

EVALUATION OF THE HAITIAN
DEVELOPMENT FOUNDATION

OPG # 521-0118
and
OPG # 521-0144

Submitted by

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I. EXECUTIVE SUMMARY

A. Introduction

The first annual evaluation of the Haitian Development Foundation was taken during the months of May, June and July of 1980. That evaluation was a collaborative effort of the USAID/Haiti Evaluation office, the Haitian Development Foundation (HDF), and representatives of the Pan American Development Foundation (PADF) and Partnership for Productivity (PfP), subgrantee selected by PADF. A second evaluation was made last year by the same parties to cover the period from July 1, 1980 to June 30, 1981. The evaluation plans of the OPGs call for the third year's evaluation to be made by an independent consultant. The name of this evaluator was submitted to the Board of Directors of the Haitian Development Foundation by the Pan American Development Foundation and USAID/Haiti and was approved. In early June, the evaluator spent four days at the office of the Pan American Development Foundation in Washington, D.C. He held interviews with officials of the Foundation and USAID officials and read the previous evaluations and other relevant materials. The evaluator arrived in Haiti on June 6 but did not start working on this evaluation until June 18. It was agreed by all parties prior to his arrival that he would undertake a ten-day assignment for USAID/Haiti before starting this evaluation.

During the course of the evaluation all the members of the Haitian Development Foundation's Board of Directors and all staff members were interviewed individually. Several clients were interviewed while they were being visited by their animateurs. The project manager at USAID/Haiti, and a representative of Partnership for Productivity were also interviewed. While the evaluation was in progress the Vice President of the Pan American Development Foundation, who is PADF Project Manager for Haiti, spent a week in Haiti visiting with HDF officials. The evaluator sat in on some of their meetings and held several meetings with the PADF official. He also attended two fund-raising gatherings and attended both a HDF staff meeting and a Board of Directors meeting.

A draft of the evaluation was completed in late July and was distributed to all HDF Board Members and senior staff, to USAID/Haiti officials, to the PADF Vice President, and to a trainer of Partnership for Productivity, for their comments.

This evaluation is also intended to provide information to support decisions concerning a possible concessionary loan from USAID/Haiti to HDF at the end of the second OPG on July 1st, 1983.

Evaluation findings show that the internal management of HDF and its fund raising operations have improved considerably over the past month.

HDF has also been able to reduce remarkably its operating deficit, and progress has also been made toward the achievement of the long-range goal of economic development impact on the targeted community. After a second year of experiments, some at a very high cost, the HDF Executive Director has put in place an excellent staff. Although some minor problems still exist and are discussed in this evaluation, the general feeling from the evaluator is one of great optimism for the future of HDF's operations under its present management. Some of the indicators of progress since the last evaluation are: 1) an increase in loans approved from 88 to 214; 2) growth in clients assisted with technical assistance and/or loans from 302 to 431; 3) growth in the membership base from 122 to 177 as of June 30; and 4) a remarkable reduction in the deficit of the fund raising operation from \$66,520 in FY 1980-81 to \$6,133.45 in FY 1981-82.

3. Review of Past Recommendations

The first evaluation had ten recommendations. These recommendations were reviewed in the second evaluation and it was found that HDF had complied with seven of them.

Recommendation #2 of the 1980 evaluation was that the free, extensive training given by the animateurs to the clients should be fixed to four months (120 days) and that if after that period a client wants to avail himself of continued technical service, he should be charged a fee to be determined by the Board of Directors. This recommendation was made to control costs as well as provide an incentive for the client to use the service effectively. This recommendation was never acted upon. Apparently there is no clear reason to explain this lack of compliance except that the request for action was sent to the Board of Directors but was rejected by the Board.

The two other recommendations of the evaluation of 1980, Nos. 4 and 9, that had not been implemented at the time of the 1981 evaluation, have been complied with since then. As a result of these two recommendations, a list of intangible assets is now being used in establishing the net worth of a client (no. 4) and a detailed analysis of the cost and expected income of various fund raising alternatives has been made, although not in the form of a systematic study as suggested by the recommendation (no.9).

Last year's evaluation had five recommendations. The first one dealt with fund raising, both local and international. That recommendation urged HDF to continue to build its membership base without engaging in a lot of expensive fund raising projects. HDF complied with this recommendation.¹ The number of members increased from 122 to 177. No new expensive fund raising project is being undertaken. The raffle of a donated house that took place recently was already planned and in process of execution when the recommendation was made.

¹ Although two aspects of this recommendation -- capitalizing on the many human interest stories and clearly clarifying abroad the fact that HDF is apolitical -- have not been complied with.

The same recommendation encouraged the HDF Director to increasingly devote his time and energy to international visits in order to establish contacts and sources of funds. It also suggested that the services of a foreign firm specializing in fund raising should be contracted.

The HDF Director has been abroad often this year and has multiplied his contacts with potential donors. A detailed accounting of these contacts is made in the part of this report that deals with fund raising. HDF tried unsuccessfully to contract the Washington-based fund raising firm Funderburke and Associates but could not come up with the initial outlay of cash needed as a seed money for retaining the services of the firm.² However, the HDF Executive Director has established several groups in Florida, New Jersey/New York area and Montreal that are developing strategies for helping HDF in its fund raising effort.

Last year's recommendation No. 2 was that HDF should undertake an analysis of its clients' financial status to determine the return on investment from loans disbursed. HDF is in the process of establishing the mechanism to comply with this recommendation. As of July 1st, 1982, all the amateurs are required to fill out a quarterly Profit and Loss form for each client. These completed forms will provide the necessary data for complying with the recommendation.

Recommendation No. 3 urged HDF to develop a deliberate plan to coordinate business interrelationships among its loan beneficiaries in order to multiply the impact of developmental efforts. It does not appear that concrete results have been achieved in HDF's effort to comply with this recommendation. However, such efforts are still underway and are being coordinated by the Secretary-Treasurer of the Board of Directors. Since last year, no groups or associations have been formed. Several reasons for difficulties in forming such groups are discussed in the section of this report entitled "Expansion Plans."

Recommendation No. 4 said that the Executive Director should follow through with his intent to prosecute the delinquent bad debts as soon as possible. HDF has been slow in complying with this recommendation. Apparently some members of the Board felt that they should move with caution in this area. They feared that any foreclosures of a micro business resulting from legal action from HDF could damage the Foundation's image at a time when it needs public support. However, the Board accepted fully the recommendation and recently instructed its Vice President, a lawyer, to start selecting a law firm that will soon be retained. HDF delinquents in the bad debts category are already being identified by the Finance Director for legal action against them.

² Funderburke & Associates was contracted by PADF to provide direction and training in fund raising techniques to HDF officials. PADF viewed Funderburke & Associates' involvement as a short-term one and never felt that HDF should contract the firm for long-term advisory services.

The fifth and last recommendation of last year's evaluation took note of the reduction in time period for loan processing from 67 to 50 days but found that the 50 days were still too high. It recommended that HDF further reduce this time period. According to the new statistics available, the period has been reduced to 36 days for FY 1981 - 82. (See the section of this evaluation entitled "Loan Processing Efficiency.")

C. Current Recommendations

1. HDF Board and Staff

It is recommended that the Executive Director give some attention to the Credit Department, and in conjunction with the new Credit Director, study a way to increase the effectiveness of that Department by placing the Loans Collection Officer there. It does not seem that the Loan Collection Officer needs to report directly to the Executive Director.

2. HDF Board/Staff Relationships

A dual recommendation is that:

a) The Executive Director should experiment with a new system of channeling information to the Board prior to the monthly meetings. Such a system could be along the lines of the suggestions made in this evaluation.

b) The Executive Director or the Board should propose an amendment to Article 18 of the Bylaws. That article set a one-year term for elected Board Members. A new article should increase their tenure to a 2-year term with only half the Board being elected every year. Because of their uneven number, four could be elected one year and three the following year (The year the new article is ratified, four Board Members could be elected for two years and the other three for one year). All Board Members should continue to be eligible for reelection.

3. HDF/PADF Relationships

It is recommended that at the end of the second OPG, HDF and PADF maintain some informal relationships. As part of the constructive phase-out of the formal relationship, PADF should assist HDF in securing a concessionary loan from USAID in July 1983. The lengthy preparations and negotiations for such loan should start right away since there is less than a year left before the termination of the second OPG.

4. The Clients

It is recommended that HDF prepare an inexpensive plastic plaque in vivid colors to be exhibited in the businesses that have benefited from HDF loans. Such an identifying mark could help in expanding HDF's activities and in improving its positive image in the world of small businesses. For the clients, it could be a sign of distinction since it would display the

confidence placed in them by HDF. The cost of the plaques could be added to the cost of the loans at the time of disbursement.

5. Development Impact

It is recommended that HDF closely supervise the compliance with the new rule that requires the animateurs to prepare a quarterly financial statement for each client. The new form should be amended to specifically indicate any new job generated by the loans received and the salaries of all new employees.

6. New Office Branches

It is recommended that HDF proceed with its plans to open two office branches in Cap-Haitien and Petit-Goave. HDF should be cautious in doing so and avoid adding to its budget excessive operational costs that might aggravate its already precarious financial situation. The expansion should be in compliance with the objectives of the second OPG. It should also be in agreement with the plans established by HDF's Board and should be based on the results of the Greenstreet report.

7. Lending to Groups

It is recommended that HDF increase group loans, continuing its policy to stress the intangible assets of the partners (technical knowledge, professional reputation, good character, etc.) in making its lending decisions. The value of the group's business to the community it serves should also continue to be weighed. Finally, the extension of the multiplier effect should also be taken into consideration whenever this is possible.

8. Loan Activity

It is recommended that a fire-proof filing cabinet or a larger fire-proof safe be acquired to be used by the Credit Department for keeping all the clients' files and other documents. HDF should also explore the possibility of transferring all originals of the loan contract agreements to a commercial bank safe deposit box with access to the safe only possible when two members of the Credit Committee or their designated representatives sign jointly the bank's required form.

It is also recommended that an official policy be made by the Board of Directors to determine the exact moment in which a loan is declared in default. Such policy is needed to guide the Credit Officer responsible for loan control and collection in preparing the loan portfolio. This evaluator suggests that only after the HDF lawyer has tried unsuccessfully to collect should a loan be reported in default.

9. Loan Processing Efficiency

A dual recommendation is that:

a) A loan applications register be set up. Each client's file should be monitored by a registrar who could provide information on its whereabouts at any time. This is a function that could be carried out by the receptionist. Also the receptionist should act as HDF cashier implementing a scheme first suggested at the Planning Seminar held at Taino Beach. According to that scheme the Credit Director should prepare a receipt in three copies before payment is received by the cashier who does not report to the Credit Director but rather to the Finance Director.

b) Considerable attention be given by HDF officials to the problem of time period from loan approval to loan disbursement. The present time period is too long and should be considerably reduced.

10. Cost of Operation

It is recommended that the Finance Director become more involved in the preparation of financial matters regarding proposals and other documents as suggested at the Taino Beach Planning Seminar. He should also participate more actively in the efforts to reduce HDF's expenses. The HDF Executive Director should invite the Finance Director to attend the Board of Directors meetings whenever financial matters are being discussed.

11. Fund Raising

It is recommended that HDF make some arrangements for PADF to become the recipient of funds donated in the U.S. after June, 1983. Besides the tax deduction advantage, PADF's status as an already well-established foundation will inspire more confidence in potential donors. This is a service that will require very little staff support at PADF and should be provided free of charge to HDF. Any attempt to follow through at this time with the Funderburke and Associates report's recommendation that a tax-exempt U.S. Internal Revenue Code 501(c)(3) organization to which gifts and grants can be directed be established appears to be premature. It would absorb too much of the time of the Executive Director who should focus his attention on the other aspects of the fund raising operation.

II. PROJECT BACKGROUND

A. HDF Historical Evolution

The Pan American Development Foundation (PADF) was established in 1962 as a private, non-profit organization to encourage active private citizen support and participation in development efforts in Latin America and the Caribbean. It assists local groups in establishing autonomous National Development Foundations (NDFs) through which business and civic leaders are provided the opportunity to channel credit and technical cooperation to the marginal sectors of their countries. In 1978 PADF contacted some businessmen in Haiti and started discussions for the formation of a foundation. The basic activity of the new organization would be to provide credit and managerial assistance to small entrepreneurs. With the acquiescence of the Haitians, PADF prepared and submitted to USAID/Haiti a proposal for the financing of HDF. A first OPG was made by AID in May 1979 for \$495,000 to PADF for a two or three year project. In order to allow time for AID to come up with the funds for the second OPG, HDF extended the first OPG to two and a half years, until December 31, 1981. This was possible because LDB money was available to authorize the transfer of \$75,000 from the revolving loan fund to the funds for operating expenses and technical assistance to cover the six month extension. A second OPG was approved in January 1982 for another \$495,000 for a period of one and a half years and should carry the project to the end of FY 1982 - 83.

Soon after the first OPG was made, HDF was recognized by the Government of Haiti as a public service corporation authorized to extend credit and technical assistance to small businesses throughout Haiti. This action was made official by a decree published in the official gazette of the Haitian Government, "Le Moniteur", on June 11, 1979.

In order to execute the project, short-term technical assistance was to be provided by PADF to: 1) help the HDF Board of Directors recruit qualified personnel including the Executive Director and Senior Loan Officer; 2) help HDF staff organize and manage the loan funds and supervise the credit programs; 3) enable HDF staff to develop and implement a fund raising program to secure the required contributions to the loan fund and other costs, and to develop a support base for long-term continuous financial support; and 4) work with HDF staff to establish financial, accounting, control, and collection systems as well as auditing procedures.

Partnership for Productivity (PfP), a Washington, D.C. based organization, was selected as a sub-grantee by PADF to provide the service of a business survey specialist to help identify work sites for animateurs and help them identify potential micro-business clients and gather information on small businesses. PfP was also entrusted to furnish training to the animateur supervisors and the first eight animateurs of HDF.

The data used to design the project stemmed from a survey of small businesses in Haiti financed in 1979 by USAID and executed by the PRAGMA Corporation and Michigan State University.

B. HDF Board and Staff

The policy-making body of the HDF is its Board of Directors, which presently meets only once a month. Originally all the founding members (17) were members of the Board. The size of that body and the fact that no clear rules establishing its authority existed created a chaotic situation where several factions were fighting each other. The authority of the Executive Director was never clearly defined in the original Bylaws. The confusion was such that in September of 1979 the Executive Director suggested to the Board members that they resign in order to end this situation. The suggestion was accepted.

