

ANNEX D

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

AGENCY FOR INTERNATIONAL DEVELOPMENT

MISSION TO HAITI

OFFICE OF THE DIRECTOR

For U.S. MAIL

USAID / HAITI

Department of State

Washington, D.C. 20520

For INTERNATIONAL MAIL

USAID / HAITI

P.O. Box 1634

Port-au-Prince, Haiti, W.I.

JUL 11 1984

Mr. Pierre Armand
Haitian Association of Voluntary
Agencies
60, Rue Geffrard
Port-au-Prince, HAITI

Dear Mr. Armand:

Subject: Operational Program Grant No. 521-0181-G-00-4068-00
Caribbean Basin Initiative Supplemental Appropriation

Pursuant to the authority contained in Section 521 of the Foreign Assistance Act of 1961, as amended, and Chapter III of the Supplemental Appropriations Act of 1982 (PL 97-257), the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby provides to the Haitian Association of Voluntary Agencies (hereinafter referred to as "HAVA" or "Recipient") the sum of Three Hundred Sixty Four Thousand United States Dollars (U.S. \$364,000) in financial assistance for the purpose of improving, expanding and institutionalizing essential functions in support of its P/O membership in Haiti, as more fully described in Attachment 2, entitled "Project Description".

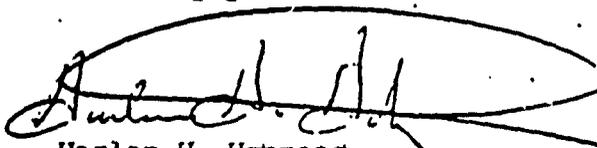
This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives through the estimated completion date of August 30, 1986.

This Grant is made to the Recipient on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, the Schedule; Attachment 2, the Project Description; Attachment 3, and 3A, the Standard Provisions, and Procedures to Obtain Disbursements and Attachment 4, the Assurance of Compliance, which have been agreed to by your organization.

95

Please sign the original and seven (7) copies of this letter to acknowledge your acceptance of this Grant, and return the original and six (6) copies to this office.

Sincerely yours,



Harlan H. Hobgood
Mission Director, USAID/Haiti

ACKNOWLEDGED

By

Date

*Genit Dorsenne
ric-henclaw
for P. C. Armand*
11-7-1994

Attachments

1. Schedule
2. Project Description
3. Standard Provisions
4. Assurance of Compliance

FISCAL DATA

Appropriation: 72-1141037
LESA-84-25521-KG13
PIO/T No.: 521-0181-3-40118, Input No. 5
Project No.: 521-0181, Input No. 5
Total Obligated Amount: \$364,000
Funding Source: USAID/Port-au-Prince, Haiti

SCHEDULE

A. Period of Agreement

1. The effective date of this Operational Program Grant (OPG) is the signature date by the Mission Director as shown on the cover letter, and the estimated completion date is August 30, 1986.
2. Funds obligated hereunder are available for program expenditures for the estimated period of the effective date of this agreement until the estimated completion date.

B. Amount of Agreement and Payment

1. AID hereby obligates the amount of \$364,000 for the purposes of this OPG.
2. Payment will be made to the Recipient in accordance with the procedures set forth in Attachment 3 - Standard Provision entitled "Payment - Periodic Advance" and the USAID/Haiti established "Procedures to Obtain Disbursements". (See Attachment IIIa)

C. Financial Plan

1. The following is the Financial Plan for this OPG. A detailed Financial Plan is included as Section VI of Attachment 2 of this OPG. Revision to this plan shall be made in accordance with the Standard Provision entitled "Revision of Financial Plans".

<u>Cost Element</u>	<u>Obligated Amount</u>
1. Salary Support/Office Expenses	\$ 95,500
2. Travel	8,000
3. Office Equipment	8,950
4. Vehicle Purchase/Operation	15,200
→ 5. Technical Committee Training/Promotion	129,350
6. FVO Coordination Liaison	40,000
7. FVO Sub-Grant Fund	50,000
8. Public Relations/Fund Raising	<u>17,000</u>
Total	\$364,000

2. The Recipient may not exceed the obligated amount set forth, nor may the Recipient exceed any individual item by more than 15% of such line item, unless prior written approval is accorded by USAID/Haiti.

D. Reporting and Evaluation

1. The Recipient shall submit the following reports in English, at the time and in the quantities specified:

a. Technical Reports

The Recipient shall submit quarterly status reports, due within one month of the expiration of each fiscal quarter under the life of project, to the Office of Private Voluntary Development, USAID/Haiti, and a final report, due within one month of the expiration of the project to the same address.

b. Financial Reports

The Recipient shall submit to the responsible AID Controller all reports required under the Standard Provision entitled "Payment - Periodic Advance".

E. Alterations and Additions to the Standard Provisions

1. Of the attached Standard Provisions, the following will be deleted: 8A, 8B, 9B, 12B, 15B, 15C, 3 (a).

93

PROJECT DESCRIPTION

I. PURPOSE

The purpose of this OPG is to assist HAVA in improving, expanding and institutionalizing essential functions in support of its FVO membership in Haiti. This will better enable HAVA to coordinate and strengthen the development efforts of the considerable and diverse population of private and voluntary agencies currently operating in Haiti.

II. GENERAL DESCRIPTION

HAVA has been operating in Haiti since 1981. It was established to assist in coordinating, supporting and representing the FVOs working in Haiti. Early on it saw the need for bringing all pertinent talent and resources to bear on development problems, to produce ranges of competence and capacity beyond the potential of private voluntary organizations operating alone.

Since its foundation in 1981, HAVA has made significant progress in establishing itself as (1) a clearinghouse for the exchange of information among FVOs, (2) a respected entity capable of counseling and representing the interests of FVOs in Haiti and, (3) an effective organization for encouraging and promoting project and resource collaboration among FVOs. In order for HAVA to further strengthen, institutionalize and create a viable base for those functions, the present project was presented to AID for funding assistance.

There are five major components to this project: (1) the strengthening and institutionalization of HAVA's administrative structure, (2) the strengthening of its technical committees' administrative and support capabilities, (3) the establishment of a FVO sub-grant fund mechanism for supporting smaller FVOs, (4) the establishment of a part-time liaison position for improving HAVA and U.S. FVO relations and (5) the establishment of a public relations and fund-raising activity.

III. DESCRIPTION OF ACTIVITIES

A. Specific Objectives

The objectives of the project include the following:

1. The provision of financial support to the HAVA administrative office. This will enable HAVA to select and/or retain qualified personnel in the key positions of Secretary General, Information and Administrative Officer, "accountant," and Secretary. Furthermore it will

enable HAVA to strengthen its clearinghouse activities, develop and maintain an inventory and capability assessment of FVOs operating in Haiti, coordinate HAVA membership activities with FVO consortia such as PACT, APIID, CODEL, etc., and coordinate requisition and distribution of excess equipment to FVO members from agencies such as FAVA and PADF.

2. The provision of financial support to HAVA's five technical committees, i.e. Health and Social Services, Water and Sanitation, Small Business and Handicrafts, Education, and Agriculture; and an Emergency Preparedness/Disaster Assistance monitoring unit. This assistance will enable the various committees and the disaster unit to conduct seminars, workshops, studies, produce and publish appropriate manuals and reports, catalog products produced in Haiti, and carry out a wide variety of other development support activities, all aimed at strengthening and institutionalizing HAVA's FVO support capability.

3. The establishment of a part time position to improve HAVA/FAVA relations, coordinate resources from the USA to HAVA members and associated agencies in Haiti, and raise funds to augment grants, with specific reference to (4) below.

4. The establishment and management of a FVO Sub-Grant fund of \$50,000 for the purpose of awarding development related sub-grants to smaller FVOs in the six priority development sectors of HAVA membership as listed in (2) above.

5. The provision of financial assistance to HAVA to establish and implement public relations and fund raising activities. This will enable HAVA to upgrade its financial viability through fund raising campaigns, speaking engagement in the U.S., attending seminars, preparation of publicity material and various other activities aimed at solicitation of funds and creation of positive donor awareness.

IV. PROJECT IMPLEMENTATION

Upon project authorization, the HAVA executive committee will commence review and selection procedures to appoint and/or retain current personnel in the positions specified under the project. The selection of personnel for these positions will be in strict accordance with the qualifications and job description set out in Annex G of the HAVA project proposal. This activity will be given highest priority and should be completed within 30 days after project start-up.

HAVA's five technical committees have submitted work plans and budgets for the two year project period. Implementation of these activities will commence with project authorization in accordance with the plans and budgets submitted. Any major deviation from the plans/budgets, or

transfer of funds from one committee to another, will require prior review and authorization by the HAVA executive committee and USAID/Haiti. The emergency Preparedness/Disaster Assistance unit will follow the same procedures in carrying out its activities.

HAVA will provide funding in the amount of \$40,000 U.S. dollars to the Florida Association of Voluntary Agencies (FAVA) for the establishment of a liaison position for the improvement of relations between HAVA and FAVA and other U.S. based FVOs, and for promoting fund-raising for HAVA. Under this arrangement, FAVA has, in prior consultation, agreed to establish and appoint qualified personnel to two positions: Program Director and Administrative Assistant, to carry out this activity for a 12 month period. Prospective candidates for these positions along with detailed work plans will be submitted to HAVA and USAID/Haiti by FAVA for review and approval prior to the commencement of liaison activities. This will be completed within one month of the signing of the grant agreement. Funding of the HAVA/FAVA contract will be through Direct Letter of Commitment procedures (See Attachment IIa).

The FVO sub-grant fund will commence operation approximately six months after project start-up and will be managed as follows: All FVO members of HAVA currently operating in Haiti will be eligible to submit to HAVA requests for financial assistance for development related resources and/or services which they cannot provide for themselves. HAVA will provide guidelines to all members spelling out the procedures to be followed in requesting their assistance. These will be by category and in accordance with Annex A of this document. The maximum amount of any single grant will not exceed \$5,000 U.S. dollars. FVOs to receive these sub-grants will be selected by the appropriate HAVA technical committee(s) and will have to fulfill the following criteria:

1. Have membership in good standing in HAVA.
2. Submit written requests to HAVA, detailing the need and intended usage of the funds required. The appropriate technical committee(s) will review and approve the requests taking into account the following key criteria: 1) the technical, social and financial soundness of the requests; 2) the adequacy of targeted beneficiary participation and contribution and 3) the adequacy of implementation planning for the requested activity i.e., does request include schedule of actions, their timing and points of responsibility for carrying them out, etc. Approved FVO sub-grant requests will be included in HAVA's quarterly report submission to USAID.
3. Agree to use the funds in accordance with HAVA's Technical Committee(s) decisions, which will be recorded and submitted to USAID as part of the quarterly report.

Each FVO will agree to:

- Respect the norms set by HAVA with regard to use of sub-grant funds.
- Cooperate with HAVA in their use.

	<u>First Year</u>	<u>Second Year</u>
C. <u>TRAVEL COSTS</u>		
	5,000	5,000
Less In-house Budget Payment by HAVA	1,000	1,000
Total from AID	<u>4,000</u>	<u>4,000</u>
D. <u>VEHICLE OPERATIONS</u>		
Purchase of Jeep	15,000	
Fuel/Maintenance	1,200	1,400
Less In-house Budget Payment by HAVA	1,200	1,200
Total from AID	<u>15,000</u>	<u>200</u>
E. <u>OFFICE EQUIPMENT</u>		
Typewriter/Slide Projector	1,100	
Adm. Supplies	500	600
Computer, Software	7,750	
Less In-house Budget Payment by HAVA	500	500
Total from AID	<u>8,850</u>	<u>1,100</u>
F. <u>TECHNICAL COMMITTEE TRAINING/PROMOTION</u>		
Health and Social Services	16,150	16,150
Water and Sanitation	9,400	9,400
Small Business/Handicrafts	13,900	9,900
Education	12,400	12,400
Agriculture	9,525	9,525
Emergency Preparedness/Disaster Unit	5,300	5,300
Total from AID	<u>66,675</u>	<u>62,675</u>
G. <u>PVO COORDINATION & LIAISON (One year only)</u>		
Program Director	17,016	
Insurance	3,274	
Administrative Asst.	9,000	
Travel & Per Diem	4,200	
Vehicle Rental	512	
Office Operation	5,100	
Contingency	898	
Total from AID	<u>40,000</u>	

	<u>First Year</u>	<u>Second Year</u>
H. PVO SUB-GRANT FUND		
Micro-Grants	10,000	20,000
Mini Grants	10,000	10,000
Total from AID	<u>20,000</u>	<u>30,000</u>
I. PUBLIC RELATIONS/FUND RAISING	7,000	10,000
Total from AID	<u>7,000</u>	<u>10,000</u>
TOTAL FROM AID (Combined)	<u><u>364,000</u></u>	

93

Association Haitienne des Agences Bénévoles

Haitian Association of Voluntary Agencies



THE CHARTER OF THE HAITIAN ASSOCIATION OF VOLUNTARY AGENCIES

In the present social, economic, and political situation in Haiti, the people of the nation have expressed a need for social change and reform leading toward a democratic structure, the more equitable distribution of resources, and the respect of human rights. A basic prerequisite for this kind of social change is the complete and total participation of each citizen in the decision making process. One fundamental aspect of responsible and responsive participation is access to education and the knowledge of one's choices.

