

**USAID/DOMINICAN REPUBLIC**

**HURRICANE GEORGES RECOVERY  
AND RECONSTRUCTION**

**SPECIAL OBJECTIVE AND RESULTS PACKAGE  
DOCUMENT**

**January 19, 1999**

**Hurricane Georges Recovery and Reconstruction  
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**ACRONYMS**

ADMD	Asociación Dominicana de Mitigación de Desastres
ARC	American Red Cross
BDD	Banco de Desarrollo Dominicano – Fiduciary Agent
CA	Cooperative Agreement
CAMPE	Centro de Apoyo a la Micro y Pequeña Empresa
CBOs	Community-Based Organizations
CDC	Center for Disease Control and Prevention
CDMP	Caribbean Disaster Mitigation Project
CRPT	Core Results Package Team
CSP	Customer Service Plan
DGF	Dirección General de Foresta
DRC	Dominican Red Cross
ENTRENA	Institutional Contractor: PVO Co-Financing Project
FEMA	Federal Emergency Management Agency (US)
FSN	Foreign Service National
GODR	Government of the Dominican Republic
HG	Hurricane Georges
HIG	Housing Investment Guaranty
IDB	Interamerican Development Bank
IDDI	Instituto Dominicano de Desarrollo Integral
INAPA	Instituto Nacional de Agua potable y Alcantarillado
INVI	Instituto Nacional de la Vivienda
ME	Microentrepreneur
NEMA	National Emergency Management Agency
NGO	Non-governmental Organization
OFDA	USAID Office of Foreign Disaster Assistance
OU	Operating Unit (formerly a USAID Mission)
PAHO	Pan American Health Organization
PASA	Participating Agency Service Agreement
PCV	Peace Corps Volunteer
PEC	Program Executive Council
POA	Plan of Action
PSC	Personal Services Contract
PVO	Results Package
RPD	Results Package Document
RPL	Results Package Leader
RPM	Results Package Manager
RPT	Results Package Team

RR/RPD	Recovery and Reconstruction Results Package Document
SESPAS	Secretaría de Estado de Salud Pública y Asistencia Social
SO	Strategic Objective
SPO	Special Objective
STP	Secretariado Técnico de la Presidencia
TA	Technical Assistance
UNGO	Umbrella Non-governmental Organization
USAID/W	United States Agency for International Development/Washington
USAID/DR	United States Agency for International Development/Dominican Republic
USDA/FS	US Department of Agriculture Forest Service
USDH	United States Direct Hire
USPC	United States Peace Corps
WB	World Bank
WFP	World Food Program
WHO	World Health Organization

**Hurricane Georges Recovery and Reconstruction  
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## **1.0 SUMMARY**

### **1.1 The Special Objective and Results Package**

The Results Package (RP) contained in this document is related to USAID/DR's Special Objective: Recovery and Reconstruction of the Dominican Republic from the damages of Hurricane Georges (HG). The RP contains details about the activities that will be carried out, the resources that will be required, and the organizations and people who will be involved, either in the implementation of activities or as customers of such activities. The planned activities and the associated implementation approach have been designed to attain five main results that will advance the Special objective:

- Result 1. Mitigation of Health Risks,
- Result 2. Restoration of Shelter,
- Result 3. Restoration of Food Production and Supply Levels,
- Result 4. Reactivation of Community Level Economic Activities, and
- Result 5. Disaster Preparedness

Since the Dominican Republic is a "disaster prone" country, a key intermediate result which will be pursued parallel to the results related to the damages which HG caused, will be the strengthening of the capability the national level organization and of local implementing partners to better work with the population in preparing for and coping with future disasters. To some extent, Result 5 will be an inherent but deliberate outcome stemming from their participation in carrying out the planned activities.

Table 3.2 under Section 3.0 of this document provides details about the specific main and intermediate indicators that will be used to measure progress towards these results.

During a two-year period, USAID/DR will provide financial, technical, training and food assistance in complement of other donor resources described subsequently in this document, to support initiatives of non-governmental organizations (NGOs), community-based organizations (CBOs), multilateral and bilateral agencies, and Government of Dominican Republic (GODR) entities designed to:

- reduce health risks of the victims of HG, particularly of children;
- increase HG victims' access to basic foods;
- Assist HG victims in repairing and reconstructing their houses;
- Rebuild the natural resource base in areas which HG severely despoiled;

- Increase access by micro entrepreneurs and small farmers in impacted areas to financial and related services to facilitate their own efforts to resume environmentally sound, sustained income generation activities; and
- Strengthen the capability and readiness of national and indigenous partner non-governmental and community-based organizations to help the population prepare for and cope with future disasters.

The estimated financial requirements to support the above efforts is approximately \$55 million (not including a potential \$29 million in new supplemental funds) during the period 1999-2000, as described in detail in the Plan of Action (POA) (Section 4.0.) Also, USAID funds will finance overall POA monitoring, coordination and management costs, evaluations, and audits, as summarized in Table 6-2 (Methods of Implementation and Financing) and detailed in Table 6-3. Government institutions, such as the Secretaría de Estado de Salud Pública y Asistencia Social (SESPAS) and local implementing partners (NGOs) will contribute toward the cost of the activities to be undertaken. Although the NGO activities of the RP are not subject to the statutory counterpart requirements, the SPO Team will negotiate NGO contribution. The contributions of the partner NGOs will cover mostly counterpart personnel, office space, local labor, and related logistic support necessary to carry out the planned activities.

The USAID contribution will be disbursed in tranches, based on performance of the implementing partners. Presently, USAID plans to obligate all funds in FY 1999, as summarized in the illustrative budget Tables 6-1 and detailed in Table 6-3. Funds will be obligated through the Cooperative Agreements, Participating Agency Service Agreements, Personal Services Contracts, and the contract mechanisms discussed under the Procurement Plan Section of this document.

## **1.2 The Basis for the Proposed Results Package and the Plan of Action**

### **1.2.1 The Rationale**

The underlying reason for the proposed Results Package is that on September 22, 1998, Hurricane Georges inflicted damages to the Dominican Republic of such magnitude that requires immediate supplementary assistance to foster its recovery and return it to a path of broad based sustained development. Indeed, HG affected an estimated 90 percent of the agricultural sector's production prospects. Serious food shortages ensued as basic food crops, such as banana, rice, bean and cassava harvests were lost. In the wake of HG, thousands of Dominicans faced the plight of a greatly diminished capacity to produce, increased health risks, destroyed or severely-damaged shelter, and a deteriorated living condition, which compounded their already difficult economic situation. A possible result of their worsening living standard is renewed boldness in attempts to emigrate, most likely to the US. Prompt and sustained actions to help them deal with their basic services and economic problems in their own areas is compelling, not only for humanitarian reasons, but to ease their urge to relocate. Much like tinder, the planned activities are expected to fuel their own efforts toward self-reliance.

As indicated in next Section 2.0 of this document (Background) and documented in numerous studies and damage assessments, HG inflicted extensive damages to the DR's natural resources, infrastructure, and people's capacity to produce. Emergency life saving assistance has been underway to deal with the most immediate and pressing basic needs of HG's victims, but additional support is needed to help them as they attempt to return to their self-sustaining economic activities. However, the GODR, the NGOs and the victims of the HG face major constraints that jeopardize their attempts to undertake reconstruction activities. The key constraints are the lack of resources to restore basic food supplies and health services, the absence of low cost shelter programs to facilitate the efforts of the poorer segments of the population to repair and rebuild their houses, despoiled natural resources which must be restored to regain carrying capacity and sustain agricultural production, limited access to the inputs required to renew farming activities and the lack of economic opportunities by large segments of poor victims of the HG to credit and related resources to carry out income generation and job-creation initiatives.

The POA discussed under Section 4.0 of this document is tied to these constraints, particularly by filling gaps not covered by other donors such as the World Bank (WB) and the Interamerican Development Bank (IDB), in which USAID has a comparative advantage and can optimize the use of its very limited resources and its ongoing programs. As explained in the POA, within the current resources capability, the key sectors in which the USAID participation can have a lasting impact are in the areas of basic health services delivery systems, including water and sanitation, emergency food aid and food security, selected natural resources restoration efforts, and community-level delivery mechanisms to channel resources to small farmers, to poor families who lost their houses, and to poor people who depend on microenterprise activities for their livelihood. The WB and the IDB are heavily involved in the areas of major infrastructure reconstruction and restoration of roads, basic water and sanitation services at the national level.

In this respect, the POA is consistent with the overall USAID goal of promoting sustained development, self-reliance, and comprehensive local participation to facilitate higher levels of material and social well being for all citizens. Within this overall goal, the POA will further the USAID's Special Objective of "Recovery and reconstruction of the Dominican Republic from the damages of Hurricane Georges." Attainment of this SPO entails a wide range of actions, particularly to: (a) reduce health risks, (b) restore shelter, (c) increase food availability until Dominicans can resume their productive efforts, (d) promote the development of income-generation opportunities of victims seeking to re-establish their means of livelihood, and (e) reduce the potential effects of future natural disasters.

Section 4.0 discusses the results that the POA will pursue and explains the actions and the partners that USAID will support to reach target customers and further the Special objective.

### **1.2.2 The Analytical Basis**

Per the Background Section, a number of assessments were conducted to determine the magnitude of the damages, which HG inflicted. These include:

- An initial disaster assessment carried out by an OFDA team of experts, which provided the basis for immediate, post hurricane humanitarian, life-saving assistance.
- An assessment by a USAID/W/BHR team to determine the levels and types of food aid requirements.
- An assessment by the US Forest Service on the extent of damages to natural resources and risk of forest fires.
- An overall assessment carried out by the Interamerican Development Bank, which estimated the overall economic damages to the country's infrastructure.
- A survey conducted by the Pan American Health Organization (PAHO) on HG's damages to water and sanitation systems.
- An assessment by the National Rural Electrification Cooperative Association (NRECA) and WINROCK on energy needs for reconstruction.
- An assessment by the National Housing Institute (INVI) on overall shelter damages and analyses by USAID/W personnel on the need and scope of a possible program to deal with the GODR's shelter problem.
- An assessment by a team of water and health specialists to determine damages to the sector and recommend rehabilitation activities.
- A study by a USAID funded team on damages to the agricultural sector.
- Community-level assessments conducted by US Peace Corps volunteers and NGOs.

Complementing these planning efforts, several coordinating meetings were held with representatives from a variety of DR public and private sector entities (NGO partners, banks, etc.) and other donors to exchange information and determine the respective level of effort and resources planned for the recovery effort. As a result, the USAID/HG/SPO Team decided to recommend USAID participation in the areas discussed in this SPO/RPD.

Besides the findings of the above assessments and studies, the design of the Results Package and its POA considered the views and suggestions of community-level focus groups type of discussions carried out shortly after the hurricane, in which victims (customers) provided their perceptions and insights on USAID-sponsored relief and reconstruction assistance. In addition, the design process followed a comprehensive analytical process that led to this HG/SPO/RPD. This process included:

- An internal review of USAID/DR's ongoing portfolio which could be tapped to complement new resources for recovery and reconstruction purposes.
- Consultations with USAID/W personnel and frequent discussions with the American Embassy Country Team.
- Intensive discussions with public and private sector individuals concerned with DR's recovery efforts, as well as with prospective participants in the Results Package activities;
- Frequent discussions with other donors; and
- Recommendations made by concerned USAID direct hire, contract and FSN personnel who have an intimate knowledge of DR's development situation and relevant experience in carrying out development programs.

In addition, during the course of implementing the actions envisioned in this RP, the HG/SPO Team will schedule any other studies or analyses that may be necessary to complete the design and implement specified activities briefly described in this document. These may include studies and consultancies to determine the scope and most adequate micro lending mechanism to reach customers in target areas, appropriate agricultural responses, and a disaster preparedness mechanism involving a functional mix of public and private entities.

### **1.3 The Results Package Team**

Section 5.1 (Roles and Responsibilities) of this document discusses how the team will carry out its functions to attain the expected results. Briefly, a team approach will be used to monitor, coordinate and manage the implementation of the Plan of Action described in Section 4.0. This team is called the Results Package Team (RPT), which will assure that all the actions necessary to attain the planned results are carried out. Essentially, the key responsibility of the RPT will be to maintain the focus of the Plan of Action and the people associated with it to pursue the identified results; to allocate program resources in accordance with performance; and to facilitate actions which are essential to progress, but outside the control of implementing partners.

## **2.0 BACKGROUND**

### **2.1 The Context**

Hurricane Georges struck the Dominican Republic with brutal rage for 16 long hours on September 22, 1998. Heavy rains and furious winds, which reached up to 280 km. per hour, covered nearly 70 percent of the country. In its way, it killed over 300 persons and left a path of destruction critically affecting the lives of over 600,000 people and setting back the country's human, natural resources and physical infrastructure base. Its most critical impact is evident in terms of four elements of Dominican Republic's social and economic setting. These, and the related studies conducted since the date of the hurricane, provide the basis for the Plan of Action discussed in Part 4 of this document. These elements are:

### **2.1.1 Population's Health**

Georges seriously worsened the health vulnerability of large segments of the DR's population, living both in and outside its destructive path. Its impact practically wiped out the availability of potable water and sanitation facilities in many rural communities and poor urban centers, critically reduced the local capability to provide basic health services, and seriously deteriorated environmental health conditions. The combined effects of these factors have led to a significant increase of the health risks which the population face.

