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UNCLASSIFIED

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D. C. 20523

HAITI

PROJECT PAPER

ENHANCING FOOD SECURITY PROJECT

AID/LAC/P-761

PROJECT NUMBER: 521-0241

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE: A (A = Add, C = Change, D = Delete) — Amendment Number: ____

DOCUMENT CODE: 3

2. COUNTRY/ENTITY: HAITI

3. PROJECT NUMBER: 521-0241

4. BUREAU/OFFICE: USAID/Haiti [5]

5. PROJECT TITLE (maximum 40 characters): Enhancing Food Security

6. PROJECT ASSISTANCE COMPLETION DATE (PACD): MM 08 DD 31 YY 95

7. ESTIMATED DATE OF OBLIGATION (Under "B." below, enter 1, 2, 3, or 4)

A. Initial FY 92 B. Quarter 4 C. Final FY 95

8. COSTS ($000 OR EQUIVALENT $1 =)

A. FUNDING SOURCE	FIRST FY 92 B. FX	C. L/C	D. Total	LIFE OF PROJECT E. FX	F. L/C	G. Total
AID Appropriated Total	1,710	3,839.5	5,549.5	5,600	14,400	20,000
(Grant)	(1,710)	(3,839.5)	(5,549.5)	(5,600)	(14,400)	(20,000)
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S. 1. U.S. Farm Bill	439		439	1,349		1,349
Other U.S. 2. Title II Commodities	9,000	13,042	22,042	19,000	39,000	58,000
Host Country						
Other Donor(s)	600		600	2,000		2,000
TOTALS	11,749	16,881.5	28,630.5	27,949	53,400	81,349

9. SCHEDULE OF AID FUNDING ($000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE 1. Grant	2. Loan	D. OBLIGATIONS TO DATE 1. Grant	2. Loan	E. AMOUNT APPROVED THIS ACTION 1. Grant	2. Loan	F. LIFE OF PROJECT 1. Grant	2. Loan
(1) ARDN				-0-	-0-	12,500		12,500	
(2) CS				-0-	-0-	7,500		7,500	
(3)									
(4)									
TOTALS						20,000		20,000	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

(1) To increase access to food for nutritionally vulnerable population groups; and (2) to strengthen PVO and Haitian citizens' ability to manage effected food-assisted programs over time.

14. SCHEDULED EVALUATIONS

Interim MM 03 YY 94 MM YY Final MM YY

15. SOURCE/ORIGIN OF GOODS AND SERVICES

☒ 000 ☐ 941 ☐ Local ☐ Other (Specify) CACM

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a ____ page PP Amendment.)

USAID/Haiti Controller Clearance
I have reviewed and approved the methods of implementation and financing for this PP.

Robin Burkhart, Acting Mission Controller

17. APPROVED BY

Signature

Title: David Cohen, Director, USAID/Haiti

Date Signed: MM 08 DD 14 YY 92

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

AID 1330-4 (8-79)

PROJECT AUTHORIZATION

Name of Country: Haiti

Title of Project: Enhancing Food Security Project

Number of Project: 521-0241

1. Pursuant to Section 103 and 105 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Enhancing Food Security Project (the "Project") for Haiti. The Project involves planned obligations of not-to-exceed $20 million ($20,000,000) over a three year period, subject to the availability of funds in accordance with A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is three years from the date of authorization.

2. The project will provide support to enhance Haiti's food security through five main components: P.L. 480 Title II Distribution, Emergency Food Reserve and Response, Improved PVO Cost-Effectiveness, Early Warning Information System, and Productive Infrastructure.

3. Goods and services financed by A.I.D. under the project shall have their source and origin in Geographic Code 000 or in Haiti, except as A.I.D. may otherwise agree in writing.

4. The project agreements, which may be negotiated and executed by the officers to whom such authority is delegated in accordance with A.I.D. regulations and Delegation of Authority, shall be subject to such terms and conditions as A.I.D. may deem appropriate.

Clearances:

PPS:GSpence _____ Date 8/13/92
SGregoire _____ Date 8/13/92
GDO:KPoe _____ Date 8/13/92
CONT:RBurkhart _____ Date 8/14/92

Approved: _____
David A. Cohen
Director, USAID/Haiti

Date: 8/14/92

ENHANCING FOOD SECURITY
(521-0241)
PROJECT PAPER

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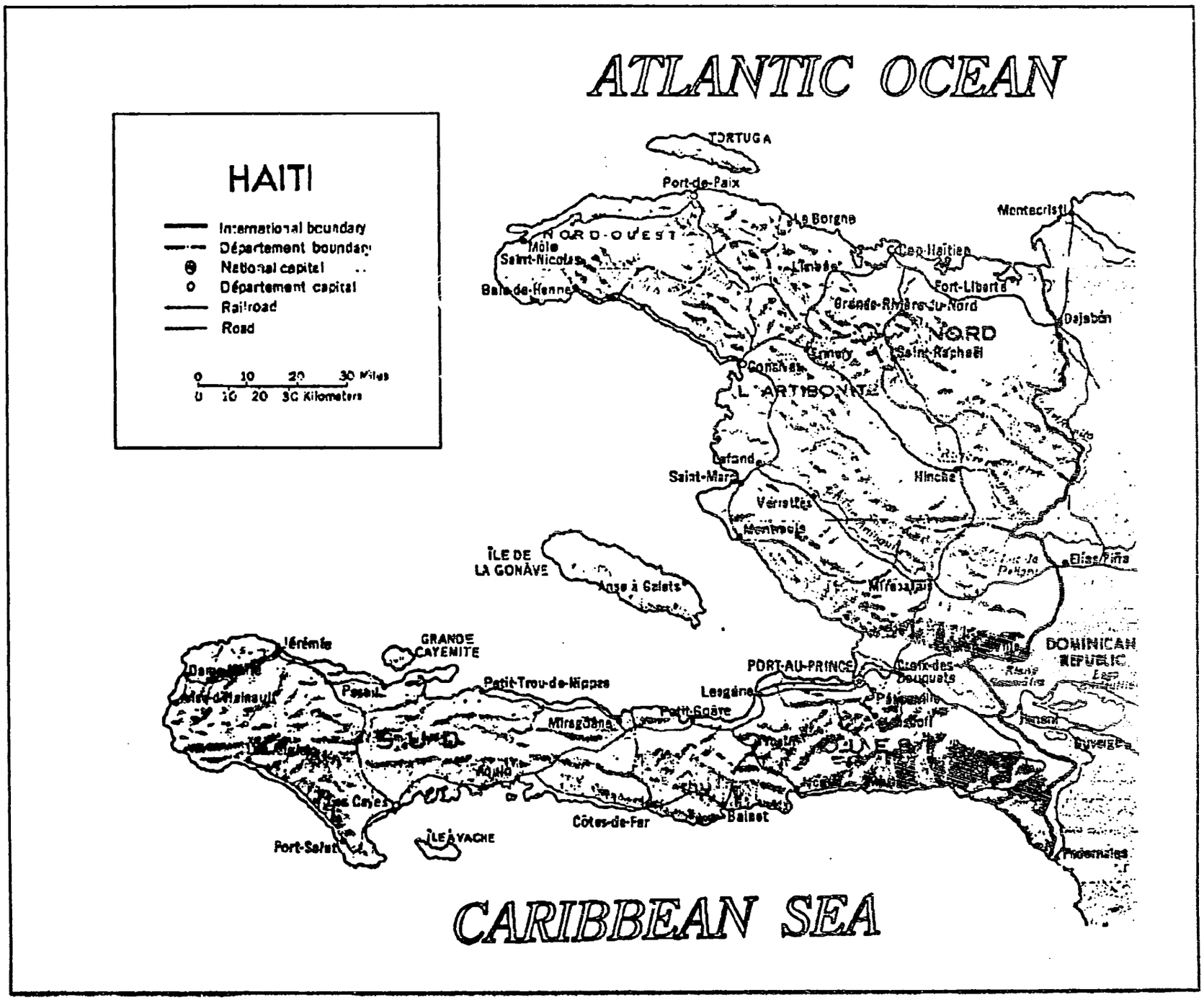
ATLANTIC OCEAN
HAITI
International boundary
Département boundary
National capital
Département capital
Railroad
Road
0 10 20 30 Miles
0 10 20 30 Kilometers
TORTUGA
Port-de-Paix
La Borgne
Môle Saint-Nicolas
Baie-de-Henne
Limbé
Cap-Haïtien
Fort-Liberté
Grande-Rivière-du-Nord
Dajabón
Montecristi
NORD
Saint-Raphaël
Gonaïves
L'ARTIBONITE
Lafond
Saint-Marc
Hinche
Vérrettes
Mirebalais
Elías Piña
ÎLE DE LA GONÂVE
Anse à Galets
Jérémie
GRANDE CAYEMITE
Petit-Trou-de-Nippes
Pestel
Miragoâne
Petit-Goâve
Leogâne
PORT-AU-PRINCE
Croix-des-Bouquets
DOMINICAN REPUBLIC
Les Cayes
Aquin
Côtes-de-Fer
Belaet
ÎLE À VACHE
Port-Salut
CARIBBEAN SEA

GLOSSARY OF TERMS USED

ADRA	:	Adventist Development and Relief Agency
AER	:	Annual Estimate of Requirements
A.I.D.	:	U.S. Agency for International Development
CIF	:	Cost-Insurance-Freight
CRS	:	Catholic Relief Services
CWS	:	Church World Services
CY	:	Calendar Year
DA	:	Development Assistance
EEC	:	European Economic Community
EOPS	:	End of Project Status
ESF	:	Economic Support Fund
FAS	:	Free Alongside Ship
FEWS	:	Famine Early Warning System
FFW	:	Food For Work
FOB	:	Free On Board
FRLC	:	Federal Reserve Letter Of Credit
FY	:	Fiscal Year
GDO	:	General Development Office
GDP	:	Gross Domestic Product
GIS	:	Geographic Information System
GR	:	General Relief
HPNO	:	Health, Population, Nutrition Office
IL	:	International Lifeline
IQC	:	Indefinite Quantity Contract
LC	:	Local Currency, Local Costs, depending on how used
LOP	:	Life of Project
MCH	:	Maternal Child Health
MT	:	Metric Ton
MU	:	Monitoring Unit
MYOP	:	Multi-Year Operational Plan
NGO	:	Non-Governmental Organization
OAS	:	Organization of American States
OCF	:	Other Child Feeding
OFDA	:	Office of Foreign Disaster Assistance
P.L.480	:	Public Law 480, the Agricultural Trade Development and Assistance Act of 1954, as amended
PADO	:	Private and Agricultural Development Office
PIC	:	Productive Infrastructure Component
PIO/T	:	Project Implementation Order/Technical Services
pm	:	Person Month
PO	:	Planning Office
PP	:	Project Paper
PVO	:	Private and Voluntary Organization
SDA	:	Special Development Activities
SF	:	School Feeding
TA	:	Technical Assistance
TBD	:	To Be Determined
UNDP	:	United Nations Development Program
USAID, USAID/Haiti	:	A.I.D. Mission in Haiti
VACS	:	Voluntary Agencies for Child Survival
WFP	:	World Food Program

ENHANCING FOOD SECURITY
(521-0241)
PROJECT PAPER

1. PROJECT BACKGROUND AND RATIONALE

1.1 The Haitian Context

Haiti has long been the poorest and most food insecure country in the Western Hemisphere. Gross Domestic Product (GDP) per capita is estimated at $370, and some 85 percent of the 1991 estimated population of 6.5 million live in absolute poverty. The A.I.D. food security index ranks Haiti the eleventh most food insecure out of 79 countries for which data have been compiled. The only other Latin American country among the most food insecure is Bolivia, which ranks 24th. The economic dislocations resulting from the coup d'etat of September 30, 1991 have contributed to a further deterioration of this already tenuous position.

While Haiti's position as most food insecure is widely accepted, the actual levels of food availability and access are not well documented. Estimates of domestic agricultural production vary by as much as 30 percent. Commercial imports through standard legal channels, and concessional food aid such as Title II, are known, but a substantial amount of food is also grossly under-invoiced and imported as unrecorded contraband. The population density and distribution of the resident population of Haiti is also not known with any certainty; the last census was in 1982 and was never fully analyzed. Household consumption patterns are also not well understood. Thus a standard food needs analysis from different data sets which compares food supply with food demand can lead to dramatically different results. To illustrate this point, different documents prepared by A.I.D. and World Bank experts currently on file at USAID/Haiti document the annual food deficit at a range of 97,000 MT to 336,000 MT.

What is known is that hunger is widespread. The 1978 National Nutritional Survey revealed that almost three-quarters of children under five years of age were undernourished, with approximately 30 percent suffering from moderate or severe malnutrition (second and third degree Gomez classification). Furthermore, 6.4 percent of children examined were wasted (weight for height less than 80 percent of the NCHS/CDC reference median) and 23.6 percent were stunted (height for age value less than 90 percent of the reference median). Though there were only slight variations in malnutrition rates between regions, there were marked urban-rural differences, with urban children, on average, doing better. It is important to disaggregate urban areas into marginal and non-compromised areas because children living in

marginal urban zones were nutritionally more similar to rural areas and at times significantly worse. A national nutrition survey was repeated in 1991, and demonstrated there had been no change in the nutritional status of the survey population in the past decade.

Children over five years of age suffer as well. In 1985, the Joel Cotten study found that severe malnutrition among school age children was 27 percent. A recent survey by the World Food Program (WFP) of four schools in the North and Northeast departments found that 42 percent of children averaging 12.6 years of age were severely malnourished (weight/age) and 22 percent were chronically malnourished (height/age).

The agricultural sector is characterized by a declining production rate due in part to the repetitive sub-division of land holdings, urban migration, periodic droughts and flooding coupled with lack of technical assistance to small farmers. Inflation and the overall economic crisis in Haiti exacerbate the problems both of food producers and food consumers. The recurrent political crises of the last six years have had a major dampening effect on investment and growth in all sectors.

Annual food donations (from all donors) to Haiti since about 1987 have averaged 100,000 to 120,000 MT, or anywhere from 30 to 100 percent of the deficit, depending on which set of figures one uses. There is no indication that local food production will be able to offset the deficit, and these donations will thus need to continue. Given the extreme poverty of much of the population, and the depressed economic outlook even if a political resolution occurs, demand for increased levels of commercially-imported food is not likely to become significant. Concessional food aid is thus likely to be needed for the foreseeable future to ensure the health and welfare of the nutritionally-vulnerable population.

1.2 P.L. 480 Title II in Haiti

The P.L. 480 Title II program in Haiti began in the mid-1950's with disaster relief for a hurricane undertaken by three private and voluntary organizations (PVOs): CARE, Catholic Relief Services (CRS), and Church World Services (CWS). Although the A.I.D. Mission to Haiti was withdrawn from 1963-1973, the Title II program by these PVOs continued throughout. From 1973 to 1987, A.I.D. reinstituted bilateral programs although in the early 1980's it began to channel assistance increasingly through PVOs. Table 1 provides a summary of levels of Title II from 1973 to the present time.

Table 1: P.L. 480 Title II Program Levels in Haiti 1974-Present

Fiscal Year	Type of Data	Beneficiaries	Commodities	Value in US$[6]
1974	Actual[1]	168,000	9,996.0 lbs[1]	1,060,000
1975	Estimate[1]	167,000	10,000.0 lbs[1]	1,061,000
1976	Request[1]	158,000	9,697.0 lbs[1]	1,030,000
1977	Proposed[1]	183,900	10,114.5 MT	1,185,800
1978	Proposed[1]	202,000	6,041.0 MT	2,048,600
1979	Actual[1]	253,000	10,297.6 MT	3,215,400
1980	Actual[1]	300,000	12,630.9 MT	4,339,900
1981	Actual[1]	359,100	14,100.0 MT	5,095,600
1982	Received[2]	574,000	24,800.0 MT	7,608,000
1983	None available			
1984	AER[3]	618,900	30,562.8 MT	8,264,200
1985	AER[3]	613,500	30,173.0 MT	8,610,200
1986	AER[4]	702,200	31,830.0 MT	7,695,900
1987	AER[4]	695,000	31,683.1 MT	6,942,200
1988	Actual Dist.[4]	558,702	24,113.0 MT	5,176,755
1989	Approved[4]	736,600	29,858.6 MT	8,877,000
1990	AER[5]	707,600	34,451.0 MT	11,208,000
1991	Actual[5]	378,973	19,624.0 MT	5,726,000
1992	Actual[5]	620,000	41,566.0 MT	12,042,576
1993	AER[5]	644,400	35,787.1 MT	10,454,000

Notes:
1. Data from 1974-1981 are taken from Table II-B in Cotten's Evaluation Research on the PL 480 Title II School Feeding Program in Haiti (March 1985). It must be assumed that the notation of "pounds" as a unit of measure for 1974-1976 is an error. The variation of "type of data" in terms of proposed, actual, and estimate is not explained so the numbers must be considered indicative.
2. Derived from two Inspector General Audits dated April 1983.
3. Found in The Pragma Corporation, Haiti Food For Work Evaluation (October 1984).
4. USAID/Haiti Title II Food Division records, 12/88.
5. USAID/Haiti Title II Food Division records, 6/92.
6. Value of commodities is FAS the U.S.

Source:
The Table, with text notes, was originally presented in Louis Berger International, Inc. Assessment of PL 480 Title II Food Donation Program In Haiti January 1989. Data for 1990-1993 were added by the PP team.

A.I.D. again suspended bilateral assistance in November 1987, as a response to the aborted elections, and Title II remained a mainstay of the PVO-oriented program. An evaluation undertaken in late 1988 (Louis Berger International, Inc., January 1989) found that although approximately 500,000 children were being fed, the cooperating sponsors were frustrated that so much time had to be devoted to simply moving food that little developmental impact could be assessed. The report also suggested that program effectiveness was lessened due to possible significant extra-program "leakage"[1] of commodities, and due to targeting errors. It recommended much more focus on the establishment of mutually-agreed upon P.L. 480 Title II strategic and operational objectives by the sponsors and USAID as a first step towards enhancing program effectiveness.

USAID/Haiti disagreed with the emphasis of the Berger report on strategic objectives and developmental focus as a first priority, and determined that it must get program accountability and logistics under control before it could begin to focus on developmental impact. In June 1989 it thus provided technical assistance (TA) to the sponsors to more fully assess problem areas with respect to leakage and to recommend improved monitoring systems and other measures to correct and prevent such problems.

The TA team found that "...the extent of leakage could not be quantified for any point in the delivery system except for "Ocean Freight Losses", due to lack of reliable data, [but that there was] a high probability that significant non-program related leakage [was] a regular and widespread feature at the level of the distribution centers. ... Moreover, the potential for extensive, non-program related leakage was found to exist throughout the entire commodity delivery system." (Goossens and Lowenthal, p. 1). The TA team's recommendations resulted, in late FY 1989, in USAID/Haiti hiring an expatriate Title II Specialist and one additional Food Monitor to improve program accountability.

During the period FY 90-91, program emphasis was squarely on improving management and logistics, with a well-developed systematic approach to improved checks and balances beginning to yield significantly improved accountability. Unfortunately, mid-way through FY 90, the program suffered a major set-back when civil unrest following the departure of the Avril government resulted in the looting of the CARE and CRS warehouses in Port-au-Prince. Over $2 million in damage and commodity losses were incurred.

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[1] "Leakage" is a euphemism commonly used in the P.L.480 program to denote unexplained loss, theft, sales, or use of food commodities for purposes other than those intended.

Another program set-back occurred later in FY 90, when a failed Title II monetization program, attempted by CARE in collaboration with USAID/Haiti, resulted in a shortfall in local currency needed to cover the local operating costs of the Title II sponsors. The market commodity chosen -- vegetable oil -- was dominated by a cartel that effectively blocked CARE's sale. Unfortunately, the program relied heavily on local currency financing. Since the failed Title II monetization occurred late in the fiscal year, due to a number of other competing demands, local currency financing generated by A.I.D. bilateral Economic Support Fund (ESF) cash transfers or P.L. 480 Title III commodity sales could only meet half of the Title II shortfall. The Title II program thus entered FY 91 with a $1.5 million equivalent deficit, and had to reduce beneficiaries accordingly.

In FY 91, when the people of Haiti voted in their first democratically-elected president, the Title II program consisted of 378,973 beneficiaries, of which the largest proportion (76 percent) was served through school feeding. Other categories of beneficiaries included maternal child health programs (12 percent), general relief to the most destitute and other child feeding (7 percent), and food for work (3 percent). This "regular" program was terminated with all non-emergency U.S. assistance to Haiti shortly after the military coup d'état of September 30, 1991.

Given the slim margin by which most Haitians survive, and concerns about the effects of the coup-induced crisis on vulnerable groups, the first activity that the U.S. government approved for reactivation in Haiti (in early November 1991) was humanitarian Title II feeding, by CARE and CRS. Two other PVOs, International Lifeline (IL) and Adventist Development and Relief Agency (ADRA), began modest emergency programs in December 1991 and January 1992. By early July 1992, the Title II program was feeding almost 600,000 poor Haitians in vulnerable groups, including children, the elderly, and pregnant and lactating women. That total eventually could reach up to 750,000 people if conditions warrant and permit.

The emergency program, and this proposed project, will be implemented primarily by the four PVOs involved in the Title II program in Haiti: CARE, CRS, ADRA, and IL. This Project Paper (PP) provides plans for a possible continuation of the emergency program, if the needs so indicate, and also provides the flexibility to switch to a more well-targeted developmental focus, should conditions stabilize. It is written based on the assumption that such a stability will occur, and a more-or-less "regular" program can be resumed at some point during the life-of-project (LOP). Depending on the timing of the resumption of the regular program, some progress can be expected toward reaching the developmental goals and objectives of the program. However, given Haitian history, the PP also recognizes that there

will be a continuing need to be ready to respond to periodic future crises, both natural and/or man-made. The project is designed to enable A.I.D. and the participating PVO community to do both.

1.3 A.I.D. Policy and Strategy in Haiti

The principal U.S. Government policy objective for Haiti at this time is the restoration of constitutional democratic government. To this end, and commensurate with resolutions of the Organization of American States (OAS), the U.S. has imposed a number of sanctions on the current de facto government. Following the terms of Section 513 of the U.S. Foreign Operations, Export Financing, and Related Programs Appropriations Act, the U.S. suspended all direct assistance shortly after the coup. In early October 1991, President Bush signed an Executive Order to freeze the assets of the Haitian Government and to prohibit all financial transfers by any American citizen or company to the illegal government in Haiti. In late October 1991, President Bush signed a second Executive Order formalizing a comprehensive trade embargo on the country, which became effective November 5. Following a new May 1992 OAS resolution which reiterates its position and provides for stronger sanctions, President Bush issued an Executive Order that emphasizes stiffer enforcement of the embargo.

While the U.S. has suspended direct assistance to the Government of Haiti, consistent with OAS resolutions, it has provided significant humanitarian assistance through non-governmental organizations (NGOs). As described above, A.I.D. has supported implementation of emergency feeding programs by ADRA, CARE, CRS, and IL since early November 1991. In addition, A.I.D. is supporting a humanitarian health assistance program, which is providing critical care to 1.9 million Haitians. A.I.D. has also recently reactivated modest support for NGOs in the democracy sector, and has continued support for an NGO seed program in the south. In all, almost 3 million Haitians continue to receive U.S. humanitarian assistance as the crisis deepens.

As of late July 1992, the A.I.D. program is governed by 92-STATE 221774, which represents the most recent joint A.I.D./W and State Department views on the USAID/Haiti program. In summary, in addition to the continuing humanitarian assistance program based on Title II feeding and health, family planning, and AIDS activities, the country program will seek to protect Haiti's human and natural resources to maintain a sound basis for sustained economic growth and democratic development following the resolution of the current crisis. In the short-term, the project will respond to this need by alleviating hunger among nutritionally vulnerable population groups by continuing support for the cost-effective delivery of food. Improvements in

disaster mitigation/emergency response will be obtained by focussing the feeding program in disaster-prone geographic regions and through improvements in the nutrition early warning monitoring system to give an earlier lead time to prepare for emergency response. Moreover, the project will develop the feeding agencies' institutional capacity to respond to disasters in a proactive rather than reactive manner. Should the monitoring system indicate that hunger stabilizes to pre-coup levels, the feeding program will phase out of general relief feeding into the regular Title II feeding program described in the PVOs' MYOPs, Annexes E and F. In the near term, realistic planning suggests that due to the combined impact of the post-coup economic crisis and the drought, a more proactive emergency posture is necessary to meet humanitarian needs and prevent deterioration of the human resource base. With political resolution, if conditions permit, the program will phase into complementary activities which emphasize the longer-term developmental objectives of empowering the poor and improving their economic condition as articulated in the MYOPs. All project and program documents must be designed and implemented to allow for this program flexibility to exist.

2. PROJECT DESCRIPTION

2.1 Summary

The Enhancing Food Security Project (521-0241) is proposed as a three year effort to enhance Haiti's food security. It will provide management and ancillary support costs for a three year P.L. 480 Title II feeding program to be carried out by four PVOs in Haiti. The base PVO program is designed to provide one meal/day or equivalent rations to approximately 645,000 at-risk Haitians per year. Over the three year project, the PVOs will additionally work to establish emergency food reserves and plans to assure food access by vulnerable groups in times of emergency, and improved and more cost-effective management systems which will decrease the cost-per-beneficiary of the program over time. The PP includes provision for a competitively selected firm or institution to manage a productive infrastructure development program similar to an A.I.D.-supported activity in Bolivia which has proven successful. Finally, it will provide funding for critical A.I.D. oversight and management, including enhanced nutritional and food security information systems to provide for early warning of nutritional risk.

This PP proposes that a total of $20 million in Development Assistance (DA) funding be provided to support USAID/Haiti and PVO activities under the project. The total cost of the proposed three year effort (September 1992 - August 1995) is estimated at a grand total of about $81 million, distributed as follows:

$20.0 million	Development Assistance funds (maximum)
$48.0 million	Equivalent Title II commodities CIF Haiti for distribution by four PVO cooperating sponsors
$10.0 million	Equivalent Title II wheat flour for a pilot monetization activity by International Lifeline (IL) outside of this project. If this pilot is successful, approximately $6 million from flour sales may be generated as local currency (LC) which can be used to offset DA costs of the feeding program. (The remaining $4 million is the cost of the freight to Haiti and would not be considered an input).
$ 1.0 million	Farm Bill funds
$ 2.0 million	PVOs and other non-USG sources

Given a favorable political environment and LC availability from sources outside of this project, the productive infrastructure component would become feasible and use $6.2 million equivalent in other LC for medium-scale productive civil works and $2.0 million in DA. The productive infrastructure component is non-additive to this project, to avoid double counting DA funds and

LC from monetization or other sources. Section 3 provides more detail on the source and use of funds over the LOP.

2.2 Project Goal and Purpose

The goal of the proposed project is to enhance Haiti's food security. As defined by the 1990 Farm Bill, food security means "access to sufficient food by all people at all times for healthy and productive lives." Indicators of goal achievement over the three year LOP will be as follows: 1) chronic malnutrition among children under 12 years of age does not increase during the LOP in spite of economic uncertainties; 2) Haiti's annual food deficit is better defined and understood, and an interim food security strategy to address it is in place. A key assumption in terms of goal achievement is that any given incumbent Haitian government does not unduly compromise the activities of U.S., international, and Haitian PVOs/NGOs operating in Haiti.

The purposes of the proposed project are: 1) to increase access to food for nutritionally-vulnerable population groups; and 2) to strengthen PVO and Haitian citizens' ability to manage effective food-assisted programs over time. The indicators of purpose achievement, or end-of-project-status (EOPS), are:

1) 80 percent of at-risk population in Haiti's most vulnerable areas receiving minimum energy requirements (as expressed in Kcal/day) year round;

2) PVOs managing Title II distribution programs and their affiliate organizations are measuring and meeting stated annual program and administrative objectives beyond simple number of persons fed;

3) Concerned international organizations and the PVO/NGO community are collaborating on an improved information system which measures and affects food security on sub-national and real-time bases.

The critical assumptions that are necessary to purpose achievement are: a) any given incumbent government will allow participating PVOs to import food and to undertake nationwide programs both on a regular and emergency basis; b) participating PVOs can develop logistic and distribution systems to reach most vulnerable areas in a timely manner; c) participating PVOs can identify adequate numbers of responsive and responsible affiliate organizations to meet the needs of at-risk groups; and d) methodologies for more precise identification of vulnerable areas and at-risk populations by the concerned relief and development community exist and can be applied in Haiti. USAID/Haiti believes these assumptions to be valid, although it will continue to monitor them over the LOP.

As stated in Section 2.1, a critical input-to-output assumption which also affects achievement at the Goal and Purpose levels is that **required levels and timing of P.L.480 Title II commodities will be provided through the life-of-the-project.** These levels are currently estimated at approximately 36,000 MT/year, although this figure is subject to some fluctuation based on Haiti's needs and worldwide availability of commodities.

2.3 Detailed Project Description

Project outputs and inputs which will combine to achieve the project purpose are summarized as follows:

1) **Four participating PVOs provide at least one meal/day or equivalent to approximately 645,000 at-risk persons.** This "base program" will meet the needs of defined at-risk populations during the emergency period, and shift over to a more traditionally-defined vulnerable population should conditions stabilize. Inputs required include an estimated 36,000 MT/year of Title II commodities provided outside the project framework, and an average of approximately $6.5 million/year, including local currency equivalents, for operating costs for the four participating PVOs. Of this amount, A.I.D. will provide approximately $5.5 million/year through this project, and the PVOs will obtain the remaining $1 million/year from other sources. The following beneficiary levels will be reached or exceeded by January 1993, and maintained as minimum levels throughout the LOP: ADRA 115,000; CARE 139,000; CRS 147,800; and IL 243,000.

2) **Participating PVOs, affiliate organizations, and collaborating international/bilateral organizations develop emergency reserves and plans to assure food access in times of emergency.** The FY 93-95 Multi-Year Operational Plans (MYOPs) and the FY 93 Annual Estimates of Requirements (AERs) already submitted by the A.I.D. Cooperating Sponsors include plans to establish a 10 percent food reserve by March 1993 (ref. Annexes E and F). The establishment of this emergency reserve will be accompanied by development of improved emergency response plans by January 1993. These actions by the Title II cooperating sponsors will be undertaken within the broader framework of a national-level effort by concerned international organizations and NGOs to develop a comprehensive food security plan for Haiti, which includes plans for improved emergency response mechanisms (see output 4) below). Inputs include professional time of the USAID/Haiti Title II Division Chief and his staff, 3 person months (pm) of short-term TA to conduct workshops and assist the PVOs in establishing the feasibility and management of a cash reserve, and an unquantified amount of USAID/Haiti's Title II Unit management time.