The present Board has only seven members, a reasonable number for an organization that counts today 177 members. They are elected annually by the General Assembly of members, according to Article 17 of the present Bylaws. The Board is composed of the following individuals:

President: Roland Acra, Businessman
Vice President: Jean-Frederic Sales, Lawyer
Secretary-Treasurer: Danielo St. Valliere, M.D.
Members: Josette Deas, Businesswoman
Robert Moyse, Businessman
Margareth Rousell, Executive Secretary
John Burns, Management Consultant

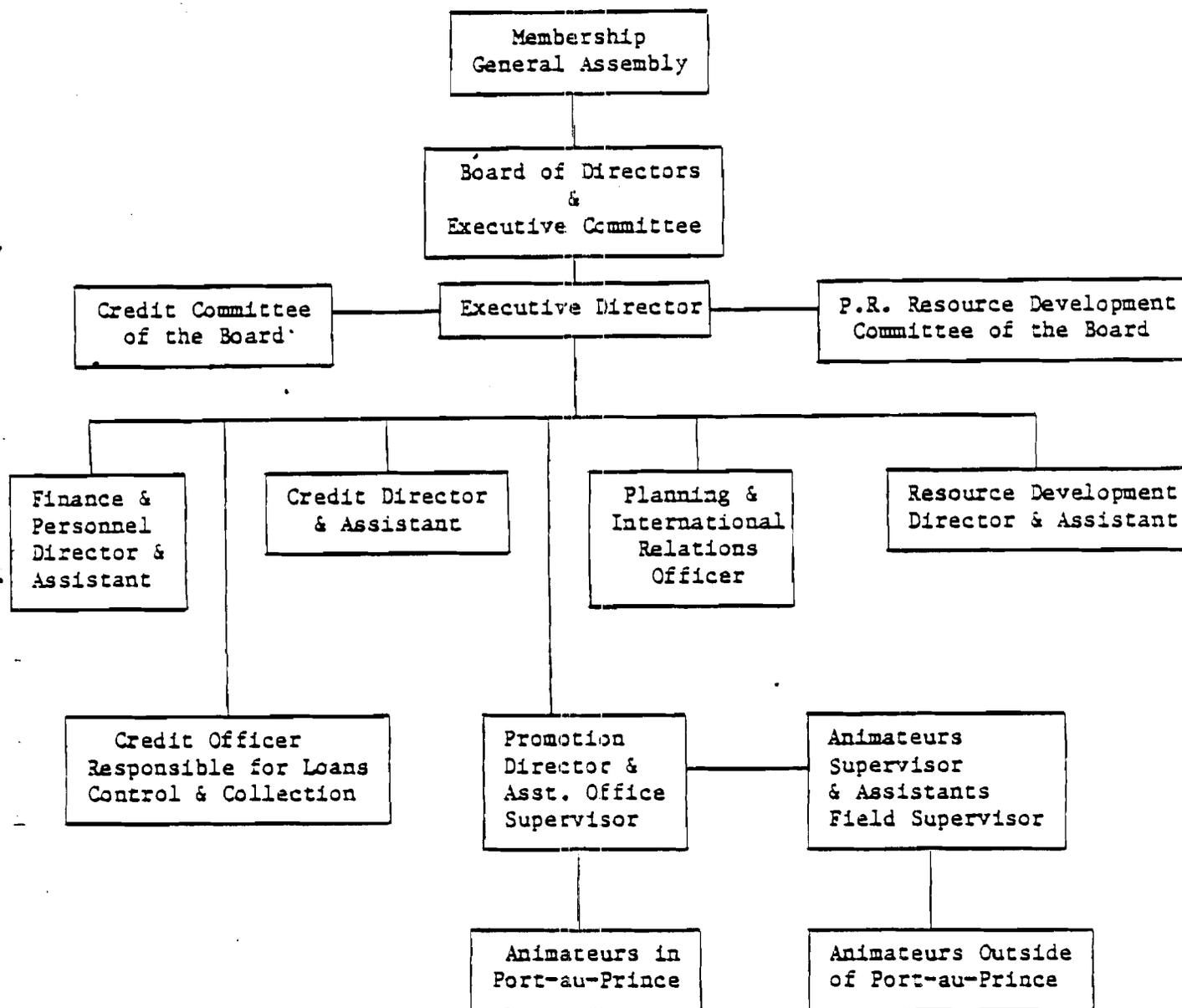
All the Board members were interviewed individually at various lengths at the beginning of this evaluation. The evaluator also attended a formal Board meeting while the evaluation was in progress.

Pierre Armand has been the Executive Director since HDF was created. His authority for running HDF is quite extensive; he hires and fires his staff, with the consent of the Board, and keeps track of the day-to-day operations of HDF.

The other principal officers of HDF are:

Pierre Moliere, Finance and Personnel Director
Leopold Berlanger, Promotion and Program Director
Lionel Labissiere, Credit Officer, responsible for loans control and collection
Robert Chancy, Credit Director
Nancy Elie, Planning and International Relations Officer
Vivianne Benjamin, Resource Development Director

Moliere, Chancy and Benjamin each have an assistant who helps them in their work. Berlanger has two assistant supervisors and in October will



Monthly Salaries

Executive Director	\$2,500	Resource Development Director	\$600
Finance & Personnel Director*	1,300	Assistant Finance Director	450
Promotion & Program Director	1,200	Assistant Credit Officer	500
Credit Officer (Responsible for loans control & collection)	1,000	Assistant Resource Development Director	400
Credit Director	1,000	Assistant Supervisors	450
Planning & International Relations Officer	700	Animateurs	300

* The Finance Director is also HDF Deputy Director and is in charge whenever the Executive Director is absent.

have three additional field supervisors working under him. His department is the largest one of HDF and also includes all of the animateurs. At present, there are ten animateurs but starting in January this number will be almost doubled. A training session for animateurs started on July 5 and is presently in progress.

The present working hours at HDF are from 8:00 A.M. to 3:00 P.M. However, beginning in October they will extend to 4:30 P.M. with an hour allowed for lunch break. At the present time, staffers eat lunch at their desks.

The internal management of HDF has been an area of concern for both PADF and USAID/Haiti. Several officials from these two organizations have expressed a certain concern over this issue despite the fact that none of the two prior annual evaluations of HDF have discussed it. However, a report prepared in December 1981 by the Development Group for Alternative Policies, Inc., a Washington, D.C.-based consulting firm, for SOLIDARIOS, the Council of the National Development Foundations of Latin America and the Caribbean, alluded to this problem. The Development GAP report reiterated a finding of the project document for the second OPG which had stated that the Executive Director of HDF was handicapped by the lack of an assistant and that assistants were also needed in some of the departments. The new positions had been included in the second OPG budget and were filled during the first months of 1982. Also, a new Resource Development Director has been appointed and since then that department has been functioning quite well. She (the Director) is in charge of local fund raising. Two other notable additions to the staff have been the new Credit Director and the new Director of Promotion. Robert Chancy, the Credit Director since July 1, replaces Lionel Labissiere, who has become Credit Officer, responsible for loans control and collection. Chancy has been a Credit Officer for Citibank and has been a consultant to HDF. He was also a staff member of USAID/Haiti. At present he will work four hours a day at HDF instead of the four hours per week he was spending at HDF as a consultant. The new Director of Promotion, also as of July 1, is Leopold Berlangier. He is a founding member and a former Vice President of HDF. A mining engineer by training, he just returned from a three-year stay in Europe (two years in Paris and one in Holland) where he studied sociology and economics. Apparently, his recent training was related to his desire to come back to work for HDF. The evaluator had several meetings with the three new senior staff members and his perception is that they will contribute considerably in solidifying the managerial structure of HDF.

The first evaluation of HDF completed in September, 1980 recommended that all staff positions of HDF have a job description for purposes of recruitment and evaluation of personnel performance. (Recommendation No. 8) At the time of this evaluation all job descriptions were on file except for that of the newly created position of Credit Officer responsible for loans control and collection, which Lionel Labissiere is now occupying. Despite the specificity of the title, the tasks of the position should be much broader; otherwise HDF will end up having the highest paid loans

collector in Haiti. The uncertainty that seems to exist over the extended functions of Labissiere appears to be the only serious flaw in the present managerial structure.

It is recommended that the Executive Director give some of his attention to the Credit Department and, in conjunction with its new director, study a way to increase its effectiveness by placing the Credit Officer there. Physically, the Credit Director, his assistant and the Credit Officer are presently sharing the same office (although the arrangement is a temporary one). It does not seem that the Credit Officer needs to report directly to the Executive Director.

C. HDF Board/Staff Relationships

HDF Bylaws state that the Board of Directors will establish general guidelines for HDF and determine its course of action. Most important policy decisions have to receive the approval of the Board. At present, the Board meets once a month and whenever necessary. During individual interviews with Board members, some of them expressed the view that the information they receive from HDF prior to Board meetings is not organized in a way that helps them make quick decisions. Although one Board member confessed that he never finds time to read any HDF document prior to the meetings, an agenda and accompanying materials should reach the Board about a week prior to the meetings. The information going to the Board should be comprehensive but not necessarily voluminous since all Board members have a limited time to give to HDF's business. Together with the proposed agenda, Board members should receive a synthesized version of all problems or other matters that will require action. The Executive Director should indicate the different options available to the Board and if he wants, as well as his own recommendations. Accompanying materials should all be prepared in digest form for the meeting. All other documents can be brought to the meetings by the Executive Director and his staff to be available for consultation if some Board members request them. This not only should reduce the time consumed by staff in preparing the meetings but also should expedite things at the meetings.

Outside of the scheduled Board meetings, it does not seem that there are any communication problems between the Board and the staff. The Executive Director and the President of the Board have a very good working relationship and they both can reach each other over the telephone very easily. The Vice President is equally accessible. The other member of the Board that has to be contacted quite often is the Secretary-Treasurer. Fortunately, his office is in the building next to the one occupied by HDF. He is a medical doctor and can freely manage his schedule. It is not uncommon for the Director of Finance of HDF to call him in when he is needed for consultation or action. All three top officers of the Board have been giving a considerable amount of their time to HDF's business. They have been associated with HDF over the past years and have a good general understanding of its objectives. However, as the general membership grows, a situation could arise in the future in which an entire

new Board is elected at the annual general assembly. This would create enormous problems for HDF and could even endanger its operation if a new Board loses sight of the objectives of the Foundation.

A dual recommendation is that:

a) The Executive Director should experiment with a new system of channeling information to the Board prior to the monthly meetings. Such a system could be along the lines of the suggestions made above.

b) The Executive Director or the Board should propose an amendment to Article 18 of the Bylaws. That article sets a one-year term for elected Board members. A new article should increase their tenure to a 2-year term with only half the Board being elected every year. Because of their uneven number, four could be elected one year and three the following year. (The year the new article is ratified, four Board members could be elected for two years and the other three for one year). All Board members should continue to be eligible for reelection.

D. HDF/PADF Relationships

In a letter dated February 24, 1982 addressed to the Secretary General of SOLIDARIOS, HDF Executive Director discussed HDF/PADF relationships in the following terms:

One must admit, despite some conceptual problems and differences of views in the approach to solve them and despite the financial constraints which seem to have put a lot of strain over both HDF and PADF, we must give more credit to PADF for the success of the Haitian Foundation. If the nature of PADF's role has been conceived as "supervisory", one must admit that PADF has been involved at the very conception of the project, has helped originally in the setting and the orientation of the staff, has assisted in the setting of HDF accounting books, has provided FUCODES assistance in the drawing of loan policy and loan control. Furthermore, PADF has been suggesting corrective measures which have strengthened the management capability of the foundation and helped keep abreast on loan control. As far as our financial problems, some have been resolved, others are under serious consideration. In spite of all we could not have accomplished our success without the help of PADF. However USAID, PADF and HDF have agreed that the time has come to start loosening the relationship and give HDF full control of its course and destiny. In the process we have constantly expressed the intention of keeping a "brotherhood" type of relationship with PADF.

Most of the problems that arose in HDF/PADF relationships revolved around HDF's financial difficulties. Of the first \$495,000 granted in 1979, \$228,500 was designated for use by PADF in the provision of technical assistance to HDF. \$150,000 was allocated to an HDF revolving loan fund, and the remaining \$116,500 was to cover HDF's operational costs. However, counterpart funds could not be raised by HDF and PADF, and different interpretations of the agreement signed between USAID and PADF put the responsibility on either HDF and/or PADF for coming up with the funds. (This is discussed further in the section on fund raising). It should be noted that the salary of the Executive Director who had been recruited by PADF was included in the \$228,500 designated for technical assistance.

As HDF's financial difficulties started to increase, the pressure to get money from PADF created a certain stress in the relationship. At a time when HDF could not raise money for operational costs, in February 1981, it received a \$12,500 donation from PADF and a loan for \$43,000. At the same time, half of the OPG money that was earmarked for the loan fund was reallocated with AID's approval. Most of it (\$68,125) went for HDF operating costs, and \$6,875 were given to PADF for the continuation of technical assistance during the six-month extension. Later, AID granted an HDF/PADF request to transfer an additional \$35,000.

In May 1982, HDF proposed to PADF to 1) convert \$18,000 of the \$43,000 loan into a grant; 2) reduce the interest rate on the \$25,000 balance from its present 10% to 5%; and 3) defer payment of the interest rate to begin July '83 and the payment of the principal to begin July '85. The first proposition was rejected but PADF seems willing to renegotiate and soften the loan from 10% to 5% effective January 1, 1982 with interest payments due quarterly, effective March 31, 1982 and repayment of the principal in 20 semi-annual payments beginning June 30, 1985.

HDF staff members and Board members interviewed have all expressed a desire to end all formal relationship with PADF at the end of the second OPG. Some of them questioned the adequacy of the technical assistance HDF has been receiving from PADF. The Vice President of PADF who is also in charge of giving technical assistance to HDF spent a week at HDF while this evaluation was in progress. The evaluator sat at several meetings between the PADF Vice President and HDF officials and felt that technical assistance being granted was not only adequate but necessary. However, a basic problem is that the PADF Vice President is the individual who deals with HDF's officials in all matters regarding their financial difficulties. He is in a real dilemma. On the one hand, he has to be demanding and stern in defending the interests of PADF and on the other he has to present a warm and flexible image to communicate the "know-how" which is lacking at HDF. Even for the evaluator it was difficult to know when the Vice President was talking in his capacity of top PADF finance officer

or as a technical assistance specialist.³ Thus, a certain amount of resentment built up over time against the PADF Vice President who was always the one to bring unpleasant news. The receptivity to his technical assistance suffered accordingly. It is very difficult for the technical assistance expert to be effective when there is an adversary relationship with the beneficiary of the assistance.

It does not appear realistic at the present time to foresee a continuation of any formal, long-term relationship between HDF and PADF beyond June 1983. This evaluation agrees with the recent report of Development GAP that:

...It is clear that the HDF presently possesses the capacity to design its own projects, prepare its own budget, select its own sources of technical assistance, and otherwise manage its affairs on its own...

As a matter of fact, PADF President, Ronald Scheman, fully agrees with this assessment. In a memo to the chairman of PADF Board dated March 12, 1982, he commented after quoting the Development GAP's conclusion that:

To achieve a record where a national development foundation has the in-house capability to design its own programs and manage its affairs within such a short period of time is a high tribute to the decisions made by the PADF in its role to shepherd the Haitian Development Foundation through its initial stages.

However, careful attention should be given by both organizations to establishing a basis for a constructive phase-out of the formal relationship. PADF has much to offer to HDF because of its long experience in dealing with national development foundations. HDF has been growing steadily but still has much to learn to avoid a repetition of some of its earlier costly experiences.

A recommendation is that at the end of the second OPG, HDF and PADF maintains some informal relationship. PADF could still be useful to HDF for the channelling of gifts from the U.S. (This is discussed in more detail in the section on fund raising). As part of the constructive phase-out of the formal relationship, PADF should assist HDF in securing a concessionary loan from USAID in July 1983. The lengthy preparations and negotiations for such loan should start right away since there is less than a year left now for the termination of the second OPG. However, the evaluator did not observe any great concern among HDF officials for starting the process of applying for a loan.

³ It is to avoid this same problem between the animateurs and their clients that it had been decided earlier that the animateurs should not be asked to act as loans collection officers.

III. PROGRAM GOALS AND OBJECTIVES

A. Animateurs

The animateur is the key element at HDF. His job includes everything from the identification of potential clients to the provision of continuous technical assistance throughout the existence of the loan. Even when applicants for loans walk in from the streets, they are immediately assigned to an animateur after a preliminary interview with one of the two assistant supervisors. The animateur's job is to help the clients participate in the program to improve their businesses by upgrading the quality of their products and/or by augmenting the scale of their operations. The ultimate objective of such activity is to increase the income and employment of the target community. The animateur identifies operational deficiencies in clients' businesses, providing technical assistance in the appropriate areas and preparing the dossiers of the clients for loan requests, whenever appropriate. If the client obtains a loan, the animateur visits him every week to help him with whatever problems the clients' real situation if he fails to make his scheduled payment. At the beginning, the animateurs would also collect payments but the present system calls for the client to visit the Credit Department of the Foundation and make his payment in person. The Credit Department will pass on to the animateurs the list of any clients who are in arrears. Thus, at the time the monthly visit takes place, the animateur knows whether his client is up-to-date in his payments.

As outreach agents for HDF, the animateurs' fundamental tasks can be synthesized to the following:

1. conduct a survey of the market potential of his or her area of work;
2. screen potential clients;
3. select beneficiaries of technical assistance;
4. provide technical assistance to the client;
5. abandon the client if not responsive to technical assistance;
6. help prepare loan applications;
7. submit completed application to loan officer;
8. help client maintain account books during loan period.

When initially working with a potential client, the animateur completes a form (ESR-2) which records the progress of the client toward achieving acceptable levels of basic technical proficiency in twenty six business management skills.

Each animateur is assigned a specific urban zone with which he is supposed to be thoroughly familiar. He is aware of the economic conditions in the zone, the number of small businesses and the types and financial situations of these businesses. Most of this information is obtained in the animateur's own survey of the businesses in his area.

