

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) – PART I

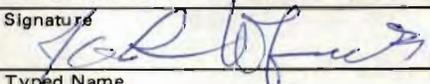
Report Control
 Symbol U-447

1. PROJECT TITLE Florida Association of Voluntary Agencies for Caribbean Action	2. PROJECT NUMBER 598-0630	3. MISSION/AID/W OFFICE LAC Regional
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>96-1</u> <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION		
5. KEY PROJECT IMPLEMENTATION DATES <u>NA</u> A. First PRO-AG or Equivalent FY _____ B. Final Obligation Expected FY _____ C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ <u>350,000</u> B. U.S. \$ <u>350,000</u>	7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>1983</u> To (month/yr.) <u>1985</u> Date of Evaluation Review <u>Feb. 10, 1986</u>

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>The evaluator did not make a specific recommendation whether AID should continue support or not. However, the evaluator did suggest that for FAVA/CA to become a viable, effective organization with a workable outreach program, certain basic changes in its operations were necessary. Based on this evaluation's findings, conclusions and lessons learned, AID decided to provide only \$75,000 to FAVA/CA to fund its activities through September 1986 when FAVA/CA expected to receive additional funding from the State of Florida and possible from the private sector. This will be AID's final contribution to FAVA/CA.</p> <p>Specific actions to be taken by AID areas follows:</p> <ol style="list-style-type: none"> 1. Authorization prepared and signed for AA/LAC 2. TN and CN prepared 3. PIO/T prepared 4. Grant with FAVA/CA executed 	<p>P. Maguire</p> <p>P. Maguire</p> <p>P. Maguire</p> <p>W. Hawley</p>	<p>Feb. 28, 1986</p> <p>Feb. 21, 1986</p> <p>Feb. 28, 1986</p> <p>March 1986</p>

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <u>NA</u> <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PIO/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td>_____</td> </tr> </table>	<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT <u>NA</u> <table style="width: 100%;"> <tr> <td>A. <input type="checkbox"/> Continue Project Without Change</td> </tr> <tr> <td>B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan</td> </tr> <tr> <td>C. <input type="checkbox"/> Discontinue Project</td> </tr> </table>	A. <input type="checkbox"/> Continue Project Without Change	B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan	C. <input type="checkbox"/> Discontinue Project
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<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____														
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____														
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____														
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B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan																
C. <input type="checkbox"/> Discontinue Project																

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) <u>NA</u>	12. Mission/AID/W Office Director Approval Signature  Typed Name <u>Jack H. Francis</u> Date <u>2/19/86</u>
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**Evaluation of
the Florida
Association of
Voluntary Agencies
for Caribbean
Action**

Prepared for the U.S. Agency for International Development
under contract number PDC-1096-I-03-5049-00

John H. Magill

December 1985



Development Alternatives, Inc. 624 Ninth Street, N.W. Washington, D.C. 20001

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EXECUTIVE SUMMARY**BACKGROUND AND PURPOSE OF THE AID-FAVA/CA GRANT**

The Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA) was established in 1982, at the initiative of the Governor and Lieutenant Governor, to coordinate and increase support for Florida-based volunteer efforts for Caribbean development.

U.S. Agency for International Development grant funds to FAVA/CA, which began in 1983, were intended to help it match volunteer and donated resources from Florida with identified needs in Haiti and other parts of the Caribbean, implement a project with the University of Haiti to enhance general health education, and build a resource exchange of information on health and environment between Florida and Haiti. More specifically, the objectives to be achieved by the grant program were to:

- Enhance and strengthen the capabilities of FAVA/CA's member associations through the implementation of a specialized resource center, volunteer skills bank network, and resource bank;
- Expand and formalize the exchange of information between FAVA/CA members and increase public awareness of FAVA/CA member activities;
- Broaden FAVA/CA members' expertise in specific areas of development, use of volunteers, and management by providing technical assistance and specialized seminars; and
- Maximize the coordination and appropriate use of FAVA/CA volunteers and voluntary resources via an integrated resource matching system and management information system.

Under the terms of the grant, FAVA/CA would implement a number of discrete activities that would enable it to achieve these major objectives. The specific activities included the development of a resource directory, a bimonthly forum, a speakers bureau, a newsletter, seminars and training for FAVA/CA members, organizational development programs for FAVA/CA members, a resource assistance matching system, and the Florida/Haiti health and environment projects.

PROGRESS AGAINST ORIGINAL PLANS

FAVA/CA has made substantial progress implementing the activities contemplated under the terms of the AID grant.

- **Resource Directory:** FAVA/CA has implemented the resource directory. It maintains a listing of FAVA/CA members, Caribbean development-related organizations, important development contacts in the various countries, and reference materials. It has generated country background and economic reports on each Caribbean country.
- **Bimonthly Forum:** FAVA/CA implemented the bimonthly forums during the first year of the grant, with four major presentations and numerous smaller workshops and forums. In addition, FAVA/CA sponsored one major development conference in Tampa, Florida, that was well attended and highly praised by the participants.
- **Speakers Bureau:** FAVA/CA's speakers have made more than 100 presentations to public and private groups throughout of Florida during the past two years.
- **Newsletter:** FAVA/CA's Communique has been published regularly during the past two years. In addition, FAVA/CA has initiated the smaller Monthly Highlights to permit more timely communications with members and has organized a clipping service to provide its members with information on Caribbean affairs.
- **Resource Assistance Matching System:** FAVA/CA has developed a computerized resource matching system involving two components: a volunteer skills bank containing the names of 250 individuals with 146 distinct skills who are interested in donating time to support overseas development activities; and a resource inventory system to match requests with materials with donations.
- **Florida/Haiti Health and Environment Projects:** Under this program, FAVA/CA sponsored three seminars in Haiti on public health, dentistry, and tuberculosis.

Two contemplated activities for FAVA/CA members -- seminars and training, and organizational development programs -- have not been implemented because of a lack of demand.

Yet the measurable contribution of FAVA/CA to development has been modest:

- The number of volunteers who have provided services in Haiti or Belize has been limited. Five individuals donated a total of 25 volunteer days in 1983; 12 individuals, a total of 39 volunteer days in 1984; and 13 individuals, a total of 65 days in 1985. These figures represent an average of five days per person in 1983, three days per person in 1984, and five days per person in 1985. The vast majority of the volunteer days listed above (all 25 days in 1983 and 50 of the 65 days in 1985) were fact-finding missions and initial contact visit rather than project implementation efforts.
- The amount of resources and donations mobilized during the past three years, with the exception of one very large donation that FAVA/CA helped to place, has been relatively small. In 1983 FAVA/CA mobilized \$9,375 in donations of goods and services; in 1984, \$487,841; and in 1985, \$54,172. These figures represent an overall multiplier of 1.43 times FAVA/CA operating expenses during the period.
- The amount of cash and in-kind contributions to support operations has been limited -- \$54,359, or 14 percent of operating expenses -- during the three-year period of 1983-1985.
- There has been little or no follow-on to the early seminars and workshops held in Haiti. Planned exchanges and seminars resulting from the early work did not occur. And there is no indication of a major impact of FAVA/CA activities on socioeconomic conditions in Haiti.

FAVA/CA has not developed its programs and activities in response to AID requirements and interests. No FAVA/CA staff member has called on the current Mission Director in Haiti to explain programs or explore opportunities for developing projects to meet the needs of the mission. Few AID/Haiti project managers were aware of FAVA/CA or the potential services it could offer to support their programs.

Relationships between FAVA/CA and its Haitian counterpart, the Haitian Association of Voluntary Agencies (HAVA), soured notably during the latter half of 1984 and 1985, partly because of an outside contract between FAVA/CA and HAVA, which was at best ill timed and at worst inappropriate. While this contract was not of FAVA/CA's instigation, FAVA/CA did fail to take adequate follow-up steps to overcome problems and achieve the contract's objectives.

FAVA/CA'S POTENTIAL FOR FUTURE CONTRIBUTIONS
TO CARIBBEAN DEVELOPMENT

FAVA/CA has some major strengths that make it a potentially important contributor to socioeconomic programs:

- FAVA/CA has a close association with public and private institutions in Florida. No other voluntary agency enjoys this relationship with, access to, and support of state government institutions and officials.
- FAVA/CA has involved individuals who would not normally be involved in development activities. It offers a way for public officials, students, teachers, and others to contribute to development programs and activities.
- Florida itself has a large number of retired residents who are highly skilled in areas that could be of potential use in the Caribbean. No other voluntary organization offers a systematic way to draw on these resources.
- FAVA/CA has generated a positive image and positive support among private, public, and voluntary individuals and groups in Florida, both for itself and for the program it is trying to carry out.

Yet FAVA/CA's experience to date has revealed a number of distinct weaknesses that should be corrected before that potential contribution can be realized:

- Lack of experience in developing countries. FAVA/CA has no staff members who have lived or worked for an extended period of time in a foreign country on development problems.
- Lack of experience with donor agencies. FAVA/CA has no staff members who have worked for or with any major international donor agency or foundation, and FAVA/CA has not learned to deal effectively with these agencies.
- Lack of follow-up. Many of the individuals interviewed during the evaluation cited promising starts or activities that had not come about because of a lack of coordination and follow-up by FAVA/CA. AID/Haiti and HAVA personnel complained about the lack of required reports; absence of supporting documentation for billings; and an absence of follow-up on member requests for materials such as pipes, computers, and typewriters.

- Passive approach to providing services and a lack of marketing. FAVA/CA has not marketed its services or resources effectively to either AID missions or host government institutions, at least in Haiti. This appears to be due in part to a naive view of the situation in the developing countries that assumes the needs for the types of services and materials that FAVA/CA can generate are so great that there is no need to promote or market them. The requests have not come in as fast as FAVA/CA expected, averaging well less than one a day. FAVA/CA has had difficulty placing the donations it has been able to mobilize and has not placed any volunteers as the result of field-generated requests.
- Absence of a clearly identifiable constituency, either among potential U.S. supporters or developing country users of FAVA/CA services. As a new and a generalist institution, FAVA/CA does not have a natural constituency of either developing country users or U.S. supporters on which it can draw.
- Inadequate program planning. FAVA/CA's planning systems do not adequately include and reflect the needs of the host country institutions they are trying to serve.

FAVA/CA's program plans for 1986 represent an ambitious level of activity. In addition to continued activities in support of projects in Haiti and Belize, FAVA/CA will participate in a program of computer literacy in Jamaica, the Florida InterAmerican Scholarship Program, and the Florida Caribbean Volunteer Corps.

This evaluation concludes that FAVA/CA does not have the necessary personnel, systems, or budget to implement such an overall program. The volunteer assistance that FAVA/CA has relied on in the absence of permanent staff members has been one main contributor to its perceived inability to follow through on plans and programs. No one on the FAVA/CA staff has experience in overseas development programs. To make a significant contribution to future development efforts in the Caribbean, FAVA/CA needs to acquire more experience and expertise in the countries and programs it wishes to assist.

FAVA/CA also needs to develop a coherent and focused program of its own. FAVA/CA currently acts as a generalist private voluntary organization, with no uniquely identifiable product or service and no supporter or user constituency.

FAVA/CA needs to expand significantly its operating and program budgets, especially in terms of non-AID contributions, to provide adequate administration and follow-up of its program activities.

PROSPECT FOR FINANCIAL VIABILITY

Although FAVA/CA met its 20 percent funding obligation for the first year of the AID grant, its non-AID income did not increase significantly in either absolute (\$28,576 to \$38,335) or percentage (19.2 percent to 19.3 percent of operating income) terms during the second year. Thus, FAVA/CA has not demonstrated progress toward achieving a 50-50 counterpart contribution by the third year of the grant and has not indicated that it can achieve full financial self-support from non-AID sources at any time in the future.[1]

FAVA/CA has formulated an ambitious fund-raising program for 1986, with informal projections estimating total income of approximately \$400,000. If these funds were to materialize, the proposed AID contribution of \$200,000 would represent only 33 percent of FAVA/CA's operating and program budget. None of these fund-raising activities has occurred, however, so it is difficult to predict their success or probable level of income to FAVA/CA.

FAVA/CA has initiated contacts with other donor agencies (primarily private foundations) but has not, as yet, been able to generate donations from these sources. Applications are pending with the Rockefeller, Carnegie, and American Express foundations as well as with several private corporations and Florida-based foundations.

Finally, FAVA/CA's program for 1986 includes a role in coordinating several state of Florida programs (in particular, the InterAmerican Scholarship Program and the Florida Caribbean Volunteer Corps), presumably with funding support from the state.

Of greater concern should be the low multiplier of program resources generated to operating costs. During 1984 FAVA/CA generated \$487,841 in donated supplies, materials, and services; this represents a multiplier of 3.27 times its operating expenses. This donation level was somewhat distorted by a single large donation of \$400,000 worth of hospital beds. If this amount is not included in the calculations, the multiplier effect of FAVA/CA activities in 1984 was only 0.59 times operating expenses. In 1985 FAVA/CA activities generated program resources (donations of time, materials, and services) of only \$54,172, representing a multiplier of only 0.28 times operating expenses.