3) Distribution of U.S. P.L. 480 Title II is more cost-effective by the end of the project. The MYOPs developed by the four existing sponsors list a number of detailed objectives and indicators for improving efficiency. This improved efficiency should translate into increased cost-effectiveness. It is hoped that the four sponsors will have decreased cost-per-beneficiary for regular programs by the end of a three year effort, with incremental uncosted management improvements detailed in the annexed MYOPs. It is also hoped that the monetization pilot activity currently being undertaken by IL proves successful, and can provide a secure funding base for local operating costs of the feeding program by the end of the project. Inputs in support of this output are primarily provided in the PVOs' annual operating budgets and the USAID/Haiti Title II Unit management costs. In addition, the A.I.D. management component budget includes 1 pm of short-term TA in Year 1 to assist the PVOs in determining whether they would obtain any cost- or management-efficiencies from organizing a legally-recognized consortium for joint warehousing or transport or other activities, and 3 pm of short-term TA over the LOP to assist PVOs in undertaking improved financial analyses of their Title II programs to improve planning and to be able to measure the impact of the management improvements.

4) Productive infrastructure activities are successfully tested, refined, and operational throughout Haiti. The objective of this component is to increase income of poor Haitians through providing short term employment (about 60 days) on medium-scale civil works projects so that purchasing power is strengthened to improve a family's ability to meet its basic nutritional requirements. More significant is that the project not only will provide a short term source of income, but more importantly, it will put in place productive infrastructure that will improve the quality of life over the longer term. Given the political context and overall funding requirements, this component will only be pursued if the Mission determines that the political environment so warrants and that adequate local currency will be available to justify the investment in an implementing agency contract. If conditions permit USAID/Haiti will hire a Component Coordinator with experience in community or municipal development, and will obtain 2 pm of short-term TA early in Year 1 to develop a detailed design and draft Scope of Work for its implementation. The Scope of Work will be advertised and a firm or other institution selected to implement the activity beginning in FY 1993, if conditions permit. Outside of USAID management, inputs include DA funding for the competitively-selected firm for a 2.75 year period, and approximately $6.2 million equivalent in generated LC to finance the civil works materials and equipment.

5) **A multi-dimensional information system that provides early warning of nutritional risk developed and implemented.** USAID/Haiti has been supporting a Humanitarian Monitoring System which has provided, inter alia, real-time "snapshots" of health and nutritional status and agricultural production and prices to the donor community since November 1991. The system initially focussed only on Port-au-Prince but has included nationwide data since February 1992. Based on the experience of A.I.D. in Africa and of other donors and NGOs worldwide in obtaining early warning of famine conditions, the project will support development of an improved system suitable for application in Haiti. Specific indicators of achievement will be developed during Year 1 of the project. Component inputs are estimated to include the services of one expatriate Social Scientist/Geographer (or equivalent) to manage the system, and the existing USAID/Haiti technical and administrative staff of the present Monitoring Unit, in addition to modest equipment and data system procurement. Short-term technical assistance will be provided from A.I.D.'s Office of Foreign Disaster Assistance (OFDA) in late September 1992 to more fully elaborate the types of data and commodity needs appropriate to Haiti.

Although not included as an output, project funds totalling $2 million over the LOP will provide all costs of the USAID/Haiti Title II Division which will provide management and oversight of the activities described above. A more detailed description of the project components follows, with A.I.D. management described in more detail in Section 4.

2.3.1 Title II Base Feeding Program. USAID/Haiti will provide a total of $16.5 million in DA funds and, if available, P.L. 480 generated local currency, to support the operating costs of the four cooperating sponsors from September 1992 through August 1995 to enable them to provide one meal/day or equivalent rations to approximately 645,000 beneficiaries/year. A minimum of $1.1 million in dollars and $3.7 million in local currency equivalents is needed in Year 1. The per sponsor beneficiary breakdown is estimated as follows: ADRA 115,000; CARE 139,000; CRS 147,800; and IL 243,000. Depending on the eventual locations of these beneficiaries, the population represents up to 80 percent of the at-risk population in Haiti's most vulnerable areas.

The developmental goals and objectives of this feeding program are described in detail in the MYOPs at Annexes E and F. Although nomenclature and emphases vary by sponsor, in general during FY 93 the program will emphasize the objective of decreasing mortality and morbidity in at-risk populations through direct feeding programs to alleviate hunger. The MYOPs anticipate a time when political resolution has occurred and/or hunger stabilizes to pre-coup levels, and the PVOs can focus on

more proactive, developmental objectives. In the near term, however, realistic planning suggests that due to the combined impact of the post-coup economic crisis and the drought a more reactive, emergency posture is necessary. If conditions permit, in subsequent years the focus may shift to more developmental aims as articulated in the MYOPs. The approximate levels of 645,000 beneficiaries would, however, remain as the "base program" figure.

As reflected in Table 1 on page 3, this beneficiary level represents a return to cumulative average program beneficiary levels prior to FY 91, when major cuts were sustained. Given these prior levels and experience with more creative distribution methods gained during the emergency program of FY 92, and as discussed in more detail in Section 5.1, Social Analysis, the Mission believes that these levels are commensurate with Haiti's need.

In order to achieve some management efficiencies and avoid overlap, the sponsors will continue with the geographic concentration they have pursued since at least 1977. Beyond the Port-au-Prince area, where all sponsors but CARE operate, programs will focus as follows: CARE will operate in the Northwest and the Artibonite (Gonaives city and District), CRS in the Southern Peninsula with increasing focus on the Southwest, and ADRA in the central region, although ADRA's proposed FFW activities may be more geographically disbursed. The 23 small organizations that make up International Lifeline's umbrella group can be found throughout the country, although IL is unique in that it is the only sponsor that will operate on the Island of La Gonave.

As described in more detail in Section 5.1, Social Analysis, these geographic areas are considered the most vulnerable to famine in Haiti, and the Title II program is designed to meet the needs of the most at-risk populations in those areas. It is recognized that the levels and locations of persons at-risk may change due to circumstances, particularly during different types of emergencies, i.e. civil unrest, drought, hurricanes, alluvial plain floods, etc. Section 2.4.5 below describes how project support will be provided to help more precisely determine those areas and populations that are most vulnerable to famine on a chronic basis and during different types of foreseeable crises, in order to fine tune program targeting. Section 2.4.2 describes how the sponsors will prepare to meet these different crises if and when they occur.

In general terms, as described in the MYOPs at Annexes E and F, the beneficiaries will be reached through a combination of feeding mechanisms, including, but not limited to, the following: School Feeding (SF), which operates through private and public schools and reaches school children aged 6 to 12 years; Maternal-

Child Health (MCH), which operates through private and public clinics and reaches children 5 years of age and below, and pregnant and lactating mothers in some PVO programs; Other Child Feeding (OCF), which includes some private pre-school feeding for children under 5 years of age but primarily serves private orphanages around the country; General Relief (GR), which historically has served public and private homes for the indigent, hospitals and outpatient centers for the chronically ill (i.e. tuberculosis hospices and homes for the blind), but increasingly has served small community groups in urban slum areas and rural crisis areas; and Food-For-Work (FFW), which has a very different focus than the other mechanisms and reaches Haiti's rural poor in general.

The SF mechanism is the simplest in terms of management and logistics efforts per number of beneficiaries reached, and is also the preferred mechanism in terms of targeting known vulnerable populations. As such, since the mid-1980s it has accounted for over 70 percent of beneficiary and commodity levels of the Haiti program. Under emergency programming during the past year (FY 92), however, SF in the relatively better-off areas of the south and central plateau was suspended to allow for increased GR in the more vulnerable urban areas and the drought-stricken Northwest. Where SF was continued, it was viewed less as a developmental Title II program and more as the most expeditious means of reaching the at-risk target population (children under 12). During the summer months when Haiti's schools are closed, about half of the schools will continue to keep their canteens open to continue the emergency wet feeding program. Where school canteens cannot be kept open, but sponsors believe needs are great, other community distribution channels for wet feeding centers will be developed.

Conversely, the FFW dry feeding mechanism is the most complex in terms of management and logistics per number of beneficiaries reached, and among the current Sponsors is the least preferred method for targeting vulnerable populations. Because of past problems which have been well-documented in evaluations, FFW decreased from absorbing 44.5 percent of commodities and 26.5 percent of beneficiaries in FY 77 to less than 10 percent of commodities and about 5 percent of beneficiaries in FY 91. FFW has not been undertaken at all during the emergency program mode of FY 92, and is proposed by only two sponsors--ADRA and IL--at very modest levels for FY 93, should political resolution occur and "regular" programming resume.

MCH has historically absorbed 10-15 percent of commodities and beneficiaries (both wet and dry feeding), and OCF and GR have generally been below 10 percent combined (primarily wet feeding). These three categories are handled differently by the sponsors, but in general have not received as much attention as the SF and

FFW programs in the past. GR is the category that has increased significantly during the past year of emergency program, and the one that would vary the most in terms of meeting future emergency needs.

Given preoccupation with numbers of at-risk population fed during the crisis, as opposed to any longer-term developmental impact, it is important to underline the difficulties associated with having the Sponsors shift locations and types of feeding mechanisms to meet changing needs. The pre-coup levels for CRS, for example, were 120,792 beneficiaries, of whom 100,436 were school children in the South. Because the South was not considered at major risk of famine during the early crisis, and because greater need was expected to exist in Port-au-Prince, and because A.I.D. wanted to avoid the appearance of business as usual, CRS did not use its existing school feeding infrastructure in the South and instead worked with local parish and community groups to establish a completely new distribution system to meet needs in Port-au-Prince. Similarly, CARE had not worked in Port-au-Prince in several years, and worked primarily in school feeding in the Northwest. In order to respond to the at-risk population in the early crisis period, CARE had to establish entirely new systems in Port-au-Prince for that feeding. In the Northwest, its pre-coup program through schools had only reached 124,449, which was only a small proportion of those considered at-risk due to the present crisis. When the severity of the drought became evident, CARE reactivated the school feeding network and added over 450 new community distribution centers feeding some 130,000 additional at-risk persons through the program. In both cases, once the need for the management-intensive newly-created emergency community distribution centers ceases, the PVOs will be able to devote more time to regular and systematic increases in beneficiary levels and development impact through established channels.

It is not clear as of this writing whether political resolution will occur or if hunger levels will stabilize to pre-coup levels and sponsors will be able to return to "regular" programming in FY 93. The final selection of target populations and locations will be made collaboratively by the sponsors and USAID, based on a variety of considerations. The MYOPs found at Annexes E and F were developed based on an assumption of regular programs, with the knowledge that the emergency mode might need to be continued for the foreseeable future. At this time, however, the MYOPs foresee the following beneficiary breakdown:

Table 2: Probable Levels of Beneficiaries by Feeding Mechanism and Sponsor, FY 1993 (Thousands of Beneficiaries)

Sponsor	SF	MCH	OCF	GR	FFW	Totals
ADRA	69.0	21.0	5.0	5.0	15.0	115.0
CARE	118.3	4.0	6.2	10.5	0.0	139.0
CRS	130.0	6.8	5.0	6.0	0.0	147.8
IL	162.0	15.9	5.9	36.3	22.5	242.6
Totals	479.3	47.7	22.1	57.8	37.5	644.4
Percentage	74.4	7.4	3.4	9.0	5.8	100.o

Source: FY 93 AER of each Sponsor

The output of 645,000 beneficiaries provided one meal/day or equivalent rations will be achieved by a combination of project and non-project inputs. USAID/Haiti will execute non-competitive Cooperative Agreements with each of the sponsors during August or September 1992 to provide operating costs for the period September 1992 through August 1995, with costs totalling approximately $16.5 million in DA funding or equivalent over the three years. Table 3 provides information on the additional project commodities that will be provided.

Table 3: Haiti Title II Feeding Program: Estimated Annual Commodity Requirements and Costs, FY 93 - 95

Commodity	MT/Year	Total Cost US$, CIF Haiti
Soy Fortified Bulgur	19,080	5,237,460
Wheat Soya Blend	8,280	4,222,800
Green Peas	5,040	2,457,000
Vegetable Oil	3,600	3,985,200
Totals	36,000	15,902,460

Source: USAID/Haiti/GDO/Title II, July, 1992.

More detailed tables on estimated budgets are found in Section 3, Estimated Costs and Financial Plan.

2.3.2 Emergency Reserve and Response. As part of the program supported by the project, the sponsors will establish a 10 percent commodity emergency reserve and work with other organizations to develop plans to assure food access to those in need during Haiti's many crises. The FY 93-95 MYOPs and the FY 93 AERs already submitted include plans to establish a 10 percent food reserve, with such achievement targeted by March 1993. (ref. Annexes E and F). The establishment of this emergency reserve will be accompanied by development of improved emergency response plans by January 1993.

The need for improved emergency response plans is underscored by the experience of USAID/Haiti and the PVOs during FY 91, with drought in the Northwest compounded by the FY 92 crisis period. As described in Section 2.4.1 above, shifting levels and locations of beneficiaries to meet emergency needs can require identification of new distribution channels and organizations. This in turn requires establishment of new logistic supply lines, including identification of adequate warehouse space in areas chronically short of modern or well-maintained infrastructure, and addition or redeployment of staff. In FY 91, the PVO network was unable to identify adequate distribution mechanisms in the drought-stricken Northwest, and USAID/Haiti had to turn to community councils for the emergency distribution. While the councils did, in the end, carry out an adequate distribution, it required an extremely high level of USAID management effort to ensure accountability. In FY 92, with the anticipated levels of hunger in urban Port-au-Prince, it took some of the PVOs much longer than desired to identify and train new affiliate institutions for distribution, and feeding levels in March 1992 were only one-half of what was planned (although due to other donor involvement adequate to meet needs). While USAID and the PVOs have benefited from the experience gained in the past, there is mutual agreement that the experience should be translated into plans for improving response time in the future.

The types of emergencies that would require Title II commodities fall into two categories: relatively unpredictable and shorter-term acts of man or nature, and slowly developing and/or chronic emergencies. The first includes acts of nature such as floods, hurricanes, fires, and earthquakes, and acts of man, such as civil strife, riots, fire, large population movements, etc. The second, in terms of Haiti, refers to famine due to drought or other longer-term causes.

In terms of preparedness for acts of nature, the most common occurrences in Haiti are floods in the South, and hurricanes wherever they might strike (historically, again in the South). In the case of the former, CRS is in place and has historically handled flood relief needs. In the case of hurricanes, the U.S. Mission, and the Sponsors, maintain regular contact with the Haitian Red Cross and the Government of Haiti's

Organization for Pre-Disaster and Aid (OPDES) during hurricane season as part of the overall U.S. Mission Disaster Relief Preparedness Plan. Because the Title II program is managed by USAID's General Development Office (GDO), and the Chief of that office is also the Mission Disaster Relief Officer, coordination with the Title II sponsors is assured.

In the past, a recognized shortcoming of the U.S. response has been the length of time it has taken to get supplemental food commodities to Haiti. For example, after Hurricane Gilbert inflicted severe damage to selected areas in the South in 1988, it took several months to get supplemental food in, even when a diversion was requested. Creation of a smaller reserve enabled USAID and the sponsors to meet the needs of the 1990 drought in the Northwest in a much better timeframe. Thus, the in-country availability of an emergency reserve of approximately 3,600 MT will greatly facilitate any hurricane or flood response that might become necessary. (It is emphasized that the stocks will be maintained with regular program commodities on a "first in, first out" basis so that potential spoilage will be avoided).

For longer-term or chronic problems, most notably responding to potential famine caused by drought, the sponsors need to develop improved plans. Part of this planning process will be in the form of improved nutritional surveillance and drought early warning, which is discussed more fully in Section 2.3.5 below. Part is also prepositioning on-going feeding programs in areas known to be drought-vulnerable. Drought mitigation efforts are also undertaken by some of the PVOs as complementary inputs through their non-food programs, such as CARE's agroforestry efforts in the Northwest. The experience of FY 85 to the present, with the extended political and economic crises interspersed with periods of drought, dictates that the sponsors maintain logistic plans to shift into high levels of emergency feeding, by location, should other emergencies arise. With improvements in the Early Warning Information System discussed in more detail in Section 2.3.5 below, more lead time should be available to PVOs to respond to emergencies.

The project will thus support costs for planning workshops and technical assistance to help the sponsors develop realistic plans and budgets to meet predictable periods of special or emergency needs. These actions will be undertaken within the broader framework of a national-level effort by concerned international organizations and NGOs to develop a comprehensive food security plan for Haiti, which includes plans for improved emergency response mechanisms. At this time, a loose consortium of NGOs and international organizations called the Child Survival and Development Alliance appears to be taking the lead in this regard. The Mission will increase its efforts to assure that the P.L. 480 sponsors are aware of such fora and will encourage them to take part in them.

The output will be that the participating PVOs, affiliate organizations, and relevant international or bilateral organizations will have emergency reserves and plans to assure food access in times of emergency. In addition to the 10 percent Title II commodity reserve, inputs include 3 pm of short-term TA to assist in plan development.

2.3.3 Improved PVO Cost-Effectiveness. The project will emphasize improving PVO management of the Title II program in the one and three year planning periods. Emphasis will be on increasing cost-effectiveness and efficiency to deliver food to those beneficiaries most in need. The MYOPs developed by the four existing sponsors list a number of detailed objectives and indicators for improving efficiency. It is hoped that each of the four sponsors will have a decreased cost-per-beneficiary for regular program by the end of a three year effort, with incremental uncosted management improvements to be achieved at the end of Year 1.

The January 1989 Louis Berger evaluation developed preliminary per ton and per beneficiary costs for each of the three sponsors at that time (IL was not yet active as an umbrella agency), and found only modest variation. In terms of measures of internal efficiencies, the report concluded:

> The narrow range of figures between each Sponsor is a positive management sign. In general, if different organizations have similar cost structures, it can be inferred that each is in the middle ground of managerial performance, and neither under nor over-performing in relation to its peers. That is to say--at least in terms of cost management--all three sponsors are in sync with the realities of food distribution in Haiti. (Louis Berger International, Inc., p. 48)

The report also looked at external costs and efficiencies, explaining "...in this case, external efficiencies deal with the attempts to achieve developmental impacts and to use food as a developmental resource. ... It is however somewhat incorrect to judge the external efficiency, the development impact, on a cost per ton or beneficiary basis. Less or more expenditure does not imply better in any way." (LBII, p. 51). Thus the Sponsors and USAID have worked at improving internal efficiencies, with cost as one measure, and at identifying future potential development impact. Over this three year project, it is likely that the most measurable gains will be in internal efficiencies and that overall effectiveness will need to be measured in a more subjective fashion.

Subsequent analysis, by Goossens and Lowenthal in 1989 and later by Currelly Associates in 1990, identified specific areas in which the sponsors could reduce direct and administrative

overhead costs in their programs, i.e., for centralized and privatized transport and warehousing. The Mission prepared an Invitation for Bids to execute a contract for a pilot activity in this regard, but it was never implemented due to the coup. It has subsequently been revised to a pilot operation for centralized warehousing undertaken by IL, beginning in August 1992. The private sector transport contract has been put on hold until early in CY 1993.

The Sponsors jointly identified a number of measures to improve efficiencies over the MYOP period, calling them "administrative, or support" goals. Those expressed by ADRA, CARE, and IL in their Joint MYOP are summarized below. CRS, in its individual MYOP, shares goals 2 and 4 and parts of the others.

- Goal 1: Increase sponsor planning capacity;
- Goal 2: Improve program implementation;
- Goal 3: Improve logistics;
- Goal 4: Improve monitoring and evaluation;
- Goal 5: Ensure sufficient, stable funding.

These are described more fully in the MYOP, and basically involve a number of measures to improve management and accountability, involving some offshore training and study tours but primarily in-country training and staff development, and some technical assistance. The private transport contract and evaluation of the central warehouse pilot activity will be pursued during second and third quarter, FY 93.

It should be emphasized that the MYOP recognizes that Goal 5 is outside of the control of the sponsors, and because of A.I.D.'s particular interest in the continuation of the Title II program, more in the hands of A.I.D. To this end, as discussed earlier, using FY 92 Project Development & Support (PD&S) funding, USAID/Haiti is assisting IL in obtaining TA to undertake a pilot Title II wheat flour monetization effort. The objective of the pilot is to generate enough LC to sustain the overall Title II program, so that Sponsors will be less dependent on changing U.S. policies or priorities towards Title II in general and Haiti in particular. As demonstrated in Section 3 of this PP, the sponsors' annual operating costs require only about 25-30 percent in U.S. dollars and the rest in local currency. If the monetization effort is successful, pending availability of resources, it will be replicated in subsequent years. The 70-75 percent local currency share or operating costs can then be program-generated, thus greatly reducing risk and uncertainty in forward planning.

Inputs in support of this output are provided in the PVO's annual operating budget and the USAID/Haiti Title II Unit management costs. The A.I.D. management component budget

includes 1 pm of short-term TA in Year 1 to assist the PVOs in determining whether they would obtain any cost- or management-efficiencies from organizing a legally-recognized consortium for joint warehousing or transport or other activities, and 3 pm of short-term TA over the LOP to assist PVOs in undertaking improved financial analyses of their Title II programs to improve planning and to be able to measure the impact of the management improvements.

2.3.4 Productive Infrastructure (PI). The objective of this component is to increase income of poor Haitians through providing short term employment (about 60 days) on medium-scale productive civil works projects so that purchasing power is strengthened to improve a family's ability to meet its basic nutritional requirements. More importantly, it will put in place productive infrastructure that will improve quality of life over the longer term. It is based on a successful program in Bolivia which combines direct provision of food to workers with monetization-generated LC wages to undertake economically productive works which benefit a broad-based spectrum of the community. Pre-coup preliminary projections for such a program indicated that up to 2000 workers per month could be employed. Given the vastly different socio-economic setting in the post-coup era, it is clear the need is greater but the potential level feasible for implementation requires more analysis.

Given the political context and overall funding requirements, this component will only be implemented if the Mission determines that the political environment so warrants and that adequate local currency will be available to justify the investment in an implementing agency contract. If conditions permit, under the "A.I.D. Management" rubric, USAID/Haiti will hire a resident expert with experience in community or municipal development to serve as PI Component Coordinator in collaboration with the Title II Unit Chief, and will obtain 2 pm of short-term TA early in Year 1 if feasible to develop a detailed design and draft Scope of Work for its implementation. A USAID/Haiti Engineer will also participate on the design team. The Scope of Work will be advertised and a firm or other institution selected to implement the activity beginning in FY 1993 if conditions permit.

A key assumption for proceeding with the design is that there exist responsible and responsive local organizations in small cities and rural hamlets that can identify and manage--with adequate TA and supervision--activities with an average value of $100,000. Very preliminary design work interrupted by the coup identified such activities as cleaning the main drainage canal in Port-au-Prince, potable water supply, site-specific electrification, sanitation and sewerage, etc. USAID/Haiti has some recent experience with such works, through its Aba Fatra (Down with Garbage) project in Port-au-Prince, which will

contribute toward the design. It also has substantial experience with smaller community development activities through its Special Development Activities (SDA) program, where activities average under $20,000. As discussed in 2.3.1 above, USAID's experience with FFW on any large scale is less recent, but well documented.

The PI component implementation contract is estimated to cost a total of $1.9 million. This contract and approximately $6.2 million equivalent in generated LC to finance the civil works materials and equipment constitute the component inputs. The additional Title II commodities required will be requested in supplemental AERs if necessary for FY 93, and on a regular basis thereafter. As stated above, a resident expert with experience in Community Development will be added to the Mission's General Development Office to help oversee the PI component, and is reflected in the budget as "A.I.D. Management" along with the 2 pm s-t TA for component design.

2.3.5 Early Warning Information System. The project will support the development of a multi-dimensional information system that provides early warning of nutritional risk among vulnerable populations. USAID/Haiti has been supporting a Humanitarian Monitoring System which has provided, inter alia, real-time "snapshots" of nutritional status and agricultural prices to the donor community since November 1991. The system initially focussed only on Port-au-Prince but has included nationwide data since February 1992. Based on the experience of A.I.D. in Africa and of other donors and NGOs worldwide in obtaining early warning of famine conditions, the project will support development of an improved system suitable for application in Haiti. Specific indicators of achievement will be developed during Year 1 of the project.

The need for this component has evolved over time from a number of different perspectives. As mentioned above, USAID/Haiti's Monitoring Unit (MU), which operates as a division of the Planning Office (PO), has provided useful data to the Mission and the donor community as they have tried to meet the humanitarian needs of poor Haitians in the post-coup crisis. In the late 1980's, USAID's Agricultural Development Office had worked with Clark University to put data from a number of early A.I.D. projects and other sources onto a Geographic Information System (GIS) in the Mission. The integration of the GIS into the MU efforts has been particularly valuable and made the data even more useful and "user-friendly" than might otherwise be the case. The MU, in sum, has become a valuable asset of USAID/Haiti and one that bears continuation.

While user needs were fairly clear and immediate during the early crisis period, there is a general sense now that more sophisticated and contextual data could be useful, as long as the

real-time aspect of the MU work is not sacrificed. Of particular interest for the Title II program is slightly more emphasis on "leading" indicators which might predict or forewarn of nutritional deficits, rather than on "lagging" indicators which demonstrate where problems already exist. The use of remote sensing techniques, ranging from aerial photography to satellite interpretation to various technologies in-between have been raised as possibly appropriate.

At the same time that the MU was demonstrating the utility of quantitative data, personnel from USAID/Haiti's General Development Office working on development of the New Project Description for this Enhancing Food Security Project were reminded that in the early 1980's, Haiti was one of several countries chosen for development of baseline data as part of the preparation of A.I.D.'s Famine Early Warning (FEWS) Project. That project was subsequently restricted to Sub-Saharan Africa, and is considered successful enough to be entering Phase III in FY 93. When this PP was originally conceived, given the problems experienced during the FY 92 crisis with identifying and quantifying the most at-risk populations in time to help them, some Mission personnel suggested that it might be time to try to get FEWS back into Haiti.

The merging of the two perspectives -- broader humanitarian through the MU, with more specific food needs from GDO -- is complemented by on-going activities of USAID's Health, Population, Nutrition Office (HPNO). This office has been participating in the Child Survival and Development Alliance, a 73 member grouping of donors, NGOs, and other interested parties concerned, inter alia, with food availability and nutritional status in Haiti. In discussions with the MU and GDO, with funding under the Voluntary Agencies for Child Survival (VACS, 521-0206) project, HPNO is undertaking two specific activities to contribute towards information needs:

1) It has recently entered into a contract with senior local consultants to update information on Haiti's overall food balance, with particular attention to the effect of "contraband" imports on overall food availability. The resulting report should provide excellent recommendations for future specific data needs as well as summary recommendations for Haiti for the December 1992 United Nations' Nutrition Conference.

2) It is working with a local NGO to develop a sentinel survey system to measure height and weight of primary school children on a periodic basis as a key indicator of nutritional status on a sub-national basis.

Given this recent and foreseeable increase in information availability, the Mission must determine which types of data make

the most sense to monitor in the coming years. Experience with early warning systems in several countries, as expressed in the literature, demonstrate that one key problem is that user needs have not been clearly defined. As the various offices of USAID/Haiti met to try to clarify this project component, it became clear that the Mission had the same problem. Given minimal staff availability and time constraints in project design, it was determined that the early warning monitoring system would best be designed during project implementation, in a collaborative approach with Mission and sponsor personnel.

The Mission has thus determined to utilize services available through A.I.D.'s Office of Foreign Disaster Assistance (OFDA) to undertake a preliminary needs assessment, at no cost to the Mission, in late September 1992. Based on that assessment, more detailed plans will be developed that will determine the eventual type(s) and use of data to be covered under this project. This PP includes a budget for the component based on models from Sub-Saharan Africa; it is likely that the budget will be modified somewhat following the OFDA visit, although the total will not be exceeded. The model used involves one international-hire Senior Social Scientist, preferably a Geographer or Economist with experience in early warning systems, continued funding of two incumbent local-hire staff (GIS Specialist and Program Assistant), and modest funds for hardware and software procurement and annual procurement of data sets. Should any major in-country surveys be required, LC will be requested.

The Early Warning Information System will be operated by the MU, and will form most of the MU's work in coming years. Because of the multi-office need for the data, however, the MU will remain in the Planning Office and the Geographer (or equivalent) will report to the Chief of the Planning Office rather than the Project Officer in GDO. The Mission has carefully considered placement of the unit within the Mission as opposed to an external institution, and determined it is, for the present time, most appropriately maintained within USAID.

2.4 Relation to Other A.I.D. Projects

The Enhancing Food Security Project is the <u>only</u> new project initiated by USAID/Haiti this year, and will operate in a fluid period where certain existing projects will be reactivated, but in redesigned forms. It is thus somewhat difficult to be precise about its interrelationship with other projects.

In terms of active projects, there will be a clear relationship with both VACS and Expanded Urban Health (521-0218), as well as other efforts underway by USAID/HPNO. CARE and CRS both maintain grants under the VACS project for area-specific child survival activities, and ADRA received central funding for a child survival program. In addition, a number of the Haitian

NGOs receiving VACS financing also operate MCH centers, several of which received Title II food from one of the sponsors. As stated above, VACS financing is also being used to fund a Haitian NGO to undertake sentinel surveillance of primary school nutrition, which will derive from and feed into the work of the MU on the information system and thus provide the sponsors with better information on where nutritional deprivation exists.

The proposed Productive Infrastructure (PI) component will be closely related to the Special Development Activities (SDA) program, and, as both are located in USAID/GDO, will likely collaborate closely during implementation. Similarly, as the Democracy Enhancement Project (521-0236) begins to fund Haitian NGOs around the country, information can be shared as to conditions and needs, both for food and for Productive Infrastructure activities.

Such collaboration will be encouraged when other USAID/Haiti projects, such as Increasing Incentives in Basic Education, are reactivated.

2.5 Relation to Other Donor Projects

All other major pre-coup donors in Haiti suspended their programs and/or reoriented them toward humanitarian assistance shortly after the coup. Donor coordination is assured through monthly meetings at the level of the Director, chaired by the UNDP Resident Representative, and monthly meetings of food implementing agencies chaired by WFP. USAID also has monthly meetings with the cooperating sponsors. The other important food donors for Haiti, are the European Economic Community (EEC) which provided 13,000 MT of food with an estimated commodity value of $3.9 million in the past year, and the World Food Program (WFP). The latter has had some trouble operating in Haiti this year due to a prior agreement that limits it to working through its government counterpart agency. USAID/GDO will maintain links with these key players and others that may enter the food sector to assure that complementarity is fostered.

3. COST ESTIMATES AND FINANCIAL PLAN

3.1 Estimated Cost

The total budget for the project totals approximately $81 million for the three year LOP. As reflected in Table 4, the primary sources of these funds are Development Assistance (DA) funding; both dollars and P.L. Title II commodities from the Farm Bill; "other Local Currency," which would be frozen funds and/or Title II or Title III generated currencies; and non-USG funding, which represents PVO and local contributions to the program. The uses of the funds have been discussed in detail in section 2 above and essentially form the four major components of the project: Title II Distribution, Productive Infrastructure, Early Warning Information System, and A.I.D. Management, Evaluation and Audit.