However, in Haiti, the need for widespread social change arose from a situation in which the majority were denied consideration, access to education, access to resources, and, above all, had no voice in the decision making process. These factors made it almost impossible for the people to establish a rudimentary or basic sense of self-worth, independence, and control over their lives.

The recent political changes have resulted in the collapse of the old structures, the lines of authority, and the formal and informal methods of exercising control. This has left a vacuum, a gap which will have to be filled.

The NGO community in Haiti has always worked with this majority, with the poorest of the poor, with the disenfranchised. In this delicate transitional period, the role of the NGO becomes one of paramount importance in helping the nation to rebuild, to participate in the democratic process, to shape the future.

The NGO community is already in place, organized, working with the people, earning their respect and confidence. The NGOs have a special responsibility and obligation to the people in working with them, enabling them to make their own choices with full cognizance, in order to eliminate the possibility that another similar political situation is recreated and in ensuring that the changes have not been in vain.

This responsibility, which is manifested on many levels which are all inter-related and inter-dependent, should also be reflected in our program planning, our organizational structures, and our approaches to development.

Development is a long term process whereby people change their own lives and worldviews. It follows that our role is to work in partnership, with the people to realize their potential and their aspirations.

Now, more than ever, we must remain responsive to changing needs at the community level, recognizing the legitimacy of those needs, and enabling and facilitating people in responding to their needs.

Therefore we wish to recommend the following guidelines and considerations to NGOs in Haiti in order to improve their participation in this process:

- development is a process where the impetus comes from the people;
- participation is an integral part of this process;
- the NGO should act as a partner, a facilitator, reacting rather than imposing
- projects are only relevant and appropriate when they respond to the people's needs and priorities;
- the goal of the NGO should be to encourage and support self-help efforts and increased self-reliance;
- it would follow that programs which would lead to increased dependence cannot be reconciled with these objectives;

95

- therefore, relief (i.e., food importation and distribution) should not be seen as an end in itself but rather as a short term solution which needs to be directly linked to long term development goals;
- education is a basic element of the development process leading toward increased self-determination and to more complete participation of the beneficiaries in controlling their future;
- thus, every organization has an obligation to become involved in the education and awareness-building of the communities in which we work, either through providing that education ourselves or through collaboration with other agencies working in the same area;
- We must be active in participating in the democratization of this nation, showing in both theory and action that we endorse and support the building of a pluralistic society.

It is through our actions, our commitment to participatory development, education and conscientization programs, through working examples of the democratic process, that we will be able to meet our responsibilities and obligations to this nation. It is through the unity of our objectives as a community of NGOs, our common commitment to this cause, and our recognition that we must act together, that we will be better prepared to help the majority to keep the voice which they have raised and to work with them in building a new nation.

Proposed by the Executive Committee and the Secretary General at the General Assembly of February 21, 1986 and adopted.

ANNEX F

By-Laws of the Haitian Association of Voluntary Agencies

Article 1.- Name - It is hereby created an Association of Voluntary agencies working in the Development and social welfare sectors in Haiti, named "Haitian Association of Voluntary Agencies (HAVA)". This Association is voluntary, non political, non religious and is regulated by its certificate of incorporation, its by-laws and the Haitian laws related to its purposes.

Article 2.- Seat of the Association - The seat of the Association is in Port-au-Prince, Haiti.

Article 3.- Goals - The goals of the Association are :

- 1) To serve as the representative of the Voluntary Agencies, members of the Association in all transactions or operations directly related to their goals;
- 2) To serve as an information agency;
- 3) To encourage and promote cooperation among the voluntary agencies.

Article 4.- Duration of the Association - The Association has an unlimited duration, except in the case of anticipated dissolution decided by resolution of the General Assembly.

Article 5.- The Members - The title of member of HAVA is granted to all non practical voluntary organization recognized as an agency for development and social promotion operating in Haiti provided that the following conditions are fulfilled :

- 1) Submission of licence or work permit issued by the competent authority;
- 2) Approval of the Executive Comity of HAVA;
- 3) Payment of the annual subscription;
- 4) Obligation to act and serve in the framework of the regulation and by-laws of HAVA.

Article 6.- Structure of the Association - The Association is structured at two levels. It is formed on the one hand by the members gathered in a General Assembly and on the other hand, by an Executive Comity in charge of the management and a General Secretary in charge of the Administrative personnel.

Article 7.- The General Assembly - The General Assembly is formed by all the members of the Association. It has final decision on any matter concerning HAVA. It appoints to manage the Association proxys, chosen among its members and forming the Executive Comity.

The members meet every two months in a General Assembly upon notice of the Executive Comity, on the day, time and place indicated. These notices are given in writing at least ten days before the date of the

meeting.

The quorum is reached when one third of the members of the Association are present or represented. If this number is not reached after a first notice, a second notice is sent and, this time, the General Assembly decides whatever the number of members present or represented. The resolution are adopted at a majority of the vote of the members present or represented at the meeting. However, any election or amendment of the by-laws, approval of the budget or all other important financial transactions require at least 51% of the members must be present or represented at the meeting.

Each member organization is allowed one vote. Only written powers of attorney are accepted.

Article 8.- Duties of the General Assembly -

- 1) The General Assembly has power to modify, amend or change the by-laws of the Association;
- 2) This Assembly elects the Executive Comity of the members of the Association in order to help reach the goals and purposes of the Association and gives any power deemed necessary to this Comity;
- 3) This Assembly approves the budget, the daily activities and the financial reports of the Association;
- 4) In addition this Assembly has all powers, can do or recommend anything deemed necessary for the goal operation of the Association.

Article 4.- The Executive Comity and the Members - The Association is managed by an Executive Comity of seven members : one President, one Vice-President, one Secretary, one Treasurer and three advisors.

The members of the Executive Comity are appointed for a period of one year and are eligible for three consecutive terms.

In case of vacancy in the Executive Comity because of death, resignation or any other reason, the vacant seat is filled by unanimous vote of the other members of the Executive Comity. These temporary nominations of the Comity are submitted to the approval of the General Assembly at its next meeting, the decisions taken and the acts accomplished remains valid.

The Executive Comity members shall accept a salaried job or a contract with HAVA only after one year from the date of termination of their term. Exceptionally, this prohibition can be waived by a unanimous vote of the members of the Executive Comity ratified at least 51% of the members of HAVA.

The Comity meets at least once a month, upon notice of its President or its Vice-President and as often as it may be necessary for the good interest of the Association, either at the seat of the Association, or at any other place indicated in the letter of notice. The quorum is reached by the presence of five members. Proxies are accepted, however,

98

each member can carry only one proxy.

The Executive Comity has very wide powers to act in the name of the Association toward any third party or any member of HAVA. It can, in addition, enforce or authorize any acts or operations related to the goals of the Association. Particularly, it has power to execute any Administration or disposition act not specifically reserved to the General Assembly by statute or by the present by-laws, The decisions are adopted by unanimous vote of the members present at the meeting.

The members of the Executive Comity are not paid for their services, but the travel expenses incurred by the Comity or any duly authorized member on business or for representation at special meetings are fully reimbursed.

The Executive Comity has power to authorize expenses in the name of the Association in the limits of the budget, to determine the salary of the employees and to start negotiations with financing agencies in order to obtain funds to cover administrative expenses. Decisions to accept the funds shall be ratified by the General Assembly.

In case the Executive Comity would not reach a unanimous vote on an essential point, such as : negotiation of financial agreements, hiring and contracts of employees, acceptance of new members, the question shall be submitted to the General Assembly at the next meeting.

The Executive Comity of HAVA can represent the member organizations before the Haitian Government with their written authorization.

Article 10.- Responsibilities of the Executive Comity -

- a) The President is the chief executive officer of the Association. He presides all the meetings of the Association and the ones of the Executive Comity. He supervises the operations of the activities of the Association and he makes sure that the orders and resolutions of the General Assembly are enforced.
- b) In case of absence or incapacity of the President, he is temporarily replaced by the Vice-President.
- c) The treasurer is in charge of the security of the funds of of the Association and shall keep true account of the financial transactions. He shall present a report to the Executive Comity at the ordinary meetings of the Association and shall verify the accounting books every three months.
- d) The Secretary shall prepare the minutes of the meetings of the Executive Comity and keep them in books specially designed to that effect.

Article 11.- The Administrative Personnel - The Secretary General is appointed by the Executive Comity. This nomination shall be ratified by the General Assembly. He is member of this Comity and has power to open a bank account for the daily operations of the Association he has charge of. He has no voting right but can participate in the discussions, express and defend his views. The whole administrative

personnel is placed under its direction and he controls the daily operations of the Association. His specific duties are decided upon by the Executive Comity.

Article 12.- By-Laws - The Executive Comity or any member of the General Assembly can, during a meeting of the General Assembly, propose any amendment to the by-laws. An affirmative vote of 2/3 of the members present at the meeting is required to approve the amendment proposal.

Article 13.- Audits - Before the end of the fiscal year, the Executive Comity shall hire an auditor to control the accounting books of the Association and the report of this audit is presented at the first General Assembly meeting of the next fiscal year.

Article 14.- Signature and Certification of document - To be valid, any document or contract has to bear the signature of two members of the Executive Comity. The Secretary General has power to sign contracts and documents for value not exceeding \$500.00. Any document for a greater value shall be countersigned by a member of the Executive Comity. The Secretary General can perform expenses not exceeding twenty-five thousand dollars (\$25,000.00) a year.

Article 15.- Rules and Regulations - The Executive Comity can impose regulations not contrary to the by-laws and related to the management and operation of the Association, if the Comity deems necessary that they be effective while writing for the next General Assembly meeting which shall accept or reject them.

ANNEX G

LISTE DES MEMBRES DE LA HAVA

ACTION FAMILIALE D'HAITI

AIDE AUX ENFANTS

ALLIANCE POUR L'ENFANCE ET LE DEVELOPPEMENT COMMUNAUTAIRE

ARMEE DU SALUT

ASSOCIATION D'ASSISTANCE MEDICALE AUX HUMBLÉS (AAMH)

ASSOCIATION DES EGLISES EVANGELIQUES

ASSOCIATION NATIONALE DES GUIDES D'HAITI (ANGH)

ASSOCIATION NATIONALE DES SCOUTS D'HAITI (ANSH)

BAPTIST HAITI MISSION

BIBLE CHRISTIAN MISSION

BLUE RIDGE CHRISTIAN HOME

CARE

CATHOLIC RELIEF SERVICES (CRS)

CENTRE CANADIEN D'ETUDES ET DE COOPERATION INTERNATIONALE (CECI)

CENTRE D'EDUCATION SPECIALE (CES)

CENTRE HAITIEN DE RECHERCHES POUR LA PROMOTION FEMININE (CHREPROF)

CHRISTIAN CHILDREN'S FUND / HAITI

CHRISTIAN REFORMED WORLD RELIEF COMMITTEE (CRWRC)

CHRISTIANVILLE FOUNDATION, INC.

COMITE DE BIENFAISANCE DE PIGNON

COMITE HAITIEN DE DEVELOPPEMENT (CHADEV)

COMITE PAROISSIAL DE BAINET

COMITE PROTESTANT D'ALPHABETISATION ET DE LITTERATURE (CPAL)

COMMUNAUTE MARMONTAISE EN ACTION (COMAAC)

COMPASSION INTERNATIONAL, INC.

