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Subject: Final Report
Contract N° 511-0000-S-00-3052

To: Dr. Lee R. Hougen, Chief
HHR

In accordance with the referenced contract, this report summarizes the contractor's involvement in the Emergency Food Program and suggests recommendations for future actions.

1. Distribution of Emergency Commodities by Cooperating Sponsor

The Mission's Emergency Food Assistance program consisted of the distribution of a programmed 28,820 mt of mixed commodities through primarily Food for Work projects in drought affected areas.

As of April 1, 1984 the following quantities had been distributed:

<u>VOLAG</u>	<u>PROGRAMMED</u>	<u>DISTRIBUTED</u>	<u>BALANCE</u>
CRS	8,820	8,820	-0-
SNDC	10,000	3,000	7,000
FHI	10,000	2,750	7,250
TOTAL	28,820	13,970	14,850

With a return to near normal rainfall levels and crop production, the Mission, with the concurrence of the VOLAGS, decided to terminate the Emergency Program, effective July 15, 1984. It is estimated that approximately 6,600 mt of the 14,850 mt balance of Emergency commodities can be distributed during the last phase of the Emergency Program, leaving an excess of 8,658 mt. The Mission has requested AID/W approval to transfer 7,086 mt of the excess commodities to the regular PL 480 Title II programs of CRS (4,375), SNDC (1,210), and FHI (1,500) and to receive payment from the Ministry of Industry and Commerce for 1,573 mt of commodities which are currently on loan to departmental prefects and/or mayors of five major cities.

The slower than expected rate of distribution is attributed to several factors, namely:

- a) The late and sporadic arrival of commodities which were requested for October/November, 1983 and were still arriving in April, 1984;
- b) The lack of infrastructure of FHI and SNDC for handling a large emergency program;

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- c) FHI's inexperience in managing food programs (the Emergency program was their first attempt at managing a Title II program);
- d) The delay in arrival of Outreach Grant funds for CRS and FHI which were to purchase vehicles, scales, rebagging equipment, calculators, etc. While the grants have reportedly been signed, the funds have not arrived to date.
- e) The inability of the GOB, due to the current economic crisis, to provide counter-part financing for any of the VOLAGS but Caritas.

2. USAID Regional Office Staffing

In order to adequately monitor the Emergency Program at the departmental level, the HHR Division hired and trained three regional Food Inspectors in the departments of Cochabamba (Curt Schaeffer), La Paz (Martin Ede), and Potosi (John Elliott). These inspectors were also responsible for monitoring activities of the VOLAGS in the Departments of Tarija, Sucre and Oruro. Field Offices were opened in Cochabamba and Potosi and secretaries hired in La Paz and Cochabamba. An inspector and secretary for Oruro and a secretary for Potosi remain to be hired.

The Food Inspectors maintained close contact with the VOLAGS and were active participants in the newly established departmental Inter-Institutional Committees composed of VOLAGS, OFINAAL, and regional Technical entities such as the Ministry of Agriculture, the Bolivian Agricultural Institute, Departmental Corporations, etc.

The proximity of the Inspectors and their first hand knowledge of the programs operating in their assigned departments was, and continues to be, of great assistance in resolving potential problems and keeping the HHR Division informed of ongoing activities.

Now that the Emergency is winding down, it is hoped that the Inspectors can concentrate their efforts on overall program improvement.

The Regional Office concept has proven to be very effective in monitoring program performance.

3. Evaluation of FHI

The HHR staff conducted an evaluation of FHI's Emergency Program operations during the month of April, as a basis for determining whether the agency should participate in a Regular Title II program. As a result of the evaluation, a Regular program has been approved by AID/Washington, conditioned upon FHI's ability to demonstrate effective management, logistic and accounting procedures.

Due to budget constraints and their desire to operate an integrated development program, FHI is planning to reduce their program from six to three departments (probably La Paz, Oruro and Potosi) in the near future.

4. OFDA Grants and Equipment

Twenty-two water tanks and two pumps have been on loan to the Mission by OFDA since the beginning of the Disaster. At the Mission's request, these items have been permanently donated to Bolivia for future disaster relief activities. Their use and storage will be supervised by the Mission. All but two of the tanks have been returned to the USAID warehouse in El Alto, following extensive use in the Santa Cruz (flooding) and Potosi (drought) hit areas. The remaining two are in Potosi and will be returned to El Alto in the near future.