For purposes of simplification, in terms of the proposed project budget and financial plan, the following discussion focuses only on those U.S. dollar and local currency (LC) costs which will be disbursed and reported on as currency, as opposed to commodities or in-kind contributions. The Title II bulgur, beans, and oil, will be reported through standard Regulation 11 reporting channels. The Title II wheat flour to be monetized is valued at $10 million. Of this amount, an estimated $4 million for freight will be disbursed and accounted for by A.I.D./Washington without passing through the Mission or the sponsors. It is assumed that the sponsors will report to USAID/Haiti on the $6 million as part of regular financial reporting regardless of its source. The sponsor and non-USG contributions are primarily in-kind contributions and reported in sponsors' annual reports.

Based on this framework, Table 5 summarizes the source and use of DA funding for the project over the three year period, assuming in the worst case that monetization does not work and DA funds will be required for all sponsor operating costs, and the productive infrastructure development component would be dropped. If monetization does succeed, funds would be available to sponsors no later than January 1993. In that case, the sponsor assistance instruments would be amended so that the FY 92 dollar funding would be allocated to LOP dollar requirements, and monetization proceeds used to the extent available for LC needs.

Table 6 reflects Estimated Expenditures by Element by Component by Year, in dollars and LC, essentially summarizing the more detailed component budgets in Tables 7, 8, 9, and 10.

Table 4: Enhancing Food Security Project: LOP Source and Use of Funds
(U.S. Dollars)

NOTES	1		2		3	4	5	NOTES	
	DEVELOPMENT ASSISTANCE		FARM BILL		OTHER	NON-USG	TOTALS		
PROJECT COMPONENTS	U.S.$	LC ($ equivalents)	U.S.$ Grants	Commodity Equivalents (NET)	LC ($ equivalents)	FUNDING US$	US$ & LC equivalents		
Title II Distribution	3,481,926	12,924,599	1,349,000	48,000,000	0	2,000,000	67,755,527	6	
				10,000,000			10,000,000	7	Monetization
Early Warning Info System	927,061	229,394	0	0	0	0	1,156,475	8	
Productive Infrastructure (non-additive)	1,171,446 non-add	819,670 non-add	0	0	6,207,500 non-add	0	8,198,616 non-add	9	
A.I.D. Management	1,044,943	930,457	0	0	0	0	1,975,400	10	
TOTALS	5,453,952	14,084,450	1,349,000	58,000,000	0	2,000,000	80,887,402	11	
TOTAL DA THIS PROJECT ROUNDED TO	19,538,402 20,000,000							12	

NOTES

1. Development Assistance (DA) funds to be provided through the Enhancing Food Security Project (521-0241) may be spent as dollars or converted into local currency for local costs (LC).

2. "Farm Bill" is the common name for the Agricultural Development and Trade Act of 1990, and its predecessor acts, which is the source of funds for the PL 480 program. The Farm Bill as a source of funds in this project refers to: 1) small central grants provided by A.I.D.'s Bureau for Food and Humanitarian Assistance to the PVOs; and 2) P.L. 480 food commodities provided both to the PVOs for Title II feeding and to IL for the monetization pilot.

3. "Other LC" refers to other local currency, which in Haiti means gourdes, which may become available for use by project implementing agencies. In this table "other LC" refers to gourdes which were generated through prior year Title III or ESF programs and subsequently frozen at the time of the coup. The gourdes that might be generated under the Title II monetization could also be contributed towards needs in this column, but are not reflected in order to avoid double counting.

4. "Non-USG Funding" as a source of funding in this project refers to PVO contributions, beneficiary contributions, container sales proceeds, and GOH contributions.

5. "Totals" refers to the Total across all columns, of projected expenditures in U.S. dollars and of projected expenditures in local currency, as expressed in U.S. dollars. The totals in this column represents totals from all sources of funds.

6. The "Title II Distribution" row total represents total estimated costs for the 4 PVOs to operate the Title II Distribution program described in sections 2.3.1, 2.3.2, and 2.3.3. Funds to be provided by Development Assistance (3,481,926 in FX and 12,924,599 in LC) represent the maximum that might be required for this use from that source. Should other LC become available (see NOTES 7 and 9 below), the amount of DA to be used for this component would decrease accordingly. Table 7 and Annexes E and F provide more cost details.

7. The $10,000,000 represents the actual cost of approximately 24,500 MT of wheat flour involved in the Title II monetization being undertaken in FY 92 by Lifeline. Of this amount, approximately $4 million represents freight and $6 million represents the cost of the commodities FAS the USA. If the Title II monetization succeeds, it is likely that the freight costs will not be recovered. The maximum LC that could be generated from this source of funds would be $6 million equivalent. Whatever funds are generated through the Title II sale will be contributed toward the local operating costs of Title II feeding program (see NOTE 6 above) and will accordingly decrease overall DA costs funded by this project.

8. The $1,156,475 represents the total cost of the Early Warning Information System described in Section 2.3.4 of this PP. Details are provided in Table 8.

9. The Productive Infrastructure Component will only be implemented if LC become available, either through Title II monetization (see NOTES 2 and 6) or through other sources (see NOTE 3). If it is implemented, current estimates suggest that $6,207,500 in LC will be needed to fund approximately 58 medium size civil works activities, and $1,171,446 in dollars and $819,670 equivalent in local currency will be needed to fund the TA contract/cooperative agreement of the implementing agency. More detail is found in Table 9.

10. The $1,975,400 represents the estimated costs of USAID/Haiti management, exclusive of the early warning information system, for the LOP. More detail is found in Table 10.

11. The Total costs for the three project components from all sources are found in this line. This line does not include DA or Other LC for the Productive Infrastructure Component.

12. This line is the maximum DA required for the project.

Table 5: Enhancing Food Security Project: LOP Source and Use of DA Funds by Component by Year
(In U.S. Dollars)

Line Item	YEAR ONE September 92–August 93 FX US$	YEAR ONE September 92–August 93 LC (US$ equiv)	TOTAL US$	YEAR TWO September 93–August 94 FX US$	YEAR TWO September 93–August 94 LC (US$ equiv)	TOTAL US$	YEAR THREE September 94–August 95 FX US$	YEAR THREE September 94–August 95 LC (US$ equiv)	TOTAL US$	TOTALS September 92–August 95 FX US$	TOTALS September 92–August 95 LC (US$ equiv)	TOTAL US$	NOTES
A. Title II Feeding Costs (excluding Farm Bill)	1,093,412	3,707,240	4,800,652	1,159,032	4,275,616	5,434,648	1,229,484	4,941,743	6,171,227	3,481,928	12,924,599	16,406,527	1
B. Prod. Infra. Component (non-additive)	357,083	222,708	579,791	397,250	278,105	675,355	417,113	318,857	735,970	1,171,446	819,670	1,992,116	2
C. Info. System Costs	255,500	62,500	318,000	327,800	77,625	405,225	343,961	89,289	433,250	927,061	229,394	1,156,475	
D. AID Management	360,500	267,950	628,450	379,050	308,143	687,193	305,393	354,364	659,757	1,044,943	930,457	1,975,400	
TOTALS	1,709,412	4,037,690	5,747,102	1,865,682	4,661,384	6,527,066	1,878,858	5,385,376	7,264,234	5,453,952	14,084,450	19,538,402	3

NOTES

1. Title II Feeding Costs represent PVO costs as detailed in Table 7 and in Annexes E and F, exclusive of Farm Bill funding. If PL 480 LC becomes available, the maximum DA funding required is represented by the FX columns, and would be $ 3,481,928 for the LOP.

2. The Productive Infrastructure Component will only be undertaken if LC become available and is therefore not added into the DA costs.

3. Totals equal DA funds required to implement project if no PL 480 LC is available. If such LC becomes available, DA dollars required for Title II feeding by PVO's would decrease accordingly, and would be reallocated toward PIC component costs.

Table 6 : Enhancing Food Security Project: Estimated Expenditures By Element by Component by Year
(In U.S. Dollars)

Line Item	YEAR ONE September 92–August 93 FX US$	YEAR ONE LC (US$ equiv)	YEAR TWO September 93–August 94 FX US$	YEAR TWO LC (US$ equiv)	YEAR THREE September 94–August 95 FX US$	YEAR THREE LC (US$ equiv)	TOTALS September 92–August95 FX US$	TOTALS LC (US$ equiv)	
I. PERSONNEL	1,121,141	1,686,122	1,306,298	1,960,541	1,370,563	2,243,122	3,797,002	5,879,785	
A. Title II Feeding	602,141	1,257,422	832,248	1,446,035	663,860	1,882,941	1,898,249	4,586,398	
B. Productive Infra. Comp.	113,500	112,250	216,300	134,836	227,115	155,083	556,915	402,151	
C. Info. System Costs	155,500	62,500	238,350	77,625	250,268	89,269	644,118	229,394	
D. AID Management	250,000	253,950	218,400	292,043	229,320	336,849	697,720	881,842	
II. OFFICE EXPENSES	160,494	195,480	129,669	209,454	136,153	219,927	426,316	624,861	
A. Title II Feeding	106,494	183,480	111,819	192,654	117,410	202,287	335,723	578,421	
B. Productive Infra. Comp.	34,000	12,000	12,600	16,800	13,230	17,640	59,830	46,440	
C. Info. System Costs	20,000	0	5,250	0	5,513	0	30,763	0	
D. AID Management	9,500	0	0	0	0	0	9,500	0	
III. COMM. MVMT & STOR	60,000	1,384,891	63,000	1,592,280	66,150	1,831,122	189,150	4,807,993	
A. Title II Feeding	60,000	1,384,891	63,000	1,592,280	66,150	1,831,122	189,150	4,807,993	
B. Productive Infra. Comp.	0	0	0	0	0	0	0	0	
C. Info. System Costs	0	0	0	0	0	0	0	0	
D. AID Management	0	0	0	0	0	0	0	0	
IV. OTHER TRANSPORT	508,137	617,433	396,206	773,898	414,967	985,342	1,319,310	2,356,673	
A. Title II Feeding	355,387	594,058	373,156	742,573	391,814	929,216	1,120,357	2,264,847	
B. Productive Infra. Comp.	66,750	9,375	9,450	15,225	9,923	18,611	86,123	43,211	
C. Info. System Costs	0	0	0	0	0	0	0	0	
D. AID Management	86,000	14,000	12,600	16,100	13,230	16,515	111,830	46,615	
V. TRAINING	55,424	56,633	58,195	61,565	61,105	64,843	174,724	184,041	
A. Title II Feeding	55,424	56,633	58,195	61,565	61,105	64,843	174,724	184,041	
B. Productive Infra. Comp.	0	0	0	0	0	0	0	0	
C. Info. System Costs	0	0	0	0	0	0	0	0	
D. AID Management	0	0	0	0	0	0	0	0	
VI. PROGRAM PROCUREM	150,586	1,029,056	158,115	2,340,509	166,021	3,560,034	474,722	6,929,599	
A. Title II Feeding	70,586	229,056	74,115	240,509	77,821	252,534	222,522	722,099	
B. Productive Infra. Comp.	0	800,000	0	2,100,000	0	3,307,500	0	6,207,500	
C. Info. System Costs	80,000	0	84,000	0	88,200	0	252,200	0	
D. AID Management	0	0	0	0	0	0	0	0	
VII. EVALUATION & AUDIT	95,500	0	232,575	0	151,594	0	479,669	0	
A. Title II Feeding	80,500	0	84,525	0	88,751	0	253,776	0	
B. Productive Infra. Comp.	0	0	0	0	0	0	0	0	
C. Info. System Costs	0	0	0	0	0	0	0	0	
D. AID Management	15,000	0	148,050	0	62,843	0	225,893	0	
VIII O'HEAD,INDIR COSTS	344,713	89,083	370,874	111,242	389,418	127,543	1,105,005	327,868	
A. Title II Feeding	201,880	0	211,974	0	222,573	0	636,427	0	
B. Productive Infra. Comp.	142,833	89,083	158,900	111,242	166,845	127,543	468,578	327,868	
C. Info. System Costs	0	0	0	0	0	0	0	0	
D. AID Management	0	0	0	0	0	0	0	0	
TOTALS PER COMPONEN	2,505,495	5,060,398	2,712,932	7,039,489	2,755,971	9,011,733	7,974,398	21,111,620	
A. Title II Feeding	1,532,412	3,707,240	1,609,032	4,275,816	1,689,484	4,941,743	4,830,928	12,924,599	TOTAL TITLE II PVOS
B. Productive Infra. Comp.	357,083	1,022,708	397,250	2,378,105	417,113	3,626,357	1,171,446	7,027,170	TOTAL PROD. INFRA.
C. Info. System Costs	255,500	62,500	327,600	77,625	343,981	89,269	927,081	229,394	TOTAL INFO SYSTEM
D. AID Management	360,500	267,950	379,050	308,143	305,393	354,364	1,044,943	930,457	TOTAL USAID MGMT
LESS ESIMATED FARM BI	439,000	0	450,000	0	460,000	0	1,349,000	0	MINUS FARM BILL
LESS PRODUCTIVE INFRA COMPONENT	357,083	1,022,708	397,250	2,378,105	417,113	3,626,357	1,171,446	7,027,170	MINUS PROD. INFRA.
TOTALS FOR THIS PROJECT FUNDING	1,709,412	4,037,690	1,865,882	4,661,384	1,878,858	5,365,376	5,453,952	14,064,450	PROJECT TOTALS
ANNUAL DOLLAR TOTALS	5,747,102		6,527,066		7,244,234		19,538,402		MAXIMUM LOP DA TOTAL

NOTES:

1. Farm Bill inputs will be added to individual budgets when known, and adjustments made accordingly.

Table 7: Enhancing Food Security Project: Title II Distribution Cooperating Sponsor Budgets

Line Item	YEAR ONE September 92–August 93 FX US$	YEAR ONE September 92–August 93 LC (US$ equiv)	YEAR TWO September 93–August 94 FX US$	YEAR TWO September 93–August 94 LC (US$ equiv)	YEAR THREE September 94–August 95 FX US$	YEAR THREE September 94–August 95 LC (US$ equiv)	TOTALS September 92–August95 FX US$	TOTALS September 92–August95 LC (US$ equiv)	
I. PERSONNEL	602,141	1,257,432	632,248	1,446,035	663,860	1,662,941	1,898,250	4,368,388	
A. ADRA	0	560,429	0	644,488	0	741,167	0	1,946,080	
B. CARE	242,945	357,377	258,082	410,994	267,847	472,631	768,894	1,240,992	
C. CRS	90,125	177,078	94,631	203,637	99,363	234,188	284,119	614,888	
D. IL	269,071	162,540	282,525	186,921	296,651	214,959	848,248	564,420	
II. OFFICE EXPENSES	108,484	183,460	111,819	192,654	117,410	202,267	336,722	578,421	
A. ADRA	25,000	118,038	26,250	123,939	27,562	130,126	78,813	372,099	
B. CARE	23,177	11,612	24,336	12,403	25,553	13,023	73,066	37,237	
C. CRS	24,600	46,940	25,830	51,282	27,121	53,846	77,552	153,968	
D. IL	33,717	4,800	35,403	5,040	37,173	5,292	106,293	15,132	
III. COMM. MVMT & STOR	60,000	1,364,591	63,000	1,582,280	66,150	1,831,122	189,150	4,867,992	
A. ADRA	0	293,157	0	337,131	0	387,700	0	1,017,988	
B. CARE	0	150,748	0	173,358	0	199,362	0	523,468	
C. CRS	0	202,540	0	232,921	0	267,889	0	703,350	
D. IL	60,000	738,148	63,000	848,870	66,150	976,201	189,150	2,583,216	
IV. OTHER TRANSPORT	355,367	594,088	373,139	742,573	391,814	928,216	1,120,369	2,264,848	
A. ADRA	117,500	369,000	123,375	466,250	129,544	607,813	370,419	1,443,063	
B. CARE	0	68,487	0	83,109	0	103,838	0	253,462	
C. CRS	160,000	65,360	168,000	81,950	176,400	102,438	504,400	249,748	
D. IL	77,867	73,011	81,781	91,264	85,870	114,080	245,539	278,354	
V. TRAINING	55,424	98,633	58,195	61,966	61,105	84,943	174,724	184,541	
A. ADRA	55,424	34,572	58,195	36,301	61,105	38,116	174,724	108,989	
B. CARE	0	11,981	0	12,559	0	13,187	0	37,707	
C. CRS	0	12,100	0	12,705	0	13,340	0	38,145	
D. IL	0	0	0	0	0	0	0	0	
VI. PROGRAM PROCURE.	70,888	229,088	74,115	240,509	77,821	252,534	222,832	722,089	
A. ADRA	66,000	66,981	69,300	69,980	72,765	94,363	208,065	209,794	
B. CARE	0	0	0	0	0	0	0	0	
C. CRS	0	143,475	0	150,649	0	158,181	0	452,305	
D. IL	4,588	0	4,815	0	5,056	0	14,457	0	
VII. EVALUATION & AUDIT	80,500	0	84,525	0	88,751	0	253,776	0	
A. ADRA	50,500	0	53,025	0	55,676	0	159,201	0	
B. CARE	0	0	0	0	0	0	0	0	
C. CRS	20,000	0	21,000	0	22,050	0	63,050	0	
D. IL	10,000	0	10,500	0	11,025	0	31,525	0	
VIII O'HEAD,INDIR COSTS	201,880	0	211,974	0	222,573	0	636,427	0	
A. ADRA	38,572	0	40,501	0	42,526	0	121,599	0	
B. CARE	NA	0	0	0	0	0	0	0	
C. CRS	163,308	0	171,473	0	180,047	0	514,828	0	
D. IL	NA	0	0	0	0	0	0	0	
TOTALS	1,532,412	3,707,240	1,609,039	4,275,615	1,689,494	4,941,742	4,630,939	12,924,597	
A. ADRA	352,988	1,460,767	370,648	1,717,904	389,178	1,999,275	1,112,820	5,198,005	ADRA TOTALS
B. CARE	266,122	588,369	279,428	692,412	293,400	802,088	838,950	2,082,869	CARE TOTALS
C. CRS	458,033	849,391	480,935	733,144	504,981	829,847	1,443,949	2,212,382	CRS TOTALS
D. IL	455,291	978,499	478,024	1,132,085	501,925	1,310,532	1,435,210	3,421,128	IL TOTALS
MINUS FARM BILL CONTRIBUTI	439,000	0	450,000	0	460,000	0	1,349,000	0	MINUS FARM BILL (GLOBAL)
TOTAL AMOUNTS REQUIRED	1,093,412	3,707,240	1,159,039	4,275,615	1,229,494	4,941,742	3,481,939	12,924,597	MINIMUM AMOUNT DA $ AND LC
TOTALS	4,800,652		5,434,846		6,171,228		16,406,525		MAXIMUM AMOUNT DA $

NOTES:
1. Dollar costs inflated at 5% per annum compounded beginning in Year 2.
2. Local Costs: I. PERSONNEL, III. COMMODITY MOVEMENT AND STORAGE inflated at 10% beginning in Year 2.
IV. OTHER TRANSPORT inflated at 25% beginning in Year 2. All other LC inflated at 5% beginning in Year 2.
3. See Annexes on each Sponsor for more detail.

Table 8: Enhancing Food Security Project: Early Warning Information System (Monitoring Unit Costs)

Line Item	UNITS Unit	FY92 Base Unit Cost (US$ equiv)	YEAR ONE Number of Units	September 92–August 93 FX US$	LC (US$ equiv)	YEAR TWO Number of Units	September 93–August 94 FX US$	LC (US$ equiv)	YEAR THREE Number of Units	September 94–August 95 FX US$	LC (US$ equiv)	TOTALS Number of Units	September 92–August95 FX US$	LC (US$ equiv)
I. PERSONNEL				155,500	62,500		238,350	77,625		250,268	89,269		644,118	229,394
A. International Hire	py		1	92,500	5,000	1	194,250	11,500	1	203,963	13,225	3	490,713	29,725
– Sr. SocSci/Geographer	py	195,000	1	92,500	5,000	1	194,250	11,500	1	203,963	13,225	3	490,713	29,725
B. Local Hire	py		2	0	57,500	2	0	66,125	2	0	76,044	6	0	199,669
– Program Asst/Tech	py	30,000	1	0	34,500	1	0	39,675	1	0	45,626	3	0	119,801
– Program Assist/Admin	py	20,000	1	0	23,000	1	0	26,450	1	0	30,418	3	0	79,868
C. Consultants	pm		3	63,000	0	2	44,100	0	2	46,305	0	7	153,405	0
– System Design Refine.	pm	21,000	2	42,000	0	1	22,050	0	1	23,153	0	4	87,203	0
– Sampling	pm	21,000	1	21,000	0	0	0	0	0	0	0	1	21,000	0
– TBD	pm	21,000	0	0	0	1	22,050	0	1	23,153	0	2	45,203	0
II. OFFICE EXPENSES				20,000	0		5,250	0		5,513	0		30,763	0
A. Computers	unit	15,000	1	15,000	0	0	0	0	0	0	0	1	15,000	0
B. Software	lot/yr	5,000	1	5,000	0	1	5,250	0	1	5,513	0	3	15,763	0
III. COMM. MVMT & STOR	NA	0	0	0	0	0	0	0	0	0	0	0	0	0
IV. OTHER TRANSPORT	See Notes			0	0		0	0		0	0		0	0
V. TRAINING – see Notes														
VI. PROGRAM PROCURE.				80,000	0		84,000	0		88,200	0		252,200	0
Data & Interpret.	lot/yr	80,000	1	80,000	0	1	84,000	0	1	88,200	0		252,200	0
VII. EVALUATION & AUDIT				0	0		0	0		0	0		0	0
inc. in Consultants			0	0	0	0	0	0	0	0	0		0	0
VIII O'HEAD,INDIR COSTS	%	NA	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS				255,500	62,500		327,600	77,625		343,980	89,269		927,080	229,394
ANNUAL DOLLAR TOTALS				318,000			405,225			433,249			1,158,474	

NOTES:

1. Dollar cost inflated at 5% per annum compounded beginning in Year 2.

2. Local Costs: Salaries and vehicle operating, insurance and repair costs inflated at 15% compounded annually, salaries beginning in Year One and VOCs in Year Two. All other local costs inflated at 5% per annum beginning Year Two.

3. Training for staff is included in individual contracts and/or funded separately by Mission.

4. Travel per diem is included in individual contracts.

Table 8: Enhancing Food Security Project: Productive Infrastructure Component (Contract/CA plus Civil Works Costs, exclusive of USAID Management)

Line Item	Units: Unit	Units: FY92 Base Unit Cost (US$ eq.lv)	Year One (September 92–August 93): Number of Units	Year One: FX US$	Year One: LC (US$ eq.lv)	Year Two (September 93–August 94): Number of Units	Year Two: FX US$	Year Two: LC (US$ eq.lv)	Year Three (September 94–August 95): Number of Units	Year Three: FX US$	Year Three: LC (US$ eq.lv)	Totals (September 92–August 95): Number of Units	Totals: FX US$	Totals: LC (US$ eq.lv)
I. PERSONNEL				113,500	112,250		210,300	134,838		227,113	155,063		550,915	402,151
A. International Hire	py		1	92,500	5,000	1	194,250	11,500	1	203,963	13,225	3	490,713	29,725
– Project Manager	py	195,000	1	92,500	5,000	1	194,250	11,500	1	203,963	13,225	3	490,713	29,725
B. Local Hire	py		6	0	107,250	9	0	123,338	9	0	141,838	26	0	372,426
– Engineer	py	30,000	1	0	22,500	1	0	25,875	1	0	29,756	3	0	78,131
– Admin Asslst.	py	20,000	1	0	15,000	1	0	17,250	1	0	19,838	3	0	52,088
– Monitor	py	25,000	1	0	18,750	1	0	21,563	1	0	24,797	3	0	65,100
– Secretary/Recept.	py	15,000	1	0	11,250	1	0	12,938	1	0	14,878	3	0	39,066
– Accountant	py	15,000	1	0	11,250	1	0	12,938	1	0	14,878	3	0	39,066
– Drivers	py	10,000	2	0	15,000	2	0	17,250	2	0	19,838	6	0	52,088
– Sweepers/Guards	py	6,000	2	0	13,500	2	0	15,525	2	0	17,854	6	0	46,879
C. Consultants	pm		1	21,000	0	1	22,050	0	1	23,153	0	3	66,203	0
– TBD	pm	21,000	1	21,000	0	1	22,050	0	1	23,153	0	3	66,203	0
II. OFFICE EXPENSES				34,000	12,000		12,600	16,800		13,230	17,640		59,830	46,440
A. Rent	yr	12,000	1	9,000	0	1	12,600	0	1	13,230	0	3	34,830	0
B. Telephone/Fax	yr	6,000	1	0	4,500	1	0	6,300	1	0	6,615	3	0	17,415
C. Water & Elect	yr	4,000	1	0	3,000	1	0	4,200	1	0	4,410	3	0	11,610
D. Office Furniture	lot	10,000	1	10,000	0	0	0	0	0	0	0	1	10,000	0
E. Office Equipment	lot	15,000	1	15,000	0	0	0	0	0	0	0	1	15,000	0
F. Supplies	yr	6,000	1	0	4,500	1	0	6,300	1	0	6,615	3	0	17,415
III. COMM. MVMT & STOR	NA	0	0	0	0	0	0	0	0	0	0	0	0	0
IV. OTHER TRANSPORT				66,750	9,375		9,450	15,225		9,923	16,011		86,123	43,211
A. Vehicle Purchase	unit	20,000	3	60,000	0	0	0	0	0	0	0	3	60,000	0
B. Veh.Ops,Ins,Reg	veh/yr	3,500	2	0	7,875	3	0	13,125	3	0	16,406	8	0	37,406
C. Veh. Spare Parts	veh/yr	3,000	2	6,750	0	3	9,450	0	3	9,923	0	8	26,123	0
D. Per Diems	yr	2,000	1	0	1,500	1	0	2,100	1	0	2,205	3	0	5,805
V. TRAINING – see Notes														
VI. PROGRAM PROCURE.				0	600,000		0	2,100,000		0	3,307,500		0	6,207,500
Per Project Equip/Materials	proj	100,000	6	0	600,000	20	0	2,100,000	30	0	3,307,500	56	0	6,207,500
Ancillary Costs														
VII. EVALUATION & AUDIT				0	0		0	0		0	0		0	0
Inc. in Consultants			0	0	0	0	0	0	0	0	0		0	0
VIII. O'HEAD,INDIR COSTS	%	40	0	142,633	89,863	0	156,900	111,242	0	166,648	127,543	0	466,576	327,668
TOTALS				357,883	1,022,700		387,250	2,378,104		417,113	3,659,357		1,171,446	7,027,170
TOTAL CONTRACT/CA				357,883	222,700		387,250	278,104		417,113	319,857		1,171,446	819,670
TOTAL PROJECT EQUIP/ MAT/ANCILLARY COSTS	proj	100,000	6	0	600,000	20	0	2,100,000	30	0	3,307,500	56	0	6,207,500
ANNUAL DOLLAR TOTALS				1,379,782			2,775,354			4,043,470			8,198,616	
OF WHICH CONTRACT/CA				579,782			675,354			736,970			1,991,116	

NOTES:

1. Dollar cost inflated at 5% per annum compounded beginning in Year 2.

2. Local Costs: Salaries inflated at 15% per annum and Vehicle Ops, Ins, Reg inflated at 25% per annum compounded beginning Year 2. All others inflated at 5%. All other local costs inflated at 5% per annum beginning Year Two.

3. Program Procurement represents local costs for productive infrastructure projects estimated at 600,000 equivalent per project.

Table 10: Enhancing Food Security Project: USAID/Haiti Management Costs (exclusive of Monitoring Unit)

Line Item	UNITS: Unit	UNITS: FY92 Base Unit Cost (US$ equiv)	YEAR ONE: Number of Units	YEAR ONE: September 92–August 93 FX US$	YEAR ONE: September 92–August 93 LC (US$ equiv)	YEAR TWO: Number of Units	YEAR TWO: September 93–August 94 FX US$	YEAR TWO: September 93–August 94 LC (US$ equiv)	YEAR THREE: Number of Units	YEAR THREE: September 94–August 95 FX US$	YEAR THREE: September 94–August 95 LC (US$ equiv)	TOTALS: Number of Units	TOTALS: September 92–August 95 FX US$	TOTALS: September 92–August 95 LC (US$ equiv)
I. PERSONNEL				250,000	253,950		218,400	282,043		229,320	335,849		697,720	871,841
A. International Hire	py		1	85,000	50,000	1	89,250	57,500	1	93,712	66,125	3	267,962	173,625
– Title II Chief	py	125,000	1	85,000	50,000	1	89,250	57,500	1	93,712	66,125	3	267,962	173,625
B. Local Hire	py			60,000	203,950		63,000	234,543		66,150	269,724		189,150	708,216
– PIC Coordinator	py	60,000	1	60,000	5,000	1	63,000	5,750	1	66,150	6,613	3	189,150	17,363
– Program Asst/Ops	py	30,000	1	0	34,500	1	0	39,675	1	0	45,626	3	0	119,801
– Program Asst/Admin	py	18,000	1	0	20,700	1	0	23,805	1	0	27,376	3	0	71,881
– Food Monitors	py	30,000	3	0	103,500	3	0	119,025	3	0	136,879	9	0	359,404
– Secretary	py	15,000	1	0	17,250	1	0	19,838	1	0	22,813	3	0	59,901
– Drivers	py	10,000	2	0	23,000	2	0	26,450	2	0	30,419	6	0	79,869
C. Consultants	pm		5	105,000	0	3	66,150	0	3	69,458	0	11	240,608	0
– Design Prod.Works	pm	21,000	2	42,000	0	0	0	0	0	0	0	2	42,000	0
– Feasibility Cash Res.	pm	21,000	1	21,000	0	0	0	0	0	0	0	1	21,000	0
– Other emergency planning	pm	21,000	0	0	0	1	22,050	0	1	23,153	0	2	45,203	0
– Legal Adv.–Consortium	pm	21,000	1	21,000	0	0	0	0	0	0	0	1	21,000	0
– Financial Management	pm	21,000	1	21,000	0	1	22,050	0	1	23,153	0	3	66,203	0
– Other TBD	pm	21,000	0	0	0	1	22,050	0	1	23,152	0	2	45,202	0
II. OFFICE EXPENSES				9,500	0		0	0		0	0		9,500	0
A. Computers	unit	3,000	3	9,000	0	0	0	0	0	0	0	3	9,000	0
B. Calculators	unit	100	5	500	0	0	0	0	0	0	0	5	500	0
III. COMM. MVMT & STOR	NA	0	0	0	0	0	0	0	0	0	0	0	0	0
IV. OTHER TRANSPORT				68,000	14,000		12,600	16,100		13,230	18,515		111,830	48,615
A. Vehicle Purchase	unit	20,000	4	80,000	0	0	0	0	0	0	0	4	80,000	0
B. Veh. Ops, Ins, Reg.	veh/yr	3,500	4	0	14,000	4	0	16,100	4	0	18,515	12	0	48,615
C. Veh. Spare Parts	veh/yr	3,000	2	6,000	0	4	12,600	0	4	13,230	0	10	31,830	0
V. TRAINING – see Notes														
VI. PROGRAM PROCURE.	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0
VII. EVALUATION & AUDIT				15,000	0		148,050	0		62,843	0		225,893	0
School Feeding Eval	pm	21,000	0	0	0	6	132,300	0	0	0	0	6	132,300	0
Other Component Eval.	pm	21,000	0	0	0	0	0	0	2	46,305	0	2	46,305	0
Audit	unit	various		15,000	0		15,750	0		16,538	0		47,288	0
VIII O'HEAD,INDIR COSTS	%	NA	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS				360,500	267,950		379,050	308,143		305,393	354,364		1,044,943	930,458
TOTALS FX AND LC EXPRESSED IN U.S. DOLLARS				628,450			687,193			659,756			1,975,399	

NOTES:

1. Dollar costs inflated at 5% per annum compounded beginning in Year 2. Salaries increased by 5% for Year 1 as most represent existing positions and are to be renegotiated in September 92.