At the end of the first year, on June 30, 1980, HDF had only six animateurs. At the end of the second year, on June 30, 1981 the number had increased to 18. However, by June 30, 1982, at the end of the third year, the number of animateurs had been reduced to only 10.

The original eight animateurs were selected after an examination of some 60 candidates to whom a written examination was administered, followed by personal interviews. PFP offered assistance in the preparation of the examination material and the selection process after being contracted for the training of the animateurs. The original eight were selected by the Executive Director, the Board and PFP and started their 4-month training with PFP personnel in December 1979. In March 1980, they were assigned their zones of operation. During the initial training, one of the eight was promoted to supervisor and another was put in charge of an Art Gallery (a fund raising effort that was ill-conceived and did not last). However, the supervisor still continued to offer technical assistance to two clients.

The initial animateurs had been trained with funds from the first OPG. They could not respond to the original demand for credit and were soon operating with excessive caseloads. At that point a grant was obtained by the Public Welfare Foundation of Washington, D.C. to train five new animateurs. Five other animateurs' training was financed through a grant from the Inter-American Development Bank, bringing their number to sixteen. Of these sixteen, one was promoted to supervisor and two were promoted to assistant supervisors. Other animateurs had quit or had been requested to leave because of poor performance.

By the end of FY 81-82, at a time when HDF was contemplating extending its activities outside of the Port-au-Prince area, the need for new animateurs had become crucial. HDF had only \$4,000 available from AID funds for animateurs' training. A new grant was solicited and obtained from the Public Welfare Foundation for the amount of \$24,000. On July 5, 1982 PFP initiated new training sessions for a group of 21 people. Of these, two were volunteers who had not been retained after going through the selection process but had decided nonetheless to attend the training. This is an arrangement that does not guarantee them any future employment from HDF. However, past experiences have shown that some animateurs might drop out of the training. If this happens to be the case, the two volunteers might then be asked to replace them. This arrangement, originally conceived by the Executive Director, has received the full agreement of the PFP trainer.

One of the group has not been selected by HDF. He is a staff member of Foster Parents Plan International, and his training is being paid for by his organization. This is a new initiative of the Executive Director that could create a new source of revenue for HDF in the future. Through the present arrangement, Foster Parents Plan International is paying \$4,200 directly to HDF for the training. Considering the large number of non-profit voluntary organizations presently operating in Haiti, the prospect of helping some of them for the training of their animateurs seems good. Many of these PVO's have recently started a new organization called Haitian Association of Voluntary Agencies to deal more effectively with some of their common problems and with the Haitian Government, and the HDF Executive Director is the President of that new organization. That should place him in an excellent position to promote the training sessions of HDF.

Out of the eighteen animateurs that are receiving a stipend (\$100 monthly) to attend the training sessions, only ten are expected to be ultimately hired. At the end of the training, there will be another written eliminatory examination followed by more personal interviews to determine who will then be hired.

It should be noted that as HDF becomes better known in the community, the level of commitment of those attracted to the program is much higher. For example, two of the present trainees have already worked in the Small Enterprise Survey of Petit Goave and Cap-Haitien, conducted by David Greenstreet of the University of Pennsylvania, which was released in April 1982. These animateurs will probably go to the field offices in areas already familiar to them. A third one had passed the examination the previous year but had been dropped out of the program to make room for one more woman. However, he had kept in touch with HDF and had volunteered his time for small services, like selling fund raising raffle tickets, in the hope of being able to join the staff later on. This type of personal interest in the work of HDF is one of the essential elements which is needed while HDF is growing and is most vulnerable to being staffed by people who are missing a real perspective of its ultimate objectives.

The 21 animateurs are being trained in all aspects of basic small business administration: accounting, record keeping, inventory control, procurement, credit management, marketing, rural development assistance, etc.. At the end of their training they should be fully capacitated for surveying potential clients, for providing technical assistance in screening the prospective beneficiaries and for identifying viable productive projects requiring credit. Based on the experience of previous training on the one hand and requirements of its extended program on the other, HDF wishes that the new training emphasize community development and business skills and knowledge, especially in the areas of balance sheet and Profit and Loss statements. The present training will also habilitate the animateurs to help design credit requests, participate in feasibility studies, advise the HDF Credit Committee on clients, and continue to assist borrowers in project implementation. Guidelines have been developed and adapted so that the animateurs will be able to assess the projects which

have the greatest potential for expanding production and generating new jobs.

From PfP's perspective, the objectives of the present training sessions are multi-fold:

1. to develop teaching and skills training capabilities among animateurs and their supervisors;
2. to develop problem identifying; and problem solving capabilities among animateurs;
3. to develop new staff into an integral team to deal effectively with field operations and procedures;
4. to develop an understanding among field staff of loan policies and procedures as well as the goals and purpose of the HDF;
5. to improve in-house training capacities of the HDF; and
6. to develop good reporting and evaluation capabilities among field staff.

One concern that was raised about the training of the new animateurs was two-fold. First, are they really needed? Second, can HDF's budget sustain the new disbursements for animateurs' salaries?

The first question is an important one because the Development GAP report of December 1981 stated that the animateurs were underutilized. According to that report, the animateurs had been working at a slow rate and had not been pressured to increase their productivity because understaffing in the Credit Department and cash flow problems in the loan fund had produced a backlog of loan applications and approvals. The report further stated that unnamed HDF staff recognized that HDF could get by with as few as ten animateurs if they were more experienced and received additional training. However, soon after the Development GAP report started to circulate, the President of the HDF Board and the HDF Executive Director co-signed a letter addressed to the Secretary General of SOLIDARIOS contesting the finding. That letter, dated February 24, 1982, explained at length why some animateurs were "from time to time underutilized" and refuted the idea that they were not needed. The new animateurs presently being trained will round up the staff in Port-au-Prince where two of the animateurs are being promoted to field supervisors while four will staff the new office in Petit Coave and five will be in Cap-Hatien to cover the DRIPP area and the northern area. In addition, two animateurs will work with experimental agricultural groups and one with women's projects. Furthermore, a related question often raised concerns the capability of HDF to handle a loan portfolio that expects to increase substantially in FY 1983 - 84. Since the new group of animateurs will already have acquired some experience by June of 1983, that

question will no longer be valid. Thus, the timing of the present training is crucial and necessary if HDF has to attain its expected level of operation in FY 1983 - 1984.

The second question raised with regards to the training of the new animateurs concerned the capacity of the present HDF budget to sustain the expenses of the new staff. According to present plans, the ten new animateurs will end their six-month training at the end of December 1982 and will acquire a staff status only on January 1st, 1983. At the present salary range of \$300 a month this represents an increase of \$18,000 in the 1982 - 83 budget. The Executive Director and the Finance Director are well aware of these implications but apparently feel that they should be outweighed by the need to attain a certain degree of readiness when HDF obtains a concessionary loan from AID in July 1983.

Over the previous two years, PfP's assistance in training animateurs had been focused on the animateurs' capacity for working with urban small businesses. In the present session that started July 5, PfP is being asked to train animateurs for working not only in urban centers, but also in rural areas of Haiti. However, the most interesting aspect of the present training program is the parallel training of the trainers that will eventually capacitate HDF not only for conducting its own training programs, but also for maintaining a permanent recycling effort designed to improve the skills of the animateurs who are already staff employees. Such in-house training capacity had been called for variously by AID, PADF and the Public Welfare Foundation. PfP, partly in response to these demands, designed the present program to simultaneously train the newly appointed Director of Promotion and two of the three animateurs who will be promoted to field supervisors. These four, together with some local talent that is presently available, will be fully in charge of all future training sessions. Any further use of PfP personnel will be for very short-terms if at all necessary. This new development will help put HDF on the road to more self-reliance. The lack of such in-house training capacity was pointed out as a serious shortcoming in the Development GAP report of December 1981 which stated "This was the responsibility of PADF and PfP under the AID OPG, but it has proven difficult, in part because HDF has not had the necessary personnel in place".

A final observation regarding the animateurs: it is a positive comment. It seems that enough incentives exist for the animateurs already hired. Promotions and upward mobility have already been gained by most of the original animateurs and some in the second group. Some have become supervisors or assistant supervisors, others will be field supervisors and one has become an assistant to the Director of Finances. With their new, more prestigious positions, all have received compatible salary raises and have developed a further sense of loyalty to HDF. The very fact that HDF is a growing organization provides room for all kinds of professional growth for the staff. This factor, already perceived by the animateurs, will definitely contribute to a more stable, disciplined, and cohesive staff. However, the present caseloads of the animateurs reveal a certain

unevenness that might require a closer monitoring of the activities of some of them. This was brought to the attention of HDF's officials, who apparently have already planned a program of refresher training for those who seem to be lagging behind.

B. Clients

The original OPG made to create HDF was based on the findings of a survey of small businesses in the Port-au-Prince area that was conducted by PRAGMA Corporation and Michigan State University. That survey found that there were a great number of small manufacturing enterprises employing fewer than 50 employees (about 1,400). However, the majority of them (65%) employed less than 5; 25% employed between 5 and 10; and about 10% employed between 10 and 50 people. The following is a list of the small businesses that were identified by the survey in 1979:

Garages	87
Tailors	526
Artisans	93
Metal worker	87
Cabinet makers	121
Breads and rolls	22
Machine shop and other repair shops	34
Print shops	13
Goldsmith and jewelry	35
Chemical products	3
Shoe makers	188
Tire repair	29
Brick makers	21
Baskets, etc...	19
Cloth and tapestry	7
Milk products	1
Pastry	13
Distillery	1
Mattresses	11
Total	<u>1,400</u> (approx.)

The original terms of reference of HDF were to target these poor urban enterprises of Port-au-Prince. The evaluation of 1980 pointed out that one of the most difficult jobs that the animateurs initially had was to overcome the skepticism of the small businessmen and to convince their clients that finally, an organization was interested in them and trying to help them. The process of selecting clients has been a purely random one. They are usually small stores, small repair shops, and production work shops. They are chosen according to some established criteria. Some of these are:

1. The clients must personally administer their own project or enterprise;

2. The project or enterprise should provide a major part of the income and/or contribute to a significant increase in the income of each participant;
3. They should be willing to receive training and technical assistance;
4. They should present information concerning their socio-economic status acceptable to the Foundation.

During the third year of operation, the number of loans approved by HDF rose from 88 to 214. Only 14 loans had been rejected by the Credit Committee. The number of rejections is low because only applicants that are found reliable by the Promotion Department have their requests forwarded to the Credit Committee. Among the reasons for rejection were:

- Amounts requested go above the ceiling established by HDF;
- Businessman is too often absent from his enterprise to be able to assume a good management of the business;
- One applicant was the mother of an HDF staff member;
- Projected incomes were too low;
- An enterprise had an 89% profit in its operations. The Committee decided that it could be auto-financed by reinvesting some of its profits;
- Three applicants were found eligible for commercial bank loans.

The characteristics of the clients presently in the HDF portfolio reflect those of the target group identified by the Michigan State University/PRAGMA Corporation survey of 1979. From the evaluator's visits in the field, it appears that the animateurs visit their clients on schedule. The evaluator was given a copy of the animateurs schedule of visits and in all instances found them with their clients when he visited the clients. In conversations with clients, it appears that technical assistance is still one of the prized components of the package for most of those who have stayed in the program. However, 204 people were dropped since 1979 for a variety of reasons. The following clients had their technical assistance discontinued because of lack of interest or failure to meet the progress targets:

Tailors	72
Iron workers	11
Artisans	17
Cabinet makers	30
Shoemakers	32
Grocery stores operators	19

Watchmaker	1
Electronic shop operators	3
Auto mechanic	1
Fisherman	1
Graphic designer	1
Mattress makers	2
Pots and pans maker	1
Goldsmiths	3
Bakers	2
Essential oil and perfume maker	1
Dry cleaning operator	1
Cement blocks makers	2
Restaurant operator	1
Pharmacist	1
Beauty parlor operator	1
Locksmith	1
Total	<u>204</u>

It is recommended that HDF prepares an inexpensive plastic plaque in vivid colors to be exhibited in the businesses that have benefited from HDF loans. Such identifying marks could help in expanding HDF's activities and in improving its positive image in the world of small businesses. For the clients, it could be a sign of distinction since it would display the confidence placed in them by HDF. The cost of the plaques could be added to the costs of the loan at the time of disbursement.

C. Development Impact

The previous evaluations and reports written about HDF all use the criterion that each loan given out create about four jobs, or which is measured the socio-economic impact of the project. This evaluator could not find any sound and reasonable basis to accept this assumption. After talking to the animateurs and a sample of clients and examining several clients' files, it appears that an average of two new jobs is closer to reality. The first time the "four jobs per loan" was mentioned was in the September 1980 report. At that time the figure was arrived at after a survey of a sample of existing loans. However, when one examines carefully the Loan Portfolio, it becomes evident that the very first loans tended to be larger than the numerous small loans that make the bulk of the present portfolio. Ten loans were selected from that original portfolio and it was found during the first evaluation that these ten loans were "in the process of generating 21 jobs annually". This would mean that each loan had created an average of two jobs (p. 61 of the September 1980 report), a figure that was not directly mentioned but was found more acceptable by this evaluator.⁴

⁴ That figure contradicts the "four jobs per loan" assumption mentioned in the same report.

The next assumption encountered in previous reports is that each new job created brings about \$600 in new income. In light of the size of some of the businesses, this does not appear realistic. Some of the new employees are "helpers" that can be hired very cheaply. In Haiti these apprentices are not really entitled to and never receive the minimum wage. The size of the loan portfolio did not permit a reexamination during this evaluation of all jobs that have been generated by the loans. However, this information can easily be collected throughout next year by the animateurs. HDF's activities are focused to generate employment and income at the grass roots level. Therefore, a serious effort has to be undertaken to measure in plainly quantifiable terms the results of the past years' efforts.

Besides creating new jobs, another objective of the project is to increase the income and productivity of small, privately owned businesses. Most clients' situations improved after receiving the loans. The evaluator compared recent stock inventories with original ones taken before the loans were given and in every single instance, it appears that the assets of the clients have increased. Progress is definitely being made toward the achievement of the long-range goal of socio-economic development among clients. Based on projections made by animateurs at the time they were preparing the clients' loan applications, it has been assumed that all projects operate within an acceptable rate of return. However, it is only now that a serious attempt is being made to measure the level of profitability of the micro-businesses financed. As of July 1st, 1982, the animateurs will have to prepare quarterly for each client a Profit and Loss Statement. These forms will be available for analysis for a future evaluation. The new forms that the animateurs are using came about as a result of recommendation No. 2 of last year's evaluation. It was suggested in that evaluation that a more accurate picture of investment return on loans could have been determined by computing the accrued net profit of assisted businesses and adding it to the income generation figure. It was expected that the resulting figure would reflect a more complete representation of the benefits derived from the loans. Although the income generation figure has to be revised, it will be important to add it to the resulting figure from the financial statements of the clients to fully measure the impact of the loans.

Last year's evaluation also mentioned some signs of progress that have become apparent. One example of impact that was cited was the "Rue Monseigneur Guilloux" area. That street was fast going down the drain. In the past it was known for its shoemakers, but most of them migrated to a different area. After two years of operation there, HDF succeeded in reversing that trend. The street has been revitalized through HDF's technical assistance and loans. Other aspects of change are not as visible because they affect only individual clients. For example, all animateurs feel that the level of social consciousness of the clients seems to rise after they have been beneficiaries of technical assistance and loans.

It is recommended that EDF closely supervise the compliance with the new rule that requires the animateurs to prepare a quarterly financial statement for each client. The new form should be amended to specifically indicate any new job generated by the loans received and the salaries of all new employees.

