

CONTRACT/AGREEMENT DATA SHEET	1. MISC./AAM/A/SUP Action Monitor	2. Date P.I.O.T. Received in MISC./AAM/A/SUP
	USAID/Haiti	06 / 30 / 87

COMPLETE EACH BLOCK FOR BOTH NEW ASSISTANCE/ACQUISITION AND MODIFICATION ACTIONS

3. Contract/Agreement/Number 521-0181-G-88-4068-0 <sup>3</sup>	
4. Contractor/Recipient Name HAITIAN ASSOCIATION OF VOLUNTARY AGENCIES	5. Contractor Acronym HAVA
6. Project Title Collaboration & Development	7. Project Number 521-0188
8. Project Officer's Name P. McDuffie	9. Bureau or USAID Symbol OPVD

10. P.O.T. Number 521-0188-3-70068	21. Budget Plan Code LDEA-87-25521-KG13
11. TYPE OF ACTION A. New Acquisition/Assistance B. Amendment/Modification 1. New/Revised Scope 2. Funded Extension 3. No Cost Extension 4. Transfer of action from AID to Mission/Missions to AID/W 5. Incremental Funding 6. Overhead Rate Adjustment 7. Contract Closure 8. Other  CFR or FAR <u>CFPR</u>	22. Country or Region of Performance Haiti
	23. A. This Action Increases or Decreases TEC by \$ <u>100,000</u> B. Total Estimated Cost of Contract/Document \$ <u>951,000</u>
24. Amount of Non-Federal Funds Pledged to the Project -0-	

12. Amount of this P.O.T. U.S. \$ <u>100,000</u>	25. Effective Date of this Action 06 / 30 / 87
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13. Amount <input checked="" type="checkbox"/> Obligated <input type="checkbox"/> Subobligated <input type="checkbox"/> Decobligated by this Contract or Amendment U.S. \$ <u>100,000</u>	26. Estimated Completion/Expiration Date 06 / 30 / 89
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14. Cumulative Obligation (Life of Contract) U.S. \$ <u>664,000</u>	27. Contractor DUNS Number
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15. This Action Funded Through 06 / 30 / 88	28. Consultant Type Award <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
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16. Date Contract/Document Signed by AID Office 06 / 30 / 87	29. Number of Prior Months (PASA/RSSA only) N/A
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17. Incrementally Funded Contracts <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	30. Number of Periods (PASA/RSSA only) N/A
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18. Host Country/Counterpart Institution (University Contract) N/A	31. CONTRACT TYPE A. Fixed Price (specify: <input checked="" type="checkbox"/> FFP <input type="checkbox"/> FPR <input type="checkbox"/> FPEPA <input type="checkbox"/> FPI) B. Cost Reimbursement (specify: <input type="checkbox"/> CR <input type="checkbox"/> CRR <input type="checkbox"/> CS <input type="checkbox"/> CPAF <input type="checkbox"/> CPIF) C. IQC and Requirements Contracts D. Grant/CA/PASA/RSSA E. Contracts with Individuals
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19. Campus Coordinator (University Contract) N/A	
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20. ADVANCE A. No Advance B. Advance Non-FRLC C. Advance FRLC	<input checked="" type="checkbox"/> B
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32. Negotiator's Typed Name R. F. Webber	33. Negotiator's Signature <i>R. F. Webber</i>	34. Date Signed 08 / 03 / 87
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35. Contract/Grant Officer's Organization Symbol RCO	36. Contract/Grant Officer's Signature <i>R. F. Webber</i>	37. Date Signed 08 / 03 / 87
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UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT

MISSION TO HAITI

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.

Mr. Mio: Jean-François  
President  
Haitian Association of Voluntary Agencies  
26, Avenue Lucoste  
P.O. Box 2481  
Port-au-Prince

Dear Mr. Jean-François:

Subject: Amendment No. 3 to Operational Program Grant  
No. 521-0181-G-00-4068-00

Pursuant to the authority contained in Section 531 of the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "AID") hereby provides to the Haitian Association of Voluntary Agencies (herein after referred to as "HAVA" or "Grantee") the sum of One Hundred Thousand Dollars (US\$100,000) in additional funding for a twenty four month extension of the Private Voluntary Organization Collaboration and Development Project. The purpose of this Grant Amendment is to provide additional financial assistance to enable HAVA to increase its institutional capacity to provide its members with needed services and supportive programs.