2. Local Costs: Salaries and vehicle operating, insurance and repair costs inflated at 15% compounded annually, salaries beginning in Year One and VOCs in Year Two. All other local costs inflated at 5% per annum beginning Year Two.

3. Training for staff is included in individual contracts and/or funded separately by Mission.

4. Travel per diem is included in individual contracts.

Given the extremely fluid situation in which the USAID/Haiti program operates, a life-of-project table of intended obligations is not provided. The proposed FY 92 obligation, and budget allowances, total $5,549,500, and will be allocated to priority cooperating sponsor and A.I.D. management costs as follows:

Total Budget Allowance FY 92	$ 5,549,500
Estimated Obligations FY 92	$ 5,549,500
- Cooperating Sponsors LOP $ costs	$ 3,481,928
- Cooperating Sponsors LC costs, Sept - Dec. 1992	$ 1,235,747
- USAID/Haiti management:	
- Title II Chief PSC, 2 years	$ 281,750
- Local Hire personnel, 2 years	$ 550,075*

* (total does not quite cover all costs, but second driver will not be required until later in year, so funding is adequate)

The table above assumes that the pilot Title II monetization will begin generating LC for sponsors' use no later than January 1993. The total in US$ funds required for the three year project, plus only 4 months worth of DA funding for LC expenditures, will thus be provided in the initial obligations. Incremental funding will be provided to the Sponsors from generated currency or, if required, from FY 93 DA dollar funding as it is required.

Funding for the detailed design of the early warning information system will be provided through OFDA and other Mission contract sources. Costs for that component (ref. Table 9) assume a second quarter FY 93 start and thus an initial FY 93 obligation.

The resident expert who will coordinate the Productive Infrastructure Component will work closely with the design consultants to finalize preparation of all required funding and procurement instruments for implementation of the component (Table 8). This component optimistically assumes a second quarter FY 93 start, and thus an early FY 93 obligation.

Other A.I.D. management costs not obligated during FY 92 will be incurred as funding becomes available in FY 93.

3.2 Basis of Cost Estimates

The basis of the cost estimates used in the detailed Tables 4 - 7 are described below.

Table 7: Cooperating Sponsor Budgets are based on the FY 93-95 MYOPs prepared by the sponsors in April 1992 and annexed to this PP. Of the four sponsors, only IL divided its costs into dollars and LC; the allocation for the other three sponsors is based on general expenditure patterns in Haiti on other projects. Three of the four sponsors also provided detailed costs for Year 1, and varying degrees of detail for Years 2 and 3. CARE provided no details for Year 1, and estimated 10 percent total cost increases for each of Years 2 and 3; CARE has been advised that it must develop a detailed LOP budget for its funding proposal if it hopes to get funding for future years. IL provided an extremely detailed budget for Year 1, but none for Years 2 and 3. CRS and ADRA provided detailed budgets for Years 2 and 3, but presented these in quite different formats which make comparison difficult.

Because all four sponsors propose essentially static feeding levels for the three year LOP, for purposes of PP preparation Table 4 uses the detailed estimates for Year 1 (FY 93, obligated in the last month of FY 92) and simply inflates them by varying factors for the LOP. All dollar line items are inflated at 5 percent per annum compounded, beginning in Year 2. For LC, the major line items for Personnel and Commodity Movement and Storage are inflated at 15 percent compounded, beginning in Year 2, and Other Transport is inflated at 25 percent beginning in Year 2. (It is noted that Commodity Movement should be 25 percent, and Commodity Storage 5 percent; given the difficulties in breaking the two out, a high average of 15 percent was used.) All other LC costs are inflated at 5 percent compounded.

The Farm Bill funding is reported to be $439,000 for all four sponsors for FY 92, and has been reflected globally in the table as specific allocation is not yet known. Very modest increases in Years Two and Three for Farm Bill grants have been assumed.

The sponsors have been asked to develop more detailed budgets following a standard format for proposal submission to A.I.D. It is expected that there will be modest, but not significant, variation in proposed LOP costs.

Table 8: Early Warning Information System Costs are based on standard unit costs that the USAID Controller's Office has found are representative of similar projects in Haiti. The proposed long-term resident Social Scientist/Geographer is budgeted at $195,000/year base ($185,000 dollars and $10,000 in LC equivalents), with an estimated second quarter start (and thus

3/4 cost) in Year 1, and total increase of 5 percent per year. Local hire salaries are commensurate with salaries, including training, of incumbents in the Monitoring Unit. Consultants are estimated at $21,000/pm, which includes 100 percent multipliers should IQC firms be considered. The estimates for computers, software, and data and interpretation are based on experience to date in Haiti and preliminary recommendations from the Monitoring Unit.

Table 9: Productive Infrastructure Component Costs are based on unit costs similar to those for the Early Warning Information System, except a 40 percent indirect cost rate is added in that the entire component is expected to be contracted out. The table assumes political resolution will occur and allow the contract to start in the second quarter of Year 1. As described in the narrative, it is assumed that the component will be implemented by a contractor or grantee, and thus a full complement of local hire staff, office rent, furnishings, and operating expenses are provided. The unit costs for these items, and for the "other transport" line item, are based on experience of other projects in Haiti. All recurrent costs are assumed to begin in the second quarter of Year 1, and are thus budgeted at 75 percent. Should political resolution not occur until later, only pilot efforts would be undertaken and no major contract/CA executed.

The equipment, supplies, staff, and other costs of the productive infrastructure projects are reflected under Program Procurement, and are estimated at $10,000/project in LC. Given the assumption of a second quarter start in Year 1, and the need for adequate start-up time, it is estimated that only 8 small projects will be undertaken in Year 1. If start-up is delayed, the number of small projects completed will be reduced accordingly. The number of small projects will increase substantially in Year 2 to 20 projects, and in Year 3 to 30, for a total of an estimated 58 projects over the LOP, assuming our initial start-up projections are correct. The $100,000 estimate is considered indicative, and should not be considered either a floor or ceiling until further design work has been undertaken.

Standard inflation factors of 5 percent for dollar costs and 5 percent for LC except for salaries (15 percent) and transportation (25 percent) have been applied.

Table 10: A.I.D. Management Costs are based primarily on existing personnel costs in the Title II unit, with all incumbents assumed to continue in their present roles for at least the next two years. One new technical position has been added, that of a local hire Senior Social Scientist, to manage the Productive Infrastructure Development component, with the probability that it will be filled by a U.S. Mission spouse. One additional driver has been added, on the assumption that one

vehicle will be self-drive and the two drivers combined will be adequate for three vehicles.

Consulting staff is estimated at the standard rate of $21,000 base, which assumes use of an IQC or similar mode. Cost savings could be incurred through use of a non-profit firm or of an individual contract.

Four vehicles will be purchased and maintained as project vehicles at the Mission, with costs charged by EXO to the project account. Standard costs and inflation factors for purchase and operating costs have been applied.

The School Feeding Evaluation proposed for Year 2 is considered a major effort of the General Development Office and sufficient funds have thus been allocated, based on the standard consultant unit cost. Should the Mission decide to use fewer international hires and, possibly, the services of a local NGO, adequate funding should still be available within this line item.

3.3 Methods of Implementation and Financing

Table 11, Methods of Implementation and Financing, reflects the primary project procurements from DA funds and means of disbursement over the LOP.

A Justification for Noncompetitive Awards to ADRA, CARE, CRS, and IL is included in Annex G. As reflected in the Table 11, the Mission has chosen the Cooperative Agreement as the desired assistance instrument, in order that A.I.D. may exercise substantial involvement in program implementation. The sponsors will use their existing Federal Reserve Letters of Credit (FRLC) to finance their DA costs.

Following standard procedures, the PVO sponsors will ensure that their books and records are audited under the requirements of OMB circular A-133 ("Audits of Institutions of Higher Education and Other Non-Profit Institutions"). No separate audits of the programs are planned under this project, but USAID will ensure that all four require Haiti-specific fieldwork as part of their annual A-133 audit process. A total of $15,000/year, inflated, is included in the A.I.D. management budget for audit of the Productive Infrastructure component.

All other DA-funded project costs will be disbursed through standard A.I.D. financing methods, predominately direct payment, under standard implementation modes. The methods of implementation and financing are appropriate and are within the preferred methods as defined by the payment verification policy. On the basis of the above, the USAID/Haiti Controller has approved the methods of implementation and financing under the auspices of the payment verification policy.

Table 11: Enhancing Food Security : Methods of Implementation and Financing

Component/Activity	Method of Implementation	Method of Financing	LOP Amount
Title II Food Distribution	Mission-issued non-competitive Cooperative Agreements with ADRA, CARE, CRS, IL for operating costs; if monetization is successful and LC becomes available, amended or separate CAs will be issued for the LC funds.	FRLC	16,408.5
		[Direct Reimbursement with Periodic Advance for LC generated through monetization.]	[possible 6,000.0]
Early Warning Info System			
- Soc.Scientist/Geographer Chief	International hire PSC	Direct Payment	Subtotal 1,158.5
- Local Hire staff (2)	Local hire direct contracts	Direct Payment	520.4
- Consultants	Direct A.I.D. contract, IQC, or buy-in	Direct Payment	199.7
- Office equip. procurement	Informal solicitation U.S. suppliers, Direct AID contract	Direct Payment	153.4
- Data & Interpret. procurement	Informal solicitation U.S. suppliers, Direct AID contract	Direct Payment	30.8
			252.2
Productive Infrastructure Dev.			
- Component implementation, inc. establish, staff, equip, operate local office; develop systems for selection of projects, implement projects with all required tech/manage/equip.	Competed contract with U.S. institution, firm, or PVO	[FRLC or Direct Reimbursement with Periodic Advance for management costs]	[possible 1,991.1]
		[Direct Reimbursement with Periodic Advance for LC for civil works equipment/materials/etc.]	[possible 6,207.5]
A.I.D. Management			
- Title II Chief	International hire PSC - incumbent retained	Direct Payment	Subtotal 1,975.4
- Soc.Scientist/FIC Coordinator	New recruitment PSC in Haiti	Direct Payment	441.8
- Title II Unit Staff	PSCs, all incumbents retained	Direct Payment	208.5
- Consultants	Direct A.I.D. contract, IQC, or buy-in	Direct Payment	660.9
- Office equip. procurement	Informal solicitation U.S. suppliers, Direct AID contract	Direct Payment	240.8
- Vehicle procurement	Informal solicitation U.S. suppliers, Direct AID contract	Direct Payment	9.5
- Vehicle operations	Small value local procurement	Direct Payment	80.0
- Vehicle spare parts procurement	Small value U.S. or local procurement	Direct Payment	48.6
- Evaluation, Audits, etc.	Direct A.I.D. contract, IQC, or buy-in	Direct Payment	31.8
			225.9
TOTAL			19,538.4

4. IMPLEMENTATION PLAN

4.1 Project Management Arrangements

Overall responsibility for the project will rest with the Chief of the USAID/Haiti General Development Office (GDO), with day-to-day management responsibility delegated to the Deputy Chief, who will serve as A.I.D. Project Officer. The Deputy Chief, GDO, will retain direct responsibility for the A.I.D. Management component, and will supervise project-funded contractors as follows:

- the Personal Services Contractor (PSC) Chief, Title II Unit, will be responsible for overall management of the Title II Food Distribution component of the project, including primary liaison with the four cooperating sponsors. The incumbent's contract will be extended for a three year period, subject to mutual agreement to continue. The PSC Chief, Title II Unit will continue to manage the Program Assistant/Operations, Program Assistant/ Administration, three Food Monitors, Secretary, and Drivers for the inspection program, all of whom will be funded for a three year period under the project. The Title II Unit Chief will also have primary responsibility within the Mission for Title II monetization activities.

- the PSC Productive Infrastructure Component Coordinator will be responsible for the final design, competitive procurement procedures, and primary liaison with the firm or institution selected to implement the component. S/he will maintain primary Mission liaison with the implementing agency, and arrange for field monitoring visits as appropriate. S/he will also work closely with the Title II Unit Chief on the Productive Infrastructure Component and developing the Scope of Work for the planned School Feeding evaluation during Year II of the project.

These personnel will collaborate closely with a third project-funded international-hired PSC, the Geographer (or equivalent) who will manage the Early Warning Information System from the Monitoring Unit of the Planning Office. The terms of reference for this PSC will be more fully developed during the visit of OFDA personnel in late September 1992. As currently envisioned, the Geographer (or equivalent) will be responsible for the final design, on-going refinement, and implementation of the system, and for any liaison or supervision of to-be-identified contractors. S/he will maintain close communication with concerned GDO staff, as well as working closely with HPNO staff involved in nutritional surveillance and PADO staff involved in agricultural production information analysis.

These staff will interact closely with other Mission personnel through quarterly meetings of the Project Committee, which will include representatives from all Mission offices. This committee will be particularly important if the Productive Infrastructure Component is implemented and sub-project approvals are needed.

Outside of these USAID/Haiti PSC staff and consultant contracts, and some modest project procurement, the project will be implemented through 5 major implementing agencies: ADRA, CARE, CRS, and IL, and a competitively selected firm or institution for the Productive Infrastructure Development component. As reflected in Table 11, at the present time the Mission plans to negotiate non-competitive Cooperative Agreements with the four Title II sponsors for the full three-year period, with DA funding provided for Year 1 only. Table 11 also notes that at this time the Controller requires separate CAs for monetized LC as separate from DA funds. The Mission will pursue the possibility of using one CA with two funding sources and separate reporting requirements for each source in order to eliminate confusion.

If the political situation permits, the Productive Infrastructure Component will be designed in early FY 93 by s-t consultants. The consultants will work closely with the PI Coordinator and the Title II Unit Chief to elaborate the most efficient mechanisms for activities in the near and medium term. A primary product of the consultancy will be a draft Scope of Work to be used as the basis for a competition for component implementation. It is hoped that the competition can be initiated in December 1992 and a firm/institution be on the ground no later than March 1993.

A major evaluation of the School Feeding program is planned for mid-1994. The Scope of Work will be developed by GDO during the first quarter FY 94, with contracting through an IQC or combination of sources expected thereafter.

Other evaluations, and short-term consultants not tied to specific contractors or grantees, will be procured directly by the Mission through standard A.I.D. instruments.

4.2 Implementation Schedule

The project implementation schedule is found as Table 12.

Table 12: Enhancing Food Security: Summary Implementation Schedule

Actions	YEAR ONE September 92 – August 93				YEAR TWO September 93 – August 94				YEAR THREE September 94 – August 95			
	1	2	3	4	1	2	3	4	1	2	3	4
PP authorized	O											
Title II Food Distribution*												
**********												
[– MYOPs submitted, approved by FHA]												
[– FY 93 AERs submitted]												
[– First Quarter Calls Forward made]												
– CAs negotiated, signed with												
ADRA, CARE, CRS, IL												
– Feeding on–going	O	O	O	O	O	O	O	O	O	O	O	O
– Emergency reserve est.				O								
– Emergency Mgmt Plans comp.			O									
– Incremental funding				O				O				
amendments												
– Annual A–133 audits			O				O				O	
Early Warning Info System												
**********												
– Design with OFDA Consult.	OO											
– SocSci recruit/hired		OO										
– New data sets in use			O	O	O	O	O	O	O	O	O	O
Productive Infra Dev												
**********												
– Implementation contract												
advertised		OO										
– Contractor selected &												
in Haiti			OO									
– Projects completed				8				28				58
AID Management												
**********												
– USAID PSCs hired, retained	OO	O	O	O	O	O	O	O	O	O	O	O
– School Feeding Eval.							OOO					
– Other consultants			OO			OO				OO		
– Project Committee Reviews		O	O	O	O	O	O	O	O	O	O	O

* More detailed implementation schedules for each of the 4 PVOs are found in the MYOPs at Annexes E and F.

5. SUMMARIES OF ANALYSES

5.1 Social Soundness

5.1.1 Summary Demographic Data. The last Haitian census was undertaken in 1982 and was never fully analyzed. The following discussion uses recent Ministry of Health data for 1991 and the 1982 census as a base, and adjusts the disaggregated data to arrive at the generally accepted total of 6.5 million for the resident population. All figures are indicative.

Total Population 1991:	6,500,000 rounded
Port-au-Prince Metro Area:	1,512,270
Regions:	
West	2,620,019
Central	1,709,773
South	1,230,739
North	913,758
Secondary Cities (Region):	
Cap Haitien (North)	204,270
Gonaives (Center)	46,612
Les Cayes (South)	45,091
St. Marc (Center)	37,488
Jeremie (South)	28,688
Port-de-Paix (North)	24,107
Jacmel (Center)	21,300
Petite Rivière de l'Arti. (Ctr)	15,667
Hinche (Center)	15,622

About 85 percent of this population is believed to be very poor. Although GDP was estimated at $370 in 1991 (pre-coup), this average disguises the very wide range between the very, very rich and the poor. With the official minimum wage still 15 gourdes/day, the annual income of a person employed at minimum wage is roughly equivalent to the $370. Prior to the coup, the USAID Monitoring Unit estimates that there were only about 300,000 salaried employees in Haiti, almost half have been laid off since. The MU is currently contracting for a new survey to determine levels of employment, which should provide more current information on purchasing power. Given an anticipated net loss in wage employment, price increases in the Port-au-Prince area, and depressed prices for many goods in the provinces, it is believed that purchasing power is down and that the Haitian poor are simply eking out a living in a rapidly deteriorating environment.

5.1.2 Summary Nutritional Situation. The average caloric intake for Haitians in "normal" times is estimated at only 1800 Kcal/day, or about 75 percent of the recommended level for a

healthy adult. This average is calculated based on available domestic agricultural production data, in which estimates frequently vary by 30 or more percent, plus available data on concessional and commercial imports (estimated at 12 percent of total demand). The calculations frequently do not take into account contraband imports, and are hampered by unreliable demographic data, which are summarized above. The 1800 Kcal/day figure is thus a rough estimate, and should be considered as indicative.

The 1978 National Nutritional Survey, the only nationwide assessment in Haiti, revealed that almost three-quarters of children under five years of age were undernourished, with approximately 30 percent suffering from moderate of severe malnutrition (second and third degree Gomez classification). Furthermore, 6.4 percent of children examined were wasted (weight for height less than 80 percent of the NCHS/CDC reference median) and 23.6 percent were stunted (height for age value less than 90 percent of the reference median). Though there were only slight variations in malnutrition rates between regions, there were marked urban-rural differences with urban children, on the average, doing better. It is important to disaggregate urban areas into marginal and non-compromised areas because children living in marginal urban zones were nutritionally more similar to rural areas and at times significantly worse.

The 1990 CDC-MSPP survey assessed the drought-prone areas of Haiti (eight districts north of Port-au-Prince). Of the approximately 1000 children surveyed, the prevalence of low height/age (an indicator of chronic malnutrition) was 40.6 percent, and the prevalence of low weight/height (an indicator of acute malnutrition) was 4.2 percent. Approximately 34 percent of all children surveyed had low weight/age (an indicator of undernourished children). A cut-off point of <-2 standard deviation units of the reference median (z-score <-2, or the 2.3rd percentile) was used to classify low Ht/Age, low Wt/Ht, and low Wt/Age.

Although the under-5 age group is generally considered the most vulnerable on a worldwide basis, in Haiti it is clear that vulnerability extends well into the teenage years. In 1983-84, Joel Cotten undertook a longitudinal study of the SF program throughout Haiti. Researchers found that 27 percent of children in primary schools (thus aged 6 - 12) were severely malnourished (Cotten et. al., March 1985). Using the Cotten study's methodology, the World Food Program commissioned a survey of four schools in the North and Northeast in early 1991, and found similar patterns. Of 502 children included in the study, 42 percent were severely malnourished (Wt/age), 22 percent were chronically malnourished (Ht/age), and 16 percent were malnourished (Wt/age). (Kissinger, 1992). Given these data, USAID/Haiti uses the "children under 12 years of age" cohort as

its targeted most vulnerable group, as opposed to the under-5's in many other countries.

5.1.3 Estimates of Vulnerable and At-Risk Populations. Within the constraints imposed by very poor demographic and production data, USAID/Haiti has undertaken a number of analyses during the past year to try to determine the most at-risk populations that would benefit from the Title II feeding program. During the early crisis period, from mid-January to mid-March/April 1992, the most vulnerable population was considered the urban poor in the largest urban areas, i.e. Port-au-Prince, Cap-Haitien, Gonaives, and Les Cayes. Within the vulnerable urban poor population segment, those most at-risk of death and disease were be the standard "at-risk" population: children under 10 years of age and those with no means of support (orphans), pregnant and lactating mothers, and the ill. This was the target population for humanitarian food assistance during those months.

The at-risk population was estimated at 610,543 total, of which 467,500 were in Port-au-Prince; 100,172 in Cap-Haitien; and about 21,000 each in Gonaives and Les Cayes. These numbers represent 55 percent (for mothers and children under 10 years of age) of the estimated vulnerable 85 percent poor resident population of each city. For Port-au-Prince, the 500,000 persons who had migrated due to fear of violence shortly after the coup were expected to stay in the southern, rural areas. (Most had returned to the capitol, where conditions were much better than expected, by March at the latest).

The Humanitarian Food Assistance Program document of December 1991 also noted that the Mission would need to monitor the traditionally food deficit rural "pockets" in the northwest and center region, as they would become the most vulnerable to famine in the March/April period. Based on nutritional information, the areas of most likely need were identified as Fort Liberté (204,766), Port-de-Paix 223,695), Jean Rabel (145,121), and the Island of La Gonave (70,000), for a combined total population of 643,582. The District of Gonaives might also be vulnerable, depending on production in the Artibonite Valley, adding a total of 384,326 persons to those who are potentially vulnerable.

In the absence of better data, the Mission proceeded with the emergency feeding effort based on the general assumption that 85 percent of the population in these areas are potentially vulnerable to crisis-induced hunger, and, of these, the 55 percent representing pregnant and lactating mothers and children under 10 years of age are considered at-risk.

Major Urban Areas	Population	85% Vulnerable	55% At-Risk
Port-au-Prince	1,500,000	1,275,000	701,250
Cap-Haitien	214,270	182,130	100,172
Gonaives	46,612	39,620	21,791
Les Cayes	45,091	38,327	21,080
POTENTIAL URBAN	1,805,973	1,535,077	844,293

Nutritionally Low Rural	Population	85% Vulnerable	55% At-Risk
Rural Gonaives District	384,326	326,677	179,672
Port-de-Paix	223,695	190,141	104,577
Jean Rabel	145,121	123,353	67,844
La Gonave	70,000	58,500	32,725
Fort Liberté	204,766	174,051	95,728
POTENTIAL RURAL	1,027,907	872,722	480,546

The total at-risk was thus considered 1,324,839. Of these, the Mission recognized that neither it nor the Cooperating Sponsors had the capacity to work in Cap-Haitien (100,172) or the Northeast (Fort-Liberte, 95,728), and continues to encourage WFP to do so. Additionally and importantly, the USAID Monitoring Unit data demonstrated more resilience and little change in welfare for the Port-au-Prince population, so the at-risk population has been greatly revised downward, to only about 250,000.

At the same time, the back-to-back 1991-92 drought has wrought major suffering on La Gonave and the Northwest, and selected areas of the South (e.g., Plain d'Aquin). The potential at-risk population for emergency feeding is based on the following revised analysis:

Areas of Need	Theoretical 55% At-Risk	Probable At-Risk	
Port-au-Prince	701,250	250,000	
(Cap-Haitien)	(100,172)	-----	
Gonaives	21,791	22,660	
Les Cayes	21,080	23,363	
Rural Gonaives Dist.	179,672	179,672	
Port-de-Paix	104,577	104,577	
Jean Rabel	67,844	67,844	
La Gonave	32,725	32,725	
(Fort Liberté)	(95,728)	-----	
Central Plateau	-	30,000	
South Rural		40,000	
TOTALS	**1,324,839**	**946,741**	
of which considered potential AID benef. (less CAP and FL)	**1,128,939**	**750,841**	**or 80 percent**

The planned "regular" program total of 645,000 beneficiaries mirrors these geographic emphases, with somewhat higher levels in

the rural South and lower levels in Port-au-Prince, representing greater access to resources in the urban areas. The early warning information system to be developed under the project, including the nutritional monitoring in schools, should provide much better information for improved targeting in the future.

5.1.4 Socio-Cultural Feasibility. The Title II feeding program, whether emergency or regular, has proven feasible over the last 30+ years and has not encountered insurmountable problems during the past extremely difficult 12 months. Indeed, sponsors have found that communities value the emergency feeding program enough to commit space and human resources to manage small distribution programs with, to date, no major diversions. Given the nutritional condition of many Haitian children, and the program's major focus on improving that condition, it is likely that the feeding program will remain feasible from a socio-cultural point of view for the foreseeable future.

The one caution in terms of socio-cultural feasibility is the proposed Food-For-Work activities under the "regular" program, and the proposed Productive Infrastructure Development component activities. Both of these efforts will rely on local citizens to identify priority projects of the community which would then be considered for implementation. Where FFW has run into problems earlier in Haiti, and elsewhere in the world, is when the "priority projects" turn out to represent needs of and/or reap benefits for only one segment, and frequently a small segment, of the population, and low participation or even disruption to implementation results. Haitian society is complex, and local power structures are well-established and pervasive. It is extremely important that the Mission and the implementing agency chosen are sensitive to the complexity, and do not unwittingly end up undertaking activities which strengthen repressive local regimes. The hiring of an experienced Social Scientist to oversee the component is one step the Mission can take to mitigate foreseeable problems; remaining aware of these problems over time is essential if broad-based benefits are to result.

5.1.5 Project Beneficiaries. Direct project beneficiaries are the 645,000 children under 12, pregnant and lactating women, the elderly and institutionalized persons described under 5.1.3 above, with up to 750,000 benefitting in times of crisis. Should the Productive Infrastructure component be successfully implemented, an estimated 2000 persons/month could receive employment when it reaches full implementation. Given the fact that 50 - 60 percent of income is spent on food, this employment should provide wages to increase rural purchasing power so that additional children can maintain adequate nutritional status throughout the year.

The combination of productive infrastructure wages with established food reserves and plans with improved efficiency of sponsors and an improved early warning information system should thus assure that end-of-project status is met and 80 percent of probable at-risk Haitians are receiving minimum energy requirements.

5.2 Financial and Economic

Following a rapid expansion in the 1970's which ended with a recession in 1981-82, Haiti's economy remained stagnant. The average annual growth of GDP in real terms was -0.9 percent in the period 1980-1985, and real per capita income fell more precipitously during this period. Since the coup of September 30, 1991, the country's economic deterioration accelerated. As stated in a recent USAID/Haiti report, "Measured by all indicators pertinent to economic performance, the Haitian economy by the end of May 1992 was in freefall ..." (Verret, p. 1).

The Enhancing Food Security Project will not affect the economy on a macroeconomic scale, and, indeed, does not pretend to do so. Haiti's normal annual agricultural production is generally estimated at somewhere between 900,000 - 1 million metric tons, and the project only foresees contributing 36,000 MT per year additional, so virtually no effect on local production is anticipated. Indeed, the Mission contracted for a study of possible disincentives to local production as part of its bilateral Title III program in the summer of 1991. The study performed a statistical analysis to determine how different amounts of food aid might affect consumer prices. A summary of the results follows:

> In none of the attempts at estimation was domestic production of the commodity in question even remotely significant, and this variable was subsequently dropped from each regression. Apparently, levels of domestic production of foods has little impact on subsequent retail prices. Though this result is surprising, there are several possible explanations. First, as many previous studies have mentioned, domestic production data are extremely unreliable. These errors in measurement may swamp any empirically measurable relationship between production and prices. Second, marketing margins vary; because of this, one might more readily expect domestic production to affect producer rather than consumer prices. Third, production alone does not totally explain retail prices; variations in imports and exports might have overwhelming impacts on domestic supplies... (Duverger and Alwang, p. 97)
>
> The remaining results are more illuminating. First, the quantity of grain food aid has a consistent positive effect on retail grain prices. This positive effect is

statistically significant in all but the rice equation. This, consistent with the results of Deaton, et. al., provides evidence of no price disincentive effect for domestic producers. This result, combined with the negative sign on income, suggests that variations in imports, rather than variations in domestic production or large income effects from Title II-type programs, is dampening the theoretical negative impact on prices ...

The lack of significant negative impact of food aid on prices is important in that it shows that aid should not produce disincentives for local production of food grains. In addition, it seems to be benefitting rather than hurting Haitian farmers. By the same token, arguments that food aid is having a significant income effect and dampening inflationary pressures are not supported by this evidence. Thus, from a macro perspective, the only impacts of food aid are through its impact on foreign exchange availability and on the government budget [for Title III]. In addition, in local areas, quantities of food aid might be lowering prices; these local impacts could be washed out in the national average data. Because of the lack of price response, to find benefits to consumers from food assistance programs, one needs to look at individual outcomes (income, consumption, or nutritional status), or program outputs (e.g. infrastructure created by food for work programs). (Duverger and Alwang, p. 98).