IV. EXPANSION PLANS

A. New Office Branches

The second OPG has five specific objectives that were discussed in the Program Description (Attachment 1 of the Agreement). One of them is the expansion of technical assistance and lending activities geographically to the marginal private sector, in at least one provincial area, in order to raise incomes and create new employment opportunities outside of Port-au-Prince. In March 1982, a graduate student of the University of Pennsylvania, David Greenstreet, conducted a survey of small enterprises in Petit-Goave and Cap-Haitien, based on a revision of the survey done in 1979 by PRAGMA Corporation and Michigan State University. The 1979 survey covered primarily Port-au-Prince and was the document that helped HDF identify the areas where potential clients could be found. Petit-Goave and Cap-Haitien were chosen for the March 1982 survey because they were mentioned by HDF officials as the two most likely sites of the first branch offices. Cap-Haitien, being the second most important city in Haiti, seems to be a logical choice. The current President of the HDF Board has extensive business operations in that city and has mentioned repeatedly his willingness to personally mobilize the private sector of Cap-Haitien behind HDF. The second choice, Petit-Goave, will open a window toward the Southern region where eventually a third branch office might be established. Petit-Goave is only 1-1/2 hours from both Port-au-Prince and Les Cayes, the likely site for any further expansion. There is a need for HDF to move quickly to work in the Petit-Goave area because DRIPP, an economic development program for the region, has lost its international funding, and its operations have dwindled. Over the past years, DRIPP had helped organize the poor and small producers into "strategy groups". These groups could be recipients of HDF loans. It is likely that they will dissolve over time unless HDF or some other organization steps in to help them. Petit-Goave then could allow HDF to expand its operations not only geographically but also towards group loan, an activity that is still experimental in Port-au-Prince where the animateurs have to organize the groups along occupational lines.

The December 1981 Development GAP Report cautioned that there was not yet enough demand nor sufficient HDF experience to justify the opening of a new branch office. However, the Greenstreet report was able to identify 315 small transformation enterprises in Cap-Haitien and 96 in Petit-Goave. That report also pointed out that the effective demand for HDF credit and assistance is not as different in the two towns. Analysis based on the survey shows that potential clients who are interested, eligible, and desirable from HDF's point of view number 47 in Petit-Goave and 110 in Cap-Haitien. Total estimated demand for Credit was about \$550,051 in Cap-Haitien and about \$264,375 in Petit-Goave. But the report pointed out that there are several towns near Petit-Goave that could be served by a branch office there. An informal survey of Miragoane, a town only 26 kilometres away, found 46 additional small enterprises. Greenstreet recommended Petit-Goave rather than Cap-Haitien for a first branch site.

He found that local support already exists there from the remaining DRIPP's Haitian staff and that the major constraint to the expansion of small enterprises in Petit-Goave was a shortage of capital, especially for tools and equipment. Limited demand for the products of the small businesses seems to be the most important constraint in Cap-Haitien.

PADF officials are not presently convinced that HDF is ready for a geographical expansion toward both the North and the South. They feel that the present management of HDF has not been solidified enough to be able to handle the new extended structure. They also mention the Development GAP report and the Greenstreet report as recommending either no extension for the time being or the opening of only one experimental branch office. However, USAID/Haiti, after listening to some preliminary findings of this evaluation, seemed to be sympathetic to the dual extension plan. It appeared to them that the recent changes in personnel at HDF and the excellent background of some of the new staff had finally given to HDF the necessary human resources for a controlled expansion outside of Port-au-Prince.

HDF presently plans to phase-in as of October in the DRIPP and Cap-Haitien areas. Four animateurs will go to Petit-Goave and five to Cap-Haitien. Three field supervisors are now attending a special training with a PFP trainer. After assuming their field positions, they will report to the Port-au-Prince office every Thursday. Thursdays are scheduled meeting days with the Credit Committee and Promotion Director. Questions and projects will be submitted to the Promotion Director and/or the Credit Committee. The projects will then be evaluated in the main office for final decision. Present plans call for all checks to be issued in Port-au-Prince. Repayments will be made in regional offices to the supervisors, who will in turn deposit the funds in regional banks in Cap-Haitien, Miragoane and Petit-Goave.

The new branches, being removed from the executive and credit functions performed in the central office, will test the procedures for transmitting information among HDF's different departments. There will be less opportunity for informal discussions to clear up questions or add supplementary information. But telephone communications are fairly easy with both Petit-Goave and Cap-Haitien. The latter can be reached by direct dialing from Port-au-Prince. Thus, the telephone might be able to prevent an exaggerated reliance on formal (paper) procedures. The only handicap of the extended system is that it will no longer permit the executive and credit officers to speak directly to clients. Their representatives, the field supervisors, will be the clients' only other contact besides the animateurs. However, the three field supervisors presently being trained by PFP were actually chosen among the animateurs working now at HDF's main office and have already proven their competence and integrity as regards fulfilling their new roles. Nonetheless, HDF should move with some caution. As the Development GAP report rightly pointed out, it will take time to generate enough demand from enterprises to justify the costs and

coordination difficulties that expansion will bring, even if HDF gets free office space for its new branches.

A recommendation based on the findings of this evaluation is that HDF proceed with its plans to open two office branches in Cap-Hatien and Petit-Goave. HDF should be cautious in doing so and avoid adding to its budget excessive operational costs that might aggravate its already precarious financial situation. The expansion will be in compliance with the objectives of the second OPG. It will also be in agreement with the plans established by HDF's Board and will be based on the results of the Greenstreet report.

B. Lending to Groups

Last year's evaluation mentioned the promotion and support of group formation as a positive development. Groups and other cooperative organizations have been recognized since the 1930s as an important development tool. Last year's evaluation also cited several advantages the poor stand to gain from such organizations: pooling of skills and resources (labor, capital, etc...); decrease in operational expenses (rent, utilities, etc...); and a change in social attitude from individualism to group-orientation. During the second year of operation, nine groups have benefited from HDF credit assistance. Two were groups of four, one of three and the six others were partnerships of two people. Since then, HDF has lent money to eight more groups during FY 1981-82.⁵ They are:

<u>Occupation</u>	<u>No. Members</u>	<u>Assets</u>	<u>Amt. Of Loans</u>
1. Shoemaking	2	\$ 3,350	\$ 4,080
2. Block making	2	\$ 5,137	\$ 6,324
3. Dentistry	2	\$ 1,982	\$ 7,650
4. Educational films making	4	\$20,350	\$ 7,650
5. Poultry raising	2	\$10,000	\$ 7,650
6. Shoemaking	2	\$ 1,903.50	\$ 2,244
7. Cabinet making	2	\$ 2,134	\$ 7,650
8. Cabinet making	2	\$14,695	\$ 5,100

The groups are not recognized as legal entities, but HDF requires that the members enter into a formal written agreement to work together as a unit before it will deal with them as a group. Out of all fifteen groups that have received loans, only one is a father and son partnership. There is no family tie between the other groups' members.

The Development GAP report stated that HDF's decision to expand its work with groups is a sound one that will enable HDF to reduce its

⁵ The word group is being used loosely at HDF and in this evaluation since most of these so-called "groups" are partnerships of two people.

operational costs per loan and give it a basis upon which to stimulate other community-based initiatives. The multiplier effect of group loans is also more effective. The Dominican Development Foundation, for example, has been able to lend \$17 million to some 2,700 farmer associations between 1966 and 1980. These associations represented about 60,000 families. Since the process of group formation is time consuming for the animateurs, the expansion of HDF activities to Petit-Goave will bring the added benefit of dealing with groups already formed by DRIPP. The Greenstreet report identified other target sectors in the Petit-Goave area where client groups could be found. He cited agricultural production, other peasant activities such as storage and transportation facilities for marketing and activities using raw materials that could assist the peasant population, fishing and agricultural processing.

Given the sociological profile of the Haitians, loans to groups instead of individuals might be difficult. Haitians are distrustful. Aware of their limited capability to impose themselves, some Haitians will always be fearful that the smarter one will dominate the group and will use the funds to his own advantage. However, extension of credit to groups would allow HDF to reach more clients through collective rather than individual credit. These groups could make a significant contribution to:

- a) a more equitable distribution of new activities;
- b) the financing of new activities;
- c) a higher rate of repayment; and
- d) the mobilization of savings.

Therefore, a recommendation is that the HDF increase the loans to groups, continuing its policy to stress the intangible assets of the partners (technical knowledge, professional reputation, good character, etc...) in making its lending decisions. The value of the group's business to the community it serves should also be weighed. Finally the extension of the multiplier effect should also be taken into consideration whenever this is possible.

V. THE LOAN PORTFOLIO

A. Loan Activity

The loan procedures of HDF stem directly from the loan regulations. Article II of these regulations says that the resources from the credit program may be used in the financing of projects and productive programs in the following sectors: retail, services, fisheries, and agriculture related to services (storage, insurance, etc.). As the loan portfolio grew since last year's evaluation from 88 to its present number of 214, some of the articles of the Loan Regulations have become inadequate. The acquired experience in the credit business has also proven to HDF officials the need to modify some of the provisions of the regulations. On June 11, 1982, the Credit Committee met and approved a series of changes to the existing regulations. These changes were ratified by the Board of Directors four days later at its monthly meeting. Some of the important modifications to the Loan Regulations follow:

- The ceiling for loans in the case of transformation industry, retail and services, net assets including the value of lands and building evaluated at net depreciated prices, was raised from the equivalent (per member) of \$20,000 to \$25,000.
- The ceiling of \$100,000 (in net assets valued at net depreciated costs) for qualifying enterprises to receive loans from HDF was lowered to \$50,000. However, in the case of loans granted under the guaranty of FDI or similar international institutions, the above limit will only apply to the loan portion directly financed by HDF.
- Clients can now be eligible for financing with funds from HDF's credit program after receiving technical assistance and only three visits by HDF animateurs instead of the previous four visits requirement.
- A new rule forbids the granting of loans to HDF's employees and their immediate families.
- A Loan for development of a project can be made only when the total amount of the loan is no more than \$10,000 in the case of individual loans or the equivalent of \$6,000 per member in the case of group loans (reduced from \$8,000 per member), with the total not exceeding \$35,000 (reduced from a previous ceiling of \$50,000). This new regulation also sets a limit of no more than 25% of HDF's loans exceeding \$10,000.
- The new changes give the Credit Committee of the Board of Directors the authority to extend the grace period and the terms of repayment on a case by case basis.

The last article of the Loan Regulations (No. 27), which gives the control of loan payments to the Credit Director, was rephrased more clearly. This article states that once a loan is disbursed, the Credit Director receives a copy of the signed loan agreement and other legal documents. At the present time, the credit officer has a small safe where these documents are kept. As the portfolio grows, it might be advisable to place them in a commercial bank's safe deposit box. Furthermore, all the records of the credit office are presently being kept in drawers and simple metallic files and could all be destroyed in a fire. Consideration should be given to acquiring a fire-proof filing cabinet or a larger fire-proof safe in which to keep these valuable documents.

Out of the 214 loans approved by HDF, 17 were made to groups, 8 of them during FY 1981-82 (a list of these 8 loans with a breakdown of the groups' occupations, composition, assets and amounts of each loan can be found in the section of this evaluation entitled "Lending to Groups").

Article 12 of the Loan Regulations states that according to HDF's judgement, each loan should be backed by any or all of the following guarantees:

- a) Co-signors (in the case of group loans).
- b) Collateral made up of the equipment and goods purchased with the loan funds, and/or of the equipment and goods contributed by the loan recipient(s).

However, special consideration is given to the case of the poorest clients when their assets are being determined. It has been noted that a very large percentage of potential clients of HDF are so "marginal" that they could never meet the requirements of the Credit Department. Nevertheless, HDF cannot ignore them and has indicated its willingness to help as many as possible of those who offer some moral and/or intangible guarantees, and qualify as good risks. The Board of Directors accepted the principle that deserving marginals be recognized at an amount of \$50 for each of a series of criteria, labeled "intangible assets", appearing on their balance sheets. The amateurs are responsible for conducting these appraisals and give the amount of \$50 for each positive rating. The following is the list of intangible assets that are valued for backing HDF's loans to marginal clients: (this list has been used at HDF since 1980 but was not included in the prior evaluations)

A. The Business:

- | | |
|--|--------------------------|
| - Localization of the business | Good/Bad |
| - Type of the business according to Foundation schedule of priorities | Handicraft/Service/Other |
| - Prospect of progress if loan is granted (references to be submitted) | Good/Bad |
| - Usefulness in the area | Real or Not |
| - Quality of work produced in relation to marketability | Good/Bad |

B. The Individual

- Reputation for honesty Good/Bad
- Reputation for reliability Good/Bad
- Motivation/Ambition Good/Bad
- Length of time he/she has been in area Two years or more
- Experience in his/her business Five years or more
- Business acumen (street savvy) Good/Bad
- Existence of rudimentary records
 - Cash Book Yes/No
 - Sales Book Yes/No
 - Inventory Yes/No
- Existence of bank account Yes/No
- Existence of personal savings Yes/No
- Ownership of place of business Yes/No
- Ownership of tools of work Yes/No
- Employment created through business
- Prospects of further employment
- Health
- What kind of entertainment (hobbies) Clean or Not
- Is he/she in usury debt Yes/No
- Ability and willingness to work in group Yes/No
 - or share use of equipment

As stated previously, as of June, 1982, the number of loans approved has reached 214. The loan portfolio is as follows:

214 Loans Approved	\$616,683.63
202 Loans Disbursed	\$568,901.65
190 Loans Outstanding	\$502,889.65
Percent of Outstanding Loans	88.4%
Late Payments	\$ 25,934.98
Percent of Loans Late	5.2%

The 5.2% is in relationship to the loans outstanding. A breakdown of the late payments shows that .6% is due for more than 30 days (\$2,799.86); .5% is due for more than 60 days (\$2,258.32); 2.1% is due for 90 days or more (\$10,599.22); and 2.0% falls into the category of bad debts (\$10,277.58). The Credit Officer responsible for loans control and collection who was the one who prepared the Portfolio report for FY ending on June 30, 1982, feels that the loans falling in the bad debts category will be uncollectable, even with the assistance of a lawyer. He personally knows all the cases, and the individuals involved are either dead or cannot be found. Considering the volume of the present portfolio, 2.0% does not appear to be excessive in such category. However, an official policy is needed to guide the Credit Department in deciding exactly when a loan is in default. This evaluator suggests that only after the HDF lawyer has tried unsuccessfully to collect should a loan be reported in default.

Recommendation No. 3 of last year's evaluation urged HDF to develop a deliberate plan to coordinate business interrelationships among its loan beneficiaries in order to multiply the impact of developmental efforts. After analyzing the present loan portfolio, this evaluator, like last year's, could not find any linkage among the businesses of loan beneficiaries. No one business complements the effort of another toward the goal of economic development. Loans had been made to individual clients from different sections of the city regardless of the interrelationships that could be developed among businesses. Last year's recommendation No. 3 urged HDF to establish a scheme under which some businesses could serve as retail outlets for the products of others. Examples cited were the tourist shop and trade shops, which could act as a central market for the wood working, handicraft, goldsmith, iron workers, and artists clients, and the garment shops, which could serve as a retail outlet for tailors and shoemakers. Last year's evaluation pointed out that the businesses would not only support each other, but also would multiply the effects of developmental efforts. This evaluation urges HDF to accelerate the efforts already underway to establish such interrelationships among its clients.

Further analysis of the loan portfolio reveals that four loans that were approved in 1981 and that were never disbursed were still being kept in the portfolio. One of them was approved as far back as January, 1981. (Loans Nos. 63, 102, 109, and 130.) The Credit Department officials told the evaluator that the loan money was being kept available for the clients. Apparently in each case, the problem is the failure of the client to find a suitable space to rent for his business. The four cases involve two cabinet makers and two shoemakers. In recent years, it has become increasingly difficult for microbusinesses to find spaces to rent in Port-au-Prince. A chief reason for this situation is the large number of borlettes⁶ that compete for the same spaces and are capable and willing to pay a much higher rent. However, the evaluator pointed out to the Credit Department officials that the existing conditions of the applicants may have changed since they presented their requests and that the cases should be submitted to the Credit Committee for action. The Finance Director agrees that if the applicants return, new requests will have to be filed. The Finance Director will recommend to the Credit Committee that the cases be removed from the loan portfolio.

As previously indicated in this section, it is recommended that a fire-proof filing cabinet or a larger fire-proof safe be acquired to be used by the Credit Department for keeping all the clients' files and other documents. HDF should also explore the possibility of transferring all originals of the loan contract agreements to a commercial bank safe deposit

⁶ Borlettes are state-authorized betting shops that usually base their winning numbers on the last two digits of the winning tickets of the state lottery and the lottery systems of the Dominican Republic and Venezuela.

box with access to the safe only possible when two members of the Credit Committee or their designated representatives jointly sign the bank's required form.

It is also recommended that an official policy be made by the Board of Directors to determine the exact moment in which a loan is declared in default. Such policy is needed to guide the Credit Officer responsible for loans control and collection in preparing the loans portfolio. This evaluator suggests that only after the lawyer has tried unsuccessfully to collect should a loan be declared in default.