The funds provided by this Amendment are for the first twelve months of this two year extension. Additional AID funding of up to \$287,000 may be provided to HAVA in future increments to support the project for an additional 12 months, subject to the availability of funds to AID for this purpose and to the mutual agreement of AID and HAVA to continue the project at the time of a subsequent increment.

During this extension, HAVA will concentrate its efforts on (1) the institutional development of members, particularly small, indigenous PVOs, (2) coordination and cohesion of member activities, (3) member services to contribute toward covering recurrent costs, (4) representation of member interests, (5) obtaining and administering other donor funds and resources, (6) increased decentralization of HAVA activities and promotion of regional organizations, and (7) information gathering and dissemination.

This Operational Program Grant Amendment is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives through the estimated completion date of June 30, 1989. The funds provided by this Operational Program Grant Amendment are made available to the Grantee on condition that they will be administered in accordance with the terms and conditions as set forth in Attachment I, the Schedule, Attachment II, the

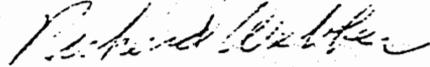
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Program Description, and the Standard Provisions and Alterations dated 11/84 and Assurance of Compliance which form part of the original Operational Program Grant.

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

Sincerely,



Richard Webber  
Agreement Officer  
USAID/Haiti

ACKNOWLEDGED:

BY: Marcin Belice

DATE: July 28 1987

Attachments:

1. Schedule
2. Program Description

Fiscal Data:

Project Number: 521-0181/0185/G128

Appropriation: 72-1171021.5

Allowance: LDEA-87-25521-KG13

Original Grant Amount: \$364,000

Amendment No. 1 Obligation: \$200,000

Amount Obligated this Amendment: \$100,000

Total Amount Obligated: \$564,000

PIO/T Nos.: 521-0185-3-60089, 521-0181-3-40118, 521-0188-3-70068

Funds Available: HC/

Date:

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Schedule

A. Period of Amendment Agreement

1. The effective date of this Operational Program Grant (OPG) Amendment is the signature date by the Agreement Officer as shown on the cover letter and the estimated completion date is June 30, 1989.
2. Funds obligated hereunder are available for program expenditures from the effective date of this Agreement Amendment until the estimated completion date.

B. Amount of Agreement and Payment

1. The total estimated cost of this Operational Program Grant to AID is \$951,000. A total of \$564,000 has already been provided under the original Grant and Amendment No. 1 as shown in "C" below, "Financial Plan". The total amount of AID funds obligated under this amendment is \$100,000. It is anticipated that additional funds in the amount of up to \$287,000 will be provided to the project contingent upon the availability of funds, the need for continued AID support at the projected level, and the mutual agreement of AID and HAVA to continue the project at the time of a subsequent increment.
2. Payment will be made to the Grantee in accordance with procedures set forth in the Standard Provisions and Alterations dated 11/84 entitled "Payment-Periodic Advance" which form part of the original Operational Program Grant.

C. Financial Plan

1. The following is the total Financial Plan for 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>7/11/84-8/30/86</u> <u>Original Agreement</u>	<u>8/31/86-6/30/87</u> <u>Amendment No.1/2</u>	<u>7/1/87-6/30/89</u> <u>This Amendment</u>	<u>Total</u>
Office Equipment	37,987	22,112	5,500	65,599
Salaries	91,211	70,491	194,407	356,109
Office Expenses	50,512	26,911	38,960	116,383
Vehicles and POL	37,270	31,452	14,505	83,227
Travel	16,053	9,456	22,400	47,919
Technical Committees	33,717	33,578	28,000	95,295
Coordination and Liaison	40,000	-	-	40,000
PVO Sub-grants	50,000	-	81,428	131,428
Public Relations	7,240	6,600	1,800	15,040
TOTALS	\$564,000	\$200,000	\$387,000	\$951,000

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

D. Reporting

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

a. Technical Reports

The Grantee 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 Grantee shall submit to the USAID Controller all reports required under the Standard Provision entitled "Payment - Periodic Advance".

