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A Response to Aid Dependency: Service for Aid

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A Response to Aid Dependency: Service for Aid

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by

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Abstract

"A Response to Aid Dependency: Service for Aid" by Angela Bennett is a composition reviewing literature on humanitarian assistance and aid dependency. She appraises current programs which delivery humanitarian assistance by utilizing reward incentives for participation in social programs in order to combat dependency on outside sources of support. The author uses her experience as a Peace Corps Volunteer in the Dominican Republic for examples of expectance on aid. The Service for Aid model is proposed as a new approach to humanitarian aid delivery, requiring recipients to participate in capacity and capability building programs in order to earn aid in the form of a complementary currency. The earning of credit in the form a complementary currency will stem dependency, and provide sustainable routes to development for disadvantaged communities. The work is divided into two parts, Part I is the theoretical overview of the issue of aid dependency and incentive-based programs aimed at creating behavior change; Part II is a program proposal which implements the Service for Aid model and furthermore is the author's response to aid dependency.

Acknowledgements

Table of Contents

Maps

List of Acronyms Used

CCI	Community Connection International, Inc.
CCT	Conditional Cash Transfer
COPEDS	Commission on Millennium Development Goals and Sustainable Development
FFP	Food-for-Peace
FFW	Food-for-Work
IFRC	International Federation of Red Cross and Red Crescent Societies
IIH	Innovation in Health
IMS	International Monetary System
JICA	Japanese International Cooperation Agency
LAC	Latin America and the Caribbean
MDG	Millennium Development Goals
MINTUSTAH	United Nations Mission for Stabilization in Haiti
MIT	Massachusetts Institute of Technology
NGO	Non-governmental organization
OTI	Office of Transition Initiatives (USAID)
SMS	Short Message System
TB	Tuberculosis
UN	United Nations
US	United States
USAID	United States Agency for International Development
USD	United States Dollar
USDA	United States Department of Agriculture
WFP	World Food Program

Part I

Introduction

True humanitarians clutch onto an optimism for the ideal; that is how I was as a Peace Corps Volunteer and how I continue to be as a student of international humanitarian assistance. Through my experience volunteering and understanding the lives of the Dominican Republic's disadvantaged, I have come to realize that to help does not always mean to give. I was assigned to a mid-sized town of about 35,000 citizens called Consuelo, located on the eastern side of the island of Hispaniola. Peace Corps trainers instructed us to integrate into our communities; for me the process of integration, although initially intimidating, was exhilarating. More than I had ever consciously noted before, I was part of a community. I worked with a sports and education organization and spent time coaching baseball to young boys, and convincing young girls it was okay to try to play baseball and it was okay to be good. After gaining trust and rapport with the youth and families in the community, I began projects promoting literacy, positive parenting, HIV/AIDS awareness, and reproductive health. The experience was so much more than the sum of its parts, and it taught me more about how to change myself than anything else. Peace Corps, other international experiences, along with a post-graduate focus on international administration and humanitarian assistance have led me to realize simply giving is not the solution for meaningful social and economic change.

The municipality of Consuelo has been blessed with many active humanitarians, both local and international, who have sought to improve the lives of individuals and the state of the community at-large. Any member of the community, Catholic or not, will praise the work and dedication of the Grey Sisters, a Canadian order of Catholic nuns,

who have served Consuelo tirelessly for over fifty years. The Canadian bond has been a channel for an influx of countless volunteers, missionaries, doctors, travelers, and friendships. The community has cordially hosted volunteers from France, Japan, Spain, and the United States on an ongoing basis. Despite the many mentionable assistance givers and well-wishers, poverty and the lack of economic opportunities plague this community as so many others like it around the globe.

Out of their generosity, tourists, political candidates, volunteers, and Dominicans who have immigrated to places like the United States, Spain, or the Virgin Islands, give without hesitation when they see a child without shoes, an unemployed widow or single-mother, or an aging man without resources. Poverty is uncomfortable to witness, especially for the fortunate; however, this composition asks you to stop giving; stop giving, in the traditional way at least.

Giving without the expectation of reciprocity, while kind, is not a medium for sustained progress or sustainability. If a child is given everything he or she needs without having to act for it; he or she is unfit to compete in his or her natural environment. Do not be mistaken, this work does not intend to halt aid in any way or diminish its importance; this is not meant to patronize or devalue recipients of aid; to the contrary, it is a strategy for empowerment and mobility. In situations of acute disaster or conflict, survival is often owed solely to charitable relief aid. In developing countries, where the majority of people are striving to meet their basic daily needs, humanitarian assistance can range from life-saving to an unexpected treat. This study considers traditional humanitarian aid and its common side-effect: expectance.

People who receive humanitarian assistance are not fools. In resource-starved communities, citizens would be foolish to deny extra support, even if they can survive without it. Politicians in the Dominican Republic are mindful of this concept. Free cans of milk, house repairs, grocery vouchers, even cash—are offered during political campaigns and even at the doors of polling places. Generally, recipients are thankful for handouts and repay politicians with a vote. The disadvantaged typically identify tourists and visitors as sources for resources. Visitors and volunteers are often offended when people outright ask them for their shoes, their i-pod, or their money. Emigrated family members know it is their responsibility to send back remittances regardless of how little they may be making in their new economic situations; upon arrival for a visit they may likely hear "*¿Qué me trajiste*? (What did you bring me?)" It is not illogical for someone who has less to ask someone who has more for help. I propose giving in a new way. Give in a way which results in increased mutual respect, capacity building, community citizenship, and sustained efforts to reach individual potentials.

Part I of this work is a review of the causes of dependency on humanitarian assistance as well as an evaluation of programs currently in place that offer assistance in exchange for active participation. Additionally, I offer a new approach to the delivery of humanitarian assistance called Service for Aid, which promotes capacity building, personal achievement, and economic sustainability. Service for Aid promotes personal and community improvement through tracking individual's community service and participation in capability building courses and rewards participants with incentive credits. Service-credit systems will be created and maintained by community members

and non-governmental organizations (NGOs) that utilize the Service for Aid model. Systems will be designed in collaboration with local businesses and community institutions to utilize service-credit as complementary community currency. Service-credit will give the formerly disadvantaged purchasing power which will stimulate the local market. Part II includes an example of a grant proposal which could be used to start a Service for Aid program in a community in-need.

Humanitarian Aid

The global imbalance of resources and wealth make aiding others a moral obligation; in the field of humanitarian assistance, this obligation is referred to at the humanitarian imperative. Poverty is the root of many forms of suffering. The alleviation of poverty is the focal aspiration of humanitarian aid programs. Humanitarian assistance is rendered within the relief-aid-development continuum, which stretches from short-term, immediate support to help populations meet their basic needs in an emergency, to long-term advocacy and capacity building. Often this spectrum rather than leading populations on a trajectory to perpetual advancement falls into a cycle of relief, aid, development, and starts again at relief again, after the occurrence of an unforeseen natural disaster, political upheaval, violent conflict, or economic downturn. The goal of humanitarians should be to propel communities and individuals beyond the humanitarian aid spectrum to a position of independence, sustainability, and self-actualization.

The velocity of progress is frequently slowed by disagreements regarding how to approach humanitarian assistance. Recommendations for best practices in the arena

humanitarian aid have begun to resound among experts, but as in any field, there are different factions with divergent views. Relief workers have attempted to solidify minimum standards for the delivery of aid in emergency situations in a collaboration called *The Sphere Handbook.* This handbook of best practices quantifies the needs of people during human emergencies, and gives humanitarians guidance for the amount of water, latrines, immunizations, healthcare workers, and other resources to procure to properly assist a given population.[1] Development experts have traditionally been divided in three groups: those who feel developing nations should follow the example laid out by developed nations; those who feel disparity should be corrected by an infusion of resources to developing countries; and those who propose useful social and economic tools must be integrated into developing societies to achieve progress. Out these various schools of thought, a collection of best practices has come to be widely agreed upon. Best practices for development include: cross-cultural cooperation, a greater focus on bottom-up change via localized rather than national top-down programs, and an emphasis on education, literacy, health, and the role of women.[2] The United Nations (UN) has headed a movement to join development initiatives under a single set of goals. The Millennium Development Goals (MGDs) are a set of eight objectives that all humanitarians can strive to achieve before 2015. Although there are varying opinions on humanitarian aid, humanitarians should seek to utilize the best practices and attempt to collaborate to achieve the common goals along with others who are striving to carry out

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[1] The Sphere Handbook, 2004 Edition. p. 255 2004. Geneva: The Sphere Handbook. Accessed October 18, 2009 at: http://www.sphereproject.org/handbook/pages/navbook.htm?param1=0.

[2] Arsdale, Peter W. and Smith, Derrin R. Excerpted from Chapter One of: *Humanitarians in Hostile Territory: Expeditionary Diplomacy and Aid Outside the Green Zone.* Walnut Creek, CA: Left Coast Press: Forthcoming April, 2010).

the humanitarian imperative; most importantly these initiatives should be molded by the very people they are aimed to assist to foster the greatest amount of positive change.

Aid Dependency

The humanitarian imperative calls the fortunate to help those who are in need. In some situations, when the humanitarian imperative is carried out, recipients of aid are labeled as *dependent* upon the aid. Donors, aid agencies, and target populations alike, become defensive when the word *dependency* is utilized. Donors do not want their funds to be squandered or thought of as endless; they are usually donating with the idea that a specific outcome or result will be reached in a given timeframe; donors are not seeking lifelong dependents. Aid agencies are created to address missions yielding positive benefits for target populations. Aid agencies do not seek to create a dependency on their goods and services; quality agencies foster sustainability not dependency. No matter how critical the needs of a human being are, humans reject the idea of being controlled or solely dependent upon another for their basic needs. While recipients of aid may need assistance, they too spurn the label *dependent.* Humanitarians are working to improve the human condition; however, what often results is the formation of a dependent.

Harvey and Lind purport *dependency* should not be used with the negative connotation it has come to bear, but rather as an indication of the level of need of a given person or population. Their definition simply states "a person is aid dependent when they cannot meet immediate basic needs in the absence of relief assistance."[3] While this

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[3] Harvey, Paul and Lind, Jeremy. "Dependency and Humanitarian Relief: a critical analysis." *Humanitarian Policy Group Research Report,* No. 19, July 2005.

definition is a very literal and value-neutral description of dependence, it avoids confronting why the negative connotation has been tied to dependence. Harvey and Lind prefer to use the broad concept of interdependence to explain that all humans rely on others for social and economic relations; however, they admit that in some cases those relations may be exploitative. Their research concludes external relief aid has become part of the web of interdependency, and humanitarians should see how that relationship can be best utilized for those in need. The authors caution that by calling recipients of relief aid *dependent* there are risks of donor retraction and a premature shift to development work. Research has been conducted to survey dependency in development programs, my analysis claims aid given without some form of reciprocation by receivers could result in a dependent relationship.

Dependency on aid exists and can happen at any point on the humanitarian aid continuum. There are governments, communities, and individuals that owe their very lives to aid they have received in the past, aid they are currently receiving, and/or aid they will receive in the future. Although Harvey and Lind attempt to neutralize the term, dependency is ugly because the base of its existence is inequality. Rich countries have funds and supplies to give to poor countries in need, so if the stars of mission, region, time, scope, and cost align, a community might receive a donation. Those donations may come as relief after a natural disaster or conflict, or they may come as part of an on-going development program. Regardless, in times of need, those without resources look to those who have resources for help. In times of need, they are dependent on those who have resources. "A person is aid dependent when they cannot meet immediate basic

needs in the absence of relief assistance."[4] Yet, if every time there is a need, it is met by an entity other than the person in need or their community; dependence may not exist but expectance might develop. Continued assistance for communities that does not require participation or action from the recipients may discourage reactions that originate from individuals and communities in need. Unreciprocated generosity may diminish the acceptor's belief in his or her own power to problem-solve and respond to crisis. An interdependent relationship of provider and acceptor may appear to be dependence, but could in all actuality be learned expectance. Recipients may not fit Harvey and Lind's definition of a dependent person, but it becomes difficult to decipher if people could find resources on their own, if they trust outside aid will be delivered without making any effort. Harvey and Lind warn their readers that the use of the word *dependency* may demonstrate a lack of donor respect for recipients as it often implies laziness; however, they also discuss how even if recipients' basic needs are met, they would be foolish to turn away complimentary goods or services. Service for Aid is designed to combat the cynicism on both sides of assistance delivery. Donors will be giving to those who want, need, and earn aid; while recipients will be more involved in choosing the form and amount of their assistance based on their levels of participation. Participation in Service for Aid activities will always promote capacity building and social capital on individual and community levels; therefore, shunning dependence and generating independence and sustainability.