B. Loan Processing Efficiency

Loan requests are presented in writing usually after the clients have been receiving technical assistance for several weeks. The requests are presented to the Director of Promotion who assigns them a number and undertakes a general review of the application and determines whether or not the loan application is to be processed. According to the revised loan regulations, all loan requests are processed in their order of presentation once the required information and documents are provided. In the case of loan applications that are incomplete, HDF informs the applicants promptly of the additional information and/or documentation needed. Then the loan requests are carefully analyzed by the Director of Credit who prepares the corresponding feasibility studies. The loan requests need to be accompanied by the following information and documentation:

- A. A detailed description of the project to be executed containing information about:
 - (1) project background
 - (2) objectives of the project
 - (3) number of loan recipients
 - (4) number of indirect beneficiaries
 - (5) investment schedule
 - (6) production projections
 - (7) marketing information
 - (8) organizational structure (in group loans, Board of Directors and bylaws should be included)
 - (9) proposed repayment plan
 - (10) technical assistance required
 - (11) administrative controls and procedures
 - (12) general observations

The analysis and feasibility study of each project includes, among other things, the following aspects:

- (1) the project activity to be financed
- (2) the investment schedule and proposed application of the loan funds
- (3) disbursement plan indicating dates and amounts

- (4) economic analysis (cost-benefits, net value)
- (5) payment plan
- (6) cash flow (projections of incomes and expenditures)
- (7) technical assistance and project supervision
- (8) projected increase in family incomes for loan recipient(s)

The Credit Director meets once a week with the Director of Promotion and all of the animateurs to review new loan requests. During the initial stage of processing, clients' files often circulate back and forth between the Department of Promotion and the Credit Department and some cases of "misplaced and temporarily lost files" have been registered. This situation has created needless delays in the processing of some loan requests. It is recommended that a systematic system of loan applications registration be established to allow HDF officials to locate a clients' request with no delay.

The disbursement of the loans is made according to the criteria, recently revised, that were described in the previous section of this evaluation entitled "Loan Activity."

A consultant for the Inter-American Development Bank came to HDF a few months ago and prepared a report that analyzed the quality of the Credit Program, the efficiency and efficacy of the loan processing procedures of HDF, and made a series of recommendations. One of these recommendations concerns loan processing. Sam Edwards, the consultant, recommended that a potential client be called into the Credit Office for an interview at some point during the feasibility analysis. The purpose of this interview would be to:

- . resolve any matters not clear from the operating figures provided;
- . review the uses of the projected loan;
- . develop a satisfactory reimbursement program;
- . advise the client of the obligations and responsibilities inherent in accepting a loan.

The visit was also intended to give HDF the benefit of one additional judgement on the personal integrity and morality of the proposed client. At the present time, this is being compiled with only selectively depending on the amount of the loan.

Article 6 of the Loan Regulations states that the interest rates charged by HDF are determined by its Board of Directors. It further states that rates should remain compatible with the legislation and official policy in effect in the country, and should be maintained at levels less than those rates used in the banking system for similar projects.

The Haitian banks are presently charging 18% interest on loans of the type given by HDF. The Board of Directors has set the interests for HDF's loans at 14% as of March, 1982. (The previous rate was 12%.) A 2% service charge is added for partial payment of the client's technical assistance

program. However, David Greenstreet, in his report of April, 1982 on the small enterprises of Petit-Goave and Cap-Haitien, found that rates of interest are a very insignificant part of the problem of small enterprise access to formal credit. Only 4% of the surveyed entrepreneurs who had not attempted to obtain a bank loan mentioned the interest rate as a reason. He suggested that the presently low rate charged by HDF for its loans increases the pressure for HDF to make loans to businesses that could conceivably obtain commercial loans and also distorts the economic effect of an interest rate as a selection mechanism among competing investment opportunities. Finally, the low rates deprive HDF of additional needed income. However, there seems to be no immediate plan at HDF to bring the interest rates in line with commercial rates. HDF's officials feel that the new 14% rate is quite adequate. This evaluator agrees with them.

The Credit Office has been working to simplify the loan processing procedures. Last year's recommendation number 5 found that despite a reduction from 67 days in FY 1979-80 to 50 days in FY 1980-81, the processing time period was still too long and recommended that HDF further reduce this time period. The results of the Credit Office's efforts have been quite good. The loan processing time has been reduced from 50 days to 36 days for FY 1981-82.

The following table shows some comparable figures for the three years of operation of HDF (the figure is cumulative for the number of loans).

<u>Loan Processing Activities</u>	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>
Number of loans approved	8	88	214
Loan application submission to completion of credit analysis	53 days	19 days	17 days
Credit analysis to loan approval	26 days	31 days	19 days
Loan approval to loan disbursement	16 days	44 days	40 days

The above figures reveal that from the time of loan approval to the time of loan disbursement, the number of days is still unusually high. Last year's explanation for the long delay was that loans were being approved without relating them to the availability of capital. Loan operations had to be stalled due to lack of funds, until the first installment of IDB funds became available. Apparently some of these same difficulties and other factors prevailed during the period from July to December 1981, and are responsible for the still high number of days from loan approval to loan disbursement.

A dual recommendation is that:

a) a loan applications register be set up. Each client's file should be monitored by a registrar who could provide information on its whereabouts at any time. This is a function that could be carried out by the receptionist. Also the receptionist should act as HDF cashier implementing the scheme presented at the Planning Seminar held at Taino Beach. According to that scheme, the Credit Director should prepare a receipt in three copies before payment is received by the cashier, who does not report to the Credit Director, but rather to the Finance Director.

b) considerable attention be given by HDF's officials to the problem of time period from loan approval to loan disbursement. The present time period is too long and should be considerably reduced.

VI. COST OF THE PROGRAM AND ITS FINANCING

A. Cost of the Operation

The original OGP made in May 1979 was for \$495,000. At the time, PADF had guaranteed at least \$165,000 of non-AID resources. However, the supporting budget for this first OPG considerably underestimated the cost of many items. One example is the amount budgeted for two cars and a motorcycle: \$9,700. The actual cost for one car was \$6,250. Other expenses incurred during the first year of operation were not budgeted for. HDF moved to its new office at a higher rent and paid for furnishing it. The amount of \$5,000 was spent on the inauguration of the new office etc... In the initial OPG, \$228,500 was designated for technical assistance to be provided by PADF, \$150,000 was allocated for an HDF revolving loan fund, and the remaining \$116,500 was to cover HDF's operational costs. Of the \$228,500 retained by PADF, \$22,000 per year was budgeted for the salary of the HDF Executive Director. In addition to his basic salary, the Executive Director received several fringe benefits. PADF also subcontracted the services of Partnership for Productivity.

The loan funds were substantially increased when HDF obtained a \$500,000 loan from the Inter-American Development Bank. The first payment on this loan is not due until September 15, 1991 and total repayment of 60 semi-annual installments is scheduled for March 15, 2021. The loan carries only a 1% interest rate. The Inter-American Development Bank also gave \$46,000 to help cover the cost of operations and technical assistance. Through further efforts of the HDF Executive Director, \$23,000 were obtained from the Public Welfare Foundation to train five amateurs and cover their stipends during the training and their initial salaries as employees of HDF. In addition, HDF received a grant of \$12,500 from PADF but still had to borrow \$80,000 to cover its operating expenses, of which \$43,000 came from PADF. However, HDF's financial difficulties were such that in early 1981, it requested and was granted by AID the conversion of half of the \$150,000 revolving loan fund into operating expense funds. As stated earlier, the reduction was approved in recognition of the availability of the \$500,000 loan money from IDB and the requirements for additional funding for other components of the project.

A second OPG was made for an amount of \$495,000 to cover the period from January 1st 1982 to June 30, 1983. Of this \$495,000, \$94,000 was designated for technical assistance from PADF, \$251,000 was allocated for HDF's operating expenses and \$150,000 for the revolving loan fund. The reduction in the technical assistance fund and the corresponding increase in HDF operating expenses fund was partly due to the fact that as of January 1st, 1982, the salary of the Executive Director was no longer being paid by PADF. Also the number of trips by the Vice President of PADF to Haiti was considerably reduced. The financial difficulties of HDF did not disappear. Some disastrous fund raising operations created a deficit that will linger for quite a while (see following section of fund raising). By May 1982, HDF requested that \$18,000 of a \$43,000 loan from PADF be

converted into a grant. The request was denied (see section of HDF/PADF Relationships). No additional cash was raised except for modest amount of money designated for technical assistance.⁷

At the urging of the Inter-American Development Bank's Coordinator of Small Projects, HDF submitted an application for a new \$1 million concessionary loan to expand its operation into lending to medium-size businesses. The officials of the bank denied the request partly because HDF seemed to them to be no longer dealing with small borrowers. This decision is reviving a debate that has been going on about the long-range orientation that HDF should give to its portfolio. The original objective of the program was to help microbusinesses lacking small amounts of capital and not having access to traditional banking. However, some people have felt that if HDF continues to assist these smallest businesses, its operation will never become self-sustaining and funds will always be needed from international donors. Some programs similar to HDF elsewhere in the world have also proven that the original HDF approach to lending is questionable. A study entitled "Assisting the Smallest Scale Economic Activities of the Urban Poor"⁸ has found that direct assistance to the smallest economic enterprises of the urban poor is controversial. Some development experts suggested that scarce development funds would be better spent investing in the rural areas or in larger enterprises with the expectation that benefits would "trickle down" to the urban poor. Others worried that a program that assists microbusinesses would necessarily worsen the position of others, if overall demand does not increase. Finally, some felt that even if it were desirable to assist microbusinesses, administrative cost would be excessive and the risks of default would be too high. However, when HDF applied to the Inter-American Development Bank for a loan that would allow lending to medium-size businesses, the application was rejected partly because of the purpose of the loan.

⁷ HDF became a member of SOLIDARICS in July 1981. The Foundation's accounting and loan processing procedures were reviewed by a team of SOLIDARIOS Consultants as a prerequisite to gaining access to SOLIDARIOS credits and technical assistance, and therefore it is anticipated that this new source of credit will become available soon.

⁸ The study covers three years of research and program development on direct assistance to the smallest economic activities of the urban poor carried out in Africa, Asia, and Latin America. This effort, known as the PISCES Project (Programme for Investment in Small Capital Enterprise Sector) was financed by the Agency for International Development Office of Urban Development, Bureau for Science and Technology (Contract Project No. DS-otr-C-0013).

During FY 1981 - 1982, HDF had revenues totaling \$259,577.65. These revenues came from the following sources:

AID contributions	\$102,972.00
International contributions	51,000.00
PADF contributions	488.00
Local contributions	925.00
Local contributions (in kind)	250.00
Technical assistance fees	8,012.51
Interest income on loans	34,039.24
Fund raising	61,710.90
Last year's adjustment	180.00
Total	<u>\$259,577.65</u>

Against these revenues, HDF had \$288,087.97 in expenses leaving the Foundation with a deficit of only \$28,510.32, a remarkable achievement when one considers that last year's balance had left HDF with a much larger deficit.

The following is a list of HDF's expenses for FY 1981 - 1982.

Training and expenses	\$60.00
Personnel salary	\$146,752.54
Boni	\$10,064.74
Group insurance	993.01
Payroll taxes	924.70
Utilities & electricity	3,052.71
Travel expenses	19,595.08
Rent	12,000.00
Cables & telephones	3,385.41
Vehicle expenses	13,586.03
Office supplies	7,566.78
Business expenses	869.97
Fund raising expenses	23,085.50
Depreciation expenses	5,100.67
Insurance expenses	56.31
Interest expenses	12,358.91
Professional services	5,800.00
Dues & subscriptions	500.00
Bank charges	343.93
Bad debt expenses	10,783.19
Miscellaneous expenses	9,649.37
Extraordinary loss	1,558.62
Total	<u>\$288,087.97</u>

The Finance Director of the Foundation is doing an excellent job in keeping HDF's books updated. This is also the opinion of the PADF Vice President who wrote in a memo dated May 10, 1982 sent to the Finance Director "My congratulations on the sound, efficient, and up-to-date manner in which administrative and financial matters are being handled".

It is recommended that the Finance Director become more involved in the preparations of financial matters regarding proposals and other documents, as suggested at the Taino Beach Planning Seminar. He should also participate more actively in the efforts to reduce HDF's expenses. HDF Executive Director should invite the Finance Director to attend the Board of Directors meetings whenever financial matters are being discussed.

B. Fund Raising

Fund raising has been the activity most responsible for HDF's financial difficulties during its first two years of operation. At the end of FY 1979-80, funds raised totaled \$48,231 at a cost of \$30,883. The evaluation of September, 1980 noted that the \$17,348 surplus reflected favorably on HDF performance "in view of minimal PADF support received by HDF staff." However, the figures were misleading because out of the \$48,231, \$22,062 was money collected for a raffle that took place only in December of 1980. None of the major expenses of the raffle had been incurred by the end of that fiscal year.

By the end of the second year of operation, funds raised totaled \$39,832 - almost \$10,000 less than the previous year - but the cost of raising this sum had climbed to the astronomical figure of \$106,352. Mostly responsible for that spectacular deficit was the raffle of December, 1980, in which a house valued at \$50,000 and several other expensive items, including a new car, were the prizes. The revenue from the raffle was so low that the house is still not completed. HDF paid \$10,000 in March of 1982 toward the balance due, but still owes \$29,000 to the contractor. Despite this sad experience, HDF engaged itself into a second raffle for a smaller pre-fabricated house, which was donated by a local businessman. The land for setting the house was donated by the President of the HDF Board. To save staff time, a local advertising firm, TRANSVISION, was retained for the promotion of the raffle and the sale of the tickets. HDF committed itself to finishing the interior of the house. Again, this venture proved to be disastrous and ended with a deficit despite the fact that both the land and the structure had been donated. The raffle was scheduled first for December of 1981 but was postponed. It took place while this evaluation was in progress.

Last year's evaluation pointed out that fund raising was the one area where insufficient progress had occurred and concluded that HDF had to maximize fund raising efforts at both the local and international levels. PADF contracted with a Washington, D.C. based management and fund raising counseling firm, Funderburke & Associates, to provide direction and training in the three critical areas of fund raising strategies, communications, and volunteer leadership to the staff and Board of Directors of HDF during a week-long visit to Haiti. Their report, dated February, 1982, was accepted by HDF's officials who found its suggested fund raising strategy and goal to be acceptable. According to the report, HDF could raise in the U.S. \$250,000 at a cost of \$45,000 over a fifteen month period. These figures might be based on some prior experience of one

of Funderburke & Associates' clients, but they do not seem to be more than a simple projection with no description of the mechanism that such effort would require. The report furthermore stated that some ten to fifteen individuals are capable of giving \$10,000 per year to HDF if they are carefully cultivated and solicited by members of the Board. This suggestion does not appear to correspond with Haitian reality. Despite the risky nature of the plan submitted by Funderburke & Associates, HDF officials were ready to give it a try but could not raise the \$45,000 needed to start the operation.

As a follow-up to the report, the Funderburke & Associates official who had visited Haiti met in New York with the HDF Executive Director and a group of selected volunteers on April 8. The all-day meeting was also attended by the Secretary General of SOLIDARIOS. According to Funderburke & Associates, the meeting was "very productive in terms of laying out broad plans for HDF-related development activities among a variety of prospective funding sources." (Letter of April 20, 1982 from Funderburke & Associates to PADF.) The same letter also stated that "although participants at the meeting may not have the high level contacts that would be ideal for such a fund raising effort, their enthusiasm and motivation for the work of HDF can be counted on as a positive sign for potential fund raising success." However, it seems to be a well accepted premise among those who are theorists in fund raising activities that the first and most important condition for a successful direct solicitation effort is the social and business leverage of the solicitor. The lack of such leverage in the U.S. would obscure the enthusiasm of well-meaning people who want to help HDF but who have no access to potential donors.

HDF officials have often repeated that the single most important reason why they failed is because PADF did not help them adequately in their fund raising efforts. First, there is a feeling often expressed by staff and Board members that PADF did not live up to the agreement they have signed with AID. According to that agreement, dated May 21, 1979, PADF would guarantee the availability of local or international contributions of up to \$220,700 during the three year life of the project and would use its own resources to make up any shortages that may occur up to \$220,700. The agreement further stated that PADF would guarantee that up to \$29,500 would be available during the first year, and \$124,300 during the third year. AID reserved the right to discontinue its financial support to the project if the funds were not provided. The contribution reflected 30% of the total project cost for a three year life of the project. Thus PADF committed itself then to help HDF raise up to \$220,700 or to come up with that sum.