COMPLEXE MEDICO-SOCIAL DE LA CITE SOLEY

CONCILE DES EGLISES EVANGELIQUES D'HAITI (CEEH)
CONVENTION BAPTISTE D'HAITI (CBH)
COOPERATION HAITIANO-NEERLANDAISE (COHAN)
COOPERATIVE HOUSING FOUNDATION
COUDE A COUDE DEVELOPPEMENT VALLEEN (CODEVA)
COOPERATION POUR LE DEVELOPPEMENT INTEGRE DE LA PROMOTION
PAYSANNE (CODIPP)

EGLISE CHRETIENNE DES RACHETES D'HAITI
EGLISE DE DIEU DE LA PENTECOTE
EGLISE DE L'ALLIANCE CHRETIENNE INDEPENDANTE
EGLISE EPISCOPALE D'HAITI
EGLISE METHODISTE D'HAITI
EGLISE WESLEYENNE D'HAITI
ENFANTS NECESSITEUX D'HAITI

FONDATION HAITIENNE DE DEVELOPPEMENT (FHD)
FONDATION HAITIENNE DE LA SANTE ET DE L'EDUCATION (FHASE)
FONDATION PEDODONTIQUE D'HAITI
FONDS HAITIANO-ALLEMAND POUR LE DEVELOPPEMENT RURAL (FONDEV)
FOUNDATION FOR INT'L DEVELOPMENT ASSISTANCE (FIDA)
FREE METHODIST HAITI INLAND MISSION
FRIENDS OF THE CHILDREN OF LASCAHOBAS

GRACE MISSION, INC.

HAITI MISSION, INC.
HOME HEALTH CARE (AMEN)

INTERNATIONAL CHILD CARE (ICC)

JESUS FAMILY MINISTRIES

KREDO (COMMUNAUTE DES REQUINS ET DAUPHINS OUVRIERS)

MENNONITE CENTRAL COMMITTEE (MCC)

MENNONITE ECONOMIC DEVELOPMENT ASSOCIATES (MEDA)

MINNESOTA INTERNATIONAL HEALTH VOLUNTEERS

MISSION AVIATION FELLOWSHIP (MAF)

SILOAM INTERNATIONAL

MISSION EGLISE BAPTISTE INDEPENDANTE

MISSION EGLISES EVANGELIQUES BAPTISTES ASSOCIEES

MISSION POSSIBLE

MISSION FOR CHRIST, INC.

NEW ENGLAND AND WORLD MISSION

OEF INTERNATIONAL

OMS INTERNATIONAL

PAN AMERICAN DEVELOPMENT FOUNDATION (PADF)

PARTNERSHIP FOR PRODUCTIVITY / HAITI

PLAN DE PARRAINAGE / FOSTER PARENTS PLAN

SAINT PHILOMENE HEALTH CENTER

SAVE THE CHILDREN FEDERATION

SELF-HELP HOUSING FOUNDATION

SERVICE DE PROCHAINS HAITIENS

SERVICE CHRETIEN D'HAITI

SEVENTH DAY ADVENTIST WORLD SERVICE (SAWS)

SODEC

SON LIGHT MISSIONS

UNION EVANGELIQUE BAPTISTE D'HAITI

UNION D'ENTRAIDE HUMANITAIRE (UEH)

UNIVERSITE ROI HENRY CHRISTOPHE

VISION SUR LE MONDE / WORLD VISION

WINROCK INTERNATIONAL

WEST INDIES SELF-HELP

101

ANNEX H

ZONES DE CONCENTRATION POUR L'INSTALLATION DES POMPES A MAIN INDIA MARK II
ET AGENCES GOUVERNEMENTALES/ONG RESPONSABLES DE L'ENTRETIEN

(I)

DEPARTEMENT/ZONE	AGENCE/ONG	ACCORD	REFERENCE	ANNEXE	RESPONSABLE
<u>NORD-OUEST</u>					
1. Plaine de l'Arbre et zones sélectionnées du Nord-Ouest Jean-Rabel/Lacmat	Organisme de Développement du Nord-Ouest (O.D.N.O.) Union Evangélique Baptiste d'Haïti (U.E.B.H.)	Accord Conclu en négociation pour les zones de Jean-Rabel, Lacmat, Passe Catabol	Plan d'Action SNEP/UNICEF/ODNO Copie correspondance	Annexe I Annexe II	Directeur Général ODNO Agronome Sainave St-Fort Directeur Projet Passe Cat M. Ben Loyer
<u>NORD</u>					
2. Plaine du Nord	Organisme de Développement du Nord (O.D.N.) Oriental Mission Society (O.M.S.) Convention Baptiste d'Haïti (CBH)	Accord général entre SNEP et ODH en négociation en négociation	- Copie correspondance Copie correspondance	- Annexe III Annexe IV	- Responsable projet comptable M. David Shefferly Consultant CBH, M. Jack B.
<u>NORD-EST</u>					
3. Plaine de Ferrier	Organisme de Développement du Nord (O.D.N.) Convention Baptiste d'Haïti (CBH)	Accord général entre SNEP et ODH en négociation	- Copie correspondance	- Annexe IV	- Consultant CBH, M. Jack B. Responsable Projet Eau Pote CBH pour le Nord-Ouest M. Ed Brenthan
<u>ARTIBONITE</u>					
4. Basse Plaine de Conaives	Organisme de Développement de la Plaine de Conaives (O.D.P.G.)	Accord conclu	Copie Accord	Annexe V	Directeur Général O.D.P.G. Agr. Milien Joseph
5. Plaine de l'Artibonite	Convention Baptiste d'Haïti (CBH)	en négociation	Copie correspondance	Annexe IV	Consultant CBH, M. Jack B.
<u>CENTRE</u>					
6. Plateau Central	Christian Reformed World Relief Committee (CWRWC)	Accord conclu	Copie Accord	Annexe VI	Directeur CWRWC M. Marvin DeVries
<u>QUEST</u>					
7. Plaine de Léogane	Hopital Ste-Croix	Accord conclu	Copie Accord	Annexe VII	Directeur Médical Hopital Ste-Croix, Dr. David McNealy
8. Elo de la Conave	Compassion International	en négociation	Copie correspondance	Annexe VIII	Directeur Compassion Intern M. Dan Cook
9. Plaine du Cul de Sac	Projet Rivière Blanche (PRB) du Ministère de l'Agriculture	Accord conclu	Copie Accord	Annexe IX	Directeur PRB Agr. Fritz Boutin

ZONES DE CONCENTRATION POUR L'INSTALLATION DES POMPES A MAIN INDIA HAÏK II
ET AGENCES GOUVERNEMENTALES/ONG RESPONSABLES DE L'ENTRETIEN

(11)

DEPARTEMENT/ZONE	AGENCE/ONG	ACCORD	REFERENCE	ANNEXE	RESPONSABLE
<u>SUD EST</u> 10. Côte de Fer	Water For Life	Accord conclu	Copie Accord	Annexe X	Responsable Projet Eau Potable M. Leon Miller
<u>GRANDE ANSE</u> 11. Petite Rivière de Nippes et zones sélectionnées	Centre de Median	en négociation	Copie correspondance	Annexe XI	Directeur du Centre Median le R.P. Michel Marchand
<u>SUD</u> 12. Plaine des Cayes	Service Chrétien d'Haïti	Les opérations de forage du SCH ont été suspendus tempo- rairement			

EDITORIAL

During the months that you have not received this newsletter, gTIH and HAVA have nonetheless been hard at work on other publications. As a result, we have five new publications available to our readership this year: the interim report on HAVA activities; the HAVA Annual Report in English and French; the first of a series of gTIH Occasional Papers, this one entitled 'The Transfer of Appropriate Technology', also in both languages; a draft Procedures Handbook for HAVA, presently in English, to be translated into French by end-1985; and the report of the HAVA Agricultural Committee seminar on 'The Role and participation of NGOs in Agricultural Production and Rural Development'.

We have also put into place the mechanisms for HAVA's PVO Grant Fund. The purpose of this grant is to provide small funding assistance to development projects, either presently or potentially supported by HAVA Member Agencies.

The PVO Grant Fund is a rather unique experiment. USAID/Haiti has provided HAVA, under its current OPG agreement, with an amount of US\$ 50,000 to be disbursed through the fund. Decisions regarding the allocation of these funds is the responsibility of a HAVA Committee. The membership of HAVA's Technical Assistance Request Review Committee [TARRC] is comprised of representatives from the HAVA Executive Committee and Sectoral Committees.

HAVA has attempted to keep the fund's requesting, monitoring and final evaluation procedure as

[contd.]

the BULLETIN

A JOINT NEWSLETTER OF

HAVA



THE GROUPE TECHNOLOGIE
INTERMEDIARE D'HAITI
17, Avenue Wilson Zeme
Pocot, Port-au-Prince
D.P. 15233, Port-au-Prince
Phone: 5-1127

THE HAITIAN ASSOCIATION
OF VOLUNTARY AGENCIES
26, Avenue Ducloux
Port-au-Prince
D.P. 2451, Port-au-Prince
Phone: 2-2210

M E E T I N G S A N D S E M I N A R S

A number of seminars have been organised by the HAVA Sectoral Committees this year. The Income Generation Committee seminar's theme was 'The Identification of Income Generating Activities Achievable Through Collaboration with NGOs'; the Water and Sanitation Committee held a two-day inter-agency meeting on 'The Role of NGOs Engaged in Rural Drinking Water Supply Projects, and Their Participation in the National Plan for Sanitation'.

The Health and Social Services Committee organised a seminar on 'Health for All and By All: Development of the EPI Programme in Collaboration with the GOH and NGOs'. The HAVA Sectoral Committee on Agriculture held a two-day seminar on 'NGO Training Programmes in the Agricultural Sector'.

Earlier this year, HAVA organised a special seminar on the International Youth Year, focusing on 'The Integration and Participation of Youth in Development Activities'. HAVA also recently co-sponsored a workshop on the Montessori Method.

Reports of all these seminars are available at the HAVA office.

The HAVA General Assembly Meeting of 2 August 1985 featured a special presentation by the Ministry of Mines on the Ministry's Improved Cookstove Project.

The Ministry was represented by engineers Petion Roy and Jean-Marie Rigaud, who provided members present with an overview of the research undertaken by the project to date. The project, proposed by the International Development and Research Centre, Canada, and funded by the World Bank, has been in operation for 2 years.

The Ministry of Mines has identified and developed improved models of both charcoal and wood-burning stoves. The models selected have been field-tested, and the Ministry is now seeking to identify NGOs interested in collaborating with the Ministry in establishing a promotion and distribution network. The collaboration sought would involve NGO support in the financial, logistical and training components of the distribution programme.

It is estimated by the Ministry that the retail price of each cookstove will be approximately US\$ 4.00. Whereas the

[contd.]

insights which have gone into the production of this Handbook.

We have also received a great deal of external cooperation for the establishing of formal office functioning procedures within HAVA, and we wish to thank the administrative staff of UNICEF/Haiti for their assistance in providing us with formats of the forms we wished to adapt and incorporate within our procedures.

It is our hope that the combined efforts of the people who have worked on the establishing of the PVO Grant Fund and the Procedures Handbook will benefit a large number of organisations, both in-country and in the region, inasmuch as they may serve as models for similar undertakings by other organisations. We have tried to demystify, to the extent possible, all the basic procedures intrinsic to running a medium sized organisation, or a grant-making activity.

* * *

We look forward to responses, comments and contributions from our readership for these publications. And since this editorial has, in large measure, thanked a number of agencies and individuals for their contribution to our publications, we also thank those of our readers who have contributed to the information contained in the columns of this newsletter.

With this issue, we include a new column entitled 'FOCUS', which will provide a sampling of activity undertaken by NGOs and other development agencies in one area of development per issue of 'The Bulletin'. This edition of FOCUS highlights reforestation activity, outlining some of the many valuable projects in this sector. We invite our readers to write in with additional information on projects in the areas covered by FOCUS, for inclusion in subsequent editions of the newsletter.

The next issue of FOCUS will provide readers with information on agencies engaged in drilling for groundwater for handpump installations. This write-up will be based on an inventory of organisations involved in this activity. The inventory was updated by the HAVA Committee on Water Supply and Sanitation during its recent seminar, and the information presented in the next edition of FOCUS will enable other agencies to coordinate their activities with this sector, possibly benefitting from existing services within the NGOs covered by the inventory.

We'd like FOCUS to reflect your needs, for information you require. Write in to us with suggestions for future topics, and information on your own activity. We look forward to hearing from you.

Premeeta Janssens
-- Editor

HAVA is pleased to announce the appointment of Mme. Kathy MANGONES as Information and Administrative Officer.

concise as possible, to minimise the amount of documentation which is often required to request small sums of money.

We are grateful to the agencies which cooperated with us in explaining their own granting procedures and requirements: especially the Canadian Embassy, whose outlook corresponded closest with ours.-- careful and detailed evaluation of a project before approving a request, and minimal accountability upon the granting of funds.

For each project approved, HAVA will seek funding from other agencies to reimburse the grant fund, as it is our hope that this service will continue long after the utilisation of the initial \$50,000.