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[4] Harvey and Lind, (Ibid).

The intense need found in the developing world coupled with the high volume of giving from individuals, corporations, and governments, has created a condition of donor dependency for many recipient governments, organizations, communities, and individuals. Donor dependency occurs when recipients of aid become reliant on aid given to them by donors and complacent with their status as receivers. The term *donor dependency* is most commonly used to refer to the relationship between aid-giving governments and aid-receiving governments. Rick Hou, a former governor in the Solomon Islands described *Donor Dependency Syndrome* as an easy money option in which countries, their institutions, and their citizens become paralyzed to normal hard work and shy away from being agents of real economic activity.[5] One cannot deny that relief and aid are desperately needed by disadvantaged people especially those in developing countries, but providing aid without asking for anything in return does not cause a sustainable change in behavior. Conditionless handouts can lead to ingratitude for aid or an expectation that aid workers and aid giving governments are required to give. While the humanitarian imperative demands that those in need receive assistance, a system which does not require some form of reciprocation is bound to fall into a cycle of donor dependency. Scholar Amartya Sen recognizes poverty is not just about income, just as aid is not just about giving.

> Low income can certainly contribute to that [poverty], but so can a number of other influences, such as lack of schools, absence of health facilities, unavailability of medicines, the subjugation of women, hazardous environmental features, and lack of jobs…. Poverty can be

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[5] Kofana, Genesis. "Unproductive Use of Aid Results in Donor Dependency" in Solomon Times Online, May 22, 2008. Accessed at http://www.solomontimes.com/news.aspx?nwID=1825, May 21, 2009.

reduced through expanding these facilities, but in order to guarantee that, what is needed is an enhancement of the power of people, especially of the afflicted people, to make sure that the facilities are expanded and the deficiencies removed.[6]

If world citizens believe the only way they can improve their livelihoods is by receiving a handout from an aid worker, the incentive to work for one's own improvement is diminished and the idea of victimhood is reinforced.

Food Aid Programs

One main area of research in the study of dependence is that of food aid. The topic of food is difficult because in relief situations, those devoted to the humanitarian imperative cannot stand by while fellow world-citizens starve. Late-author and renowned humanitarian, Frederick Cuny endorsed relief food aid, but always emphasized a quick return to the use and support of local food markets. Cuny along with many other researchers argue that humanitarian assistance given in the form of food-aid lowers local production of food and therefore gives rise to dependency on outside aid. Ultimately, local economies are less productive because they are flooded by outside food donations.[7] In response to these delicate relief situations, many organizations have developed programs to support the livelihoods of emergency victims and encourage the participation of local citizens to help rebuild their communities and economies after disaster or conflicts. Several examples of programs that require participation for an incentive of food follow.

[6] Sen, Amartya. Introduction to *From Poverty to Power*, by Duncan Green. Oxford: Oxfam International, 2008, p. xiii.
[7] Cuny, Frederick. Famine, Conflict, and Response: A Basic Guide. West Hartford, CT: Kumarian Press, Inc., 1999.

The United States Agency for International Development (USAID) coordinates the Food-for-Work (FFW) program. FFW operates under the umbrella program Food-for-Peace (FFP), which is funded by United States Department of Agriculture (USDA) to USAID. The FFP program formerly referred to as Public Law 480, gives food assistance to countries at a specific level of need. The mission of FFP is to improve food security of vulnerable populations in developing countries around the world.[8] The programming of food aid through FFW addresses food insecurity by improving household food security while supporting key construction and rehabilitation activities that lead to longer term, more sustainable food security results. FFW uses food as a wage equivalent or incentive. Activities include the construction or repair of farm-to-market and urban roads, schools, health clinics, irrigation systems, public water and sanitation systems as well as infrastructure, environmental protection, and conservation projects. The program asks local communities to identify critical needs for projects. This self-targeting feature is important because individuals feel they are contributing to the greater good of their community. The FFW interventions are typically utilized in short-term situations like: widespread and/or seasonal food deficits along with high unemployment, drought, or major disruptions to farming productivity.[9]

One FFW project in Afghanistan was reported on by the US Central Command's news channel. In this Food-for-work project, local Afghans were asked to choose a

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[8] The United States Department of Agriculture, Foreign Agriculture Service. "Public Law 480." Accessed January 20, 2010 at: http://www.fas.usda.gov/excredits/foodaid/pl480/pl480.asp.
[9] USAID. *Food for Peace.* "Part II: Module 2: Food-for-work." January, 2006. Accessed January 20, 2010 at: http://www.usaid.gov/our_work/humanitarian_assistance/ffp/crg/module2.html.

project that needed completion in their community. Sixty Afghans cleared out drainage ditches. Upon completion members the Afghan National Army and the Afghan National Police distributed bags of rice, beans, and salt to the participants provided by USAID. The US soldiers who oversaw the project were encouraged by the participation of Afghans in the project and the successful food distribution. US Airwoman First Class Gina Molder reported the project allowed humanitarian food aid to be transformed from a handout to way to help a proud people create pride in themselves by helping their community.[10]

The United Nation's (UN) World Food Program (WFP) has a similar program called Food-for-Assets. Food-for-Assets attempts to help communities escape from hunger by paying community members in food for their participation in projects that foster food security. Food security projects include irrigation, terracing, soil and water conservation, tree planting, and gardening. The WFP also uses their food payments for social change; they offer food to ex-combatants in conflict zones if they turn in their arms and learn a new skill. WFP also assists in the construction of schools by paying laborers with food.[11]

The aim of many of the current incentive programs is food relief. While food relief could easily become a component of the Service for Aid model in a time of great need, the goal of Service for Aid is to create long-term independence for individuals and communities. The WFP is the main organizer of food donations internationally. The

[10] Molder, Gina. US Central Command (CENTCOM) CCDET's Channel. "Food-for-work: Hand up not a hand out." October 01, 2008. Accessed January 20, 2010 at: http://www.youtube.com/watch?v=EXeWrjp6-FY.
[11] World Food Programme. "Food-for-Assets." Accessed January 27, 2010 at: http://www.wfp.org/food-assets.

problem is that the majority of donations for food programs come in-kind or in actual food stuffs. The United States donated over half of all global food aid, in 2004; 99% of those food donations were in-kind.[12] The overwhelming donation of food, while generous, stifles best practices of humanitarian assistance delivery by slowing delivery of aid, flooding local markets with donated food, and decreasing local markets' abilities to bounce back after an emergency. There are an abundance of food-for-something programs because there is excess donated food to deliver and little cash to run programs that would facilitate local economic sustainability and capacity building. Additionally, these programs live and die by the amount of food aid available at a given time, if resources dry up, programs end.

The International Federation of Red Cross and Red Crescent Societies (IFRC) is a leading example of alternative strategies that can be used to reinstate livelihoods for emergency victims. The three alternative strategies include: Cash grants, Cash-for-Work, or Vouchers. Cash grants give households money to purchase items to meet their basic food and non-food needs.[13] By having the ability to purchase goods, consumers and vendors are able to re-stimulate the local economy. Cash-for-Work programs pay community members a wage to participate in public projects.[14] Again, vendors are able to buy goods from outside markets because local consumers have currency to offer for

[12] Thomson Reuters Foundation. "FACTSHEET: How does food aid work?" September 16, 2005. Accessed January 27, 2010 at: http://www.alertnet.org/thefacts/reliefresources/11268811061.htm.

[13] International Federation of the Red Cross and Red Crescent Societies. "Cash and Voucher in Relief and Recovery: Red Cross Red Crescent good practices." 2007. Accessed January 27, 2010 at: http://irp.onlinesolutionsltd.net/assets/publication/cash_and_voucher_in_relief_and_recovery.pdf.

[14] IFRC. 2007. Ibid
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items. These projects are preferable to cash grant projects because they foster community cohesion and yield a beneficial result for the community. The third strategy, vouchers, gives local citizens a coupon which may have a cash or commodity value. These vouchers typically are valid at specific markets or for specific commodities.[15] The voucher option is useful as long as it does not favor one vendor over another. If certain vendors or goods are excluded from the voucher program it could cause a collapse of a given section of the local market.

Service for Aid aims to be a long-term development solution in both times of peace and safety, as well as in emergency situations of conflict or natural disaster, and will require reciprocal action by recipients. The current programs offering incentives for work or community participation have a smaller scope than Service for Aid because they focus on shorter-term relief projects and generally offer food as an incentive. None of the current programs are designed to be a sustainable force in the local community or the local market. Service for Aid intends to connect individuals and communities to their potential as independent actors while positively impacting the local economy by offering economic credit and other incentives which could include food aid, but will incorporate education, vocational training, and health services.

Behavior Change through Incentives

At its core, Service for Aid seeks to empower its participants and foster a sustainable vehicle for aid delivery which will reduce recipients' dependence on and

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[15] IFRC. 2007. Ibid.

expectancy for aid. The objectives of projects within the model are aimed at making each person involved increasingly more educated, economically mobile, and healthy. The overarching impact of Service for Aid will be a growth in self-esteem and knowledge among communities that will allow for solutions to problems to come from individuals and members of the community rather than from outside sources. The incentives acquired via service-credits are instruments which will shape new, positive behaviors.

Governments in Latin America and the Caribbean (LAC) have begun to increasingly utilize incentive programs for behavior change. Conditional cash transfer (CCT) programs have been adopted by sixteen in LAC countries in the last decade. Criticism for these programs exists. Observers question the ability of CCT programs to prepare participants for life in the real economic market. Women's roles as recipients of incentives and monitors of compliance within the project has been said to limit their opportunities to seek employment outside of the household. The politicized use of CCT programs by politicians is also a concern. Many of the programs have increased the length of time children remain in school, but the quality of the education received in local schools is often not sufficient to lift students out of poverty. Although there are areas for improvement, CCT programs have proven to be socially beneficially, but they demonstrate their efficiency over the long-term and cannot be expected to deliver immediate short-term poverty relief. In LAC, 12% of the population is served by CCT programs. Governments embrace these programs because they are generally cost effective; on average they only comprise 2.5% of social expenditure. CCT are hailed to attend to the poorest of the poor, be administratively efficient, reduce inequality, diminish

poverty in the short and the long term, and be efficient means for the accumulation of human capital and to break the chain of intergenerational transmission of poverty.[16] The use of CCT programs allows governments to give social benefits to the poor while addressing problem areas within the society. Behavior changes in education and health are the main foci of CCT programs.

Brazil's *Bolsa Escola* (School Purse) project was launched in 1995 to promote school attendance through cash transfers to mothers of poor children.   Children's attendance in school was incentivized.   In 2001, Bolsa Escola was adopted as a Federal program and by the end of 2001 98% of Brazilian municipalities were participating. The project was combined with other cash transfer projects in 2005, and came to be known as *Bolsa Familia*.   *Bolsa Familia* (Family Purse) began to serve over eight million households throughout Brazil; low income families making less than R$100 (*reaies*) ($54 USD) a month were targeted for the program. Monthly stipends ranging from R$15-R$95 ($8-$51 USD) are given to families; the exact amount of the incentive given to a household was based on income, family composition, and the completion of a set of program requirements.[17] The requirements for family members include:

(1) children ages six to fifteen years old be enrolled and attend at least 85% of their classes;
(2) children under the age of seven visit health clinics to have their growth monitored and immunizations updated; and

[16] Valencia Lomelí, Enrique. "Conditional Cash Transfer Programs: Achievements and Illusions," in *Global Social Policy,* Vol. 9. Sage Publications, 2009. Accessed February 10, 2010 at: http://0-gsp.sagepub.com.bianca.penlib.du.edu/cgi/reprint/9/2/167.