FUTURE AID SUPPORT TO FAVA/CA

Future AID support to FAVA/CA should encourage FAVA/CA to undertake some major structural and operational changes:

- FAVA/CA should carefully examine the benefit/cost ratio of its services, especially in the light of available alternatives, to determine the desirability of continuing some of these services.
- FAVA/CA should develop or hire staff expertise in development programs and the Caribbean area.
- FAVA/CA needs to improve its planning process. Programs involving foreign entities should be developed only with the full participation of those agencies. FAVA/CA needs to define more realistically the scope and objectives of its programs and services to develop a clear definition of its product, constituency, and niche in the private voluntary organization environment.
- FAVA/CA needs to improve its performance in generating and meeting member requests for technical and material services. FAVA/CA should spend a greater amount of time and effort in the field, developing a better understanding of the needs of the organizations it purports to serve.
- FAVA/CA should market its services and products more effectively, spending more time in the field to develop contacts and relationships with the AID missions and local institutions.
- FAVA/CA needs to improve its follow-up on project activities.
- FAVA/CA should increase its fund-raising efforts. Grant support for operating costs should reach at least \$100,000-\$150,000 per year, and program resources should be at least two to three times operating costs.
- FAVA/CA should take steps to improve its management information system. It should conduct a thorough review of its information system needs, evaluate its current systems and programs in terms of its ability to meet those needs, and design additions or modifications to the current systems. An outside firm or individual specializing in development administration information systems should be contracted to perform this work.

NOTE

- 1 It is not expected that FAVA/CA will become self-sufficient from earned income; it will always be dependent on outside donations to cover its operating expenses. The issue for AID is whether its contribution to operating support can be phased out.

CHAPTER ONE**INTRODUCTION****HISTORY OF THE FLORIDA ASSOCIATION OF VOLUNTARY
AGENCIES FOR CARIBBEAN ACTION**

The Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA) developed from the state of Florida's involvement with refugee resettlement. A special staff group working for the Governor's office operated with a federal grant to mobilize local volunteer community support for Vietnamese refugees settling in Florida. This staff became involved with efforts to assist with the sudden and massive influx of Haitian and Cuban refugees in 1981 and 1982. Governor Robert Graham visited Haiti to explore possible ways that Florida could assist in development efforts there.

In November 1981, Lt. Governor Wayne Mixson led an official trip of Florida business people, state officials, and voluntary agency leaders. The objective of this mission was to determine how resources and expertise native to Florida might best be activated to help meet the overwhelming needs of the Haitian people. This official mission met with Haitian government authorities, local businesses, U.S. Agency for International Development and U.S. embassy personnel, private voluntary organizations (PVOs), and representatives from a newly formed organization -- the Haitian Association of Voluntary Agencies (HAVA). Three areas of activity -- economic development, agriculture, and health and human services -- were assigned top priority for future involvement, and management responsibilities for the economic development and agricultural programs were assigned to the Florida/Haiti Program, which had its headquarters in Haiti.

Upon returning to Florida, Lt. Governor Mixson invited a select group of corporate, public, and voluntary agency leaders to discuss the role that Florida could play in assisting development efforts in the Caribbean. As a result of that meeting, FAVA/CA was established. Participants in the meetings made up its first board of directors. Staff support to develop the organization was provided by the Governor's office. FAVA/CA was officially chartered in April 1982, but did not begin operations on a major scale until 1983.

Although its name suggests that FAVA/CA is an association of voluntary agencies, these agencies make up only 31 of its 170 members. In addition, FAVA/CA has 97 individual and student members, 15 corporate members, and 27 honorary members.

THE AGENCY FOR INTERNATIONAL DEVELOPMENT GRANT PROJECT

In 1983 AID's Bureau for Latin America and the Caribbean (LAC) provided initial funding of \$156,055 for the pilot program of FAVA/CA. The purpose of this grant was to

provide for a program to match volunteer and donated resources from Florida with identified needs in Haiti and other parts of the Caribbean; and to implement a project with the University of Haiti and others to enhance general health education and the building of a resource exchange on health and environment information between Haiti and Florida. . . [and] to coordinate to the maximum benefit of the Caribbean, with particular emphasis on Haiti, development assistance activities as generated by the numerous private voluntary organizations and through other resources in Florida.[1]

The specific objectives of the grant were to:

- Enhance and strengthen the capabilities of FAVA/CA members through the implementation of a specialized resource center, volunteer skills bank network, and resource bank;
- Expand and formalize information exchange between FAVA/CA members and increase public awareness of FAVA/CA member activities;
- Broaden members' expertise in specific areas of development, use of volunteers, and management by providing technical assistance and specialized quarterly seminars; and
- Maximize the coordination and appropriate use of association volunteers and voluntary resources via an integrated resource matching system and management information system.

In addition, FAVA/CA was to generate 20 percent of its operating budget during the first year of operation. Subsequent-year funding was to be contingent on satisfactory performance during the pilot period. Although the expected life of the grant was not specified, conditions placed on FAVA/CA indicated that the program should be at least 50 percent self-sustaining during the third year. No evaluation of FAVA/CA performance was conducted at the end of the first year, but FAVA/CA received second-year funding in the amount of \$160,000. In 1985 FAVA/CA again applied for funding for a third-year extension of the project. AID's LAC bureau agreed to a three-month continuation of the grant, with the provision that the remainder of the extension would depend on the results of an evaluation of the program.

EVALUATION OBJECTIVES

Development Alternatives, Inc. (DAI) was contracted by AID to perform the evaluation of FAVA/CA and its programs. The purpose of this evaluation is to determine the development impact of FAVA/CA's work accomplished to date, ascertain its potential for future contributions to Caribbean development, and examine its prospects for viability after AID funding ends.[2]

Specifically, the evaluation is to assess and develop recommendations on the work accomplished to date, potential for future contributions, and prospects for financial viability.

The work accomplished to date includes the:

- Extent to which FAVA/CA has achieved the specific objectives of the AID grant;
- Extent to which FAVA/CA has strengthened its member agencies in terms of administration, financial management, project design, and evaluation;
- Usefulness of the volunteer skills bank network to FAVA/CA's member agencies;
- Impact of information provided by FAVA/CA on the general public;
- Quantity and quality of technical assistance provided by FAVA/CA to its member agencies with regard to appropriateness, timeliness, content, recipients' receptivity, and follow-up;
- Success of FAVA/CA in placing volunteers; and
- Use of FAVA/CA services by AID missions.

The potential for future contributions involves:

- FAVA/CA plans for specific contributions during the next two years;
- Program and country plans; and
- FAVA/CA's ability to implement planned projects.

The prospects for financial viability include:

- Progress made toward achieving a 50-50 counterpart contribution;
- Growth in FAVA membership and dues income;
- Contribution of other donor agencies to FAVA/CA projects and programs; and
- FAVA/CA's prospects for achieving full financial self-support.

RESEARCH METHODOLOGY

Research for this evaluation consisted of a review of AID, FAVA/CA, and HAVA documentation on FAVA/CA programs and activities; and interviews with FAVA/CA staff and board members, state of Florida officials associated with FAVA/CA, FAVA/CA individual and organizational members in Florida, AID/Washington and AID/Haiti staff and officials, and staff members of HAVA and various PVOs in Haiti.

The evaluation was originally designed to include an examination of FAVA/CA activities in Belize. This portion of the evaluation was deleted with AID/Washington concurrence because of budget and time limitations and because FAVA/CA's experiences in Belize were relatively recent and would not provide an adequate

historical perspective. Still, the evaluator discussed FAVA/CA and its activities with the AID representative in Belize by telephone during the course of the evaluation.

Persons and organizations interviewed during the evaluation include:

AID/Washington Staff

Jack Francis, Director, Bureau for Latin America, Office of Development Programs, Social Development Division (LAC/DP/SD)
Paul Maguire, LAC/DP/SD, Project Manager

FAVA/CA Staff

David Pasquarelli, Executive Director
David Schmeling, Assistant Director for Programs
Michael Baldwin, HAVA-FAVA/CA Liaison Officer
Deborah Dixon, Secretary

State of Florida Officials

Lt. Governor Wayne Mixson
Frank Sanchez, Florida Department of Commerce
Paul Parker
Edward Torre, Foreign Service Officer, International Relations Liaison

FAVA/CA Board Members and Other Individuals

Agnes Smith, former FAVA/CA President
Glenda Wood, former staff member
Glenda Nelson, former FAVA/CA President and CARE Executive Director

Representatives of FAVA/CA Member Agencies

Terry McCoy, Director, Center for Latin American Studies, University of Florida
Keith Starkey, AGAPE Flights
Harley Snyder, International Child Care
Jack Snyder, Mission Possible
David Cavanaugh, Harvest Flights
Sir Philip Sherlock, Caribbean Development Resource

AID/Haiti Staff

Jerome T. French, Mission Director
Barry Barnett, Program Officer
Barry Heyman, Chief, Office of Private Voluntary Development
Patrick McDuffie, Deputy Chief, Office of Private Voluntary Development
Bob Gilson, Deputy Program Officer
John Lewis, Rural Development Officer
Krystyna Laurent, PVO Liaison Officer

Chris McDermott, Deputy Chief, Office of Health
 Bob Wilson, Rural Development Officer

HAVA and Haitian PVO Representatives

Premeeta Janssens, President of HAVA
 Kathy Mangones, Acting Executive Director of HAVA
 Dr. Kyss Jean Marie, Communauté Marmontaise en Action
 Bernard Etheart, Chairman, HAVA Agriculture Committee
 Marvin DeVries, Christian Reformed World Relief Committee
 Gerrit Desloovres, Cooperation Haitiano-Neerlandaise
 Eddie Beauvoir, Fondation Haitienne de la Sante et de
 L'Education
 Max Costelins, CODEVA
 Rev. Jack Hancox, Convention Baptiste D'Haiti

Although this sample may not be representative, it does include many organizations and individuals that have been associated with FAVA/CA during the past three years.

The interviews were open ended. However, a basic set of questions was asked of each individual interviewed:

1. Why are you (your organization) associated with FAVA/CA?
2. What FAVA/CA services have you (your organization) made use of? How useful and valuable have these services been in helping you (your organization) carry out your (its) own objectives?
3. What are the major benefits and advantages that being associated with FAVA/CA offers you (your organization)?
4. What, in your opinion, are FAVA/CA's major strengths?
5. What, from your perspective, are FAVA/CA's major weaknesses and shortcomings?
6. What services or support would you (your organization) most like to receive from FAVA/CA?

7. What kind of organization should FAVA/CA be? What should be its major program and objectives? What should it try to do?

This evaluation is by necessity subjective. The schedule of the evaluation did not permit rigorous on-site verification of FAVA/CA donations or services. Even more important, the vital issues involving FAVA/CA cannot be measured by counting the number or value of donations mobilized or pounds of equipment shipped. The future viability and effectiveness of FAVA/CA depend on the perceptions that potential supporters and beneficiaries have of FAVA/CA as a development organization.

NOTES

- 1 AID/Washington, Specific Support Grant No. LAC-0630-G-SS-3047-00, July 11, 1983, Attachment 1, page 3, and Attachment 2, page 8.)
- 2 AID/Washington, Indefinite Quantity Contract PDC-1096-I-00-5049-00, Work Order No. 03.

CHAPTER TWO
PROGRESS TOWARD ACHIEVING GRANT OBJECTIVES

EVALUATION ISSUE

The initial AID grant to FAVA/CA was intended to help it match volunteer and donated resources from Florida with identified needs in Haiti and other parts of the Caribbean, implement a project with the University of Haiti to enhance general health education, and build a resource exchange of information between Florida and Haiti on health and environment. The specific objectives to be achieved by the grant program are listed in Chapter One.

This evaluation examines the extent to which FAVA/CA has achieved the specific objectives of the AID grant and the developmental impact of the work accomplished to date by FAVA/CA.

**IMPLEMENTATION OF ACTIVITIES SPECIFIED
UNDER THE GRANT**

The grant documentation of FAVA/CA specified a number of discrete activities that would enable it to achieve its major objectives. These included the development of a resource directory, a bimonthly forum, a speakers bureau, a newsletter, seminars and training for members, organizational development programs for members, a resource assistance matching system, and the Florida/Haiti health and environment projects.[1]

This section will examine FAVA/CA's success in carrying out the specific activities envisioned under the grant. The next section will examine the impact of these activities on the achievement of the grant objectives.

Resource Directory

FAVA/CA was to develop and maintain a comprehensive resource directory consisting of information on its members (individuals and private and public organizations), resource requests, and donations. This resource directory was to facilitate FAVA/CA's work in coordinating assistance from Florida to the Caribbean, help recruit volunteers for specific overseas assignments and other work, and facilitate the matching of requests for materials and supplies with donations.

Most of the components of the resource directory have, in fact, been established. FAVA/CA has a computerized listing of its members, categorized by type, major area of emphasis, location, and other identifying criteria. FAVA/CA learned, however, that its members were reluctant to share data on their resources, employees, sponsors, and other sensitive information, so these data do not appear in the resource directory. FAVA/CA has also initiated a computerized inventory of development agencies, PVOs, and others providing assistance in the Caribbean. As of July 1985, the inventory comprised 200 institutions. FAVA/CA also maintains a computerized catalog of reference materials on the Caribbean countries, with 330 entries on the computer and an additional 200 references coded and ready for data entry as of July 1985. Finally, FAVA/CA maintains a computerized listing of major government, donor agency, and U.S. government contacts in the Caribbean.

In addition to the computerized listings, FAVA/CA prepared country reports (including information on the government, population, culture, health and environment, and other items of interest for PVOs) and orientation briefing booklets on Belize and Haiti. These were drawn primarily from the State Department's "Background Notes" and information obtained from the

University of Florida, U.S. Department of Commerce, CBI Information Center, AID, and the United States Information Agency. FAVA/CA also produced a slide presentation and report on health care in Haiti and a video country report on Belize to use in promotional and fund-raising activities in Florida.

Bimonthly Forum

The grant proposal included a series of bimonthly forums to allow FAVA/CA members, representatives from Florida-based PVOs and voluntary action centers, educators, health providers, agricultural specialists, and others to share their experiences and expertise and develop better working relationships. The forums were to provide a mechanism to disseminate current information, identify groups looking for activities to support, and promote volunteer opportunities for members of participating organizations.