Although it has been decided, in order to facilitate the monitoring and evaluation process, that these funds will only be made available to HAVA member agencies, it is hoped that the fund will most directly benefit development at the community level, through community based organisations. A community council could, therefore, receive assistance through this fund, provided that the request were supported by a HAVA Member Agency.

Perhaps the most interesting aspect of the PVO Grant Fund lies in the fact that it is a unique Haitian agency's response to Haiti's development needs. From the planning and decision process to the elaboration of grant mechanisms, the exercise has taken place in-country, the initiative of a local agency

towards meeting local funding needs.

* * *

The gTIH Occasional Papers, initiated this year, express points of view and experience on aspects of development in Haiti. The Occasional Papers are distributed free of cost, as the costs of publication of the first two have been absorbed by Imprimerie Henri Deschamps, and those to be published subsequently will be met by a grant provided to us by Cooperation Haitiano-Neerlandaise [COHAN]. Our sincere thanks to both these institutions for their very valuable support and assistance.

The gTIH Papers are intended primarily as discussion papers. They can also serve the purpose of providing a general orientation to development staff in Haiti, or to assist the programme planning process of organisations providing development assistance to this country.

gTIH invites contributions for this publication from readers of 'The Bulletin'. Manuscripts may be submitted in either French or English; translation for this bi-lingual publication will be arranged for those manuscripts which are accepted for publication.

* * *

The HAVA Procedures Handbook has been collated by the HAVA Executive Committee member currently incharge of Finance and Administration. It has been a rewarding experience to have worked with him, and we thank him for the time, expertise and

[contd.]

prototypes of these models have been constructed in Port-au-Prince, the Ministry intends the bulk of the fabrication to eventually be handled through traditional artisans in the rural areas.

The agencies present at the General Assembly Meeting, and capable/interested in collaborating on the programme are as follows: Food for the Hungry; the Salvation Army; Habitat; Christian Reformed World Relief Committee; Foster Parents Plan; and Groupe Technologie Intermediaire d'Haiti. Other agencies wishing to participate, or requiring further information, may contact the GTIH office, or the Ministry of Mines.

Earlier this year, HAVA invited the USAID/Haiti Director, Mr. Jerome French, to address HAVA members on USAID's development priorities in this country.

As 57% of the current USAID budget was allocated to USAID-funded projects being implemented by NGOs, a number of members present took an active interest in the information provided by Mr. French.

The five basic priorities established by USAID/Haiti were listed as: [1] the prevention of further degradation and destruction of Haiti's already fragile environment; [2] the creation and stimulation of productive employment opportunities; [3] reduction of the island's population/land disequilibrium; [4] attacking basic health/nutrition problems; and [5] selectively supporting literacy and functional education.

USAID/Haiti, at the time, was working on a two year action plan for the USAID programme, keyed to plan for these five priorities as the base for building a longer term strategy. In this regard, Mr. French underscored the need "to more effectively coordinate development strategies" of USAID and NGOs in order to "ensure better complementarity of our respective programs".

Mr. French's presentation was followed by a question-answer session; due to time constraints, however, it was decided to resume this dialogue at a subsequent meeting of the General Assembly.

The USAID/Haiti Director was therefore invited to the May 1985 meeting of the HAVA General Assembly, at which time he provided an in-depth presentation of the 1986-1987 USAID programme, along the priorities mentioned earlier.

Transcripts of Mr. French's presentation are available, in

[contd.]

110

French and English at the HAVA office, for readers of the 'BULLETIN' interested in acquiring a copy. Transcripts have already been made available to HAVA member agencies.

This initiative by a donor agency, and the response from the membership, has led to the planning of a HAVA Communications Seminar, scheduled for November 1985. HAVA will invite representatives from leading donor agencies supporting development activity in Haiti to present participants with a view on their respective programme priorities, encouraging comments, questions and feedback from participating NGOs.

The next meeting of the HAVA General Assembly has been scheduled for 27 September 1985.

Members are requested to make a special effort to be represented at this meeting, as HAVA requires 51% of its membership to be present in order to vote on amendments to the HAVA bylaws. A list of criteria for HAVA membership is also awaiting ratification by the HAVA membership.

T R A I N I N G A N D S T U D Y O P P O R T U N I T I E S

HAVA has recently received information on courses and training opportunities from two agencies.

HADM 700: Approaches and Concepts for Health Administration

A Graduate Course will be offered in Port-au-Prince, Haiti, December 30, 1985 to January 18, 1986 by the School of Public Health of the University of South Carolina.

The course is one of the five basic courses required for the Master of Public Health Degree in most Schools of Public Health in the United States. The course instructor will be Dr. Alan Sear, who completed his doctorate in Medical Sociology at Purdue in 1971. He has been on the faculty of Tulane and Columbia Universities, and is currently Associate Professor of Health Administration and Coordinator of Graduate Studies for the USC School of Public Health. He has extensive international work experience.

[contd.]

Participants will be provided with a course syllabus, a reading list, and readings at least two weeks before the course is to begin. The course may be taken for credit, for audit, or informally; the tuition charge for the course will, however, remain the same. The course will include a mid-term and final examination as measures of evaluation or participant progress.

To guarantee a spot for enrollment, it is necessary to pay an initial deposit of \$25 for the course. In addition, for those expecting a grade for the course, a one-time non-refundable admission fee of \$25 plus a completed application form must be sent to USC for new applicants to the University. An additional deposit of \$175 will be required of the participant by 1 October 1985 to continue to guarantee a spot. Deposits will be refunded only if the course is cancelled by the University, if there are more than 16 paid attenders, or if the participant is not admitted to the course. A maximum of 16 participants will be considered for the course. Other applicants will be added to a waiting list and will be admitted according to the earliest date that the total deposit of \$200 is received. The course will be offered for 3 semester credits at a tuition charge of \$400 including laboratory and fieldwork expenses. Readings and course materials will be a maximum of \$50 extra.

All non-native speakers of English will be required to have submitted a score for the Test of English as a Foreign Language [TOEFL] prior to their admission to the course. This will be the responsibility of the applicant. Failure to submit a score will result in the default of the deposit according to conditions indicated above. If the score is submitted prior to the beginning of the course, the applicant will not be subject to loss of deposit.

An additional 5 courses are scheduled for 1986, depending on the number of interested participants. For further information contact:

Ron Curl
Haiti Coordinator
BP 1767
Port-au-Prince
Phone: 62098/63152
Res: 64430

William B. Ward
Coord. of International Studies
School of Public Health
University of South Carolina
Columbia, SC 29208, USA
Phone: (803) 777-4862

USAID/HAITI SPONSORED TRAINING

Each year, USAID/Haiti receives funds from AID/Washington for training under the Latin America/Caribbean Training Initiatives Project [LAC II]. HAVA was recently requested to assist in coordinating PVO related training under this programme; NGOs wishing to avail of this programme should contact either the HAVA office or Mme. Nicole Jean-Marie at OPVD/USAID.

The following information has been provided to HAVA on the LAC II programme:

Purpose: To increase the number of US trained public and private sector individuals, especially the disadvantaged, at the planning, implementation, technical and administrative levels.

Location: United States, Puerto Rico, and the American Virgin Islands.

Training Duration: Short-term technical training [several weeks to several months] and long-term academic training [one to two years].

Funding: LAC II funds can be used for per diem, training materials and instruction costs. The requesting agency must fund transportation to and from the training site.

Participant Selection Criteria:

1. Participants should be in a position or have the potential to influence a development or political goal or activity. Socially and economically disadvantaged individuals will be given priority in the selection process.
2. Participants must be citizens of Haiti and be in Haiti at the time of application, screening and selection.
3. Holders of US green cards are not eligible to attend LAC II training programmes.

Types of Training:

Training under LAC II is to focus on health, nutrition, family planning, education, agriculture and rural development, science and technology, energy and environment, institution building and the private sector.

Focus of training programmes should be upgrading technicians and professionals at all levels in the sectors mentioned above to improve their planning, management, implementation, technical, and entrepreneurial skills.

* F O C U S *

FOCUS seeks to highlight priority sectors in development, and some of the approaches, projects and programmes through which NGOs in Haiti are attempting to address the needs of these sectors. FOCUS also provides information, where available, on innovative programmes initiated by the Government of Haiti, multi-lateral organisations, or bi-lateral aid agencies.

The information presented in each edition of FOCUS is a sampling of activity in the respective priority sectors, and does not attempt to provide a comprehensive summary of all programmes in each sector.

The Editor welcomes additional information from NGOs on the topics covered under FOCUS, for publication in subsequent editions of 'The Bulletin'.

APPROACHES TO REFORESTATION IN THE NGO SECTOR IN HAITI

This edition of FOCUS, researched by Kathy Mangones, seeks to demonstrate the variety of approaches to reforestation in Haiti, and the underlying complementary nature of these different viewpoints. Information on the organisational approaches featured here was based on a series of in-depth interviews conducted with representatives of these agencies.

Comite Haitien de Developpement [CHADEV]

CHADEV is a non-governmental organisation involved in a participatory integrated community development programme in Croix Fer, in the Plateau Centrale. The reforestation programme is one component of CHADEV's integrated development activities in this area, which include an irrigation programme and long-term plans for watershed protection in the surrounding mountains.

CHADEV, working jointly with members of the Croix Fer community council, has built 4.2 kilometers of irrigation canals. The primary canal system, which was inaugurated in July 1985, will serve to irrigate approximately 150 hectares of land.

Work on the secondary canal system will be effected simultaneously with an accelerated reforestation programme in

[contd.]

the Croix Fer area. Priority will be given to the reforestation of the slopes of the Ceresite mountain chain which runs parallel to the Las Cahobas chain.

Watershed protection and erosion control are priority concerns of the programme. It is also possible that the reforestation programme will lead to an increase in the underground water supply in springs which become unusable because of the decreasing watershed.

Tree Planting

The first phase of CHADEV's reforestation has been one of limited intervention. CHADEV, working jointly with the Pan American Development Foundation [PADF] programme 'Proje Pye Bwa', has planted approximately 12,000 trees during three planting seasons.

The rural agent incharge of the reforestation programme states that the overall survival rate of saplings has been high. The species planted are cassia; cassuarina; leucenia; neem; mahogany; and teak.

There appears to be a definite preference within the project for the cassuarina which, though slow-growing in comparison with other species, provides a denser, stronger wood at a younger age. Leucenia, which is faster-growing than than cassuarina, has a softer wood which limits its utilisation.

Some preliminary work is being done on identifying tree species which are best suited to the various micro-climates in the Croix Fer area. This inventory will be utilised in the second phase of the reforestation programme.

Planting Procedures

Farmers in Croix Fer have not been able to successfully plant more than 150 seedlings per planting season. Proje Pye Bwa's original suggested quantity of 500 seedlings led to a substantial loss of seedlings because of the amount of time elapsed between the distribution and the planting; and improper planting techniques because of the number of seedlings to be planted.

Very few farmers, for example, would put fertiliser or wet straw around the seedlings. In general, the farmers attempted to maximise their time at the cost of effective planting procedures, as reforestation was not perceived by the farmers as being a priority in comparison with agriculture: a 'supplementary' activity, rather than a complementary one.

It remains to be evaluated whether or not the absence of straw and fertiliser and/or the modification or elimination of other suggested procedures has significantly contributed to lowering the overall survival rate of saplings. Preliminary information suggests that it has not had a significant

[contd]

116

negative effect in the Croix Fer area.

It was suggested by the rural agent that, as reforestation activity in the area was looked upon as additional work, planting procedures should be made as time and labour efficient as possible, to ensure an adequate survival rate while encouraging the effective participation of small farmers.

Fonds Haitiano-Allemand pour le Developpement [FONDEV]

FONDEV, established in 1978, began as a charitable foundation for social service. Responding to the situation in Haiti, FONDEV policy soon shifted towards development activity in order to help the rural population achieve nutritional security. Agronome Jean Francois, Director of FONDEV, uses the term 'nutritional security' to mean the presence of a cluster of factors which ensure adequate living conditions, nutrition and health for individuals and their families.

This policy shift led to integrated community development work in Dumas, Gros Morne, Fond de Negres, Cotes de Fer and, more recently, in Bassin Bleu.

One of the basic premises of FONDEV's programmes is that the orientation of the rural people must shift from the micro level to that of a macro economy. Hence, a small artisanal sugar production becomes a 'usine a rapadou', or a factory. An effort is made to open the mind to the possibility of working on a larger scale, and expanding conceptual abilities.