[17] XE: Universal Currency Converter. Figures based on exchange rate of 1 real to 0.54 dollars. Accessed February 9, 2010 at: http://www.xe.com/ucc/.

(3) pregnant women conduct prenatal care.[18]

This innovative approach is effective in motivating low income families. In many cases, children are kept home for socio-economic reasons: to assist with other children, a lack of money for uniforms or supplies to clean uniforms, a lack of shoes, agricultural or pastoral chores, to help with sick family members, or to perform other informal employment duties. By making education an opportunity for immediate economic production, school attendance became more vital to the families. In the case of *Bolsa Escola* and *Bolsa Familia*, incentives were effectively used for behavior change.

Innovators are constantly devising creative programs to encourage behavior changes among target populations. One outstanding example is the *X Out TB* program introduced in Nicaragua and designed by José Gómez-Márquez and his team at Innovations in Health (IIH) team at Massachusetts Institute of Technology (MIT). This program was designed to combat the resurgence of tuberculosis (TB) caused by patients failing to take their medicine once they started to feel better. Patients are given urinanalysis strips which reveal a number combination when they react with urine of patients who have taken TB medication. Patients then send a short message system (SMS) text message to a database to report their results. Patients, who demonstrate they are taking their medication correctly, are reward with cell phone minutes.[19] This simple incentive program has increased compliance with medication and reduced the costs of monitoring.

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[18] De Janvry, Alain, Finan, Federico et. al. "Brazil's Bolsa Escola Program: The Role of Governance in Decentralized Implementation. World Bank, December, 2005. Accessed February 9, 2010 at: http://siteresources.worldbank.org/SOCIALPROTECTION/Resources/SP-Discussion-papers/Safety-Nets-DP/0542.pdf.
[19] Innovations in Health. "Our Work: Technologies." Accessed February 6, 2010 at: http://iih.mit.edu/work.htm.

Peace Corps Dominican Republic implemented an incentive program during my time of service called *Servir y Jugar* (Serve and Play). Youth sports groups could earn equipment by serving their community. The organization I worked with *Béisbol y Libros* (Baseball and Books) organized a trash cleanup project for which they were rewarded with balls, bats, gloves, and other baseball equipment to use collectively. The children seemed to react positively to the idea that their work had earned them something desirable.

The Community Pregnancy Center in Prescott, Arizona, uses an incentive program for behavior change for new or expecting parents called Earn as You Learn. In addition to providing free pregnancy tests and ultrasounds, the center provides one-on-one counseling for mothers, fathers, or couples. During counseling appointments, parents can watch a video from the center's library on topics such as prenatal development, parenting, marriage, or life skills. Parents earn mommy-money or daddy-bucks for their participation. One unit of currency is earned for each of the following participatory actions: making an appointment, keeping the appointment, watching an educational video, and completing a homework assignment on the topic. After earning the money, parents can use it in the Baby Store. The Baby Store contains donated items such as diapers, bottles, formula, clothing, cribs, and car seats. Two dozen diapers costs just one dollar in the Baby Store. Cathy Peach of Prescott's Community Pregnancy Center states that the center serves mostly the community's working poor who have trouble affording baby items on low incomes.[20] The center offers highly need items to needy families,

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[20] Peach, Cathy. Telephone Interview. February 22, 2010.

while at the same time educating parents and ultimately bettering the community at-large. Likewise, Service for Aid will use incentives for behavior changes in areas of need identified within communities and coordinate programs to address those needs. Participation in targeted programs will be incentivized to encourage positive behavior changes.

Complementary Currency

Service for Aid will operate through NGOs either already established or created expressly to launch the Service for Aid model. NGOs will invite citizens in the target community to voluntarily become members of the community organization. The organization will arrange for skills and needs assessments to be completed with individuals and community groups. Based on the needs identified in the community, classes and workshops will be offered to members of the organization. Participation earns members service-credit. Needed public improvement projects established through the assessments will be arranged by the NGO. Participation earns members service-credit. A database of skills and needs will be maintained to link those who need a service to those who can perform it. Completed service for fellow community members will be rewarded with service-credit. Willing businesses in the community will accept service-credit as a local currency for either all or portions of purchases. The NGO will orchestrate contracts with local businesses and institutions to foster the widespread use of service-credits. For example, the local grocery store is planning on remodeling the storefront; this line item is expected to cost the company $100,000. According to the

agreement, when the store accepts $60,000 in service-credit, the NGO will provide the $20,000 in supplies and the labor which would ideally be paid in service-credit. Eventually, service-credits could be used between businesses allowing community service and self-improvement to be the source of currency influx into the system. This model stimulates the local economy while increasing livelihoods, improving community facilities, engaging community spirit, accumulating social capital, and encouraging individuals to become educated and trained in order to meet their potential.

The service-credit idea is new, but complementary or local currencies are widely used. The wir is a complementary currency used in Switzerland by the Wir Bank. The Wir Economic Circle Cooperative was founded in 1934 by Werner Zimmermann and Paul Enz to combat the economic downturn of the Great Depression. *Wir* is the first syllable of the word *wirtschaftsring* (business circle) and *wir* (German for "we") means community. Initially, participants in wir paid cash into an account, and were credited a bonus of 5 % to use immediately. Wir accounts are interest-free which discourages hoarding of the currency and rather promotes the trade of wir credit. The Wir Bank has had to reorganize and restructure several times to adjust to economic and ideological challenges.[21] The wir is currently used among small businesses to promote local business solidarity and to compete as a unit against massive international corporations. The alternative currency allows businesses to trade in the absence of official cash. WIR Bank spokesman Michael Schnebli claims that the wir currency:

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[21] Defila, Heidi. "60 Years of WIR Economic Circle Cooperative" in WIR Magazin, September 1994. Translated by Thomas Greco. Accessed January 27, 2010 at: http://projects.exeter.ac.uk/RDavies/arian/wir.html.

has a stabilizing effect on the normal monetary system by providing a complementary source of funding when liquidity dries up. By granting WIR credits we increase the amount of real money in the system because it frees up cash.[22]

A similar effect could be reached by using service-credits in developing countries. By allowing people to earn credit and then barter with it, actual cash would be more readily used or saved for larger more expensive purchases.

Many alternative currencies or barter systems are used today around the world. Many cities use local currencies to encourage purchases from locally run business. See table one which lists the number of complementary currencies used in countries worldwide.

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[22] Allen, Matthew. "Cash substitute greases business wheels," in *SwissInfo* October 21, 2009. Accessed January 27, 2010 at: http://www.swissinfo.ch/eng/business/Cash_substitute_greases_business_wheels.html?cid=7613810.

Table 1-Complementary Currencies by Country

Country	Complementary Currencies		Country	Complementary Currencies
Argentina	1		Italy	3
Australia	17		Japan	4
Austria	3		Mexico	2
Belgium	4		Netherlands	9
Brazil	5		New Zealand	10
Canada	10		Papua New Guinea	1
China	2		Poland	1
Colombia	1		Portugal	1
Croatia	1		Slovakia	2
Denmark	1		South Africa	3
El Salvador	2		South Korea	2
France	5		Spain	3
Germany	21		Sweden	1
Greece	3		Thailand	4
Honduras	1		United Kingdom	8
Hungary	1		United States	38
Indonesia	1		**Total**	**171**

[23]

[23] Complementary Currency Resource Center. "CC Map." Accessed February 5, 2010 at: http://www.complementarycurrency.org/ccDatabase/maps/worldmap.php.

Another revived trend is the use of barter systems. The International Monetary System (IMS) is a leading barter organization. Just as the WIR Bank responded to the Great Depression, IMS is responding to the current recession. The IMS is a barter system that charges a small percentage for barter transactions among members. People can collect credits for work or the sale of goods. Trades can be made or credits can be used to pay other members or to purchase items at IMS fairs where vendors organize to trade their goods. As of November 2009, IMS had 18,000 US members and counting. Steven Tadelis, a specialist in economic incentives at the Haas School of Business at the University of California, Berkeley, notes:

> It is not unusual to find alternative trading on the rise when unemployment is high and cash and credit are tight. Because of our lack of income and our inability to get long-term credit at reasonable rates, we can't use the normal market. By me offering a service that you accept, we are creating value. You might see people switching to barter because they just can't get money.[24]

Obviously in impoverished communities people create value anyway they can. Bartering is clearly not a new concept, but organizing it for developing communities and creating credit through capacity building projects and community service is an innovative twist on age-old concept.

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[24] Paddock, Richard C. "New Buying Power, Despite the Economy," in *The New York Times*, November 28, 2009. Accessed January 27, 2010 at: http://www.nytimes.com/2009/11/29/us/29sfbarter.html?pagewanted=1&_r=2.

Conclusion

Service for Aid promotes the time-honored values of civic engagement and social capital which have shown to be waning in modern times. L.J. Hanifan defines social capital as:

> those tangible substances [that] count for most in the daily lives of people: namely good will, fellowship, sympathy, and social intercourse among the individuals and families who make up a social unit…The individual is helpless socially, if left to himself….If he comes into contact with his neighbor, and they with the other neighbors, there will be an accumulation of social capital, which may immediately satisfy his social needs and which may bear a social potentiality sufficient to the substantial improvement of living conditions in the whole community. The community as a whole will benefit by the cooperation of all its parts, while the individual will find in his associations the advantages of the help, the sympathy, and the fellowship of his neighbors. [25]

By joining people in a positive way both the community and individuals will benefit. As found in the included grant proposal, members of community centers can make their skills and needs public. Skills and needs will be logged on a database and members can gain service-credit for the service their skill provides for fellow community members. Likewise, people can use their service-credits to receive needed assistance from fellow community members with the proper skills. Community centers can help facilitate the coordination of these connections. In Robert Putnam's *Bowling Alone* he indicates the sundry benefits of social capital including: generalized reciprocity, trustworthiness, mutual obligation, responsibility for action, cooperation for mutual benefit, reduced motivation for opportunism, sustained rules of conduct, and the creation of civic

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[25] Hanifan, Lyda J. "The Rural School Community Center." *Annals of the American Academy of Political and Social ScienceI 67*. Vo.67, 1916 as quoted in Putnam, Robert D.'s, *Bowling Alone*. New York: Simon and Schuster, 2000.

virtue.[26]   In addition to the trade of skills and service-credits, group classes and community service events will be attended by the public. Neighbors and community citizens will forge bonds that will improve individuals and society at-large.   The inclusion of students, professionals, and civilians from other communities and countries will connect people and allow them to face educational, professional, health, and relational frontiers together.

The Service for Aid model and programs designed to apply the model in the field hold the people and the communities they comprise as the most valuable components, critics, and catalysts for the success of Service for Aid. Community citizens, local leaders, and members of the community center will be asked to shape the program at each step of the process so the program will be appropriate culturally and economically. Community members will be consulted as stakeholders in the program and will be encouraged to be active participants in the planning, mitigating of risk, implementing, monitoring, and evaluating of the program. The NGO will facilitate the assembling of the community to create a long-term vision for the community development.   The members of the community will be asked to devise strategies to have the model produce the utmost benefit for their community. The Service for Aid programs will begin as a tools for more effective delivery of humanitarian assistance, but will eventually evolve into fully sustained community-based organizations.

