense and higher level involvement of the respective regional bureaus and technical offices would be expected. PVC will coordinate evaluation with the field Missions to incorporate Mission initiated evaluations and avoid duplication.

The Partnership Grant would accommodate emphasis either on the PVO's entire program and range of relationships with AID or a focus on special technical or sectoral expertise of the PVO and its availability to AID Missions. In the latter, limited-focus variant, the option of AID Missions to "buy in" to the central grant would be stressed, although separate OPGs could still be negotiated which would take advantage of the PVO's expertise.

The Missions in the geographic area covered by the central grant would be notified periodically of the grant and advised that the grantee should be given consideration if the Mission plans activity requiring the capability being supported. To enhance the link between central and Mission funding, the agreement with the PVO would include a reservation of funds to support activities responding to specific Mission interests, e.g., feasibility studies, project design, and early start-up costs.

The nature of the PVO and its program will often determine which alternative is more appropriate. In some cases we may want a Partnership Grant with both a comprehensive scope and provision for maintaining a specific area of expertise.

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