In working together with the rural population, it is also necessary to develop a common vocabulary, a shared understanding of concepts and beliefs. This shared vocabulary is crucial to any development programme, and it must be systematised in order to be accessible to both communities and agencies engaged in development.

Integrated Rural Programme

FONDEV's integrated development programme includes the following areas of intervention:

- irrigation systems;
- adult literacy programmes;
- training in small business: accounting and administration;
- the 'Centre de Ramassage' [CERAM]: a 'pre-cooperative' society of farmers which
 - extends agricultural credit;
 - improves traditional agricultural methods and lowers production prices; and
 - provides communal crop storage.

Agronome Jean Francois feels that it is very important to

[contd.]

exploit traditional agricultural knowledge in a more systematic manner. Folk knowledge is often based on fact and experience, and could become a building block in the development of a common vocabulary, facilitating the transfer of appropriate technology in the rural sector.

Reforestation

Agr. Jean Francois defines reforestation activity as comprising of three broad categories: agroforestry; arboriculture; and forest cover (couvert vegetale).

Whereas reforestation is not a major component of FONDEV's programmes, FONDEV has nevertheless been encouraging the planting of arboricultural bands in the Dumas/Ft. Liberte area.

These zones tend to be on sloped lands in order to protect the watersheds. For the most part, the arboricultural programme has not deviated from the traditional agricultural mode for the region. Mango, Avocado and Cashew are the most frequently planted species, and are used as forest cover for coffee and cacao, both of which are traditional cash crops in the area.

Hence, there is little or no planting of non-indigenous trees as in other programmes; trees are not grown for their intrinsic commercial value. There is an underlying emphasis on the use of native trees, traditional crops and working through the traditional methods.

Haiti Baptist Mission: Self-Help Project

The Self-Help Project of the Haiti Baptist Mission [HBM] has been running a small experimental nursery for many years. HBM's reforestation programme has been small scale and restricted exclusively to the area within which the mission operates.

Pastor Wally Turnbull of HBM believes that reforestation is often the last resort of the Haitian farmer, a choice made out of desperation and an absence of alternatives. His experience with tree planting programmes indicates that whereas HBM may provide coverage to areas which lie at a walking distance of 2 hours from the mission, the tree programme only affects communities which are at a distance of at least 30 minutes or more from the mission.

People who live closer to the mission have other alternatives for employment; they can drive taxis or trucks, work in shops or in people's homes. For others, the only option -- and the only solution -- remains the land. Education thus plays a lesser role in reforestation activity, than a recognition of one's sole remaining resource, and it is this reliance on the land that leads communities to seriously participate in

[contd.]

118

reforestation programmes.

In order to reach the maximum number of people, HBM gives trees to all small farmers who request them, regardless of the motivations which lead to the request. HBM considers results, and not motives, to be of primary importance.

HBM believes that most reforestation programmes begin with enthusiasm and willingness on the part of small farmers to participate in a free programme. As time passes, trees die, and fewer farmers come back. Finally, only a core group of dedicated small farmers will continue, resulting in a gradual return to an upward trend in reforestation activity. In another two to three years, when the first trees are ready to be cut or harvested, it will be possible to evaluate and weigh the actual potential and impact of the tree planting programme.

HBM feels that existing reforestation methods are inadequate; the accelerated rate of deforestation requires larger interventions, if reforestation activity is to be effective. Methods must be fast, appropriate and both time and labour efficient.

Experimental Work

The nursery has intensively experimented with methods of direct seeding which would permit the systematic planting of trees on a large scale. Organised direct seeding would result in less man hours required to plant more trees.

The constraints of direct seeding are that the seeds must be large enough to be easily handled; hardy enough to withstand the rigours of the planting method; quick germinators; and adaptable to a variety of micro-climates.

Recent species trials have shown that 'Chinus Molle' (Brazilian pepper tree/faux poivrier) is well adapted to direct seeding efforts. The faux poivrier has also been well accepted by the local tree planters, because of its adaptability and its resemblance to the pepper plant.

Both HBM and Operation Double Harvest [Mr. Ron Smith] have experimented with using leucenia in direct seeding. Double Harvest planted approximately 1,000 carreaux with leucenia near Gauthier; the initial survival rate seems promisingly high.

Pastor Turnbull feels that species trials are very important to any reforestation programme; trees appear to be far more micro-climate specific than previously thought. Trees for reforestation must be virtually weedlike, ready to adapt to varied conditions -- hence the high number of exotic, imported

[contd.]

Pan American Development Foundation [PADF]

'Proje Pye Bwa' of the Pan American Development Foundation began in 1982, with an initial planting season of 500,000 trees. PADF is currently working with 70 agencies and groups in Haiti. Now in its seventh planting season, Proje Pye Bwa is planting an average of approximately 5 million trees per year.

By PADF's estimates, the average survival rate in the agroforestry programme is 50%. Regionally, the variance is fairly large; the Northwest has an average survival rate of 10%, whereas in favourable areas the survival rate can be as high as 90%.

The institutionalisation of the Haitian agroforestry programme -- or 'trees as a cash crop' approach -- grew out of a series of extensive studies undertaken by Gerry Murray. Fuelwood trees, in particular, were an integral part of the foundations of this programme.

The initial phase of PADF's programme was characterised by an unusually high percentage of imported exotic trees, such as leucena. There is now a growing tendency towards the inclusion of native trees in the Proje Pye Bwa programme. At present, the distribution is 80% exotic trees and 20% native varieties.

Historically, most of these exotic trees have been primarily considered fuelwood trees because of their predominant use as a source of cooking fuel. PADF suggests that the small farmer has a more rational approach towards the utilisation of the trees. The farmer looks to multiple uses of the wood: as fuel, as forage, lumber and as a construction material.

Dr. Glenn Smucker, director of the programme, feels that PADF has entered the stage of consolidation; the programme is solidly in place, and the demand for trees far exceeds the existing supplies. It is now time to evaluate the system, adjust and modify it in view of experience gained, and to concentrate on 'quality control'.

Refining the programme after evaluating its initial impact will lead to an expansion of the existing nursery system, with an emphasis on species trials and more demonstration plots, and exploring other methods of incorporating reforestation into rural areas through, for example, contour planning and hedgerows.

PADF is an outreach organisation and, as such, is interested in new aspects or viable approaches to reforestation in Haiti. In keeping with PADF's recent effort to increase the

[contd.]

110

'weedlike' trees in the HBM programme.

The nursery is in the process of doing species trials with yellow flamboyant, jacaranda and both types of casuarina. Eucalyptus, which is well-adapted to the climate in Fermathe, has not been well received by the small farmers because of their belief that it leaches water and nutrients from the soil. Further efforts to propagate eucalyptus have therefore been temporarily abandoned.

HBM is also working closely with Mr. Victor Wynn, a small independent nursery owner in Kenscoff who has been experimenting with 'Mimosa Scabrella', also referred to as 'braca tenga'. The preliminary results are very promising.

The Self-Help Project is signing an accord with the Ministry of Agriculture to plant fuelwood demonstration plots near the various mission schools. The rationale is twofold: there is a real need for fuelwood, and these plots will have high public exposure.

Pastor Turnbull identifies the following areas as critical to the development of reforestation programmes in Haiti, and as areas in which technical assistance is required:

1. Direct seeding fieldwork: species trials;
planting procedures;
appropriate technologies.
2. A detailed study of the reproduction of local pine seedlings ['Pinus Occidentalis'].
3. Techniques to shorten the germination period of seeds.
4. Techniques to improve the overall survival rate.

HBM feels that reforestation must be structured on two levels: that of the small experimental programmes, compatible with the artisanal approach; and that of agroforestry on a large scale -- trees as big business. These are complementary approaches to the same problem. By incorporating both components, the overall effectiveness of the reforestation programme could be greatly increased.

The Self-Help nursery belongs to the first category: a small nursery committed to experimentation. However, Pastor Turnbull believes that their greatest contribution has been their ability to serve as a catalyst, and are proud of their on-going dialogue with, and input to, Proje Pye Bwa and Operation Double Harvest. This dialogue has led to adaptations and reciprocity on both sides, as these large programmes are undertaking activities that HBM, or other small nurseries, cannot.

[contd.]

121

numbers of native trees being planted, PADF would encourage projects which addressed endangered or increasingly rare Haitian trees. 'Campeche', for example, which makes a good construction wood, for example, might be a good species for demonstration plots.

PADF also feels that it is very important to study the more traditional forms of agroforestry, such as the planting of coffee and cocoa under the tree cover. It is also important that the social structure of agroforestry be studied: who plants and who does not, when and why are trees cut, and the dynamics of the relationship between the animator and the planter.

With the help of participating NGOs, PADF is in the process of studying in greater depth the social and economic environment of the small farmer as it relates to reforestation. The results of these studies will enable the project to re-orient itself in view of the information received, and to become more user-specific in order to better integrate the reforestation programme into the rural Haitian milieu.

* * *

Management Strategies in Haiti's National Parks

In 1983, two national parks were created by Presidential decree: Parc National Morne La Visite, and Parc National Pic Macaya. These national parks are under the auspices of the Institut National Haitien de la Culture et des Arts [INAHCA], and are jointly administered by the Ministry of Agriculture, Natural Resources and Rural Development [MARNDR] and the Institut de Sauvegarde du Patrimoine National [ISPAN].

The primary objectives of the programme are:

- to protect the main watershed areas;
- to protect endemic/endangered flora and fauna;
- to conduct scientific research.

These parks were created with funding from the Government of Haiti and USAID, and with technical assistance from the University of Florida, Gainesville and the International Union for the Conservation of Nature [IUCN]. The programme has been developed through collaboration between these various agencies.

The high mountaneous areas of Haiti are predominantly state-owned lands and, as such, intervention has been limited to government agencies. As Haiti's major watersheds are located

[contd.]

122

in these areas, protection and conservation plays an imperative role.

It has been estimated that of Haiti's 30 main watersheds, only 18 productive watersheds remain. The accelerated rate of deterioration of Haiti's natural resources through deforestation, inappropriate farming techniques, soil erosion and increased population density make the preservation of these parks a priority issue.

Parc National Morne La Visite

Altitude: 2,674 meters above sea level
 Area: 2,000 hectares
 Vegetation: Savannah, pine forest, and montane cloud forest
 Watersheds: Riviere Grise, irrigating the Cul de Sac Plain
 Riviere Blanche, irrigating the Marigot plain

Parc National Pic Macaya

Altitude: 2,347 meters above sea level
 Area: 5,500 hectares
 Vegetation: Pine forests, montane wet cloud forests, and rain forests
 Watersheds: Riviere L'Acul, irrigating the Les Cayes plain
 Riviere Torbeck, irrigating the Les Cayes plain
 Grande Ravine du Sud, irrigating the Les Cayes plain
 Riviere Cavillon, irrigating the Cavillon plain
 Riviere des Anglais, irrigating the Les Anglais area
 Riviere Port a Piment, irrigating the Port a Piment area
 Riviere des Roseaux, irrigating the Jeremie area.

Endangered and/or Endemic Flora and Fauna

These parks provide excellent protection for endangered flora and fauna, because of their relative inaccessibility and lower population density. Haiti is a country which,

[contd.]

because of its varied and diverse eco systems, has a rich variety of plant and animal life.

At present, there are over 5,000 species of plants known to exist in Haiti. Over 30% of them are endemic to Haiti. There are also 600 varieties of ferns and over 300 varieties of orchids. The exact figures concerning the number of species which are endangered is uncertain, but it appears to be appreciable.

Of the 25 endemic land mammals in Haiti, only 2 remain. The rest are extinct. There are over 220 species of birds in Haiti; 75 are endemic birds, and 45 of these species are endangered. There probably remain many undiscovered species of plants and some undiscovered species of animals in Haiti; no complete inventory has been made. For example, between 23 and 46 new land molluscs have been found to date. Without adequate protection, many species may be extinct prior to being identified and catalogued.

The Haitian national parks will be the first parks in the world to have a complete bio geophysical inventory. The University of Florida is in the process of compiling data in order to prepare an inventory of these areas, complete up to the present time. This inventory will provide invaluable work documents for persons working in related sectors in Haiti.

Protected Environmental Zones

The parks are, by definition, protected environmental zones where intervention takes place only under the authority of MARNDR/ISPAN/INAHCA. However, deforestation has been common in both parks and inappropriate agricultural practices continue.

One of the first management priorities is to establish a park guard corps, with the authority to implement regulations concerning land management and use. This would entail institution building and a training programme for the park guards.

An important aspect of environmental protection would be the presence of animators within the parks to work with small farmers in adapting their agricultural practices, making these both more effective and ecologically sound.