Water and food contamination has increased, causing increased higher rates of diarrhea, especially among high-risk groups, such as children and the elderly. Disruption of previous vector control activities and creation of new habitats and conditions in which vectors multiply is resulting in a proliferation of disease-bearing vectors and rodents. A recent survey shows that new vector (malaria and dengue) habitats are popping up everywhere due to stagnant water, broken water pipes, and water buildup in uncovered storage containers, both in households and community water sources.

### **2.1.2 Population's Shelter**

In its aftermath, Georges' fury destroyed approximately 48,000 houses and damaged another 123,000 units for a total of 171,000 households left either without or with critically inadequate shelter, per a survey conducted by the Instituto Nacional de la Vivienda (INVI). This represents about 10 percent of the total housing stock in the country, which needs to be replaced or repaired at a total estimated cost of approximately US\$380 million.

Compounding their already critical living condition and low income situation, most of the houses destroyed or damaged belonged to poor population groups living in rural and peri-urban areas. Geographically, most of the damage occurred in the southeastern part of the country, where 28 percent of the units were either destroyed or damaged. Georges also struck 10 percent of the units in the southwest, 8 percent of the units in the National District, and the rest of the 171,000 units in other areas of the country as the hurricane unleashed its devastating intense rains and powerful wind force along its path, from east to west.

Presently, the groups which most urgently require disaster shelter attention are the lowest income groups, particularly an estimated 20 percent of the poor population living in rural and small urban settlements, including squatter areas located in the path of the hurricane. The majority of these families have had little or no access to formal credit institutions, and many do not qualify for credit from formal financial institutions since their source of income - agriculture and microenterprises - has been disrupted. To lift them from this plight, they will need a mix of access to financial services and complementary assistance to rebuild or repair their homes, along with basic services such as water supply, sanitation facilities and electricity.

### **2.1.3 Food Supply**

Aside from the damages to public and private properties, Hurricane Georges has greatly reduced,

at least in the short and medium term, the country's capacity to produce basic foods in sufficient quantities to feed its people. Approximately 90 percent of crops were damaged in some areas, many right in the field, thus affecting large numbers of poor farmers and families who depend on their land for their livelihood.

It is estimated that over 600,000 people continue to need some food assistance until they are able to recover their productive capability, in terms of the economic inputs they need to resume their farming, harvesting and marketing practices, as well as their livestock income-producing ventures. Approximately 300,000 of these people live in the Southwest, 150,000 in the central part of the country and the other 150,000 people in the Southeast and other rural and semi-rural areas.

The most vulnerable groups include about 200,000 people who are facing a very critical food shortage and qualify for emergency food aid. Included in this group are some 80,000 children under five years of age that need special attention to avoid malnutrition. The households where these vulnerable groups live are located mostly in peri-urban and rural areas, where subsistence agriculture is the predominant economic activity and where there is inadequate or no access to credit and related income-producing inputs.

#### **2.1.4 Economic and Social Physical Infrastructure**

Hurricane Georges brutally pounded the DR's economic and social physical infrastructure. Approximately 25 percent of its road network and 60 percent of the bridges were destroyed or damaged, initially affecting the provision of emergency relief and subsequently the movement of goods and services from and to the large number of towns and communities in Georges' path. In addition, Georges destroyed or critically damaged water systems, power plants, schools, hospitals, clinics, homes, airports, aqueducts, sanitation facilities and irrigation systems.

The economic losses, which Georges brought about as a result of these physical damages, have been estimated to reach a total of US\$3.3 billion. For the DR, one of the poorest countries in the Caribbean, these losses are staggering. Specifically, the economic impact include:

- Damages to surface transportation. Approximately 25 percent of the road network and percent of the bridges were destroyed or damaged, affecting the movement of goods and services from and to the many towns and communities in Georges' path.
- Damages to agriculture. Agricultural infrastructure and production damages are estimated at US\$474 million. As indicated earlier, about 90 percent of crops were damaged in some areas.
- Damages to the infrastructure which supports the tourism industry. Tourism, a major source of foreign exchange earning for the country, suffered a major setback, with damages estimated by IDB at US\$254 million. In addition to the basic infrastructure, which supports tourism, such as roads, electricity, water, Georges destroyed or damaged over 6,000 hotel rooms. The loss of income as a result of these damages is estimated to be around US\$175 million.
- Damages to natural resources. In the eastern half of the island nearly 50 percent of the

planted and natural forests were severely harmed. An estimated  $1.188 \times 10^6 \text{ m}^3$  (IDB) of soils have been washed away as a result of surface erosion, flooding and land slides. Steep hillsides, vulnerable from inappropriate land use, had little protection against the force of the rains, and their soil joined that of the flood plains in taking over homes, roads and entire neighborhoods. The storm damaged mangrove stands, upset watersheds, and caused wind shear and wind throw of dry forest species of trees in Parque Nacional del Este. As the storm continued westward, it crossed over agricultural land, maiming fence rows and fruit trees that were associated with pasture. By the time the storm reached the lower Cibao valley, 90 percent of the plantation forests had been harmed. The number of fallen trees enhances the risk of forest fires, as the fire season approaches,

## **2.2 The Response**

USAID's response, which is tied to the above Hurricane Georges impacts, is discussed under the Plan of Action (POA), Part 4, of this Results Package Document (RPD). The discussion under the POA includes a summary of the actions taken during a first phase dealing with emergency, immediate and transition disaster relief requirements, and a second phase dealing with longer term recovery and reconstruction needs. The first phase began almost immediately after HG struck the DR and is now in its final stages, using mostly assistance provided by the US Office of Disaster Assistance (OFDA). The planning for the second phase began almost concurrently with the implementation of the first phase and it is now in an advanced stage of completion. Within this context, the USAID has organized a Hurricane Georges Special Objective Team (HG/SPO/T) to manage and oversee the implementation of the planned activities envisioned under the follow-on, second phase of USAID's response: recovery and reconstruction.

## **3.0 SPECIAL OBJECTIVE AND EXPECTED RESULTS**

### **3.1 Special Objective**

The Plan of Action (POA) discussed in the next section will contribute to the target indicators necessary to reach the USAID's HG/SPO: "Recovery and reconstruction of the Dominican Republic from the damages of Hurricane Georges." Attainment of this SPO entails a mix of activities designed to re-establish and expand access by the victims of Hurricane Georges to basic health services, provide water and sanitation facilities, construct or rebuild their houses, facilitate their efforts to grow, harvest and market their crops, expand their access to the inputs required to undertake income generation activities that are sustainable and environmentally friendly, and improve preparedness for future disasters.

Although this SPO is unique because it emerged from an unforeseen “act of God,” its proposed activities are fully consistent with the existing USAID strategic objectives, particularly in the areas of improved health, sanitation and environmental management for sound, sustainable development, as described in the POA section.

The planned results and key indicators that will be used to measure the success of the Plan of Action (Section 4.2) in attaining the results are discussed below.

### **3.2 The Results Package and Performance Indicators**

The Plan of Action, which the HG/SPO Team has conceived, is expected to lead to the results summarized in Table 3.2 below. To attain the results, the POA includes a description of specific activities, participating partners, responsibilities, customers, outputs and financial resources necessary to implement it and attain the planned results. Specific aspects of the initial POA may change over time as the HG/SPO Team responds to changing circumstances. These decisions will be based on SPO’s Team experience, the evolving complexity of the expected results, staff expertise and availability, changes in the level of available funds, discussions with focus groups, the regular reviews which the Results Package Team will conduct with implementing partners as a basis for preparing workplans (as discussed subsequently in this document), and other management concerns.

The SPO Team consists of a core RP Team Leader and a RP Manager for each main group of activities to carry out the day-to-day coordination, monitoring and management tasks to assure that the actions to attain the results move steadily and in a progressive path. With guidance from the SPO Team Leader, the RP Managers will oversee the implementation of the POA and coordinate all related actions necessary to attain the results. Such actions include staffing requirements, negotiating and/or approving workplans for each implementing partner NGO, the Customer Service Plan (per Section 5.3), communicating with relevant DR partners, organizing their participation, carrying out focus groups, maintaining a customer focus, meeting USAID's internal management requirements, and coordinating with other donors.

The RP Team will be responsible for identifying, designing (or contracting to design) and incorporating into the POA any new activities needed to attain the identified results. This underscores the flexible nature of the RP, which can be modified to reflect changing circumstances in the DR, the implementing partners, levels of funding, etc. Such changes may also lead to a repackaging of the expected results to show realistic expectations based on prevailing circumstances, particularly the availability of funds.

As indicated in the table, most of the information on the progress made to attain the RP targets will be collected as a result of the RP Team monitoring process, through periodic reviews of progress in which the RP Team and the partner NGOs will participate, and special evaluations. Note that given the nature of the expected results and the types of activities needed to foster recovery and reconstruction, some of the information needed to measure progress toward the results is of a qualitative type, and perhaps of a subjective nature. This may require evaluations by specialists, qualified with the appropriate research and analytical techniques, so that relevant information is analyzed against the expected results. The budget (see tables in Section 6.0) provides funds for this purpose.

In addition, the participants in the periodic reviews and workplan preparation process, discussed later in this document, will analyze the validity of the expected results, the methods of collecting information to measure progress, and the assumptions underlying the POA to attain the results. On the basis of these periodic analyses, workplans, and special evaluations, the indicators will be refined as necessary.

Also note that the baseline information needed to set specific targets and indicators for some of the expected results is presently inadequate. Thus, these will be reviewed and revised as necessary during the early stages of the implementation of the component activities, tentatively during the process of negotiating the role of each implementing partner and the level of the USAID contribution to support the efforts of such partners.

Keeping in mind the above caveats, the expected results from the planned activities necessary to attain the HG/SPO are organized into five components, as shown in the Results and Performance Indicators Table:

1. Mitigation of Health Risks,
2. Restoration of Shelter,
3. Restoration of Food Production and Supply Levels,
4. Reactivation of Income-Producing Activities, and
5. Disaster Preparedness

**Table 3.2 HG/SPO Results and Performance Indicators**

SO/Result/IR	Performance Indicator and Target	Data Source
<p><b>HG/SPO</b> Recovery and reconstruction of the Dominican Republic from the damages of Hurricane Georges</p> <p><b>Intermediate Result 1</b> Mitigation of Health Risks</p>	<ul style="list-style-type: none"> <li>- % of population in affected communities (rural and urban) with access to potable water Baseline: 55% Target: TBD</li> <li>- %. Of population in affected communities (rural and urban) using rebuilt sanitation systems. Baseline: 70% Target: TBD</li> <li>- A decentralized epidemiological surveillance system controlling disaster related diseases, with inputs from community-based health services. Baseline: None now Target: One decentralized in place</li> <li>- No. of communities receiving primary health services Baseline: TBD Target: TBD</li> <li>-- No. of people provided with health prevention (i.e.; how to reduce chances of dengue fever /malaria) and nutritional information as a result of health education campaign. Baseline: TBD Target: TBD</li> </ul>	<ul style="list-style-type: none"> <li>-- Special surveys involving members of customer groups.</li> <li>-- Special evaluations</li> <li>-- Analyses of data obtained through Focus Groups events.</li> <li>-- Workplan preparation and review process.</li> <li>-- Reviews of activities carried out by implementing partners</li> <li>-- Implementing partner reviews of activity records</li> <li>-- Review of updated epidemiological and nutritional surveillance database.</li> </ul>

<p><b>Intermediate Result 2</b> Restoration of Shelter.</p>	<p>-- Approximately 3,000 transitional shelters built or repaired for the same numbers of families whose houses were damaged or destroyed.</p> <p>-- Number of families with access to rehabilitated sanitation services: Target: Approximately 4,700 latrines built for households in impacted areas, including the above.</p> <p>-- A mechanism established to channel resources and services for repairs and construction of reinforced houses in areas affected by HG. Baseline: None now Target: One established and serving low-income family by 1999.</p> <p>-- Number of affected families with repaired or reconstructed houses. Baseline: of possible 171,000 households . Target: At least 4,000 by the year 2000, but the actual number will be adjusted based on funding availability and initial implementation experience.</p> <p>-- At least 5,000 families receiving increased awareness and information provided by implementing partners about ways to deal and cope with future disasters.</p>	<p>-- Evaluations and annual reviews. -- records of particip financial institutions -- Reports by implementing NGOs/CBOs.</p>
<p><b>Intermediate Result 3:</b> Restoration of food Production and supply levels</p>	<p>-- Victims of HG receiving full and supplemental rations through the ARC and WFP programs. Baseline: of possible 600,000 persons. Target: 330,000 persons, including 130,000 through ARC and 200,000 through WFP.</p> <p>-- Number of MTs of plantains produced in 850 hectares of land in impacted areas: Baseline: 0 now Target: ## MTs by December 1999.</p> <p>-- Number of community or household gardens established to grow basic foods (partially as a result of food-for work activities). Baseline: 0 Target: TBD</p> <p>-- Food production and availability increased as a result of agricultural activities supported by Section 416 LC proceeds, as measured by restoration of prices for staple foods to pre-hurricane levels.</p>	<p>-- Reports by the AR and the WFP. -- Monitoring process the RP Team -- Periodic reviews of progress -- Evaluations -- Reports by implementing NGOs/CBOs and U:</p>
<p><b>Intermediate Result 4:</b> Reactivation of Income-Producing Activities</p> <p>Intermediate Result 4.1: Restoration of income-producing activities of small farmers</p>	<p>Intermediate Result 4.1:</p> <p>-- Number of hectares of land treated with improved soil conservation and management practices in affected areas. Baseline: 0 Target: TBD</p> <p>-- Number of small farmers receiving assistance to rehabilitate their farms and improve their livestock and agricultural productivity practices. Baseline: 0 Target: TBD</p>	<p>-- Monitoring process the RP Team -- Periodic reviews of progress -- Evaluations -- Periodic reviews of reports of activities carried out by implementing partners</p>

