

PD-AAI-639

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

|  |  |   |   |   |
|--|--|---|---|---|
| 1. PROJECT TITLE<br>CRS/DJIBOUTI; OUTREACH GRANT<br>AID/SOD/PDC-G-0356 |  |   | 2. PROJECT NUMBER   | 3. MISSION/AID/W OFFICE<br>USAID/DJIBOUTI |
| 5. KEY PROJECT IMPLEMENTATION DATES                                    |  |   | 4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) <u>603-82-003</u> |   |
| A. First PRO-AG or Equivalent<br>FY <u>80</u>                          | B. Final Obligation Expected<br>FY <u>82</u> | C. Final Input Delivery<br>FY <u>83</u> | 7. PERIOD COVERED BY EVALUATION<br>From (month/yr.) <u>Feb. 1980</u><br>To (month/yr.) <u>Dec. 1981</u>   |   |
| 6. ESTIMATED PROJECT FUNDING   |  |   | Date of Evaluation Review   |   |
| A. Total \$ <u>1,591,600</u>   |  |   |   |   |
| B. U.S. \$ <u>1,591,600</u>  |  |   |   |   |

REGULAR EVALUATION     SPECIAL EVALUATION

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

| A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.) | B. NAME OF OFFICER RESPONSIBLE FOR ACTION      | C. DATE ACTION TO BE COMPLETED |
|--|--|--------------------------------|
| 1. Request from AID/W Third and final Tranche (\$657,709 for period 15 Feb. 82-83) upon assurance from CRS/D that (1) CRS has firm understanding with ONARS regarding salary payments, (2) annual report will be prepared.                                     | USAID/D, CRS/D                                 | 31 Dec. 81                     |
| 2. Seek alternative funding sources for FY83 and beyond (from UNHCR, WFP, or others) to share support to refugees feeding, now supported only by CRS, Outreach.  | USAID, CRS<br>ONARS, WFP<br>UNHCR, EEC<br>UNDP | March 82                       |
| 3. Re-evaluate Outreach activities vis-a-vis refugee status, alternative funding sources, ONARS handling, 3rd Tranche.   | REDSO/FFP,<br>USAID, CRS,<br>ONARS             | June 82                        |
| 4. Initiate FFW activities to mobilize available refugee labor, as an attempt to reduce burden of support to refugees.   | CRS  | March 82                       |

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

|  |  |  |
|--|--|--|
| <input type="checkbox"/> Project Paper     | <input type="checkbox"/> Implementation Plan e.g., CPI Network | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Financial Plan    | <input type="checkbox"/> PIO/T                                 | _____  |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PIO/C                                 | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PIO/P                                 | _____  |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A.  Continue Project Without Change

B.  Change Project Design and/or  Change Implementation Plan

C.  Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

Robert Kidd  
AR/FFPO/REDSO/EA  
Lawrence Bourassa,  
Director, CRS/Djibouti

*[Handwritten Signature]*

12. Mission/AID/W Office Director Approval

Signature: *[Handwritten Signature]*

Typed Name: E.M. Arundson, AAO/DJI

Date: 10 December 1981

### 13. SUMMARY

During FY 1982 Catholic Relief Services, Djibouti, (CRS/D) will turn over to Office National d'Assistance aux Refugies et aux Sinistres (ONARS) approximately 5,700 MT of PL480 Title II commodities for distribution to 42,500 recipients. The entire cost of this distribution - from the port of Djibouti to the final consumer - is paid by an AID Grant (Outreach - AID/SOD/PDC-G-0356) to CRS/D who fund ONARS activities by either direct purchase of equipment and material for ONARS use or reimbursing ONARS for authorized expenditures upon presentation of vouchers. This Grant, now approaching the end of its second year, was signed 15 Feb. 1980, and may be extended until Feb. 1983. The purpose of this evaluation was to determine (1) if expenditures were being made within the specific terms of the Grant; (2) if the Grant objectives were still valid, and if the funds were being applied to attain these objectives; (3) provide recommendations of FY82 funding levels. Summary of findings:

A. In general, the stated objectives of the Djibouti Outreach Grant are being met within the two allocations to date (\$394,856; 15 Feb. 80-81 and \$542,035; 15 Feb. 81-82. Total to-date: \$936,891).