The possibility of food aid lowering prices in selected rural areas will be carefully monitored by sponsors during implementation, but it must be noted that this has not proven a problem in the past. As recommended by the consultants quoted above, the project will instead look at specific individual outcomes in order to assess overall impact. As summarized in section 5.1 above, a minimum of 645,000 at-risk Haitians, or 80 percent of the total probable at-risk cohort, will receive minimum energy requirements throughout the year, which contributes to the overall human capital of the country. An additional unquantified number of person months of wage employment will be generated, which will provide income adequate to assure minimum consumption requirements. Productive infrastructure will be developed in 58 locations and should provide even a stronger, however localized, base for economic stability. In summary, at a minimum the project will serve as a safety net for Haitian vulnerable populations during the uncertain and difficult future. Given the rapidly deteriorating environment, the Mission considers it the highest priority and most cost effective means of responding to U.S. policy objectives.

5.3 Environmental

In accordance with 22 CFR 216.2(c)(2)(i), technical assistance and training components of projects are categorically excluded from further environmental review, and a Negative Determination is issued for general relief feeding and support activities. The Mission Environmental Officer shall be part of a sub-committee to approve all FFW and Productive Infrastructure projects, and shall recommend mitigative measures to minimize potential environmental impacts. Where significant environmental impact may result, the Mission will coordinate actions with the LAC Bureau Environmental Officer. Annex D includes the complete Environmental Threshold Decision.

6. MONITORING AND EVALUATION PLAN

Monitoring and evaluation under the project will operate on a number of levels. As described in 2.3.3 and Annexes E and F, the Sponsors plan to improve their own internal monitoring and evaluation systems, particularly at the input-output level, over the three year LOP. In addition, USAID/Haiti will continue its emphasis on enhancing accountability and end-use checking through maintaining 3 full-time Food Monitors on staff, and purchasing additional vehicles and providing an additional driver to facilitate their work. The PI component described in 2.3.4 will receive equal attention by the Monitors, who will plan such visits in collaboration with the Title II Chief and the to-be-recruited PI Component Coordinator. The project will also support the creation/improvement of the Early Warning Information System described in 2.3.5 by the Monitoring Unit, to provide information on both potential need for and impact of the feeding program. Thus the field components will have adequate provision for internal on-going formative monitoring throughout the LOP.

The overall project will be monitored through USAID/GDO, as described in Section 4.1 Project Management Arrangements. As described therein, GDO and the sponsors plan a major evaluation of the School Feeding effort during Year 2 of the project, for which 6 pm of consultant time are budgeted. The A.I.D. management budget also includes two person months of additional consultant time in Year 3 of the project for evaluation of the Productive Infrastructure and Early Warning Information System components, as required. It is assumed that the latter will be provided data on a timely basis which will enable the Mission to determine the need for continuing project support at that time.

ANNEX A

NEW PROJECT DESCRIPTION APPROVAL MESSAGES

UNCLASSIFIED STATE 204169

ACT: AID-3 INFO: AMB DCM (5)

VZCZCPUO032
PP RUEHPU
DE RUEHC #4169 1780232
ZNR UUUUU ZZH
P 260229Z JUN 92
FM SECSTATE WASHDC
TO AMEMBASSY PORT AU PRINCE PRIORITY 1358
BT
UNCLAS STATE 204169

LOC: 101 696
26 JUN 92 1232
CN: 11237
CHRG: AID
DIST: AID

AIDAC

E.O. 12356:: N/A
TAGS:
SUBJECT: ENHANCING FOOD SECURITY IN HAITI PROJECT
521-0241) -- NPD REVIEW

REF: (A) STATE 184867

1. A SPECIAL REVIEW OF THE SUBJECT THREE-YEAR DOLS 20 MILLION NPD WAS INITIALLY HELD ON 5/6/92 AND DELEGATION OF AUTHORITY WAS WITHHELD UNTIL MISSION SUPPLIED ADDITIONAL INFORMATION REQUESTED IN REF (A).

2. MISSION PROVIDED THE REQUESTED INFORMATION, BUT CONTESTED BUREAU'S PROPOSAL FOR A YEAR-BY-YEAR APPROACH TO PROJECT FUNDING OF PVO MANAGEMENT COSTS AND REQUESTED THAT BUREAU RECONSIDER THE NPD AS A THREE-YEAR DOLS 20 MILLION PROGRAM.

3. IN RESPONSE TO MISSION'S REQUEST, SUBSEQUENT CONSULTATIONS WERE HELD WITH AA/LAC AND DAA/LAC AND IT WAS AGREED THAT THE SUBJECT NPD MAY BE APPROVED AS A THREE-YEAR PROGRAM RATHER THAN ON A YEAR-BY-YEAR BASIS. IT IS EMPHASIZED THAT, SHOULD SUFFICIENT LOCAL CURRENCY LAIDS BECOME AVAILABLE (E.G. UNFREEZING OF LC, MONETIZATION OF FOOD AID), IT IS EXPECTED THAT THESE DA DOL RESOURCES WILL BE SHIFTED TO OTHER USES FOLLOWING CONSULTATION WITH AID/W.

4. MISSION IS GRANTED DELEGATION OF AUTHORITY BY AA/LAC TO APPROVE THE THREE-YEAR DOLS 20 MILLION SUBJECT PP.

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UNCLASSIFIED STATE 204169

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RECEIVED JUN 18 1992

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PP RUEHC
DE RUEHPU #3165/01 168 **
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P 161715Z JUN 92
FM AMEMBASSY PORT AU PRINCE
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BT
UNCLAS SECTION 01 OF * PORT AU PRINCE 03165

CLASS: UNCLASSIFIED
CHRGE: AID 06/16/92
APPRV: DIR:DCOHEN
DRFTD: GDO:LMCPHERSON/KMPO
CLEAR: 1.PPS:GSPENCE
2.GDO:PGOOSSENS
DISTR: GDO DIR PPS
AMB DCM CHRON

AIDAC

E.O. 12356: N/A
SUBJECT: ENHANCING FOOD SECURITY IN HAITI PROJECT 521-0241

REF: A) 92 STATE 184863, B) HAITI HUMANITARIAN FOOD ASSISTANCE PROGRAM, USAID/HAITI FINAL, 12/31/91, C) DOWNING/WILLIAMS MEMO 3/3/92, SUBJECT: HAITI INTERIM PROGRAM PLAN, D) 92 PORT AU PRINCE 01090, E) GOOSSENS/HARDT (GRIEGO) FAX 4/03/92, F) 92 PORT AU PRINCE 01844, G) GRIEGO ACTION MEMORANDUM TO AA/FHA SIGNED 5/16/92

1. PARAS 2 AND 3 BELOW PROVIDE MISSION FEEDBACK REQUESTED IN REF A PARA 2, SECTION (A) SIZE OF THE FEEDING PROGRAM AND (B) PROJECT BUDGET. PARA 3 BELOW ADDRESSES PD&S ISSUE RAISED IN REFTEL A PARA 3(D); REMAINING ISSUES RAISED IN THIS PARA WILL BE ADDRESSED IN FULL PP. PER REF A PARA 1, MISSION REQUESTS DELEGATION OF AUTHORITY TO APPROVE PP. REQUEST FINAL LAC REVIEW NPD AND DELEGATION ACTION BE EXPEDITED GIVEN URGENCY OF FUNDING REQUIREMENTS TO SUPPORT CONTINUATION OF FEEDING PROGRAM. PARTICIPATING PVOS WILL RUN OUT OF FUNDS FOR OPERATING COSTS ON JULY 31 AT THE LATEST. TO AVOID INTERRUPTING FEEDING, THIS PROJECT MUST BE AUTHORIZED AND THE PVO GRANTS AWARDED BY THAT TIME. A REGIONAL CONTRACTS OFFICER IS AVAILABLE FOR THIS WORK IN JULY, BUT MISSION WOULD LIKE TO GIVE HIM ADEQUATE TIME TO DO IT. PP DEVELOPMENT IS MOVING AHEAD AND WE BELIEVE WE CAN HAVE COMPLETE AND AUTHORIZABLE DOCUMENT BY THE END OF THE MONTH. PVO PROPOSALS COULD BE SUBMITTED SHORTLY THEREAFTER, AND AWARDS MADE IN TIME FOR FEEDING TO CONTINUE UNINTERRUPTED. ANY SIGNIFICANT DELAYS IN THIS SCHEDULE WILL JEOPARDIZE PROGRAM CONTINUITY.

2. REGARDING ISSUE 2(A), SIZE OF THE FEEDING PROGRAM: THERE ARE TWO APPARENT QUESTIONS IN REF A STATEMENT OF ISSUE, ONE CONCERNING THE SIZE OF THE CURRENT HUMANITARIAN FEEDING PROGRAM AND ONE CONCERNING THE SIZE OF THE PROGRAM PROPOSED IN THE NPD. EACH IS ANSWERED BELOW.

2A. SIZE OF CURRENT HUMANITARIAN FEEDING PROGRAM:

- 1) IN REF B, THE HAITI HUMANITARIAN FOOD ASSISTANCE PROGRAM, REVIEWED BY THE BUREAU ON DECEMBER 31, 1991

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WITH NO ISSUES RAISED, AT SECTION 3.4, PAGES 16 AND 17, IT IS STATED QUOTE: THE CORE URBAN PROGRAM IS ASSUMED TO INCREASE TO 300-500,000 BENEFICIARIES BY MONTH 4, BUT TO REMAIN BASED IN URBAN AND PERI-URBAN AREAS. IF CONDITIONS WORSEN, AND/OR THE EMBARGO REMAINS TIGHT, AND NO FUEL IS AVAILABLE TO MOVE FOOD AROUND THE COUNTRY, THERE MA\ BE A NEED FOR SUPPLEMENTAL FOOD IN SELECTED RURAL AREAS BEGINNING IN LATE MARCH/APRIL. AS DESCRIBED IN SECTION 4.1.2, THE AREAS OF MOST LIKELY NEED ARE FORT LIBERTE, PORT-DE-PAIX, JEAN RABEL, AND THE ISLAND OF LA GONAVE, FOR A COMBINED TOTAL POPULATION OF 643,582. THE DISTRICT OF GONAIVES MIGHT ALSO BE EXPOSED, DEPENDING ON PRODUCTION IN THE ARTIBONITE VALLEY, ADDING A TOTAL OF 384,326 PERSONS. THESE AREAS REPRESENT THREE DIFFERENT ECOLOGICAL AND SOCIOECONOMIC SYSTEMS IN HAITI. GIVEN THE UNCERTAINTIES REGARDING THE POLITICAL RESOLUTION, THE AVAILABILITY OF FUEL, THE SECURITY SITUATION, AND OTHER VARIABLES, AT THIS TIME IT IS NOT POSSIBLE TO PREDICT WHICH OF THESE (OR OTHER) AREAS, NOR WHAT PERCENT OF THE POPULATION OF THOSE AREAS THAT ARE AFFECTED, MIGHT REQUIRE ASSISTANCE IN APRIL.

SECTION 4.1.2 DEMONSTRATES THAT, UNDER THE CORE URBAN PROGRAM, A.I.D. WILL MEET PROJECTED NEEDS OF 100 PERCENT OF THE ESTIMATED AT-RISK POPULATIONS IN PORT-AU-PRINCE, GONAIVES, AND LES CAYES, WITH THE WORLD FOOD PROGRAM COVERING ANTICIPATED NEEDS IN CAP HAITIEN. ALTHOUGH A.I.D., AS A GENERAL POLICY, IS PREPARED TO MEET POSSIBLE RURAL NEEDS AS WELL, WE DO NOT CONSIDER IT APPROPRIATE FOR THE U.S. GOVERNMENT TO MEET 100 PERCENT OF ALL FOOD ASSISTANCE NEEDS IN HAITI. THEREFORE, A.I.D. WILL CONTINUE TO FUND THE EXPANDED CHI HUMANITARIAN MONITORING SYSTEM, AND WILL WORK WITH AND STRONGLY ENCOURAGE OTHER DONORS TO MEET RURAL NEEDS AS THEY BECOME EVIDENT. THE EEC IS REPORTED TO HAVE 13,000 MT (OVER 1 MILLION RATIONS) FOR HAITI IN ITS PIPELINE, AND THE CANADIANS AND GERMANS HAVE EXPRESSED A STRONG INTEREST IN FOOD ASSISTANCE, SO AT THIS TIME THE MISSION BELIEVES THE RURAL NEEDS THAT MAY ARISE IN MARCH/APRIL CAN BE ADEQUATELY MET BY THESE OTHER DONORS. WE WILL MONITOR THE SITUATION CLOSELY AND ADJUST OUR STRATEGY ACCORDING TO THE NEEDS AS THEY BECOME APPARENT. END QUOTE.
ADAMS
PT
#3165

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- 2) REF C, THE HAITI INTERIM PROGRAM PLAN, WHICH WAS APPROVED THROUGH AA/LAC ON MARCH 4, 1992, STATES UNDER CATEGORY I, A. EXISTING HUMANITARIAN ASSISTANCE PROGRAM, TITLE II PROGRAM, QUOTE CONTINUE HUMANITARIAN ASSISTANCE FOOD PROGRAM THAT HAS ALREADY BEEN APPROVED, WITH ONGOING MONITORING AND REFINEMENT. WE HAVE AGREED TO REVISIT THIS IN APRIL FOR POSSIBLE SHIFT TO PRE-COUP PROGRAM. END QUOTE.

- 3) AS FORESEEN IN THESE TWO DOCUMENTS, THE PROGRAM STRATEGY REQUIRED REVIEW BY MARCH/APRIL, BASED ON THE HUMANITARIAN MONITORING SYSTEM AND MISSION DIALOGUE WITH OTHER DONORS. AS REFLECTED IN REFS D AND E, MISSION ASSESSMENT BY MID-MARCH/EARLY APRIL WAS THAT THE ORIGINAL TARGET POPULATION, E.G. 500,000 URBAN, WOULD NEED TO BE REVISED CONSIDERABLY, WITH THE TOTAL INCREASED TO UP TO 750,000 BUT DISTRIBUTION LOCATIONS SHIFTED TO PREDOMINANTLY RURAL AREAS. THIS ASSESSMENT WAS FORMALIZED THROUGH REF. F, WHICH REQUESTED ADDITIONAL TITLE II COMMODITIES TO MEET THE DEMANDS OF EXTREME HUNGER IN THE NORTHWEST. TO RECAPITULATE REF F, THERE WERE THREE BASIC REASONS FOR THE REVISION: A) THE EFFECTS OF THE EMBARGO ON URBAN AREAS IN GENERAL AND PORT-AU-PRINCE IN PARTICULAR WERE LESS SEVERE THAN ANTICIPATED; B) OTHER DONORS DID NOT, AS HOPED, UNDERTAKE FEEDING IN RURAL AREAS, AND INSTEAD HAVE WORKED PRIMARILY IN PORT-AU-PRINCE; AND C) THE IMPACT OF THE 1991-1992 DROUGHT IN THE NORTHWEST AND SELECTED OTHER AREAS WAS MUCH WORSE THAN IN PREVIOUS YEARS, AND EXTREME NEED CONTINUES TO EXIST.

- 4) BECAUSE OF THESE FACTORS, FOLLOWING ITS INTENTION PER REFS B AND C TO ADJUST ITS STRATEGY AS THE SITUATION CHANGED AND NEEDS BECAME APPARENT, AND FOLLOWING ADVICE IN REFS D, E, AND F, THE MISSION HAS COLLABORATED WITH THE COOPERATING SPONSORS TO ADJUST THE STRATEGY TO MEET THE NEEDS IN THE NORTHWEST AND OTHER AREAS AND TO INCREASE THE NUMBER OF BENEFICIARIES UPWARD, TO A MAXIMUM OF 750,000. THIS NUMBER WAS APPROVED IN TERMS OF COMMODITY PLANNING LEVELS BY A/AA/FHA RICHARDS ON MAY 16, 1992 (REF G).

- 5) AS OF JUNE 15, 1992, SPONSORS ARE FEEDING 520,000 PERSONS, OF WHICH 220,000 WERE IN PORT-AU-PRINCE, 252,000 IN THE NORTHWEST AND ARTIBONITE, AND 48,000 IN GONAIVES AND LES CAYES. CURRENT PLANS MADE IN COLLABORATION WITH SPONSORS ARE TO INCREASE UP TO 620,000 BY EARLY JULY. PROGRAM WOULD INCREASE UP TO 750,000 IF CONDITIONS SO WARRANT. AT THIS POINT IN TIME, IT APPEARS THAT THE UPCOMING JULY HARVEST WILL BE NORMAL, WHICH MEANS THAT IT IS LIKELY THAT THESE HIGHER LEVELS MAY NOT BE NECESSARY. EXTREMELY HEAVY RAINS DURING THE PAST MONTH, HOWEVER, RAISE POSSIBILITY OF FLOOD EMERGENCIES IN THE SOUTH. MISSION WILL CONTINUE TO MONITOR THE SITUATION AND KEEP WASHINGTON INFORMED.

- 6) THE BENEFICIARY LEVELS WILL BE ATTAINED PRIMARILY THROUGH USE OF EXISTING INSTITUTIONAL INFRASTRUCTURE,

I.E. GENERAL RELIEF FEEDING PREDOMINANTLY THROUGH SCHOOL CANTEENS, AND, WHERE FEASIBLE, COLLABORATION WITH VIABLE COMMUNITY GROUPS. IN THE NORTHWEST, THE EXISTING INSTITUTIONAL INFRASTRUCTURE WAS INADEQUATE TO MEET THE NEED AND OVER 450 NEW FEEDING CENTERS HAVE BEEN ESTABLISHED. TO DATE SPONSORS HAVE BEEN ABLE TO FIND ADEQUATE RESPONSIVE AND RESPONSIBLE LOCAL INSTITUTIONS TO HANDLE LOCAL NEEDS. MISSION BELIEVES THAT FEEDING IS MOVING APACE WITH NEEDS, AND, ASSUMING HARVEST IS AT REASONABLE LEVELS, FUEL REMAINS AVAILABLE, NEW EMERGENCIES DO NOT ARISE, AND PURCHASING POWER DOES NOT DETERIORATE FURTHER, MAY NOT HAVE TO REACH THE MAXIMUM OF 750,000.

2B. SIZE OF PROPOSED FEEDING PROGRAM UNDER ENHANCING FOOD SECURITY PROJECT:

- 1) AS STATED IN THE NPD AT PAGE 4, QUOTE: IN THE PERIOD PRIOR TO POLITICAL RESOLUTION, IT IS ASSUMED THAT REQUIREMENTS FOR GENERAL RELIEF FEEDING WILL REMAIN HIGH. THE PROJECT WILL PROVIDE OPERATING COSTS FOR THE FOUR PVO COOPERATING SPONSORS TO UNDERTAKE TITLE II FEEDING PROGRAMS FOR UP TO 750,000 BENEFICIARIES TO THE EXTENT POSSIBLE. ... PRIMARY VENUES FOR SUCH FEEDING WILL BE THROUGH EXISTING AFFILIATE INSTITUTIONS,
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INCLUDING COMMUNITY ORGANIZATIONS, PRIMARY SCHOOLS, AND MOTHER CHILD HEALTH (MCH) CENTERS. ... SHOULD POLITICAL RESOLUTION OCCUR, THE FEEDING PROGRAM WILL SLOWLY PHASE OUT OF BROAD-BASED GENERAL RELIEF AND INTO ACTIVITIES WITH MORE DEVELOPMENTAL FOCUS REACHING 500,000 BENEFICIARIES, INCLUDING PILOT EFFORTS USING FFW WITH NGOS AND NEW LOCAL GOVERNMENT BODIES. END QUOTE.

- 2) THE NPD WAS SUBMITTED AT A TIME WHEN THE FOUR PVO SPONSORS WERE IN THE MIDST OF PREPARING THEIR MULTI YEAR OPERATIONAL PLANS, OR MYOPS, FOR THE PERIOD FY 93-FY 95. IN FACT, AS ELABORATED IN THE MYOPS, THE SPONSORS BELIEVE THAT IF POLITICAL RESOLUTION OCCURS, THEY WILL BE ABLE TO MOVE INTO FOOD-ASSISTED DEVELOPMENTAL ACTIVITIES REACHING APPROXIMATELY 645,000 BENEFICIARIES IN FY 93. THIS NUMBER IS CLOSER TO THE HISTORICAL HAITI TITLE II LEVELS OF 600,000 - 700,000 THAT WERE SUSTAINED PRIOR TO MAJOR CUTS IN FY91. THE JOINT MYOP SUBMITTED BY ADRA, CARE, AND IL SUMMARIZES THE STRATEGY AS FOLLOWS: QUOTE THIS MYOP MUST PROVIDE PLANS FOR A POSSIBLE CONTINUATION OF THE EMERGENCY PROGRAM, IF THE NEEDS SO INDICATE, AND ALSO PROVIDE THE FLEXIBILITY TO SWITCH TO A MORE DEVELOPMENTAL FOCUS, SHOULD POLITICAL RESOLUTION OCCUR AND THE HUNGER LEVELS STABILIZE. IT IS WRITTEN BASED ON THE ASSUMPTION THAT A SOLUTION WILL BE FOUND, AND THE QUOTE REGULAR UNQUOTE PROGRAM CAN BE RESUMED AT SOME POINT DURING THE MYOP PERIOD. DEPENDING ON THE TIMING OF THE RESUMPTION OF THE REGULAR PROGRAM, SOME PROGRESS CAN BE EXPECTED TOWARD REACHING THE DEVELOPMENTAL GOALS AND OBJECTIVES OF THE PROGRAM. HOWEVER, GIVEN HAITIAN HISTORY, THE MYOP ALSO RECOGNIZES THAT THERE WILL BE A CONTINUING NEED TO BE READY TO RESPOND TO PERIODIC FUTURE CRISES, BOTH NATURAL AND/OR MAN-MADE. THE GOALS AND OBJECTIVES ARE STRUCTURED TO ENABLE TO THE SPONSORS TO DO BOTH. END QUOTE.

- 3) THE ACTUAL LEVELS PROPOSED IN THE SPONSORS' ANNUAL ESTIMATES OF REQUIREMENTS (AERS) FOR FY93 COMPARED TO THE ACTUAL FY91 AND TARGET FY92 EMERGENCY BENEFICIARY LEVELS ARE AS FOLLOWS:

- SPONSOR	ACTUAL FY91	EMERGENCY FY92	AER FY93	LOCATION
ADRA	124,164	95,000	115,000	CENTRAL PLATEAU
CARE	134,017	305,000	139,000	GONAIVES, NW
CRS	120,792	100,000	148,000	CAYES, SOUTH
IL	0	120,000	243,000	VULNERABLE AREAS
TOTAL	378,973	620,000	645,000	REGULAR
-		UP TO	105,000	EMERGENCY

- 4) THE ASSUMPTION IS THAT CONDITIONS WILL REMAIN BAD AND THAT WE WILL NEED TO CONTINUE WITH THE UP TO 750,000 GENERAL RELIEF LEVELS UNTIL POLITICAL RESOLUTION. ONCE RESOLUTION OCCURS, WE WOULD SLOWLY MOVE INTO A REGULAR PROGRAM OF 645,000. THE REGULAR PROGRAM WOULD BE MORE DEVELOPMENTAL IN FOCUS THAN IS CURRENTLY POSSIBLE. AT THE SAME TIME, COGNIZANT OF HAITI'S HISTORY OF PROBLEMS,

THE SPONSORS WOULD MAINTAIN A FOOD RESERVE AND MANAGEMENT READINESS TO RESPOND TO FUTURE CRISES THAT MIGHT, FOR SHORT PERIODS OF TIME, INCREASE TOTAL LEVELS BY UP TO 105,000 IN THE GENERAL RELIEF CATEGORY RESULTING IN SHORT-TERM TOTAL LEVELS OF UP TO 750,000.

2C. MISSION COMMENTS ON BENEFICIARY LEVELS:

- 1) MISSION AGREES WITH SPONSORS THAT HIGHER LEVELS (WHICH ARE COMMENSURATE WITH PRE-FY 91 TITLE II PROGRAM) WILL BE EASILY ATTAINABLE IN THE EVENT OF POLITICAL RESOLUTION, IN THAT SPONSORS WILL ONCE AGAIN BE ABLE TO WORK WITH ESTABLISHED, EXPERIENCED INSTITUTIONS. THEIR DETAILED PLANS IN THIS REGARD ARE ELABORATED IN THE FY 93-95 MYOP, WHICH FORMS THE BASIS FOR MUCH OF THE NEW PROJECT DESIGN AND BUDGET.

- 2) IN THE EMERGENCY PROGRAM MODE, DUE TO THE NEED TO TARGET FOOD TO THE MOST VULNERABLE, IN MANY CASES SPONSORS HAD TO IDENTIFY WHOLLY NEW INSTITUTIONAL AND LOGISTIC STRUCTURES TO HANDLE FOOD DISTRIBUTION. THE PRE-COUP LEVELS FOR CRS, FOR EXAMPLE, WERE 120,792 BENEFICIARIES, OF WHOM 100,436 WERE SCHOOL CHILDREN IN THE SOUTH. BECAUSE THE SOUTH WAS NOT CONSIDERED AT MAJOR RISK OF FAMINE DURING THE EARLY CRISIS, AND BECAUSE GREATER NEED WAS EXPECTED TO EXIST IN PORT-AU-
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PRINCE, AND BECAUSE A.I.D. WANTED TO AVOID THE APPEARANCE OF BUSINESS AS USUAL, CRS DID NOT USE ITS EXISTING SCHOOL FEEDING INFRASTRUCTURE IN THE SOUTH AND INSTEAD WORKED WITH LOCAL PARISH AND COMMUNITY GROUPS TO ESTABLISH A COMPLETELY NEW DISTRIBUTION SYSTEM TO MEET NEEDS IN PORT-AU-PRINCE. SIMILARLY, CARE HAD NOT WORKED IN PORT-AU-PRINCE IN SEVERAL YEARS, AND WORKED PRIMARILY IN SCHOOL FEEDING IN THE NORTHWEST. IN ORDER TO RESPOND TO THE AT-RISK POPULATION IN THE EARLY CRISIS PERIOD, CARE HAD TO ESTABLISH ENTIRELY NEW SYSTEMS IN PORT-AU-PRINCE FOR THAT FEEDING. IN THE NORTHWEST, ITS PRE-COUP PROGRAM THROUGH SCHOOLS HAD ONLY REACHED 124,449, WHICH WAS ONLY A SMALL PROPORTION OF THOSE CONSIDERED AT-RISK DUE TO THE PRESENT CRISIS. WHEN THE SEVERITY OF THE DROUGHT BECAME EVIDENT, CARE REACTIVATED THE SCHOOL FEEDING NETWORK AND ADDED OVER 450 NEW COMMUNITY DISTRIBUTION CENTERS FEEDING SOME 130,000 ADDITIONAL AT-RISK PERSONS THROUGH THE PROGRAM. IN BOTH CASES, ONCE THE NEED FOR THE MANAGEMENT-INTENSIVE NEWLY-CREATED EMERGENCY COMMUNITY DISTRIBUTION CENTERS CEASES, THE PVOS WILL BE ABLE TO DEVOTE MORE TIME TO REGULAR AND SYSTEMATIC INCREASES IN BENEFICIARY LEVELS AND DEVELOPMENT IMPACT THROUGH ESTABLISHED CHANNELS.

3. PROJECT BUDGET:

3A. LOP AUTHORIZATION LEVELS. MISSION WISHES TO POINT OUT THAT ALL TITLE II EVALUATIONS AND AUDIT REPORTS SINCE AT LEAST 1983, AND MOST CORRESPONDENCE AND COOPERATING SPONSOR REPORTS, EMPHASIZE THAT ONE OF THE REASONS SPONSORS HAVE NOT BEEN ABLE TO INCREASE EFFICIENCIES IS DUE TO LACK OF A STABLE FUNDING SOURCE AND THE UNCERTAINTIES WITHIN WHICH THEY MUST UNDERTAKE PLANNING AND FINANCIAL MANAGEMENT. JOINT MYOP RECENTLY SUBMITTED BY ADRA, CARE, AND INTERNATIONAL LIFELINE, IN FACT, LISTED QUOTE ENSURE SUFFICIENT, STABLE FUNDING TO SUPPORT PL 480 FOOD-ASSISTED PROGRAM UNQUOTE AS A KEY ADMINISTRATIVE GOAL FOR THE MYOP PERIOD. A.I.D./W DECISION TO AUTHORIZE ONLY ONE YEAR OF SPONSOR OPERATING COSTS WILL CERTAINLY NOT CONTRIBUTE TO THEIR ATTAINMENT OF THIS GOAL. THE NEED FOR MISSION TO UNDERTAKE PP SUPPLEMENTS AND AUTHORIZATION AMENDMENTS ON AN ANNUAL BASIS ALSO DOES NOT STRIKE US AS MANAGEMENT EFFICIENT FOR EITHER USAID/HAITI OR A.I.D./W. WE REQUEST A.I.D./W RECONSIDER DECISION STATED REF A PARA 2 B THAT MISSION DESIGN 3 YEAR TIMEFRAME FOR ANCILLARY COSTS ONLY AND PROVIDE ONLY ONE YEAR OF OPERATING COSTS FUNDING. WE BELIEVE METHOD ORIGINALLY PROPOSED OF AUTHORIZING DOLS 20 MILLION FOR THREE YEARS AND ONLY OBLIGATING WHAT IS NECESSARY IS MUCH MORE MANAGEMENT-EFFICIENT FOR BOTH A.I.D. AND THE IMPLEMENTING AGENCIES. IF THE FEEDING PROGRAM SHOULD GET MORE RESOURCES FROM FARM BILLS OR INSTITUTIONAL SUPPORT GRANTS OR IF LOCAL CURRENCY BECOMES AVAILABLE THROUGH TITLE II OF TITLE III MONETIZATION, WE WILL LOWER DA SHARE OF PROJECT COSTS. WE ALSO BELIEVE THAT WE MUST PLAN ON A WORST-CASE BASIS, AND GIVEN LIFE OR DEATH STAKES, WE CANNOT AFFORD TO FALL SHORT. PLEASE RECONSIDER AUTHORIZATION LEVELS AND

ADVISE.

3B. USE OF ALTERNATIVE FUNDING SOURCES. AS PER RECENTLY SUBMITTED MYOPS, COOPERATING SPONSORS' GLOBAL BUDGET REQUESTS FOR FY 93 ARE AS FOLLOWS. ALL FIGURES ARE IN U.S. DOLLARS.