During the first year of the grant, 1984, four meetings on specific topics were held throughout Florida: Rural Development in Haiti, in Tallahassee; Health and Environment Forum, in Miami; Conference of the Caribbean, in Tampa; and Development Meeting, in Tallahassee.

Seminars and training programs were presented during that same period on rural development, international education, small-business development and marketing, public health, the Kissinger Report, the Florida World Trade councils, current social and economic conditions in Haiti, and funding and public relations for PVOs.

FAVA/CA also made program presentations to organizations such as the Friends of Haiti, Regional International Education Program, Good Shepherd Church, Florida A & M University School of

Journalism, African Education Delegation, Florida Federal Bank, State Representatives from Florida, and the Florida Public Health Association.

The use of the forum to exchange ideas among PVOs and other development agencies has gradually tapered off. None of the PVOs contacted for this evaluation had attended a forum organized by FAVA/CA because of scheduling conflicts or lack of time.

Speakers Bureau

The bureau was to be a computerized listing of experts in agriculture, agromedicine, education, health, and other development fields who were willing to share their expertise through formal presentations to various groups. During 1984 30 individuals gave 200 presentations to 1,300 persons throughout the state. Most of the FAVA/CA presentations have been made by FAVA/CA board members, however, not by random volunteers from a speakers bureau.

Newsletter

The major vehicle for disseminating information to members, soliciting donations, and advertising the availability of donations to members was to be the bimonthly newsletter, Communique. During 1984 five issues were published and distributed to 11,400 people. The newsletter continued to be published on a regular basis in 1985, with a circulation of approximately 3,200 per issue. In addition, a smaller Monthly Highlights newsletter was initiated and distributed only to members to allow more frequent communication and a more timely transmission of information on requests and donations. Seven issues of that newsletter, with 1,050 copies each, were distributed during 1984; 12 issues were produced in 1985.

FAVA/CA also initiated a clipping service to provide members with an array of information about the Caribbean region.

Seminars and Training

Training seminars were to be an important tool for improving member expertise in specific areas of development, use of volunteers, and management. At least one seminar or training session was to be held quarterly.

FAVA/CA found little interest among its member associations in Florida for this type of program. As a result, none has been held.

Organizational Development Programs

As with the seminars and training programs, under the terms of the grant FAVA/CA was to provide members (including overseas associates such as HAVA) with assistance in the areas of structuring volunteer goals and objectives, implementing accountability systems, and developing effective volunteer and voluntary resource recruitings systems.

As in the case of the seminars and training programs, FAVA/CA found little interest in this activity among its member associations, and no such programs have been provided.

Resource Assistance Matching System

FAVA/CA has developed two separate volunteer data bases. On its in-house system, FAVA/CA has approximately 250 volunteers listed within about 125 separate skill categories. In addition, a skills category for overseas experience and interest has been added to another existing volunteer data base (Volunteers in Action), giving FAVA access to an even larger number of potential

volunteers. The latter skills bank is accessible through a major international computer communications company, providing access through telex or other means.

FAVA/CA also attempted to develop a computerized supplies and materials inventory and matching system as contemplated in the original grant documentation. Because of the low number of requests, the indefinite and fluctuating nature of resources, and the difficulties in coding and matching requests with donations, this system has not been widely used.

According to FAVA/CA's 1984 Annual Report, the resource assistance matching system was accessible via the COMMARS international computer network. Since that time, however, FAVA/CA has installed its own in-house computer. That system's modem is not connected, so access to FAVA/CA's data bases is limited to use in its offices.

Environment and Health Projects

The grant project was also to "support general education programs for Haitian health professionals . . . offer a broad array of technical health and environmental consultation, and build a permanent bridge for resource exchange between Haiti and Florida." Activities in this area were to include quarterly education programs at the university, quarterly accredited continuing education programs, annual education meetings between the Florida Health Professionals Association and Haitian Health Professionals Association, technical assistance, practical training to Haitian health professionals in Florida, educational materials for Haitian public health professionals, and funding for two full-time students at a Florida university.

Although much work was accomplished in this area early in the project -- most notably the four seminars held in Haiti and joint meetings of the HAVA and FAVA health committees -- activity waned in the period after June 1984, and there has been virtually no contact or follow-up since that time. There is no indication that many activities envisaged under the health and environment project have occurred. If they have, it has been outside the auspices of FAVA/CA.

ACCOMPLISHMENT OF SPECIFIC OBJECTIVES

Implementation of the project activities, however, has not led to accomplishment of the specific objectives of the grant.

Enhance and Strengthen the Capabilities of FAVA/CA's Member Associations

As an association of voluntary agencies, FAVA/CA's main objective was to "enhance and strengthen the capabilities of FAVA/CA's member associations." The three activities designed to accomplish that objective -- resource center, volunteer skills bank network, and resource bank -- were implemented. But there is no indication that FAVA/CA members have used these programs or that they have contributed to strengthening the capabilities of the member associations. The members interviewed liked the bimonthly Communique and Monthly Highlights and felt that these publications kept them better informed of the activities of other associations. No member had made use of the skills bank network. While FAVA/CA's records indicate that members have made use of the country reports and contact lists, none of the associations interviewed for this evaluation had.

Technical Assistance to Member Associations

Although envisioned as a major function of FAVA/CA when the AID grant was approved, the role of FAVA/CA as a provider of technical assistance for administration, financial management, project design, and evaluation to its member agencies has not materialized. FAVA/CA's major corporate and public institution members and individual members have no need for this kind of support from FAVA/CA. Its smaller private voluntary agency members have not requested this form of assistance or responded positively to early overtures from FAVA/CA. Several of these agencies are purely voluntary associations and have no formal organizational structures. Others have not seen the need for training or assistance.

Information Exchange

Another of FAVA/CA's major objectives was to expand and formalize information exchange between its members and to increase public awareness of their activities. FAVA/CA has dedicated the most attention and emphasis to this area. The staff and board members, along with other volunteers and professionals, have made large numbers of presentations to local and state-wide groups in Florida, with the objective of increasing public awareness both of FAVA/CA and its program and of the activities and programs of its member associations. FAVA/CA has sponsored at least four major meetings on Caribbean development activities and has participated in numerous others. Finally, FAVA/CA has published the newsletter, distributed clippings among its members, and sponsored a number of discussion seminars to facilitate the exchange of information among its members.

Unfortunately, it is not possible to assess the impact of this activity on the general public. Two proxy indicators of impact are not particularly encouraging: FAVA/CA membership and revenues have not increased substantially as a result of these efforts; and the value and quantity of donated materials channeled through FAVA/CA do not show an upward trend. Successful activity in this area should ultimately be reflected in increased membership and donations. FAVA/CA should develop a routine of evaluating the effectiveness of presentations in these two areas; non-productive activities should be dropped.

It is also not possible to assess the impact on member communications and information. All the members interviewed praised the communication effort and felt that it was an important and significant service of FAVA/CA.

Resource Matching

The final major objective of the AID-funded grant project was to maximize the coordination and appropriate use of association volunteers and voluntary resources via an integrated resource matching system and management information system.

It is difficult to assess FAVA/CA's success in this area. The number of volunteers placed in overseas assignments and the number of volunteer days involved have been small. The amount of resources mobilized and placed by FAVA/CA, with the exception of a large donation of medical equipment, has also been limited. In both cases, the placement of volunteers and resources appears to be more the result of specific contacts than the product of a functioning resource matching system.

Several conceptual and operational problems occurred with the volunteer data bases. First, there did not appear to be much demand for such a capability among the PVOs in Florida, as they do not look to FAVA/CA as a source of volunteer skills. This evaluation found no instance of a member PVO attempting to use the data base to locate a volunteer to support its own operations. Neither had any of the PVOs contributed volunteers to the data base.

Second, there has been little demand from the field for volunteers. No attempt has been made by any foreign-based organization to access the skills bank via telex or other means. No foreign-based PVOs have requested volunteers from the system.

Third, the major problem in using this data base is that the software program developed for FAVA/CA provided for string searches rather than field searches for skill and interest codes; this makes searching the data base for combinations of skills and interests difficult.

Finally, many individuals available through the skills bank, although well intentioned, do not have the academic or professional experience to meet the needs of either domestic or overseas PVOs. Those individuals who are on the data base because of their association with the local community volunteer programs generally lack language capabilities, overseas experience, and advanced degrees. The categories for many of the interests and skills are also inappropriate to international activities. For example, the only questions on availability that are asked or coded on the system concern if the person is willing to work weekends or evenings. Other coding categories are equally inappropriate and unsuited to international development work.

DEVELOPMENT IMPACT OF FAVA/CA PROGRAMS

FAVA/CA has been in existence for only two years, which is not long enough to expect or be able to measure a significant developmental impact. The only indicators of success can be found in the level of activity of FAVA/CA's two major outreach programs -- volunteer placement and resource matching.

Volunteer Placement

One major rationale for creating FAVA/CA was to provide a mechanism for mobilizing the considerable volunteer resources available in Florida.

During the early part of 1984, several volunteers worked in providing seminars in environmental and public health, dentistry, and tuberculosis in Haiti. No volunteers were placed at all, however, during the latter half of 1984.[2]

In 1985 FAVA/CA volunteers helped develop a video tape presentation for Belize and conducted seminars for the Belize association of voluntary agencies on fund raising and public relations. Planned volunteer support for Haitian activities in 1985 did not materialize.[3]

The following table summarizes the placement of overseas volunteers, according to FAVA/CA's records:

TABLE 1

OVERSEAS VOLUNTEER PLACEMENT

1983-1985*

Year	Number of Volunteers	Number of Volunteer Days
1983	5	25
1984	12	39
1985	13	65
	-----	-----
Totals	30	129

*See Appendix A for a listing of individual volunteer placement and work performed.

As Table 1 shows, the average number of days spent per volunteer assignment during the three-year period was four days. During 1984 the average was only three days per volunteer assignment. This average is far too little an involvement to make a significant developmental impact.

Most of the overseas volunteer-days reported in the table, and in FAVA/CA quarterly and annual reports, have consisted of FAVA/CA representatives on various Florida fact-finding or preliminary missions to countries such as Belize, Haiti, and Trinidad and Tobago.[4] In fact, all 25 days spent in 1983 and 50 of the 65 days reported in 1985 were of this nature.

HAVA representatives were openly critical of the volunteer services available through FAVA/CA. Major criticisms centered on on the extremely short term of volunteer efforts as well as the

lack of language capabilities, overseas experience, relevance of U.S. experiences to the local environment, follow-up, and in-depth programs.

There are examples of successful international short-term volunteer programs. Volunteers for Overseas Cooperative Assistance (VOCA) annually places hundreds of volunteers in short-term assignments overseas. These placements have been successful because the volunteers were highly qualified in their fields of expertise; they spent from one to three months in their overseas assignments; and the recipient organization committed significant resources to support the volunteers' activities. FAVA/CA should examine VOCA's experience in short-term volunteer placement as it redesigns its own program.

Resource Matching

Resource matching -- locating donors for materials and services donated by individuals and organizations from Florida and locating sources of donated goods and services to meet requests from AID missions and PVOs in the Caribbean -- was to be a major program of FAVA/CA. In fact, FAVA/CA has become disillusioned with the difficulty of matching donations.

FAVA/CA has not been particularly successful in locating donations requested by HAVA members; those that it has obtained have taken more time than expected. Yet HAVA members have not been able to find uses for many of the donations that FAVA/CA has generated spontaneously. This has led to an acrimonious relationship between the two organizations -- FAVA/CA dismissing HAVA as too disorganized to use the valuable commodities FAVA/CA has generated, and HAVA accusing FAVA/CA of being unable to follow through on requests for needed materials and of generating donations that are not relevant to the program needs of the local PVOs. FAVA/CA has been unable to meet HAVA requests for plastic

pipe and steel pipe casings to support the major well-drilling activities of HAVA's members. It has also been unable to locate typewriters and computers requested by HAVA and two of its members. FAVA/CA's securing of two Apple computers for HAVA and one of its members was considerably delayed, to the point where HAVA moved ahead and purchased a computer of its own.

Part of the problem appears to stem from a naive assumption on FAVA/CA's part that because Haiti is so poor any useful surplus commodity that can be generated should be beneficial. FAVA/CA appears to view its role as generating any type of usable donation and making that available; HAVA should then locate recipients for those donations in Haiti. This attitude results from FAVA/CA's source of donations, which, for the most part, has been small donations by either individuals or firms that have contact with FAVA/CA staff or board members. The ad hoc and varied nature of these donations has made it difficult for FAVA/CA to develop a long-range strategy or consistency in its donations.

HAVA definitely does not perceive its role as one of locating uses for FAVA/CA-generated surplus resources. HAVA representatives complained that the types of materials that FAVA/CA announced as being available did not fit the programs and needs of either HAVA itself or its member agencies.

Apparently FAVA/CA and HAVA members have not met to compile a list of items that FAVA/CA should attempt to procure in the United States, an essential step if FAVA/CA is to play a major resource matching role.

FAVA/CA has been much more successful in generating resources in situations where individual volunteers work with local agencies to identify needs and then work on their own to

secure needed commodities. The initial period of FAVA/CA's involvement with HAVA and the experiences in Belize are good examples of this interaction. In both cases, FAVA/CA's role was to facilitate the work of dedicated individuals who worked with local counterparts to identify needs and requirements and then worked alone to secure those items in Florida.