<p><b>Intermediate Result 4.2:</b> Restoration of income and job-creation activities for micro-entrepreneurs.</p>	<p><b>Intermediate Result 4.2:</b></p> <p>-- Number of financial institutions and NGOs providing financial and related services (such as TA and training) to micro-entrepreneurs in the target areas. Baseline: Target:</p> <p>-- Number of micro entrepreneurs assisted. Baseline: Target:</p> <p>-- Number of hectares of perennial and annual and forestry crops rehabilitated to restore revenue generation potential of affected farmers. Baseline: Target:</p>	<p>-- Reports of Focus Group Meetings</p>
<p><b>Intermediate Result 5:</b> Disaster Preparedness-increased local capability to help the population prepare for and cope with future disasters.</p>	<p>-- The capability of a national level and local level organizations strengthened to better help the population in coping with future disasters: ** The capability of at least one national level organization strengthened as measured by the number of its staff trained on disaster preparedness and the availability of a national level preparedness plan that can be effectively implemented.</p> <p>** Number of local level organizations with a capability to help people deal with future disasters as measured by the number of its staff trained on disaster preparedness and the availability of a community level preparedness plan they can implement.</p>	<p>-- NGO reports -- workplans -- Evaluations</p>

### **3.3 Assumptions**

Attainment of the results shown in the table assumes that:

The US Congress makes available funds to USAID to finance the activities described in the Plan of Action and that such funds are provided in a timely fashion;

Qualified NGOs/CBOs can be identified (CBOs will be identified primarily by Peace Corps volunteers) to carry out the planned recovery and reconstruction activities in affected areas; and

The concerned GODR agencies (INVI, STP, DGF, SESPAS) participate as planned in the implementation of proposed activities.

The following section, especially the Plan of Action part of this document (Section 4.2), describes the activities that will be carried out to attain the above results. The Financial Plan (Section 6.0) shows the estimated level of resources required to carry out such activities as well as the planned methods of implementation and financing. The Customer Service Plan (Section 5.3) describes how the HG/SPO customers and the implementing partners have participated and will continue to participate in the various facets of the Plan of Action.

## **4.0 IMPLEMENTATION APPROACH AND PLAN OF ACTION**

### **4.1 Implementation Approach**

USAID will support the activities of SESPAS and, a number of existing non-governmental and community-based organizations (NGOs & CBOs), as well as specialized international and bilateral agencies (implementing partners) to restore integrated water and sanitation infrastructure, to reduce the effects of epidemics, develop self-help housing approaches, increase food supply, undertake income-producing activities, and improve disaster preparedness. The key criteria for the selection of the local implementing partners (contractors, NGOs & CBOs) that have a good track record in implementing USAID-sponsored activities and include the presence of dynamic leadership within the organization with a long-term commitment to work in the DR in the areas that will lead to the attainment of the SPO results, as further discussed below under Section 4.2.

Such activities will be carried out in concert with other donors and DR implementing partners. Each planned activity, individually and in an inter-linked manner, is necessary to produce the outputs that lead to the main intermediate results and contribute toward the attainment of the HG/SPO.

Accordingly, the proposed intermediate results and their related outputs and planned activities necessary to reach such outputs and results are tied to the five results components shown in Table 3.2 above: 1. Mitigation of Health Risks, 2. Restoration of Shelter, 3. Restoration of Food Production and Supply Levels, 4. Re-activation of Income-Producing Activities, and 5. Disaster Preparedness.

Implied in this implementation approach is the need to establish close relationships and effective synergisms between and among all participants of the results package activities, particularly among the implementing partners. The key tools that will be used to foster close inter-relationships and synergy are the periodic workshops and activity reviews that the SPO Team, in concert with ENTRENA and

other implementing partners, will plan and carry out at critical implementation stages.

## **4.2 Plan of Action**

The USAID response to the emergency created by HG consists of two phases, the first deals with the immediate, most pressing relief needs of the victims of the hurricane. The second deals with the longer term recovery and reconstruction requirements to facilitate the DR's and its population's efforts towards transition, medium term efforts leading to long-term sustained development and growth. The first phase, which has eased the shift to the second phase, is nearly complete. Its scope is briefly summarized below. The second phase, which is the focus of this RPD, is now in an advanced stage of planning and is more fully discussed in the subsequent section.

### **4.2.1 First Phase: Emergency Relief and Disaster Mitigation**

The USAID/DR, the USAID Office of Disaster Assistance (OFDA), and the international donor community worked closely with public and private institutions in the DR to address the most immediate needs of the population through lifesaving relief and disaster mitigation activities. After the U.S. Ambassador's disaster declaration, OFDA provided \$25,000 to purchase chainsaws, emergency construction materials, and water purification supplies. Subsequently, OFDA delivered additional assistance including plastic sheeting, body bags, water jugs, water bladders, chainsaws and tents. While these initial actions were underway, an OFDA-financed assessment team conducted a damage assessment and survey and made recommendations for additional relief supplies, which OFDA airlifted to critical sites. In addition, OFDA contributed \$300,000 to PAHO's appeal for emergency assistance to the Dominican Republic and transferred \$40,000 to the USAID Mission to support a U.S. Peace Corps program to deliver 21,000 bags of pre-packaged food to hurricane victims. OFDA complemented the above assistance in early October 1998, with a \$260,000 grant to purchase additional water tanks, generators to power small municipal water pumps, and seed for replanting in the Southwestern part of the country.

OFDA is also providing approximately \$2.1 million for emergency shelters, and \$600,000 for replanting plantains and USAID/DR has reprogrammed \$1.3 million to repair aqueducts, buy water tanks, repair sanitation facilities, provide emergency shelters, and purchase wood chippers and a potable sawmill. In addition, USAID has re-oriented some ongoing activities to support the recovery efforts. Such activities include projects being implemented by the Academy for Educational Development, the local consulting firm ENTRENA, and Development Associates.

#### **4.2.2 Second Phase: Recovery and Reconstruction**

USAID and donor agencies are moving now with specific plans to deal with the long-term recovery and reconstruction needs of the country and its people. However, the magnitude of the disaster poses an enormous challenge to the Government of the Dominican Republic, its people and concerned national and international organizations as they are severely constrained by their scarce human and financial resources. Understandably, no single donor or a realistic coalition of donors has enough resources to address all the recovery and reconstruction needs in a comprehensive way. Much of this recovery effort is, indeed, in the hands of the GODR and the country's population. International agencies, however, can provide complementary assistance to support the efforts of non-governmental and community-based organizations as they attempt to deal with the enormous and long-term reconstruction challenge.

As implied, USAID's participation in this effort is necessarily constrained by its very limited financial and human resources. For this reason, the planned activities, which it will support, have been selected and will continue to be selected based on certain criteria, which include:

The availability of qualified local organizations, particularly community-based organizations (CBOs), which can enter, in the short-term, into partnership agreements with USAID-sponsored NGOs and the affected communities (through community groups or leaders, farmers associations, etc.) to deal with specific reconstruction efforts at the local level. Such organizations must have a proven commitment and experience in undertaking similar activities with USAID funding and the required minimum staffing and related complementary support resources to do so. Implied in the partnership agreements is a strong community-based participation commitment. This commitment may include participation in the design of the activity and in-kind contributions, such as labor and materials, and resources to maintain the activity after termination of external support.

Proposed activities must be associated with the impact resulting from HG. Largely, such activities will include disaster preparedness and recovery and reconstruction initiatives related to:

1. Health mitigation activities, such as primary health care; epidemiological and/or nutritional surveillance; hygiene education, and water supply and sanitation;
2. Shelter restoration activities, such as financial mechanisms for house construction and/or repairs and associated services such as water, sanitation and energy.
3. Food production and distribution and other agricultural activities which are environmentally sound and sustainable, such as planting and re-planting of crops, reforestation, soil stabilization, watershed management, livestock management, etc.; and
4. Re-activation of income-producing activities, such as microenterprise, and other income producing and job-creation initiatives which are environmentally friendly and sustainable.
5. Activities designed to educate and better prepare the population to deal and cope with future disasters.

The submission of adequate proposals by such NGOs and CBOs. To the extent feasible and as allowed by the capability and resources of prospective implementing partners, the SPO Team will encourage the submission of proposals which integrate packages of reconstruction

activities to deal with health, sanitation, agricultural, natural resources, energy, shelter, preparedness, and other problems in target communities. Peace Corps volunteers will be expected to help identify such community level needs.

These proposals will be evaluated by one or more umbrella NGO (UNGO) or other mechanism, such as the presently USAID-sponsored arrangement with the consulting firm known as ENTRENA or the Program Executive Council which approves the programming of local currency generated by the Section 416 program. The UNGO(s) and/or ENTRENA will submit the evaluated proposals to the USAID HG/SPO Team for final review and approval. The proposals, which the concerned NGOs submit for USAID funding, should meet the following requirements:

- = Total funding request: From \$100,000 to \$2,000,000 to cover costs of reconstruction activities that can be completed within a maximum period of two years;
- = Be technically, economically, financially, socially, administratively, and environmentally feasible. The depth of review related to these factors will depend on the concerned NGO's experience in carrying out similar activities.
- = Include, in addition to recovery and reconstruction activities that directly benefit HG's victims, a plan to strengthen the NGO's own internal capability to deal promptly and effectively with future disasters as well as to increase community level preparedness for such disasters.
- = Be sustainable after termination of USAID support, as applicable on a case-by-case basis. Provide a local contribution of at least 25 percent of the total activity cost. This contribution may be provided on an in-kind basis and may include local materials and labor provided by the local community and its customers.

Additionally, USAID will assist SESPAS, through a grant to PAHO, to improve epidemiological and nutritional surveillance and to support a behavior change campaign to reduce the effects of expected epidemics. Within this framework, the HG/SPO Team has selected the following initial component activities to accomplish the aforesaid results.

#### **4.2.2.1 Mitigation of Health Risks**

##### **4.2.2.1.1 Overview**

Hurricane Georges swiftly set back recent gains in developing DR's basic water supply and sanitation facilities, both in rural and in poor urban areas. Heavy winds and rain with ensuing flooding damaged or destroyed water systems along its path, particularly in the East and Southwest sections of the country. As a result, HG aggravated an existing deficient basic water and sanitation system, as documented by the Pan American Health Organization (PAHO), which indicates that 55 percent of the rural population does not have access to potable water and over 70 percent lack access to adequate sanitation facilities. The previously mentioned IDB assessment of damages estimated the losses to water and sanitation facilities at US\$12 million.

The resulting deteriorated environmental health conditions are already causing increased fecal contamination of water and foods, leading to higher rates of diarrhea, especially among high-risk groups, such as children and the elderly. HG also disrupted the implementation of ongoing vector control activities and fostered the creation of new habitats and optimal conditions in which vectors multiply. This significantly increased the health risks to the population, not only along the path of the

hurricane, but throughout the country. Presently, the population is facing a higher risk of contracting vector borne diseases, such as dengue, malaria, and filariasis. In addition, displaced segments of the population living in crowded areas without adequate sanitation and water facilities face an increased risk of contracting other related diseases, such as respiratory illnesses, pneumonia, conjunctivitis, and meningitis. In sum, given the crucial importance of potable water and sanitation to good health, rebuilding the damaged facilities is a vital urgent step to arrest the spread of communicable and water-borne diseases.

Compounding the precarious water and environmental sanitation situation, HG also damaged private and public health facilities. It disrupted the delivery mechanisms which SESPAS, the GODR Public Health and Social Welfare Agency, had in place and was attempting to improve through decentralization to better provide basic health services to the population. Hence, the already inadequate coverage rates for the rural population has declined, despite significant GODR health sector investments over many years.