A cable describing the status of thirteen OFDA disaster assistance grants has been prepared for submittal to Washington and is pending approval. Final reports have been requested from FIDES, Rurrenabaque, Saws/Potosi and the Utah Partners. AAPOS has been requested to provide the first of four reports due the Mission. All other grants have submitted final reports except the University of Potosi and CRS, which are not due till later in the year.

5. Operation Plan Workshop and Regular Program

Now that the Emergency is winding down, HHR has noted the tremendous need to concentrate its efforts on improving the quality of the Title II Regular Program - a task that was sidetracked for a

full year by the drought.

Following the submittal of unacceptable operation plans for FY 85 by Saws/Ofasa and FHI and the non-submittal by CRS/Caritas, the Division conducted a two day seminar in June which focused on planning, administration, Gantt charts, budgets, log frames and program content.

The VOLAGS were requested to re-write and submit their revised operation plans within thirty days, which should adhere to the guidelines established in the seminar.

Additional workshops on program enrichment are anticipated as critical for improving the MCH and FFW program categories and should be a priority for the Division.

6. Oral Rehydration Therapy (ORT) Program

One example of program enrichment which the Division hopes to incorporate in the Mother's Club programs is an oral rehydration therapy component which would address the problem of infant deaths resulting from dehydration caused by diarrhea.

Technical assistance was requested from AID/W and in April, PRITECH consultant Bette Boothe conducted a preliminary survey of existing ORT activities and resources. The Mission, following her recommendations, has requested the assistance of an assessment team which would provide the groundwork for an ORT component to form part of the FY 85 program.

7. Recommendations for Future Actions

A. Emergency Programs

1. Core project staff should be contracted early in the Emergency, so that they may assist with the development of policies which they will be responsible for implementing.
2. Sufficient staff should be contracted to effectively cover all program areas, specifically:
 - a. Commodity transportation and shipping logistics;
 - b. Port facilities and warehousing, including agreements with all participating governments covering commodity storage time limitations at port and customs require-

ments in the recipient country;

- c. Coordination, supervision and monitoring of VOLAGS and GOB distribution agencies;
 - d. USAID, VOLAG and GOB staff training; and
 - e. distribution and implementation of Food for Work projects in the field.
3. If U.S. Volunteers are utilized, they should all have prior development and language experience so that upon arrival in country they can immediately assume their responsibilities with minimal orientation and adjustment requirements.
 4. Constant data collection on the severity and location of the disaster should be a priority consideration throughout the program so that resources can be shifted when necessary and additional commodities requested or cancelled in a timely manner.
 5. Simplified monthly distribution reports should be prepared and shared among all participating agencies to avoid, detect, and correct duplication early in the program.
 6. Every effort should be made to see that Regional VOLAG and GOB offices are provided the financial and material resources necessary to carry out their assigned programs. This means developing simplified procedures for receiving funds in a timely and consistent manner and the capacity to rapidly purchase vehicles, scales, rebagging equipment, etc.
 7. Clearly defined and consistent program implementation instructions should be provided each regional office before the program begins to eliminate discrepancies among programs and difficult, if not impossible, changes once the programs have begun.
 8. If it is determined that an agency is to be established to coordinate the distribution of emergency commodities, that agency should concentrate solely on that effort and not have distribution responsibilities which detract and overshadow their coordinating role.

B. Regular Program

1. USAID should maintain sufficient staff at the national and regional level to ensure proper program management, monitoring and program enrichment assistance, etc. at all times - not just during an emergency.
2. Regional office staffing and offices are necessary and extremely beneficial to a Regular Title II Program.
3. Agreements, such as the one between the MOH, FHI, and SAWS/OFASA, should be actively encouraged and assisted by USAID/Bolivia, as the VOLAGS lack sufficient experience to formulate such agreements.
4. Work sessions on program writing, log frames, development concepts, program enrichment, etc., should be held at least once every two months in order to help the volags improve their programs.