FAVA/CA has not developed the systems that would allow a resource matching program to operate effectively. The computerized resource inventory system is not being used, at least partially because of the small scale, ad hoc, and volatile nature of the donations and requests. FAVA/CA has not resolved the issue of priorities or strategies in its resource matching activities: Is FAVA/CA to be a general supplier of goods and services or a provider of only a specific subset of materials? FAVA/CA has not resolved the issue of warehousing -- potential donors are told to hold their donations until FAVA/CA can find a recipient organization. FAVA/CA does not have the staff to provide adequate follow-up of a major program of resource mobilization and matching. Many of HAVA's complaints about FAVA/CA's performance are directly attributable to this lack of follow-up.

Finally, FAVA/CA has not adequately addressed the issue of scale. Matching ad hoc contributors with ad hoc recipients requires a large-scale operation. Otherwise, the chances of being able to match a given donation with a recipient, or vice versa, are reduced. Part of the problem appears to stem from FAVA/CA's insufficient ties to a potential donor constituency that can generate a wide variety of materials on short notice. Because the requests are generalized, the source of suppliers must be varied. FAVA/CA has thus far developed ties to only a limited number of suppliers, and these have not generally

produced donations that are in high demand among the PVOs FAVA/CA attempts to serve. An alternative would be for FAVA/CA to specialize in one or two types of supplies.

FAVA/CA as a Source of Information and Resources

One indicator of FAVA/CA's role as an intermediary mobilizer of technical and material resources is the number of requests that it receives. FAVA/CA records indicate that the number of requests has increased each year, as can be seen below.

TABLE 2

SUMMARY OF ACTIVITIES

1983-October 1985*

Type of Request	1983	1984	1985
Materials and Supplies	7	42	137
Technical Assistance	0	1	37
Donations	0	16	50
	-----	-----	-----
Total Number of Requests	7	59	224

*Summary of Activities, 1983-October 1985, Memorandum from David Schmeling to David Pasquarelli, November 14, 1985.

Although the number of requests has risen, the volume is still low; FAVA/CA received an average of less than one request per work day during 1985.

A review of the types of requests received and handled by FAVA/CA (see Appendix C for a listing of requests received by FAVA/CA) indicates that most of the requests it has been able to

fill have been for packets of materials, membership forms, copies of newsletters, transportation, and other information. Requests for materials, donations, volunteer positions, and the like are generally referred to other organizations (with no indication if they were acted on or not) or are unresolved or unfulfilled. Unfortunately, the listing does not indicate which items are requests and which are offers of donations. Neither does it indicate the country from which the request is made, the type of organization requesting the assistance, and other information that would provide a clearer picture of the extent of activity in this area.

Additionality

As with any development program involving resource mobilization and allocation, it is difficult to assess whether the resources mobilized by FAVA/CA represent a net increase to the volume of resources mobilized for the Caribbean or if they represent resources that would normally have been placed through other PVOs.

In most cases, FAVA/CA's activities do appear to represent additional resources. The individuals that FAVA/CA has mobilized in its volunteer network would probably not have become involved in overseas development except through FAVA/CA. FAVA/CA has increased the involvement in its development efforts of both organizations and individuals in the Florida public sector.

FAVA/CA has also succeeded in securing donations from corporations (such as Action Orthopedics) that had not previously donated to international agencies. In other cases, such as the provision of transportation for individual donations, FAVA/CA's role is less direct. Whether those donations would have been realized had FAVA/CA not arranged transportation and, in many

cases, storage, is difficult to assess. The same is true for the major donation that FAVA/CA helped to place in a recipient organization in Haiti -- the \$400,000 in hospital beds and equipment. In that case, the donation was mobilized by another organization, but FAVA/CA played a pivotal role in finding a recipient that could use the equipment. Although the additionality of FAVA/CA's role is difficult to measure in this case, it nonetheless played an important role in the success of the donation.

Clearly, FAVA/CA reaches and involves a different sector of Florida society in international activities than normally participates in private voluntary agency action. In this case, FAVA/CA's role is an additive one and increases the overall level of resources supporting development in the Caribbean.

OTHER OBSERVATIONS

Perceptions of FAVA/CA

FAVA/CA enjoys strong support among its members in Florida. Without exception, representatives of the Florida institutions and voluntary associations that were interviewed for this evaluation both supported the concept of an organization committed to mobilizing and coordinating resources and were highly complimentary of FAVA/CA's efforts, particularly in the areas of public relations, publicity, and communications. There is a general feeling that it is important for Florida to reach out to the Caribbean and that FAVA/CA is an appropriate vehicle for doing so.

HAVA representatives and members of Haitian-based PVOs had a different perception of FAVA/CA. FAVA/CA was criticized as not being sensitive to Haitian conditions, as lacking the ability to follow through on projects and initiatives, and of not being able to respond to the needs of the local PVOs and HAVA. Several PVO

leaders believed that Florida resources were not particularly relevant to Haiti and that the persons with whom they had come into contact in the early seminars lacked the practical experience of overseas development projects in general and the specific development problems and conditions of Haiti.

To a great extent, HAVA's feelings toward FAVA/CA have been conditioned by the existence of a liaison contract that was developed at the instigation of AID/Haiti. HAVA did not want the contract but had to accept it as a condition of its own AID grant funding. The negative reaction of HAVA to the liaison contract may have precluded further development of HAVA-FAVA/CA relationships and programs. At any rate, initiatives begun in early 1984 were not continued during the latter part of 1984 and throughout 1985.[5]

AID/Haiti's perceptions of FAVA/CA parallel those of HAVA. Project managers in the mission were concerned about FAVA/CA's failure to comply with contractual conditions concerning the preparation and submission of a work plan within the first month of the liaison contract, the absence of required quarterly reports, and inadequate documentation for reimbursements under the liaison contract. While recognizing that the liaison contract was not the only criterion for judging FAVA/CA's performance, AID/Haiti felt that FAVA/CA had not managed that contract well. It had failed to produce benefits for HAVA; its liaison officer received a poor .pa performance evaluation; and its quarterly report, which arrived nine months after the beginning of the contract, was weak and uninformative.

Relationship between FAVA/CA and Its Members

FAVA/CA's membership is a diverse group. The five major categories of members include organizations, corporations, individuals, and honorary. Each represents different interests and degree of involvement in overseas development activities.

FAVA/CA does not function as an association of voluntary agencies. In this sense, the name "Florida Association of Voluntary Agencies for Caribbean Action" is a misnomer. FAVA/CA's organizational members represent only 31 of 170 total members, or 18.2 percent of the total. While these members support both the concept and the program of FAVA/CA, it was clear in interviews with a sample of that group that they do not look to FAVA/CA for any of the services and support normally assumed in an association-member relationship -- training, education, resources, lobbying, representation, materials, and supplies. These organizations have not sought FAVA/CA's support in identifying volunteers or materials; they have not provided volunteers for FAVA/CA programs; and they have not requested assistance in organizational development, financial management system development, or volunteer training.

The corporate members of FAVA/CA, with the major exception of a communications firm and various members of the Florida Movers and Warehouse Association, see themselves as sponsoring institutions. These organizations provide limited contributions, either in cash or in kind, but do not expect to contribute with time, volunteers, or other services. And they do not expect to receive benefits or support from FAVA/CA membership.

The individual members (including students) of FAVA/CA generally fall into two distinct groups: supporters and potential volunteers.

Because the membership is so diverse, FAVA/CA has not developed a sole purpose or course of action. No single product or service adequately ties the membership together, making it difficult to generate a significant level of contributions and donations, on the one hand, and programs and services, on the other.

AID Missions and FAVA/CA

One question raised by AID/Washington concerns the degree to which FAVA/CA's programs provide a useful service to AID missions: Have they made use of FAVA/CA and has it been responsive to their identified needs?

FAVA/CA has had little contact with AID/Haiti and has not attempted to develop programs or projects to support or respond to AID initiatives. AID/Haiti project managers in health, education, and agriculture were aware of FAVA/CA but had not considered how FAVA/CA services could support their projects. FAVA/CA representatives had not called on the Mission Director or any of the project managers interviewed.

Yet the AID representative to Belize commented favorably on FAVA/CA's responsiveness to his one request for assistance in locating an electric wheelchair. He did not see FAVA/CA as a major factor in supporting AID programs in Belize, but as one of supporting local private voluntary organizations and associations.

This is one of FAVA/CA's major weaknesses. To become relevant to AID missions, FAVA/CA should market its services more effectively, while developing a better understanding of AID programs and requirements. FAVA/CA also needs to have a clearly

defined set of services that support mission programs, and it needs to be recognized as a reliable provider of volunteers and materials, neither of which has happened to date.

NOTES

- 1 AID/Washington, Specific Support Grant No. LAC-0630-G-SS-3047-00, July 11, 1983, pp. 8-12.
- 2 FAVA/CA, Quarterly Report, August-December 1984.
- 3 Interviews with HAVA and Haiti PVO representatives.
- 4 FAVA/CA has also relied heavily on in-state volunteer support for office help, speeches and representation, and program and technical expertise. An estimate of this type of volunteer assistance is not included here because it does not directly contribute to the overseas development effort.
- 5 In all fairness, the problems with the HAVA-FAVA/CA relationship were not all with FAVA/CA. HAVA staff and members admit that HAVA was not staffed or prepared to respond adequately to FAVA/CA initiatives.

CHAPTER THREE
FINANCIAL VIABILITY AND PROSPECTS

EVALUATION ISSUES

In approving FAVA/CA's initial funding, AID noted that "to finance 100 percent of the operating costs of FAVA/CA at the outset would be contrary to AID's PVO policy, and runs the risk of establishing a long-term dependency relationship." AID recommended that FAVA/CA raise a minimum of 20 percent of its first year operating costs through local cash and in-kind contributions, and that 50 percent of FAVA/CA's operating income should be financed locally within three years.[1] FAVA/CA agreed to these recommendations.

In this evaluation, AID is interested in assessing "FAVA/CA's prospects for viability after AID funding terminates." Specifically, the evaluation is to examine:

- Progress FAVA/CA has made toward achieving a 50-50 counterpart contribution;
- Number of members FAVA/CA has and the percentage of FAVA/CA operating expenses that is covered by member dues;
- Other donor agencies that have funding relationships with FAVA/CA; and
- FAVA/CA's prospects and time frame for achieving full financial self-support.

PROGRESS TOWARD FINANCIAL SELF-SUFFICIENCY

Tables 3 and 4, which have been standardized to facilitate comparisons, detail FAVA/CA's sources and uses of funds during the period between the initiation of the AID grant in 1983 and 1985, along with FAVA/CA's projected 1986 income and expenses.

It is important to note that in 1983 AID funding did not begin until August and that FAVA/CA is on an October 1 to September 30 fiscal year. Thus, AID funding was available for only the last two months of 1983.

TABLE 3
ACTUAL AND PROJECTED FAVA/CA INCOME AND EXPENSES
1983 to 1986*

		Projected			
		1983	1984	1985	1986
	-----	-----	-----	-----	-----
Revenues					
Membership Fees	\$ 790	\$ 4,979	\$ 4,301	\$ 5,000	
Cash Contributions	-	2,344	3,936	80,000	
In-Kind Contributions	-	20,754	27,325	42,000	
USAID Grant	36,055	120,000	160,000	200,000	
Other	-	399	2,773	3,000	
	-----	-----	-----	-----	
Total Revenues	36,845	148,476	198,335	330,000	
Expenses					
Personnel	8,076	73,033	97,664	161,738	
Administration					
Contract Services	-	7,197	6,702	4,400	
Other Office Support	5,443	49,559	35,979	36,540	
Program Costs					
Resource Center	-	-	18,023	16,300	
Resource Development	-	-	3,820	16,200	
Professional Exchange	-	16,014	23,153	70,000	
Shipping and Freight	-	2,938	10,011	7,000	
	-----	-----	-----	-----	
Total Expenses	13,519	148,741	195,352	312,178	
Net Margin	23,326	-265	2,983	17,822	

*AID's grant document specifically authorized the use of in-kind contributions to meet FAVA/CA's required 20 percent level.

TABLE 4
 NORMALIZED FAVA/CA INCOME AND EXPENSES
 1983 to 1986*

	1983	1984	1985	Projected 1986
	-----	-----	-----	-----
Revenues				
Membership Fees	2.1%	3.4%	2.2%	1.5%
Cash Contributions	-	1.6	2.0	24.3
In-Kind Contributions	-	14.0	13.8	12.7
AID Grant	97.9	80.8	80.7	60.6
Other	-	0.3	1.4	0.9
	-----	-----	-----	-----
Total Revenues	100.0	100.1	100.1	100.0
Expenses				
Personnel	21.9	49.2	49.2	49.0
Administration				
Contract Services	-	4.8	3.4	1.3
Other Office Support	14.8	33.4	18.1	11.1
Program Costs				
Resource Center	-	-	9.1	4.9
Resource Development	-	-	1.9	4.9
Professional Exchange	-	10.8	11.7	21.2
Shipping and Freight	-	2.0	5.0	2.1
	-----	-----	-----	-----
Total Expenses	36.7	100.2	98.4	94.5
Net Margin	63.3	-0.2	1.6	5.5

As can be seen in these tables, FAVA/CA was close to meeting its funding obligations during the first of the grant, as income from non-AID sources amounted to 19.2 percent of FAVA/CA's total income. This ratio held constant in the second year of the grant. Furthermore, the percentage of income dedicated to programs increased from 12.8 percent in 1984 to 27.7 percent in

1985. However, FAVA/CA was to increase its share of funding during the second year (1985) so that a 50-50 ratio could result in 1986, which did not happen.

Project-Related Donations

FAVA/CA's financial statements do not include donations of materials, services, and time directly related to projects. According to FAVA/CA records, these donations have amounted to nearly \$550,000 during the past three years.