A second impression often heard from HDF officials is that PADF itself is so pressured to raise funds for its own operations that the limited sources of funding available make it a competitor to HDF. The fact that certain organizations first approached by HDF which put them in contact with PADF ended up donating money to PADF instead of HDF, the original solicitor, created a further feeling of mistrust toward PADF among HDF

officials. When interviewed in Haiti during the first days of July, the PADF Vice President retraced in detail his organization's approaches to the donors and he claimed that the two specific instances cited by HDF officials were mere coincidences, although unfortunate ones. Despite the coincidental nature of these events, there seems to be a basic conflict since both PADF and HDF are out competing for donations from the same donors.

In mid-year, a dynamic woman professional was hired to become the Director of Resource Development in charge of local fund raising. She stepped up individual contacts for soliciting new memberships. The dinners at which potential members are invited were not being held regularly while this evaluation was in progress, but nonetheless the number of dues-paying members rose to 177 by June 30, 1982.⁹ At the present rate of \$120 yearly dues, this represents \$21,240 in direct contributions from members. A dance organized on June 26 to celebrate HDF's third anniversary netted \$2,920 out of \$4,400 gross receipts.

Another fund raising venture which is successful is the preparation of a publication "Who is who in Haiti." An impressive list of some 2,000 prominent Haitians were sent a data questionnarire and about 500 responded. The information compiled has not yet been utilized but is a potential source for generating funds for HDF. A local printer is asking \$3,000 to print 1,000 copies of the book at a cost of only \$3 per copy. Among the respondents, 329 have already purchased the book at \$35 a copy. This could leave HDF with a net profit well above \$10,000. Since it will become increasingly difficult to sell the remaining copies, it is suggested that they be distributed free of charge to HDF members and potential members. The book, which will contain information on HDF, could be an excellent promotion. It will add new interests for members who presently are not receiving any regular communication from HDF. The publication of a quarterly newsletter was scheduled to start in July of 1982 but it seems that as of the writing of this report no definite steps had been taken for its preparation and publication.

Fund raising results for FY 1981-82, according to figures made available in mid-July by HDF, show that \$61,960.90 was raised with a total expenditure of \$68,094.35. This leaves a deficit of only \$6,133.45 this past year as compared with the \$66,520 deficit registered in FY 1980-81. Furthermore, it should be noted that all of the Executive Director's travel expenses for this year (\$19,595) have been charged to the fund raising account since all of his travels were related in part to fund raising activities.

⁹ These dinners are scheduled to take place twice a month. There was none in June and only one in July. The evaluator attended the event and found the approach being used very effective.

Fund raising strategy for FY 1982-83 will focus on both the local community as well as the international one. Locally, the Director of Resource Development and her assistant will try to raise \$75,900 over the year. They are planning a relatively simple but direct approach to local fund raising. They anticipate an increase in membership at the rate of 20 new members monthly through direct solicitation and through HDF-sponsored dinners throughout FY 1982-83. With a minimum monthly collection of \$1,200 from present members and a minimum of \$2,000 contributions monthly from new members, they expect to receive \$3,200 monthly for a grand total of \$38,400 for FY 1982-83. They expect each of the seven board members to raise \$2,500, according to a suggestion that was made at the April planning session at Taino Beach. That could bring an additional \$17,500. The remaining \$20,000 is expected to be raised through dinner dances, theaters, and a giant fair which will be co-sponsored by an association that had put up a very successful similar event last year.

Considering the two facts that 1) Haiti lacks any tradition in this type of activity; and 2) the absence of real tax incentives for donations; the eventual success of the fund raising effort might be jeopardized. Thus the \$75,900 are not funds that HDF can definitely count on getting. However, the enthusiasm of the Director of Resource Development inspires optimism. It should also be noted that she was in Washington in May at a one-week fund raising seminar conducted by United Way under the sponsorship of PADF and SOLIDARIOS.

At the international level, a volunteer membership recruitment will be undertaken. Black institutions, businessmen with interests in Haiti, and the Haitian communities abroad will be potential targets. A two-week tour of colleges and universities with a slide show presentation will be organized. Also the New Jersey/New York Chapter of HDF is planning an art exhibit at New York University and some dinner dances to recruit new members. The Sister Cities Association is also scheduling some fund raising and public relations activities for HDF in some U.S. cities that will be matched with Haitian cities.

The following is a list of private U.S. and Canadian foundations and corporations which have been contacted by HDF for funding and the results of these contacts:

<u>INSTITUTIONS</u>	<u>RESULTS</u>
1. Inter-American Development Bank	Loan of \$500,000 Grant of \$46,000
2. Public Welfare Foundation	Grant of \$23,000 Another grant of \$24,000 as of 7/82
3. Inter-American Foundation Bob McGuire	Grant of \$28,000

- 4.* Consortium for Community Self-Help
Mrs. Blanche Case
Was not able to provide any help at the present time.
- 5.* PACT
Pending decision on proposal for management training and feasibility studies.
6. The William Hewlett Foundation
Ann Murray
Proposal was turned to Overseas Educational Fund for decision. Received a grant of \$13,000 - \$8,000 technical assistance/
\$5,000 cash
7. Donner Foundation/Toronto
Mr. Rickerd
Proposal was turned to New York office for decision - OEF is following up on pending proposal
- 8.* Rural Outreach Opportunity to Serve
(ROOTS)
Proposal was received - there was eagerness to serve - no answer.
9. Rockefeller Foundation
John Pino
Has no immediate interest in Haiti.
10. Rockefeller Brothers Fund
Will consider funding in 1982. Will initiate proposal.
11. Ford Foundation
They are rather interested in human rights and social justice.
12. The Tinker Foundation
Special interest in people of Ibero background.
13. Codel
Is seeking proposal involving two or more religious faiths. Steps are under way to prepare projects in this perspective.
14. The United Methodist Committee
on Relief
Paul Morton
Is waiting for proposal. Concept paper was prepared to be completed by PADF. It took too long to finalize proposal. They lost interest.

15. Mott Foundation
Cathy Nelles
Interested rather in
community education and
community development
- 16.* Witherspoon Development Corporation
Interested in projects much
larger than HDF size.
- 17.* Exxon Corporation
Decisions were to be made
from regional to local
office in Haiti. McCanes
in Haiti not cooperative
at all. We learned that
\$6,000 was sent to HDF,
McCanes returned it to
Exxon.
- 18.* Texaco
Decision is pending from
local representative Mr.
Tony Burns - contributions
never came.
- 19.* American Airlines
V. P. Cyrus Collins
Promised a contribution which
never came.
- 20.* Cooperative Housing Foundation
Request was made to PACT for
a feasibility study. A
request was made to IDB.
Recent steps are being
taken to initiate study.
21. The Americas Foundation
Same as #20.
22. The Phelps Stokes Fund
Interested only in education
and Afro-Caribbean
cultural exchange.
23. Canadian Agency for International
Development
First contacts were made.
Discussions are underway
for projects. Suggested a
chapter in Canada to
receive funding. Steps
were initiated to this
effect.
24. Oxfam Quebec
Chislain Valade
Would welcome projects
25. Canadian Catholic Organization
for Development and Peace
Would welcome projects

- | | |
|--|---|
| 26. Houston Endowment Funds * | Contacts were made. Further contacts are necessary to develop projects. |
| 27. The Moody Foundation - Houston | Contacts just being made |
| 28. World Council of Credit Unions, Inc.
Tom Carter and David Olson | Waiting to send a representative to Haiti to discuss projects. |
| 29. UNCDF | Would require G.O.H. to make request. |

* Indicates that contacts were initiated by PADF. The others were developed directly by HDF.

As of the end of FY 1981-82 HDF has made some significant progress in its fund raising activities. First of all, a remarkable staff was hired to head the Department of Resource Development and a sensible strategy was developed for future activities. HDF seems finally to realize that no great capital risks should be taken in trying to raise money locally. It is definitely moving away from the raffle-type activities. The international strategy does not seem to be as convincing, but it should be noted that considerable effort is being made by the Executive Director in that field. However, no solid mechanism has been set up abroad to put the emphasis on that imaginative public relations campaign that was suggested in last year's evaluation. That evaluation recommended that the real success HDF is experiencing at the grassroots level should be publicized, capitalizing on the many human interest stories there are to tell. Another aspect of their recommendation suggested that efforts should also be made to convey abroad the idea that HDF is apolitical, that it is a private sector organization involved in development work. It does not seem that these recommendations had been followed up.

It is recommended that HDF establish some arrangements for PADF to become the recipient of funds donated in the U.S. Besides the tax deduction advantage, PADF, being an already well-established foundation, will inspire more confidence in potential donors. This is a service that will require very little staff support at PADF and should be provided free of charge to HDF. Any attempt to follow through at this time with the Funderburke & Associates report's recommendation to establish a tax-exempt U.S. Internal Revenue Code 501(c)(3) organization to which gifts and grants can be directed appears to be premature. It would absorb too much of the time of the Executive Director who should focus his attention to the other aspects of the fund raising operation.

ANNEX A

STATEMENT OF ASSETS, LIABILITIES & FUNDS BALANCES AS OF JUNE 30, 1982

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FONDATION HAÏTIENNE DE DEVELOPPEMENT
Statement of Assets, Liabilities & Funds Balances
June 30, 1982

	General	Funds Raising	Welfare	IDB- T/A	OEF	Loans AID	Funds IDB	Total
								\$
Assets								
Cash in banks	25,478.82	7,048.08				3,083.44	2,173.46	37,783.80
Cash on hands	1,065.14	39.00				847.56	448.39	2,398.09
Bank - US Chapter	2,200.00							2,200.00
petty Cash	303.00							303.00
Cash Deposits	200.00	3,000.00						3,200.00
Accounts receivable	3,197.82	500.00						3,697.82
Loans to employees	1,375.26	(227.60)						1,147.66
Travel Advances	210.01							210.01
Loans receivable	-	-	-	-	-	112,502.19	390,387.46	502,889.65
Allowance for bad Debts	(15,086.69)							(15,086.69)
Accrued Interest Receivable	6,393.71							6,393.71
Income from other Funds	30,596.60	343.92			2,500.00	11,213.56		44,654.08
Investment	3,850.00							3,850.00
Unpaid expenses	222.22							222.22
Vehicles	8,622.00							8,622.00
Office Furniture & Equipment	13,910.69	3,114.00						17,024.69
Accumulated Depreciation	(8,980.24)	(1,234.88)						(9,815.12)
Total Assets	73,956.34	12,582.52	-	-	2,500.00	127,646.25	393,009.31	609,654.92
Liabilities								
Accounts Payable	11,018.81	589.75						11,608.56
Notes Payable	1,918.66							1,918.66
Withholding Taxes	8,688.17							8,688.17
Payroll Taxes Payable	387.50							387.50
Interest Payable - PADF - Mangonba	3,062.12	10,934.66						13,996.78
Accrued expenses payable	4,989.40	662.73						5,652.13
Income to other funds	13,713.56	29,923.51				1,017.01		44,654.08
Loans raising exp. payable	-	29,000.00						29,000.00
Loans payable - PADF - IDB	43,000.00					37,500.00	393,029.19	473,529.19
Three year Trust	3,700.00							3,700.00
Deferred Revenue	26,000.00							26,000.00
Total Liabilities	116,508.22	71,110.65	-	-	-	38,517.01	393,029.19	619,165.07
Funds balances 6/30/82	(42,551.88)	(58,528.13)			2,500.00	89,129.24	(19.88)	(9,470.15)
Total Liabilities & Funds Bal.	73,956.34	12,582.52	-	-	2,500.00	127,646.25	393,009.31	609,654.92

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ANNEX B

STATEMENT OF REVENUES, EXPENSES & CHANGES IN FUNDS BALANCES FOR YEAR
ENDING JUNE 30, 1982

FONDATION HAITIENNE DE DEVELOPPEMENT
Statement of revenues, expenses and charges in funds balances
For the period ended June 30, 1982

	General	Funds Raising	Welfare	IDB - T/A	OEF	Loans AID	Loans IDB	Total
Revenues								
ID Contributions	102,972.00					50,000.00		152,972.00
nt'l Contributions			15,300.00	33,200.00	2,500.00			51,000.00
ADF Contributions	488.00							488.00
ocal Contributions - Cash	925.00	61,710.90						62,635.90
ocal contributions - in kind		250.00						250.00
echanical Assistance fees	8,012.51							8,012.51
nterest Income on loans	34,039.24							34,039.24
UI - last year adjustment	180.00							180.00
Total revenues	146,616.75	61,960.90	15,300.00	33,200.00	2,500.00	50,000.00		309,577.65
Expenses								
Training expense	60.00							60.00
ersonnel Salary	81,741.05	17,717.50	17,293.99	30,000.00				146,752.54
oni	6,090.21	774.53		3,200.00				10,064.74
roup Insurance	993.01							993.01
ayroll Taxes	924.70							924.70
ilities & Electricity	3,052.71							3,052.71
ravel expenses		19,595.08						19,595.08
ent expense	12,000.00							12,000.00
ables & Telephone	3,385.41							3,385.41
ehicle expenses	13,586.03							13,586.03
ffice supplies	7,566.78							7,566.78
usiness expenses	869.97							869.97
unds raising expenses		23,085.50						23,085.50
epreciation expense	4,486.43	614.24						5,100.67
nsurance expense	56.31							56.31
nterest expense	6,053.41	6,305.50						12,358.91
rofessional services	5,800.00							5,800.00
ues & Subscriptions	500.00							500.00
ank charges	181.80	2.00	40.50	-	-	105.75	13.88	343.93
Bad Debts expenses	10,783.19							10,783.19
Miscellaneous expenses	9,649.87							9,649.87
Extraordinary Loss	1,558.62							1,558.62
Total expenses	169,329.50	68,094.35	17,334.49	33,200.00	-	105.75	13.88	288,087.97
Excess revenues (expenses)	(22,722.75)	(6,133.45)	(2,034.49)	-	2,500.00	49,894.25	(13.88)	(21,489.68)
Funds balances 6/30/81	(19,829.13)	(52,391.68)	2,034.49	-	-	39,235.49	(6.00)	(30,955.83)
Funds balances 6/30/82	(42,551.88)	(58,528.13)	-	-	2,500.00	89,129.74	(19.88)	(19,470.15)

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ANNEX C

LOAN APPROVAL PROCESS PORTFOLIO (CUMULATIVE UNTIL JUNE 30, 1982)

RAPPORT DU PORTEFEUILLE
 AU 30 Juin 1982 (AID/PADF & BID)

projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balances actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Prêts déboursés										
AID/PADF			\$ 148,797.08		\$ 112,498.98	\$ 14,037.22	\$ 308.31	\$ 259.54	\$ 5,661.39	\$7,807.98
BID			\$ 420,104.57		\$ 390,390.67	\$ 11,897.76	\$2,491.55	\$ 1,998.78	\$ 4,937.83	\$2,469.60
Prêts approuvés non encore déboursés										
			\$ 47,656.42							
Prêts accumulés non reçus										
AID			\$ 1,834.40							
BID			\$ 4,559.31							
			\$ 568,901.65		\$ 502,889.65	\$ 25,934.98	\$2,799.86	\$ 2,258.32	\$10,599.22	\$10,277.58
rapport au montant du crédit			100%	-	88.4%	4.6%	.5 %	.4 %	1.9 %	1.8 %
rapport à la balance actuelle			-	-	100%	5.2%	.6%	.5%	2.1%	2.0%
rapport au montant des arriérés			-	-	-	100 %	10.8%	8.7%	40.9%	39.6%

FONDATION HAITIENNE DE DEVELOPPEMENT
 RAPPORT DU FONTEFEUILLE
 AU 30 Juin 1982 (AID)