#### **4.2.2.1.2 Scope of Activities and Implementing Partners**

##### **4.2.2.1.2.1 Scope of Activities.**

The objective of this component is to deal with the causes, which increase the health risks of the population affected by Hurricane Georges. The proposed activities envisioned to attain this objective are consistent and complement other activities which the USAID is sponsoring under its Strategic Objective No. 2: Increased use of effective preventive health care services and practices. The proposed activities will also build on the experience and resources of related SO2 components which include epidemiological and nutritional surveillance systems; reducing the effects of dengue epidemics; and primary health care and health education services.

Generally, the Plan of Action will follow a phased approach which builds on current USAID-sponsored initiatives. The HG/SPO Team will work with public and private institutions and the other implementing partners discussed below to carry out the following activities:

**A. Water Supply and Sanitation.** One of the main causes of the increased health risks, which Dominicans face, is the damage, which HG inflicted on water supply and sanitation facilities. Thus, the POA envisions restoring access to improved water and sanitation services to as many of the affected population as possible, as allowed by the availability of resources. The process to reach this purpose entails three steps:

1. Assessing the extent of the damages in each affected community. This is necessary to more clearly define the needs in such communities and the readiness of the affected communities to join efforts with the implementing partners in carrying out the recommended actions to restore services. The site assessments will include water supply systems, sanitation facilities, such as latrines and existing public sanitation systems. Tentatively, the assessments will be carried out by teams composed of Peace Corps volunteers, local NGOs/CBOs, community members and employees of the GODR's National Institute of Potable Water (INAPA).
2. Selecting the participating communities. The above assessment will provide the basis for selecting and ranking the communities where the USAID will establish partnerships to

support local efforts to restore water and sanitation facilities. The final selection of such communities will be based on detailed proposals, which local NGOs/CBOs will develop, in partnership with community groups and community leaders and assistance by Peace Corps volunteers, as appropriate.

Excepting Peace Corps-supported activities, which can be carried out directly by CBOs or communities, the other proposals will be submitted for review and evaluation. ENTRENA or Peace Corps volunteers will assist the concerned NGO/CBO in incorporating refinements, which may be necessary before submitting it for final review and decision to the HG/SPO Team.

3. Implementing the activities detailed in the approved proposal. Using a total community participation approach including provision of potable water with basic and sanitation hygiene education ENTRENA or the US Peace Corps and the HG/SPO Team will review each proposal on the basis of the criteria discussed under Section 4.2.2 above. Implementation of the approved proposals will start immediately once the required documentation is signed, The required documentation is expected to include grants between the selected NGOs and the USAID, and individual sub-agreements between UNGOs and the concerned NGO/CBO, and/or agreements between CBOs and the Peace Corps.

As appropriate, the NGOs and ENTRENA will work with the USAID SPO Manager of Health Activities in tapping the resources available through regular, ongoing health projects to complement new reconstruction resources for the above types of health risk mitigation activities. For instance, the USAID-funded Environmental Health Project (EHP) may finance the cost of short-term experts to: (a) assess the comparative costs and benefits of using renewable energy technologies for pumping water from wells versus traditional methods for pumping water and generating electricity; (b) evaluate the effectiveness of fiberglass latrines introduced by PAHO during the emergency phase of the disaster, and (c) develop and recommend appropriate low-cost approaches for minimizing damages from future disasters.

- B. Epidemiological and Nutritional Surveillance.** Reliable and timely information about the nutritional and general health status of the target population in HG affected areas is vital to determine the scope of the actions necessary to deal with specific diseases and epidemics. In this respect, USAID will support the efforts of the GODR Secretaría de Estado de Salud Pública y Asistencia Social (SESPAS) to update its epidemiological and nutritional data through an improved surveillance system. SESPAS, with USAID-financed assistance to be provided through the Pan American Health Organization (PAHO), will use the updated information to design and implement specific health risks prevention and curative services through community health centers and some 600 provincial public health service providers.

**C. Basic Health Services and Health Education.** USAID will support local efforts to provide specific basic health services and educate the population in the areas along and around HG's path on ways to reduce and mitigate health risks. Specifically, the target of these services is the estimated 3,669,174 persons living in 13 provinces and 4 sub-districts of the National District affected by HG. Special attention will be given to the estimated 469,654 children under five years of age who live in the target areas.

✓ The services may include: inoculations, feeding programs for children and lactating mothers, treatment for vector-borne diseases, such as dengue and malaria. These services will be provided through the NGO partners to targeted communities.

In addition, USAID will support local efforts to increase public awareness and educate the population in HG target areas about basic health preventive and risk reduction methods through carefully designed education campaigns, to be carried out by NGOs and the GODR's Health Education Department of SESPAS. Tentatively, the health education campaign will include television spots and printing of educational materials targeted to the population in the areas, which HG affected, with community-based behavior change interventions. This activity will be carried out in concert with the Pan American Health Organization and NGOs (selected through ENTRENA), through which USAID will channel its financial support. PAHO specialists will coordinate with participating NGOs and assist SESPAS in developing and implementing the campaign and in tapping the resources and experience available both from related USAID and other local and international resources (such as the Atlanta Center for Disease Control and Prevention) to design and carry out the campaign.

To complement the above efforts, USAID will provide financial assistance to train epidemiological teams at the provincial level, including epidemiologist and microbiologists, as well as professionals from private laboratories who will be involved in aspects of the activities listed above. This training will be provided by PAHO's in-house or contracted specialists.

{ The SPO team may also consider funding some alternative energy initiatives, such as solar photovoltaics, small wind turbines, and small hydro power systems which may facilitate the implementation of activities to mitigate health risks and some of the economic reactivation activities described subsequently in this document. For instance, these alternative energy technologies may be used for potable water systems, water purification, electricity in rural health clinics and centers, refrigeration of medicines, community schools which educate people on sound health practices, etc.

To facilitate implementation and reduce the USAID management burden, USAID support for the above basic health services and health education activities will be provided through grants to qualified NGOs for Community Health Programs and a grant to the Pan American Health Organization (PAHO), which will work in concert with SESPAS and NGOs/CBOs in planning and implementing the planned illustrative activities, as well as other subsequent activities which may further the HG/SPO. USAID funding for the PAHO Grant will be based on a detailed workplan, which PAHO will submit for HG/SPO Team approval shortly after signing the grant agreement.

In affected communities which lack qualified NGOs/CBOs, but which have a Peace Corps presence, USAID will consider providing small grants, through a Small Projects Assistance (SPA) for such volunteers to organize local groups to design and carry out small-scale child survival and health activities. The Peace Corps will be responsible for administrating the funds and reporting the results to the USAID/ HG/SPO Team

Funding for the above activities will be provided largely from Child Survival account allocations, which will be complemented from general DA funding sources. The specific funding account will be determined on a case-by-case basis during the SPO Team review of each proposal submitted by the various implementing partners. The budget tables, however, provide a tentative, illustrative allocation of the planned activities by funding source.

#### **4.2.2.1.2.2 The Implementing Partners**

- A. Water Supply and Sanitation.** The implementing partners for the water and sanitation activities include: (a) ENTRENA, (b) SESPAS, (c) the National Potable Water Institute (INAPA), (d) Provincial Councils, (e) the US Peace Corps, and (f) local NGOs and CBOs selected on the basis of the criteria discussed previously.

Generally, USAID will channel its financial support through the selected NGOs, using a local fiduciary agent for disbursement of funds. ENTRENA and Peace Corps will serve as the overall coordinating entities with all the implementing partners and as the key links between such partners and the USAID members of the SPO Team. ENTRENA will encourage the selected NGOs/CBOs to enter into joint activities with INAPA in order to transfer water systems to communities. INAPA has agreed to play a monitoring role and to help identify areas of highest need. By becoming a partner in this effort, INAPA will have an opportunity to see how the USAID-sponsored total community participation model works and will be encouraged to use it for its activities in rural areas and small municipalities. Similarly, ENTRENA and the Peace Corps will share information and coordinate efforts with SESPAS, Provincial Councils, and with other NGOs, PAHO, etc. that are carrying out health education efforts.

- B. Epidemiological and Nutritional Surveillance.** The implementing partners for the surveillance studies include: (a) SESPAS, (b) PAHO, and (c) Provincial Health Directorates and community health centers. USAID will channel its financial support for this activity through PAHO.

- C. Basic Health Services and Health Education.** The implementing partners for the basic health services and health education activities include: (a) SESPAS, (b) PAHO, and (c) local NGOs selected through ENTRENA on the basis of the criteria discussed previously. The Peace Corps will be a key partner in communities which do not have qualified NGOs/CBOs and where there are a strong volunteer presence.

**4.2.2.1.3 Expected Outputs .** The above activities are expected to lead to the following main Outputs by the end of the two-year implementation period of HG/SPO activities. These outputs will contribute to the primary and intermediate results listed in Table 3-1:

Water facilities rehabilitated in # impacted communities.

Sanitation facilities rehabilitated in # impacted communities.

An updated decentralized epidemiological and nutritional surveillance system controlling disaster related diseases and monitoring vulnerable groups, with the input of community-based health services.

A health education campaign implemented to promote behavioral change to reduce the effects of dengue, other vector-borne epidemics and infectious diseases.

Primary health care services provided to # children and # adults in communities affected by Hurricane Georges.

#### **4.2.2.1.4 The Ultimate Customers**

The ultimate customers of the above health risks mitigation activities are the victims of HG, whose health is at increased risk due to vector-borne diseases and reduced access to basic health care services. Specifically, the target of these services is the estimated 3,669,174 persons living in 13 provinces and 4 sub-districts of the National District affected by HG, particularly the estimated 469,654 children under five years of age who live in the target areas. Note, however, that financial and human resources constraints will limit the number of people who will benefit from the proposed activities. Tentatively, ENTRENA and the Peace Corps have identified 56,591 and 2,150 families respectively who are in critical need of basic health services. Many of these families will be targeted for initial assistance. The actual number, as well as the specific target areas within the HG path, will be determined more precisely based on the proposals and workplans which the partner NGOs and CBOs, PAHO and the Peace Corps will present for review and USAID HG/SPO Team approval.

#### **4.2.2.1.5 The Intermediate Customers**

These are expected to include: (a) the local organizations, which will join efforts to deal at the community, level with the problems caused by HG; (b) SESPAS; (c) Peace Corps; (d) communities. As a result of their involvement in planning, designing and carrying out the activities described above, their respective institutional capability is expected to be strengthened, much like the process of "hands-on institutional development." In particular, these organizations are expected to have a strengthened capability to help people be prepared for and cope with future disasters.

**4.2.2.1.6 Resource Requirements to Carry out the Planned Health Risks Mitigation Activities.** USAID plans to provide financial support for the above health risks mitigation activities as follows:

<b>CATEGORY</b>	<b>USAID OYB</b>	<b>Supplemental</b>	<b>Total (US\$)</b>
A. Grants to NGO/CBOs for health activities (water and sanitation health education, basic health, etc.). Per criteria, through ENTRENA, DA, AED (reimbursement)	\$3,730,000	\$0	\$3,730,000
B. For the surveillance studies through grant to PAHO	400,000	0	400,000
C. For health education activities (such as dengue & malaria campaigns) through grant to PAHO	300,000	0	300,000
D. Support for NGOs and CBOs for basic health services and health education activities through the Peace Corps	500,000	0	500,000
E. Tentative Supplemental allocation for above activities	0	7,000,000	7,000,000
<b>TOTAL</b>	<b>\$4,930,000</b>	<b>\$7,000,000</b>	<b>\$11,930,000</b>

These estimates will be modified, as necessary, based on the actual arrangements negotiated with the various implementing partners and the availability of additional FY 1999 Supplemental funds.

#### **4.2.2.2 Restoration of Shelter**

##### **4.2.2.2.1 Overview**

The National Housing Institute (INVI) reports that Hurricane Georges destroyed or damaged 171,000 houses. Of these, 48,000 houses were destroyed completely by wind or flooding, and 123,000 units were damaged, most severely. These account for about 10 percent of the total housing stock in the country. The estimated total repair and replacement cost of these units is around US\$380 million, an average of \$2,222 per unit.

As indicated in the Background section, most of the damage and destructed houses affected the poorest segments of the population, both in rural and semi-urban areas. Presently, many of the affected families who lost their homes remain basically homeless. Approximately 6,000 families are now living in temporary shelters or with relatives or friends. They need support to recover, to rebuild or repair their homes, and install basic water and sanitation and electrical services.