SPONSOR	TOTAL	PVO	FARM BILL	PROJECT	OTHER
ADRA	1,927,269	59,000	267,537	1,634,362	0
CARE	1,229,505	275,000	430,430	434,075	90,000
CRS	1,711,590	174,900	403,199	704,425	429,056
IL	1,452,120	18,360	0	1,433,760	0
TOTAL	6,320,484	527,260	1,101,166	4,206,622	519,066

- 1) FARM BILL (202 (E)): FOLLOWING REF A PARA 2(B), REPORTED 202(E) AVAILABILITY OF DOLS. 439,000 TOTAL FOR FY 93 REPRESENTS ONLY 40 PERCENT OF COMBINED REQUESTS, AND IT IS ASSUMED THAT PVOS WILL TURN TO USAID PROJECT TO COVER SHORTFALLS, AS APPROPRIATE. DIFFERENCE OF DOLS. 662,166 WHEN ADDED TO PROJECT TOTAL, WOULD BRING INITIAL PROPOSED OPERATING COSTS TOTAL FOR FY 93 TO DOLS. 4,868,788 WHICH IS SIGNIFICANTLY UNDER ESTIMATED DOLS. 6 MILLION IN NPD. ALTHOUGH MISSION NEEDS TO UNDERTAKE FURTHER BUDGET ANALYSIS PRIOR TO FINAL BUDGET

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INCIDENTALLY, MORE CLOSELY CORRESPONDS TO LEVELS MOST RECENT OYB. FYI: BECAUSE IN THE PAST HAITI RECEIVED DOLS. 1.5 MILLION OF DOLS. 6 MILLION WORLDWIDE FOR 202(E) GRANTS, IT IS NOT SURPRISING THE PVO PROPOSALS FOR FARM BILL FUNDING WERE SO LARGE FOR FY 93. MISSION AND PVOS HAD BEEN TOLD BY FFP THAT THIS COULD NOT CONTINUE AND WE SHOULD MAKE ALTERNATE PLANS TO FUND THE FEEDING PROGRAM OPERATING COSTS. THIS IS ONE OF THE RATIONALES FOR THIS PROJECT. END FYI.

- 2) INSTITUTIONAL SUPPORT GRANTS: ALSO PER REF A, MISSION AND SPONSORS HAVE PREVIOUSLY EXPLORED INSTITUTIONAL SUPPORT GRANTS AND CONTINUE TO APPRECIATE THE CONTRIBUTION THEY MAKE TO OVERALL PROGRAMMING. HOWEVER, IT IS OUR UNDERSTANDING THAT ISG CANNOT COVER BASIC OPERATING COSTS, AND CAN ONLY BE APPLIED FOR VERY SPECIFIC ITEMS LIKE ENHANCING PROGRAM MONITORING. WE WILL CERTAINLY SEEK TO MAXIMIZE ISG POTENTIAL IN PROJECT DESIGN, BUT GIVEN RESTRICTIONS ON USE AND RECENT LEVELS AS COMPARED TO NEEDS, WE DO NOT PLAN TO ASSUME TOO MUCH.

- 3) MONETIZATION: MISSION AGREES THAT MOST DESIRABLE OPTION IS TITLE III PROGRAM THAT HAS PROVIDED PART OF OPERATING COSTS IN THE PAST, BUT UNFORTUNATELY CONCLUDES THAT CONDITIONS WHICH WOULD ENABLE US TO ENTER INTO A TITLE III AGREEMENT DO NOT YET EXIST. WE UNDERSTAND, IN FACT, THAT TITLE III IS NO LONGER AN OPTION FOR FY 9\.

MISSION IS UNDERTAKING FULL ASSESSMENT OF POTENTIAL FOR TITLE II MONETIZATION AS PART OF PROJECT DESIGN. WE DO NOT BELIEVE IT WISE TO DISTRACT ANY OF THE FOUR COOPERATING SPONSORS FROM THEIR MAIN TASK OF EMERGENCY FEEDING AT THE PRESENT TIME. WE ARE ASSESSING OTHER PVO OPTIONS AND WILL ADVISE.

TITLE II AND/OR TITLE III MONETIZATION REMAIN OPTIONS THAT ARE BEING FULLY ASSESSED AS PART OF DESIGN.

4. MISSION WILL INCLUDE THOROUGH DISCUSSION OF ISSUES RAISED REF A PARA 3 IN FULL PP. ONE CLARIFICATION MAY BE USEFUL, PER PARA 3(D), ON PD&S FUNDS. MISSION DOES NOT REPEAT DOES NOT INTEND TO USE PD&S FUNDS FOR FUTURE PROJECT IMPLEMENTATION. THE REFERENCE TO PD&S IN THE NPD WAS TO FY 9\ PD&S FUNDS USED AS BRIDGE FINANCING FOR THE PVO PROGRAMS UNTIL THIS PROJECT CAN COME ON STREAM. MISSION HAD UNDERSTOOD PER PD&S GUIDANCE THAT BRIDGE FINANCING IS AN ACCEPTABLE USE OF PD&S FUNDS. AGAIN, WE DO NOT INTEND TO USE PD&S FOR FUTURE PROJECT IMPLEMENTATION.

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ACT: AID-3 INFO: AMB DCM (5)

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UNCLAS SECTION 01 OF 02 STATE 134333

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E.O. 12333: N/A
TAGS:
SUBJECT: ENHANCING FOOD SECURITY IN HAITI PROJECT (521-0241) -- NPD REVIEW

REF: GOOSENS - HARDT FAX DATED 04/03/92

1. LAC SPECIAL REVIEW OF THE SUBJECT PROJECT NPD WAS HELD ON 5/5/92 IN A MEETING CHAIRED BY LAC/DR AND INCLUDING PARTICIPANTS FROM GC, FHA, OFDA, OPP AND CAR. SUBSEQUENT CONSULTATIONS WERE HELD WITH DAA/LAC. DELEGATION OF AUTHORITY WAS WITHHELD BY AA/LAC PENDING RECEIPT IN AID/W OF ADDITIONAL INFORMATION ON PROJECT DESIGN, AS NOTED BELOW. BUREAU IS AWARE OF THE IMPORTANCE OF THIS PROJECT FOR THE EFFICIENT DELIVERY OF HUMANITARIAN FOOD ASSISTANCE AND WILL MAKE EVERY EFFORT TO EXPEDITE LAC FINAL REVIEW.

2. ISSUES REQUIRING ADDITIONAL MISSION FEEDBACK

(A) SIZE OF THE FEEDING PROGRAM: PER AUTHORITY EMBODIED IN AA/LAC ACTION MEMO ON HUMANITARIAN FOOD ASSISTANCE, DATED 1/10/92, BUREAU EXPECTATIONS TO DATE WERE THAT WE FOCUSSED ON REACHING UP TO 500,000 BENEFICIARIES WITH THE CURRENT FEEDING PROGRAM. THE PROJECT NPD PROPOSES TO INCREASE THAT NUMBER TO 750,000. WHILE LAC IS RECEPTIVE

TO THIS PROPOSAL, THE NATURE OF OUR OPERATIONS IN HAITI AND THE NEED TO USE THE APPROVED INTERIM PLAN AS A FRAMEWORK FOR MISSION IMPLEMENTATION NECESSITATES SPECIFIC ADDITIONAL PRIOR CONSULTATION WITH AA/LAC BEFORE MOVING FORWARD WITH A LARGER PROGRAM.

BASED ON THE NPD SUBMISSION AND RECENT REF FAX, AND GIVEN CURRENT DIFFICULTIES IN REACHING THE EVEN MORE MODEST 500,000 BENEFICIARY LEVEL, BUREAU WOULD LIKE THE MISSION TO EXAMINE PVO CONSTRAINTS IN THE FOOD DELIVERY SYSTEM AND PROVIDE WASHINGTON WITH INFORMATION ON WHAT STEPS NEED TO BE TAKEN TO REACH THE TARGET BENEFICIARY LEVEL. AA/LAC REQUESTS THAT MISSION FURNISH A CLEARER STATEMENT OF RATIONALE AND IMPLEMENTATION STRATEGY ENVISAGED FOR THIS PROGRAM EXPANSION.

(B) PROJECT BUDGET: THE NPD PROPOSES A THREE-YEAR, DOLS 20 MILLION PROJECT WHICH INCLUDES DOLS 13 MILLION FOR PVO

MANAGEMENT COSTS AND DOLS 2 MILLION FOR MISSION ANCILLARY COSTS. CURRENT UNCERTAINTIES ON BUDGET AND FOOD AID AVAILABILITY, AN EVOLVING USG POSTURE TOWARD THE HAITIAN POLITICAL SITUATION, AND THE NECESSARILY CLOSE RELATIONSHIP BETWEEN PROJECT-FUNDED PVO MANAGEMENT COSTS AND THOSE OF OUT-YEAR AVAILABILITIES OF FOOD AID, LEAD TO BUREAU RECOMMENDATION FOR A YEAR-BY-YEAR APPROACH TO PROJECT FUNDING OF PVO MANAGEMENT COSTS. THIS APPROACH WOULD AUTHORIZE A DOLS 5 MILLION LEVEL FOR PVO MANAGEMENT COSTS IN THE FIRST YEAR OF THE PROJECT, WITH SUBSEQUENT ADDITIONS AUTHORIZED BY AMENDMENT AS OUTYEAR FOOD AID NEEDS AND AVAILABILITIES BECOME KNOWN. BECAUSE OF OUR UNDERSTANDING THAT SELECTED ASPECTS OF MISSION ANCILLARY COSTS (E.G. MONITORING SYSTEM AND STAFF CONTRACTS) WOULD PROBABLY BE REQUIRED UNDER ANY FOOD AID SCENARIO, IT MAY BE APPROPRIATE FOR PP DESIGN TO BE BUILT AROUND ORIGINAL 3-YEAR TIMEFRAME FOR THE ANCILLARY COSTS ONLY. THIS WOULD RESULT IN A LOP DOLS 3 MILLION AUTHORIZATION (DOLS 5 MILLION FOR PVO MANAGEMENT AND DOLS 2 MILLION FOR ANCILLARY COSTS) IN THE INITIAL YEAR. REVISED MISSION PROPOSAL SHOULD REFLECT THIS FUNDING APPROACH.

A SECOND BUDGET ISSUE RAISED IN BUREAU REVIEW ADDRESSES THE SIZE OF DA DOLLAR RESOURCES (PRESUMABLY ALMOST EXCLUSIVELY CONVERTED TO LOCAL CURRENCY) NEEDED FOR THE PROJECT TO SUPPORT PVO FOOD PROGRAM MANAGEMENT ACTIVITIES. THREE POSSIBLE ALTERNATIVE FUNDING SOURCES WERE IDENTIFIED IN THE BUREAU REVIEW, ANY OF WHICH COULD HELP TO REDUCE PROJECT DEPENDENCE ON SCARCE BUREAU DA FUNDS:

- CENTRALLY FUNDED 202(3) GRANT FUNDS: FHA REPORTS THAT PVOS OPERATING IN HAITI RECENTLY RECEIVED (4/1/92 - 9/30/92) DOLS 230,377 AND ARE CANDIDATES IN FY 93 FOR DOLS 439,000. FYI, 202(3) AVAILABILITIES WORLD-WIDE ARE IN THE DOLS 10-13.5 MILLION RANGE FOR FY 93.

- INSTITUTIONAL SUPPORT GRANTS: PVOS OPERATING IN HAITI RECEIVED DOLS 120,395 FOR THE PERIOD 4/92 - 4/93 IN ISG.

- MONETIZATION OF PART OF THE TITLE II FOOD PROGRAM: A PORTION OF THE TITLE II COMMODITIES COULD BE MONETIZED TO SUPPORT PVO MANAGEMENT COSTS. THIS WOULD ALSO APPLY EQUALLY TO THE USE OF TITLE III RESOURCES SHOULD THEY BECOME AVAILABLE IN THE FUTURE.

AA/LAC REQUESTS CLEARER STATEMENT FROM MISSION ON EACH OF THESE FUNDING OPTIONS AND HOW THEY WILL BE FACTORED INTO

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OVERALL PROJECT FUNDING AND DECISION MAKING.

3. ISSUES NOT REQUIRING FEEDBACK, BUT PROVIDED TO MISSION FOR GUIDANCE IN PROJECT DESIGN

(A) LOCAL CURRENCY AVAILABILITY: A POLITICAL RESOLUTION WOULD ALLOW ACCESS TO EXISTING LOCAL CURRENCY NORMALLY USED TO SUPPORT PVO MANAGEMENT COSTS. IRRESPECTIVE OF THE TIMEFRAME ULTIMATELY ADOPTED FOR THE PROJECT, THE PP SHOULD CONTAIN CLEAR CONTINGENCY PLANNING ON THE EXPECTED USE OF PROJECT FUNDS (DE-OB, REALLOCATION) IN THE EVENT THIS LOCAL CURRENCY BECOMES AVAILABLE.

(B) PURPOSE STATEMENT: THE NPD'S PURPOSE STATEMENT USES LANGUAGE QUOTE TO INCREASE THE AVAILABILITY OF AND ACCESS TO FOOD... UNQUOTE, LEAVING THE IMPRESSION THAT THIS PROJECT ACTUALLY PROVIDES ADDITIONAL FUNDING FOR FOOD. FINAL PP LANGUAGE SHOULD EXPLICITLY REFLECT THE STRATEGIC INTENT OF THE PROJECT IN A TRANSPARENT AND MEASURABLE MANNER THAT EOPS ARE MEASURABLY LINKED TO THE STATEMENT.

(C) SUMMER FEEDING: IT IS UNCLEAR HOW THE SCHOOL-BASED SUMMER WET FEEDING PROGRAM WILL BE CARRIED OUT WHEN SCHOOL IS NOT IN SESSION. CLARIFICATION SHOULD BE CONTAINED IN THE PP.

(D) PD&S FUNDS: THE NPD INDICATES THAT IT IS THE MISSION'S INTENTION TO USE PD&S FUNDS FOR PROJECT IMPLEMENTATION, ALTHOUGH THE INTENDED USES ARE NOT CLEAR. IN LIGHT OF THE STATED PURPOSES FOR THE PD&S MONIES (IN

THE A.I.D. HANDBOOK AND IN OUR NOTIFICATION TO CONGRESS), MISSION MUST JUSTIFY THE USE OF SUCH FUNDS IN THIS PROJECT.

(E) EMERGENCY FUNDS: THE SUPPLEMENTAL EMERGENCY REQUEST FOR DOLS 5 MILLION HAS BEEN APPROVED.

4. FOR FURTHER INFORMATION ON ANY OF THESE POINTS, CONTACT SUSAN REICHLE, LAC/DR/C.

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ACT: AID-3 INFO: AMB DCM (5)

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E.O. 12356: N/A
TAGS:
SUBJECT: ENHANCING FOOD SECURITY IN HAITI PROJECT (521-0241) -- NPD REVIEW

REF: GOOSENS - HARDT FAX DATED 04/03/92

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2. ISSUES REQUIRING ADDITIONAL MISSION FEEDBACK

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TO THIS PROPOSAL, THE NATURE OF OUR OPERATIONS IN HAITI AND THE NEED TO USE THE APPROVED INTERIM PLAN AS A FRAMEWORK FOR MISSION IMPLEMENTATION NECESSITATES SPECIFIC ADDITIONAL PRIOR CONSULTATION WITH AA/LAC BEFORE MOVING FORWARD WITH A LARGER PROGRAM.

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Jme: 06/18/92

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MANAGEMENT COSTS AND DOLS 2 MILLION FOR MISSION ANCILLARY COSTS. CURRENT UNCERTAINTIES ON BUDGET AND FOOD AID AVAILABILITY, AN EVOLVING USG POSTURE TOWARD THE HAITIAN POLITICAL SITUATION, AND THE NECESSARILY CLOSE RELATIONSHIP BETWEEN PROJECT-FUNDED PVO MANAGEMENT COSTS AND THOSE OF OUT-YEAR AVAILABILITIES OF FOOD AID, LEAD TO BUREAU RECOMMENDATION FOR A YEAR-BY-YEAR APPROACH TO PROJECT FUNDING OF PVO MANAGEMENT COSTS. THIS APPROACH WOULD AUTHORIZE A DOLS 5 MILLION LEVEL FOR PVO MANAGEMENT COSTS IN THE FIRST YEAR OF THE PROJECT, WITH SUBSEQUENT ADDITIONS AUTHORIZED BY AMENDMENT AS OUTYEAR FOOD AID NEEDS AND AVAILABILITIES BECOME KNOWN. BECAUSE OF OUR UNDERSTANDING THAT SELECTED ASPECTS OF MISSION ANCILLARY COSTS (E.G. MONITORING SYSTEM AND STAFF CONTRACTS) WOULD PROBABLY BE REQUIRED UNDER ANY FOOD AID SCENARIO, IT MAY BE APPROPRIATE FOR PP DESIGN TO BE BUILT AROUND ORIGINAL 3-YEAR TIMEFRAME FOR THE ANCILLARY COSTS ONLY. THIS WOULD RESULT IN A LOP DOLS 3 MILLION AUTHORIZATION (DOLS 5 MILLION FOR PVO MANAGEMENT AND DOLS 2 MILLION FOR ANCILLARY COSTS) IN THE INITIAL YEAR. REVISED MISSION PROPOSAL SHOULD REFLECT THIS FUNDING APPROACH.

A SECOND BUDGET ISSUE RAISED IN BUREAU REVIEW ADDRESSES THE SIZE OF DA DOLLAR RESOURCES (PRESUMABLY ALMOST EXCLUSIVELY CONVERTED TO LOCAL CURRENCY) NEEDED FOR THE PROJECT TO SUPPORT PVO FOOD PROGRAM MANAGEMENT ACTIVITIES. THREE POSSIBLE ALTERNATIVE FUNDING SOURCES WERE IDENTIFIED IN THE BUREAU REVIEW, ANY OF WHICH COULD HELP TO REDUCE PROJECT DEPENDENCE ON SCARCE BUREAU DA FUNDS:

- CENTRALLY FUNDED 202(E) GRANT FUNDS: FHA REPORTS THAT PVOS OPERATING IN HAITI RECENTLY RECEIVED (4/1/92 - 9/30/92) DOLS 230,377 AND ARE CANDIDATES IN FY 93 FOR DOLS 439,000. FYI, 202(E) AVAILABILITIES WORLD-WIDE ARE IN THE DOLS 10-13.5 MILLION RANGE FOR FY 93.

- INSTITUTIONAL SUPPORT GRANTS: PVOS OPERATING IN HAITI RECEIVED DOLS 120,395 FOR THE PERIOD 4/92 - 4/93 IN ISG.

- MONETIZATION OF PART OF THE TITLE II FOOD PROGRAM: A PORTION OF THE TITLE II COMMODITIES COULD BE MONETIZED TO SUPPORT PVO MANAGEMENT COSTS. THIS WOULD ALSO APPLY EQUALLY TO THE USE OF TITLE III RESOURCES SHOULD THEY BECOME AVAILABLE IN THE FUTURE.

AA/LAC REQUESTS CLEARER STATEMENT FROM MISSION ON EACH OF THESE FUNDING OPTIONS AND HOW THEY WILL BE FACTORED INTO
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OVERALL PROJECT FUNDING AND DECISION MAKING.

3. ISSUES NOT REQUIRING FEEDBACK, BUT PROVIDED TO MISSION FOR GUIDANCE IN PROJECT DESIGN

(A) LOCAL CURRENCY AVAILABILITY: A POLITICAL RESOLUTION WOULD ALLOW ACCESS TO EXISTING LOCAL CURRENCY NORMALLY USED TO SUPPORT PVO MANAGEMENT COSTS. IRRESPECTIVE OF THE TIMEFRAME ULTIMATELY ADOPTED FOR THE PROJECT, THE PP SHOULD CONTAIN CLEAR CONTINGENCY PLANNING ON THE EXPECTED USE OF PROJECT FUNDS (DE-OB, REALLOCATION) IN THE EVENT THIS LOCAL CURRENCY BECOMES AVAILABLE.

(B) PURPOSE STATEMENT: THE NPD'S PURPOSE STATEMENT USES LANGUAGE QUOTE TO INCREASE THE AVAILABILITY OF AND ACCESS TO FOOD... UNQUOTE, LEAVING THE IMPRESSION THAT THIS PROJECT ACTUALLY PROVIDES ADDITIONAL FUNDING FOR FOOD. FINAL PP LANGUAGE SHOULD EXPLICITLY REFLECT THE STRATEGIC INTENT OF THE PROJECT IN A TRANSPARENT AND MEASURABLE MANNER THAT EOPS ARE MEASURABLY LINKED TO THE STATEMENT.

(C) SUMMER FEEDING: IT IS UNCLEAR HOW THE SCHOOL-BASED SUMMER WET FEEDING PROGRAM WILL BE CARRIED OUT WHEN SCHOOL IS NOT IN SESSION. CLARIFICATION SHOULD BE CONTAINED IN THE PP.

(D) PD&S FUNDS: THE NPD INDICATES THAT IT IS THE MISSION'S INTENTION TO USE PD&S FUNDS FOR PROJECT IMPLEMENTATION, ALTHOUGH THE INTENDED USES ARE NOT CLEAR. IN LIGHT OF THE STATED PURPOSES FOR THE PD&S MONIES (IN

THE A.I.D. HANDBOOK AND IN OUR NOTIFICATION TO CONGRESS), MISSION MUST JUSTIFY THE USE OF SUCH FUNDS IN THIS PROJECT.

(E) EMERGENCY FUNDS: THE SUPPLEMENTAL EMERGENCY REQUEST FOR DOLS 5 MILLION HAS BEEN APPROVED.

4. FOR FURTHER INFORMATION ON ANY OF THESE POINTS, CONTACT SUSAN REICHLE, LAC/DR/C.

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ANNEX B

LOGICAL FRAMEWORK MATRIX

ENHANCING FOOD SECURITY PROJECT No. 521-0241

Life Of Project: 9/92 - 8/95
LOP Funding : $ 20.0 million
FY 92 Obligation: $ 5,549.5 mill

Goal	Indicators of Goal Achievement	Means of Verification	Critical Assumptions
to enhance Haiti's food security.	1) chronic malnutrition among children under 12 years of age does not increase during the LOP in spite of economic uncertainties; 2) Haiti's annual food deficit is better defined and understood, and an interim strategy to address it is in place.	1) Project-financed surveys by CHI and other NGOs; PAHO and UNICEF annual reports. 2) Project reports and agricultural monitoring system; FAO and IICA annual reports.	Any given incumbent Haitian government does not unduly compromise the activities of U.S., international, and Haitian PVOs/NGOs or international development organizations operating in Haiti.

Purposes	End-Of-Project-Status	Means of Verification	Critical Assumptions
1) to increase access to food for nutritionally-vulnerable population groups; and	1) 80 percent of at-risk population in Haiti's most vulnerable areas receiving minimum energy requirements (KCal/day) year round;	1) Annual PVO reports; PVO/NGO and International Organization surveys and reports.	Incumbent government will allow participating PVOs to import food and to undertake nationwide programs.
2) to strengthen PVO and Haitian citizens' ability to manage effective food-assisted programs over time.	2) PVOs supported by A.I.D. and their affiliate organizations are measuring and meeting stated annual program objectives beyond simple number of persons fed;	2) Project reports; project evaluation.	PVOs can develop logistic and distribution systems to reach most vulnerable areas. PVOs can identify adequate numbers of responsive and responsible affiliate organizations to meet needs of at-risk groups.
	3) Concerned international organizations and the PVO/NGO community collaborating on an improved information system which measures food security on sub-national and real-time basis.	3) Project reports; A.I.D. monitoring.	Security conditions permit PVOs and others country-wide access.

Outputs	Objectively Verifiable Indicators	Means of Verification	Critical Assumptions
1) 4 participating PVOs provide at least one meal/day or equivalent to approximately 645,000 at-risk persons.	1) Following beneficiary levels reached or exceeded by 1/93: ADRA 115,000; CARE 139,000; CRS 147,800; and IL 243,000. These levels met or exceeded thru LOP.	1) PVO quarterly CSR/RSRs; A.I.D. inspection and monitoring; project evaluations.	Need for concessional food aid will continue to exist for at least 645,000 at-risk persons through LOP. Required levels and timing of P.L.480 Title II commodities will be provided through the life-of-the-project. Concessional food at levels required to meet beneficiary needs does not prove a disincentive to agricultural production.
2) Participating PVOs, affiliate organizations, and collaborating international/bilateral organizations develop emergency reserves and plans to assure food access in times of emergency.	2) a) A.I.D. Cooperating Sponsors establish 10 percent food reserve by 3/93; b) A.I.D. Cooperating Sponsors develop emergency response plans by 1/93; c) national-level food forum or similar develops draft comprehensive food security emergency plan by 12/92 and final by 12/93.	2) A.I.D. project monitoring.	Adequate Title II commodities available to establish and maintain emergency reserve. PVOs and others will work together to develop practical and mutually-agreeable emergency response plan. Means for financing possible emergency feeding can be developed and implemented.
3) Distribution of U.S. PL480 Title II is more cost-effective by the end of the project.	3) a) all 4 PVOs have decreased cost-per-beneficiary for regular program by 1/95; b) all 4 PVOs meet stated objectives for Support Goals as articulated in FY 93-FY 95 MYOP; c) Monetization provides secure funding base for local operating costs of the feeding program by end of project.	3) PVO quarterly and annual financial and progress reports; A.I.D. project evaluation.	Continued hyperinflation in Haiti does not preclude obtaining cost-efficiencies through improved management. The economic and/or political situation will be stable enough for PVOs to provide some attention to management efficiencies.
4) Productive infrastructure development activities successfully tested, refined, and operational through out Haiti.	4) Small infrastructure activities completed, 8 by 8/93; 28 total by 8/94; 58 total by 8/95. 90 percent maintained thru-out LOP.	4) USAID project monitoring, contractor reports	Local organizations are responsive to organizational and technical inputs for improved productive works.
5) Information system that provides early warning of nutritional risk developed and implemented.	5) a) detailed plans for system developed by 3/93; b) system operated on pilot basis by 3/94;c) system refined and fully operational by 3/95.	5) USAID PO/MU reporting.	Improved data can be collected/analyzed to provide earlier warning of nutritional risk.

Inputs

Table 5: Enhancing Food Security Project: LOP Source and Use of DA Funds by Component by Year
(In U.S. Dollars)

Line Item	YEAR ONE September 92–August 93 FX US$	YEAR ONE September 92–August 93 LC (US$ equiv)	TOTAL US$	YEAR TWO September 93–August 94 FX US$	YEAR TWO September 93–August 94 LC (US$ equiv)	TOTAL US$	YEAR THREE September 94–August 95 FX US$	YEAR THREE September 94–August 95 LC (US$ equiv)	TOTAL US$	TOTALS September 92–August95 FX US$	TOTALS September 92–August95 LC (US$ equiv)	TOTAL US$	NOTES
A. Title II Feeding Costs (excluding Farm Bill)	1,093,412	3,707,240	4,800,652	1,159,032	4,275,616	5,434,648	1,229,484	4,941,743	6,171,227	3,481,928	12,924,599	16,406,527	1
B. Prod. Infra. Component (non-additive)	357,083	222,708	579,791	397,250	278,105	675,355	417,113	318,857	735,970	1,171,446	819,670	1,992,116	2
C. Info. System Costs	255,500	62,500	318,000	327,600	77,625	405,225	343,961	89,269	433,250	927,061	229,394	1,156,475	
D. AID Management	360,500	267,950	628,450	379,050	308,143	687,193	305,393	354,364	659,757	1,044,943	930,457	1,975,400	
TOTALS	1,709,412	4,037,690	5,747,102	1,865,682	4,661,384	6,527,066	1,878,858	5,385,376	7,264,234	5,453,952	14,084,450	19,538,402	3

NOTES

1. Title II Feeding Costs represent PVO costs as detailed in Table 7 and in Annexes E and F, exclusive of Farm Bill funding.
If PL 480 LC becomes available, the maximum DA funding required is represented by the FX columns, and would be $ 3,481,928 for the LOP.

2. The Productive Infrastructure Component will only be undertaken if LC become available and is therefore not added into the DA costs.

3. Totals equal DA funds required to implement project if no PL 480 LC is available. If such LC becomes available, DA dollars required for Title II feeding by PVO's would decrease accordingly, and would be reallocated toward PIC component costs.

ANNEX C

STATUTORY CHECKLIST

5C(1) - COUNTRY CHECKLIST

Listed below are statutory criteria applicable to the eligibility of countries to receive the following categories of assistance: (A) both Development Assistance and Economic Support Funds; (B) Development Assistance funds only; or (C) Economic Support Funds only.

A. COUNTRY ELIGIBILITY CRITERIA APPLICABLE TO BOTH DEVELOPMENT ASSISTANCE AND ECONOMIC SUPPORT FUND ASSISTANCE

1. Narcotics

a. **Negative certification** (FY 1991 Appropriations Act Sec. 559(b)): Has the President certified to the Congress that the government of the recipient country is failing to take adequate measures to prevent narcotic drugs or other controlled substances which are cultivated, produced or processed illicitly, in whole or in part, in such country or transported through such country, from being sold illegally within the jurisdiction of such country to United States Government personnel or their dependents or from entering the United States unlawfully? — NO

b. **Positive certification** (FAA Sec. 481(h)). (This provision applies to assistance of any kind provided by grant, sale, loan, lease, credit, guaranty, or insurance, except assistance from the Child Survival Fund or relating to international narcotics control, disaster and refugee relief, narcotics education and awareness, or the provision of food or medicine.) If the recipient is a "major illicit drug producing country" (defined as a country producing during a fiscal year at least five metric tons of opium or 500 metric tons of coca or marijuana) or a "major drug-transit country" (defined as a country that is a significant direct source of illicit drugs significantly — Recipient is not defined as either a major illicit drug producing or a major drug transit country

affecting the United States, through which such drugs are transported, or through which significant sums of drug-related profits are laundered with the knowledge or complicity of the government):

(1) does the country have in place a bilateral narcotics agreement with the United States, or a multilateral narcotics agreement?

(2) has the President in the March 1 International Narcotics Control Strategy Report (INSCR) determined and certified to the Congress (without Congressional enactment, within 45 days of continuous session, of a resolution disapproving such a certification), or has the President determined and certified to the Congress on any other date (with enactment by Congress of a resolution approving such certification), that (a) during the previous year the country has cooperated fully with the United States or taken adequate steps on its own to satisfy the goals agreed to in a bilateral narcotics agreement with the United States or in a multilateral agreement, to prevent illicit drugs produced or processed in or transported through such country from being transported into the United States, to prevent and punish drug profit laundering in the country, and to prevent and punish bribery and other forms of public corruption which facilitate production or shipment of illicit drugs or discourage prosecution of such acts, or that (b) the vital national interests of the United States require the provision of such assistance?

c. Government Policy (1986 Anti-Drug Abuse Act of 1986 Sec. 2013(b)). (This section applies to the same categories of assistance subject to the restrictions in FAA Sec. 481(h), above.) If recipient country is a "major illicit drug producing country" or "major drug-transit country" (as defined for the purpose of FAA Sec 481(h)), has the President submitted a report to Congress listing such country as one: (a) which, as a matter of government policy, encourages or facilitates the production

N/A

or distribution of illicit drugs; (b) in which any senior official of the government engages in, encourages, or facilitates the production or distribution of illegal drugs; (c) in which any member of a U.S. Government agency has suffered or been threatened with violence inflicted by or with the complicity of any government officer; or (d) which fails to provide reasonable cooperation to lawful activities of U.S. drug enforcement agents, unless the President has provided the required certification to Congress pertaining to U.S. national interests and the drug control and criminal prosecution efforts of that country?