The Service for Aid model is presented to be an instrument for change in the delivery of humanitarian assistance. The execution of the implementation of the Service for Aid model into functioning programs in communities will be no easy task. Programs

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[26]Putnam, Robert D.'s, *Bowling Alone*. New York: Simon and Schuster, 2000, p.19-21.

of similar scope often are halted by simple political, cultural, or personal misunderstandings. However, by adhering to established best practices of relief and development work will enhance program's chances for success. Best practices specific for the successful implementation of a Service for Aid program include:

- Identification of communities in need
- Raising awareness and inviting all individuals and businesses in the community to be participants
- Inclusion of individuals and business partners in all processes of planning, implementation, and assessment
- Data collection to distinguish community skills and needs as well as to establish baselines for measurement
- Sound tracking of participation in classes and community projects
- Rewarding participation with complementary currency
- Well constructed technology for use of complementary currency in target community to stimulate local economy
- Regular monitoring and evaluation of program's outcomes and impact

Implementation of this model utilizing the above best practices could lead to reduction in poverty and the achievement of the Millennium Development Goals. By promoting reciprocity for aid, the value of the aid given will be multiplied many times over and will have the potential to empower and mobilize people and communities beyond the relief-aid-development continuum into realms of independence, autonomy, and sustainability.

By connecting people on international and community levels and by assisting individuals the reach their full capabilities, the world will undoubtedly improve. Service for Aid is a way for generosity to be directed more precisely to produce a desirable result for all involved. It would be gratifying to see the people of Consuelo have access to the tools necessary to attain new levels of empowerment which would allow them to reach their goals and realize their potential. Service for Aid is a vehicle for personal

improvement, capacity building, community cohesion, and economic mobilization, which could benefit not only Consuelo, but any community that seeks positive, sustained progress.

Part II

Dominican Republic

Service for Aid

Community Development

Program

Ford Foundation

Grant Proposal

Community Connection International, Inc.

Angela L. Bennett

2010

A.   EXECUTIVE SUMMARY

1.1 Executive Summary

The Dominican Republic Service for Aid Community Development Program is a prototype for a new model of humanitarian relief, aid, and development. Service for Aid aims to end dependencies on humanitarian assistance and foster sustained self-reliance and empowerment among communities and individuals. Service for Aid can serve as a tool in all phases of the relief-aid-development continuum.   The following is a proposal for a community development program that champions community and personal efforts for the improvement of society as a whole.

The Service for Aid concept encourages people to better their lives and the lives of those around them by participating in community service and capacity building projects.   Community Connection International (CCI) promotes participation by coordinating an incentive system within local economies and education systems. Community citizens become members of the local community center; once they are members they can start earning service-credit. CCI works with local businesses, higher education institutions, governments, health care facilities, and community professionals along with international partners to offer meaningful uses for members' service-credit. For example, members could earn store credit, full or partial tuition waivers, bus passes, home improvements, doctor visits, or pharmacy credit. Assessments of skills and needs of the community and individuals will be continuously assessed so that programming can be accurately targeted to most directly benefit the community.   By promoting positive citizenship through the Service for Aid program, communities and individuals will learn to respect one another and reach their potential.

> **Service for Aid aims to end dependencies on humanitarian assistance and foster sustained self-reliance and empowerment among communities and individuals.**

Service for Aid will use new technologies to track service-credit, skills and needs of the community, competencies of and challenges faced by individuals, as well as baselines, improvements, and impacts of the program.   Members of CCI's community centers will have service-credit cards or

accounts accessible with SMS (short message system) technology. Kiosks will be available for members to check their balances. With adequate funding, interactive computer software could be employed to obtain community and individual baselines for education, socio-economic factors, health awareness, skills, and needs. Participation in community-based classes and workshops, community service projects, skill sharing, and successful completion of individualized curriculums and assessments via computer, will earn members service-credit. The participation in community efforts and self-improvement activities will boost the esteem of individuals and the local society. The motivation of service-credit will assist members in augmenting their sets of skills and capacities while teaching self-reliance. A self-reliant and skilled community will result in a self-sustained development and economic progress.

1.2 Advantages of Service for Aid

The following is a table which demonstrates the advantages of Service for Aid in comparison to typical humanitarian assistance strategies:

Table 2

Comparison of the Service for Aid Model and Traditional Aid Models		
	Service for Aid	**Traditional Aid**
Capacity Building	*integral feature of program *programs adapt to community skills and needs *programs work to fill capacity gaps in the community	*not consistently a feature *may focus only on a specific capacity
Dependence	*requires aid to be earned *focuses on improving skills community members lack to encourage long-term self-reliance *adaptable to both emergency relief and development situations	*does not require reciprocation for receiving aid *often reactionary and short-term and therefore unable to create an incentive feature

Community Integration	*community members are rewarded for helping one another *incentives are community driven enhancing social capital and economic progress *community businesses and institutions are invested and encourage citizens to participate in community service *members support local businesses *skills and needs of the community are easier to address because they are identified via on-going assessments *communities participate in identification of skills and needs *foreign workers are required to demonstrate a commitment to communities before serving in a staff position	*limited supplies can cause competition, theft, and violence *foreign donations can flood an area and suppress local economies *outside observers can make decisions without knowing the skills and needs of the community and major needs can be overlooks *skills and needs are not continuously assessed so aid may be based on outdated or inadequate information *foreign workers may not have an investment in the community
Sustainability	*partnerships with local businesses and institutions strengthen local economies and in return strengthen the organization *members are trained by the organization and hired into local businesses or enrolled in local institutions *international members become invested in target communities through a two-way cultural exchange by sharing skills and cultures	*projects are often short-term and funded by foreign donors; local business are not included *when short-term projects end communities lose resources and support and foreign workers leave projects and locals are not trained to take over *flow of information, resources, and expertise are one-way cultural exchange as if only one party has skills and culture to share
International Integration	*skill and cultural exchanges are built in as a part of program so community and international bonds are created between peoples	*focus is often on immediate needs and meaningful relationships are not formed

1.3 Program Purpose and List of Projects

The following table summarizes the purpose of the program and the aims of each project comprising the pilot program. The proposal offers in-depth descriptions of each in Section C—Program Description.

Table 3

Program and Projects Summary	
Program Purpose	Promote and advance the human condition in Consuelo, Dominican Republic by helping individuals reach their potential by cultivating international and community connections that foster improvements in education, health, conflict management, disaster preparedness, and community citizenship.
Project 1 **Community Center Facility**	A centrally located community center will be built in Consuelo to accommodate all CCI programming.
Project 2 **Membership Drive & Skills/Needs Database**	A campaign to encourage CCI membership will be undertaken. All new members will be asked to participate in a skills/needs interview. The information gained will create baselines for monitoring and evaluation of program success and will drive programming selections.
Project 3 **Community Instruction and Service**	In addition to already identified basic education, health, conflict management, disaster preparedness, and professional training needs, information from the skills needs interviews will steer the creation of additional areas of instruction to be delivered at the community center. In addition to educational supports, member can participate in community service and structured community recreation activities.
Project 4 **Service for Aid Incentives**	Participation in community center classes, service work, and other activities earns members service-credit. Donations to CCI, commercial partnerships, community member goods and skills exchanges, medical treatment, and other benefits secured by CCI will be available to members in exchange for their service-credit.

1.4 Estimated Program Parameters

CCI calculates that the implementation of the Dominican Republic Service for Aid Community Development Program in the Consuelo community will take two years and cost approximately $8,000,000. By the end of the second year, a minimum expectation is 2,500 people or 7% of the 35,000 member community will have

participated at some level in CCI's Service for Aid program and 500 or 1.5% of the population will be actively participating in Service for Aid programming.

1.5 Examples of Individuals Potentially Impacted by the Program

The following vignettes share visions of the impact that Service for Aid could have on citizens of the target community for the pilot program. The names of those photographed have been changed to protect their identities.

1.5a Samuel

Samuel's face is famous in Consuelo. He is a kind kid who quickly makes friends with visitors and community members. He is fifteen and struggling through the fifth grade. His father is physically disabled from an accident in the local sugar mill, and his mother has a hard time taking care of her four children. Samuel is found day and night walking through the streets of his small town he knows so well. Locals and visitors are kind to Samuel and frequently give him small gifts to help him out. While most givers are benign, Samuel easily falls into potentially dangerous situations in order to please new friends. Although many encourage Samuel to continue in school he is constantly at high risk of dropping out.

Samuel is an example of someone who could greatly benefit from participation in the Service for Aid program. He would be able to frequent programs offered by the community center and seek help with homework. By attending school and excelling in supplementary education courses, Samuel could earn service-credit to buy items at the local supermarket to help himself and his family. He would be invited to participate in vocational training programs which could prepare him for an income-producing job when he finishes school. All of Samuel's participation in the safe environment of the community center would earn him service-credit. The incentive of service-credit would allow him to be self-reliant and steer him away from more dangerous options for securing resources for himself and his family. While earning his incentive credits he would be building his ability to be employed and to give back to his community, and at the same time gaining self-esteem and the confidence to pursue a successful future. By spending his service-credits, he would be supporting local businesses and participating in the advancement of social capital in Consuelo.

1.5b   María

María, mother of eight children and currently grandmother of eight, is a proud and consistent member of her local church. Her husband Raul is a fireman and a

preacher. Raul's wage is inconsistent and the couple tries to help out their children, grandchildren, and fellow congregation members in need when they have anything extra. María was only able to attend school through the seventh grade and began her family at fourteen. She has dreamed about going back to school but has never had the time or resources.

María would be welcomed as a member of CCI. After completing her skills/needs assessment she would be told which courses might benefit her most. María may decide to participate in a gardening class. She would received credit for attending the gardening courses, and may be able to sell extra items in her neighborhood or at the community market. Her skills of cooking, cleaning, child care, sewing, and gardening would be posted as public. When fellow community members need a service she can provide, she is able to perform the skill and earn service-credit. With her accumulating service-credit she is able to buy her daughter a dress for graduation, her newest grandson a needed prescription, and even a new pair of church shoes for herself. Because María is able to make supplemental income for the family, part of Raul's wages are saved to buy a small washing machine for the family.

1.5c Jorge Empanadas

Alex Empanadas is a small business in Consuelo. People line up at small vending stalls downtown or at basketball games to buy empanadas, juice, and smoothies. The owner, Jorge, has decided to become a partner with CCI. CCI has supplied the business with remote operable credit-card scanners for each of their stalls. People are able to use credit and debit cards, which has significantly boosted sales, especially by visiting tourists. CCI service-credit cards are also accepted at Jorge Empanadas. CCI and Jorge have made an agreement that once the amount equal to the cost of the credit card scanners has been accepted in service-credit, CCI will purchase tables and chairs to install near the downtown stall location along with supplies for a small shading structure. Local laborers will install the tables, chairs, and ramada in return for service-

credit. Once the value of the provide items has been accepted by the business in service-credit, another improvement could be discussed.

B.	STRATEGIC CONTEXT

1.1 Program Purpose

As economic disparity between the poor and the rich continues to increase, many individuals, organizations, corporations, and governments attempt to ease the suffering of the poor by giving aid and donations. While many of the world's poorest citizens owe their lives to these gifts, the contributions rarely make a lasting change on the economic or social condition of the people or their community. In many developing nations, these gifts or handouts are relied upon; governments, organizations, and individuals become dependent on aid. The purpose of the proposed program is to implement a new model of humanitarian aid called Service for Aid. Service for Aid will improve the way in which aid is administered by reducing dependency through requiring capacity building and sustainability for aid delivery. By reducing or eliminating dependency, local communities achieve independence which could lead to a decrease in economic disparity.

1.2 Region Background

The island of Hispaniola is shared by Haiti and the Dominican Republic. (See Map 1) While cultural and historical characteristics of these nations blend, there is a violent and tension-filled history between the two nations that leads to current day hostility and crime. Long held animosity due to an 1822 invasion by Haitians, a 1937 massacre of approximately 30,000 Haitians by Dominican dictator Trujillo, a 2004 Dominican migration law denying citizenship to Haitians born on Dominican soil, and on-going immigration disputes fortify deep-seeded division between the groups. In the Dominican Republic, large numbers of Haitian immigrants live side by side with Dominican neighbors. Although many live peacefully, violence and discrimination are

not uncommon.   The Service for Aid model could be used to ameliorate tensions between ethnic groups through improved citizenship, mutual respect, and increased capacities of individuals and the community as a whole. (See appendices 1 and 2)

The island economy of Hispaniola causes it to be isolated from many major trade benefits. Dominicans and Haitians are often at the mercy of outsiders for the import of basic commodities and the revenue gained from export. Service for Aid's use of service-credit would allow local buyers and vendors to utilize service-credits in the local setting and therefore have increased amount of official currency for spending in national and international markets.