Secondly, it is essential to establish buffer zones within each park. The concept of buffer zones is based on a model of concentric circles, with the amount of control determined by an area's distance from the centre. For example, the innermost circle would be the area most endangered, and in

[contd.]

which the park authorities would impose the most restrictions. Reforestation would be a carefully controlled programme to try and reproduce the original environment. Species would be endemic to that area, and agriculture would be prohibited.

The second circle would be an area where compatible flora and trees could be introduced, and agriculture prohibited. The third circle could be an area in which controlled agro-forestry could be practiced within supervised conditions.

These buffer zones would enable the park authority to ensure necessary environmental protection. The concept is sufficiently flexible, because of the different levels of control and the mixed character of the various buffer zones, to enable the small farmers living within the park to continue farming in specified areas within the park boundaries.

Service de la Protection de l'Environnement/DRN underlined MARNDR/ISPAN's commitment towards actively involving the people within the park in the various programmes. One of the management plans is to establish nurseries in the parks where endemic seedlings would be grown to reforest the park; other endangered species of trees, flowers or orchids could be grown for planting in the park and in other compatible areas. These plants could also be made available for commercial sales to individuals as a means of generating income for the nursery. The local population could be integrated into the nursery and reforestation programme.

The nursery system could also be a combination experimental and teaching station where both professionals and students could work and learn.

The preservation of these parks is a development priority because of the needed protection to the watershed areas; but it is also a cultural and scientific priority because these areas are unique and valuable in terms of their contribution to Haiti's environmental heritage.

* * *

The multiplicity of approaches to the problem of reforestation is probably only surpassed by the number of organisations working in that sector. While that variety is both healthy and necessary, it underlines the need for viable and on-going means of communication between the various organisations.

We hope that this sampling of approaches will encourage a continuing feedback, enabling us to compile an exhaustive summary of all major programmes in this sector.

125

APPROPRIATE TECHNOLOGY INTERVENTIONS

With the recent emphasis placed on the promotion of trees native to Haiti within reforestation programmes, this edition of *Appropriate Technology Interventions* provides information on a species which grows wild in Haiti, with a range of useful properties of which little has been fully utilised to date.

The information contained in this section has been edited from a publication entitled 'The Horseradish Tree - a Valuable Source of Nutritious Food'. The original booklet was prepared by Alicia L. Ray of the Grace Mountain Mission for the Water of Life Project on La Gonave.

The Horseradish, or 'Drumstick', tree was originally native to India, and now grows in nearly all tropical climates. The tree is known as the Benzolive or 'Olive' tree in Haiti, and is found everywhere with the exception of humid and exceptionally high mountaneous areas.

The most important aspect of the 'Benzolive' tree is its amazing ability to survive in areas with poor soil and a harsh climate where very little else grows -- the Benzolive grows in abundance in areas ranging from Cotes de Fer in the South, to Jean Rabel in the North-West.

Groupe Technologie Intermediaire d'Haiti has experimented, to a limited extent, with the possibilities of the Benzolive tree. The results, though on a small scale, have proved extremely promising, especially with regard to community-level oil production. Benzolive oilseeds, passed through an inexpensively constructed oil press, produce an odourless, high quality oil, with excellent staying properties. Oil samples are on display at the GTIH Reference Centre, along with sketches of the production process.

GTIH would appreciate hearing from other NGOs and agencies which have worked with the Benzolive tree, in order to compile a comprehensive information sheet on the results and possibilities of utilising the Benzolive as a means to improve the nutritional status of communities where it grows.

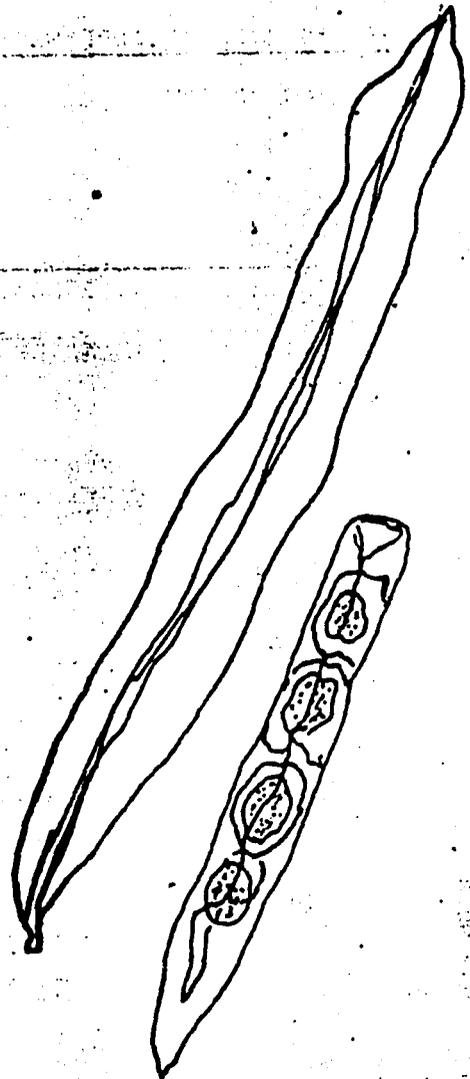
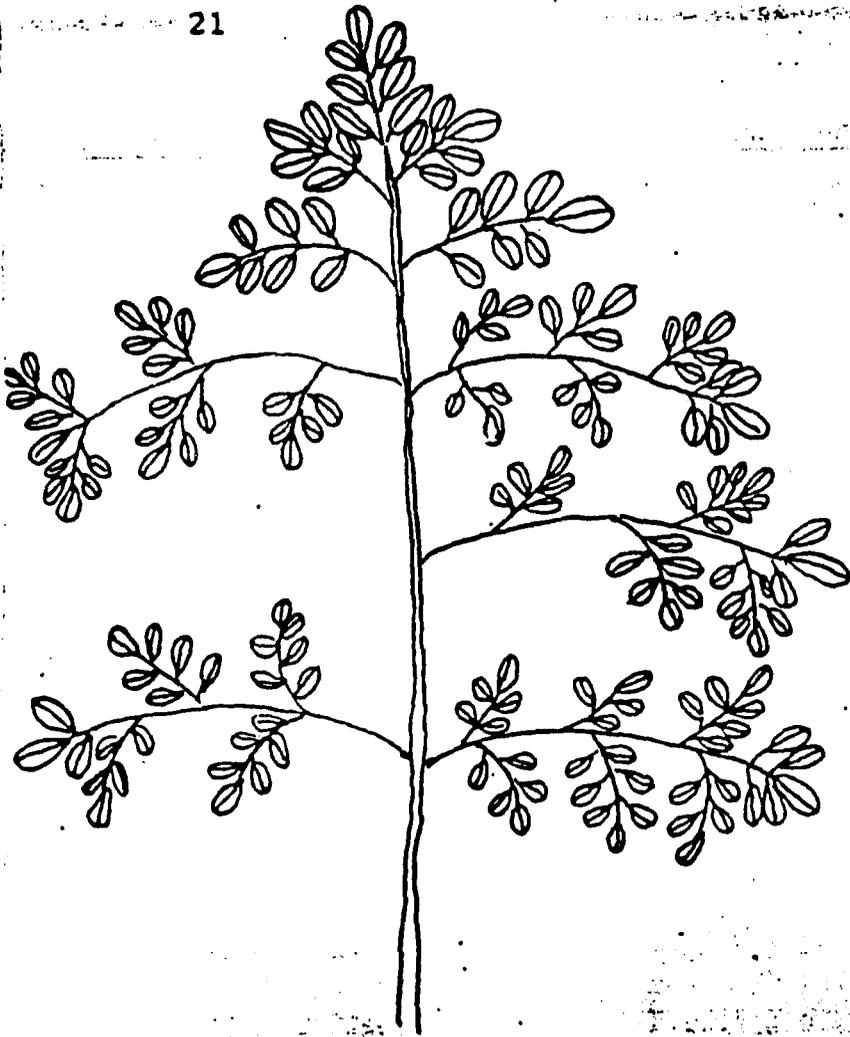
THE BENZOLIVE TREE

The Benzolive tree is easily recognised by its feathery or 'fern-like' leaves, its fragrant flowers, and its many large green or brown three-angled seed pods. Unless regularly harvested, it grows to a height of approximately 30 feet, with a diameter of 10 inches.

The Benzolive tree, in other countries, is used in a great number of ways. It is planted for its ornamental value, or in hedgerows; it is grown both domestically and commercially for its edible roots, leaves and pods; for the medicinal qualities of its leaves, flowers, bark and roots; and for the valuable oil which can be obtained from the dry seeds.

(contd.)

126



In just one year, a well-watered Benzolive tree can grow to be 15 feet high, with a 6 inch trunk diameter.

The wood of the tree is very soft and brittle, and is not used except as fenceposts. It will serve as fuelwood, but does not make good charcoal. The corky bark is used in other countries to make mats.

ITS MANY USES

Before the tree is a year old, it begins producing food. No part of the tree is poisonous.

The leaves can be harvested as soon as the tree reaches two feet in height, which takes approximately 4 months from the time of planting. About the same time, the roots are of a suitable size to be used for cooking. As use of the roots kills the tree, a certain number of trees should be planted expressly for this purpose. In 8 months, the tree begins flowering and

(contd.)

producing edible pods. Well within the first year, it is possible to harvest the dry seeds for oil production.

The leaves and young pods of the tree are palatable to both human beings and animals. The flowers attract bees, and are therefore very valuable in the production of honey. The leaves, bark and roots are used in treating anemia, colds, digestive problems and painful inflammations. The oil, which never goes rancid, can be used for cooking. It is also used commercially to lubricate watches and other fine machinery, and in making cosmetics.

CULTIVATION

The Benzolive appears to thrive in the most uncongenial areas -- near the sea, in bad soil, in dry climate. Seeds sprout readily one or two weeks after planting. Where seeds are not easily available, it is sufficient to plant a branch of an existing tree, and within a week or so it will have established itself. When used in hedgerows, this tree is cut back year after year, but it does not die.

As the branches of the Benzolive tree are very brittle, climbing the tree should be avoided. It should be regularly harvested, so that its overall height is kept to an accessible limit. In order to keep an abundant supply of leaves, flowers and pods within easy reach, 'topping-out' is useful.

At least once a year, the tree can be cut off 3 or four feet above the ground. It will readily sprout again, and the pruned branches can be replanted to grow new trees.

A VALUABLE SOURCE OF NUTRITIOUS FOOD

All parts of the tree are edible. The extent of their use, and the ways in which they are utilised is limited only by one's own imagination and tastes. Every part is good; every part is nutritious; and each has a different taste.

The Leaves

Of all parts of the tree, it is the leaves which are most extensively used throughout the world as a source of food. The growing tips and young leaves are best for this purpose.

Unlike other kinds of edible leaves, Benzolive tree leaves do not become bitter as they grow older -- only tougher. When preparing the leaves, they should always be removed from the woody stems which do not soften even with prolonged cooking. The age at which leaves are no longer used varies with individual tastes.

A book on nutrition stated the following:

"Certain green leafy vegetables should be included in all diets. But among the leafy vegetables, one stands out as particularly good. It is the horseradish (Benzolive) tree, Moringa oleifera. The leaves of this tree are outstanding as a source of vitamin A and, when raw, vitamin C. They are a good source of

(contd.)

123

B vitamins and among the best plant sources of minerals. The calcium content is very high for a plant. Phosphorous is low, as it should be. The content of iron is very good. They are an excellent source of protein, and a very low source of fat and carbohydrates. Thus, these leaves are one of the best plant foods that can be found."

The leaves are very easily digested, even by persons with digestive problems. They are also rich in iron, and are prescribed in the Philippines as treatment for anemia.

CALCIUM

[.../...]