- (1) Commodity storage : At the present level of PL480 Title II imports, plus food imports of other donors, adequate commodity storage facilities exist. However, in early CY82 central warehousing space in Djibouti will be extremely tight. ONARS must make most effective use of every cubic meter of warehousing space available in order to accommodate anticipated deliveries. One of two externally funded warehouses (Islamic Bank and UNHCR) will be completed in Jan. 81. (The other will be completed 2 to 3 months later.)

In fact, the movement of commodities from "old" warehouses to the new facility will probably contribute to a "tight" warehousing situation during the second quarter FY82 unless the transfer is carefully planned, and unless maximum use is made of present space. It is noteworthy that CRS has already assigned one of its staff full time to assisting ONARS improve its warehousing procedures, per recommended action of the Grant PES. Better stacking procedures are already in evidence.

- (2) Commodity Transport. At current import levels, with the purchase of eight vehicles, and the continued rental of certain trucks and boats under Outreach, plus vehicles provided by other donors, sufficient transport is at the disposal of ONARS to move all donors' commodities from the port to all recipients, given existing recipient levels/programs.

- (3) Commodity Management Personnel. Because ONARS has expanded upon the number of workers being paid by Outreach, the FY81 Tranche (\$542,035), line item 10 (\$104,200) has been expended, and inadequate funds are in place to pay ONARS staff from this date (i.e. through Nov., Dec., Jan.). CRS must determine if there are sufficient funds in other line items which may be transferred to cover ONARS salaries, or if additional funds are required/warranted.
- B. AID/W has conditionally committed "additional monies up to an aggregate of \$1,645,000" for Outreach/Djibouti (Ref. letter Edward H. Thomas, Grant Officer, to Most Reverend Edwin B. Broderick, Executive Director, CRS, 29 January 1981); CRS has presented its Third Tranche budget (Feb. 82-Feb. 83) for \$659,709, bringing the three year aggregate to \$1,591,600 (including CRS/NY overhead 8.9%). An additional \$75,000 has been included to provide three additional trucks for proposed refugee participation in Food for Work projects. Thus the CRS totals are well within the original three year conditional commitment. Nevertheless, CRS/D and USAID/D must soon address the issue of "Termination" or phase down of Outreach support to ONARS which is anticipated upon completion of the Third Tranche in mid-February 1983. Any consideration of termination, or even phase down of Outreach must take into consideration USG/GROD policies concerning refugee support. As long as AID and CRS are committed to some degree of direct support to refugees, Outreach, or another form of external support to GROD will be required, to ensure that CRS can execute its Title II sponsorship responsibilities. One target for reduced funding should be payments to ONARS personnel. The FY83 budget for this line item for FY83 is \$115,000.
- C. Since servicing of Djibouti's refugee population requires the greater portion of CRS PL480 Title II commodities (25,000 recipients vs total of 42,500; 3,970 MT vs total of 5,701 MT), the future of Outreach support to ONARS depends on the disposition of the refugees. In all probability, they will neither be integrated into Djibouti's population, nor will they be repatriated in large numbers, especially in the near future. Assuming ONARS will continue to require external funding to continue its operations, other donors will have to increase their commitments to logistics support, to the extent that Outreach is withdrawn. USAID and CRS are, at the insistence of GROD, exploring programs to get refugees off of the dole and into productive activities. This may be accomplished by Food for Work mechanisms. If any change in CRS FY82 AER takes place, it will be in requesting increased FFW levels.

#### 14. EVALUATION METHODOLOGY

The AAO/D requested REDSO/AR/FFPO to initiate an overall evaluation of CRS/D activities in October 1981. (Ref: Review of PL480 Title II Activities/Djibouti, 27 Nov. 1981.) As a follow-on to that evaluation, the AAO/D asked AR/FFP to review the specific objectives and performance under Outreach Grant AID/SOD/PDC-G-0356, prior to the AAO's endorsement of the CRS request to allocate a Third Tranche of \$ 654,709. AR/FFPO-Kidd conducted this evaluation in Djibouti, Dec. 6 thru 12, 1981. This evaluation is formulated on discussions with CRS staff, review of CRS quarterly reports and files, and suggestions of AAO/Djibouti. No CRS activities funded under Grant African Refugee and Needy Persons Relief (AID/AFR-G-1603) are considered in this review. The nutritional component of this activity is to be evaluated later (Jan.-Feb. 82) by REDSO/EA. Note that it was the intention of AAO and REDSO/FFP to have the Outreach evaluation conducted by an expert in Outreach grants assigned TDY to Djibouti by AID/W. However, illness precluded the expert's arrival in Dec. 81, and AAO elected to proceed with the evaluation as soon as possible, rather than waiting until mid-January 82.

