

HAITI/New-York #26-P
January 20, 1989

TO : Lisette Echols
CARE/New-York

THROUGH : Christy Cavitt *Christy Cavitt*

FROM : Carell Laurent
CARE-Haiti *C. Laurent*

SUBJECT : Final Report Outreach Grant

Attached please find the final report for CARE Haiti's Outreach Grant PDC-0703-G-SS-6075-00. This Grant covered the period from March 1986 through September 1988.

Please let me know if there is any additional information you require regarding this Grant.

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CARE HAITI
OUTREACH FINAL REPORT

FDC-0703-0-53-3075-00

The original Outreach Grant was awarded to CARE for the Haiti mission for the period from March 1986 to March 30, 1987 for \$ 239,432. This was amended in 1987, providing additional funding in the amount of \$215,759 and revising the period of the grant. The amended grant therefore provided to CARE Haiti a total of \$ 455,191 over the period from March 1986 to July 31, 1988. In 1988 the completion date was extended to September 30, 1988.

Despite the many difficulties and delays experienced by the project during this period, the majority of them stemming from the political upheavals undergone in Haiti, overall final accomplishments permitted the reaching of established goals.

In addition, these past two years' accomplishments have provided the ground work for the current thrust of the project towards an increase in community participation and an orientation towards community development.

The purpose of the grant, as detailed in the grant Program Description was to:

assist CARE/Haiti in completing its distribution management system, by shifting its program focus from maintaining a strictly delivery oriented food administration system, to stimulating organizations to sustain the development impact of feeding programs through improved, vertical integration management techniques.

This shift of program focus can be called successful today, although it continues to be an ongoing process. The reaching of the objectives of the Outreach Grant has permitted the project to adapt to the realities of Haiti and refocus overall project objectives.

SUMMARY

The beginning of the grant period corresponded with the destruction of the project's logistical capacity as a result of the pillaging of all four of CARE Haiti's food storage warehouses and the majority of its truck fleet. Reconstruction, therefore became the major activity of this first year, taking place during a time when Haiti's political environment caused many setbacks and difficulties in reaching project objectives.

Specifically, beneficiary levels as planned were in reality, unattainable. Along with the destruction of CARE's warehouses and truck fleet, a large number of primary schools also suffered significant infrastructural damages and many were unable to maintain canteen activities. Furthermore, political tensions created an atmosphere of insecurity in the country, causing continued security problems with regards to delivery of food commodities and resulting in many days when schools were closed.

The period of reconstruction for the project covered, in terms of infrastructural and material reconstruction, approximately one year. However reconstruction of the project, in terms of strategies and organizational structure, has taken place over the past two years. The result of this exercise has been a redefinition of project objectives.

PROGRAM PERFORMANCE

The Outreach Grant proposal, as accepted, detailed a number of specific objectives to be reached during the grant period. These are reiterated below, followed by a comparison of actual accomplishments.

1. Expansion of present end-use inspection staff and capacity of system to absorb increased beneficiary levels.

As explained above, a serious setback was felt by the project at the beginning of the grant period with regards to the project's capacity. Nonetheless, with additional funding provided by the Government of Haiti, the project's logistical capacity was rebuilt and today, project beneficiary levels are at 335,100.

Out of the four warehouses maintained by CARE Haiti at the beginning of the grant period, only two of the original remain. The other two were seriously damaged due to pillaging. The warehouse in Gonaives is currently being rented and after a second pillaging of the Cap Haitien warehouse, CARE decided not to reconstruct a second time and opted instead to expand project activities on the island of La Gonave.

Today CARE still maintains four warehouses. Each warehouse has a defined sphere of action within which they distribute food commodities to a combined total of 335,100 project participants. During the grant period, beneficiary levels fell drastically due to the already-mentioned reasons, and have been slowly climbing since the end of 1987. Today the project supports over 1,200 institutions in 4 out of the 9 departments of the country; the Department of the West (including the island of La Gonave), the Department of the Central Plateau, the Department of the Artibonite, and the Department of the NorthWest (including the island of La Tortue).