Titre projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Le Man Develop. - Com.	1	29/04-27/6/80 19-4	\$ 6,936.00		\$ 3,572.77	\$ 3,572.77			\$ 3,572.77	
Etude Ernst-Orfèvre	2	20/5-27/6/80 35-2	2,383.92		1,140.14					
Lin - Cordonnerie	3	20/5-27/6/80 24-2	1,020.00		505.74	82.88	41.44	41.44		
Bois - Ebénisterie	4	24/6-20/6/80 22-2	867.00		623.36					
"	103	26/8-2/9/81 50-1	R 1,271.07		1,185.75					
Martelly-Recond. Freins	5	24/6-13/4/81 42-3	5,100.00		- 0 -					
Lin - Cordonnerie	6	25/6-30/6/80 17-2	619.96		197.92	197.92			197.92	
Marcelin - Tailleur	8	25/6-27/6/80 23-2	510.00		123.28	48.77	48.77			
Mas - Sculpture	9	26/6-27/6/80 11-2	255.00		136.83	136.83			136.83	
Jean- Dep. de charbon	10	22/6-30/6/80 12-2	418.20		418.20	418.20				418.20
" " "	23	8/9/80-8/10/80 16-2	R 318.63		318.63	318.63				318.63
Queur- Dep. de charbon	11	21/7-22/7/80 12-1	530.40		488.70	488.70				488.70
Blocs-Fabr. de blocs	12	24/7-19/8/80 53-7	12,210.00		9,441.04					
" " "	58		53-1	R 3,213.55	2,478.48					
Le & Jacquet	13	31/7-1/8/80 58-2	4,590.00		- 0 -					
Lard - Tailleur	14	31/7-5/80 12-1	122.40		83.25	83.25				83.25
Année-Salon de coiffure	15	26/6-27/8/80 11-1	408.00		311.66	311.66			311.66	
Mas - Tailleur	16	27/8-28/8/80 23-2	510.00		269.33	89.24	22.31	22.31	44.62	
Mas - Tailleur	17	27/8-29/9/80 21-2	561.00		205.60	55.88	27.94	27.94		
Maisons - Hal. De coiff.	18	4/9-5/9/80 17-1	747.66		468.47	468.47			468.47	
Miclaire - Tailleur	19	4/9/80 12-2	510.00		- 0 -					
Romain - Couture	20	4/8-5/9/80 18-2	408.00		387.08	387.08				387.08
& Barthelémy-Confiserie	21	4/9-5/9/80 18-2	1,381.00		822.82					
Homme - Depot de charbon	22	5/9-5/9/80 12-1	510.00		259.66	259.66				
Pierre Paul - Cordonnier	24	8/09-11/9/80 22-2	1,530.00		694.78				259.66	
" " "	150	3/12/81	R 204.00		92.95					

FONDATION HAÏTIENNE DE DEVELOPPEMENT
RAPPORT DU PORTEFEUILLE
AU 30 Juin 1982 (AID)

Nom et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 Jours	60/89 Jours	90 jours ou plus	Douteux
re Mondestin - Tailleur	25	8/9/13/9/80 28-2	\$ 2,040.00		\$ 1,390.51	\$ 165.30	\$ 55.10	\$ 55.10	\$ 55.10	
" "	95	13/7/81	R 918.00		624.72	74.25	24.75	24.75	24.75	
adin Bernard- Ferronnerie	26	9/09-18/8/80 12-2	744.60		744.60	744.60				744.60
boel- Fabr. de blocs	27	10/9/80-10/9/80 12-1	612.00		- 0 -					
" "	66	29/1/81	408.00		- 0 -					
our Jerome- Confiserie	28	11/09-12/10/9/80 12-1	255.00		255.00	255.00				255.00
u. Hardy- Ferronnerie	29	15/09-19/9/80 15-1	663.00		- 0 -					
'aris - Epicerie	30	25/9/80-25/10/80 11-1	255.00		- 0 -					
'l. Guerrier - Tailleur	31	29/09-30/9/80 20-1	714.00		494.07	494.07			494.07	
il Dorismé- Cordonnerie	32	30/09-30/9/80 20-1	612.00		138.80					
Richard - Cordonnerie	33	30/9/80-3/12/80 12-1	714.00		- 0 -					
l. Noel - Tailleur	34	30/9/80-30/10/80 15-1	561.00		- 0 -					
ointjour-Oeuvre d'art	35	30/09-1/10/80 19-1	510.00		303.69	303.69				303.69
'harlemagne - Commerce	36	30/09-2/10/80 18-1	714.00		- 0 -					
eillard - Ferronnerie	37	7/10-7/10/80 28-2	714.00		623.12	118.85	23.77	23.77	71.31	
ard Dorisca - Tailleur	38	27/10-11/12/80 23-1	612.00		612.00	612.00				612.00
nd Achille - Oeuvre d'art	39	27/10-11/12/80	714.00		714.00	714.00				714.00
hon Pierre - Dep. de char	40	28/10-11/1/81 14-1	255.00		219.93	219.93				219.93
er Méralien - Ebénisterie	41	28/10-6/2/81 14-1	306.00		- 0 -					
rd Polycarpe - Cordonnerie	42	20/11-26/11/80 32-2	3,264.00		1,756.36					
aul Racine- Sal. de coiff	43	20/11-3/12/80 26-6	1,326.00		519.36					
ès Lamour- Parloire Fune.	45	9/12-12/12/80 17-3	3,060.00		3,060.00	2,551.80				2,551.80
ge Alexis - Tailleur	46	9/12-11/12/80 23-2	1,530.00		582.68					
Innocent - Cordonnerie	44	18/12-2/2/81 24-2	1,530.00		1,530.00	711.10				711.10
ys Fontin- Sal. de coiff.	55	23/12-2/2/81 24-2	1,488.18		1,071.44					
. Chenet - Couture	60	14/1-20/5/81 42-3	5,100.00		3,994.89					

FONDATION HAÏTIENNE DE DEVELOPPEMENT
RAPPORT DU PORTEFEUILLE
AU 30 Juin 1982 (AID)

Nom et projets	Crédit #	Date d'approbation		Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
		Date de débours	# de mensualités								
Joseph - Voiture	68	12/80	18-6	\$ 2,645.60		\$ 2,645.60					
Mathieu Guerrier-Voiture	69	12/80	18-6	3,410.26		3,410.26					
Dominique - Voiture	70	"	"	2,985.26		2,985.26					
Fondésir - Mini Bus	71	"	"	3,824.59		3,824.59					
Polynice - Tailleur	96	22/7-24/7/81	12-2	775.20		576.72	192.69	64.23	64.23	64.23	
Louis Jeune - Ebénisterie	99	4/8-24/8/81	24-2	1,326.00		1,032.82					
Sond Chérubin - Tailleur	133	22/10/81-26/1/82	23-3	1,836.00		1,764.36					
Léveillé - Ferronnerie	135	22/10/81-26/1/82	31-2	2,346.00		2,212.25					
Brescent Dorméus-Tailleur	137	22/10/81-29/12/82	22-3	1,326.00		1,211.95					
ard Civil - Ferronnerie	140	11/11/81-15/2/82	31-2	2,652.00		2,504.17					
ard Andrésol-Ebénisterie	141	1/11/81-26/1/82	23-2	2,040.00		1,880.00					
adin Pierre Louis-Commerce	152	10/12/81-9/2/82	16-2	510.00		424.45					
aitte Bocilien-Cordonnerie	155	17/12/81-10/2/82	34-2	2,244.00		2,128.30					
l Pierre - Ebénisterie	160	21/1-17/2/82	56-4	2,754.00		2,754.00					
ard Jean - Cordonnerie	161	22/1-11/2/82	21-2	1,020.00		975.20					
e André Charles-Commerce	165	20/1-10/2/82	23-2	1,632.00		1,503.64					
ner Lorcy-Rep. de freins	168	2/12-19/2/83	49-4	7,650.00		7,650.00					
acine Morinvil-Com. de r	176	16/2-22/2/82	23-3	1,020.00		980.20					
nus Edmond - Cordonnerie	180	4/3/82-30/4/82	24-2	1,224.00		1,224.00					
rigue Jeanty-Cordonnerie	185	31/3/82-4/5/82	17-4	1,122.00		1,122.00					
nge Celadon-Comptoir de r	188	6/4/82-7/5/82	30-2	1,509.60		1,509.60					
ert Noze - Sculpture	191	27/4/82-30/4/82	24-4	5,100.00		5,100.00					
hele Duchatellier-lavoire	194	5/5/82-11/5/82	37-4	7,650.00		7,650.00					
Claudette Cadet-Sal. beauté	195	5/5/82-10/5/82	20-3	3,876.00		3,876.00					
Louissaint- Guildive	196	5/5/82-10/5/82	39-5	7,650.00		7,650.00					

RAPPORT DU PORTEFEUILLE
 AU 30 Juin 1982 (AID)

Titre et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Michel Eric Félicien-Sculpture	197	5/5/82-7/5/82 12-2	1,122.00		1,122.00					
Total			\$ 148,797.08		\$ 112,498.98	\$ 14,037.22	\$ 308.31	\$ 259.54	\$ 5,661.39	\$ 7,807.98
par rapport au montant du crédit			100%		75.6%	9.4 %	.2%	.2%	3.8%	5.2%
par rapport à la balance actuelle			-	-	100%	12.5 %	.3%	.3%	5.0%	6.9%
par rapport au montant des arriérés			-	-	-	100%	2.2%	1.9%	40.3%	55.6%

RAPPORT DU FONTEFEUILLE
AU 30 Juin 1982 (B.M)

Descriptif et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Le Montpoint - Céramiste	44	9/12-24/4/81 32-2	\$3,060.00		\$ 2,000.64					
Le Mont Joseph - Ebénisterie	47	11/12-25/6/81 19-2	1,020.00		962.20	201.52	50.38	50.38	100.76	
Le Mont Darbrouze-Oeuvre d'art	48	18/12-20/4/81 39-2	3,189.54		3,093.23	345.35	69.07	69.07	207.21	
Frédéric - Cordonnerie	49	18/12-26/5/81 15-2	1,326.00		619.86					
Le Mont Dorcé - Tailleur	50	9/12-8/7/81 23-2	1,530.00		1,340.55	246.36	61.59	61.59	123.18	
Le Mont Alexis - Ferronnerie	51	13/01-14/7/81 25-2	1,428.00		1,308.20	155.76	51.92	51.92	51.92	
Le Mont Labissière-Ebénisterie	52	18/12-26/5/81 12-2	1,122.00		386.41					
Le Mont Moreau - Tailleur	53	18/12-26/5/81 18-2	739.50		392.20					
E.P. - Elev. de poulets	56	7/01-20/4/81 14-2	6,818.28		6,250.35					
Le Mont Coel - Cordonnerie	57	23/12/80-14/8/81 23-2	1,224.00		779.25					
Le Mont Eloi - Ebénisterie	59	30/12-26/5/81 32-3	4,080.00		3,059.56					
Le Mont Jn Jacques-Ebénisterie	61	14/01-13/7/81 30-3	2,550.00		2,327.70	346.88	86.72	86.72	173.44	
Le Mont Auguste - Commerce	62	14/01-25/6/81 37-3	510.00		342.20					
Le Mont allebranche-Shop tourist.	64	21/01-10/6/81 41-6	7,497.00		7,497.00					
Le Mont ervin-Semences pr jardin	65	11/01-20/4/81 20-2	7,140.00		4,675.96					
Le Mont Thomas-Rep. de batteries	67	11/02-20/4/81 20-2	892.50		760.52	127.17	42.39	42.39	42.39	
Le Mont y Aubourg - Orfèverie	72	17/03-25/6/81 37-3	2,291.63		1,803.69					
Le Mont en Noël - Cordonnerie	73	17/03-14/7/81 15-2	816.00		510.61					
Le Mont ilaire-V. Delva- Tailleur	74	18/02-14/7/81 15-2	673.20		487.37	45.13	45.13			
Le Mont ice Zamor - Tailleur	76	13/03-15/7/81 15-2	816.00		715.29					
Le Mont dontus - Ebénisterie	77	19/03-20/4/81 14-2	1,224.00		1,224.00	965.36				965.36
Le Mont Souverain - Ebénisterie	78	19/03-20/4/81 18-2	2,040.00		1,632.52	217.34	108.67	108.67		
Le Mont rale Nationale	79	31/3-15/7/81 20-2	1,326.00		748.24					
Le Mont artelly-Rep. de freins	81	10/04-13/4/81 52-0	7,145.00		5,776.07					
Le Mont gustin - Commerce	82	25/05-25/5/81 34-2	5,610.00		5,125.71	412.44				412.44
Le Mont Nicoleau - Ebénisterie	83	26/05-10/6/81 25-3	7,650.00		7,650.00	2,188.00	273.50	273.50	1,641.00	

FONDATION HAÏTIENNE DE DEVELOPPEMENT
 RAPPORT DU PORTEFEUILLE
 AU 30 Juin 1982 (BID)

Noms et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
André Etienne - Cordonnerie	84	27/5-8/7/81 17-3	\$ 2,295.00		- 0 -					
Jn Philippe-Cordonnerie	85	27/05/12/6/81 10-2	612.00		507.60	149.60	29.92	29.92	89.76	
Elly Dominique-Prod. Artis.	86	4/06-8/7/81 14-2	744.60		744.60	420.40				420.40
H. Guillet-Clin. Dentaire	87	11/06-17/6/81 45-3	R 7,446.00		7,073.05					
Lanauze - Pêcherie	88	11/06-12/6/81 19-2	5,100.00		5,100.00					
Ligard Joseph-Fabr. de blocs	89	3/07-8/7/81 13-2	612.00		360.53					
Lthus Justin-Fabr. de blocs	90	3/07-8/7/81 28-3	2,856.00		2,472.16					
Elhem Roméus-Prod.Man.Scol.	91	3/07-8/7/81 21-2	5,508.00		4,818.51	1,007.24	251.81	251.81	503.62	
Ernst Legagneur- Freins	92	10/07-15/7/81 49-3	7,650.00		7,122.90					
Arnavé Hilaire-Ebénisterie	93	14/07-23/7/81 12-2	1,020.00		589.73					
Renon Volcy - Cordonnerie	94	15/07-23/7/81 20-3	2,244.00		1,803.85					
Manuel Clerveaux-Ebénist.	97	15/07-23/7/81 56-2	7,650.00		7,271.85	214.56	107.28	107.28		
DAEL- Elevage de poulets	98	3/8/81-28/8/81 25-3	7,650.00		7,650.00	1,641.00	273.50	273.50	1,094.00	
Edouard Lucien-Cordonnerie	100	11/8/81-28/8/81 14-2	1,530.00		1,040.90					
Arlo Deslaur-Clin. Médicale	101	13/8/81-28/8/81 32-4	4,080.00		4,080.00	218.40	109.20	109.20		
Jacquet - Tailleur	104	2/9/81-9/9/81 59-2	7,039.81		6,971.01	451.45	90.29	90.29	270.87	
Orfrantz Dorcéus-Ferronnerie	105	1/9-28/10/81 20-2	1,428.00		1,216.00					
Andersen Rejouis-Ferronnerie	106	1/9/28/10/81 15-2	1,020.00		953.56	161.88	40.47	40.47	80.94	
Ydya Dévil-Studio de beauté	107	1/9/81-2/6/82 38-3	1,836.00		1,836.00					
André Jn Pierre-Cordonnerie	108	3/9/-10/12/81 15-2	1,020.00		844.71					
André Alerte- Ebénisterie	109	3/9-10/12/81 54-2	6,222.00		3,946.99					
J.F. Jacques - Tailleur	110	9/9-23/10/81 17-2	1,530.00		1,186.40	88.14	88.14			
Renon St Cyr-Cordonnerie	111	10/9-27/10/81 19-3	1,020.00		1,017.80					
J.P.L. St Fleur - Tailleur	112	10/9-3/12/81 12-2	561.00		382.01					
Paul Joseph - Pâtisserie	113	10/9-23/9/81 15-2	1,428.00		953.93					
Raymonde Pierre- Commerce	114	10/9-23/9/81 23-2	612.00		536.28	158.56	39.64	39.64	79.28	

COMPTES RENDUS DE L'ADMINISTRATION
RAPPORT DU PORTEFEUILLE
AU 30 Juin 1982 (BID)