#### 15. EXTERNAL FACTORS

Current Outreach funding is predicated on foreseeable, controllable factors: Annual estimated recipient and commodity levels, and availability of grant funds. Those external factors that would have an immediate effect on Outreach disbursements are: (1) a radical change in refugee population. (This is not probable. UNHCR is now conducting a refugee census. It is expected that this census will deflate current official estimates of 35,000 and be closer to USAID/CRS estimates of 25,000), (2) A recurrence of extreme drought conditions of late 1980, early 81. As of this report (Nov. 81) the consensus is that drought conditions are no longer a cause for increased refugees (sinistre) population, (3) To a great extent, CRS/D relies on its operational support (staff salaries, rent, vehicles) from Refugee/Needy Persons grant. In lieu of other support, this source is essential to keep CRS/D, and its MCH program, operating in Djibouti.

#### 16. PROJECT INPUTS

- A. As of 30 Nov. 81, the status of the Outreach budget is as follows:

CRS/DJIBOUTI OUTREACH GRANT

Grant No. AID/SOD/PDC-G-0356

BUDGET COMPARISON REPORT (US\$)

November 1981

|  | Approved       | Report<br>Expenditures | Total<br>Expenditures<br>To Date | Balance<br>30 Nov. 81 |
|--|----------------|------------------------|----------------------------------|-----------------------|
| 1. Contracting direct movement<br>of commodities | 73,500         | -0-                    | 73,935.79                        | ( 435.79)             |
| 2. Leasing and/or purchase of<br>vehicles        | 220,808        | 701.20                 | 232,320.24                       | (11,512.24)           |
| 3. Direct storage charges                        | 12,500         | -0-                    | 11,594.45                        | 905.55                |
| 4. Storage facilities-rental                     | 115,600        | 4,523.86               | 105,728.68                       | 9,871.32              |
| 5. In/Out movement costs                         | 111,000        | 4,735.84               | 79,512.71                        | 31,487.29             |
| 6. Fumigation                                    | 15,000         | -0-                    | 12,450.07                        | 2,549.93              |
| 7. Repacking/Restoration                         | 24,500         | -0-                    | 16,292.97                        | 8,207.03              |
| 8. Commodity Administration<br>Office space      | 35,950         | 1,187.51               | 34,134.16                        | 1,815.84              |
| 9. Administrative equipment<br>Supplies          | 13,000         | -0-                    | 12,945.70                        | 54.30                 |
| 10. Additional commodity<br>management staff     | 104,200        | 23,223.65              | 116,431.67                       | (12,231.67)           |
| 11. Vehicles staff                               | 45,000         | 9,186.85               | 47,490.03                        | ( 2,490.03)           |
| 12. P.O.L./Garage facilities                     | 113,250        | 20,847.47              | 73,652.46                        | 39,597.54             |
| Overhead   | 52,583         | -0-                    | 52,583.00                        | -0-                   |
| <b>TOTAL</b>                                     | <b>936,891</b> | <b>64,406.38</b>       | <b>869,071.93</b>                | <b>67,819.07</b>      |