At the beginning of the grant period, the project had a large presence in the Department of the North. However, due to the closing of the warehouse in Cap Haitien, this presence has decreased significantly to a few institutions served from the Gonaives warehouse and shifted to the island of La Gonave. The closing down of operations of the Cap Haitien warehouse caused a reduction of overall beneficiary levels of the project. These levels were subsequently raised as a result of the opening of the La Gonave warehouse. Current expectations are to maintain beneficiary levels at 335,100 for the next 5 years, should the necessary funding be available.

The inspection staff has increased over the past 2 years by approximately 60 percent. Further increases are expected during this year. The result of the increase has been more complete collection of information permitting better decision making on the part of project managerial staff regarding project activities. This increase from 7 to 11 field staff and the subsequent improved coverage of the project has laid the path for new project strategies and the reorientation of the project. As a result of this coverage, information regarding project activities and constraints has been available to project managers and created the possibilities for changes to take place based on participants' needs.

2. Continuing reliable service to all institutions servicing beneficiary groups.

The project's delivery system, as mentioned above, also suffered serious damages with the pillaging of the majority of its truck fleet. Over the past two years, this situation has been redressed, and coupled with an improved delivery schedule system for each warehouse, service to all institutions is maintained.

There continue to be problems however, with the delivery of food shipments to the warehouse in the Department of the Northwest. This problem, resulting from the lack of security in the country and the deterioration of the road linking Fort de Paix (the warehouse site) with the rest of the country, has caused shipping agents responsible for delivering the food shipments to CARE's warehouse to delay this service. The region supplied by the Fort de Paix warehouse has therefore experienced frequent and lengthy delays in receiving commodities as deliveries have been spotty and unreliable.

3. Training inspectors in commodity management techniques to teach to institution directors.

A major thrust of the project over the past two years has been the redefinition of the position and role of the inspector and the upgrading of his skills through training. The purpose of this redefinition and training was to insure a better and more meaningful interaction between the project and the project participants - via the inspector - as he is consistently the direct contact of the project with the participants. It was deemed therefore priority that the inspector staff have the necessary skills to communicate and to interface appropriately and to be capable of transferring knowledge.

This broadening of responsibility of the inspector resulted in the change of title from inspector to field representative. Training workshops were held covering areas such as data collection, communication and motivation. Non formal education methodology was also covered. This knowledge gained by the Field Representative permitted the growth of the project sector of community organizational development, with the Field Representative remaining a key actor along with project participants.

This training of inspectors and the newly defined role of the Field Representative allowed for a more structured plan to be drawn up whereby field representatives could train in turn institution directors in commodity management, and also assist in the formation and training of parent/teacher committees in the administration of the local school's canteen.

4. Training of a small cadre of community workers to motivate school directors and school canteen committees to efficiently manage canteen programs.

With the successful training of the Field Representatives and the broadening of their role with regards to community management training, it was deemed no longer necessary to have the liaison between community workers and the school canteen committees and/or school directors. Instead, Field Representatives interact directly with school directors and parent/teacher committees, participating in their training, in community meetings, motivating communities to form parent/teacher committees and assisting in the formation and training of these committees. This direct contact and involvement of the project with the community has aided the project to understand and react to participant needs and to adjust project strategies whenever required and feasible.

5. Training institution directors in techniques of competent end-use management.

This objective is very closely connected with objective #3 in as much as #3 was to equip the Field Representatives to be able to do #5. At the end of the grant period, approximately 50 percent of the institutions participating in the project have committees that assist in some form or another in the administering of the school canteen.

Currently the project has modified its approach to enable the formation of such a committee to follow a more structured path. The expected rate of formation of these structured committees is 10 %, 20 %, 20 %, 25 %, 25 % over the next five years.

6. Dissemination of information regarding CARE's feeding programs and principles of food management through seminars, newsletters and radios.

This specific objective has been attained and has developed from being a public relations strategy to being a training and communications strategy that has become an integral part of the project.

Over the past two years seminars have been held in all four regions of the country where the project operates. These seminars group together directors, teachers, community members, Ministry of National Education staff and CARE project staff, facilitating an exchange of issues, information and the discussion of problems, constraints, and possible solutions. Apart from being another occasion whereby CARE can obtain relevant information regarding project activities and the involvement of participants in these activities, it also promotes exchanges among project participants who otherwise are isolated from each other in as much as institution staff have very few opportunities to meet with other institution personnel.