2. Indebtedness to U.S. citizens (FAA Sec. 620(c): If assistance is to a government, is the government indebted to any U.S. citizen for goods or services furnished or ordered where: (a) such citizen has exhausted available legal remedies, (b) the debt is not denied or contested by such government, or (c) the indebtedness arises under an unconditional guaranty of payment given by such government or controlled entity? N/A

3. Seizure of U.S. Property (FAA Sec. 620(e)(1)): If assistance is to a government, has it (including any government agencies or subdivisions) taken any action which has the effect of nationalizing, expropriating, or otherwise seizing ownership or control of property of U.S. citizens or entities beneficially owned by them without taking steps to discharge its obligations toward such citizens or entities? N/A

4. Communist countries (FAA Secs. 620(a), 620(f), 620D; FY 1991 Appropriations Act Secs. 512, 545): Is recipient country a Communist country? If so, has the President: (a) determined that assistance to the country is vital to the security of the United States, that the recipient country is not controlled by the international Communist conspiracy, and that such assistance will further promote the independence of the recipient country from international communism, or (b) removed a country from applicable NO

restrictions on assistance to communist countries upon a determination and report to Congress that such action is important to the national interest of the United States? Will assistance be provided either directly or indirectly to Angola, Cambodia, Cuba, Iraq, Libya, Vietnam, Iran or Syria? Will assistance be provided to Afghanistan without a certification, or will assistance be provided inside Afghanistan through the Soviet-controlled government of Afghanistan?

5. **Mob Action (FAA Sec. 620(j)):** Has the country permitted, or failed to take adequate measures to prevent, damage or destruction by mob action of U.S. property? — NO

6. **OPIC Investment Guaranty (FAA Sec. 620(l)):** Has the country failed to enter into an investment guaranty agreement with OPIC? — NO

7. **Seizure of U.S. Fishing Vessels (FAA Sec. 620(o); Fishermen's Protective Act of 1967 (as amended) Sec. 5):** (a) Has the country seized, or imposed any penalty or sanction against, any U.S. fishing vessel because of fishing activities in international waters? (b) If so, has any deduction required by the Fishermen's Protective Act been made? — NO

8. **Loan Default (FAA Sec. 620(q); FY 1991 Appropriations Act Sec. 518 (Brooke Amendment)):** (a) Has the government of the recipient country been in default for more than six months on interest or principal of any loan to the country under the FAA? (b) Has the country been in default for more than one year on interest or principal on any U.S. loan under a program for which the FY 1990 Appropriations Act appropriates funds? — (a) YES (b) YES

In both cases, However, Section 123(e) of the FAA of 1961, as amended, overrides other considerations and permits assistance.

9. **Military Equipment (FAA Sec. 620(s)):** If contemplated assistance is development loan or to come from Economic Support Fund, has the Administrator taken into account the percentage of the country's budget and amount of the country's foreign exchange or other resources spent on military equipment? — N/A

(Reference may be made to the annual "Taking Into Consideration" memo: "Yes, taken into account by the Administrator at time of approval of Agency OYB." This approval by the Administrator of the Operational Year Budget can be the basis for an affirmative answer during the fiscal year unless significant changes in circumstances occur.)

10. Diplomatic Relations with U.S. (FAA Sec. 620(t)): Has the country severed diplomatic relations with the United States? If so, have relations been resumed and have new bilateral assistance agreements been negotiated and entered into since such resumption? NO

11. U.N. Obligations (FAA Sec. 620(u)): What is the payment status of the country's U.N. obligations? If the country is in arrears, were such arrearages taken into account by the A.I.D. Administrator in determining the current A.I.D. Operational Year Budget? (Reference may be made to the "Taking into Consideration" memo.) Haiti is not in arrears

12. International Terrorism

a. Sanctuary and support (FY 1991 Appropriations Act Sec. 556; FAA Sec. 620A): Has the country been determined by the President to: (a) grant sanctuary from prosecution to any individual or group which has committed an act of international terrorism, or (b) otherwise support international terrorism, unless the President has waived this restriction on grounds of national security or for humanitarian reasons? NO

b. Airport Security (ISDCA of 1985 Sec. 552(b). Has the Secretary of State determined that the country is a high terrorist threat country after the Secretary of Transportation has determined, pursuant to section 1115(e)(2) of the Federal Aviation Act of 1958, that an airport in the country does not maintain and administer effective security measures? NO

13. **Discrimination (FAA Sec. 666(b)):** Does the country object, on the basis of race, religion, national origin or sex, to the presence of any officer or employee of the U.S. who is present in such country to carry out economic development programs under the FAA?	NO
14. **Nuclear Technology (FAA Secs. 669, 670):** Has the country, after August 3, 1977, delivered to any other country or received nuclear enrichment or reprocessing equipment, materials, or technology, without specified arrangements or safeguards, and without special certification by the President? Has it transferred a nuclear explosive device to a non-nuclear weapon state, or if such a state, either received or detonated a nuclear explosive device? If the country is a non-nuclear weapon state, has it, on or after August 8, 1985, exported (or attempted to export) illegally from the United States any material, equipment, or technology which would contribute significantly to the ability of a country to manufacture a nuclear explosive device? (FAA Sec. 620E permits a special waiver of Sec. 669 for Pakistan.)	NO
15. **Algiers Meeting (ISDCA of 1981, Sec. 720):** Was the country represented at the Meeting of Ministers of Foreign Affairs and Heads of Delegations of the Non-Aligned Countries to the 36th General Assembly of the U.N. on Sept. 25 and 28, 1981, and did it fail to disassociate itself from the communique issued? If so, has the President taken it into account? (Reference may be made to the "Taking into Consideration" memo.)	N/A
16. **Military Coup (FY 1991 Appropriations Act Sec. 513):** Has the duly elected Head of Government of the country been deposed by military coup or decree? If assistance has been terminated, has the President notified Congress that a democratically elected government has taken office prior to the resumption of assistance?	YES For the purposes of this project, however Section 123(e) of the FAA of 1961, as amended, permits continuing assistance to PVO progra

17. Refugee Cooperation (FY 1991 Appropriations Act Sec. 539): Does the recipient country fully cooperate with the international refugee assistance organizations, the United States, and other governments in facilitating lasting solutions to refugee situations, including resettlement without respect to race, sex, religion, or national origin? YES

18. Exploitation of Children (FY 1991 Appropriations Act Sec. 599D, amending FAA Sec. 116): Does the recipient government fail to take appropriate and adequate measures, within its means, to protect children from exploitation, abuse or forced conscription into military or paramilitary services? NO

B. COUNTRY ELIGIBILITY CRITERIA APPLICABLE ONLY TO DEVELOPMENT ASSISTANCE ("DA")

1. Human Rights Violations (FAA Sec. 116): Has the Department of State determined that this government has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, can it be demonstrated that contemplated assistance will directly benefit the needy? NO

2. Abortions (FY 1991 Appropriations Act Sec. 535): Has the President certified that use of DA funds by this country would violate any of the prohibitions against use of funds to pay for the performance of abortions as a method of family planning, to motivate or coerce any person to practice abortions, to pay for the performance of involuntary sterilization as a method of family planning, to coerce or provide any financial incentive to any person to undergo sterilizations, to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilization as a means of family planning? NO

C. COUNTRY ELIGIBILITY CRITERIA APPLICABLE ONLY TO ECONOMIC SUPPORT FUNDS ("ESF")

Human Rights Violations (FAA Sec. 502B): Has it been determined that the country has engaged in a consistent pattern of gross violations of internationally recognized human rights? If so, has the President found that the country made such significant improvement in its human rights record that furnishing such assistance is in the U.S. national interest?	N/A

5C(2) - ASSISTANCE CHECKLIST

Listed below are statutory criteria applicable to the assistance resources themselves, rather than to the eligibility of a country to receive assistance. This section is divided into three parts. Part A includes criteria applicable to both Development Assistance and Economic Support Fund resources. Part B includes criteria applicable only to Development Assistance resources. Part C includes criteria applicable only to Economic Support Funds.

CROSS REFERENCE: IS COUNTRY CHECKLIST UP TO DATE? YES

A. CRITERIA APPLICABLE TO BOTH DEVELOPMENT ASSISTANCE AND ECONOMIC SUPPORT FUNDS

1. **Host Country Development Efforts** (FAA Sec. 601(a)): Information and conclusions on whether assistance will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture, and commerce; and (f) strengthen free labor unions.

1. The proposed project will encourage private group initiative for managing food-assisted programs.

2. **U.S. Private Trade and Investment** (FAA Sec. 601(b)): Information and conclusions on how assistance will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).

N/A

3. Congressional Notification

a. General requirement (FY 1991 Appropriations Act Secs. 523 and 591; FAA Sec. 634A): If money is to be obligated for an activity not previously justified to Congress, or for an amount in excess of amount previously justified to Congress, has Congress been properly notified (unless the notification requirement has been waived because of substantial risk to human health or welfare)? YES

b. Notice of new account obligation (FY 1991 Appropriations Act Sec. 514): If funds are being obligated under an appropriation account to which they were not appropriated, has the President consulted with and provided a written justification to the House and Senate Appropriations Committees and has such obligation been subject to regular notification procedures? N/A

c. Cash transfers and nonproject sector assistance (FY 1991 Appropriations Act Sec. 575(b)(3)): If funds are to be made available in the form of cash transfer or nonproject sector assistance, has the Congressional notice included a detailed description of how the funds will be used, with a discussion of U.S. interests to be served and a description of any economic poolicy reforms to be promoted? N/A

4. Engineering and Financial Plans (FAA Sec. 611(a)): Prior to an obligation in excess of $500,000, will there be: (a) engineering, financial or other plans necessary to carry out the assistance; and (b) a reasonably firm estimate of the cost to the U.S. of the assistance? YES

5. Legislative Action (FAA Sec. 611(a)(2)): If legislative action is required within recipient country with respect to an obligation in excess of $500,000, what is the basis for a reasonable expectation that such action will be completed in time to permit orderly accomplishment of the purpose of the assistance? N/A

6. **Water Resources (FAA Sec. 611(b); FY 1991 Appropriations Act Sec. 501): If project is for water or water-related land resource construction, have benefits and costs been computed to the extent practicable in accordance with the principles, standards, and procedures established pursuant to the Water Resources Planning Act (42 U.S.C. 1962, *et seq.*)? (See A.I.D. Handbook 3 for guidelines.)**	N/A
7. **Cash Transfer and Sector Assistance (FY 1991 Appropriations Act Sec. 575(b)): Will cash transfer or nonproject sector assistance be maintained in a separate account and not commingled with other funds (unless such requirements are waived by Congressional notice for nonproject sector assistance)?**	N/A
8. **Capital Assistance (FAA Sec. 611(e)): If project is capital assistance (*e.g.*, construction), and total U.S. assistance for it will exceed $1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability to maintain and utilize the project effectively?**	N/A
9. **Multiple Country Objectives (FAA Sec. 601(a)): Information and conclusions on whether projects will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; (c) encourage development and use of cooperatives, credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.**	The proposed project will encourage private group initiative for managing food-assisted programs.
10. **U.S. Private Trade (FAA Sec. 601(b)): Information and conclusions on how project will encourage U.S. private trade and investment abroad and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).**	N/A

11. **Local Currencies**

a. Recipient Contributions (FAA Secs. 612(b), 636(h)): Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services, and foreign currencies owned by the U.S. are utilized in lieu of dollars.

As described in Section 3, use of local currency will maximized.

b. U.S.-Owned Currency (FAA Sec. 612(d)): Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?

NO

c. Separate Account (FY 1991 Appropriations Act Sec. 575). If assistance is furnished to a foreign government under arrangements which result in the generation of local currencies:

N/A

(1) Has A.I.D. (a) required that local currencies be deposited in a separate account established by the recipient government, (b) entered into an agreement with that government providing the amount of local currencies to be generated and the terms and conditions under which the currencies so deposited may be utilized, and (c) established by agreement the responsibilities of A.I.D. and that government to monitor and account for deposits into and disbursements from the separate account?

(2) Will such local currencies, or an equivalent amount of local currencies, be used only to carry out the purposes of the DA or ESF chapters of the FAA (depending on which chapter is the source of the assistance) or for the administrative requirements of the United States Government?

(3) Has A.I.D. taken all appropriate steps to ensure that the equivalent of local currencies disbursed from the separate account are used for the agreed purposes?

(4) If assistance is terminated to a country, will any unencumbered balances of funds remaining in a separate account be disposed of for purposes agreed to by the recipient government and the United States Government?

12. Trade Restrictions

a. Surplus Commodities (FY 1991 Appropriations Act Sec. 521(a)): If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity? N/A

b. Textiles (Lautenberg Amendment) (FY 1991 Appropriations Act Sec. 521(c)): Will the assistance (except for programs in Caribbean Basin Initiative countries under U.S. Tariff Schedule "Section 807," which allows reduced tariffs on articles assembled abroad from U.S.-made components) be used directly to procure feasibility studies, prefeasibility studies, or project profiles of potential investment in, or to assist the establishment of facilities specifically designed for, the manufacture for export to the United States or to third country markets in direct competition with U.S. exports, of textiles, apparel, footwear, handbags, flat goods (such as wallets or coin purses worn on the person), work gloves or leather wearing apparel? NO

13. Tropical Forests (FY 1991 Appropriations Act Sec. 533(c)(3)): Will funds be used for any program, project or activity which would (a) result in any significant loss of tropical forests, or (b) involve industrial timber extraction in primary tropical forest areas? NO

14. Sahel Accounting (FAA Sec. 121(d)): If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (either dollars or local currency generated therefrom)? N/A

15. PVO Assistance

a. Auditing and registration (FY 1991 Appropriations Act Sec. 537): If assistance is being made available to a PVO, has that organization provided upon timely request any document, file, or record necessary to the auditing requirements of A.I.D., and is the PVO registered with A.I.D.? YES

b. Funding sources (FY 1991 Appropriations Act, Title II, under heading "Private and Voluntary Organizations"): If assistance is to be made to a United States PVO (other than a cooperative development organization), does it obtain at least 20 percent of its total annual funding for international activities from sources other than the United States Government? YES

16. Project Agreement Documentation (State Authorization Sec. 139 (as interpreted by conference report)): Has confirmation of the date of signing of the project agreement, including the amount involved, been cabled to State L/T and A.I.D. LEG within 60 days of the agreement's entry into force with respect to the United States, and has the full text of the agreement been pouched to those same offices? (See Handbook 3, Appendix 6G for agreements covered by this provision). N/A

17. Metric System (Omnibus Trade and Competitiveness Act of 1988 Sec. 5164, as interpreted by conference report, amending Metric Conversion Act of 1975 Sec. 2, and as implemented through A.I.D. policy): Does the assistance activity use the metric system of measurement in its procurements, grants, and other business-related activities, except to the YES

extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms? Are bulk purchases usually to be made in metric, and are components, subassemblies, and semi-fabricated materials to be specified in metric units when economically available and technically adequate? Will A.I.D. specifications use metric units of measure from the earliest programmatic stages, and from the earliest documentation of the assistance processes (for example, project papers) involving quantifiable measurements (length, area, volume, capacity, mass and weight), through the implementation stage?

18. Women in Development (FY 1991 Appropriations Act, Title II, under heading "Women in Development"): Will assistance be designed so that the percentage of women participants will be demonstrably increased? — YES

19. Regional and Multilateral Assistance (FAA Sec. 209): Is assistance more efficiently and effectively provided through regional or multilateral organizations? If so, why is assistance not so provided? Information and conclusions on whether assistance will encourage developing countries to cooperate in regional development programs. — NO

20. Abortions (FY 1991 Appropriations Act, Title II, under heading "Population, DA," and Sec. 525):

a. Will assistance be made available to any organization or program which, as determined by the President, supports or participates in the management of a program of coercive abortion or involuntary sterilization? — NO

b. Will any funds be used to lobby for abortion? — NO

21. Cooperatives (FAA Sec. 111): Will assistance help develop cooperatives especially by technical assistance, to assist rural and urban poor to help themselves toward a better life? — Some assistance to the independent (NGO) sector in Haiti may reach cooperatives.

22. U.S.-Owned Foreign Currencies

a. Use of currencies (FAA Secs. 612(b), 636(h); FY 1991 Appropriations Act Secs. 507, 509): Describe steps taken to assure that, to the maximum extent possible, foreign currencies owned by the U.S. are utilized in lieu of dollars to meet the cost of contractual and other services.

Section 3 details how local currency will be maximized. At this point in time, no U.S.-owned local currency is available for this project.

b. Release of currencies (FAA Sec. 612(d)): Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?

N/A

23. Procurement

a. Small business (FAA Sec. 602(a)): Are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed?

Project will be implemented through U.S. NGOs who will follow established procurement practices.

b. U.S. procurement (FAA Sec. 604(a)): Will all procurement be from the U.S. except as otherwise determined by the President or determined under delegation from him?

YES

c. Marine insurance (FAA Sec. 604(d)): If the cooperating country discriminates against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company?

N/A

d. Non-U.S. agricultural procurement (FAA Sec. 604(e)): If non-U.S. procurement of agricultural commodity or product thereof is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could not reasonably be procured in U.S.)

N/A

e. Construction or engineering services (FAA Sec. 604(g)): Will construction or engineering services be procured from firms of advanced developing countries which are otherwise eligible

N/A

under Code 941 and which have attained a competitive capability in international markets in one of these areas? (Exception for those countries which receive direct economic assistance under the FAA and permit United States firms to compete for construction or engineering services financed from assistance programs of these countries.)

f. Cargo preference shipping (FAA Sec. 603)): Is the shipping excluded from compliance with the requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 percent of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S. flag commercial vessels to the extent such vessels are available at fair and reasonable rates?

Not excluded

g. Technical assistance (FAA Sec. 621(a)): If technical assistance is financed, will such assistance be furnished by private enterprise on a contract basis to the fullest extent practicable? Will the facilities and resources of other Federal agencies be utilized, when they are particularly suitable, not competitive with private enterprise, and made available without undue interference with domestic programs?

Project will be implemented through assistance instruments with NGOs/PVOs.

Not suitable.

h. U.S. air carriers (International Air Transportation Fair Competitive Practices Act, 1974): If air transportation of persons or property is financed on grant basis, will U.S. carriers be used to the extent such service is available?

YES

i. Termination for convenience of U.S. Government (FY 1991 Appropriations Act Sec. 504): If the U.S. Government is a party to a contract for procurement, does the contract contain a provision authorizing termination of such contract for the convenience of the United States?

YES

j. Consulting services (FY 1991 Appropriations Act Sec. 524): If assistance is for consulting service through procurement contract pursuant to 5 U.S.C. 3109, are contract expenditures a matter of public record and available for public inspection (unless otherwise provided by law or Executive order)? YES

k. Metric conversion (Omnibus Trade and Competitiveness Act of 1988, as interpreted by conference report, amending Metric Conversion Act of 1975 Sec. 2, and as implemented through A.I.D. policy): Does the assistance program use the metric system of measurement in its procurements, grants, and other business-related activities, except to the extent that such use is impractical or is likely to cause significant inefficiencies or loss of markets to United States firms? Are bulk purchases usually to be made in metric, and are components, subassemblies, and semi-fabricated materials to be specified in metric units when economically available and technically adequate? Will A.I.D. specifications use metric units of measure from the earliest programmatic stages, and from the earliest documentation of the assistance processes (for example, project papers) involving quantifiable measurements (length, area, volume, capacity, mass and weight), through the implementation stage? YES

l. Competitive Selection Procedures (FAA Sec. 601(e)): Will the assistance utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise? YES

24. Construction

a. Capital project (FAA Sec. 601(d)): If capital (e.g., construction) project, will U.S. engineering and professional services be used? N/A

b. Construction contract (FAA Sec. 611(c)): If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable? N/A

c. Large projects, Congressional approval (FAA Sec. 620(k)): If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed $100 million (except for productive enterprises in Egypt that were described in the Congressional Presentation), or does assistance have the express approval of Congress? N/A

25. U.S. Audit Rights (FAA Sec. 301(d)): If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights? N/A

26. Communist Assistance (FAA Sec. 620(h). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interests of the United States, promotes or assists the foreign aid projects or activities of the Communist-bloc countries? N/A

27. Narcotics

a. Cash reimbursements (FAA Sec. 483): Will arrangements preclude use of financing to make reimbursements, in the form of cash payments, to persons whose illicit drug crops are eradicated? YES

b. Assistance to narcotics traffickers (FAA Sec. 487): Will arrangements take "all reasonable steps" to preclude use of financing to or through individuals or entities which we know or have reason to believe have either: (1) been convicted of a violation of any law or regulation of the United States or a foreign country relating to narcotics (or other controlled substances); or (2) been an illicit trafficker in, or otherwise involved in the illicit trafficking of, any such controlled substance? YES

28. **Expropriation and Land Reform** (FAA Sec. 620(g)): Will assistance preclude use of financing to compensate owners for expropriated or nationalized property, except to compensate foreign nationals in accordance with a land reform program certified by the President? YES

29. **Police and Prisons** (FAA Sec. 660): Will assistance preclude use of financing to provide training, advice, or any financial support for police, prisons, or other law enforcement forces, except for narcotics programs? YES

30. **CIA Activities** (FAA Sec. 662): Will assistance preclude use of financing for CIA activities? YES

31. **Motor Vehicles** (FAA Sec. 636(i)): Will assistance preclude use of financing for purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained? YES

32. **Military Personnel** (FY 1991 Appropriations Act Sec. 503): Will assistance preclude use of financing to pay pensions, annuities, retirement pay, or adjusted service compensation for prior or current military personnel? YES

33. **Payment of U.N. Assessments** (FY 1991 Appropriations Act Sec. 505): Will assistance preclude use of financing to pay U.N. assessments, arrearages or dues? YES

34. **Multilateral Organization Lending** (FY 1991 Appropriations Act Sec. 506): Will assistance preclude use of financing to carry out provisions of FAA section 209(d) (transfer of FAA funds to multilateral organizations for lending)? YES

35. **Export of Nuclear Resources** (FY 1991 Appropriations Act Sec. 510): Will assistance preclude use of financing to finance the export of nuclear equipment, fuel, or technology? YES

36. **Repression of Population (FY 1991 Appropriations Act Sec. 511): Will assistance preclude use of financing for the purpose of aiding the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights?** YES

37. **Publicity or Propoganda (FY 1991 Appropriations Act Sec. 516): Will assistance be used for publicity or propaganda purposes designed to support or defeat legislation pending before Congress, to influence in any way the outcome of a political election in the United States, or for any publicity or propaganda purposes not authorized by Congress?** NO

38. **Marine Insurance (FY 1991 Appropriations Act Sec. 563): Will any A.I.D. contract and solicitation, and subcontract entered into under such contract, include a clause requiring that U.S. marine insurance companies have a fair opportunity to bid for marine insurance when such insurance is necessary or appropriate?** YES

39. **Exchange for Prohibited Act (FY 1991 Appropriations Act Sec. 569): Will any assistance be provided to any foreign government (including any instrumentality or agency thereof), foreign person, or United States person in exchange for that foreign government or person undertaking any action which is, if carried out by the United States Government, a United States official or employee, expressly prohibited by a provision of United States law?** NO

B. CRITERIA APPLICABLE TO DEVELOPMENT ASSISTANCE ONLY

1. **Agricultural Exports (Bumpers Amendment) (FY 1991 Appropriations Act Sec. 521(b), as interpreted by conference report for original enactment): If assistance is for agricultural development activities (specifically, any testing or breeding feasibility study, variety improvement or introduction, consultancy, publication, conference, or training), are such activities: (1) specifically and principally designed to increase agricultural exports by the host country to a country other than the United States, where the export would lead to direct competition in that third country with exports of a similar commodity grown or produced in the United States, and can the activities reasonably be expected to cause substantial injury to U.S. exporters of a similar agricultural commodity; or (2) in support of research that is intended primarily to benefit U.S. producers?**	N/A
2. **Tied Aid Credits** (FY 1991 Appropriations Act, Title II, under heading "Economic Support Fund"): Will DA funds be used for tied aid credits?	NO
3. **Appropriate Technology** (FAA Sec. 107): Is special emphasis placed on use of appropriate technology (defined as relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor)?	N/A
4. **Indigenous Needs and Resources** (FAA Sec. 281(b)): Describe extent to which the activity recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civic education and training in skills required for effective participation in governmental and political processes essential to self-government.	The project will seek to encourage greater civic participation in democratic decision-making in Haiti's political and economic development.

5. **Economic Development (FAA Sec. 101(a)): Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase of productive capacities and self-sustaining economic growth?**	If implemented, the Productive Infrastructure Component will promote economic growth
6. **Special Development Emphases (FAA Secs. 102(b), 113, 281(a)): Describe extent to which activity will: (a) effectively involve the poor in development by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, dispersing investment from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using appropriate U.S. institutions; (b) encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries.**	For (a),(d), there will be an indirect impact; for (b), (c) specific project components may promote democratic private and local governmenta institutions, and all project components will promote self-help efforts.
7. **Recipient Country Contribution (FAA Secs. 110, 124(d)): Will the recipient country provide at least 25 percent of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or is the latter cost-sharing requirement being waived for a "relatively least developed" country)?**	YES
8. **Benefit to Poor Majority (FAA Sec. 128(b)): If the activity attempts to increase the institutional capabilities of private organizations or the government of the country, or if it attempts to stimulate scientific and technological research, has it been designed and will it be monitored to ensure that the ultimate beneficiaries are the poor majority?**	YES

9. Abortions (FAA Sec. 104(f); FY 1991 Appropriations Act, Title II, under heading "Population, DA," and Sec. 535):

a. Are any of the funds to be used for the performance of abortions as a method of family planning or to motivate or coerce any person to practice abortions? NO

b. Are any of the funds to be used to pay for the performance of involuntary sterilization as a method of family planning or to coerce or provide any financial incentive to any person to undergo sterilizations? NO

c. Are any of the funds to be made available to any organization or program which, as determined by the President, supports or participates in the management of a program of coercive abortion or involuntary sterilization? NO

d. Will funds be made available only to voluntary family planning projects which offer, either directly or through referral to, or information about access to, a broad range of family planning methods and services? N/A

e. In awarding grants for natural family planning, will any applicant be discriminated against because of such applicant's religious or conscientious commitment to offer only natural family planning? N/A

f. Are any of the funds to be used to pay for any biomedical research which relates, in whole or in part, to methods of, or the performance of, abortions or involuntary sterilization as a means of family planning? NO

g. Are any of the funds to be made available to any organization if the President certifies that the use of these funds by such organization would violate any of the above provisions related to abortions and involuntary sterilization? NO

10. **Contract Awards (FAA Sec. 601(e)):** Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise? — YES

11. **Disadvantaged Enterprises (FY 1991 Appropriations Act Sec. 567):** What portion of the funds will be available only for activities of economically and socially disadvantaged enterprises, historically black colleges and universities, colleges and universities having a student body in which more than 40 percent of the students are Hispanic Americans, and private and voluntary organizations which are controlled by individuals who are black Americans, Hispanic Americans, or Native Americans, or who are economically or socially disadvantaged (including women)? — No funds will be specifica reserved for these activit organizations.

12. **Biological Diversity (FAA Sec. 119(g):** Will the assistance: (a) support training and education efforts which improve the capacity of recipient countries to prevent loss of biological diversity; (b) be provided under a long-term agreement in which the recipient country agrees to protect ecosystems or other wildlife habitats; (c) support efforts to identify and survey ecosystems in recipient countries worthy of protection; or (d) by any direct or indirect means significantly degrade national parks or similar protected areas or introduce exotic plants or animals into such areas? — N/A

13. **Tropical Forests (FAA Sec. 118; FY 1991 Appropriations Act Sec. 533(c)-(e) & (g)):**

a. **A.I.D. Regulation 16:** Does the assistance comply with the environmental procedures set forth in A.I.D. Regulation 16? — YES

b. **Conservation:** Does the assistance place a high priority on conservation and sustainable management of tropical forests? Specifically, does the assistance, to the fullest extent — N/A

feasible: (1) stress the importance of conserving and sustainably managing forest resources; (2) support activities which offer employment and income alternatives to those who otherwise would cause destruction and loss of forests, and help countries identify and implement alternatives to colonizing forested areas; (3) support training programs, educational efforts, and the establishment or strengthening of institutions to improve forest management; (4) help end destructive slash-and-burn agriculture by supporting stable and productive farming practices; (5) help conserve forests which have not yet been degraded by helping to increase production on lands already cleared or degraded; (6) conserve forested watersheds and rehabilitate those which have been deforested; (7) support training, research, and other actions which lead to sustainable and more environmentally sound practices for timber harvesting, removal, and processing; (8) support research to expand knowledge of tropical forests and identify alternatives which will prevent forest destruction, loss, or degradation; (9) conserve biological diversity in forest areas by supporting efforts to identify, establish, and maintain a representative network of protected tropical forest ecosystems on a worldwide basis, by making the establishment of protected areas a condition of support for activities involving forest clearance or degradation, and by helping to identify tropical forest ecosystems and species in need of protection and establish and maintain appropriate protected areas; (10) seek to increase the awareness of U.S. Government agencies and other donors of the immediate and long-term value of tropical forests; (11) utilize the resources and abilities of all relevant U.S. government agencies; (12) be based upon careful analysis of the alternatives available to achieve the best sustainable use of the land; and (13) take full account of the environmental impacts of the proposed activities on biological diversity?