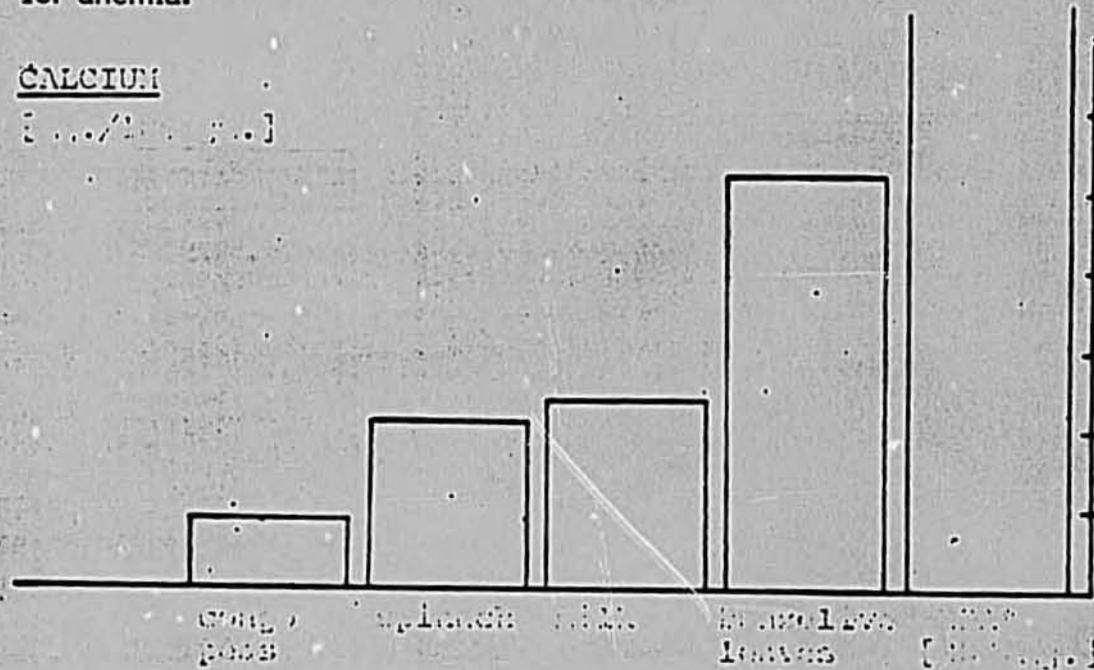
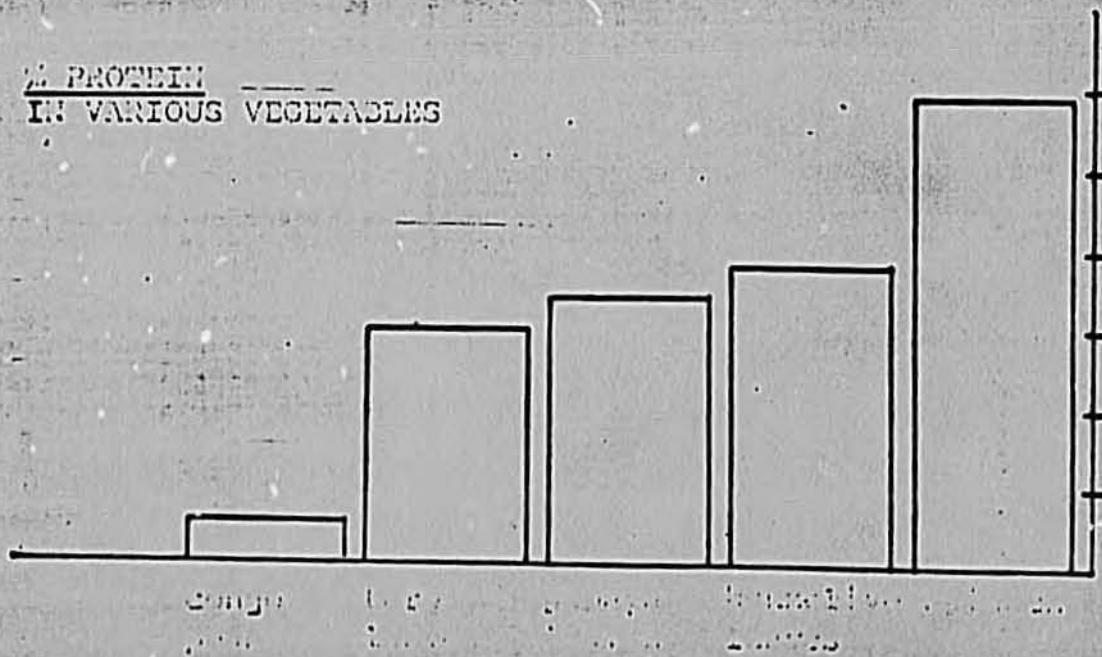
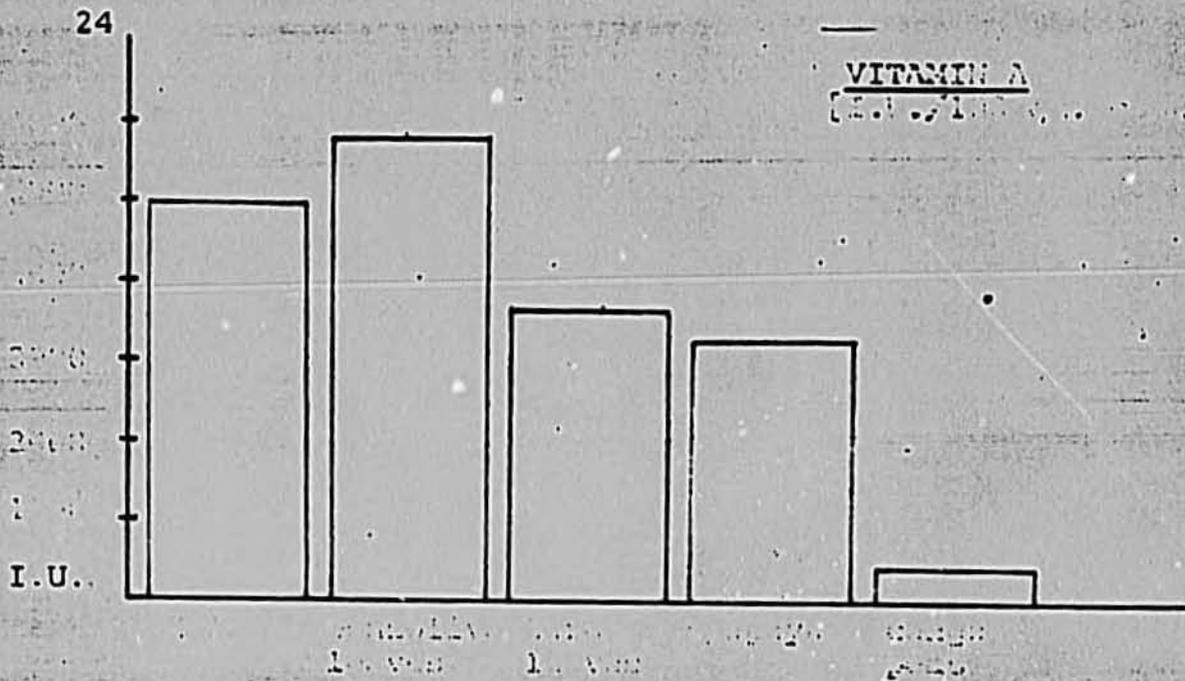


FIG. 1. Calcium content of various vegetables.

PROTEIN
IN VARIOUS VEGETABLES





Benzolive tree leaves can be prepared in the same way as spinach. A simple method is to steam 2 cups freshly-picked leaves in one cup water, seasoned with an onion, butter, salt and spices of one's choice, for a few minutes. In India, the leaves are often cooked along with diced potatoes, and are also used for seasoning and in pickles.



The Pods

When young, the Benzolive tree pods are edible whole, and have a delicate asparagus-like flavour. Pods can be used from the time they emerge from the flower cluster until they become too woody to snap easily. Pods should ideally be harvested when they are 12 to 15 inches long and 1/4 inch in diameter. At this stage, they can be prepared in a variety of ways; for example:

1. Cut the pods into one-inch lengths. Add onion, butter and salt according to taste. Boil for 10 minutes or until tender.
2. The pods can also be steamed without seasonings, then marinated in a mixture of oil, vinegar, salt, pepper, garlic and parsley.
3. An acceptable 'mock asparagus' soup can be made by boiling cut pods seasoned with onion until tender; add milk, thicken and season to taste.

Even if the pods pass the stage where they snap easily, they can still be used. They can be cut into three-inch lengths and boiled for 15 minutes or until tender, and eaten in the same manner as artichokes. It is also possible to prepare mature pods for cooking by scraping the woody outer fibres, as with mature string beans.

The Peas

As the pods mature, seeds begin to form inside. These developing seeds are the 'peas' of the Benzolive tree. They can be used from the time they begin to form until they begin to turn yellow and their shells begin to harden.

At this stage, the pods have achieved their full mature length and are 1/2 to 3/4 inches in diameter. Trial and experience are the best way to gauge the stage at which the pods can best be harvested for their 'peas'.

To open the pod, it should be taken in both hands and twisted in opposing directions. The pod can be split with a thumbnail along the line that appears.

The peas should be removed with their soft winged shells intact, along with as much soft white flesh as can be removed by scraping the inside of the pod with the side of a spoon.

The peas and flesh are coated with a sticky, bitter film which can be removed by placing them in a strainer and washing them, or, more effectively, by placing them in boiling water for a few minutes before draining off the water.

Once cleaned, they can be used in the same way as one would use green peas. They can be boiled as they are, and seasoned with butter, onion and salt, much the same as the leaves or young pods. They can be cooked with rice, as one would with any beans -- with the added advantage that they provide much more nutrition than the traditional congo peas.

(contd.)

The Flowers

The Benzolive tree is often planted simply for its ornamental value. Its delicate, sweet-smelling flowers are present almost year-round, attracting honeybees and hummingbirds.

Benzolive flowers are valued medicinally in Haiti; and infusion made with the flowers is a commonly prescribed remedy for the common cold. A cluster of flowers is placed in boiling water for approximately five minutes; a little sugar is added, if desired, to the resulting 'tea'.

It is important to remember that the Benzolive pods emerge from the flower clusters as they die. When trees are cultivated for their pods or for further propagation, therefore, care should be taken to leave sufficient flower clusters on the tree.

The Roots

The English name for the Benzolive tree is the 'Horseradish' tree, derived from the name of a common condiment which has almost the same odour and taste as the root of this tree.

In effect, the root can be used raw as one would radishes; or it can be cooked like any other tuber.

The common method of harvesting the roots of the Benzolive tree is to uproot the whole tree. Although this of course kills the tree, seeds are abundant and easily germinated; so it seems reasonable that a certain number of trees could be cultivated just for this purpose.

* * *

BIBLIOGRAPHY for 'The Horseradish Tree: A Valuable Source of Nutritious Food': prepared by Alicia L. Ray, Grace Mountain Mission, BP 2268, Port-au-Prince:

1. Brutus, Timoleon C. et A.V. Pierre-Noel. 1960. Les Plantes et Les Legumes d'Haiti qui Guerissent, Tome II. Imprimerie de l'Etat. Port-au-Prince, Haiti.
2. Leonard, Lewis Y. et Pierre G. Sylvain et Joinville Moussignac. 1931. Elements d'Art Paysager. Service Technique de l'Agriculture et de l'Enseignement Professionel. Port-au-Prince, Haiti.
3. Little, E.L. and F.H. Wadsworth. 1964. Common Trees of Puerto Rico and the Virgin Islands. U.S. Department of Agriculture Forest Service, Agricultural Handbook No. 249. Washington DC, USA.
4. Martin, F.W. and R.M. Ruberté. 1978. Survival and Subsistence in the Tropics. Antillian College Press. Mayaguez, Puerto Rico.
5. MacMillan, H.F. 1962. Tropical Planting and Gardening. MacMillan and Co. Ltd. London, UK.

* * *

For further information, contact: Groupe Technologie Intermediaire d'Haiti, 17 Ave. Wilson Zeme, Pacot, Port-au-Prince. Phone: 5-4125.

1972

28
EXECUTIVE COMMITTEE OF
THE HAITIAN ASSOCIATION OF VOLUNTARY AGENCIES

President: Premeeta JANSSENS
Vice-President: Gerrit DESLOOVERE
Secretary: Joy GREENIDGE
Treasurer: Bernard ETHEART
Members at large; Chairpersons of the HAVA Internal Committees on:
Finance & Administration: Marvin DEVRIES [co-opted]
Planning: Jack HANCOX
Resource Development &
Public Relations: Eddie BEAUVOIR
Ex-officio:
Executive Director: Raymond Ed. ETIENNE
Information &
Administrative Officer: Kathy MANGONES

Chairpersons of the HAVA Sectoral Committees on:

Health: Kyss JEAN-MARIE
Water & Sanitation: Jack HANCOX
Pre-school & Primary
Education: Joseph BERNARD
Secondary, Vocational
& Higher Education: Louis NOISIN
Agriculture: Bernard ETHEART
Income Generation: Joseph AUGUSTE
Disaster Relief &
Preparedness: Raymond Ed. ETIENNE

EXECUTIVE COMMITTEE OF
THE GROUPE TECHNOLOGIE INTERMEDIAIRE D'HAITI

Executive Director: Premeeta JANSSENS
Members:
Energy: Yves CASSAGNOL
Artisanat: Catherine BARBE
Small Business
Enterprises: Philippe BECOULET
International
Representative: John O'Malley BURNS

Editor:
Premeeta JANSSENS

Chief, Translations:
Catherine BARBE

The 'BULLETIN' is published in English and French, and is distributed free to local readers. Foreign subscriptions cost US\$5.00 annually, payable to GTIH. The views expressed in the editorial do not necessarily reflect the views of organisations which subsidise this publication.