TABLE 5
PROJECT-RELATED DONATIONS

Type of Donation	1983	1984	Projected 1986
Materials and Supplies	\$ 4,966	\$435,665	\$14,546
Services	3,679	16,577	19,115
Time	730	35,599	20,511
Totals	9,375	487,841	54,172

*This list of donations is on a calendar year basis and, as a result, does not correspond directly with the fiscal year financial statements. Also there may be some duplication in the figures, especially in the category of services.

It is difficult to identify a trend in these data because there are only two years of real data (1984 and 1985) and because the single large donation in 1984 of hospital beds, valued at \$400,000, distorts the data. Excluding the donation of hospital beds as an unusual situation, the donations mobilized by FAVA/CA increase the total non-AID funded portion of FAVA/CA's program (including both operating and program expenses) to approximately 21.9 percent in 1983, 49.2 percent in 1984, and 36.6 percent in 1985.[2]

MEMBERSHIP AND MEMBERSHIP DUES

FAVA/CA's membership increased from 131 to 170 members during the 1984-1985 period:

Type of Membership	Number as of	
	9/30/84	9/30/85
Organization	23	31
Corporate	11	15
Individual	64	90
Student	6	7
Honorary	27	27
	-----	-----
Totals	131	170

Dues income, however, declined during the period in both absolute and relative terms, from \$4,979 in 1984 (representing 3.4 percent of total revenues) to \$4,301 in 1985 (2.2 percent of total revenues). This anomaly occurred apparently because members were continued on the 1985 roster even though they had not paid 1985 dues. FAVA/CA acknowledges that it has not aggressively followed up on outstanding dues payments and renewals and recognizes the need for improvements.

Membership dues account for only a small percentage of FAVA/CA income and do not appear to represent a major potential source of funding in the future. Still, steps could and should be taken to increase revenues from this source. One of the most important steps is to increase the membership base itself, especially among organizations and corporations. FAVA/CA's 1985-1986 fund-raising program includes a campaign for "Doubling the Membership." This campaign has resulted in a limited number of new memberships.

Another way to increase income from this source is to revise the dues schedule to segment membership. Instead of having a single, separate fee for each category, for example, FAVA/CA should initiate different degrees of memberships, allowing and encouraging those who wish to contribute more to do so. To the basic membership fee in each category, higher levels of donations could be added with commensurate recognition and promotion.

Many of the individual memberships of FAVA/CA could (and should) be organizational or corporate memberships. Apparently to avoid the higher organizational or corporate dues rates but still show support for FAVA/CA, several organizations and corporations have had one person join FAVA/CA as an individual. FAVA/CA should encourage those institutions to shift to organizational memberships.

Finally, FAVA/CA needs to pursue renewals more aggressively.

OTHER DONOR AGENCY SUPPORT FOR FAVA/CA

FAVA/CA has not, to date, received funding from any donor agency other than AID. During 1985 contacts were made with the Amoco, Kellogg, Ford, Mott, American Express, Rockefeller, Carnegie, and other Florida-based foundations. While FAVA/CA believes that the prospect for receiving funding from these sources is good, no commitments or donations have been received to date. The Amoco, Ford, Mott, and Kellogg foundations declined to support FAVA/CA; applications to Carnegie, Rockefeller, and American Express are still pending. Income from these sources is not included in the budget estimates for 1986.

PROSPECTS FOR FUTURE SELF-SUFFICIENCY

It is difficult to assess FAVA/CA's prospects for achieving 100 percent (or even 50 percent) financial self-sufficiency. The two years of data for 1984 and 1985 do not suggest progress toward operational self-sufficiency. At the same time, FAVA/CA's fund-raising proposal and projections for 1986 are optimistic about the amount of non-AID revenue that can be generated.

It is important to keep in mind that FAVA/CA is not intended to be self-supporting from earned income; it will always be dependent on donor agency, corporate, and individual donations for both program and operating costs. The issue for AID is whether other sources of income are being developed that will lessen or eventually end FAVA/CA's dependence on AID for basic operating expenses.

FAVA/CA's Fund-raising Plan

FAVA/CA's 1985-1986 Fundraising Program Plan placed high priority on achieving the following basic objectives:[3]

- Reduce dependence on federal funding for the general operating costs of FAVA/CA;
- Expand the capability of FAVA/CA to respond to in-country or AID projects;
- Expand the membership base of FAVA/CA to include more corporations and individuals who have interests in the Caribbean;
- Intensify contacts and work with corporate givers toward receipt of capital gifts on an annual basis;
- Intensify contacts and work with individual donors toward capital gifts, bequests, and annual gifts;

- Expand and improve ability to work effectively with major national and Florida private foundations to obtain funding for general operations the next two to three years and for special projects; and
- Develop a fee structure for services provided to those who use FAVA/CA resources, publications, and data bases.

The FAVA/CA's Board of Directors appointed a fund-raising committee and authorized the commitment of necessary resources and staff to implement the fund-raising plan of action.

Membership Growth

While membership has grown during the past year, membership campaigns have been notably unsuccessful. A special fund-raising letter signed by the Lt. Governor Mixson that was mailed to 1,200 potential corporate members resulted in only one new member and total new revenues of \$25.00. The "Double-the-Membership" campaign letter mailed to 155 persons generated 10 new memberships and \$250 in new revenues. Membership growth does not appear to contribute significantly to improving self-sufficiency.

Fund Raising

Unofficially FAVA/CA estimates that the \$80,000 in cash contributions reported in Table 3 should reach \$160,000. This figure is based on the assumption that a luncheon to be sponsored by Governor Graham to encourage major Florida business people to support FAVA/CA will result in at least 16 contributions of \$5,000, plus an agreement to host and fund regional fund-raising luncheons that would result in a minimum of 40 new corporate sponsors pledging \$2,000 each. Given the past performance of corporate donations to FAVA/CA and the fact that the proposed luncheon with the Governor has been postponed four months, with no definite date established, this estimate should be treated conservatively.

FAVA/CA also expects to raise \$60,000 from its share in a state-wide general-purpose fund raiser in February 1986. These funds, however, could be used only to support local activities associated with the Florida InterAmerican Scholarship Program, with the result that they would not be considered valid counterpart funding.

It is difficult to assess the feasibility or probable success of future fund-raising activities. Activities to date have not yielded significant contributions, and the new proposed activities have not yet occurred.

AID Mission Funding

FAVA/CA has not developed funding relationships with any AID missions in the Caribbean. The one contract for a HAVA-FAVA/CA liaison was developed at the initiative of AID/Haiti for other purposes. FAVA/CA does have services that could benefit bilateral AID programs. The extent to which these programs can be developed and the prospects of obtaining AID funding for specific activities need to be explored.

Other Donors and Foundations

FAVA/CA has made initial contacts with a number of private foundations. Although several indicated that funding would not be available, applications are pending with others. No funds have been generated from this source to date, so it is difficult to predict the success of future fund-raising efforts.

OTHER FINANCING OPTIONS

There are other actions that FAVA/CA could take to improve its revenue position.

Cross-Subsidization

FAVA/CA is concerned with providing its major services at the lowest possible cost to its members. Yet some materials available through FAVA/CA have a clear commercial value and are of interest to the business community. It might be possible to segment FAVA/CA's membership and differentiate pricing among the various parts of the membership. For example, lists of in-country contacts could be provided at low cost to individuals and voluntary agencies but priced at a fair market value for corporations. Conferences and seminars could have one price for individuals, another for voluntary agencies, and a third for corporations. And FAVA/CA could differentiate within classes of membership so that wealthier individuals and corporations could contribute more and receive greater recognition.

Differentiated Products

FAVA/CA's membership is highly differentiated, in terms of the nature of the groups that belong to it and their interests in the Caribbean. For that reason, FAVA/CA could develop specialized services for specific segments of its membership. For example, it might hold seminars on how to succeed in business in the Caribbean for its corporate members and charge a market-rate fee for the seminars. At the same time, it could develop fund-raising and other seminars specifically for the voluntary agencies and charge lower rates for those programs.

Establish Recipient Contributions

FAVA/CA could also pattern its volunteer services after VOCA. VOCA has a similar objective in that it attempts to place cooperative volunteers in short-term projects. Like FAVA/CA, VOCA pays transportation and per diem. But unlike FAVA/CA, VOCA requires that the recipient organization pay a fee for the services. That fee offsets some of the local costs of placing a volunteer. The rationale is straightforward: The recipient organization values the assistance more if it has committed its own resources to the effort.

Establish a Continuing-Contributor Relationship

Currently, FAVA/CA must seek funds from each corporate contributor each year. If possible FAVA/CA should seek to obtain multiple-year commitments from corporate sponsors so that it can generate a degree of stability that will permit FAVA/CA to retain qualified staff members.

Develop Funding for Specific Projects

The American Express Foundation is apparently interested in funding FAVA/CA activities but only for discrete, visible projects. FAVA/CA is attempting to secure funding specifically to support the newsletter. Other possibilities should be explored as well. FAVA/CA should also establish a role for its volunteer and material resources in AID bilateral programs.

Establish an Endowment Fund

Rather than seek small contributions from the same sources each year, FAVA/CA could attempt to secure a one-time massive contribution that would establish an endowment to support the long-term operating costs of the organization. A fund of \$2-3 million would provide a solid base for long-term operations. Funding from the state of Florida could effectively establish the basic endowment.

PREREQUISITES FOR FINANCIAL SUSTAINABILITY

FAVA/CA needs to adopt some basic changes in its operations and fund-raising practices if it is to become financially self-sustaining from non-AID sources.

First, FAVA/CA must realize that fund raising must be more than an occasional, ad hoc activity; it must be a major ongoing program. FAVA/CA should hire a full-time professional fund raiser, either as a permanent staff member or as an outside fund-raising firm.

Second, FAVA/CA must expand its list of supporters beyond the relatively few institutions with which it has personal contacts. FAVA/CA now receives donations that are too small from too few institutions.

Most important, however, to increase the level of contributions and support, FAVA/CA must develop a clearly identifiable product or service that uniquely distinguishes it from other private voluntary agencies, and it must effectively market that image to potential donors and funding sources.

NOTES

- 1 AID's grant document specifically authorized the use of in-kind contributions to meet FAVA/CA's required 20 percent level.
- 2 Information obtained from annual FAVA/CA financial statements and from the 1986 budget presented by FAVA/CA for board approval.
- 3 AID regulations governing PVOs exclude commodities and in-kind donations from counterpart calculations. However, this regulation appears to be intended to avoid penalizing PVOs that channel large amounts of U.S. government surplus commodities through their international programs rather than to exclude in-kind donations and commodities generated from outside sources by the PVOs themselves.
- 4 FAVA/CA, 1985-1986 Fundraising Program Plan, p. 1.

CHAPTER FOUR

PROSPECTS FOR THE FUTURE

EVALUATION ISSUES

This evaluation addresses two specific questions:

- What plan does FAVA/CA have for specific contributions over the next two years to development programs in Caribbean countries, that is, what programs in which countries?
- Does FAVA/CA have the capacity to implement these planned contributions?

PLANNED FUTURE PROGRAM

FAVA/CA's program plans for 1986 envision a significant expansion of project activities. According to the 1985-86 Program Plan, FAVA/CA will continue activities in the area of providing resource center and clearinghouse services to its members through the volunteer skills bank, resource directory newsletter, speakers bureau, and resource matching system -- the activities initiated under the AID grant-funded project.[1]

FAVA/CA intends to organize regional chapters (satellites) of members in key locations to share resources and expertise, and to support projects, generate resources, and identify prospective members. FAVA/CA also intends to sponsor a Florida conference on the Caribbean -- patterned after the Council on Voluntary Social Services (CCAA) Fall/Winter Miami Conference and FAVA/CA's previously successful Tampa Bay conference -- to "identify, integrate, locate and support social development activities from Florida."

Among the specific projects and activities FAVA/CA intends to implement during 1986 are:

- Technical and material assistance to support the CVSS in Belize;
- Technical and material assistance to support the CVSS in Jamaica;
- Technical and material assistance to support HAVA in Haiti;
- Participation with VOCA in the Farmer-to-Farmer Program;
- Coordination of a computer literacy training program involving the Caribbean Development Resource Foundation, community colleges in Florida, and the government of Jamaica;
- Florida's International Volunteer Corps program; and
- Participation in mobilizing local community volunteer support for students from the Caribbean enrolled in Florida universities under Florida's InterAmerican Fellowship Program.

FAVA/CA's Program Plan states that:

FAVA/CA participation in Outreach activities should be by invitation of in-country organizations and limited to specific proposal parameters. FAVA/CA resource utilization should be limited to initial site visit and proposal development, after which the [resulting] grant or contracts should provide overhead and specified costs. Volunteer utilization to address need areas should be stressed, and a Professional Services donation cost/benefit specified.

This activity . . . would enable FAVA/CA to provide the counterpart organization with technical assistance at a limited expense and offers FAVA/CA members an opportunity to participate in in-country development assistance projects.

FAVA/CA STRENGTHS AND WEAKNESSES

FAVA/CA has some strengths that make it a potentially important contributor to socioeconomic programs:

- It has a close association with Florida public and private institutions. No other voluntary agency enjoys this relationship with, access to, and support of state government institutions and officials;
- FAVA/CA has involved people who would not normally be involved in development activities. It offers a way for public officials, students, teachers, and others to contribute to development programs and activities;
- Florida itself has a large number of retired residents who are highly skilled in areas that could be of potential use in the Caribbean. No other voluntary organization offers a systematic way to draw on these resources;
- FAVA/CA has developed experience in attempting to mobilize and place resources that should lead to a more effective implementation of these activities in the future; and
- FAVA/CA has generated a positive image and positive support among private, public, and voluntary individuals and groups in Florida, both for itself and for the program it is trying to carry out.