1.3 Sector Background

The Gini coefficient is an indicator used to demonstrate the disparity in wealth between the rich and poor. The Gini coefficient measures the extent to which distribution of income among individuals or households within a country deviates from perfect equality. A value of 0 represents absolute equality and a

> **While the humanitarian imperative demands that those in need receive assistance, a system which does not require some form of reciprocation is bound to fall into a cycle of donor dependency.**

value of 100 represents absolute inequality.   The Dominican Republic has a Gini coefficient of 50.   It is ranked as the 25th worst for economic disparity between Zimbabwe (24) and Peru (26).[27] The disparities in this country are drastic; a few live well, while most live in utter poverty. The need among impoverished groups causes wealthy governments and international organizations to donate with the aim of improving the quality life for the suffering majority. In 2008, the Dominican Republic received $76,990,000 in aid, ranking 122nd globally for the amount of aid received. For the Dominican population of 9,650,054, aid per capita is $7.98 annually.   The Dominican Republic ranks between Syria (121) and Botswana (123) in aid per capita. [28]

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[27] The 2008 World Factbook. "Distribution of Family Income-Gini Index." Accessed December 26, 2009 at: https://www.cia.gov/library/publications/the-world-factbook/rankorder/2172rank.html

[28] The 2008 World Factbook. "Economic Aid Recipients 2008 Country Ranks." Accessed November 15, 2009 at: http://www.photius.com/rankings/economy/economic_aid_recipient_2008_1.html.

Globally, intense need coupled with a high volume of giving has created a condition of donor dependency for many governments, organizations, communities, and individuals. Donor dependency occurs when recipients of donated aid become reliant on aid and complacent with their status as receivers. The term *donor dependency* is most commonly used to refer to a relationship between aid-giving nations and aid-receiving nations. Rick Hou, a former governor in the Solomon Islands described *Donor Dependency Syndrome* as an easy money option in which countries, their institutions, and their citizens become paralyzed to normal hard work and shy away from being agents of real economic activity.[29] One cannot deny that relief and aid are desperately needed by disadvantaged people especially those in developing countries, but providing aid without asking for anything in return does not cause a sustainable change in behavior. Conditionless handouts can lead to ingratitude for aid or an expectation that aid workers and developed nations are required to give. While the humanitarian imperative demands that those in need receive assistance, a system which does not require some form of reciprocation is bound to fall into a cycle of donor dependency. If world citizens believe the only way they can improve their livelihoods is by receiving a handout from an aid worker, the incentive to work for one's own improvement is diminished and the idea of victimhood is reinforced.

1.4 Program Rationale

Analyses will be completed by Community Connection International in collaboration with international development consultants which will warrant enthusiasm for the Dominican Republic Service for Aid Community Development Program. The following investigations will be completed to diagnose the potential success of the program: a **stakeholder analysis**, a **social impact analysis**, **and a cost-benefit analysis**. Strong support among stakeholders and community members in the target population will be sought. The social impact analysis should indicate that the use of the on-going skills/needs assessments by Community Connection International will

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[29] Kofana, Genesis. "Unproductive Use of Aid Results in Donor Dependency" in Solomon Times Online, May 22, 2008. Accessed at http://www.solomontimes.com/news.aspx?nwID=1825, May 21, 2009.

be elemental to the success of the program. A cost-benefit analysis projecting an **economic rate of return (ERR) of at least 12%** will garner increased interest and dedication to the project.

In addition to analyzing the proposed program, established programs that are similarly focused have been studied including: Food-for-Work, Cash-for-Work, Conditional Cash Transfers (CCT), and other incentive-based behavior change programs. These comparative programs have proven effective in either emergency relief situation or in isolated national or local settings. The Service for Aid program will anchor itself into communities as a long-term development motivator; however, in times of emergency the community cohesion and cooperation acquired through the Service for Aid program will be drawn upon and service-credit can also be awarded to citizens to assist during emergencies. Additionally, although this proposal is tailored to work in a specific community, the basic principles could be used in any setting.

1.4a Donor Rationale

The mission of the Ford Foundation to reduce poverty and injustice and to promote democratic values, international cooperation and human achievement is highly correlated to the mission of CCI which is to advance the human condition and help individuals reach their potential by cultivating international and community connections. The Service for Aid pilot program fulfills the requirements of the Ford Foundation's **Sustainability Initiatives Grant Program**. The Dominican pilot would operate in the Ford Foundation's Latin America and Caribbean zone. As CCI is an emerging non-governmental organization, the monetary assistance of a Ford Foundation grant would supply the necessary financial base to start the Service for Aid program in a quality manner. After the successful implementation and constructive evaluation of the pilot program, CCI could launch additional Community Connection Centers elsewhere in the region. Additionally, the pilot program will give evidence that the Service for Aid model augments capacity building and is sustainable; therefore, this model could be utilized by other Ford Foundation projects.

The Ford Foundation and CCI share another common ideal: the importance of community connection. The Ford Foundation states, "We believe the best way to fulfill our mission is to encourage initiatives by those living and working closest to where problems are located."[30] CCI is committed to staffing projects with local leaders and international humanitarians who have a sincere commitment and connection to the community they plan to serve. Expatriates that are considered for CCI service include former Peace Corps Volunteers, community volunteers, people who have spent extended time in the community, people who have family members in the community, or former citizens of the community. CCI's staff members are hired based on their elevated levels of ethical integration in host countries. Relationships with target communities and a clear understanding of community needs, conflicts, talents, and values are key to the projected success of CCI's Service for Aid program.

The Service for Aid program is an excellent candidate for a Ford Foundation grant because it includes concepts of revenue generation for the organization and economic stimulation for the community combining for a highly sustainable result. CCI's Service for Aid program guides participants towards increased capacities in sundry areas including but not limited to: education, health, conflict resolution, and disaster preparedness. The capacities gained by participating communities deliver long-term effects. The development work of the Service for Aid program prepares communities to better assist themselves in emergency situations, which helps locals and the international community by alleviating the criticality of human emergencies. *The Sphere Handbook*, which is the leading guide for emergency relief action states: "Building local capacity together with affected populations is probably the most effective means of helping communities to recover from disasters and to prepare them for future disasters."[31] Established Service for Aid programs will aid communities in all phases of the relief-aid-development continuum, by building overall capacities.

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[30] The Ford Foundation. "Regions." Accessed October 18, 2009 at: http://www.fordfound.org/regions.
[31] The Sphere Handbook, 2004 Edition. p. 255 2004. Geneva: The Sphere Handbook. Accessed October 18, 2009 at: http://www.sphereproject.org/handbook/pages/navbook.htm?param1=0.

1.4b Country Rationale

The Dominican Republic is a society perched at the tipping point; it lies at the line of success or failure, a push either way will cause it to succeed or fail. Citizens of the Dominican Republic have an abundance of ingenuity, but often lack the resources and opportunities to see their drive flourish into achievement. Dominicans are vulnerable to shocks such as violence, natural disasters, economic downturns, and political disturbances; yet at the same time, they are able to take advantage of economic upsurges, abundant harvests, and peace. The table below lists several socio-economic and socio-cultural factors that are delaying the potential accomplishments of Dominicans.

Table 4	Socio-Economic Indicators in the Dominican Republic

Socio-Economic Indicator	Dominican Republic
Per Capita GDP	**$4,202** (USD)
Economically Active Men (Over 15)	**73%**
Economically Active Women (Over 15)	**57%**
Economically Active People (Over 15)	**65%**[32]
Teenage Pregnancy	**13.3%** of fifteen- to nineteen-year-olds becoming mothers
	403 babies born to girls under fifteen in 2003
	Per 1,000 births, **93** are by girls 15-19
Child Prostitution	**30,000** children and adolescents are involved in the sex industry[33]
% HIV Positive	**1.10%** of adult population[34]
Violent Deaths	**35.00%**[35]
Investment in Education	**1.9%** of GDP (Lowest in LAC)
% that Complete 8th Grade	**22.00%**[36]

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[32] UNDP. "Social Indicators 2007." Updated June 2009. Accessed November 11, 2009 at: http://unstats.un.org/unsd/demographic/products/socind/inc-eco.htm#tech.

[33] ECPACT/UK. "Child Sex Tourism in the Dominican Republic." 2005. Accessed November 11, 2009 at: http://www.ecpat.org.uk/downloads/Dom_Rep05.pdf.

[34] USAID. "USAID Health Profile for the Dominican Republic," September 2008. Accessed February 13, 2010 at: http://www.usaid.gov/our_work/global_health/aids/Countries/lac/dominicanrep.html.

[35] Dominican Today. "Crime Increases in the Dominican Republic. September 28, 2008. Accessed February 13, 2010 at: http://www.usaid.gov/our_work/global_health/aids/Countries/lac/dominicanrep.htmlhttp://www.dominicantoday.com/dr/local/2008/9/28/29572/Crime-increases-in-the-Dominican-Republic.

[36] Save the Children: "Dominican Republic." Accessed November 11, 2009 at: http://www.savethechildren.org/countries/latin-america-caribbean/dominican-republic.html

The Service for Aid program aims to directly combat socio-economic factors like these that are impeding the success of individuals and communities in the Dominican Republic.

1.4c Community Rationale

The municipality of Consuelo in the province of San Pedro de Macorís, Dominican Republic is a prime candidate for a Service for Aid program. Consuelo is a municipality of approximately 35,000 residents. (See Map 2) It is unique due to its conglomeration of people of Spanish, English, and African descents. Dominicans are chiefly described as descendents of Spanish and Africans. The eastern portion of the island is home to the *Cocolos*. *Cocolos* came from English-colonized islands to work in the sugarcane industry in the Dominican. The abundant sugarcane in the east led to the creation of *ingenios* or sugar mills. Consuelo is also known as Ingenio Consuelo because it is home to one of the major sugar mills in the area. *Ingenios* are obvious draws for *braceros* or cane-cutters. The arduous work of cutting-cane was often given to Haitian immigrants, or workers transported from Haiti to cut cane. Small communities surrounding municipalities with sugar mills are called *bateyes*. *Bateyes* are typically the most impoverished areas in the Dominican Republic because they are isolated from civic and economic centers, and the people of Haitian descent that live there are discriminated against. Consuelo is home to Dominicans, *Cocolos*, and Haitians.

Although in general these populations have learned to live together, acts of violence and discrimination are not uncommon. Delinquency, violence, and overall tension have increased since the privatization of the sugar mill in the year 2000 and its subsequent dive in production and employment of local citizens. Unemployment among young men is high. Many young boys drop out of high school in attempts to be recruited into Major League Baseball farm league academies that surround the area. Some are successful, but many return without a job or an education. Narcotics trafficking, drug use, prostitution, and child labor are all visible within the community.

Many leave the community for tourist towns or for the capital to seek legal or illegal opportunities to make a living.

Consueleros, like the majority of other Dominicans dream of moving to the United States or Europe. Those who have achieved the dream of leaving the island are expected to send back remittances to help friends and family back home. The practice and expectation of remittances bolsters the habit of dependence. Corrupt political practices and elections that include handouts and payments for votes also create a culture of "*Dame!*" (Give me!). Consuelo has had many foreigners come to assist their community including the Grey Sisters of Canada, who have been involved in social and religious reforms in the town since the 1940s. In addition, Consuelo has hosted several US Peace Corps and Japanese International Cooperation Agency (JICA) volunteers among others. Foreign doctors and missionaries are not unfamiliar sights to behold in the community. The key observation is that the copious assistance given to this community has not had a long-term effect on its well-being.