B. Analysis by line item

- (1) Contracting direct movement of commodities. (Transfer of commodities from port to central warehouses in Djibouti.) By 15 Feb. 82, CRS anticipates a total short-fall of \$2,500. Note that ONARS transportation (i.e. vehicles contributed by other donors) is not available for this port to warehouse transfer. Locally contracted trucks are used.
- (2) Leasing and/or purchase of vehicles. By 15 Feb. 82, short-fall will be \$15,000. The major expenditures for 8 vehicles under this line item have been completed. (Two Hino 3MT trucks; one Toyota double cab pick-up, 4 wheel; two Nissan 6MT trucks; two Isuzu 6MT trucks, one Toyota 3MT.) Additional funds are needed to place sides on two recently purchased trucks, insurance, and to cover movement of commodities by boat. Analysis of over-all ONARS controlled transport capacity: UNHCR has donated 24 vehicles, which includes 2 eight ton trucks, 2 double trucks, 2 small trucks. CRS has donated 8 trucks. Total trucking capacity is estimated at 100 tons. Assume total quarterly requirements of 2,500 MT; 60 working days per quarter; 50 MT per day must be moved vs 100 MT available; therefore there is adequate trucking. To implement significant Food for Work activities, essential to mobilize effective productive capacities of refugee labor in an effort to break out of the dole mentality, three additional trucks (\$75,000) are included in the Third Tranche budget proposal.
- (3) Direct storage charges. All activity under this line item is completed. (Surplus \$905.55.) Major activity: construction of pallets. Estimated 600 each now available. Cost per unit; approx. \$63.
- (4) Storage facilities - rental. An additional \$2,000 will be needed to meet existing warehouse commitments in FY82; acceptable, given the \$115,600 allocation. An analysis of over-all warehousing requirements based on current donor commitments follows:

|    |                             |                    |
|----|-----------------------------|--------------------|
| A. | Total donor imports - FY82. |                    |
|    | UNHCR                       | : 1,043.2 MT (12%) |
|    | WFP                         | : 2,908.0 MT (34%) |
|    | CRS                         | : 4,570.5 MT (54%) |
|    | Total                       | : <u>8,521.7</u>   |

- B. Assume increments, approximately quarterly.  
8,522 MT C 25% = 2,130 MT, round to 2,500 MT per quarter.
- C. Based on USAID estimates, 1 MT (sacs) requires 2 cubic meters, 2,500 MT requires 5,000 cubic meters.
- D. Present warehouse capacities in Djibouti:
  - Central Warehouse : Estimate 4,800 M/c;  
Conservative estimate of Capacity : 1,500 MT
  - Third Warehouse : Estimate 4,800 M/c  
Conservative estimate of Capacity : 1,500 MT
  - Brigante Warehouse : Estimate 2,000 M/c;  
Conservative estimate of Capacity : 800 MT.
  - Total requirement : 5,000 M/c; 2,500 MT
  - Available : 11,600 M/c; 3,800 MT

Upon completion of two new warehouses by January or March '82, ONARS will have three warehouses of 4,800 M/c each, or 14,400 M/c overall. This represents an additional 2,800 M/c over 11,600 M/c now available. In terms of Tonnage capacity, this means ONARS can warehouse 5,000 M/T (vs. 2,500 M/T required) using a liberal estimate of 1 MT per 2.8 cubic meters. (AID estimates 1 MT per 2 cubic meters.)

- (5) In/Out movement costs. 15 Feb. 82 should end with a credit balance of \$31,000. This allocation finances movement of commodities from transit shed at port to port warehouse. Also, it includes stevedoring and coolie labor from port to ONARS warehouse.
- (6) Fumigation : Actually this line item is a misnomer. Although there are competent fumigating companies in Djibouti, there are no chemicals, or covering equipment. Disbursements made for warehouse cleaning equipment and some pesticides have been charged to this line item. Activities on this line item have essentially ceased, leaving a credit balance of \$2,550. CRS should continue to seek a sources of fumigants and equipment.
- (7) Repacking/Restoration. Activities : purchases of extra jute sacs; clean-up labor; warehouse signs. Estimated balance 15 Feb. 82 : \$8,200.

- (8) Commodity administration; office space: CRS/D  
admin istration has charged this line item for following  
completed warehouse construction :

Obock : \$20,000 (Est. 100 MT)  
Tadjourah : \$20,000 (Est. 100 MT)  
Belbella : \$25,000 (Est. 100 MT)  
(Office) Ali-Sabieh

The original allocation \$35,950 has been increased  
to cover construction requirements at the expense  
of surpluses in items 1 and 5. Line item 8 will end  
its 1981 life with zero balance.