132

ANNEX J

REIMBURSABLE SERVICES
(Income Generating Activities)

The following is a list of reimbursable services which might be supplied by HAVA to its members. Some could be started with existing resources and quickly set in motion. A few, indeed, are already being offered by HAVA. Some could initially be subcontracted. Others would take longer and involve more substantial resources and risks. A few comments are appended on the less self-evident possibilities.

Construction

- Equipment rental and services
- Materials
- Engineering
- Supervision
- Contracting

Facilities

- Meeting space
- Warehouse
- Office
- PVO "village"*

*Would involve shared facilities and office services, and increased opportunities for interchange and coordination.

Fund raising and proposal writing

Insurance brokerage*

- Health
- Liability
- Life
- Property
- Shipping
- Travel

*Might result in substantially lower rates as result of group policies.

Office/Management

- Bookkeeping
- Computer
- Legal
- Mail
- Reproduction
- Secretarial and Word Processing
- Telecommunications (Telex etc.)
- Translation

Printing

Procurement, e.g.

- Office equipment and supplies *
- Construction materials and equipment
- Well casings and pipe
- Fertilizer
- Fuel
- Vehicles
- Agricultural Machinery
- School supplies

*Especially bulk items such as paper which are less expensive if purchased in large quantities. Common use items, such as paper, could be stocked to meet unforeseen demands.

Registration of PVOs*

*Perhaps should be free of charge as a means of bringing new PVOs to HAVA's attention and vice versa.

Training and technical assistance*

- Managerial
- Technical

*Technical assistance may be seen by the members as a service which is basic to the purpose of the Association and therefore should be free of charge. The same may be true of some kinds of training.

Travel and transportation

- Travel arrangements
- Overseas shipping
- In-country transportation of materials and people
- Customs clearances
- Vehicle rental
- Vehicle repair and maintenance

ANNEX K

COMMENTS ON FASS REPORT

Comments on the Simon Fass report, "A study of the Feasibility of Establishing a Hostel and/or Conference Center in Port-au-Prince Haiti", part III. "Alternative Project Ideas" follow. Comments are keyed to page, paragraph and quoted remark.

1. Fass statement: p.23, 2nd paragraph, Member "fear that...income generating activities might prevent HAVA from devoting adequate attention to its basic mandate:"

Comment: This problem can be avoided by separate administration of reimbursable services as suggested in the evaluation report.

2. Fass statement: p.23, 3rd para., "my questions about whether HAVA should...engage in income-generating activities only served to further cloud [the members'] understanding of HAVA's purposes."

Comment: Insofar as this is still a problem, it should not prevent HAVA from proceeding with reimbursable services but should be dealt with independently.

3. Fass Statement: p. 23, 4th para., "fear that income-generation would come to dominate HAVA's agenda.

Comment: See comment 1.

4. Fass Statement: p.24, first para., "whatever income-generating activities HAVA decides to pursue...should reflect the felt needs of a sizeable proportion of the members and should be undertaken only after considerable consultation with all or most of the members."

Comment: The strategy of setting up separate reimbursable services, and reasons therefor, should be discussed with members and their general agreement sought, but not agreement on individual services. The basis for deciding on those should be income generation potential and risk as well as usefulness to members.

5. Fass Statement: p.25, 2nd para., "an approach...which builds upon the resources...which already exist among the members."

Comment: It is unlikely that HAVA could charge for services supplied by another member. Therefore, this approach would not generate income for HAVA. It would also reduce the size of procurement lots and consequent advantages of bulk purchasing and forego the advantages of reduced overhead resulting from consolidation of services.

6. Fass Statement: p.26, 2nd para., "the highest general category of felt need seemed to have to do with information services."

Comment: Felt need should be a criterion, but real need, income generation and risk should be the principal ones.



Services should not be decided upon or introduced in broad categories such as information but one at a time (such as a particular information service or type of training) on the basis of income generation analysis taking into account the price that can be charged for the service (while still saving the members money or providing them with a better service), the cost, and the extent of the potential demand. Sometimes the cost will be reduced by combining similar services, but not always, and even then the income generation potential of introducing the whole category may not be as great as introducing parts of it and parts of another, due to the different income generation margins of different individual services. This comment is applicable to all the category analyses which follow in the Fass report.

7. Fass Statement: p.28, 2nd para., "Although many agencies agreed on the need for cheaper procurement, they did not often agree on the same sets of supplies.", and, 3rd para. "HAVA's entry into this business does not appear promising in the short run."

Comment: Although the second statement is not explained, it seems to be based on the first. But lack of agreement on which commodities is probably not a problem. The question, again, is income generation potential, and not all the PUGs or even most of them would have to agree on a particular commodity to make procurement of it profitable to HAVA and

100

the members. The more of a particular item procured the lower the price and overhead cost will be, but items wanted by only a few members may still generate enough net income to make procurement of them worthwhile, and few, if any, other services may offer greater economies of scale.

8. Fass Statement: p.28, 4th para., "HAVA could also attempt to negotiate with...commercial importers to see whether they...might be willing to offer HAVA members significant price discounts and/or more expeditious services...HAVA should not involve itself in such a complex business activity when alternatives exist."

Comment: I don't agree that this is such a complex business activity. HAVA merely needs to find a supplier offering a price which would save the members money while providing HAVA with income. Given the importer profit margins cited by Mr. Fass, this should not be difficult. If importers meet the competition HAVA can try to get yet a better price or leave the item to the importers and little or nothing is lost, provided HAVA avoids a large capital investment in the item, which is easily done since the only significant investment would be in inventory and storage capacity (HAVA could keep small by initially procuring small lots, on order only).

Going through importers, may be a good way of starting, if the members do not object to charging for that service. Perhaps HAVA should purchase from importers on behalf of the

6

members rather than setting up a more direct link. On the other hand, this approach could alert the importers to HAVA's intervention in the market and result in problems if HAVA undertakes direct procurement.

The same reasoning applies in most other categories. If HAVA can provide a cheaper or better service at an acceptable level of risk while making a profit, other things being equal, it should. The fact that there are others who can supply the service is immaterial unless they are willing and able to beat HAVA's price and or quality of service.

9. Pass Statement: p.32, paragraph beginning on p.31, HAVA "should...form member committees to examine each idea."

Comment: Members should certainly be queried about their needs, but forming committees is a slow and cumbersome way of doing it. The underlying assumption seems to be that the members will be unhappy if HAVA does anything without consulting them. I think rather that they will not want to be and should not be bothered with decisions which are essentially about means, such as what profit generating services HAVA should undertake, but rather should be asked to accept or reject the general idea or a set of guidelines for such activities.

10. Pass Statement: p.32, et seq. training recommendations.

140

Comment: I suspect that training will not generate a great deal of income for HAVA. It is my impression that training institutions are not among the more profitable enterprises and that training does not compare favorably with importing, for example, as a source of profits. Certainly HAVA should provide the training which is important to its organizational goals, whether profitable or not, but I suspect that it will prove comparatively unprofitable to go into low priority training, even if in demand, as a source of income.

ANNEX L

List of Seminars

HEALTH & SOCIAL SERVICES COMMITTEE

20-21 Nov. 1984	Health for All Development of the EPI (Enlarged Program for Immunization) Program	Report done
18-19 Apr. 1985	Health for A & by All Follo-up on the above seminar	Report done
7-8 Mr. 1986	Infants Malnutrition & Tuberculosis	In prepara- tion
6-7 June 1986	Family Planning	"

WATER & SANITATION COMMITTEE

14-15 Feb. 1985	Role of NGOs working in Rural Potable Water Projects & their Participation in the National plan for sanitation.	Report done
28-29 Mar.	Potable Water & Sanitation	No Report

EDUCATION COMMITTEE

9-10 Nov. 1984	Role & Participation of NGOs in Education & Community Organization for Development	No Report
23 Jul.-2 Aug., 85	Introduction to the Montessori Method	Publication
11 March, 1986	Reflection Session on Education	Report done
11 June, 1986	Follow-up on above	In prepara- tion

INCOME GENERATION COMMITTEE

17-18 Jan. 1985	Identification of Income Generating Activities which can be implemented in collaboration w/NGOs	No Report
23 Jan. 1986	Income Generating Activities for Women	No Report

AGRICULTURAL COMMITTEE

29-30 Nov. 1984	Role & Participation of NGOs in Agricultural Production & Rural Development	Publication
28-29 May 1985	Training Program of NGOs engaged in the Agricultural Sector	No Report
14 to 16 Oct. 85	National Workshop on Watershed Management. HAVA/MARNDR	Publication. MARNDR

EMERGENCY PREPAREDNESS/DISASTER RELIEF COMMITTEE

11 Oct. 1984	Role & Participation of NGOs in the Implementation Plan of OPDES	No Report
11 June, 1986	Brainstorming sessions on new disaster relief approach.	In preparation

OTHER SEMINARS AND WORKSHOPS ORGANIZED BY HAVA

21-22 Feb. 1985	"International Youth Year" Integration & Participation of Youth in Development Activities	No Report
20-21-22 Nov. 1985	DO YOU SPEAK AID ? Communications with & Priorities of Donor Agencies	Publication

ANNEX M

Suggestions for Policy and Procedures Manual

A. Evaluation Report Recommendations

The suggestions in this section relate to the recommendations in the evaluation report which might be the subject of changes in the Manual.

1. Provide for creation of Special Committees, such as Women in Development, and Appropriate Technology.

2. Require annual action plans, result oriented meeting agendas and reports of important decisions made, knowledge acquired and ideas generated in meetings, of the Technical and Special Committees.

3. Provide that agendas will be prepared and disseminated before General Assembly meetings.

4. Incorporate the statement of purpose agreed to in the recent General Assembly Meeting and include an emphasis on basic needs, i.e. food production, environmental protection, income and employment generation, primary and preventive health care, primary, adult and program related education and basic shelter.

5. Add an Environmental Committee and rename the Income Generation Committee to include Employment generation.

144

6. Establish a Department of Reimbursable Services to be headed by a Reimbursable Services Manager.

7. Include in Job Description of Executive Director (or Secretary General, depending on which name is finally decided on) primary, i.e. not just supervisory or coordinating, responsibility for member institutional development. In other words, the ED is to work directly with members on this as well as supervising or coordinating others', in contrast to her more limited duties in connection with other services, at least until staff is sufficient to appoint an institutional development officer.

8. Create a Deputy Executive Director position.

9. Provide for a sliding scale of fees depending on financial status of members.

10. Provide for follow-up evaluations of individual bulletins and other significant publications, and training and technical assistance experiences.

11. Provide for attendance of second level member staff at General Assembly and Technical and Special Committee meetings.

12. Provide for creation of Chapters and Regional Assembly meetings outside Port au Prince.

B. Comments on the Manual

145

The following suggestions are keyed to sections of the Manual.

1. Add to section 1.2, "4. To provide services to the members" including perhaps a list of services from the priorities recommended in the evaluation report.

2. In section 3.1.8.3. change "ali dues outstanding" to "all sums due".

3. Add to the Grant Application form a section 2.3 as follows: "Explain why you consider this important." This will help get at the applicant's understanding of the development process, which will be useful both in appraising the application and in identifying needs the applicant might have for technical assistance or training in program planning.

4. Call Evaluation of Grant Proposal form, sec. 5.3.2, Appraisal of Grant Proposal, so as to distinguish it from evaluation of projects in course or completed and add as criteria:

- o degree to which the project will address the basic needs (as defined in the HAVA statement of purpose) of the less advantaged; and
- o degree to which the project will increase the beneficiary community's ability to meet its own needs.

In fact, the latter criterion should be a part of HAVA's statement of purpose, if it is not already. (I seem to recall that it is, but don't have access to the recent reformulation of purpose as these comments are being written.)

5. Forms such as that for grant applications should call for use of continuation sheet keyed to the number of the question on the form, where space on the form is insufficient.

In fact, the latter criterion should be a part of HAVA's statement of purpose, if it is not already. (I seem to recall that it is, but don't have access to the recent reformulation of purpose as these comments are being written.)

5. Forms such as that for grant applications should call for use of continuation sheet keyed to the number of the question on the form, where space on the form is insufficient.

Best Available Document