Service for Aid would allow *Consueleros* to have free access not only to basic goods and services but to education, health and success. CCI's plan to assist this community is not a short-term trip or project, but a long-term development plan to help Consuelo operate independently and flourish.

1.5 Alternative Options

Many other alternatives for economic and community development could be pursued, but CCI considers Service for Aid to be a sound, sustainable, and innovative vehicle for change. Other programs considered included micro-credit programs, but it was recognized that many micro-credit programs are already in place and partnerships could be formed with said organizations rather than creating competition for already established programs. The idea of a professional and vocational training facility was contemplated, but again CCI felt that while professional and vocational training would be included in programming, currently operating facilities should be used as partners and expanded to create job growth and economic stimulation rather than competition in the community.

Service for Aid is a vehicle to combat socio-economic distress, conflict, and poverty in the region. The design of the program allows communities to fortify themselves through education and awareness, while gaining access to needed goods, supplies, and services. Although alternative options could prove effective, stakeholder and social impact analysis will verify the eagerness of stakeholders and community members of the target community to participate in a Service for Aid program.

> I think that the people of the Dominican Republic are tired of political discourse, the promises, and the lack of results. They want a government and a society that is accountable and responsible to the people, which provides better opportunities for human development and ensures that globalization is a positive force for all. They want a development strategy that addresses the needs of women, children, and those who suffer from poverty as well as one that is sustainable for future generations. For these reasons, we have streamlined the Millennium Development Goals (MDGs) throughout Dominican society and created a Presidential Commission on the Millennium Development Goals and Sustainable Development (COPDES), which harnesses our full commitment to achieving the MDGs by the year 2015.[37]
> --President Leonel Fernández (President 1996-2000 & 2004 to present)

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[37] Fernandez, Leonel. "Preface" to Investing in the Sustainable Development of the Dominican Republic: Millennium Development Goals (MDGs) Needs Assessment. 2005. Accessed November 15, 2009 at: http://www.un.org/esa/coordination/Alliance/INFORME_NACIONAL_EN.pdf.

1.6 Higher Level Purposes

      In addition to benefiting local citizens, stakeholders, and donors, the Dominican Republic Service for Aid Community Development Program supports higher level development goals including UN Millennium Development Goals and development goals of the Dominican government.

- Millennium Development Goals. (See Appendix 3)
- The Dominican Government's aim to achieve the MDGs by 2015.
- Increase employment and empowerment for youth and women.
- Promote concepts of social entrepreneurship, capacity building and sustainability
- Encourage other organizations to use a Service for Aid model.
- Enhance desire and incentives for autonomy and self-motivation.
- Foster international exchanges, cultural understanding, and tourism.
- Encourage social integration of communities through community projects.

C. PROGRAM DESCRIPTION

      1.1 Project Purposes and Objectives—The Dominican Republic Service for Aid Community Development Program will be divided into four projects. The overall purpose of the program is stated below. Each project has its own purpose. All four projects have specific objectives which include metrics that are measurable and time bound. The program will be facilitated by CCI's international board of seven and the CCI staff. Any changes to the program purpose, projects purposes, or objective metrics must be approved by stakeholders and the CCI's board of directors. The board will meet at least quarterly during the first two years of the project to allow for changes as needed and to provide guidance and support for the program. The executive director/project manager will facilitate the division of projects into activities and tasks and will monitor the progress towards objectives along with the quality of staff performance.

Table 5	Program Purpose and Project Descriptions
Program **Purpose**	Promote and advance the human condition in Consuelo, Dominican Republic by helping individuals reach their potential by cultivating international and community connections that foster improvements in education, health, conflict management, disaster preparedness, and community citizenship.
Project 1 **Community Center Facility**	A centrally located community center will be built in Consuelo to accommodate all CCI programming.
Project 2 **Membership Drive & Skills/Needs Database**	A campaign to encourage CCI membership will be undertaken. All new members will be asked to participate in a skills/needs interview. The information gained will create baselines for monitoring and evaluation of program success and will drive programming selections.
Project 3 **Community Instruction and Service**	In addition to already identified basic education, health, conflict management, disaster preparedness, and professional training needs, information from the skills/needs interviews will steer the creation of additional areas of instruction to be delivered at the community center. In addition to educational supports, members can participate in community service and structured community recreation activities.
Project 4 **Service for Aid Incentives**	Participation in community center classes, service work, and other activities earns members service-credit. Donations to CCI, commercial partnerships, community member goods and skills exchanges, medical treatment, and other benefits secured by CCI will be available to members in exchange for service-credit.

1.2 Descriptions of Projects and Objectives

1.2a Project 1 Description

PROJECT 1—CONSUELO COMMUNITY CONNECTION CENTER

Purpose of Consuelo Community Connection Center Project: The Consuelo Community Connection Center will be the headquarters for all programming and administration for the program. Instructional activities, training for community service events, and all other activities will be conducted in the center.

The local mayor and city council will be included as stakeholders in the program and will be asked to help in the provision of land for the project. Planning will include incentive based training and labor opportunities for local citizens to work on

the structure itself. Building designs should account for significant growth in programming. Ideally, recreation areas including basketball courts, soccer and baseball fields, a swimming pool, and a playground will be initially included or planned for as future additions to the center. Ample assembly areas, conference rooms, offices, kitchen and dining area, child care facilities, bathrooms, a storefront, and storage area will be part of the interior design. The location will need to be secure from intruders and free of heavy vehicle traffic.

Community Center Project Objectives:

Cooperative Objective 1—A plot of land will be secured in Consuelo sufficient for one 20,000 sq foot building, 1 baseball field, 1 soccer field, 1 Olympic size swimming pool, 4 basketball courts, and a playground, all with area for mobile or permanent seating. The municipality of Consuelo has been asked to assist CCI in the procurement of this land based on its intended use for public enhancement.

Community Center Objective 2—Upon being trained, a work force comprised of at least 80% local labor and 60% local materials, will construct a community center structure of at least 20,000 square feet in one year. Land selection and building designs should not compromise the 20,000 square feet standard as to allow for sustained growth. Local workers and materials can be defined as coming from San Pedro de Macorís and the surrounding provinces of Hato Mayor, La Romana, and El Seibo. The community structure will meet all local and national building and fire codes and will be handicap accessible. Many structures in the area are not handicap accessible; this feature will allow the center to serve an increased portion of the community including one of its most vulnerable populations.

1.2b Project 2 Description

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PROJECT 2—MEMBERSHIP DRIVE AND SKILLS/NEEDS DATABASE

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Purpose of Membership and Skills/Needs Database Project: The purpose of this project is to clearly explain the goals and aims of the community center and to seek community interest and center members. Once community citizens become members, they will be asked to participate in a skills/needs interview to help shape the programming of CCI's Consuelo Community Connection Center to directly address the most critical needs of the community.

Membership Drive and Skills/Needs Database Project Description:

A widespread canvassing of the community will be conducted by CCI staff including local hires to market the new center and its Service for Aid benefits. Staff will make brief presentations in schools, businesses, churches, and other public forums inviting interested parties to come to an introductory membership engagement. Thirty minute explanatory sessions will be provided multiple times a day during the membership drive to explain the benefits and requirements of membership. During the session members will be told that for attending the explanatory session, they have already received 30 pesos of service-credit. Members will either be issued membership cards with their photos that will track their service-credit or members will be able to track their credits via SMS banking technologies using their cell phones. At this initial membership meeting attendees will be made aware of any upcoming classes or community service projects they could participate in to earn more service-credit, additionally, they will be asked to schedule a time to return to complete a confidential skills/needs interview with a staff member (their time being reimbursed in service-credit).

The information gathered from the skills/needs interviews will be compiled to see which are the highest areas of need among members. Interviewees will also be asked to recommend what community projects might be undertaken by the Consuelo Community Connection staff and community members. When approved by the interviewee, interviews will be videoed to allow for story-sharing with international

members and donors and to track impacts and changes produced by the center's programming.

If members so choose, they can make either a skill or a need public. By making a skill or a need public members can give and receive benefits as they become available. For example, a man with roofing experience makes his skill public. When and if there is a public need reported for roofing, this man can be contacted to complete the work for a fellow member in return for service-credit. Close attention will be paid to the quality of work and the general respect for privacy of our members.

Membership Drive and Skills/Needs Database Project Objectives:

Membership Drive and Skills/Needs Database Project Objective 1—Within the first two months of project initiation, a gender and racially balanced team of 5 local staff members will be hired and trained in the operations and organizational culture of CCI. Staff members will be selected on educational background, commitment to community, ethical reputation in the community, and past experiences. Although staff will be paid, during non-paid hours, they will also be welcome to participate as members in capacity building programs provided for the community for service-credit.

Membership Drive and Skills/Needs Database Project Objective 2—Local and foreign staff members will orchestrate and conduct a membership drive within the community; at least 30 visits to schools, businesses, churches, and public forums will be conducted by the team in order to have at least 2,000 community members attend explanatory membership sessions within the first 18 months. (Initial membership sessions may be held in another location until the community center is built.) Although membership sessions will be open for questions and answers the general presentation will be a consistent format so that the information being disseminated into the community is uniform.

Membership Drive and Skills/Needs Project Objective 3—Eighteen months after the start date, the center will have 500 enrolled members. Community citizens become members merely by listening to the membership sessions which explains the

structure and operations of the organizations, and by opening their personal service-credit account. Memberships do not expire nor do service-credit balances. In the event that the organization ceases to function in the community, service-credit will be reimbursed by way of a major gift to the community at-large rather than in personal disbursements. These factors will be expressed to each member before they agree to membership.

Membership Drive and Skills/Needs Project Objective 4—Twenty-four months after the start date, 400 community members will have completed a skills/database interview with 10% of them agreeing to be videoed. As community citizens become members of the Consuelo Community Connection, they will be asked to complete a skills/needs interview. This information will cover basic demographic information, amount of schooling, vocational skills, literacy, math competencies, understanding of important health information including reproductive health, and HIV/AIDS prevention methods. In addition, open-ended questions about strengths and weaknesses of the community will be asked. Unless consent is given for specific use of one's information, these interviews will be kept confidential. Face to face interviews will be the preferred method of interview facilitation. Interviews can be conducted at the center or at the home of the member. For safety purposes team members of the same gender as the interviewee will be sent to home visits, or teams of interviewer will attend those conducted in homes. Additionally, hard copies of the interviews will be available for members to complete in a written fashion, or to review questions prior to participation. In the future, computerized interactive versions of the interview could be completed with pictures and video interviewing.

1.2c Project 3 Description

PROJECT 3 – COMMUNITY INSTRUCTION AND COMMUNITY SERVICE

Purpose of Community Instruction and Community Service Project: Members will participate in voluntary instructional courses and community activities to earn service-credit while learning the value of personal achievement and community service.

Community Instruction and Community Service Project Description:

Although various courses and community service activities will be offered to members, the core focus will be on basic education, health awareness, and the promotion of community service. Initially staff members will provide youth and adult literacy, mathematic, computer, basic health knowledge, HIV/AIDS awareness, and conflict management courses. Information from community diagnostic surveys and from the skills/needs database will guide the selection of community service projects and additional course offerings.

The community and international components of Community Connection International have major contributions to the instruction and community service project. Community and international members will be asked to come and share their skills and talents. These information and talent shares will depend on the particular involvement of community and international members. CCI will recruit doctors, teachers, technological experts, and other professionals to come and provide training to local CCI members. With the hope of always creating a connection, the community will offer some sort of educational or professional experience to guests whether that be cultural, lingual, educational, or technical. Both local and international members can earn service-credit for attending and facilitating courses.

Partnerships will be made with local learning institutions to promote their success and enrollment numbers for various educational experiences already offered in the community. Rather than displace functioning businesses and schools in the area, CCI will work with these institutions and offer service-credit for successful completion of curriculums or community activities they provide. Any organized time spent that can be judged to be a long-term benefit for a person, the community, or the international community can be presented to the staff and board for consideration as a creditable service.