- E. Of the Standard Provisions and Alterations, the following, per the original OPG, remain deleted: 8A, 8B, 9B, 12B, 15B, 15C, 3(a).

## PROJECT DESCRIPTION

### I. PROJECT GOAL AND PURPOSE

The project goal is to contribute to the sustainable development of Haiti through the improved cooperation and collaborative efforts of private voluntary agencies, indigenous and foreign based, with programs in Haiti.

The purpose of this Grant extension is to continue assistance to the Haitian Association of Voluntary Agencies (HAVA) to increase its institutional capacity to provide its members with needed services and supportive programs. These services and support activities are designed to facilitate the complementarity of Private Voluntary Organization (PVO) programs to assure responsiveness to national development priorities, improve the capabilities and effectiveness of PVOs, promote the replication of successful development efforts, reduce duplication of services and programs, and gather and disseminate information necessary for the proper, efficacious management of development efforts.

HAVA is an organization actively committed to an efficient development process through cooperation with PVOs, the Government of Haiti, donors, and community groups.

### II. BACKGROUND

HAVA is a non-profit, non-governmental, apolitical consortium of private voluntary organizations which presently has 82 indigenous and foreign based members. Its major purpose is to promote and support development which will lead to increased self-determination, a higher degree of autonomy and a more equitable distribution of resources within grass roots communities and organizations. The organization was established in 1981 and in July 1984 USAID provided HAVA a grant of \$364,000 for a two year period.

The purpose of this initial grant was to assist HAVA in establishing itself as an effective and viable PVO clearinghouse and support organization. HAVA was evaluated in June/July 1986 to determine progress made toward achieving its objectives. As a result of this evaluation, which showed substantial progress over the two year period, an additional \$200,000 was made available by USAID. A more recent evaluation in May 1987 showed that HAVA's progress had been excellent during the preceding year.

The evaluation found that (1) "HAVA has moved forward in a highly satisfactory manner on those efforts which are most important to its future progress, above all those relating to institutional development of its members, coordination of their programs, and introduction of reimbursable services. In some respects, HAVA has moved faster than might reasonably have been anticipated" and 2) "The promise HAVA showed at the time of the last evaluation continues to be realized. With the organizational framework HAVA supplies, the PVOs in Haiti can become an even more important "fourth force" for development along with the Haitian Government, the international agencies, and the for-profit private sector than they would if each went their own way."

As a result of this progress and potential, USAID has decided to extend the Grant for an additional 24 months with funding to be provided by USAID and the Economic Recovery Assistance II Program.

### III. SIGNIFICANT ACCOMPLISHMENTS

Some of the most significant accomplishments of HAVA are as follows.

- Approximately \$1,300,000 has been provided by other institutions for subgrant programs in the following areas:
  - water and sanitation
  - credit and loan programs
  - rural/urban employment generation
  - legal services
  - PVO staff training
  - popular theater and development themes
  - program evaluation and monitoring
  - support to technical committees

Of the \$1.3 million, \$604,000 has already been provided for 29 subgrants.

- Membership increased from 22 at the start of HAVA to 92 presently;
- membership shifted from 77% international and 23% Haitian at HAVA's founding to 42% and 58% presently;
- 53 seminars and workshops of an average of 3 days duration were attended by 950 member personnel during the first three years;
- nearly 1500 pages of technical publications were issued;
- approximately 1,300 hours of technical assistance were provided to members during the project;

- HAVA has established close and excellent working relationships with key Government of Haiti ministries;
- Technical committees have been established in agriculture, education, disaster relief, health, income generation, water and women in development;

#### IV. OBJECTIVES

To achieve its purpose and goal, HAVA will focus on the four following primary objectives.

##### 1. Institution Building

The PVO sector in Haiti, which includes grass roots community groups, although dynamic, has been handicapped by a lack of technical and organizational experience which hinders the sector from being effective as a whole in its planning and execution of development programs.

HAVA will contribute towards providing PVOs with the requisite technical and organizational skills to increase their capacity to act responsibly and effectively in the implementation of their programs and the achievement of their objectives.