Des noms et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Port Dominique - Matelassier	115	15/9-23/9/81 23-3	\$ 5,100.00		\$ 4,291.98					
Mas Thalant- Elev.de plant	116	15/9-23/9/81 56-3	2,958.00		2,708.46					
Line Pierre-Sal. de beauté	117	15/9-16/9/81 42-3	5,100.00		4,604.02					
Frid Jolly-Camion à bascule	118	15/9/81-28/10/81 46-2	7,242.00		6,823.70					
Mas Celicourt-Ebénisterie	119	23/9-29/10/81 33-2	2,346.00		2,031.99					
Main à Dujour-Ebénisterie	120	30/9-6/10/81 56-2	7,650.00		7,650.00	414.00				414.00
tz Beaugé - Guildive	121	30/9-22/10/81 37-3	7,650.00		6,945.52					
e André Rafino-P-à-Porter	122	30/9/81-20/10/81 28-2	1,428.00		1,428.00	228.60	45.72	45.72	137.16	
ment Cébien- Artisanat	123	6/10/81-30/10/81 13-2	744.60		744.60	170.20	42.55	42.55	85.10	
ner Vainqueur - Tailleur	124	9/10-16/12/81 23-2	1,020.00		858.39					
Vaval - Pharmacie	125	14/10/81-15/10/81 45-3	7,140.00		7,140.00	514.40	128.60	128.60	257.20	
ud & Gédéus- Cordonnerie	126	14/10-22/12/81 26-2	2,244.00		2,167.20	75.32	75.32			
l Gaffrard - Ferronnerie	127	14/10/81-16/2/82 23-2	3,060.00		3,060.00					
Joseph Pierre - Pêcherie	128	20/10/81-14/1/82 58-2	3,468.00		3,390.88					
e Laure Perrin - Commerce	129	20/10/81-4/11/81 45-2	3,570.00		3,570.00	257.40				257.40
son Delva - Tailleur	131	20/10-16/12/81 27-2	918.00		823.78					
ien Fortuné - Ebénisterie	132	22/10/81-23/1/82 36-3	4,080.00		4,080.00					
eline Boutique-P-à-Porter	136	22/10-5/11/81 56-3	7,650.00		7,480.81	105.58	105.58			
ck Guillaume- Prod. Céréals	138	28/10-4/12/81 41-2	6,630.00		6,087.23					
ard Dougé - Librairie	139	3/11-5/11/81 34-3	5,100.00		4,176.07					
elien Excelhomme- Ebénisterie	142	11/11/81-24/3/82 47-3	3,060.00		3,060.00					
ès Naissance-Rep. et vente batteries	143	11/11-4/12/81 53-3	4,080.00		3,902.04					
th Jn Gilles - Tailleur	144	18/11-11/12/81 35-2	2,040.00		1,987.84					
ude Moyse - Orfèvre	145	17/11-27/11/81 49-3	7,650.00		7,275.79					
xandre Varis - Commerce	146	17/11-14/12/81 14-2	918.00		650.75					

FONDATION HAÏTIENNE DE DEVELOPPEMENT
 RAPPORT DU PORTEFEUILLE
 AU 30 Juin 1982 (BID)

Titre et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Etienne - Sculpture	147	17/11-18/12/81 23-2	\$ 612.00		\$ 588.12	\$ 48.24	\$ 24.12	\$ 24.12		
Yvonne Loiseau - Pharmacie	148	17/11-23/11/81 57-3	7,140.00		6,969.08					
Yves Prosper - Commerce	149	19/11-12/1/81 25-2	765.00		653.95					
Michel - Restaurant	151	2/12/11/12/81 37-3	3,060.00		2,908.64					
Michel - Restaurant	186	21/4/82	R 2,040.00		1,939.09					
Yvonne Lorméus-Fabr. de s	153	10/12/81-23/3/82 43-3	6,324.00		6,324.00					
Yves Millet - Guildive	154	11/12-11/12/81 29-4	6,120.00		6,120.00	178.60	178.60			
Yves Siclait - Tailleur	156	17/12-18/12/81 14-2	510.00		414.51					
Yves Luce Brutus-Sal. de beau	157	18/12-22/12/81 29-2	2,448.00		2,448.00	142.88	71.44	71.44		
Yves Al Mc Guffie - Commerce	158	8/1/82-8/1/82 12-2	714.00		597.70					
Yvonne Meline M. Guerrier- Bazar	159	21/1/82-13/5/82 51-3	7,650.00		7,650.00					
Yves Georges - Cordonnerie	162	22/1-29/3/82 21-2	918.00		879.42					
Yves Edil Jeanty - Ebénisterie	163	25/1-29/3/82 29-3	1,430.30		1,430.30					
Yves Edil St Preux-Ebénisterie	164	27/1-30/3/82 24-2	2,040.00		1,963.80					
Yves Jean-Louis - Prod. de miel	166	1/2/82-12/2/82 49-5	7,650.00		7,650.00					
Yves Jean-Louis & Chenet- Clin. Dent.	167	1/2-12/2/82 56-3	7,650.00		7,650.00					
Yves Jean-Louis Jacques Génatus-Ebénisterie	169	2/2/82-1/6/82 24-2	2,856.00		2,856.00					
Yves Edil Florival - Commerce	170	9/2/82-22/3/82 29-3	612.00		594.14					
Yves Edil Cazeau- Quincaillerie	171	9/2-12/2/82 56-4	7,650.00		7,511.81					
Yves Edil Rouzier Alfred-Fabr. de s	172	9/2-17/2/82 40-3	5,151.00		5,151.00					
Yves Edil Adas Pierre- Ebénisterie	173	9/2/82-27/4/82 33-2	2,448.00		2,448.00					
Yves Edil Ama Laguerre- Cordonnier	174	10/2-26/3/82 19-2	816.00		775.52					
Yves Edil Yvonne Damas - Laboratoire	175	12/2-12/2/82 56-4	7,650.00		7,650.00					
Yves Edil Georges Alcimé - Cordonnier	177	16/2/82-30/3/82 19-2	510.00		480.95					

FONDATION HAÏTIENNE DE DEVELOPPEMENT

RAPPORT DU PORTEFEUILLE

AU 30 Juin 1982 (Prêts approuvés non encore déboursés)

projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Henry - Ebénisterie	63	20/1/81 12-2	\$ 612.00							
Mars - Cordonnerie	102	19/8/81 12-2	612.00							
Alerte- Ebénisterie	109	2/9/81-10/12/81 54-2	2,100.00							
Terre - Cordonnerie	130	20/10/81 18-2	561.00							
Alcius - Guildive	207	26/5/82 24-4	5,100.00							
rousseau - Boucherie	210	27/6/82 31-3	7,650.00							
homme Frazil-Ebénist.	211	9/6/82 17-3	3,060.00							
g & Dumel-Ebénisterie	212	16/6/82 54-2	3,162.00							
re Chéry - Ebénisterie	214	30/6/82 15-3	2,670.64							
XIV Crispin-Moulin	215	30/6/82 53-3	6,120.00							
Jules-Rep. de pneus	216	30/6/82 54-6	8,297.04							
n Baptiste- Impressions illots	217	30/6/82 34-4	7,711.74							
			\$ 47,656.42							
rapport au montant du crédit			100%							
rapport à la balance actuelle			-							
rapport au montant des arriérés										

RAPPORT DU FONCTIONNAIRE
AU 30 Juin 1982 (BID)

et projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
Philippe Gérodiar-Cord.	206	26/5/82-30/6/82 24-2	\$ 1,847.75		\$ 1,847.75					
dominique Idély-Cordonnerie	208	27/5/82-30/6/82 24-2	1,224.00		1,224.00					
oyus Louis- Poulaillet	209	27/5/82-30/6/82 29-2	3,098.78		3,098.78					
Mcelyn Francillot-S.Coiff	213	30/6/82-30/6/82 29-4	1,670.86		1,670.86					
Taux			\$ 420,104.57	\$	\$ 390,390.67	\$ 11,897.76	\$ 2,491.55	\$ 1,990.78	\$ 4,937.83	\$2,469.60
en rapport au montant du crédit			100%		92.9%	2.8%	.6%	.4%	1.2%	.6%
en rapport à la balance actuelle			-	-	100%	3.0%	.6%	.5%	1.3%	.6%
en rapport au montant des arriérés			-	-	-	100%	20.9%	16.8%	41.5%	20.8%

RAPPORT DU PORTFOLIO
AU 30 Juin 1982 (BID)

projets	Crédit #	Date d'approbation Date de débours # de mensualités Période de grâce	Montant du Crédit	Prêts refinancés sans débours	Balance actuelle	Montant des arriérés	30/59 jours	60/89 jours	90 jours ou plus	Douteux
meau & S. Bruno-Ebenist	178	4/3/82-2/6/82 53-3	\$ 5,100.00		\$ 5,100.00					
G. Mercier- Epicerie	179	4/3/82-30/4/82 44-3	2,550.00		2,550.00					
AMOBILE -Proj. de films ratifs	182	19/3-23/4/82 39-4	7,650.00		7,650.00					
line Millery-Studio de ité		2/6/82	970.00		970.00					
. Blanchet-Comptoir vente	183	23/3/82-29/4/82 33-3	4,361.52		4,361.52					
s Daguillard-Bar Rest.	184	30/3/82-26/4/82 51-3	7,650.00		7,650.00					
Richemond-Cordonnerie	187	6/4/82 45-3	4,080.00		4,080.00					
ny Sandaire-Photographie	188	29/3/82 24-0	2,500.00		2,317.28					
iel Paul -Ferronnerie	189	31/3/82-26/4/82 35-3	3,672.00		3,672.00					
ob Jn Simon-Ebénisterie	190	20/4/82-11/6/82 31-3	2,040.00		2,040.00					
vera Nicolas-Sal. de col.	192	27/4/82-7/6/82 29-2	714.00		714.00					
net St Louis-Sal. beauté	198	6/5/82-1/6/82 22-3	673.20		673.20					
le Mendez - Pâtisserie	199	13/5/82-21/5/82 25-2	2,799.90		2,799.90					
riane Michel - Bazar	200	13/5/82-14/6/82 51-3	7,650.00		7,650.00					
ind Guillaume- Epicerie	201	19/5/82 37-2	3,825.00		3,825.00					
ard Charpentier-Crêmiers	202	19/5/82-1/6/82 36-3	7,344.00		7,344.00					
èse Pétrus-Compt. Vente	203	21/5/82 17-2	1,509.60		1,509.60					
les Pierre - Restaurant	204	21/5/82 24-3	1,530.00		1,530.00					
urd Dandin-Rep. machines	205	25/5/82-2/6/82 37-3	3,570.00		3,570.00					
udre										
rapport au montant du crédit										
rapport à la balance actuelle										
rapport au montant des arriérés										

ANNEX D

OPERATING BUDGET FOR THE PERIODS FROM JULY 1982 TO DECEMBER 1982 AND
FROM JANUARY 1983 TO JUNE 1983

FONDATION HAITIENNE DE DEVELOPPEMENT

SUMMARY

OPERATING BUDGET

JULY 1982 - DECEMBER 1982

Operating Expenses

Personnel	111,282
General expenses	49,460

Ressources Development

Personnel	8,430
Other expenses	13,800

<u>Animateurs Training</u>	45,600
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<u>Capital expenditures</u>	30,050
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Total	<u><u>\$258,622</u></u>
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FONDATION HAITIENNE DE DEVELOPPEMENT

OPERATING BUDGET 1982

<u>Personnel</u>	<u>July</u>	<u>August</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Total</u>
1 Executive Director	2,200	2,200	2,200	2,200	2,200	2,200	13,200
1 Financial/Adm. Director	1,600	1,600	1,600	1,600	1,600	1,600	9,600
1 Program Direction	1,200	1,200	1,200	1,200	1,200	1,200	7,200
1 Credit Director	1,000	1,000	1,000	1,000	1,000	1,000	6,000
1 Collection Director	1,000	1,000	1,000	1,000	1,000	1,000	6,000
@ 1 Program Director Assist.	-	-	800	800	800	800	4,000
1 Adm. Assistant	700	700	700	700	700	700	4,200
1 Assistant to the Fin. Dir.	450	450	450	450	450	450	2,700
1 " " Credit Dir.	450	450	450	450	450	450	2,700
2 Secretaries	900	900	900	900	900	900	5,400
2 Dactylo / Receptionist	550	550	550	550	550	550	3,300
2 Animator - Supervisors (P-au-P)	850	850	850	850	850	850	5,100
4 Animateurs (P-au-P)	1,400	1,400	1,400	1,400	1,400	1,400	8,400
7 Animateurs (P-au-P)	2,100	2,100	2,100	2,100	2,100	2,100	12,600
1 Chauffeur (P-au-P)	250	250	250	250	250	250	1,500
1 Chauffeur (Provinces)	-	-	-	-	-	-	-
1 Messenger (P-au-P)	150	150	150	150	150	150	900
1 Cleaning Person (P-au-P)	75	75	75	75	75	75	450
1 Watchman (P-au-P)	60	60	60	60	60	60	360
2 Cleaning People (Provinces)	-	-	-	-	-	-	-
Sub Total	14,935	14,935	15,735	15,735	15,735	15,735	92,810
Benefits	2,988	2,988	3,124	3,124	3,124	3,124	18,472
Total	17,923	17,923	18,859	18,859	18,859	18,859	111,282

@ For IAF Program

FONDATION HAITIENNE DE DEVELOPPEMENT

OPERATING BUDGET 1982

<u>General expenses</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Total</u>
Rent	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Electricity	300	300	300	300	350	350	1,900
Telephone & Cables	700	700	700	700	700	700	4,200
Vehicle expenses	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Office supplies	800	800	800	800	800	800	4,800
Professional services	600	600	600	600	600	600	3,600
Interest on loans	335	335	335	335	335	335	2,010
Vehicle payment	275	275					550
Rent (2 regional offices)						200	200
Miscellaneous/contingencies	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Per diem (Inspection)	-	400	400	400	500	500	2,200
Sub total	8,010	8,410	8,135	8,135	8,285	8,485	49,460

FONDATION HAITIENNE DE DEVELOPPEMENT

OPERATING BUDGET

1982

<u>Animateurs training</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Total</u>
18 trainees stipend	1,800	1,800	1,800	1,800	1,800	1,800	10,800
Training materials	1,000						1,000
Instructors			800	16,500		16,500	33,800
Total	\$ 2,800	1,800	2,600	18,300	1,800	18,300	\$ 45,600

FONDATION HAITIENNE DE DEVELOPPEMENT

OPERATING BUDGET

1982

<u>Capital expenditures Budget</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>	<u>Total</u>
2 Vehicles	20,000						20,000
4 Motorcycles						6,000	6,000
2 desks (regional offices)						400	400
Desks/File cabinets/Chairs	800	900					1,700
3 calculators	450					400	850
2 safe boxes (Regional offices)						800	800
Misc. chairs (Regional offices)						300	300
	<u>21,250</u>	<u>900</u>				<u>7,900</u>	<u>30,050</u>

FONDATION HAÏTIENNE DE DEVELOPPEMENT

SUMMARY

OPERATING BUDGET

JANUARY 1983 - JUNE 1983

Operating Expenses

Personnel 145,020

General expenses 52,110

Ressources Development

Personnel 8,790

General expenses 16,000

Total \$221,920

FONDATION HAITIENNE DE DEVELOPPEMENT

RESOURCES DEVELOPMENT BUDGET 1983

	<u>Jan.</u>	<u>Feb.</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>Total</u>
<u>Resources Development Personnel</u>							
1 Fund Raiser'	600	600	600	600	600	600	3,600
2 Assist. fund raisers	650	650	650	650	650	650	3,900
Sub Total	<u>1,250</u>	<u>1,250</u>	<u>1,250</u>	<u>1,250</u>	<u>1,250</u>	<u>1,250</u>	<u>7,500</u>
Benefits 17%	215	215	215	215	215	215	1,290
Sub Total	<u>1,465</u>	<u>1,465</u>	<u>1,465</u>	<u>1,465</u>	<u>1,465</u>	<u>1,465</u>	<u>8,790</u>
<u>Other Expenses</u>							
Promotion/Advertising	500	500	500	500	500	500	3,000
Diners	300	300	300	300	300	300	1,800
Evenement annuel	-	-	-	-	-	2,200	2,200
Local Travel	150	150	150	150	150	150	900
International Travel	2,000		2,000		2,000		6,000
Business Expenses	150	150	150	150	150	150	900
Miscellaneous Expenses	200	200	200	200	200	200	1,200
Sub Total	<u>3,300</u>	<u>1,300</u>	<u>3,300</u>	<u>1,300</u>	<u>3,300</u>	<u>3,500</u>	<u>16,000</u>
Total Resources Development	<u>4,765</u>	<u>2,765</u>	<u>4,765</u>	<u>2,765</u>	<u>4,765</u>	<u>4,965</u>	<u>24,790</u>