But FAVA/CA's experience to date has revealed a number of distinct weaknesses that should be corrected before its potential contribution can be realized:

- Lack of experience in developing countries. FAVA/CA has no staff members that have lived or worked for an extended period of time in a foreign country on development problems. Most of the volunteers utilized by FAVA/CA also have had limited overseas development experience.
- Lack of experience with donor agencies. FAVA/CA has no staff members that have worked for or with any major international donor agency or foundation. FAVA/CA has not learned how to deal effectively with these agencies.

- Lack of follow-up. Many of the individuals (especially in Haiti-based voluntary agencies and AID/Haiti) interviewed during the evaluation cited promising starts or activities that had not come about because of a lack of coordination and follow-up by FAVA/CA. AID/Haiti and HAVA personnel complained about the lack of required reports; supporting documentation for billings; and follow-up on member requests for such materials as pipes, computers, and typewriters;
- Passive approach to providing services and a lack of marketing. FAVA/CA has not marketed its services or resources effectively to either AIDs missions or host government institutions, at least in Haiti. This appears to be due in part to a naive view of the situation in the developing countries that assumes that the needs are so great for the types of services and materials that FAVA/CA can generate that promoting or marketing them is unnecessary. The requests have not come in as fast as FAVA/CA expected, averaging well less than one a day. FAVA/CA has had difficulty placing the donations it has mobilized and has not placed any volunteers as the result of field-generated requests;
- Absence of a clearly identifiable constituency, either among potential U.S. supporters or developing country users of FAVA/CA services. As a new, and generalist, institution, FAVA/CA does not have a natural constituency of either users or supporters on which it can draw; and
- Inadequate program planning. FAVA/CA's planning systems do not adequately include and reflect the need of the host country institutions they are trying to serve.

FAVA/CA'S CAPACITY TO IMPLEMENT FUTURE PROGRAMS

FAVA/CA does not currently have the necessary personnel, systems, or budget to implement such programs.

Personnel

FAVA/CA has no person on staff with experience in overseas development programs. The criticisms of HAVA expressed by FAVA/CA staff are largely the result of frustration stemming from this lack of prior experience with development programs. HAVA's

lack of response, and even overt resistance, to FAVA/CA initiatives would have been less mystifying to and more anticipated by staff with extensive overseas experience. To make a significant contribution to future development efforts in the Caribbean, FAVA/CA needs to acquire more experience and expertise in the countries and programs it wishes to assist.

Volunteers, especially those with no overseas development experience, however altruistic and well-intentioned they may be, conducting needs assessment visits and preparing proposals are likely to encounter problems. HAVA and Haitian PVO representatives commented that HAVA volunteers did not have the time to become familiar with the problems and environment they were to work in and that, consequently, many of their observations and recommendations were not consistent with Haitian reality.

The average of five days or less per overseas volunteer period is far too few for effective program implementation. VOCA attempts to place volunteers for one to three months. FAVA/CA needs to be able to do the same if its volunteers are to become useful to overseas programs.

The local volunteer assistance that FAVA/CA has relied on in the absence of permanent staff members has been one principal contributor to its perceived inability to follow through on plans and programs. Although the use of volunteers to assist with office work and special projects reduces operating costs to FAVA/CA, it greatly increases the problems of following through on project initiatives and implementation.

Systems

Many of the management systems required to support the day-to-day operations of the type of organization that FAVA/CA wishes to become are not functioning properly. FAVA/CA has not placed a single volunteer through its skills bank; it has not effectively matched resources through its automated inventory; it has had trouble managing and following up on initiatives. FAVA/CA needs to develop these systems to an effective operational level if it is to become a viable institution.

Budgets

FAVA/CA needs to expand its operating and program budgets significantly, especially in terms of non-AID contributions, to provide adequate administration and follow-up of its program activities.

DEFINING A NICHE

FAVA/CA's ability to affect socioeconomic development in the Caribbean depends to a great extent on its ability to define and develop a specific, identifiable role for itself among the PVO world.

Although FAVA/CA enjoys strong support among the individuals, corporations, and organizations that support it, FAVA/CA is handicapped by two limitations. First, FAVA/CA does not currently have a unique product or service that distinguishes it from the work and activities of other PVOs. It is a generalist PVO, and its activities duplicate and overlap the operations of many other private profit or nonprofit organizations.

Second, as a generalist institution FAVA/CA does not have a natural constituency, in terms of either supporters or users of its services. The organizations that belong to FAVA/CA do not rely on it for support services, lobbying, education, or training. Furthermore, most of these organizations have existing, established relationships with local organizations in recipient countries. The state of Florida, which is FAVA/CA's primary supporter, does not contribute funding. To the corporations that support FAVA/CA, it represents one of many possible uses of charitable donations. On the recipient end, since FAVA/CA is a new organization and does not specialize in any one type of assistance or service, FAVA/CA is not automatically called on to provide assistance.

FAVA/CA needs more thoroughly to define its service portfolio and intended client base. At the same time, it needs to define and develop a unique role for itself within the PVO community if it is to gain permanence and relevance in this field.

NOTE

- 1 FAVA/CA, 1985-1986 Program Plan, May 7, 1985.

CHAPTER FIVE

CONCLUSIONS AND SUMMARY

FINDINGS AND CONCLUSIONS

FAVA/CA has made substantial progress implementing the activities contemplated under the terms of the AID grant:

- **Resource Directory:** FAVA/CA has implemented the resource directory. It maintains a listing of FAVA/CA members, Caribbean development-related organizations, important development contacts in the various countries, and reference materials. It has generated country background and economic reports on each Caribbean country.
- **Bimonthly Forum:** FAVA/CA implemented the bimonthly forums during the first year of the grant with four major presentations and numerous smaller workshops and forums. In addition, FAVA/CA sponsored one major development conference in Tampa, Florida, that was well attended and highly praised by the participants.
- **Speakers Bureau:** FAVA/CA's speakers have made more than 100 presentations to public and private groups throughout Florida during the past two years.
- **Newsletter:** FAVA/CA's Communique has been published regularly during the past two years. In addition, FAVA/CA has initiated the smaller Monthly Highlights to permit more timely communications with members and has organized a clipping service to provide its members with information on Caribbean affairs.
- **Resource Assistance Matching System:** FAVA/CA has developed a computerized resource matching system involving two components: a volunteer skills bank containing the names of 250 individuals with 146 distinct skills who are interested in donating time to support overseas development activities; and a resource inventory system to match requests with materials with donations.
- **Florida/Haiti Health and Environment Projects:** Under this program FAVA/CA sponsored three seminars in Haiti on public health, dentistry, and tuberculosis.

Two contemplated activities for FAVA/CA members -- seminars and training, and organizational development programs -- have not been implemented because they expressed no interest.

FAVA/CA has not, however, accomplished the objectives detailed in the original grant document. It has not contributed to broadening members' expertise in specific areas of development, used of volunteers, and management. It has not enhanced and strengthened the capabilities of its association members. And it has not maximized the coordination and appropriate use of volunteers and voluntary resources. Although FAVA/CA has certainly expanded communication among its members and reached a broad sector of the Florida public with information about Caribbean development and member activities, the impact on member performance and programs is difficult to measure.

The major reason for the limited success in these areas is that FAVA/CA has evolved from the type of institution it was planned to be under the terms of the original grant agreement -- from an association of voluntary agencies, it has become a voluntary agency itself. The voluntary agency members of FAVA/CA either have not seen the need for or have not had the resources to participate in the types of services and activities that would have permitted FAVA/CA to achieve those basic objectives.

Yet during the past three years, FAVA/CA has established a program and set of services that could, if expanded and developed properly, benefit both AID mission and private voluntary agency activities in the Caribbean. It has generated contacts with a wide variety of potential sponsors and donors. It has initiated systems that could be used to match both volunteer and material resources. It has generated a great deal of good will for itself

and its members in the state government and public institutions of Florida. To bring these initiatives to fruition, it needs more effective marketing and follow-up.

FAVA/CA substantially met its initial commitment of generating 20 percent of its operating income from non-AID sources. It has not, however, established a trend of increasing local contributions that would produce a 50-percent counterpart contribution for the 1986 period. FAVA/CA has an ambitious fund-raising program for 1986, but it is too early to predict the success or impact of that effort.

FAVA/CA's contribution to Caribbean development has been understandably limited during these first two years of operation. Its ability to implement the programs planned for 1986 and beyond and to make a significant contribution to development depends on its ability to make substantial changes in personnel, operations, and systems. Specifically, FAVA/CA should:

- Acquire staff with overseas development and donor agency experience. While FAVA/CA board members have had extensive overseas experience, the relatively infrequent involvement of board members in overseas marketing, planning, and program implementation cannot institute for lack of staff experience;
- Spend more time in the field, meeting with AID staffs and local voluntary organizations, marketing services, generating requests, and following through on previous agreements. Most important, FAVA/CA needs to develop a collaborative style of planning and implementation;
- Conduct a thorough review of its own objectives. FAVA/CA must determine what kind of services it intends to provide and how relevant they are to the needs of the developing countries. Short-term volunteer assignments of one or two weeks are unlikely to be well received by host country professionals. And generating random donations is unlikely to meet local agency needs. If FAVA/CA cannot generate longer-term volunteer assignments and a steady flow of specific donations related to identified projects and programs, it should seriously question the importance of its role in development;

- Conduct a thorough review of the support systems that it has developed to help it meet those objectives. Currently, those systems do not appear to support the needs of the institution adequately; and
- Generate a stable flow of contributions (to support both operations and programs) at a much higher level than it currently enjoys. FAVA/CA must view fund raising as a major, full-time activity.

LESSONS LEARNED

The first two years of operation have been a period of organization, experimentation, and developing contacts. It is difficult for any new organization to develop a constituency or make an impact within such a short period of time, and FAVA/CA is no exception. It is important to recognize and learn from the experiences. Some notable lessons learned are the following:

- FAVA/CA's name is misleading, for it is not really an association of voluntary agencies. Various voluntary agencies in Florida belong to FAVA/CA and are highly supportive of it, but they do not look to FAVA/CA for what would be considered normal association functions. They do not expect FAVA/CA to lobby for them, represent them, educate them, supply resources or staff expertise, or help them carry out their business activities. Each is pretty much self-sufficient, with established contributors and suppliers and relationships in developing countries and, consequently, does not look to FAVA/CA for support in either developing or servicing those relationships.
- There has been little demand for the type of organization that FAVA/CA was originally intended to be. Member associations have not looked to FAVA/CA for assistance in organization, planning, evaluation, staff development, training, or many of the other support services FAVA/CA originally intended to provide. This role has been appropriately dropped from FAVA/CA's future plans.
- Arranging transportation for individual, unrelated and unplanned donations is not a cost-effective or developmentally significant activity. At the same, it requires considerable staff time and effort and has diluted FAVA/CA's efforts at developing a coherent program.

- Coordinating a resource mobilization program -- matching requests with donations -- is a difficult operation on a small scale. FAVA/CA has found that it usually cannot successfully respond to requests for donations from overseas agencies on a timely basis from its limited number of sources. At the same time, the equipment and supplies FAVA/CA has been able to generate and offer to overseas agencies have generally been difficult to place because they do not correspond to existing needs. To be successful, a resource matching system must either specialize in a single product or commodity, or have a large number of potential donors and users with a wide variety of needs and resources.
- FAVA/CA has not been particularly successful in generating a demand for its services from developing country institutions. On the few occasions when HAVA and its member agencies have requested specific commodity donations, FAVA/CA has been unable to locate the needed supplies or to respond within a reasonable time. This failure has diminished enthusiasm for using FAVA/CA as a source of materials in the future.
- FAVA/CA has been most successful in generating usable donations when its representative has worked with the in-country agency to generate a list of needed materials and when that same representative has continued the major effort to secure those materials among his or her own contacts. This procedure worked in the early period with HAVA and has enjoyed substantial success in the experiences of FAVA/CA with CVSS in Belize. FAVA/CA's role in this process has been less one of matching resource requests with donations than of bringing together a committed individual with a potential recipient of material assistance.
- AID/Haiti project managers were unaware of the availability or potential value of resources that FAVA/CA could mobilize. FAVA/CA needs to spend more time developing contacts with AID staffs in the countries with which it wishes to work.
- FAVA/CA has thus far not been able to generate a large demand for volunteer services that it can mobilize and provide. In offering this service, FAVA/CA parallels the activities of VOCA, the International Executive Corps, VITA, and others. Although these others have evolved into significant providers of short-term assistance, FAVA/CA has not generated many requests for volunteer services.

- It is not sufficient for a new organization to announce it has resources and services available and then wait for requests. FAVA/CA needs to work harder to generate those requests. It needs to develop and increase its contacts with donor agencies and local organizations in the countries in which it wishes to work. FAVA/CA does not currently have a sufficient reputation as a supplier of resources and short-term technical assistance that would lead organizations such as the AIDs missions to consider requesting assistance from FAVA/CA.
- Many of the communications problems between FAVA/CA and HAVA, and between FAVA/CA and AID/Haiti, are a direct result of FAVA/CA's lack of experience in dealing with developing country individuals and institutions. The overseas experience of FAVA/CA's board members does not affect the need for staff expertise.

MISCELLANEOUS RECOMMENDATIONS

Manuscript Preparation

FAVA/CA needs to exercise greater care in preparing, formatting, and proofreading letters, reports, documents, and other manuscripts. The quality of a document is important, especially with the clientele that FAVA/CA is attempting to reach with its fund-raising and other efforts.