While CCI will offer core classes for free to members, elective coursework and other offered services must be paid for either in cash or service-credit. Non-members may participate in courses or receive services, but CCI members will have

priority and non-members must pay cash for services. This element of the project gives value to membership in the community, sparks a drive to act for the achievement of goals, and can potentially generate revenue for the center.

Community Instruction and Community Service Project Objectives:

Community Instruction and Community Service Project Objective 1 –CCI will offer at a minimum 2 creditable classes per weekday and 1 community service project per week for its members. Classes and projects will be based on need and availability of instructors and facilitators. Core CCI concepts of basic education, including literacy; basic math concepts; basic computer skills; HIV/AIDS awareness; and conflict management will be offered on a regular basis. Courses offered by visiting professionals will be scheduled and advertised as they become available. (See appendix 4 for possible course offerings.)

Community Instruction and Community Service Project Objective 2- All service activities will be quickly and easily monitored via "service-credit cards" or SMS technologies when they take place with a weekly goal of crediting at least 5,000 creditable service minutes. Service-credit will be measured in the local currency (Dominican Pesos) and each minute of creditable service will count as a peso. One hour of services equals approximately two US dollars. Scanning cards at entrance and exits of events or registering time via SMS will allow for a technological and unbiased tracking of learning and service time. Controls will be made to limit the incidence of fraud or abuse of the system.

Community Instruction and Community Service Project Objective 3-CCI will seek out at least one community or international professional per month to offer an elective course for members. While CCI will try to accommodate the enrollment of all interested members in elective courses, the skills/needs database will help to determine who would most benefit from specific opportunities.

1.2d Project 4 Description

Purpose of Service for Aid and Incentives Project: As CCI members are earning service-credit, CCI staff, donors, international and community members will be creating and procuring innovative and community applicable incentives to aid these citizens for their service.

Service for Aid and Incentives Project Description:

The aim of the Service for Aid model is to teach members that they can attain their goals, things they want, and a reputable community standing by working hard for personal success and giving back to the community. Members can generate an initial balance of service-credit by participating in core courses, but community service projects and elective coursework will hopefully spark interest in individuals, among locals and international guests, to fine-tune their goals and how to achieve them. The international exchange that will be cultivated by CCI will allow for learning via multiple channels and will foment respect and goodwill among participants.

Incentives will be offered to members through service-credit. Incentives will include the ability to use service account balances at local businesses that partner with CCI. In-king donations from donors will either be sold to local partner businesses for income generation or be sold at a CCI incentive store. University tuition, bus fare, vocational training, food items, medical visits, pharmaceuticals, diapers, business supplies, building supplies, furniture, and other demanded items will be sought by CCI either through donations or partnerships with local business to be supplied to the local community. Partnerships will help community members improve their daily condition as well as stimulate the local economy.

Service for Aid and Incentives Project Objectives:

Service for Aid and Incentives Project Objective 1—CCI will obtain cash and in-kind donations of at least $500,000 USD the first year of the program for specific use as incentives, this amount should be projected to increase by at least

10% per year. Donations of cash or supplies contributed as restricted gifts for the incentive project will be used solely for the purpose of reimbursement for service-credit. Any unrestricted donations that surpass the basic operational costs of the organizations will be used to create additional partnerships, meet incentive demands of CCI members, and increase offered programming. These funds will be sought from donors in the Dominican Republic, the United States, and elsewhere internationally form individuals and corporate donors alike.

  Service for Aid and Incentives Project Objective 2—By the end of the second year of the project at least 20 local business and/or institutions will have partnerships with CCI to offer incentives to members. Partnerships will be formal, legal documents signed by both parties. Any expiration dates of contracts with partners will be made known to CCI members. Partnerships should be mutually beneficial for businesses, CCI, and CCI members. Partnerships can include direct credit at institutions, discounted rates, waived fees, or other agreed upon measures between CCI and commercial or educational entities.

  Service for Aid and Incentives Project Objective 3—CCI will work with local commercial and educational partners to make instructional coursework beneficial for potential applicants and future employees or student. This objective will be measured by amount of members newly employed or enrolled in higher education per year with a desired rate of at least 20% of non-minor members per year. CCI desires to increase livelihoods and economic sustainability of the community by preparing members for local professional and educational opportunities. By working with local employers and educators, CCI can shape members into hirable applicants for employment or acceptable students for enrollment in higher learning and vocational institutions. CCI partners will be asked to share their education and employment needs with CCI so programming can help members develop the skills desired by educational entities and employers.

D. PROGRAM ANALYSIS

1.1 Key Components and Analysis of Projects

As the table below indicates, all of the projects will have important social and economic impacts on the community. The goal is to implement projects in such a way so that the overall impact on primary stakeholders, and most importantly on the local population, is a positive one in all areas, particularly socially and economically.

Table 6	Social and Economic Analyses of Projects	
	Social	**Economic**
Project 1 **Facility**	*The community center will provide a safe place for children and families to congregate and learn *The promotion of education and community. Service is a direct benefit to the community at-large.	*A major portion of the labor and materials required to build the facility will be local and therefore benefit local markets. *provide vocational training to laborers which can be used in other economic pursuits
Project 2 **Membership & Database**	*All members of the community will be invited to join the community center. *All members will be asked to participate in a skills/needs assessment to correctly identify the most dominant skills critical needs of the population. *The program is voluntary and inclusive.	*Inclusive membership will allow for potentially large membership numbers. *High membership will benefit local commercial and educational partners in the area.
Project 3 **Instruction & Service**	*Education, health, conflict management, disaster preparedness, and other services are a direct benefit to community members. *The promotion of mutual aid between community members will foster sustained community connections.	*Provision of instruction and services will help develop a more educated and skilled workforce.
Project 4 **Service for Aid and Incentives**	*Service-credit and incentives will drive the achievement of members in the arenas of education, health, conflict management, disaster preparedness, and more. *Partnerships in the community will create bonds and value for community members and local businesses.	*Commercial and institutional partnerships will encourage consumption in local businesses. *Local opportunities for work, education, and consumption of goods will decrease migration to other population centers.
Analysis Methods	The social impact of the projects will be measured by a program-wide analysis of social dimensions. This includes the **Stakeholder Analysis** that will be completed for project selection, a **Social Impact Analysis**, which will include an emphasis on **Participatory Citizen Appraisal**. Additionally, questionnaires, interviews with stakeholders, focus groups, and key monitoring and evaluation will be completed.	The economic impact of the projects will be measured by a program wide analysis of economic dimensions. A **Cost-Benefit Analysis** will be completed to insure a rate of return that warrants donor investment. Stakeholders review evaluations to form their decisions in the **Stakeholder Analysis.**

1.2 Methods of Analysis

Methods of Analysis for Social Factors:

A Stakeholder Analysis along with a Social Impact Analysis will be utilized to measure the benefit to the community as a whole and will be used on an ongoing basis in the future to measure potential and accomplished social impacts of the program. The overall social impact of this program will be assessed through the **Stakeholder Analysis** and **Social Impact Analysis** which will be used to identify the appropriateness of the program and the affect of the program will have on social aspects in the community. These tools will be used periodically during the life of the program to continuously assess the priorities of the stakeholder, center members, and community members as well as to gauge the effectiveness of CCI programming.

Methods of Analysis for Economic Factors:

A Cost-Benefit Analysis will be conducted to ensure a substantial economic gain for the economies of Consuelo and the province of San Pedro de Macorís, Dominican Republic. The Stakeholder Analysis should approve of the results of the CCI's **Cost-Benefit Analysis** given the Cost-Benefit Analysis forecasts at least an **economic rate of return (ERR) of 11%** at the end of the fifth year of the program.

1.3 Risk Identification

As with any major program, sundry risks are involved in the implementation of such an endeavor. This proposal includes a table of identified risks, management techniques for mitigation of such risks, and a rating of the criticality of each risk. (See table in section E 1.4)

E.   PROGRAM IMPLEMENTATION

1.1 Program Institutional and Implementation Arrangements

The implementation of the program will be facilitated by CCI, with emphasis at every point to focus on participation of local citizens. Any changes to proposed budgets, timeframes, or program structure must be agreed upon by the executive board. The board made up of both Dominican and international members will meet at least quarterly. CCI members, staff, and community members will always be made aware of meetings in advance and will be invited to attend and participate.

1.2 Estimated Program Budget

The proposed program budget is approximately $8,000,000 (USD) for 2 years. Any changes to the proposed budget must be approved by the board of stakeholders and cooperative members. With proper funding, the CEO or Project Manager will refine the budget after designing the division of activities and tasks for each project.

1.3 Program Monitoring Plan

The program progress will be monitored by the CCI with annual external audits. The key responsibility for monitoring the program will fall on the CCI staff; however, for purposes of decreasing bias and promoting accuracy through triangulation, citizen groups, local and international consulting and auditing agencies, and the Ford Foundation will be asked to review CCI's operations and audits annually.

Semi-Annual progress reports will be compiled by project leaders and the CEO, and will be submitted to the primary stakeholders, the Ford Foundation, local and national governments, and CCI members. These progress reports should include general updates concerning the success of the program and bring into light any

successes or failures of the projects, as well as any variance from initial projections which should be addressed. Progress reports will include any recommendations that should be given concerning the continued implementation of the program and any changes that may need to be made.

The program will be monitored against project objectives based on the metrics set forth in each project and analysis methods will be used to measure the key social and economic progress of the program. The monitoring program will use the metrics specified to effectively measure the progress of the projects. The methods used in the analysis section will also be used to monitor the impact of the program and ensure that the program is having a positive overall impact. (See appendix 5)

1.4 Risk Management Plan

The following is a table of possible risks that could threaten the program, possible measures that could be taken to mitigate each risk, and each risk's relative rating. The severity of each risk is rated from 0 to 5. Risks were rated by their potential to halt programming despite mitigation. Stakeholders and community members will be asked to assess and revise the risk registry and risk management plans during the completion of initial on-site analysis.

Table 7 Risk Management

Possible Risks, Risk Management, and Rating of Risk Severity		
0 = Little or none 1 =Very Low 2 = Low 3= Moderate 4 = High 5 = Very high		
Risk	**Risk Mitigation and Management Measures**	**Rating**
Lack of interest by community members	*Increased canvassing *Increased promotion of incentives	3
Lack of funding from donors	*Apply for additional grants *Seek support from host government *Seek more individual donations	3
Lack of interest from potential commercial and institutional partners	*Use temporary CCI store to show potential partners success of incentive program *Offer initial incentives to partners	3
Lack of support from local or state authorities	*Meet with local authorities regularly *Seek support of citizen groups (churches, unions, business associations, student groups) *Seek signed support from national and local governments	4
Inability to find quality staff or volunteers	*Seek increased funding for higher pay to attract qualified personnel *Offer training *Extend timelines until qualified staff are found with board approval	2
Inability to find sufficient local labor and/or materials for facility	*Seek approval of board and stakeholders to seek outside labor/materials *Support local business to procure necessary materials *Train local laborers and extend timelines with board approval	1
Competition or sabotage by non-partner businesses	*Create an understanding that partnerships are inclusive and non-competitive before partners agree *Provide incentives to join as a partner	3
Failure of service-credit tracking system	*Have a qualified and innovative IT expert on staff *Use back up databases *Offer a blanket community incentive if information is lost	4
OVERALL RISK RATING		**2.9 (Moderate)**

With proper funding and program planning most of the above risks should be mitigated before implementation of the program. In addition to above management techniques, a contingency reserve fund as well as a management reserve fund will always be at least 5 and 10 percent of the budget respectively. Insurance for facilities and health of staff will be included in the budget. Legal counsel and certified public accounting will also be mandatory budget items in order to ensure quality execution of the program.