##### 2. Development Approaches

Within the diversity of development organizations working in Haiti, there are three primary categories; those with a participatory or bottom up approach to development, those with a top down or externally imposed agenda, and those which fall somewhere in between.

HAVA will contribute towards promoting the use of a participatory approach to development which presupposes the communities' active participation in all stages of a project. In HAVA's experience this is the best approach to lay a foundation for the long-term, sustainable development of autonomous community groups.

3. Cohesion

There is generally a lack of cohesion within the PVO development community due to the different approaches to development, different philosophical backgrounds, and to the perceived competition between agencies working within the same geographical area.

HAVA will promote shared approaches to development which will, in turn, encourage greater cooperation and collaboration among various agencies and groups thereby reducing duplication and improving the optimal utilization of material and human resources in the area. This cohesion will take place at various levels, either geographically and/or sectorally.

4. Networking

HAVA has found that there exists a sense of isolation within PVOs and community groups. This sense of standing alone contributes to a feeling that certain actions are beyond the capacity of a single PVO or community.

HAVA will encourage the creation of a solid resource network between organizations involved in development and also between community groups. In this manner, the various partners will feel part of a larger group which can work together, exchange information and benefit from one another's experience, and, eventually, develop common positions on issues of importance.

V. STRATEGY

To accomplish its goals and to achieve the objectives outlined above, HAVA will be following the basic, general strategy presented below. HAVA's strategy is both defined and limited by its role as an intermediary or service organization. As such, its response to perceived needs will fall into three main areas of intervention: information gathering and dissemination, training, and diverse support services.

These three modes of intervention will therefore contribute towards realizing the institutional goals which HAVA has defined. As a result of HAVA's strong commitment to an educational process, information and training are accorded a high priority in achieving each goal.

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The following general strategies will be used to achieve these goals:

1. Institution Building of Small PVOs and Grass Roots Community Organizations
  - 1.1 organizing seminars on HAVA and its development philosophy
  - 1.2 organizing training cycles on project planning, management and evaluation
  - 1.3 organizing seminars on HAVA development funds, criteria, and credit program
  - 1.4 providing technical and financial support when and where appropriate.
2. Promoting Shared Concepts of Development
  - 2.1 publishing a monthly bulletin describing development programs and proven development approaches
  - 2.2 organizing seminars on HAVA development funds and the sharing of human resources
  - 2.3 organizing workshops on other themes related to development
  - 2.4 promoting forums for regional and/or sectoral dialogues
  - 2.5 promoting coordinated action at the local level.
3. Promoting Cohesion Among Members and Non-Members
  - 3.1 consolidating the existing membership
  - 3.2 promoting dialogue and information exchange among PVOs, donors, and with the Government of Haiti
  - 3.3 decentralizing HAVA activities
  - 3.4 creating regional PVO informal groupings.
4. Promoting a Resource Network at Regional and National Levels
  - 4.1 increased decentralization of HAVA activities
  - 4.2 promoting the creation of regional groupings
  - 4.3 promoting stronger sectoral alliances in accordance with national plans, priorities, and goals.

## VI. DESCRIPTION OF ACTIVITIES AND PROGRAMS

### 1. Strategies by Section and Sectoral Committees

The HAVA Secretariat is organized into different sections each of which contributes to the realization of the goals and objectives of the organization. A recently adopted new organizational structure will enable HAVA to be better prepared for institutional growth and program expansion over the coming years.

With the exception of the Administration Section and the Accounting Section which provide support services to the Secretariat itself, each section will carry out specific programs and activities which are consistent with and contribute to the larger institutional goals.

A. Member Services

The functions of this section are to provide services to organizations either in the area of information search/exchange or in the area of administrative and/or logistical support.

B. Information and Public Relations

HAVA will expand its services in this area to provide accurate, appropriate and timely information. The following activities will be continued and/or developed during this Grant extension.