A project newsletter - PROGRAM AKSYON - has been created and an issue is published once every three months to all participating institutions. This journal provides a means for CARE to disseminate information regarding the project. It also provides information to CARE with regards to project participants' views about project activities as they, as readers of the journal, send letters in to the journal staff sharing their comments about journal articles and their feelings about the project. In addition, as in the seminars, the journal is a medium that fosters communication and awareness among project participants, such as between school directors.

Radio communications have also been used at times; however the emphasis has shifted to audiovisual materials, such as video films. Equipment has been purchased by the project and to date, three films have been produced - one informational, the second one motivational, and the third one educational (on biointensive school gardens). The expectation is for more educational and motivational films to be produced as the existing ones enjoy a high rate of success.

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7. Purchasing materials to improve security, quality and/or sanitary conditions of food storage and kitchen facilities in 50 schools.

The renovation of 50 schools spearheaded the development of the "mini project" component of the project. This strategy is made available to the Field Representatives as an additional intervention they can use while forming school canteen committees. A "mini project" is a short term project designed and implemented by the canteen committee, with the community's and CARE's support. An acceptable "mini project" must have an impact upon the school and/or the children attending the school. Following the kitchen and warehouse renovations of the first 50 schools, many other types of intervention were added to the list. These include: fencing off the school grounds, latrine construction, water availability and accessibility, tree planting and school gardens, etc.

Execution of one of these projects provides a canteen committee with hands-on experience in management and administration and is deemed a high priority vis-a-vis overall project success. This success can be measured against certain criteria, especially with regards to the attainment of a successful transfer of "ownership" and knowledge with regards to canteen administration.

Constraints

Financial

Constraints over the past two years have been due to the untimely availability of project funds rather than due to insufficient funding. The project has found itself over the past few years unable to plan and to budget adequately in advance because the majority of project funds each year was identified and became available in a piecemeal fashion and for a restricted period of time. The reality each year over the past few years has been that at the beginning of the fiscal year, the project has found itself without sufficient funds to cover the cost of the project for the year.

By the end of the fiscal year, even though additional sources of funding are identified and made available to cover these costs, the necessity to search throughout the year for funds to cover the gap makes it impossible to plan adequately for the year, let alone for the following year. There is always a certain hesitancy on the part of the project to launch new, well founded activities when there is no guarantee that these activities can be sustained throughout the year. This hesitancy has become increasingly valid as the project becomes more involved in community participation. The fear is that should funding not become available to continue to finance activities already launched, these activities would have to be suspended and credibility would be lost in the eyes of the project participants.

Program

The financial constraints described above certainly affect the program as already seen. Other major program constraints stemmed from external reasons rather than internal reasons. Most importantly, was the general socio-political environment of the country since December of 1985 and the effects it had on the majority of components of the project - from delivery of food commodities to institutions to the actual implementation of strategies in these institutions. Over the past two years, the frequent strikes and closing of schools severely disrupted project implementation schedules and plans.

Thanks to the amendment and subsequent extension of the Outreach Grant, however, these schedules were able to be modified and adjusted to conform with the reality.

FINANCIAL REPORT

SUMMARY

TOTAL GRANT AMOUNT \$ 455,191

FY 1986 expenses (March through June)	\$ 117,755
FY 1987 expenses (July through June)	\$ 110,462
FY 1988 expenses (July through June)	\$ 176,642
FY 1989 expenses (July through September)	\$ 50,060

TOTAL SPENT \$ 454,919

Remainder \$ 272

	1986	1987	1988	1989
commodity movement	19,384	13,993	16,147	6,922
commodity storage	49,380	29,180	40,892	8,808
management/admin	30,120	50,583	72,650	16,814
enrichment	8,050	6,559	30,724	12,916
overhead	10,821	10,145	16,229	4,600
TOTAL	117,755	110,462	176,642	50,060

	<u>ACTUAL</u>	<u>ESTIMATED</u>
COMMODITY MOVEMENT	\$ 56,446	\$ 46,715
COMMODITY STORAGE	\$ 128,260	\$ 111,100
MANAGEMENT/ADMIN.	\$ 170,169	\$ 186,180
ENRICHMENT	\$ 58,249	\$ 70,600
OVERHEAD	\$ 41,795	\$ 40,596
Unspent	\$ 272	--
TOTAL	\$ 455,191	\$ 455,191