#### **4.2.2.2.2 Scope of Activities and Implementing Partners**

##### **4.2.2.2.2.1 Scope of Activities.**

The objective of this component is to support the self-help efforts of low-income families whose houses were damaged or destroyed by HG. Currently, USAID/DR has begun the process of channeling resources to support those efforts through the following transitional shelter activities:

- A. A small grant (\$205,000 in OFDA funds) through the STP to purchase milling machinery which the Dirección Nacional de Foresta will use to harvest fallen trees and convert them into boards appropriate for housing construction. Foresta, in turn, will donate the boards to NGOs, which are involved in helping victims in target communities in repairing or building their shelters.
- B. A grant of \$877,000 in OFDA funds to the Instituto Dominicano de Desarrollo Integral (IDDI), a well-established and well-qualified local NGO which has presented a proposal to:
  - (1) Build 2,000 transitional housing units (1,000 in Santo Domingo and 1,000 in towns east of Santo Domingo) for HG's victims. These units would consist of 20 to 25 square meters of living space constructed with wood and tin roofs on owned or government donated land. They are expected to last between 4 and 5 years and would provide temporary shelter solutions and help the household in making gradual permanent improvements or rebuild permanent units.
  - (2) Build approximately 1,200 latrines for the above units.
  - (3) Purchase and install 100 plastic water tanks (about 1 tank per cluster of 20 houses) to service the households living in transitional shelters.
- C. A grant of \$300,000 in OFDA funds to the Fundación de Apoyo al Suroeste (FUNDASUR) to repair or build some 630 transitional shelter units and construct 2,500 latrines in impacted communities.
- D. A grant of \$945,000 in OFDA funds to the Fundación de Desarrollo de Azua, San Juan y Elias Piña (FUNDASEP) to assist approximately 1,000 poor families in building houses and latrines. The grant will finance local materials for such families to build transition shelters and support their efforts toward permanent quarters.

As part of the immediate response to the shelter problem resulting from HG, the above activities are expected to be completed within a period of six to eight months. Their implementation will provide valuable experience for other mechanisms that will be put in place to expand the shelter assistance coverage to victims. Presently, the SPO team is exploring other appropriate institutional mechanisms to channel additional resources and reach as many families as possible, within a two-year period and limited funding availability. Given these time and funding constraints, a typical housing investment guaranty type of program is not an adequate approach since such program would take too long to negotiate and establish, and if established, its nearly formal operational mode would exclude the most needy population groups in the impacted areas.

Thus, two alternative mechanisms are being considered: (A) A Housing Fund to address the housing needs of individual households, and (B) A housing element in integrated rehabilitation approaches developed by NGOs and submitted through ENTRENA to deal with housing needs at the community level.

### **A. Housing Fund**

The SPO Team is canvassing the PVO/NGO community to identify at least one solid, well established organization which has the technical and institutional capability to mobilize its own resources and resources obtained from the international donor community (including USAID) to provide adequate post transitional shelter solutions to HG's victims. To maximize geographic coverage, the selected UNGO would provide direct assistance in target communities and would also serve as the first tier organization to channel resources to victims throughout the most severely impacted areas.

Accordingly, the SPO Team will request proposals from pre-qualified NGOs, one of which will be selected on the basis of the previously mentioned criteria, in addition to: (a) its potential to mobilize resources, (b) its capability to manage the efforts of second tier NGOs, (c) the anticipated effectiveness of its implementation approach and service delivery process, (c) the long-term sustainability prospects of its proposed low-cost housing mechanism (financial sustainability after termination of external support, cost recovery features, etc.). Preferably, the selected UNGO and second tier NGOs would also have the capability to deliver integrated packages of basic services (health, sanitation, etc.) to target households.

Typically, the shelter assistance which the UNGO/NGOs would provide would include funding for roof replacements, windows and doors, replacement of collapsed walls, and materials for reinforcement of the overall structure, sanitation and water facilities as well as advise on coping with future disasters. The cost per household reached would range from \$400 to \$2,000.

As the design of this post transition mechanism is still embryonic, one of the initial tasks which the RP Manager of this component will undertake is to complete its planning and design as early as possible so that resources can start to flow to the target population within the first year of the timeframe of this RP.

### **B. Integrated Shelter Solutions**

In order to foster integration of recovery and reconstruction activities at the community level, NGOs will be encouraged to include low cost housing solutions in integrated proposals (that include health, water, agricultural and other activities) to help families in meeting their housing needs. NGOs would submit such proposals through ENTRENA for approval by the HG/SPO Team.

Both the transition and the post transition shelter activities are expected to: (a) foster economic recovery by stimulating the local construction industry; (b) enhance efforts to protect the environment, by improving local capacity to deal with urbanization; and (c) promote sustainable urbanization through increased urban environmental protection, improved urban environmental management, and increased public access to environmental and shelter services. The planned

emphasis on environmental concerns, particularly integral adequate water and sanitation services, will complement nicely the other efforts which USAID will support to re-establish water and sanitation services, as described previously under the Health Risks Mitigation Component of this RPD.

The final design of the post transition shelter mechanism is expected to include specific criteria for customer participation. Tentatively, priority will be given to: (a) dislocated families living in temporary shelters or with friends or relatives; and (b) households with incomes below the 20<sup>th</sup> percentile.

Based on the current planning status, the selected mechanisms are expected to be in place and functioning by September 1999.

**4.2.2.2.2 Implementing Partners.** The implementing partners for the OFDA funded transitional shelter assistance include FORESTA, IDDI, FUNDASUR, AND FUNDASEP. The partners for subsequent assistance will be an UNGO competitively selected on the basis of the aforesaid criteria, and selected NGOs submitting proposals through ENTRENA.

#### **4.2.2.2.3 Expected Outputs**

The key outputs to be attained and that will lead to the intermediate results included in Table 3.1 include:

Houses repaired and/or reconstructed in HG affected areas.

Transitional shelter programs developed and implemented in at least four towns and communities in severely impacted areas.

Mechanisms established to channel resources for housing solutions for victims of HG.

A disaster preparedness plan prepared by the first tier NGO to educate target communities and households on ways to prepare for and cope with future disasters.

The baseline and the specific targets for these tentative outputs will be precisely defined once the design of the mechanism(s), now underway, is completed.

#### **4.2.2.2.4 The Ultimate Customers**

The principal target group consists of the 171,000 families whose houses were damaged or destroyed.

#### **4.2.2.2.5 The Intermediate Customers**

These customers will include the NGOs, which will participate in the shelter services delivery mechanisms in place and to be established. They will benefit from the resources, which the USG will provide, and from related technical assistance and training for the staff that will implement the activities.

#### 4.2.2.2.6 Resource Requirements

The resources required to establish and implement the shelter funding mechanism will be defined as part of the planning and design effort now underway. Tentatively, the following inputs will be required:

CATEGORY	USAID OYB	Supplemental	Total (US\$)
A. Transitional shelter activities (OFDA funds)	\$2,100,000		\$2,100,000
B. Tentative Supplemental allocation for post transitional shelter activities through NGO to be selected	0	\$5,000,000	\$5,000,000
<b>Total</b>	<b>\$2,100,000</b>	<b>\$5,000,000</b>	<b>\$7,100,000</b>

#### 4.2.2.3 Restoration of Food Supply

##### 4.2.2.3.1 Overview

In the aftermath of HG, over 600,000 poor people faced the prospect of varying degrees of undernourishment because they lost their food crops, livestock and their means of earning a living. About 50 percent of these people live in the Southwest, over 150,000 in the central part of the country and the rest in the Southeast. The assessment indicates that at least 200,000 people, including 80,000 children under five years of age, are facing a serious food deficit condition and are in urgent need of emergency food aid. These families are located in peri-urban and rural areas and are mainly engaged in subsistence agriculture, with little access to credit and other inputs necessary to resume their income-producing activities.

##### 4.2.2.3.2 Scope of Activities and Implementing Partners

**4.2.2.3.2.1 Scope of Activities.** The objective of this component is to meet the short and medium-term food needs of the most vulnerable population groups who live along and around the path of HG. This is necessary to reduce the risk of severe malnutrition among the most vulnerable population groups, particularly the children. USAID will provide basic foods for vulnerable segments of the population whose access to food was severely reduced by HG. The provision of these commodities will allow the vulnerable victims to meet their basic nutritional needs while they resume their efforts to regain their capability to grow their food or increase their earnings to buy it. These resources will be used in a complementary fashion, to address not only the short-term food security needs of the country, but also the need for rehabilitation in the agricultural sector which is an essential element to restoring food security in the country in the medium and long term.

The feeding activities under this component are well underway and is targeting victims in 14 provinces in areas which HG affected. Presently priority is being given to the most vulnerable segments of the population, including: victims living in temporary shelters, small farmers, landless agricultural workers and their families; single parent families, two-parent families with four or more dependents, pregnant and lactating women, elderly with limited means of support; and mentally or physically disabled persons.

The feeding activities consist of two food distribution programs, one implemented through the American Red Cross (ARC) and the other through the World Food Program (WFP). The commodities include rice, beans, and vegetable oil, as specified in the respective Transfer Agreements, as follows:

1. **The American Red Cross Program.** The overall goal of this program is to meet the immediate food needs of 130,000 targeted beneficiaries, until their ability to obtain food for themselves has been restored. The primary objective is to improve access to food for these beneficiaries. The second objective is to expand the capacity of the Dominican Red Cross (DRC) to provide and report on relief assistance to the most vulnerable. The DRC is an integral partner in the implementation of the food distribution, and will receive training from ARC in project development, logistics, financial reporting, monitoring and evaluation, and disaster preparedness.

The program consists of 12,170 MTs of FY 1998 Title II emergency commodities valued at \$7,764,600 inclusive of ocean and inland freight, and internal transport, storage, and handling. Its implementation period is approximately 12 months, which started in early FY 1999.

2. **The World Food Program.** This program complements the ARC program. Likewise, its objective is to alleviate the suffering and hardship of people affected by Hurricane Georges, particularly the most vulnerable hurricane-affected households in peri-urban and rural areas, and sustain them during the recovery period and mitigate the risk of severe malnutrition and starvation. WFP will distribute supplemental rations to affected families in the most affected areas during a three-month period.

The WFP program consists of 3,420 MT of Title II emergency commodities with an estimated value of \$2,029,000, including ocean freight, internal transport, storage, and handling and direct and indirect support costs. It will reach an estimated 200,000 vulnerable people through bulk distribution of supplemental rations. Its implementation period is approximately 3 months, which started in early FY 1999.

The above feeding programs will be complemented by a Title II Food For Work Program, expectedly to be implemented through the WFP in impacted areas. The program consists of approximately \$5.2 million in food commodities to be provided to HG victims for their efforts in implementing activities that improve food security for them and for other needy people in their areas.

In addition to the above food assistance programs, the US Department of Agriculture is planning to provide about 100,000 MTs of wheat under Section 416 (B) of the PL 480 Program. The wheat will be sold at prevailing market prices to millers and other commercial entities in Santo Domingo and the monetized resources will be programmed for food production, agricultural and agroforestry activities. Once underway, such activities will complement other recovery activities discussed in this RPD, particularly the income generation and job-creation initiatives through NGOs/CBOs targeting small farmers and micro entrepreneurs.

Prior to approval, the SPO Team and USDA personnel analyzed the prevailing economic and agricultural production/marketing situation in the country. They have concluded that the Section 416 program does not have any significant adverse effects in the country, such as creating disincentives to agricultural production or jeopardizing other parallel efforts to stimulate small farmer production and productivity in impacted areas.

Concurrently, as another immediate and transitional type of response, USAID/DR is planning to provide a grant to FUNDASUR with OFDA funds to support this NGO's efforts to help small farmers in the Tamayo area in the Southwest of the country who lost their plantain crops, their staple food and main source of income. USAID/DR will provide approximately \$600,000 for equipment and other inputs needed to level about 860 hectares of land and help farmers replant them with plantains.

A complementary effort in the medium term, consists of another USDA-sponsored program under Section 108 of PL 480. The USDA controls approximately \$12 million in monetized proceeds, from a previous program, to be used by US agricultural/food production firms to carry out programs that will promote business linkages between US firms and similar Dominican firms. The partnerships are expected to promote trade between the two countries and foster the modernization of the Dominican agricultural sector through the acquisition and use of US modern technologies. This process is expected to help the overall reconstruction process in agricultural areas. However, because of its nature, at this stage the specific impact of this program cannot be linked precisely to target areas and specific groups of victims.

Supplemental DA funds will also be made available to deal with the needs of as many small farmers as possible in the impacted areas. The aim is to support their efforts to stabilize their farming soils, to protect their harvests from pest infestations due to HG and to effectively market their products. Communities or groups of farmers may submit individual proposals or they may receive assistance through integrated proposals developed in concert with NGOs and submitted through ENTRENA. ENTRENA will review the proposals against the established criteria and submit them for USAID funding, as appropriate.

Restoration of food supply activities will be coordinated with the nutritional surveillance activity of SESPAS described above.

**4.2.2.3.2 Implementing Partners.** The implementing partners for the food distribution programs are the American Red Cross (the Dominican Red Cross), and the World Food Program. FUNDASUR will be the main partner for the transitional assistance to plantain farmers. Also, other local NGOs will be involved in subsequent stages as local currency generations from the Section 416 program and supplemental funds become available for food production and agricultural rehabilitation programs.

The programming of Section 416 local currency proceeds will be carried out in concert with the GODR/PEC and STP agency with USDA/ICD assistance funded under a USAID/PASA.

ENTRENA will participate in the selection and management of NGO activities financed with USAID funds.