- (9) Administrative equipment/supplies. Purchase of office  
equipment for ONARS has ended with disbursements equal  
to allocation, \$13,000; \$50 balance.
- (10) Additional commodity management staff. Because of  
unscheduled increases in payments to ONARS personnel,  
the \$104,200 originally allocated will fall short by  
approximately \$75,000. It appears that there has been  
a long standing misunderstanding or unclear agreement  
between CRS and ONARS as to the extent Outreach  
would support ONARS salaries. ONARS personnel being  
bank-rolled by Outreach originally totalled 29,  
plus payments to day laborers for loading and off-  
loading commodities. During most of FY81, the ONARS  
payroll was about 41 persons. The payroll has grown  
to 51 at present, not including day laborers who  
are paid out of items 1, 3, and 5. CRS reports that  
it was the original premise of Outreach that ONARS  
would cover 45% of their payroll, Outreach 55%,  
although there is no record of this understanding.  
This deficit must be reconciled before termination of  
the second Tranche, either by requesting additional  
funds to cover the deficit, or placing the burden on  
ONARS to make up the deficit, and/or compromise using  
elements of both. This issue should be resolved before  
allocation of the Third installment (Feb. 82-Feb. 83).
- (11) Vehicles/staff. Eleven ONARS drivers are being paid  
from this item. The total deficit for payment to  
ONARS (combining item 10 and 11) is \$75,000.  
Resolution of these unscheduled salaries is  
imperative before the final Tranche can be implemented.
- (12) POL/Garage facilities. In addition to providing  
P.O.L. and some spare parts to ONARS this item  
provides salaries to 3 mechanics. The final balance  
is now estimated to be a credit of \$8,000 against  
\$113,250 approved.

- C. Budget Summary. Except for salary payments to ONARS personnel, the accumulative allocation of \$936,891 has been reasonably on schedule. At present, it appears there is a line item budget deficit of \$43,800. This deficit must be adjusted by (1) requesting additional funds for this Tranche which in essence, is "bailing ONARS out"; (2) insisting that ONARS cover the deficit; getting the Third Tranche in place, and using these funds as an advance to cover the deficit. In any case, the issue of the ONARS pay-roll must be resolved before disbursements of Third Tranche funds commence.

#### 17. PROJECT OUTPUTS

Under this grant CRS has at its disposal approximately \$500,000 per year for three years to provide ONARS the wherewithall to distribute approximately 5,000 MT of PL480 foods annually to approximately 42,000 recipients. To the extent possible CRS and ONARS assume complete distribution responsibilities on behalf of other international donors, principally UNHCR and WFP. Commodity distribution is reasonably well coordinated, with the refugee population requiring/receiving about 75-80% of all donors' imports. (CRS operations are also supported by another AID Grant, Refugees and Needy persons, \$1,390,000 (3 years). Although there are some aspects of the two Grants that are overlapping, this review examines only Outreach.

#### 18. PROJECT PURPOSE

To provide CRS with funds to support Government of Djibouti's agency, ONARS, in distribution of all donated commodities to refugees and drought victims. This support specifically includes: supply of vehicles, P.O.L., drivers, mechanics, warehousing rental/construction, boat transport, office supplies and equipment and payment of ONARS salaries.

#### 19. PROJECT GOAL

To distribute annually approximately 8,500 MT of donated food commodities (of which 4,600 MT is PL480/II channeled thru CRS), to 42,000 recipients in a regular systematic manner. Distribution is to be as efficient as possible, to include full accountability, minimum losses, and recourse in event of verified diversions to non-authorized recipients. Overall project goal is being achieved. FY81 and 82 AER's covering 25,000 refugees, 15,000 MCH participants, 4,5000 school feeding and 3,750 Food for Work participants appear to be properly scheduled; i.e. imports have arrived on schedule, been warehoused, and distributed in an efficient, timely manner.

20. RECOMMENDATIONS

A. Budget.

Examine salary payments to ONARS. Anticipated deficit of \$75,000, line items 10 and 11 must be addressed immediately. (Net deficit, \$43,800.) Reexamine line items 10 and 11 scheduled for Third Tranche (Feb. 82-Feb. 83). Level of payments to ONARS will depend on how present deficit is resolved. Options:

- (1) ONARS to cover deficit. No recourse by CRS or USAID.
- (2) CRS to cover deficit. No recourse by USAID.
- (3) USAID to cover deficit by requesting \$50,000 additional funds. Justification must be strong, including firm agreement for Third Tranche levels.