1. PVO Data Base: HAVA will maintain, expand and update its PVO inventory in order to provide accurate information on PVO activities in Haiti. The data base will be available for donors and the government and will serve as an important tool in program planning. The data base will also provide information which will contribute toward inter-agency technical assistance, a decrease in duplication, and, in the long term, a more rational and effective utilization of PVO resources within Haiti.
2. Computerized Information System: HAVA will develop an information system within the Secretariat which will contribute toward the more efficient use of human resources within the PVO community and toward creating a data base which will facilitate program planning, management, and evaluation. Specific computer programs will be identified and/or developed for each section within HAVA and appropriate training will be provided to staff members.
3. Publication of "HAVA In Action": The Bulletin will continue to be published on a monthly basis with articles in French, Creole, and English. The Bulletin will serve to disseminate information on HAVA's activities, its members, and other programs and organizations of interest to PVOs.

4. Publication of Materials: In response to membership demand, HAVA will increase its publication of relevant reports and documents of interest to PVOs and/or community groups. The emphasis will be on developing educational materials which enable the reader to utilize the information presented rather than summaries of seminar proceedings. This focus will lead to an increase in the number of reports produced in Creole, as opposed to either French or English.
5. Public Relations: HAVA will be according more importance to this area in the coming years. The priority will be to make available to all interested parties accurate information on HAVA, its purpose, its activities, and the ways in which it can provide services to the community. HAVA needs to become better known but, above all, it needs to become better understood. This will be accomplished through pamphlets and brochures for specific audiences, posters, and possibly radio spots.

C. Member Services/Reimbursable Services Section

HAVA will continue to expand activities in this area to provide useful services to PVO organizations and to generate income for HAVA administrative costs.

Therefore, the following services, which have already begun, will expand during this extension.

- a mail/courier service for agencies
- a coordinated travel service
- a secretarial and translation service
- a group insurance policy service

The program will also initiate new services in response to member needs. Some areas which are either currently under study or which merit study are:

- a bulk purchasing program for office supplies
- a group purchasing program for computers

The funds generated by the provision of these services will be used by HAVA to help cover its administrative costs and consequently to increase its financial self-sufficiency in the long run.

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D. Legal Services Section

The function of this section is to provide support services to NGOs and community organizations interested in working in the area of civic education and legal services. These services, which will be jointly funded by the IAF and CEBEMO (Dutch Assistance), include (1) the development and presentation of training programs for community groups on civic education and diverse aspects of the law, (2) the training of paralegal community development workers, and (3) the provision of legal assistance and consultation.

E. Théâtre Populaire and Animation Section

This section, which has just become operational with seed financing made available by CEBEMO, will be providing NGOs and communities with training in the use of "Théâtre Populaire" as a method for improving and facilitating communication by and with community groups.

HAVA staff, funded by CEBEMO, will be working with and providing training in animation and "Théâtre Populaire" techniques to community development workers affiliated with NGOs. These techniques will then become part of the repertoire used by the animators in their community development programs.

The section will also be providing training in these techniques to community groups, helping them to use these techniques to communicate more effectively and to explore role playing and alternate perceptions of situations in the context of a development process.

The longer term funding for this section is under consideration from CEBEMO and appears assured.

2. Sectoral Committees

The function of Sectoral Committees is to provide a forum in which NGOs and groups involved in specific sectors can meet to exchange ideas, discuss problems, and to develop strategies. This networking has proved highly successful in the past, particularly within the water and sanitation sector.

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The focus and objectives for the next two years will be to strengthen Sectoral Committees and to encourage them to become more functional and more responsive to needs at the field level. Sectoral Committees will be requested to prepare and submit long-term three to five year programs which will include activities in training, technical assistance, and financial assistance to benefit NGOs working within a sector.

One of the preconditions for the submission of such a long term program will be the identification and definition of priorities within a sector and the definition of common strategies. Fulfilling these prerequisites will entail the active participation of the NGO: involved with and interested in a particular sector.

These proposals for programs within a sector will then be submitted to potential donors for consideration. HAVA aims to arrive at the point where each Sectoral Committee has prepared a long term program and identified a donor agency willing and committed to supporting the program.

Of the seven Sectoral Committees within HAVA, four have reached the stage where they are dynamic enough to merit and benefit from full-time coordinators. These coordinators' salaries are included in this grant extension for a period of eighteen months. However, these salaries will be eliminated once a donor agency is committed to supporting a program. Coordinator salaries would then be covered by the donor.

The four Committees which are currently functioning well and merit full-time coordinators are Potable Water and Sanitation, Agriculture, Women in Development, and Education.