#### **4.2.2.3.3 Expected Outputs**

- = Food distribution program developed and implemented by the ARC and the DRC. (An estimated 130,000 victims of HG will have received full rations by the end of this program).
- = Food distribution program developed and implemented by the WFP. (An estimated 200,000 people will have received full rations through the WFP by the end of the program).
- = Approximately 850 hectares of land prepared and planted with plantains.
- = Overall food availability increased by 100,000 MTs of Section 416 commodities sold through normal commercial channels in the Dominican Republic.
- = Agricultural productivity and modernization linkages established between US and Dominican agricultural enterprises through the implementation of the Section 108 program.
- = A Food-for-Work Program designed and implemented in impacted areas.

#### **4.2.2.3.4 The Ultimate Customers**

The ultimate customers include approximately 330,000 HG victims who will receive food assistance through the ARC and the WFP programs.

The American Red Cross, in cooperation with the Dominican Red Cross, the International Federation of Red Cross and Red Cross Societies, and the World Food Program will implement the food assistance component for 330,000 vulnerable people in areas affected by the hurricane. Of these, approximately 60 percent are women, about 80,000 are children under five years of age, about 25,000 are victims living in temporary shelters, approximately 170,000 are victims living in isolated communities along the path of HG, and about 55,000 people in victims located in urban communities.

Other customers include the overall DR population who will benefit from the increase availability of food provided through Sections 416 and 108 programs, and agricultural production programs, which USAID will support.

#### **4.2.2.3.5 The Intermediate Customers**

The main intermediate customer is the Dominican Red Cross, whose capacity will be strengthened to better deal with future disasters, WFP and their NGOs.

**4.2.2.3.6 Resource Requirements to Carry out the Planned Activities to Increase Food Supply.** USAID plans to provide financial support for the above activities as follows:

CATEGORY	USAID	Supplemental	Total (US\$)
A. 12,170 MT of FY 1998 Title II emergency commodities through the ARC	\$7,765,000	\$ 0	\$7,765,000
B. 3,420 MT of Title II emergency commodities through the WFP	\$2,029,000	\$ 0	\$2,029,000
C. PL 480 Title II Food for Work Program	\$5,206,000	\$ 0	\$5,206,000
D. PL 480 Section 416 (b) commodities	\$16,000,000	\$ 0	\$16,000,000
E. PL 480 Section 108 commodities	\$12,000,000	\$ 0	\$12,000,000
Total	\$43,000,000	\$ 0	\$43,000,000

**4.2.2.4 Reactivation of Community Level Economic Activities**

**4.2.2.4.1 Overview**

Approximately two weeks following the hurricane, the USAID Regional Environmental Advisor conducted a rapid assessment of the damages to the forest resources. In addition, information was gathered regarding the effect of the HG on agriculture, and particularly to the soil and the DR watersheds which affect the productive capacity of small farmers. This section only highlights the key findings of the study as they affect the scope of the planned activities to increase the income of those affected by HG. The complete documents are available in the files of the USAID/DR SO4 Office.

HG inflicted a heavy toll on the agriculture sector and the country's natural resources. It damaged mangroves, upset watersheds, and dry forest species of trees in Parque Nacional del Este. As it moved in its east to west path, HG crossed over agricultural land, damaging fencerows and fruit trees that were associated with pasture, plantations of African palm oil and citrus trees. Heavy winds reached Los Haitises National Park blowing down secondary forest growth of mixed tropical hardwoods growing on thin soils and damaging mature broadleaf forests within the core of the park. Runoff waters from the Cordillera Oriental seriously eroded the soil, carrying its nutrients to the lowlands. By the time the force of HG reached the lower Cibao valley, 90 percent of the plantation forests had been severely damaged.

Proceeding in its westward course along the southern edge of the Cordillera Central, the eye of HG destroyed food crops, including bean and pigeon pea plantations and other crops. Pine and broadleaf plantations of Villa Altagracia, Novillero and Hatillo were decimated. Rivers, such as the Rio Mijo and the Rio San Juan, swelled well beyond normal bounds. The Sabaneta Dam compounded the impact, further propelling the Rio San Juan's volume and thrust which saturated the Mesopotamia and adjacent areas with water and mud. The riverbanks of the Rio Yaque del Sur could not support the load. The Yaque spilled into the lowlands rivers near the towns of Tamayo and Vicente Noble depositing tons of topsoil and gravel over arable land and into nearby towns.

In sum, HG affected an estimated 90 percent of the agricultural sector's production prospects.

Serious food shortages ensued as basic food crops, such as banana, plantain, rice, bean and cassava harvests were lost. In the wake of HG, thousands of Dominicans faced the plight of a greatly degraded capacity to produce and a deteriorated living situation, which compounded their already difficult economic situation.

#### **4.2.2.4.2 Scope of Activities and Implementing Partners**

##### **4.2.2.4.2.1 Scope of Activities**

The purpose of the planned activities under this component is to reactivate economic opportunities of poor people affected by HG. Most of these people are small farmers who lost their crops and face the grim prospect of resuming farming activities under difficult economic conditions in severely degraded soils. In addition, planned activities will support the self-help efforts of microentrepreneurs who need some economic inputs to undertake or resume their income-producing activities. Tentatively, and subject to revision based on implementation experience, illustrative activities include:

1. Establishment of community nurseries and farm-level assistance mechanisms. USAID will support the establishment of nurseries to facilitate access by affected farmers and communities in general to seedlings and related inputs, such as advice on soils management for food production, and reforestation activities. USAID will also assist local level delivery mechanisms mostly through qualified NGOs and community-based organizations to provide services to affected farmers and communities. These NGOs/CBOs will enter into partnership agreements with concerned communities and/or groups of farmers to deliver inputs for the following illustrative types of initiatives: soil conservation, rehabilitation of coffee and cacao plantations, improved management of such plantations, log preservation, wood salvaging and milling, and fire and forest pest management activities. As part of its support effort, USAID will also assist efforts to improve the scope, operation, and delivery services of nurseries now managed by the Dirección General de Foresta (DGF).

Subject to the review and approval of demand-driven proposals which concerned NGOs and CBOs will submit through ENTRENA, the USAID support is expected to include technical assistance and training and some financing for farm level initiatives in the above areas. Participating NGOs/CBOs and communities will provide a contribution of the total cost of carrying out the activities contained in each proposal. This contribution may be in-kind and may include inputs such as labor, office space, land, transportation, etc.

USAID support for farm and community-level activities in the above areas may be also delivered through other bilateral agencies with an established capability in working with such communities. Such agencies may include the USPC. The USPC is already involved in the USAID-sponsored Agroforestry and the Community Sustainable Agriculture projects, and its experience will be valuable in the new attempts to deal with the production problems which victims of HG face, particularly in the areas where the USPC already has a significant presence: Padre Las Casas, Bonao, La Vega, Cotuí region in the east, and Sabana de la Mar.

2. Forest Fires and Forest Management. USAID/OFDA will support local efforts to reduce future incidences of forest fires. This support will consist of: (a) the services of Forest Service specialists, who will work with public (the DGF) and local NGOs in planning, building, and

equipping fire observation towers in key areas impacted by HG; and (b) instrumentation and supplies to equip the towers. As a complement, USAID will also support wood salvaging, preservation of logs, fire management and prevention and mitigation of pest infestation of affected areas.

3. **Assistance to Microentrepreneurs.** Microentrepreneurs (MEs) exist within the so-called informal sector, particularly in urban areas. In rural areas, it is very difficult to distinguish between a small, subsistence farmer and an informal sector microentrepreneur. For this reason, there is no documented information about the size of the affected rural non-farm microenterprise sector in the impacted areas.

Yet, like in other countries, the typical, informal microenterprise, which the activity will target, consists of an individual in a household who runs a legal, but unregistered commercial or handicraft activity, mostly working from the site of the dwelling. Generally, the assets of the microenterprise are well under \$2,000 and its monthly sales are under \$1,000. The enterprise usually has between one and two employees, including the owner. The market it serves is geographically focused and it covers its traditional customers in its area. Presently, the enterprise will serve other victims or sell some product to other families in the HG impacted areas. With adequate access to financial services and some complementary assistance (through NGOs/PVOs), the target ME has the potential not only to raise enough income to support his/her family but to employ up to an additional three persons living in the target areas and contribute to the economic recovery and reactivation process.

However, despite the significant role they can play in the recovery effort, their potential is constrained by the lack of access to financial services, particularly credit and savings mechanisms, as well as by weak delivery mechanisms of the private organizations which are trying to work with them. To deal with this problem, and to complement other public and private sector recovery and reconstruction efforts, USAID will support NGO/CBO proposed activities seeking to mitigate unemployment, underemployment and low income among the victims of HG. Expectedly, well-conceived NGO/CBO activities to support microenterprise initiatives will advance the process for the segments of poor people in target areas to recover faster from the economic setbacks which HG inflicted on them and foster their own efforts to attain enduring self-reliance.

The specific income and job-generation activities which USAID will support will be based on demand-driven proposals which NGOs and CBOs will submit through USAID specific UNGOs partners (INTEC, REGAE and ENTRENA) and the USPC. Based on preliminary indications, such activities may include the use of salvaged timber on public and private lands. In addition to serving as a source of income to micro-entrepreneurs, such timber will be used for shelter construction and repairs, thus supporting the shelter mitigation activities previously discussed. Concerned NGOs/CBOs are also expected to develop proposals to establish local level mechanisms that facilitate access to credit funds for other micro-enterprise activities which depend on the natural resources base of target communities and are sustainable and environmentally friendly. The HG/SPO Team and ENTRENA will establish the criteria for these proposals.

Two of the main performance indicators to measure the success of the proposed agricultural and

microenterprise activities will include: (a) the number of MEs having access to credit and technical services provided by NGOs/CBOs and financial institutions; and (b) the number of local institutions and/or NGO/CBOs providing financial and related services to MEs and small farmers in affected areas.

Note however, that the above planned activities are nearly 100 percent dependent on the availability of FY 1999 Supplemental Funds, which are not yet available. Yet, the SPO Team will start laying the groundwork for a possible targeted, demand driven effort to support the recovery and develop the potential of MES and small farmers in impacted areas. This initial effort will be funded by reprogramming approximately \$500,000 in funds remaining in the ongoing Income Enhancement Program. These funds will be used to cover the costs of technical assistance and training provided directly by promoters from the implementing partner the Centro de Apollo a la Micro y Pequeña Empresa (CAMPE). These promoters will identify MEs and work with them in developing specific plans for viable income generating activities. Once these plans are developed, the promoters will assist the ME in filling applications for credit and related financial services from existing institutions that provide such services to MEs.

When available, supplemental funds will be channeled through qualified, competitively selected NGOs with the capability of providing financial and related services to MEs and the small farmers in the impacted areas.

#### **4.2.2.4.2 Implementing Partners**

The implementing partners for the planned activities under this component include:

1. ENTRENA. USAID will enter into a contract with ENTRENA, which will serve as the focal point for USAID support to other NGOs and local and other bilateral agencies (including the DGF) that will carry out activities to deal with the above problems and reactivate economic opportunities for victims of HG. Qualified NGOs will submit their proposals through ENTRENA.
2. United States Department of Agriculture Forest Service (USDA/FAS). USAID/DR plans to either amend the existing PASA or enter into a new PASA with the USDA, through which FS will provide technical assistance and training to local public and private agencies to upgrade their capacity to detect and suppress forest fires, preserve logs and control increased insect infestations. The HG/SPO Team will also explore the alternative of providing such assistance through a "buy-in" to the Forest Resources Management II Project managed by USAID/Global.

3. US Peace Corps (USPC). USAID/DR plans to enlist the participation of the USPC, through SPA, to assist rural communities affected by HG in their economic recovery, as stated above.
4. CAMPE, REGAE and other UNGOs to support efforts of MEs and small farmers.

**4.2.2.4.3 Expected Outputs.** The above activities are expected to lead to the following main outputs by the end of the three-year implementation period of the proposed economic reactivation activities. These outputs will contribute to the primary and intermediate results listed in Table 3-1, however, note that the baseline information is still being compiled and that the specific targets will flow from the specific proposals which NGO/CBOs will submit.

- Soils and watershed management programs established in affected communities to deal with the problem of degraded soils.
- Number of small farmers receiving assistance to rehabilitate their farms and improve their livestock and agriculture productivity practices.
- A credit mechanism established or an existing one strengthened to serve the needs of micro-entrepreneurs in the target areas.
- Number of fire management observation towers established.
- Number of hectares perennial and annual and forestry crops established to restore revenue generation potential of affected farmers.

#### **4.2.2.4.4 The Ultimate Customers**

The agricultural and economic reactivation activities are primarily directed to small-scale farmers, livestock producers and micro entrepreneurs in the affected peri-urban areas. An estimated 6,000 to 9,000 families will benefit from the soils conservation, reforestation, natural resource management, and micro-enterprise activities. These target customers mostly live in rural, mountainous, and small communities located along or around the path of HG: the Cordillera Central, the Eastern regions of the country (shade and fruit tree work only), the lower Cibao Valley, the Sierra Bahoruco Northern border zone, and Sierra de Neyba. Special consideration will be given to communities of rural, poor farmers that have in-place NGOs working in the soil conservation/natural resource sector, or who could add these activities to their current portfolio with proportionately little disruption.