In the documents reviewed for this evaluation, there were numerous spelling, syntax, and other grammatical errors. For example, in the six-page country background report on Haiti, there are at least 23 major spelling, grammar, punctuation, and other syntax errors. At least once in 1985 HAVA, and AID/Haiti complained about the poor presentation quality of a FAVA/CA-produced report on a joint conference.

These errors detract from both the appearance and the impact of FAVA/CA's communications. FAVA/CA should use a spelling checker on all correspondence and other documents, and it should carefully proofread manuscripts for clarity, grammar, syntax, and punctuation.

Management Information Systems

FAVA/CA needs to improve its management information and retrieval systems. The original design of the support systems for cataloging donations, skills, and other information was not completely developed, with the result that it is currently difficult to extract information in a form that is useful for decision making and reporting.

One example can be seen in the listing of requests contained in Appendix B. It is not possible from this listing to summarize requests by country of origin, group requesting assistance, or types of request by country. There is no indication on the form about which country the assistance was for. There is no way to search the data base for trends or patterns or to plan future resource mobilization or placement efforts.

Another example is the skills bank listing presented by FAVA/CA to HAVA. Because the system could not easily generate cross-referenced listings of individuals and skills, FAVA/CA had to photocopy the original hand-written forms and send those to HAVA. But since the listing was not well organized, its usefulness was limited, and no requests were generated even though several interested persons scanned the booklet.

As still a third example, FAVA/CA has found that the original programming of the skills inventory to allow only for string searches does not permit an easy search for an individual with multiple required skills (such as a French-speaking agronomist with previous experience in Haiti).

FAVA/CA needs to conduct a thorough review of its management information systems and programs in terms of its ability to meet managerial and operational needs and determine the problems impeding effective use of that system. Based on this review, FAVA/CA should take steps to design the additions or modifications necessary to achieve the integrated information system required to support its operations. An outside firm or individual specializing information systems for in development administration should be contracted to perform this work.

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APPENDIX A

OVERSEAS VOLUNTEERS PLACED BY FAVA/CA

OVERSEAS VOLUNTEERS

HAITI:

June 19-28, 1985 Dr. Charles Arnade, Professor
International Marketing
University of South Florida
Tampa, Florida

Dr. Arnade is a specialist in marketing for developing countries. He has agreed to volunteer his expertise to HAVA members.

March 12-15, 1985 Mr. and Mrs. Robert West, President,
Florida Movers and Warehouseman's Association,
Tallahassee, Florida.

Conducted on site visits of projects supported by FAVA/CA:
Outcome - established statewide no cost shipping and storage
service for FAVA/CA members and Caribbean affiliates. Moving and
storage services to date exceed \$10,000.

June 22-29, 1984 Ruth Foden, R.N.
International Representative
Florida Nurses Association
Miami, Florida

Mrs. Foden completed an assessment of the nursing needs in Haiti and coordinated the donation of maternal/child care instructional manuals from the University of New Mexico. Savin Corporation donated \$400 worth of copying for the manuals.

June 22-29, 1984 Marcia Skinner, R.N.
University of Florida
Gainesville, Florida

Mrs. Skinner initiated an ongoing relationship with Haiti and the Florida Nurses Association. The Association currently provided nursing journals and is negotiating a health care project for 1986.

June 26-29, 1984 Drs. Roberta Lopez, A.E. Pitchenic and Marianne McEven

All were present at the Haitian Tuberculosis Association meeting.

Overseas Volunteers

Haiti

Page 2

May 15, 1984 Dr. Melvin L. Ringelberg,
Department of H.R.S.
Tallahassee, Florida

Dr. Frank Stout
School of Dentistry
University of Florida
Gainesville, Florida

Dr. Richard Plant
Student Health Services
Florida State University
Tallahassee, Florida

Met with Haitian dentist to establish ongoing relationship. The Haitian dentist declined the offer.

Jan. 12-14, 1984 Dr. Arba F. Ager, Jr.
Rane Laboratory
University of Miami
Miami, Florida

Dr. Ager met with representatives from the University of Haiti and indentified laboratory needsfor which he has begun to generate equipment donations. He also participated in the McCleod presentation.

Sept. 25-29, 1983 Dr. Charles Kidd, Dean
College of Science & Technology
Florida A & M University
Tallahassee, Florida

Was responsible for establishing a cooperative relationship between his university and the University of Cap Haitian. FAMU has contributed office equipment (tables, desks, chairs and file cabinets) to HAVA.

Sept. 25-29, 1983 Dr. Henry Thomas, Professor.
Public Administration
Florida International University
Miami, Florida

Dr. Thomas is FAVA/CA's Education Committee Chair. He coordinated donations of books, journals, K-12 curriculum materials in Haitian Creole.

Overseas Volunteers
Haiti
Page 3

Sept 25-29, 1983 Dr. James T. Howell, M.D., M.P.H.
Deputy Secretary
Florida Dept. of Health and Rehabilitative
Services and Florida State Health Officer
Tallahassee, Florida

Dr. Howell established an ongoing relationship between Florida Public Health Association and Haitian Public Health Association. Medical equipment donations totalling over \$400,000 were the result of his ongoing advocacy work for Haiti.

Sept. 25-29, 1983 Mr. Wayne McDaniel
Florida Department of Health and Rehabilitative
Services
Tallahassee, Florida

Specific needs identified by Mr. McDaniel included a Dialysis Machine and X-Ray equipment. West Florida Hospital donated an \$11,000 X-Ray machine. Dialysis machines have been donated and are being shipped.

Sept. 25-29, 1983 Mrs. Kathy Howell
Good Shepherd Church
Tallahassee, Florida

Mrs. Howell established a church support group for Cite' Simone in Port-au-Prince. They contributed \$100/month to Cite Simone since early 1984.

OVERSEAS VOLUNTEERS

TRINIDAD, BARBADOS, DOMINICA

Oct. 22-25, 1985 Dr. James T. Howell

Dr. Howell conducted an initial needs assessment. He has arranged for the training of Trinidad health specialists in Miami.

OVERSEAS VOLUNTEERS**BELIZE**

Feb. 6-10, 1985 Donato Pietrodangelo and Woody Pelt
D & L Communications
Tallahassee, Florida

Filmed, produced and distributed a Belize Country video for promotional and resource development use. The total cost was \$5,100. D & L contributed \$3,100 of this amount.

Feb. 6-10, 1985 Judy Paddon
Florida Health Fair '85
Tallahassee, Florida

Miss Paddon assessed utility of conducting a Belize Health Fair focusing on preventive care. She has donated materials on substance abuse, copy machine and coordination of the donation of miscellaneous health care information.

Feb. 6-10, 1985 Dr. Mary Dailey, Professor
Social Anthropology
Florida State University
Tallahassee, Florida

Dr. Dailey is FAVA/CA's Agriculture Chair. She identified the needs to be addressed by FAVA/CA. Since the mission she has received donations of seeds for the R.E.A.P. project and provided consultation on project proposals. Travel, per diem and consultant fee donation of \$1,882.

Feb. 6-10, 1984 Mr. Wayne McDaniel
Florida Department of Health &
Rehabilitative Services
Tallahassee, Florida

Review health program needs and was instrumental in establishing contact with the Florida Blood Banks to provide surplus supplies, equipment and technical assistance for the Belize National Blood Bank System. The Belize Plan approval was received October 1985.

Overseas Volunteers
Belize
Page 2

Feb 6-10, 1985 Ms Glenda Nelson
Florida Director of CARE
Miami, Florida

Ms Nelson provided a one day seminar on "Fundraising and Community Support Development." She also provided one-to-one technical assistance with CVSS member organizations.

Feb. 6-10, 1985 Mr. Charles Starcher, President
COMMARS
Orlando, Florida

Mr. Starcher served as purchasing agent for CVSS audio/visual equipment at wholesale or discount prices. He has donated two telex machines valued at \$600 each. Also, he has established business ventures in Belize and maintains liaison/contact between FAVA/CA and CVSS.

Feb. 6-10, 1985 Ms Glenda Wood,
Public Information Officer
Florida Department of Commerce
Tallahassee, Florida

Ms Wood conducted a one day seminar on public relations and provided individual technical assistance to CVSS members. In January 1986, Ms. Wood is scheduled to return.

Feb. 6-10, 1985 Mr. Robert Klobnak
Executive Secretary
DOCARE International
N. Miami Beach, FL

Has begun the process of establishing a rural clinic. Approximately \$15,000 worth of medical equipment is available for this project.

Feb. 6-10, 1985 Dr. Hazel McKinley
University of Central Florida

Dr. McKinley has collected textbooks, small appliances, school supplies, toys, etc., valued at \$13,000. She will also be working with the Florida Audubon Society to generate resources for a water reclamation project initiated by the Belize Audubon Society.

Overseas Volunteers
Belize
Page 3

Feb. 6-10, 1985 Mr. Bruce Cowart,
International Marketing Intern
FAVA/CA
Florida State University
Tallahassee, Florida

Mr. Cowart has been responsible for data collection for country reports. He has served as a volunteer to coordinate resources to Belize. Travel to Belize was at his own expense.

Jan. 12-14, 1984 Caroline MacLeod, M.D., M.P.H.
Director of Tropical Medicine
University of Miami
School of Medicine
Miami, Florida

Walter Livingstone,
Dade County Public Health
Miami, Florida

Dr. Robert Auguste
Miami Haitian Medical Association
Miami, Florida

Conducted seminars entitled:

"Infectious Childhood Diseases and Nutrition"

"Rats, Roaches and Rodents"

"Safe Water"

APPENDIX B

SUMMARY OF REQUESTS FOR FAVA/CA ASSISTANCE

APPENDIX

Summary of Requests for FAVA/CA Assistance

According to FAVA/CA records*, the number of requests for assistance has increased each year:

Type of Request	1983	1984	1985
Material	7	42	137
Technical Assistance	0	1	37
Donations	0	16	50
Total Number of Requests	7	59	224

Coding for the detailed "Request-for-Assistance" listing that is included in this appendix is as follows:

Calendar and Grant Year Numbers

The first digit of each of these numbers corresponds to the last digit of the year, while the final three digits represent the sequential request number in that year (e.g., 3001 is the first request for year 1983).

Category

AG = Agriculture
 ED = Education
 HE = Health
 BUS = Business/Commercial
 TRANS = Request for assistance with transportation

Disposition Columns

Four unlabeled columns on the form indicate the action taken by FAVA/CA on the request. These are as follows:

F = Request Fulfilled
 REF = Request referred to another voluntary or state agency
 NF = Request not fulfilled or referred
 UNR = Unresolved

* "Summary of Activities, 1983 - 1985," Memorandum from Dave Schmeling to David Pasquarelli, November 14, 1985. As the memorandum notes, the figures do not correspond to monthly FAVA/CA reports because some requests are for both materials or donations and technical assistance.

Value Columns

The final three columns indicate the estimated value of the service provided by FAVA/CA. In some cases (WT.) the weight of shipping or storage is reported instead of the estimated cash value.

Submitted by: _____ DS

Date: 11/13/85

REQUESTS FOR ASSISTANCE MONTHLY REPORT

MONTH OF Oct. 1985

Date of Last Report: 10/13/85

Open Cases Carried Over from Last Report: 78

YEAR TO DATE REPORT

New Cases Opened: 9

New Cases Opened this year: 161

Agriculture:

Agriculture: 20

Business:

Business: 10

Education: 2

Education: 22

Health/Environment: 2

Health/Environment: 33

Transportation Only: 4

Transportation Only: 24

Information (Misc.):

Information (Misc.): 22

Other: 1

Other: 30

Cases Closed: 3

Cases Closed this year: 107

Filled: 1

Filled: 64

Referred: 1

Referred: 24

Not Filled: 1

Not Filled: 9

Unresolved: 6

Unresolved: 17

Open Cases to be Carried Over to Next Month: 84

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store	V
Cases 001		open on August 1, 1984												
001		11/1	Alb. Schweitzer Hosp.	Misc. Items	HE	10/84			X					
001		1983	World Harvest for Christ	fishing boats	AG	"			X					
002		10/20	Faith Presby. Church	food prog. Support	AG	"		X						
003		10/24	OB GYN Hosp. Haiti	Oncology Training	HE	10/84				X				
004		10/27	Rotary Int'l	X ray Machine	HE	1/85	X				(see 4015)			
005		12/12	Snyder	Accountants	Other	10/84				X				
006		12/27	Isaie-Jeanty Hosp.	ultra sound	HE									
007		1983	Grace Child's Hosp.	misc. supplies	HE	4/85				X				
001		1/9	Alajuela Sch. Costa R.	dental operatory	HE									
002		1/17	Benito Joseph	pros. arm	HE	9/84	X				2400			
003		2/13	Snyder	water heaters	Other	10/84				X				
004		2/14	Beth Weaver	road to health	HE	10/84		X						
005		2/22	Noison/Univ. Christophe	equipment	ED	4/18/85	X				20,000		\$600	
006		3/22	Lavandier	aide sausage fact.	BUS	8/7/84		X						
007		3/84	Dr. Mary/HAVA	midwifery prog.	HE									
008		4/84	Dr. Mary	dialysis mach.	HE									
009		4/4	Agnes Smith	fabric	Other	10/84			X					
010		4/11	Armand/Int'l Univ.	lab equip.	ED	7/1/85				X				
011		5/10	State Univ System	transport	ED	12/84	X				(see 4005)			
012		5/17	Carib. Mission Serv	transport	HE	12/84	X				(see 4015)			
013		5/21	Int'l Aid Inc.	2 boats	AG									
014		6/5	Int'l Univ/Armand	curric. spec.	ED	7/1/85				X				