The Disaster Preparedness Committee does not require the presence of a full-time or part-time coordinator because of the nature of their activities and, therefore, requires funding only for punctual and periodic activities. The different Sectoral Committees are as follows:

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A. Sectoral Committee on Income Generation and Artisanal Activities

Statement of Purpose: To determine and establish methods by which HAVA and its member agencies can contribute toward increasing income levels in grass roots communities through the promotion of micro-enterprise development programs.

- Objectives:
- To identify existing programmatic approaches to micro-enterprise development.
  - To promote networking between those agencies already involved in micro-enterprise development.
  - To encourage other interested and qualified organizations to initiate programs.

- Activities:
- Organization of workshops on micro-enterprise development.
  - Preparation of materials on diverse approaches to micro-enterprise development.
  - Identification of new methods for the development of micro-enterprises for rural and urban areas.
  - Provision of technical assistance.
  - Preparation and submission of a long-term program for donor agency consideration.

B. Sectoral Committee on Health

Statement of Purpose: To reinforce existing rural health delivery systems so that they are more culturally appropriate and effective.

- Objectives:
- To valorize the use of appropriate traditional medicine in rural health care delivery systems.

- To promote interest in traditional medicine among intermediaries.
- To facilitate and support the use of proven traditional health practices in rural health care delivery systems.
- To seek support to help intermediaries/groups in implementing this strategy.

Activities:

- Presentation of an introductory workshop on traditional medicine.
- Development of basic information and training materials for a pilot program.
- Organization of information sharing between participating groups.
- Organization of a method to share the information with non-participating agencies.
- Preparation and submission of a long-term program for donor agency consideration.

C. Sectoral Committee on Pre-disaster Preparedness and Relief

Statement of Purpose: To provide HAVA with the capacity to coordinate information and/or resources allowing member organizations to prepare for and respond to a disaster.

Objectives:

- Preparation of a Disaster Response Coordination Plan.
- Determination of HAVA member organizations' ability to respond to disasters.
- Development of a pool of information including demographic studies, history of previous disasters, and studies of potential disasters to provide member organizations with information to better respond to a disaster.

D. Sectoral Committee on Women in Development

Statement: To work toward the integration of women into the development process.

- Objectives:
- Identification of the role of women in the different sectors in Haitian culture.
  - Development of a strategy to integrate women into development projects.
  - Obtaining donor support to enable interested groups to implement the strategies identified.

- Activities:
- Preparation of a critical analysis of three projects which are representative of the types of projects which attempt to integrate women into the development process.
  - Introduce and/or reinforce activities and services to grass roots women's groups.
  - Prepare and submit a long-term program for donor agency consideration.

E. Sectoral Committee on Agriculture

Statement of Purpose: To encourage the NGO community to develop an integrated approach to watershed management in their programs.

- Objectives:
- Promote the improvement of living conditions of the peasant family through the dissemination of information on the following points:
- Increasing the production capacity in agriculture
  - Improving the storage capacity of small farmers
  - Increasing small farmer control over crop commercialization

- Protecting the environment.
- The relationship between secure land tenure and investment in the land.
- Maintaining close contact and encouraging information exchange between NGOs.
- Organization and presentation of technical workshops
- Dissemination of technical information.
- Provision of technical assistance.
- Preparation and submission of a long-term program for donor agency consideration.

Activities:

F. Sectoral Committee on Water and Sanitation

Statement of Purpose: To increase the quantity of potable water available to grass roots communities.

Objectives:

- To facilitate and coordinate well drilling activities and handpump installation.
- To facilitate and coordinate pump maintenance programs.
- To promote sanitation education programs.

Activities:

- Development and presentation of workshops for drilling technicians.
- Presentation of workshops to improve the quality of handpump maintenance programs.
- Development of sanitation education program materials.
- Preparation and submission of a long-term program for donor agency consideration.

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### 3. MULTI-SECTORAL CONCERNS

In addition to the Sector and Section Strategies discussed above, HAVA has committed itself to two goals which are multi-sectoral in nature. The concepts of institution building and regionalization are critical to the achievement of HAVA's long-term goals and objectives.

#### A. Institution Building

HAVA's commitment to the promotion of strong, autonomous community groups requires that HAVA devote time and energy to developing a program of institution building for small PVOs and community groups.