F.   SUSTAINABILITY ASSESSMENT

1.1 Sustainability Summary

Every element of this program has been designed with the importance of the sustainability of the program in mind. This program invests in the education and well-being of the community down to the individual level. It includes the promotion of local businesses and the preparation of a talented workforce. In addition to educational and vocational sustainability, CCI encourages the ideal of citizenship and concern for fellow community members. The core concepts of the Service for Aid program, capacity building, personal achievement, and community service produce sustainability.

> **The core concepts of the Service for Aid program, capacity building, personal achievement, and community service produce sustainability.**

1.2 Conclusions

The analysis, projections, and community support for the Dominican Service for Aid Community Development Program assure high promise for the proposed program. With the support of the Ford Foundation, individual donors, qualified and dedicated staff and volunteers, along with motivated community center members, this program has the potential to make long-term changes in the level of development of the Consuelo community. In addition, the evidence of success the program produces through positive changes in the community will allow it to be an example for a new movement of Service for Aid throughout the humanitarian field.

G.   APPENDICES

Appendix 1 – Haiti/Dominican Conflict Timeline

1803 – Haitian slave revolt

1822 – 22 year occupation by Haitians of Dominican territory begins.

1838 – Resistance begins to form in the Dominican territory against invasion and President Boyer. Resistance led by founding father Juan Pablo Duarte and La Trinitaria.

1843 – Dominican resistance overthrows Boyer.

1844 - February 27, 1844 Dominicans declare independence.

1844-1855 – Various attempts are tried by Haiti to reinvade Dominican territory.[38]

1915-1934 - US occupation of Haiti.

1930-1961 – Rafael Trujillo dictator of the Dominican Republic.

1937 – Trujillo calls for slaying of Haitians along the border. The massacre, known as *El Corte* (the cutting) or the Parsley Massacre because Trujillo had soldiers hold up parsley and ask people what it was, knowing that Haitians could not pronounce the word *perejil* in Spanish. Those that could not pronounce the word were identified as Haitians and killed. Estimates range from 15,000 to 35,000 victims over a five day period from October 2, 1937 to October 8, 1937.

1957 – Papa Doc Duvalier, Haitian dictator, assumes power.

1961 - Trujillo is assassinated.

1965 – Dominican civil war with US intervention and occupation.

1966- Joaquín Balaguer, Trujillo's "right-hand man" elected to his first of seven presidential terms of the Dominican Republic.

1971 – 1987 – Baby Doc Duvalier, successor to Papa Doc, reigns as dictator.

1987 – Popular uprising in Haiti overthrows Baby Doc.

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[38] Schmidt, Samuel. "Today in the Americas, Haiti's Invasion of the Dominican Republic." Accessed November 12, 2009 at: http://totheroots.wordpress.com/2009/02/09/today-in-latin-america-haitis-invasion-of-the-dominican-republic/.

1970s and 80s – International community condemns Dominican treatment of *braceros* (Haitian cane-cutters).

1991, 1994-1996 – Reformer Jean-Bertrand Aristide is President of Haiti, forced into exile after coup by former soldiers and allegedly help from US marines. Widespread violence follows.

1996 – Leonel Fernandez elected President of the Dominican Republic.

1997-1999 – Political deadlock in Haiti.

2000 –Hipolito Mejia elected President of the Dominican Republic

2000 – Aristide reelected and returns to power.

2004 – Aristide "chooses" to leave power; many feel another US backed coup is to blame.

2004 – May, USAID Transition Initiative (OTI) begins after growing turmoil after Aristide's left office.

2004 – June 1, The United Nations Stabilization Mission (MINUSTAH) was established after the passing of Security Council resolution 1542 with the aim of restoring the rule of law and protecting human rights.

2004 – Dominican Migration Law defines children of Haitian decent born on Dominican soil as "in transit" and therefore not eligible for citizenship, leaving Dominican born Haitians without a nationality, birth certificate, and basic rights to education and suffrage.

2004 – Leonel Fernandez re-elected in the Dominican.

2005 – Dominican President Leonel Fernandez visits Haiti and is forced to leave early due to major violent protests by Haitians.

2008 – Leonel Fernandez re-elected in the Dominican to his third term.

Appendix 2— Hispaniola Conflict Assessment

While Hispaniola has managed to avoid widespread violent conflict between its two nations for several decades, there are many factors present within the region that are deemed precursors to violent conflict. The USAID Office of Conflict Management and Mitigation considers the condition of three main areas when assessing a society's vulnerability to conflict: security, economy, and institutions.[39] Due to high levels of corruption, a history of political intervention by the United States, geographic isolation, porous borders, high crime rates, frequent political protests, susceptibility to natural disasters, and ethnically provoked violence, security is volatile. Although Haiti is more vulnerable to security threats due to continued governmental upheavals, the Dominican Republic also presents many pre-conflict indicators in regards to security. Economically, Haiti is in a more dire situation than the Dominican Republic, but this imbalance is a major source of violence and animosity. Haitians illegally cross the border into the Dominican Republic and among other things; they are accused of taking lower pay for jobs and denying lower-class Dominicans of their right to basic employment. While democratic institutions are in place in both countries, extreme corruption often makes institutions appear to be unreliable and tools of the elite rather than tools of the people. The island's potential for violent conflict is high, which makes them an excellent candidate for a pre-conflict intervention.

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[39] USAID. "USAID Conflict Mitigation and Management Policy." 2005. Accessed October 16, 2009 at: http://www.du.edu/korbel/admissions/howtoapply/index.html.

Conflict Precursor	Dominican Republic	Haiti
Security Factors		
Inability to secure borders	Estimated 300,000 unauthorized Haitians in DR	Estimated 300,000 unauthorized Haitians in DR[40]
Inability to prevent lawlessness	Various accusations and examples	Various accusations and examples
Inability to impart justice equitably	Arrest are not consistently coupled with prosecutions or trials[41]	Crime and instability has surged since looting of prisons and courthouses after Aristide's exile in 2004[42]
Citizens are unable to resolve disputes without violence	Although citizens vote and protest, protests and public boycotts often turn violent	MINUSTAH, UN Stabilization force, still in place in Haiti
Weak or Predatory Police Force	Various accusations and examples	Various accusations and examples
Excessive Spending on Security	$153 million spent on military 0.7% of budget	$31m spent on military 1% of budget[43]
Economic Factors		
Poverty or Stagnant or Negative Economic Growth	GNP 19 Billion 9.1% Inflation (1990-2001)	GNP 3.9 Billion 20% Inflation (1990-2001) [44]
Desire for Economic Gain	Ranked 119 of 229 for per capita GDP	Ranked 203 of 229 for per capita GDP[45]
Unemployed Young Males	Economic activity rate of males over 15 73%	Economic activity rate of males over 15 83%

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[40] World Reference Desk. Accessed November 15, 2009 at: http://dev.prenhall.com/divisions/hss/worldreference/.

[41] Foglesong, Todd and Stone, Christopher. "Measuring the Contribution of Criminal Justice Systems to the Control of Crime and Violence: Lessons from Jamaica and the Dominican Republic." Harvard Kennedy School of Government, RWP07-019, April 2007. Accessed November 15, 2009 at: http://www.ssrnetwork.net/document_library/detail/4147/measuring-the-contribution-of-criminal-justice-systems-to-the-control-of-crime-and-violence-lessons-from-jamaica-and-the-dominican-republic.

[42] International Crisis Group. "Haiti: Justice Reform and the Security Crisis." January 31, 2007. Accessed November 15, 2009 at: http://www.crisisgroup.org/home/index.cfm?id=4639&l=1.

[43] World Reference Desk. Ibid.

[44] World Reference Desk. Ibid.

[45] CIA World Factbook. "GDP Per Capita PPP." Accessed November 15

Institutional Factors		
Lack of Political Inclusion	Elites dominate political candidacies	Elites dominate political candidacies
Lack of Civil Participation	71.6% turn out for last presidential election	47.8% turn out for last presidential election[46]
Lack of Independent Media	No political censorship of media	Total political censorship of media[47]

[46] Institute for Democracy and Electoral Assistance. "Voter Turnout." Accessed November 15, 2009 at: http://www.idea.int/vt/.

[47] World Reference Desk. Ibid.

MDG1: Eradicate extreme poverty and hunger
Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day.
Target 1.B: Achieve full and productive employment and decent work for all, including women and young people.
Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger.

MDG2: Achieve universal primary education
Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling.

MDG3: Promote gender equality and empower women
Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015.

MDG4: Reduce child mortality
Target 4.A: Reduce by two-thirds, between 1990 and 2015, the under five mortality rate.

MDG5: Improve maternal health
Target 5.A: Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio.
Target 5.B: Achieve, by 2015, universal access to reproductive health.

MDG6: Combat HIV/AIDS, malaria and other diseases
Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS.
Target 6.B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it.
Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.

MDG7: Ensure environmental sustainability
Target 7.A: Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources.
Target 7.B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss.
Target 7.C: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

MDG8: Develop a global partnership for development

Appendix 4- CCI Possible Programming Ideas

This list is not exhaustive; CCI will be open to a wide array of programming and will determine need and interest based on skills/needs assessments.

Adult and Child Literacy

Arts and Crafts

Basic Math

Business Workshops

Career Planning

Carpentry

Childcare

College Prep Courses

Community Clean-up

Conflict Management Workshops

Cooking Classes

CPR

Dance Groups

Dental Missions

Drama Club

English Classes

Exercise Education

First Aid

Gardening Groups

HIV/AIDS Workshops

Homework Workshops

Hygiene

Kreyol Classes

Mechanic Classes

Medical Missions

Motorcycle Safety

Music Groups

Nutrition

Organized Recreation

Parenting Classes

Peer Mediation Training

Plumbing Classes

Prenatal Care

Reading Groups

Reproductive Health Training

Running Club

Sewing Classes

Sphere Standards Training

Sports Teams

STD Prevention

Teacher Training

Truth and Reconciliation Groups

Welding

Writing Groups

Appendix 5—Program Monitoring

Program Monitoring			
OBJECTIVE	**METRIC**	**Source of Information**	**Frequency of Monitoring**
Land attainment **(P1:O1)**	Able to accommodate at least 1 20,000 sq ft. building, 1baseball field, 1 Olympic size pool, 4 basketball courts (all with seating)	Architectural designs Land maps Land titles	Monthly until construction ends
Labor and Materials for Facility Construction **(P1:O2)**	% of local labor % of local materials	Reports of construction team	Monthly until construction ends
Hiring of Local Staff **(P2:O2)**	# staff hired and trained Gender and ethnicity of staff	CCI reports	At hire and annually
Membership Drive **(P2:O2)**	# of visits to public forums # of attendees at membership sessions	CCI reports	Weekly for first 18 months then monthly
Membership Enrollment **(P2:O3)**	# of members enrolled	CCI reports	Weekly for first 18 months then monthly
Skills/Needs Database **(P2:O4)**	# of members who complete interview % that consent to videoed interview	CCI reports	Weekly for first 24 months then monthly
Basic Classes **(P3:O1)**	# of classes per weekday # of members in attendance	CCI reports	Weekly and Monthly
Service-credit Accounts **(P3:O2)**	# of credits earned by members	CCI account reports	Weekly
Elective Courses **(P3:O3)**	# of elective courses # of members in attendance	CCI reports	Monthly
Donations	US Dollars Market Price of In-Kind	CCI Accounting	Annually

(P4:O1)	Donations	Internal Audit External Audits	
Partnerships (P4:O2)	# of partnerships Value of Corporate Donations in US Dollars	CCI reports Reports of partner institutions	Annually
Higher Education and Employment (P4:O3)	Non-minors enrolled in higher education partner institutions or hired by partner institutions	CCI Reports Reports of partner institutions	Annually

Map 1—HISPANOLA

48

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48 Map of Hispaniola. Accessed October 20, 2009 at: http://images.google.com/imgres?imgurl=http://www.discoverhaiti.com/

Map 2 Province SAN PEDRO DE MACORÍS

[49] Map of San Pedro de Macorís. Accessed October 20, 2009 at: http://www.bookingbox.org/republica-dominicana/imagenes/san-pedro-de-macoris-mapa2.jpg.

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