As indicated previously, the specific communities to be assisted by NGOs will be selected by UNGO after reviewing proposals by NGOs for this purpose, on a community by community basis. The UNGO will submit its recommended proposals and submit them to the HG/SPO Team for final review and approval.

#### **4.2.2.4.5 The Intermediate Customers**

These are expected to include: the local organizations, which will join efforts to deal at the community level with the problems caused by HG. As a result of their involvement in planning, designing and carrying out the activities described above, their respective institutional capability is expected to be strengthened.

**4.2.2.4.6 Resource Requirements** to carry out reactivation of income-generation activities are estimated as follows: USAID plans to provide financial support for the above activities as follows:

<b>CATEGORY</b>	<b>USAID OYB</b>	<b>Supplemental</b>	<b>Total (US\$)</b>
A. Grants for expansion of nurseries assisted by NGOs/CBOs and DGF thru ENTRENA.	*See note below	\$ 0	
B. Support for community nurseries, soils rehabilitation & management, purchase of seedlings and other productive inputs thru NGOs & USPC	600,000		600,000
C. Input delivery mechanisms for packages of productive inputs (including TA, training, seed, fertilizers, agricultural implements, wood salvaging activities, etc.) to farmers in target areas based on community-level NGOs/CBOs proposals submitted through ENTRENA.		*See note	
D. Forest Fires and Forest Management tower construction and equipment for 3 towers		*See note	
E. Assistance to Microentrepreneurs: (credit mechanism and/or TA and training as proposed by NGOs/CBOs through ENTRENA and UNGOS		*See note	
F. Alternative Energy Technologies		*See note	
G. Tentative Supplemental allocation for above activities		\$15,00,000	\$15,000,000
<b>Total</b>	<b>\$600,000</b>	<b>\$15,00,000</b>	<b>\$15,600,000</b>

\*Note: Funding for these activities depends on the FY 1999 Supplemental request. Resource allocation adjustments will be made, as appropriate, and implementation plans will be revised accordingly.

## 4.2.2.5 Disaster Preparedness

### 4.2.2.5.1 Overview

By most measures, the Dominican Republic is a “disaster prone” country. Practically every year it is imperiled by the extreme climatic changes, which “mother nature” casts onto it. Frequent floods at one extreme and prolonged droughts at the other, accompanied by dryland fires, are common occurrences throughout the year. During the hurricane season the ever-present danger of destructive and merciless hurricanes, such as Georges, looms with dread and uneasiness in the minds of most people. The country is also threatened by the possibility of devastating earthquakes, as it sits on several major faults. Yet, the Dominican level of disaster preparedness is starkly inadequate, as painfully shown by HG.

For these reasons, the presence of a capable and effective rapid response disaster preparedness and response mechanism is not only desirable, but vital. The recent loss of over 300 lives, the intensity of human suffering, and the deep economic setback due to inadequate preparedness is a sad reminder of the need for such mechanism.

### 4.2.2.5.2 Scope of Activities and Implementing Partners

The SPO Team will follow a two-pronged approach to enhance the local capability to better prepare the population for and cope with future disasters:

#### A. Community Level Disaster Preparedness

Clearly, HG proved that there is a need for **decentralized preparedness**. This concept will be pursued through local level organizations. Since local level implementing partner NGOs and CBOs have an intimate knowledge of the communities where they work, such partners have an intrinsic advantage and relatively easy access to such communities. As such, they can move fast and effectively in educating people in those communities about preparedness steps they can take and ways to deal with future disasters. This type of preparedness can effectively reduce the loss of life and mitigate the suffering which can be attributed to ignorance and the ineffectiveness of public efforts, which has been untimely and inadequate at best.

Thus, as indicated previously, local NGOs now in the process of conceiving proposals to participate in USAID-sponsored recovery and reconstruction activities will be requested to include in such proposals a plan to strengthen the NGO’s own internal capability to deal promptly and effectively with future disasters (particularly the most common disasters - hurricanes and floods), as well as to increase community level awareness and preparedness for such disasters. As appropriate, the local level NGOs will work with the national level disaster preparedness agency, discussed below, in implementing its internal strengthening plan. Funding for this internal disaster preparedness capability will be included in the negotiated agreement with each NGO. This approach is expected to generate a number of innovative local level disaster preparedness plans, one of which may be used as a model for replication by local NGOs in other communities.

## **B. National Level Disaster Preparedness**

The scope of USAID support to strengthen the capability of a national level organization or to create a new entity to deal with disaster preparedness and response is still evolving. Tentatively, pending further analysis, USAID is considering support to the local NGO known as Asociación Dominicana de Mitigación de Desastres (ADMD), which is attempting to create a National Emergency Management Agency (NEMA) in the Dominican Republic, which includes representatives from NGOs, government and the private sector. Although this agency would be a private organization, in essence, its functions would be similar to the functions, which the US Federal Emergency Management Assistance (FEMA) agency performs.

When established, NEMA would be expected to: (a) develop and test a viable and rapidly implementable disaster preparedness and mitigation plan to deal with future disasters at the national level; (b) coordinate effectively the related public and private sector activities before and after disasters, (c) implement assistance and mitigation activities rapidly after a disaster; (d) establish a fund or pool of resources obtained from many bilateral and international agencies, as well as from GODR public resources, to tap immediately for mitigation activities after a disaster occurs.

Presently, initial USAID support to create the NEMA type of agency is expected to be provided through the OFDA-sponsored Caribbean Disaster Mitigation Project (CDMP) and would consist mostly of technical assistance and training, and perhaps limited initial operational support. Subsequent support will be provided when supplemental funds become available. The development of the NEMA will be carried out in close collaboration with the World Bank, IDB, GODR and the ADMD.

### **4.2.2.5.3 Expected Outputs**

- Local level disaster preparedness plans developed and tested by partner NGOs.
- A national level disaster preparedness and response agency established.

### **4.2.2.5.4 The Ultimate Customers**

The ultimate customers will be victims of future disasters.

### **4.2.2.5.5 The Intermediate Customers**

- = The NGOs/CBOS, which will develop the decentralized disaster preparedness and mitigation plans.
- = Asociación Dominicana de Mitigación de Desastres or a similar agency and a NEMA type of organization.
- = Dominican Red Cross

#### 4.2.2.5.6 Resource Requirements

The SPO Team will develop an assistance financial plan on the basis of NGO proposals and a proposal to be developed by the ADMD or a similar agency. The level of USAID direct support will depend on the availability of supplemental funds.

Category	USAID	Supplemental	Total (US\$)
A. Some support for disaster preparedness at community level will be included as part of integrated proposals to be submitted by NGOs/CBOs.	\$0		\$ 0
B. Tentative FY 1999 Supplemental Allocation for national level preparedness assistance	\$0	\$1,000,000	\$1,000,000
Total	\$ 0	\$1,000,000	\$1,000,000

#### 4.3 Coordination with Other Donors

Close coordination with and among all the parties who are involved in reconstruction and recovery efforts is a vital task, which the HG/SPO Team will carry out. Coordination has been taking place on an informal basis among the key donors, particularly among USAID, the IDB, the WFP, the World Bank and others. The HG/SPO Team will formalize a coordination mechanism to assure that the available resources and efforts of all concerned move in a concerted fashion to further the recovery and reconstruction objectives. Presently, the main donors involved in such efforts include:

**A. World Bank:** The World Bank is proposing to reprogram its current portfolio and providing an additional \$100 million in new funds. Of a total of \$130 million, approximately 30 percent will be fast disbursing. Current areas of concentration are basic education, roads and bridges, irrigation and water management, and municipal health services.

**B. Interamerican Development Bank:** The IDB intends to reprogram about \$50 million of its current portfolio and provide another \$150 million. It plans to target education, transportation, agriculture, and water and sanitation, including irrigation.

Specifically, IDB is considering reprogramming existing loan authorities to fund water and sanitation activities through INAPA, the GODR agency responsible for these services. IDB may also channel reprogrammed funds through PROCOMUNIDAD (the country's social investment fund) for rural water systems. The proposed amount to be channeled through PROCOMUNIDAD for capital investments in rural areas is estimated at \$18 million, part of it for WS&S activities. Using existing funds, PROCOMUNIDAD also expects to use approximately \$1 million from KFW funds for rural WS&S reconstruction projects.

**C. European Union:** The European Union assistance is estimated at US\$42 million, of which \$200,000 was used for emergency aid, \$1.6 million for NGO projects, \$300,000 for WHO water treatment programs, \$750,000 for International Red Cross activities, and \$39.15 million for infrastructure rehabilitation.

**D. Spain:** Spain reportedly sent US\$16.5 million in immediate aid, including US\$500 thousand of humanitarian aid.

Other donations of cash, medicines and supplies are flowing into the country for private and NGO health sector activities. These are either being distributed by the Dominican Red Cross, or directly by the recipient organizations. Much of this assistance is being channeled by NGOs working with USAID to meet the needs of the families in shelters. ENTRENA and UNGOs will ensure that NGOs select communities in close coordination with the Ministry of Health, Provincial Health Authorities, the Red Cross, Peace Corps and other donors and service providers to assure services to those in greatest need and to avoid duplication. On a pilot basis, ENTRENA will be directed to select a Province to involve the provincial health directorate in the coordination of health activities conducted by NGOs. ENTRENA and UNGOs will help local NGOs/CBOs develop appropriate proposals for possible USAID funding.

#### 4.4 Implementation Schedule

The Plan of Action to attain the results described in Section 3.2 will be carried out during a two-year period, although some activities may require a slightly longer implementation span. Many of these activities are already underway. The tentative implementation schedule for new actions during the various stages of the Plan of Action is shown in Table 4.4. It is based on the expected date when funds will be available. The schedule will be adjusted based on the work plans to be prepared periodically by the Implementing Partners, as described in Section 5.3 (Customer Service Plan).

**Table 4.4: Implementation Schedule**

Action	Estimated Target Date
1. USAID/Dominican Republic authorizes the HG/SPO Team to implement the POA.	February 1999
2. Limited Scope Grant Agreement obligating available funds.	February 1999
3. PASA with Peace Corps.	February 1999
4. Grant to PAHO.	February 1999
5. PASA with USDA.	February 1999
6. Results Package Team develops any remaining internal documentation for grant agreements with NGO partners, the USDA Forest Service and the USPC.	Jan.-June 1999
7. Contract signed with ENTRENA and initial grants to Egos providing funds for NGOs/CBOs to carry out reconstruction activities in selected communities.	February 1999
8. RPT prepares/submit Marauds/task orders for short-term TA to DGF and other local orgs.	March 1999
9. ENTRENA/UNGOS select participation of NGOs/CBOs on the basis of established criteria, which will be used to review and evaluate proposals.	Jan.-Sept. 1999
10. USAID signs grant agreements with local NGOs.	Jan.-Dec. 1999
11. ENTRENA/UNGOS and selected NGOs/CBOs prepare initial detailed work plans for the implementation of the specified community level reconstruction activities. (Workplans will be prepared periodically and will provide the basis for HG/SPO Team to arrange the disbursement of the USAID contribution).	Jan.-June 1999

<b>12. HG/SPO Team holds first coordination meeting involving, SESPAS, INAPA, USPC, WFP, ARC, DGF, INVI, WB, IDB, USAID, ENTRENA and other concerned NGOs and CBOs.</b>	<b>February/July 1999</b>
<b>13. USAID HG/SPO Team reviews and approves workplans.</b>	<b>As submitted</b>
<b>14. Technical assistance and other support and local level reconstruction activities to SESPAS, DGF, CBOs, etc, begin.</b>	<b>March 1999</b>
<b>15. Implementing NGOs continue with full implementation of activities contained in workplans.</b>	<b>March 1999-2000</b>
<b>16. All Plan of Action activities are launched.</b>	<b>October 1999</b>
<b>17. First workshop with Focus Groups (per Section 5.3-Customer Service Plan) carried out.</b>	<b>October 1999</b>
<b>18. Mid-term review or evaluation conducted.</b>	<b>Feb-March 2000</b>
<b>19. Implementation of all SPO activities concludes.</b>	<b>September 2001</b>
<b>20. HG/SPO and implementing partners complete final report.</b>	<b>December 2001</b>

## **5.0 MANAGEMENT PROCEDURES**

### **5.1 Roles and Responsibilities**

Members of the HG/SPO Team will monitor and coordinate the implementation of the activities described in the Plan of Action Section to attain the results listed in Section 3.0 of this RP document. This team is called the Core Results Package Team (CRPT), which will assure that all the actions necessary are carried out to attain the intended HG reconstruction and recovery results. Essentially, the key responsibility of the CRPT will be to maintain the focus of the Plan of Action and the people associated with it, to allocate program resources in accordance with performance; and to facilitate actions which are essential to progress, but outside the control of local implementing partners.