The underlying philosophy is that training and organization are prerequisites for groups and organizations prior to their being able to undertake any activities which require internal or external investment.

A community group or small PVO must have a solid organizational structure, good participation amongst members, appropriate and effective procedures for decision making, and procedures for accountability if the group or organization is to contribute in a meaningful way to the development process.

HAVA's role is to help these organizations to develop these capacities in an appropriate and timely manner. HAVA will be addressing this need in a number of ways;

- HAVA will provide support and basic training through the HAVA Fund, Sectoral Committees, Theatre Populaire and Animation Section, and the Legal Services Section.
- HAVA will employ a short-term consultant as part of a joint program with CARE to provide training in group facilitation dynamics and management systems development. HAVA staff will also focus on how to adapt exercises and techniques for use with community groups.
- HAVA will seek donor funding to develop a series of workshops on project planning, management, leadership skills, evaluation and proposal preparation. One workshop has been completed in the series with the collaboration of HRDC and PACT through support received from AID/Washington.
- HAVA will seek funding support to hire a specialist in community development and organization to provide specific support services to small PVOs and community groups. This person will be able to work extensively with groups in facilitating their organizational development and growth.

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It is anticipated that through these diverse approaches HAVA will make a significant contribution to the growth of strong community based organizations.

#### B. Regionalization

HAVA has identified regionalization as an institutional priority because decentralization of its programs and activities will encourage greater participation, render them more effective, and promote greater cohesion and solidarity within the membership. Over the life of this Grant extension, HAVA will continue to increase field level contacts with organizations and also increase the number of regional meetings.

The Sectoral Committees will serve as vehicles for regionalization and decentralization. Some areas, such as the Plateau Central, are ideal starting points because of the concentration of member organizations and the similarities between their programs.

Sectoral Committees such as Potable Water and Sanitation, Agriculture, and Education have either already begun to regionalize or will begin to do so in the near future because they have already accomplished the necessary groundwork such as needs identification, establishment of priorities, and the identification of organizations which are interested in participating in a coordinated program.

The Legal Services Program, for example, will also be promoting decentralization through training sessions which encourage regional groupings and networks.

#### 4. DIVERSIFICATION OF HAVA'S FUNDING BASE

HAVA will actively continue to diversify its funding base by identifying new partners who are interested to contributing and supporting HAVA programs and activities.

HAVA has already identified and/or been approached by donors such as the Interamerican Development Bank, the CEE, the United Nations Development Program, PACT, UNICEF, and CEBEMO. During the coming year, HAVA will actively pursue the possibilities of establishing new joint programs with these donors.

HAVA will also undertake a concerted effort to secure funding for administrative costs from each donor thereby decreasing the amount covered by any single donor. HAVA will determine the costs per program and per section to facilitate calculating the costs of administration per donor. As mentioned in the section pertaining to Sectoral Committees, the Committees will also be strongly encouraged to prepare and submit program proposals to donors for funding.

HAVA will also develop stronger ties with European donors and initiate further contacts with them during the next two years.

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Though HAVA has made significant progress in diversifying its funding base during the past two years, the Association will continue to strongly expand its efforts in this domain.

#### 5. INCOME GENERATION

Financial self-sufficiency to cover core costs has been and will continue to be an issue of great importance to HAVA and donors to ensure its long-term sustainability and to decrease its reliance on external sources of funding. While it will be difficult to achieve total self-sufficiency to cover administrative and operating expenses, considerable progress has already been made.

HAVA's activities in the area of income generation through the provision of reimbursable services began in December 1986. Preliminary evaluations and assessments confirm that the program has good potential for the generation of income but realistic projections cannot be made at this time.

During the period of this Grant extension, HAVA will continue to expand its activities in the area of reimbursable services and in negotiating other-donor grants. HAVA will make all efforts necessary and appropriate to ensure such grants also provide support for core costs.

#### 6. The HAVA Fund

The HAVA Fund is an autonomous subgrant fund which provides financial support either in the form of grants or loans to organizations and groups which are working in a manner consistent with the development approaches and philosophies as established and approved by the HAVA General Assembly.