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store
0015		6/12	Dr. Wells/Lavalle Hosp	med. equip.	HE	12/84	x				\$400,000		\$420 \$2325
0016		6/20	St. Catherine Academy	type., microsc.	ED						\$90		
0017		6/20	Mary Barden Keagan	vol. prog. info	Other	9/84		x					
0018		6/20	Conv. Baptiste Hosp.	x ray mach.	HE	12/84	x				(see 4015)		
0019		7/11	bahamas Dev. Found.	books, socio survey	ED								
0020		7/20	Int'l Child Care	med. equip	HE	12/84	x				(see 4015)		
0021		7/24	James Bodden	med. clinic	HE	10/84				x			
0022	1	8/84	Goldman/Food for Peace	shipp. info	INFO	8/84	x						
0023	2	8/24	Rotary Int'l	transp. books	TRANS	1/85	x					10,962	
0024	3	8/27	Int'l Nurses Assoc.	gauze	HE	9/11/84	x						
0025	4	8/27	Cry for Children Inc.	bus transported	TRANS	8/27/84		x					
0026	5	9/84	Coultas/Wingarden	ag. fund.	AG	9/84				x			
0027	6	9/7	Univ. Adventista Dom.	lab equip.	AG								
0028	7	9/20	Rick ALterman	trans. books	ED	9/25/84	x					1550	
0029	8	10/84	Belize Electric Board	elektra cart	HE	8/29/85	x				\$1250		
0030	9	10/15	Mission Possible	surgical pads	HE	10/15/84	x						
0031	10	10/23	Rotary Int'l	trans. books	TRANS	4/84				x		13,000	\$300
0032	11	11/84	Hershey Corp.	workbooks	ED								
0033	12	11/13	Rotary Int'l	med. supp. trans	TRANS	1/85	x						
0034	13	11/19	CAREDOM	med. equip.	HE								
0035	14	11/31	Velda Aguet	FAMU Application	ED	1/2/85	x						
0036	15	12/84	Int'l Child Care	list of pto's	INFO	1/14/85	x						

REQUEST FOR ASSISTANCE

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store	V
015	36	2/8/85	CVSS/Ministry of Ed., Pre School Assoc.	training materials, license info,	ED									
016	37	2/8/85	Ministry of Education	workshops materials for Resource Center	Ed									
017	38	2/8/85	BELCAST	linkage with Fla. institutions	ED									
018	39	2/8/85	Ministry of Education	curriculum dev. in math, science,	ED									
019	40	2/8/85	Ministry of Education	English 2nd Lang.	ED									
020	41	2/8/85	Ministry of Ed/REAP	distance educ	ED									
021	42	2/8/85	Ministry of Education, CARE	vocational ed/ GROWTH proj.	ED									
022	43	2/7	Dr. Gonzalez, Ext. Ofc.	Sm. Farm Mach.	AG									
023	44	2/7	Augustine/4-H	seed money	AG									
024	45	2/8	Chavarria/BARD	tractor	AG									
025	46	2/8	Chavarria/BARD	rice mill	AG									
026	47	2/8	Chavarria/BARD	equip.	AG									
027	48	2/7	Augustine/4-H	ldship. train.	AG									
028	49	2/8	REAP	teacher trainer	ED									
029	50	2/8	Peace Corps	tech. train	AG									
030	51	2/7	Dr. Gonzalez, Ext. Ofc.	food pkg. equip	AG									
031	52	2/7	Dr. Gonzalez, Ext. Ofc.	proc. equip.	AG									
032	53	2/10	Celia McCorkle	hotel/rest. train.	BUS									
033	54	2/8	Chamber of Commerce	PR Seminar	Other									
034	55	2/7	Hall Public Info. Ofc.	PR Seminar	Other									
035	56	2/7	Young/Dept. Tourism	use video equip	Other									

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store	V
5037	58	2/8	Smith/Sanitation	sanitary land fil	HE									
5038	59	2/8	Smith/Sanitation	lab equip./water	HE									
5039	60	2/8	Smith/sanitation	in-serv. training	HE									
5040	61	2/8	Smith/sanitation	rat control	HE									
5041	62	2/7	Gibson/Mini. Health	blood bk. equip.	HE									
5042	63	2/7	Augustine/4-H	bus	Other									
5043	64	2/8	Mayor Lizama, Belize Cty.	garbage truck/ sanit. land fil	HE									
5044	65	2/7	Locke/Red Cross	wheel chair build. industry	HE									
5045	66	2/8	Locke/Red Cross	wheel chairs	HE									
5046	67	2/8	Mayor Lizama	sports equip	HE									
5047	68	2/7	Dr. Gough/Hospital	med. journals, etc	HE									
5048	69	2/7	Rankin/Health Edu.	visual aid materials	HE									
5049	70	2/7	Dr. Gough/Hospital	videos pat. edu.	HE						\$450			
5050	71	2/7	Rankin/Health Edu.	train prep. mat.	HE						\$ 20			
5051	72	2/7	Gibson/Minis. Health	drug abuse prog.	HE									
5052	73	2/8	Mayor Lizama	drug abuse prog.	HE									
5053	74	2/8	CVSS	PR Seminar	Other	2/8/85	x						Travel =	
5054	75	2/8	CVSS/Fuller	goodwill exchanges	Other								\$1151 ₂₇	\$2
5055	76	2/8	CVSS	Peace Corps prop.	ED	2/85	x				travel		\$312	\$15
5056	77	3/85	Child. Haiti Med. Miss.	trans. med. sup.	TRANS	3/85		x						
5057	78	3/6	Horne/HAVA	trans. med. sup.	TRANS	5/8/85	x					8057	\$989	

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Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store
5058	79	3/7	Agape Flights	acquire aircraft	Other	4/2/85	x	x					
5059	80	3/15	Int'l Rotary	information	TRANS	4/4/85		x					
5060	81	3/15	Nat'l Health Scr. Coun.	telex	Other	3/13/85	x				\$800		
5061	82	3/18	Help for Progress, ltd	trop. crop info, etc.	AG								
5062	83	3/18	Mission Possible	acquire st. license	Other	3/19/85	x				\$5000		\$2
5063	84	3/25	Agape Flights	customs asst.	Other	3/29/85	x						
5064	85	3/26	Fl. Movers	guest speaker	Other	3/26/85	x						\$2
5065	86	3/27	STAC	contacts for opth.	BUS	3/27/85	x	x					
5066	87	4/2	Missions Motion/Possible	info. air. auct.	Other	4/2/85	x						
5067	88	4/2	John Kennett	info. airc. auct.	Other	4/2/85	x						
5068	89	4/2	World Miss. Alliance	info. airc. auct.	Other	4/2/85	x						
5069	90	4/5	Presby. Ch/L. Gordon	Communiques	INFO	4/8/85	x						
5070	91	4/8	Nancy Ahlin	trans. books	TRANS	7/11/85	x						
5071	92	4/9	Operation Seareach	med. lab equip.	HE								
5072	93	4/12	Tony Lefavre	trans. books	TRANS	7/11/85	x						
5073	94	4/15	World Relief	info on orgen.	INFO	4/15/85	x						
5074	95	4/15	Bel. Audubon	equip. water test.	AG								
5075	96	4/16	Ministry Health Belize	Patient referral	HE	4/18/85		x					
5076	97	4/30	Mary Jim Everidge	info. packets, country rep. etc	INFO	4/30/85	x						
5077	98	4/30	Placement Ofc. CVSS	Employ, Skills Mat.	ED	4/30/85	x				\$24		

REQUEST FOR ASSISTANCE

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store
5078	99	5/7/85	Michelini	info. on contact	BUS	5/7/85	X				-		
5079	100	5/9/85	Shilo Compassion Outreach, Haiti	customs info	OTHER	5/9/85	X				-		
5080	101	5/8/85	Teel, HAVA Health Comm.	pediatric seminar	HE	5/31/85	X				Travel cost		\$404.60
5081	102	4/25/85	Dr. Jerome	info. on toxic materials	HE	5/20/85				X			
5082	103	4/25/85	Rosanne Wood	volunteer position	ED	7/25/85	X						
5083	104	5/17/85	Marie Wray	scholarship info, typewriters	ED								
5084	105	5/21/85	Pastor Robinson	develop. Haiti Proj.	Other	6/5/85		X					
5085	106	5/21/85	Campos, Mini. Sports	sports programs	ED								
5086	107	5/21/85	Governor's Ofc.	info. LIFE Int'l	INFO	5/29/85	X						
5087	108	5/23/85	Dr. Weber	job position	Other	5/31/85				X			
5088	109	5/21/85	Mark McGowan	job position	Other	5/31/85				X			
5089	110	5/7/85	Arthur Emens	vol. position	Other								
5090	111	5/21/85	Leslie V. Benschoten	nursing vol. pos.	HE	5/21/85		X					
5091	112	5/28/85	CBI Res/ St. Johns Sch.	\$25,000 classes	ED								
5092	113	5/28/85	DBI Res/Choisoul Police	motor vehicle	Other								
5093	114	5/85	Dr. Hidalgo	commercial info	BUS	5/21/85		X					

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Cate-gory	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store	V
94	115	6/1/85	REAP Project	veg. seeds	AG									
95	116	6/3/85	G. Faltin Traeger	info. on D.R.	INFO	6/10/85	X							
96	117	6/11/85	Daytona C.C.	Transport books	TRANS									
97	118	6/11/85	John Stokesberry	Briefing on Haiti	INFO	6/11/85	X							
98	119	6/12/85	Dr. Bob Wells	transp. relief goods to El Sal	TRANS	7/16/85			X					
99	120	5/14/85	Snyder/ICC	10 brochures on FAVA/CA	INFO	7/2/85	X							
00	121	6/24/85	HAVA	Skillsbank info	INFO	6/26/85	X							
01	122	6/27/85	Robt. Monaco/COMARE	info on FAVA, Haiti country report & FAVA brochures	INFO	6/27/85	X							
02	123	6/27/85	Sharkey/Dept. Educ.	501c3 info	INFO	6/27/85	X							
03	124	6/11/85	Dr. Manuel Hidalgo	joint venture	BUS	6/30/85		X						
04	125	6/17/85	PROMESA	Joint venture	BUS	6/30/85		X						

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store
5105	126	7/1/85	Governor's Ofc.	info on osteo.	INFO	7/1/85	x						
5106	127	7/1/85	Trish Mann	info on FAVA/CA	INFO	7/1/85	x						
5107	128	7/2/85	People to People	trans. solar equip.	TRANS	7/19/85		X					
5108	129	7/2/85	AMERICARE	Trans. newsprint	TRANS	7/2/85		X					
5109	130	7/9/85	Sister cities	Info on computer	INFO	7/9/85							
5110	131	7/10/85	Arthur Emmens	Shoes to cite simone	TRANS								
5111	132	7/8/85	Tampa Port Authority	directory of US businesses in Mexico	INFO	7/8/85	X						
5112	132	6/18/85	D & L Communications	solicit support for project	OTHER	6/21/85	X						
5113	133	7/18/85	Bob Hendry	BIC Pac	INFO	7/18/85	X						
5114	134	7/16/85	Cities in School	Pharmaceuticals	HE								

Cal. Yr. #	Grant Yr. #	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store
5115	136	7/29/85	Belize Natil Approp. Tech. Council	photo copy, gest- ether, table saw, drill press, bench grinder	AG								
5116	137	7/31/85	PADF	Orthopedic equip	HE								
5117	138	8/1/85	Martha Corvea	skillsbank form	INFO	8/1/85	X						
5118	139	8/1/85	Carl Peters/St. Luke's Eye Clinic	FAVA/CA info	INFO	8/1/85	X						
5119	140	8/2/85	Ken Wells, Family Found.	Membership Info	INFO	8/2/85	X						
5120	141	8/6/85	Antonio Caliendo	Skillsbank form	INFO	8/6/85	X						
5121	142	8/22/85	Impact With God Ministries	Transport funds for medical supplies	TRANS								
5122	143	8/26/85	Bruce McLean	Health Management position	OTHER								
5123	144	8/26/85	Henry Jibaja	Info on Central Am	INFO	8/26/85	X						
5124	145	8/26/85	HAVA/Christian Reformed World Relief Comm.	2 personal computers	OTHER								
5125	146	8/29/85	Int'l Child Care	Funds for Haitian dr. to attend meeting	HE	8 29 85		x					
5126	147	8/85	HAVA	office equip.	OTHER								
5127	148	8/22/85	N.A.N. Ducreay	T.A. on Citrus winemaking	AG								
5128	149	8/22/85	Int'l Aid	info on Central America	INFO	8/22/85	X						

REQUEST FOR ASSISTANCE

Cal. Yr.#	Grant Yr.#	Date Open	Rec'd From	Item	Category	Date Close	F	REF	NF	UNR	Value	WT.	\$Ship/Store	Vc
129	150	Sept	Action Orthopedics	(D) Med Supplies	HE									
130	151	9/11	Mrs. Ralph Lee	(N) 8 wheelchairs	TRANS		X				\$3,600	500		
131	152	9/26	Dr. Piano	(D) Exam Table	HE					X				
132	153	Oct.	Hazel McKinley	(N) Books, supplies	TRANS					X				
133	154	10/11	World Relief	(N) Tents, Mex.City	TRANS	10/14		X						
134	155	10/16	BELCAST	(N) Books	ED					X				
135	156	10/16	Belize Christian Counl	(N) JUKI sewing M	OTHER					X				
136	157	10/20	HRS	(D) Books	HE					X				
137	158	10/22	PADF	(N) Med Supplies	TRANS	10/25			X					
138	159	10/23	Int'l Child Care	(D) 50 hosp beds	HE	11/1	X							
139	160	10/25	PADF	(N) Ship to port	HE					X				
140	161	10/29	BARD	(N) Tools etc.	ED					X				