Thus, the CRPT is composed primarily of USAID/DR technical and support staff who play a key role in defining overall actions to attain the results listed in Table 3.2-1, and fulfilling required USAID implementation monitoring, contract management, audit and evaluation responsibilities. Specifically, the core RPT includes the HG/SPO Team Leader, one Program Manager for each major group of reconstruction actions (one FSN in Agriculture and Natural Resources, one FSN in Water, Sanitation and Energy, a Food Manager, one FSN in Health/Housing and Disaster Preparedness and a USDA Specialist to Manage the Sections 416 and 108 activities) as well as related support staff, such as a Program Assistant, an Administrative Assistant, short term specialists, the Regional Contracting Officer, and the Controller's representative. As a focal point for the coordination of all RP activities, the CRPT will name a Results Package Leader (RPL). The RPL, with support from members of the CRPT, will organize an Expanded RP Team, which will include the USAID/CRPT and individuals from the partner NGOs, SESPAS, INVI, DGF, which will participate and/or benefit from the

activities described in the POA. The expanded RP Team will also include "virtual" representatives from concerned USAID/W offices, the US Embassy and the RLA. The RPM will call coordination, review, and decision-making meetings involving members of the RPT and the Expanded RPT, as necessary, regarding actions leading to the planned results.

## **5.2 Arrangements with Partner NGOs, CBOs, and Other Implementing Partners**

- A. ENTRENA/UNGOS .** USAID/DR will amend the existing contract with ENTRENA to complement the SPO Team capability to coordinate and manage the implementation of some of the activities described in the Plan of Action. In turn, ENTRENA will receive, review and evaluate proposals from NGO/CBO prospective implementing partners and submit the recommended proposals for SPO Team approval and USAID funding. Likewise, using an appropriate funding mechanism (such as Cooperative Agreement), USAID will enlist the participation of selected UNGOs to perform activities and roles similar to those included in the ENTRENA contract, as well as with the NGOs, which will play a role in disaster preparedness activities.
- B. Pan-American Health Organization.** PAHO will play a key role in the implementation of the Epidemiological and Nutritional Surveillance studies in concert with SESPAS and Provincial Health Directorates and community health centers. In addition, PAHO, using USAID resources, will work with SESPAS in developing and implementing the planned campaigns and in coordinating any related inputs which may be necessary from the Atlanta Center for Disease Control.
- C. PASAs.** Tentatively, USAID/DR plans to sign two PASAs: (1) A PASA with the USDA to coordinate and manage the implementation of Section 416 and Section 108 programs. This PASA will also include assistance from the US Forest Service to implement the forest and fire management activities described previously. (2) Amend the SPA PASA with the USPC to carry out community level reconstruction and income generating activities, in affected communities not covered through the ENTRENA/UNGOS.
- E. Program Executive Council (PEC).** The PEC will play a key role in the programming of local currency generated from the monetization of Section 416(b) commodities. The PEC consists of four members: the GODR Secretary of State of Agriculture, the Technical Secretariat of the Presidency (STP), the Agricultural Attaché of the American Embassy (USDA) and the Coordinator of the American Embassy Hurricane Assistance Committee (a USAID Officer). The USAID HG/SPO Team will work with PEC personnel in allocating as much as possible of such local currencies for reconstruction and recovery activities. As in the case of other activities, ENTRENA and selected UNGOs will serve as channels for proposed activities developed by local NGOs and CBOs which may qualify for funding of Section 416 local currency. Other organizations, such as the Peace Corps, the ARC, WFP, etc. may submit direct requests to the PEC. The SPO Team will work with PEC personnel in reviewing and deciding on the merits of such proposals, within the framework of the PEC established procedures. Within the PEC's membership, the STP will play a special role in the coordination and management of activities approved by the PEC.

### 5.3 Customer Service Plan (CSP)

In essence, this CSP consists of : (a) a participatory approach in the design stage which led to the preparation of the Plan of Action described in this document, and (b) various inter-related elements during the subsequent stage conceived to attain the effective and meaningful collaboration of all partners and customers in the implementation of the POA in all stages of the process towards the expected results.

The participants include:

1. ENTRENA and the implementing NGO Partners, including the ARC, local organizations such as the PEC/STP, INVI, SESPAS, and the DGF, and community groups and leaders whose inputs were sought during the process of conducting damage assessments and the preparation of proposals by NGOs.
2. The second level "Customer NGOs" through which the main NGO partners (UNGOs) will channel resources to carry out aspects of the Plan of Action.
3. The "Ultimate Customers," which include:
  - The farmers and other individuals along the path of HG who were affected by HG, who will benefit from the range of recovery and reconstruction actions proposed in this RPD.
  - The households who will be able to repair or rebuild their houses.
  - Micro entrepreneurs who will be able to have access to resources to facilitate their income producing initiatives.

During the design stage, the CSP includes the studies, analyses and proposals, which led to the preparation of the POA to attain the identified results described earlier in this document. The studies carried out included numerous interviews with NGO personnel and with personnel of the NGOs, other donors, and participants in the affected communities ("Focus Groups").

During the implementation stage of the POA, the CRPT will ensure that its activities maintain a customer focus in order to address end-user faithfully, and thus, deliver the expected results. During this stage, the key elements of the CSP include:

1. **Workshops.** Shortly after the signing of the management contract with ENTRENA and of other appropriate document with implementing partners as determined by the HG/SPO Team) the Partner NGOs, in concert with the USAID/DR CRPT and ENTRENA/UNGOs, will organize and carry out a workshop to discuss the Plan of Action and the expected results, and assure that all those who will participate in its implementation have a common understanding of its objectives and implementation aspects. These workshops will involve the participation of the Partner NGOs, the Customer NGOs, and customers.

2. **Workplans.** A key result of the workshop will be a detailed workplan (for each Partner NGO) that includes actions, target dates for their completion and the assignment of responsibilities to specific offices and/or individuals. The workplan will be refined and/or revised at least every six months based on the implementation experience of the preceding period and the results of the periodic reviews to be carried throughout the implementation period.

This process is expected to assure the continued relevance of the Plan of Action based on realistic information that reflects the best up-to-date implementation experience and relevant prevailing conditions (such as funding).

3. **The Monitoring Process.** The monitoring process consists of the above workshops and workplan preparation events, field visits, and evaluations which the CRPT may schedule in concert with the Partner NGOs. In addition to regular contacts with Partner NGOs and NGO customers, feedback sessions with ultimate customers (i.e. focus groups) will be scheduled within the workplan preparation process for each Partner NGO. All participants (Partner NGOs, Customer NGOs and customers) will be involved in the various aspects of these events. The CRPT will assure that any recommendations resulting from the monitoring process to maintain and sustain the customer focus are incorporated in the Plan of Action, as it may be revised periodically.

#### **5.4 Procurement Plan**

There are two main categories of procurement actions, which will be used to implement the Plan of Action.

**5.4.1 Procurement Actions through Implementing Partners :** ENTRENA, the ARC, the WFP, PAHO, the USPC, the USDA and the USDA Forest Service. Most of the inputs required to carry out the activities described in the Plan of Action will be either provided or procured by these implementing partners. In general, these consist of work-related expenses of personnel who will carry out such activities, such as travel and per diem; the costs of local and foreign short-term consultants, which such partners will contract to help in carrying out aspects of the Plan of Action, some commodities, mostly vehicles and shelf items; the financing of health education campaigns, and commodities for the forest fire and management activities. These inputs will be procured by the concerned implementing partners using their own funds and USAID contributions included in respective cooperative or grant or PASA agreements, as follows:

1. Contract with ENTRENA and grant agreements with other UNGOs. The contract and the grant agreements will include the USAID contribution for HG recovery and reconstruction activities to be carried out directly by ENTRENA/UNGOS and by participating NGOs/CBOs which will be either direct grantees or UNGOs sub-grantees, (as discussed under each of the four Plan of Action components). The scope of the grants will be included in the annual workplan which the UNGO recipient will prepare in concert with the subgrantees and will submit for review and approval by the USAID HG/SPO Team.

2. Grant agreements with the American Red Cross and WFP. These agreements will include the USAID contribution for ARC and WFP food distribution activities.
3. SPA/PASAs with the USPC, and USDA/FS. These PASAs will include the USAID contribution for small community level reconstruction activities submitted by PCVs, as well as funding for the establishment of the Forest Fire/Management Towers. Disbursements to these agencies for these activities will be based on periodic workplans.

**5.4.2 Procurement Actions Related to Overall USAID/DR Monitoring and Management of the Results Package .** These actions include the following:

A. Personal Services Contracts:

1. SPO Team Leader
2. Agricultural and Natural Resources Manager
3. Water/Sanitation/Energy Manager
4. Health/Housing Manager
5. Food Aid Manager
6. Program Assistant
7. Administrative Assistant
8. Secretary

B. PASA with the USDA. This PASA will include one USDA Specialist and one FSN plus related logistic support to manage Sections 416 and 108 programs.

C. TDY support. Occasionally, the RPT may need short-term specialized assistance on aspects of the RP. The concerned RP manager will issue the required MAARDs for such assistance.

## **5.5 Evaluations**

The RPT, in concert with the implementing partners, will decide during the course of the periodic workshops and workplan preparation process about the need to conduct external, formal evaluations of the Plan of Action activities and the related results. To the extent that such evaluations are carried out, their purpose will be to:

- Assess the extent to which the POA is contributing to the expected results. Based on an analysis of the indicators and assumptions underlying the POA, the evaluation will recommend changes or modifications in the mix of POA activities and implementation strategies;
- Assess the extent to which the POA continues to be consistent with USAID/DR Reconstruction SPO and the planned results;
- Assess the effectiveness and to recommend strategies for improving POA implementation through an analysis of obstacles and bottlenecks as well as achievements in POA management and administration;

- Determine the impact of the POA to date on the various performance indicators listed in Section 3.2; and
- Determine the effectiveness of the reconstruction activities carried out through the implementing partners and recommend modifications, as appropriate, on the delivery mechanisms used to reach the ultimate customers - the victims of HG.

Funds are included in the budget to contract services for evaluations.

## **5.6 Environmental Considerations**

Initial Environmental Examinations (IEE) or impact assessments will be conducted based on existing regulations and USAID relevant guidelines, on a case-by-case basis, after review of each NGO proposal. An IEE has been prepared for Phase I activities in health, water and sanitation. This IEE was based on approved environmental guidelines prepared under the PVO Co-Financing Project. Similar guidelines are available for agroforestry and energy activities. Housing activities will be assessed, as required.

## **6.0 COSTS ESTIMATES AND FINANCIAL PLAN**

### **6.1 The USAID Contribution**

The overall cost of the USAID contribution for the HG/SPO RP activities which USAID has been supporting and will support under the five components listed in the POA during the period 1998-2000 is estimated at \$84.0 million, including a currently pending FY \$29 million in FY 99 Supplemental funds. The non-supplemental amount totals \$55 million. Of this amount, \$43 million represents the cost of Title II, Section 416, and Section 108 food programs. The balance of \$12.0 million will be provided from the following sources: OFDA (\$4.8 million), Child Survival (\$6.0 million), and Development Assistance (\$1.2 million). The supplemental funds may become available later in FY 99 after the US Congress decides on a supplemental request for disaster assistance in Central America and the Caribbean. Tentatively, the additional funds will be allocated for the above activities as summarized in the illustrative budget Tables 6-1 and 6-2 and detailed in Table 6-3. When the supplemental funds become available, actual allocations will be based on a review of prevailing implementation status of the activities already underway.

Initially, funds will be obligated through limited scope grant agreements and sub-obligated through PASAs and the contract mechanisms discussed under the Procurement Plan Section. In addition to the costs of HG recovery and reconstruction activities discussed previously, the budget tables include monitoring and coordination costs, evaluations, and audits. The budget categories are keyed to the POA activities described under each of the POA components.

In addition, the related Table 6-2, Methods of Implementation and Financing, complements the information provided in the Procurement Plan, by showing the estimated amount of the planned USAID contribution that will be used for each procurement action.

Note, however, that the costs tables represent only illustrative budget estimates that will be subject to frequent changes, if necessary, based on implementation experience, implementing partners' performance, the actual cost of the planned procurement actions, and programmatic decisions which the HG/SPO Team may make as a result of the workplan review and approval process with implementing partners. The flexibility to make budgetary changes based on these factors is a critical aspect of the management responsibilities of the HG/SPO Team.

## **6.2 The Implementing Partners' Contribution**

The local implementing partners (GODR, local NGOs and CBOs to be selected by ENTRENA and other UNGOs) will contribute approximately 25 percent of the costs of carrying out the activities, which will be included in the respective sub-agreements. The contributions will be mostly in-kind and will include personnel assigned to work in POA activities, office space, and related logistic support. ENTRENA/UNGOS will track these contributions and assist the concerned NGO/CBO in revising and refining them periodically, during the course of preparing the workplans described previously.

Note that the NGO activities of this RP are not subject to the statutory counterpart requirements, but the HG/SPO Team, in concert with ENTRENA/UNGOS, will negotiate the above "benchmark" NGO contribution.

## **6.3 Audits**

Audits will be carried out on the USAID resources provided to attain the identified results, as scheduled by the USAID Controller, in concert with the Regional IG Office. The Financial Plan includes a separate budget item for audits.

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