The subgrant fund is a crucial part of an educational process whereby organizations are encouraged to develop and apply participatory approaches within the framework of development projects which will contribute to the long-term, sustainable development of grass roots communities.

The HAVA Fund will achieve this objective through the following strategies and through utilizing the criteria and procedures which have already been established and approved by the General Assembly.

#### A. Grants

HAVA will actively seek additional subgrant funds, beyond those requested from the Economic Recovery Program, from other donors. These grant funds will be divided between large grants and small grants. The larger grants will be targetted toward more structured PVOs having the institutional capacity to effectively manage these funds while the small grant program will be oriented toward smaller F.Os and organizations.

B. Credit

In the area of credit, HAVA already has a small revolving credit fund of \$80,000 in operation. The number of requests so far have clearly demonstrated the need for small loans of up to \$3,000. However, the number of requests and the average duration of these loans will severely decrease the capital available within the credit fund. Thus, HAVA will be requesting that additional funds be made available by IAF to increase the total capital to approximately \$120,000 or \$140,000.

During the life of this grant extension, HAVA intends to develop a credit program which could provide larger loans to organizations and groups whose needs go beyond the \$3,000 of the small loan program and whose institutional capacities are such that they could provide proper management of the loans with comparatively little supervision. Ideally, those groups which have begun by receiving funds from the small credit program will gain the necessary experience and management skills to eventually submit loan requests under the larger credit program.

C. HAVA Fund Training Program

The training component of the HAVA Fund is a crucial aspect of HAVA's activities. The effective functioning of this fund requires that potential beneficiaries understand the development approaches defined in the HAVA operations charter, the emphasis on community participation and the concept of long-term, sustainable development. It is also important that the potential beneficiaries understand and discuss the project selection criteria which will be utilized.

The training program, which contributes to the educational process, also promotes the idea of shared concepts of development; one of HAVA's major institutional goals.

With regard to the frequency of these training programs/seminars, an average of three to four seminars on the HAVA Fund will be held per year. These will also be reinforced by one-on-one sessions with individual groups/organizations on approved projects, their monitoring, and their evaluation. On the average, two to four such visits will be carried out monthly.

In regard to the credit fund, seminars will also take place on an average of three times per year and with field trips of much greater frequency than that planned for the grant program.

VII. EVALUATION

The first 22 months of this project were evaluated in June/July 1986. A less detailed evaluation covering August 1986 through April 1987 was conducted in late April/early May of this year. Under this extension, an evaluation will be undertaken in December 1988 or early in 1989.

VIII. FINANCIAL PLAN

1. AID Estimated Total Project Cost

<u>Cost Element</u>	<u>7/11/84-8/30/86 Original Agreement</u>	<u>8/31/86-6/30/87 Amendment No.1/2</u>	<u>7/1/87-6/30/89 This Amendment</u>	<u>Total</u>
Office Equipment	37,987	22,112	5,500	65,599
Salaries	91,211	70,491	194,407	356,109
Office Expenses	50,512	26,911	38,960	116,383
Vehicles and FOL	37,270	31,452	14,505	83,227
Travel	16,063	9,456	22,400	47,919
Technical Committees	33,717	33,578	28,000	95,295
Coordination and Liaison	40,000	-	-	40,000
PVO Sub-grants/Management	50,000	-	81,428	131,428
Public Relations	7,240	6,000	1,800	15,040
TOTALS	\$364,000	\$200,000	\$387,000	\$951,000

2. Other Donor and Government Funding

<u>Organizatio..</u>	<u>Amount</u>	<u>Purpose</u>
PACT	\$ 10,000	Feasibility Study
PACT	5,000	Training
CEBEO	25,000	Evaluation/Monitoring
UNICEF	00,000	Water and Sanitation
IAF/CEBEO	340,000	Legal Services
CEBEO	35,000	Experimental Programs
IAF	146,000	Loan/Credit Programs
GCH, Title II Emergency	339,000	Emergency Projects

TOTAL \$1,300,000

The above are contributions received to date. It is anticipated that \$350,000 in local currency from the Economic Recovery Assistance Program will also be made available shortly in support of this two year project extension. Additional other donor assistance is anticipated to be, at minimum, \$500,000 during this period.

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