B. Commodity Handling.

CRS continue to improve ONARS commodity handling procedures. Improved stacking is already in evidence. Accelerate distributions to clean out old stocks, replenish warehouses with new shipments, properly stacked. Work toward improving handling procedures at district level. (Note : The issue of Commodity handling procedure is the sector that has greatest over-lap between the two CRS Grants, Outreach and Refugee, Needy Persons. CRS attention to this area reaps double benefits; two objectives are being addressed : logistics (Outreach) and "institution building" (Refugee, Needy Persons).

C. Outreach, 15 Feb. 82 and Beyond.

Assuming the problem of ONARS salary payments is resolved for remaining period of Second Tranche (15 Feb. 81-15 Feb. 82), and a reasonable budget is established for Third Tranche (15 Feb. 82-15 Feb. 83), USAID/D and CRS/D should reexamine conditions and premises determining objectives and intent of Outreach to determine if any major restructuring is required.

- (1) Refugee situation is the single element that controls Outreach implementation. In this regard, can USAID/D or CRS/D realistically anticipate any phase down or phase out of distributions to the refugee population as long as GROD keeps refugee assistance as a major priority. Any lessening of USG commitment (and budget) presumes:
  - A. Reduced refugee population. (Improbable.)
  - B. Less attention to refugee welfare as policy determination. (Ignore them, they might go away. Improbable.)
  - C. Determine specific areas in present CRS budget that may be transferred either directly to

ONARS or to other donors. (E.G. UNHCR could pick up a major line item, as POL, vehicle support, and/or ONARS salaries.)

- D. Look at the possibility of integrating logistics support into a separately designed O.P.C. - an all inclusive package, commencing in FY83. This is improbable, given the absolutely different objectives and implementation procedures of the two activities.

In any case, it would appear that any major restructuring of the budget for Third Tranche (15 Feb. 82-15 Feb. 83) would delay authorization. Any adjustments, based on the above premises, will take time - at least 3-6 months. Recommend going for the full \$559,000 + \$75,000 as now budgeted, with the caveat that any phase-out or down, depends on US/GROD policies on refugee support, and the future of Outreach being examined within the context of the above four premises. Outreach should be closely examined at least bi-annually, possibly quarterly, to explore the above options. RFFPO appears the best source for such overview assistance.

D. Vehicles.

Replacement of the 8 vehicles purchased under Outreach will probably be required in FY83, certainly by FY84. In that the Outreach Grant is considered a "start-up" mechanism, other donors should be approached to provide replacement vehicles. In regard to vehicles granted under Outreach, and Titled immediately to GROD, CRS should closely examine its responsibilities to vehicle utilization, including insurance, maintenance, and re-sale. (Suggest review Standard Provisions.)

E. Reporting.

CRS has met its reporting responsibilities by submitting the following Outreach documents:

1. 1st and 2nd Quarterly Report, for period Feb. 15, 1980 to June 30, 1980.
2. Ninth Month Report; Third Quarter, July-Oct. 1980.
3. Quarterly Report; Oct-Dec. 1980.
4. Quarterly Report; Jan-March 1981.
5. Quarterly Report; July-Sept 1981.

CRS/D is to be commended for the quality and accuracy and timeliness of its reports. CRS should continue with the same format, being careful to avoid mixing of elements of

Outreach with Refugee and Needy Persons. CRS/D is reminded of the provisions of the Amended Grant, "3. Prior to approval of third year's budget, CRS will submit to the Office of Food for Peace and USAID/Djibouti a report on the second year's operations showing expenditure and progress toward objectives". Because of the quality of the reports to date, this reviewer, anticipates that an over-all summary of activities to date will be able to satisfy both the Oct-Dec 81 quarterly report, and the annual summary. This reporting requirement should not delay funding authorization.

F. Coordination with the Other Donors.

Both USAID/D and CRS/D should actively seek more substantive coordination with other international donors. This is especially essential in seeking financial assistance in phasing down the level of funding in the Outreach grant.