N/A

c. Forest degradation: Will assistance be used for: (1) the procurement or use of logging equipment, unless an environmental assessment indicates that all timber harvesting operations involved will be conducted in an environmentally sound manner and that the proposed activity will produce positive economic benefits and sustainable forest management systems; (2) actions which will significantly degrade national parks or similar protected areas which contain tropical forests, or introduce exotic plants or animals into such areas; (3) activities which would result in the conversion of forest lands to the rearing of livestock; (4) the construction, upgrading, or maintenance of roads (including temporary haul roads for logging or other extractive industries) which pass through relatively undergraded forest lands; (5) the colonization of forest lands; or (6) the construction of dams or other water control structures which flood relatively undergraded forest lands, unless with respect to each such activity an environmental assessment indicates that the activity will contribute significantly and directly to improving the livelihood of the rural poor and will be conducted in an environmentally sound manner which supports sustainable development? N/A

d. Sustainable forestry: If assistance relates to tropical forests, will project assist countries in developing a systematic analysis of the appropriate use of their total tropical forest resources, with the goal of developing a national program for sustainable forestry? N/A

e. Environmental impact statements: Will funds be made available in accordance with provisions of FAA Section 117(c) and applicable A.I.D. regulations requiring an environmental impact statement for activities significantly affecting the environment? N/A

14. Energy (FY 1991 Appropriations Act Sec. 533(c)): If assistance relates to energy, will such assistance focus on: (a) end-use energy efficiency, least-cost energy planning, and renewable energy resources, and (b) the key countries where assistance would have the greatest impact on reducing emissions from greenhouse gases? N/A

15. Sub-Saharan Africa Assistance (FY 1991 Appropriations Act Sec. 562, adding a new FAA chapter 10 (FAA Sec. 496)): If assistance will come from the Sub-Saharan Africa DA account, is it: (a) to be used to help the poor majority in Sub-Saharan Africa through a process of long-term development and economic growth that is equitable, participatory, environmentally sustainable, and self-reliant; (b) to be used to promote sustained economic growth, encourage private sector development, promote individual initiatives, and help to reduce the role of central governments in areas more appropriate for the private sector; (c) being provided in accordance with the policies contained in FAA section 102; (d) being provided in close consultation with African, United States and other PVOs that have demonstrated effectiveness in the promotion of local grassroots activities on behalf of long-term development in Sub-Saharan Africa; (e) being used to promote reform of sectoral economic policies, to support the critical sector priorities of agricultural production and natural resources, health, voluntary family planning services, education, and income generating opportunities, to bring about appropriate sectoral restructuring of the Sub-Saharan African economies, to support reform in public administration and finances and to establish a favorable environment for individual enterprise and self-sustaining development, and to take into account, in assisted policy reforms, the need to protect vulnerable groups; (f) being used to increase agricultural production in ways that protect and restore the natural resource base, especially food production, to maintain and improve basic transportation and communication networks, N/A

to maintain and restore the renewable natural resource base in ways that increase agricultural production, to improve health conditions with special emphasis on meeting the health needs of mothers and children, including the establishment of self-sustaining primary health care systems that give priority to preventive care, to provide increased access to voluntary family planning services, to improve basic literacy and mathematics especially to those outside the formal educational system and to improve primary education, and to develop income-generating opportunities for the unemployed and underemployed in urban and rural areas?

16. **Debt-for-Nature Exchange (FAA Sec. 463):** If project will finance a debt-for-nature exchange, describe how the exchange will support protection of: (a) the world's oceans and atmosphere, (b) animal and plant species, and (c) parks and reserves; or describe how the exchange will promote: (d) natural resource management, (e) local conservation programs, (f) conservation training programs, (g) public commitment to conservation, (h) land and ecosystem management, and (i) regenerative approaches in farming, forestry, fishing, and watershed management. N/A

17. **Deobligation/Reobligation** (FY 1991 Appropriations Act Sec. 515): If deob/reob authority is sought to be exercised in the provision of DA assistance, are the funds being obligated for the same general purpose, and for countries within the same region as originally obligated, and have the House and Senate Appropriations Committees been properly notified? N/A

18. **Loans**

a. **Repayment capacity (FAA Sec. 122(b)):** Information and conclusion on capacity of the country to repay the loan at a reasonable rate of interest. N/A

b. Long-range plans (FAA Sec. 122(b)): Does the activity give reasonable promise of assisting long-range plans and programs designed to develop economic resources and increase productive capacities?	N/A
c. Interest rate (FAA Sec. 122(b)): If development loan is repayable in dollars, is interest rate at least 2 percent per annum during a grace period which is not to exceed ten years, and at least 3 percent per annum thereafter?	N/A
d. Exports to United States (FAA Sec. 620(d)): If assistance is for any productive enterprise which will compete with U.S. enterprises, is there an agreement by the recipient country to prevent export to the U.S. of more than 20 percent of the enterprise's annual production during the life of the loan, or has the requirement to enter into such an agreement been waived by the President because of a national security interest?	N/A
19. Development Objectives (FAA Secs. 102(a), 111, 113, 281(a)): Extent to which activity will: (1) effectively involve the poor in development, by expanding access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (2) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions; (3) support the self-help efforts of developing countries; (4) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (5) utilize and encourage regional cooperation by developing countries?	1),2),3) 4) By encouraging the participation of local groups in the management of food assisted programs. this project will provide opportunities for the poor, including women, to participa in local decisic that directly and indirectly affect their well-being. If implemented. the Productive Infrastructure Component will involve the poor in improving local infrastruce which will directly support self-help initiatives. promote democrat decision making and expand access to the economy at the local level. 5) N/A

20. Agriculture, Rural Development and Nutrition, and Agricultural Research (FAA Secs. 103 and 103A):

a. Rural poor and small farmers: If assistance is being made available for agriculture, rural development or nutrition, describe extent to which activity is specifically designed to increase productivity and income of rural poor; or if assistance is being made available for agricultural research, has account been taken of the needs of small farmers, and extensive use of field testing to adapt basic research to local conditions shall be made. N/A

b. Nutrition: Describe extent to which assistance is used in coordination with efforts carried out under FAA Section 104 (Population and Health) to help improve nutrition of the people of developing countries through encouragement of increased production of crops with greater nutritional value; improvement of planning, research, and education with respect to nutrition, particularly with reference to improvement and expanded use of indigenously produced foodstuffs; and the undertaking of pilot or demonstration programs explicitly addressing the problem of malnutrition of poor and vulnerable people. N/A

c. Food security: Describe extent to which activity increases national food security by improving food policies and management and by strengthening national food reserves, with particular concern for the needs of the poor, through measures encouraging domestic production, building national food reserves, expanding available storage facilities, reducing post harvest food losses, and improving food distribution. N/A

21. Population and Health (FAA Secs. 104(b) and (c)): If assistance is being made available for population or health activities, describe extent to which activity emphasizes low-cost, integrated delivery systems for health, nutrition and family planning for the poorest people, with particular attention to the needs of N/A

mothers and young children, using paramedical and auxiliary medical personnel, clinics and health posts, commercial distribution systems, and other modes of community outreach.

22. Education and Human Resources Development (FAA Sec. 105): If assistance is being made available for education, public administration, or human resource development, describe (a) extent to which activity strengthens nonformal education, makes formal education more relevant, especially for rural families and urban poor, and strengthens management capability of institutions enabling the poor to participate in development; and (b) extent to which assistance provides advanced education and training of people of developing countries in such disciplines as are required for planning and implementation of public and private development activities.

(a) The project will encourage non-formal educati by providing training to local groups in the manageme of food assisted programs. Training in management and program administration will also be provided to the staf of the four NGO implementing agencies.

(b) N/A

23. Energy, Private Voluntary Organizations, and Selected Development Activities (FAA Sec. 106): If assistance is being made available for energy, private voluntary organizations, and selected development problems, describe extent to which activity is:

a. concerned with data collection and analysis, the training of skilled personnel, research on and development of suitable energy sources, and pilot projects to test new methods of energy production; and facilitative of research on and development and use of small-scale, decentralized, renewable energy sources for rural areas, emphasizing development of energy resources which are environmentally acceptable and require minimum capital investment;

N/A

b. concerned with technical cooperation and development, especially with U.S. private and voluntary, or regional and international development, organizations;

The project is implemente by 4 U.S. PVOs which will build the capacity of Hait PVOs/NGOs to manage food assisted programs.

c. research into, and evaluation of, economic development processes and techniques;	N/A
d. reconstruction after natural or manmade disaster and programs of disaster preparedness;	The project improves the country's disaster preparedness by concentratin food distribution in disaste prone regions. Improving the famine early warning system and building Emergency Food Reserve.
e. for special development problems, and to enable proper utilization of infrastructure and related projects funded with earlier U.S. assistance;	N/A
f. for urban development, especially small, labor-intensive enterprises, marketing systems for small producers, and financial or other institutions to help urban poor participate in economic and social development.	N/A
24. Sahel Development (FAA Secs. 120-21). If assistance is being made available for the Sahelian region, describe: (a) extent to which there is international coordination in planning and implementation; participation and support by African countries and organizations in determining development priorities; and a long-term, multidonor development plan which calls for equitable burden-sharing with other donors; (b) whether a determination has been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of projects funds (dollars or local currency generated therefrom).	N/A

ANNEX D

INITIAL ENVIRONMENTAL EXAMINATION

U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

LAC-IEE-92-36

ENVIRONMENTAL THRESHOLD DECISION

Project Location	:	Haiti
Project Title	:	Enhancing Food Security in Haiti
Project Number	:	521-0241
Funding	:	$20 million
Life of Project	:	4 years (FY 92-FY 95)
IEE Prepared by	:	Michelet Fontaine, MEO USAID/Haiti
Recommended Threshold Decision	:	Negative Determination
Bureau Threshold Decision	:	Negative Determination/ Categorical Exclusion
Comments	:	Technical assistance and training components of project are categorically excluded from further environmental review under 22 CFR 216.2(c)(2)(i). Negative Determination is issued for general relief feeding and support activities. However, Food for Work activities could potentially have negative impacts on the environment. Mission Environmental Officer shall review these activities and recommend mitigative measures to minimize potential environmental impacts; or where significant environmental impacts may result, shall recommend coordination with the LAC Bureau Environmental Officer for additional environmental review. No pesticides may be procured or used under this project without first receiving the LAC Bureau Environmental Officer's approval of the appropriate Environmental

Assessment (EA). In addition, this project shall not involve support for procurement of equipment or for activities that could lead to deforestation, such as commercial timber extraction or road construction, without appropriate EA / documentation and approval.

John O Wilson Date JUN 11 1992
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Copy to : Gail Spence, USAID/Haiti

Copy to : Gene Wilken, REA/CAR

Copy to : Susan Reichle, LAC/DR/CAR

Copy to : Gussie Daniels, LAC/CAR

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FOR LAC/DR, ENVIRONMENTAL OFFICER, JAMES NESTER

E.O. 12356: N/A
SUBJECT: ENHANCING FOOD SECURITY IN HAITI (521 0241)

1. FOLLOWING IS THE INITIAL ENVIRONMENTAL EXAMINATION FOR THE ENHANCING FOOD SECURITY IN HAITI PROJECT NO. 521 0241. PLEASE REVIEW AND PROVIDE YOUR CONCURRENCE ASAP.

2. INITIAL ENVIRONMENTAL EXAMINATION

A. PROJECT FACTS:

- PROJECT LOCATION: HAITI
- PROJECT TITLE: ENHANCING FOOD SECURITY IN HAITI
- TOTAL A.I.D. FUNDING: DOLS 8 MILLION DA AND DOLS 12 MILLION (US OWNED LC OR DA)
- LIFE OF PROJECT: FY 1992 - FY 1995
- IEE PREPARED BY: MICHELET FONTAINE MISSION ENVIRONMENTAL OFFICER
- THRESHOLD DECISION RECOMMENDED: NEGATIVE DETERMINATION
- CONCURRENCE: GAIL SPENCE PROJECT DEVELOPMENT AND IMPLEMENTATION OFFICE FOR USAID/HAITI PROJECT COMMITTEE
- MISSION DIRECTOR'S DECISION: DAVID COHEN

B. PROJECT DESCRIPTION:

THIS DOL 20 MILLION PROJECT AIMS AT THE ENHANCEMENT OF HAITI'S FOOD SECURITY, I.E. IMPROVEMENT OF QUOTE ACCESS TO SUFFICIENT FOOD BY ALL PEOPLE AT ALL TIMES FOR HEALTHY AND PRODUCTIVE LIVES UNQUOTE.

ITS PURPOSES ARE TWOFOLD: 1) INCREASE AVAILABILITY OF

AND ACCESS TO FOOD FOR NUTRITIONALLY-VULNERABLE

PORT A 02764 00 OF 02 021510Z 2304 036601 AID0480
POPULATION GROUPS; AND 2) STRENGTHEN PVO AND HAITIAN CITIZENS' ABILITY TO MANAGE EFFECTIVE FOOD-ASSISTED PROGRAM OVER TIME.

C. PROJECT ACTIVITIES

THE PROJECT WILL BE IMPLEMENTED THROUGH AGREEMENTS BETWEEN USAID/HAITI AND THE FOUR PVOS INVOLVED IN THE TITLE II PROGRAM IN HAITI: CARE INTERNATIONAL, CATHOLIC RELIEF SERVICE (CRS), ADVENTIST DEVELOPMENT AND RELIEF AGENCY (ADRA), AND INTERNATIONAL LIFELINE (IL). THE GRANTS WILL COVER THE OPERATING COSTS OF THESE PVOS. PROJECT FUNDING WILL ALSO SUPPORT AN INTERNATIONAL HIRE PSC FOOD COORDINATOR, LOCAL HIRE MONITORS, INSPECTORS AND ADMINISTRATIVE ASSISTANTS.

THE PROJECT WILL HAVE FOUR BASIC COMPONENTS:

1) ON-GOING GENERAL RELIEF FEEDING (BASE PROGRAM). THE PROJECT WILL PROVIDE OPERATING COSTS FOR THE FOUR PVOS TO UNDERTAKE TITLE II FEEDING PROGRAMS FOR UP TO 750,000 BENEFICIARIES THROUGH REGULAR INSTITUTIONAL CHANNELS, INCLUDING COMMUNITY ORGANIZATIONS, PRIMARY SCHOOLS AND MOTHER CHILD HEALTH (MCH) CENTERS. ADRA AND, POSSIBLY, INTERNATIONAL LIFELINE, WILL UNDERTAKE SOME FOOD FOR WORK (FFW) ACTIVITIES.

2) EMERGENCY, AD HOC GENERAL RELIEF PREPAREDNESS. THE PROJECT WILL PROVIDE TA OR OTHER RESOURCES TO ENABLE USAID AND THE SPONSORS TO DEVELOP MEANS FOR TARGETING

GENERAL RELIEF FEEDING TO UP TO AN ADDITIONAL 250,000 BENEFICIARIES BEYOND THE REGULAR PROGRAM DURING HAITI'S FREQUENT CRISIS, INCLUDING DROUGHT, POLITICAL INSTABILITY, AND OTHER NATURAL AND/OR MAN-MADE DISASTERS.

3) ENHANCED MANAGEMENT EFFICIENCY. USAID WILL PROVIDE TA AND TRAINING TO THE SPONSORS TO GREATLY INCREASE MANAGEMENT EFFICIENCIES.

4) ENHANCED MANAGEMENT EFFECTIVENESS. PROJECT FUNDS WILL SUPPORT USAID/HAITI PROGRAM COORDINATION STAFF ON CONTRACT. ADDITIONALLY, TA AND POSSIBLE LOCAL GRANTS WILL BE PROVIDED TO DEVELOP A FOOD SECURITY STRATEGY FOR USAID AND THE PVO COMMUNITY. FINALLY, PROJECT FUNDS WILL BE USED TO IMPROVE THE MISSION HUMANITARIAN MONITORING SYSTEM.

C. ENVIRONMENTAL REVIEW

TO MINIMIZE THE POTENTIAL FOR NEGATIVE ENVIRONMENTAL IMPACTS FROM THE FOOD FOR WORK ACTIVITIES, THE MISSION ENVIRONMENTAL OFFICER WILL BE A MEMBER OF THE SUB-COMMITTEE RESPONSIBLE FOR APPROVING THE FOOD FOR WORK (FFW) ACTIVITIES. NO ACTIVITIES INVOLVING 1) CLEARCUT OF REMAINING FORESTED AREAS, 2) CONSTRUCTION OF MAJOR PENETRATION ROADS, AND 3) PROCUREMENT OR USE OF PESTICIDES WILL BE APPROVED BY THE MISSION WITHOUT UNDERTAKING AN ENVIRONMENTAL ASSESSMENT (EA) AND OBTAINING ITS APPROVAL BY LAC/DR/E. DOLLAR FUNDING FOR THE EA, IF NECESSARY, WILL BE PROVIDED BY THE MISSION.

D. RECOMMENDED THRESHOLD DECISION

GIVEN THAT ALL FOOD FOR WORK (FFW) ACTIVITIES WILL BE INITIALLY SCREENED FOR POTENTIAL ENVIRONMENTAL IMPACTS, AND THOSE REQUIRING FURTHER ENVIRONMENTAL REVIEW WILL BE SUBJECT TO AN ENVIRONMENTAL ASSESSMENT, PRIOR TO USAID APPROVAL, AS DESCRIBED ABOVE, THE MISSION

DR
PVO

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AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

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RECOMMENDS THAT A NEGATIVE DETERMINATION BE MADE FOR
THE PROPOSED ENHANCING FOOD SECURITY PROJECT
(521-0241).

ADAMS

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ANNEX E

JOINT MULTI YEAR OPERATIONAL PLAN
FY 1993 - 1995

ADRA, CARE, IL

May 22, 1992

TO: R. Griego, FHA/FFP/LAC

FROM: K. Poe, USAID/Haiti, Chief, General Development Office KPoe

SUBJECT: Joint Multi Year Operational Plan

Please find enclosed the PL 480 Title II Joint Multi Year Operational Plan for FY 1993-1995. The MYOP also includes as annexes each of the three Cooperating Sponsor's (ADRA, CARE, IL) individual plan, with one copy of each of the FY 93 AER attached.

KP/mh

Attachment

JOINT

MULTI YEAR OPERATIONAL PLAN

FY 1993-1995

HAITI

Submitted by: Adventist Development and Relief Agency
CARE International
International Lifeline

This joint document includes, as annexes, detail on the program of each of the cooperating sponsors.

Monday, May 11, 1992

JOINT
MULTI YEAR OPERATIONAL PLAN
FY 1993-1995
HAITI

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JOINT
MULTI YEAR OPERATIONAL PLAN
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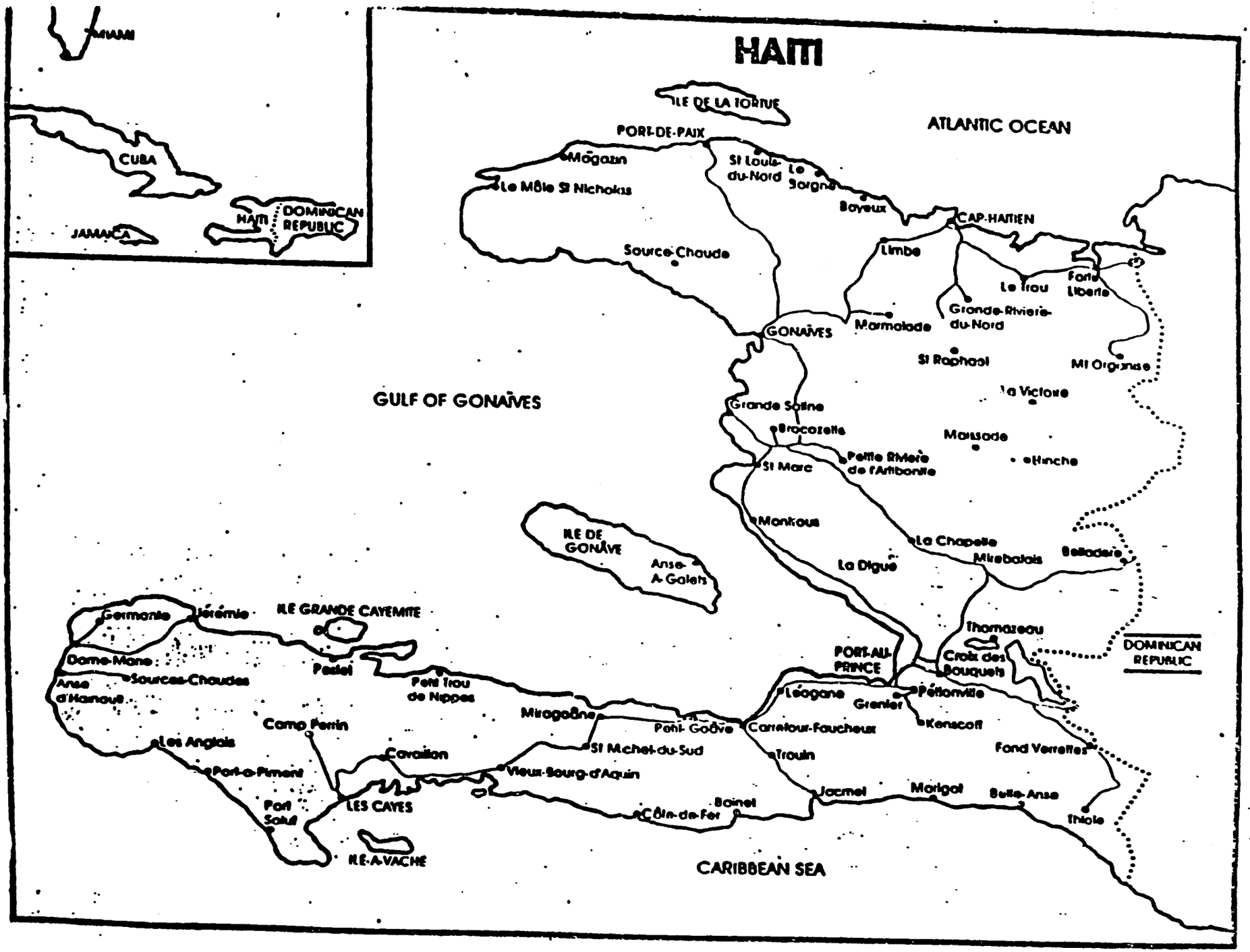
HAITI
MIAMI
CUBA
JAMAICA
HAITI
DOMINICAN REPUBLIC
ATLANTIC OCEAN
ILE DE LA TORTUE
PORT-DE-PAIX
Mogazin
Le Môle St Nicholas
St Louis-du-Nord
Le Borgne
Bayeux
CAP-HAITIEN
Limbe
Source-Chaude
Le Trou
Fort Liberté
Grande-Rivière-du-Nord
Marmelade
GONAÏVES
St Raphael
Mt Organise
La Victoire
GULF OF GONAÏVES
Grande Saline
Brocoselle
Moussade
Petite Rivière de l'Artibonite
St Marc
Hinche
Montrous
ILE DE GONÂVE
Anse-A-Galets
La Chapelle
Mirebalais
Belladère
La Digue
Germonie
Jérémie
ILE GRANDE CAYEMITE
Thomazeau
Dame-Marie
Pestel
Croix des Bouquets
DOMINICAN REPUBLIC
Anse d'Hainault
Sources-Chaudes
Petit Trou de Nippes
PORT-AU-PRINCE
Léogane
Pétionville
Grenier
Kenscoff
Mirogoâne
Camp Perrin
Petit-Goâve
Carrefour-Foucheux
Les Anglais
St Michel-du-Sud
Cavaillon
Trouin
Fond Verrettes
Port-à-Piment
Vieux-Bourg-d'Aquin
Jacmel
Marigot
Belle-Anse
Port Salut
LES CAYES
Côte-de-Fer
Bainet
Thiote
ILE-A-VACHE
CARIBBEAN SEA

I. INTRODUCTION AND BACKGROUND

This joint Multi-Year Operational Plan (MYOP) is a "first" -- surely in Haiti, possibly in the world. It represents an experiment in such an approach. It presents the results of a collaborative effort on the part of three Cooperating Sponsors in Haiti -- Adventist Development and Relief Agency (ADRA), CARE International, and International Lifeline (IL) -- and USAID/Haiti to work together to improve the potential for program success.

The fourth Cooperating Sponsor in Haiti, Catholic Relief Services (CRS), actively participated in most of the process of development of the document. Unfortunately, CRS does not believe that the document accurately reflects its program in Haiti. It therefore did not wish to be party to the joint document. CRS will continue to participate in a number of common efforts in the future.

The joint MYOP presents an ambitious program for the three Cooperating Sponsors in the three year MYOP period, especially given the political and economic turmoil of Haiti since the September 30, 1991 coup d'état. The Sponsors' preoccupation with logistics to meet extreme need in the emergency program has almost precluded improvement in developmental programming. However, all of the Cooperating Sponsors are now determined that when the political situation permits a return to "normal" programming, they will take deliberate steps to reduce the expenditure of staff energy and time on the former in order to devote more to the latter. Food assistance has had an uneven history in Haiti, subject to more than its share of international criticism. The three Cooperating Sponsors who are party to this joint MYOP are pledged to turn that situation around.

A. Rationale for a Joint MYOP

The rationale for a joint MYOP is the assumption that the whole can be greater than the sum of the individual parts. That is, the programs of the three Cooperating Sponsors have specific impacts which can be measured. When the three programs are planned and implemented in a collaborative fashion, with attention to building on each Sponsors' strengths and mitigating the weaknesses, the combined impact can be even greater. The three Sponsors, in discussions with USAID, thus decided to try to enhance their individual efforts through the synergistic effect of a coordinated plan.

It is understood that the Joint MYOP reflects the consensus of the parties in terms of what the <u>overall</u> program could achieve; the different Sponsors accord different priorities to the various program emphases. That is, the Sponsors agree on the overall goals and objectives as important to Haiti and appropriate for the Title II program, although each may only work towards one or more of them during this MYOP period. Each of the Sponsors has its own organizational mandate which guides its

program decisions. Thus the MYOP goals and objectives provide a framework within which each of the Sponsors will develop programs appropriate to its own organizational philosophy and operational capacity.

USAID Haiti is interested in the possibility of a joint MYOP in order to provide a framework for promoting global planning. USAID Haiti's intent is to increase the complementarity of the food assistance program, both internally, and with reference to the Mission's strategic objectives. USAID Haiti is in the process of developing a project to provide Development Assistance (DA) funding to support the Sponsors during the MYOP period. This joint MYOP forms the basis for that project's development.

B. Process

In early 1992, based on the common concerns of all parties and the expressed desire of the three Cooperating Sponsors, USAID convened a series of meetings which were attended by representatives of the four Cooperating Sponsors to define mutual goals. In March 1992, a local consulting firm was contracted to facilitate a two-day workshop during which the areas of joint concern were further elaborated. USAID/Haiti provided a consultant to help articulate the program and draft the MYOP, which was reviewed in several sessions by the Sponsors.

C. How this MYOP is Organized

All elements required by MYOP guidance are included in this document, but not necessarily in the order indicated in the Federal Register. Appendix A, MYOP Guidance, indicates where in this document each of the required items can be found.

Following this Section I, Introduction, Section II of the MYOP, the Joint Program of the Three Cooperating Sponsors, consists of two parts:

- A, the Problem Statement;
- B, the Joint Operational Plan, which includes:
  - text which describes the broad goals and sub-goals, and in some cases objectives toward which the three Cooperating Sponsors have agreed to work over the next three years (i.e., one or more of the Sponsors will work towards a given stated objective; and
  - explanatory diagrams (called "Simplified Log Frames") which provide an overview of the programs;

These in turn are grouped into three developmental (or program) Goals I through III and five support/administrative or

operational Goals 1 through 5. In the case of the five administrative Goals, the three Cooperating Sponsors have agreed to pursue similar pathways toward their achievement, and thus the text and diagrams go further than goals and sub-goals to indicate strategies, activities, and indicators as well.

The individual programs of the three Cooperating Sponsors are described in more detail in each of three annexes. Each annex describes the specific objectives for which the Cooperating Sponsor agrees to be held individually accountable, plus the corresponding indicators. (Objectives in the collective section are formulated in more general terms, while objectives in these annexes are stated in ways that their achievement -- quantitative or qualitative -- can in some degree be measured. The exception to this general distinction is the standards of record-keeping in inspected centers which are contained in the indicators of Support Goal 4, Monitoring and Evaluation, since all three Cooperating Sponsors concurred in these to the same degree of specificity.)

Sections III through VII of the MYOP include discussions of linkages with other development activities (III), monitoring and evaluation (IV), publicity (V), disincentives (VI), and logistics (VII).

II. THE JOINT PROGRAM OF THE THREE SPONSORS

A. Problem Statement

1. Hunger in Haiti

Haiti is the poorest and most food insecure country in the Western Hemisphere. The A.I.D. food security index ranks Haiti the eleventh most food insecure out of 79 countries for which data have been compiled. The only other Latin American country among the most food insecure is Bolivia, which ranks 24th.

While Haiti's position as most food insecure is widely accepted, the actual levels of food availability and access are not well documented. Estimates of domestic agricultural production vary by as much as 30 percent. Commercial imports through standard legal channels, and concessional food aid such as Title II, are known, but a substantial amount of food is also grossly under-invoiced and imported as unrecorded contraband. The resident population of Haiti is also not known with any certainty; the last census was in 1982 and was never fully analyzed. Household consumption patterns are also not well understood. Thus a standard food needs analysis from different data sets which compares food supply with food demand can lead to dramatically different results. To illustrate this point, different documents prepared by A.I.D. and World Bank experts

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currently on file at USAID/Haiti document the annual food deficit at a range of 97,000 MT to 336,000 MT.

What is known is that hunger is widespread. The 1978 National Nutritional Survey revealed that almost three-quarters of children under five years of age were undernourished, with approximately 30 percent suffering from moderate or severe malnutrition (second and third degree Gomez classification). Furthermore, 6.4 percent of children examined were wasted (weight for height less than 80 percent of the NCHS/CDC reference median) and 23.6 percent were stunted (height for age value less than 90 percent of the reference median). Though there were only slight variations in malnutrition rates between regions, there were marketed urban-rural differences, with urban children, on average, doing better. It is important to disaggregate urban areas into marginal and non-compromised areas because children living in marginal urban zones were nutritionally more similar to rural areas and at time significantly worse. A national nutrition survey was repeated in 1991, and demonstrated there had been no change in the nutritional status of the survey population in the past decade.

Children over five years of age suffer as well. In 1985, the Joel Cotten study found that severe malnutrition among school age children was 27 percent. A recent survey by the World Food Program of four schools in the North and Northeast departments found that 42 percent of children averaging 12.6 years of age were severely malnourished (weight/age) and 22 percent were chronically malnourished (height/age).

The agricultural sector is characterized by a declining production rate due in part to the repetitive sub-division of land holdings, urban migration, periodic droughts and flooding coupled with lack of technical assistance to small farmers. Inflation and the overall economic crisis in Haiti exacerbate the problems both of food producers and food consumers. The recurrent political crises of the last six years have had a major dampening effect on investment and growth in all sectors.

Annual food donations (from all donors) to Haiti since about 1987 have averaged 100,000 to 120,000 MT, or anywhere from 30 to 100 percent of the deficit, depending on which set of figures one uses. There is no indication that local food production will be able to offset the deficit, and these donations will thus need to continue. Given the extreme poverty of much of the population, and the depressed economic outlook, demand for increased levels of commercially-imported food is not likely to become significant. Concessional food aid is thus likely to be needed for the foreseeable future to ensure the health and welfare of the nutritionally-vulnerable population.

2. Title II Program Background. The P.L. 480 Title II program began in the mid-1950's with disaster relief for a hurricane undertaken by PVOs, including CARE and CRS. Although the A.I.D. Mission to Haiti was withdrawn from 1963-1973 due to disenchantment with Francois Duvalier, the Title II program by these PVOs continued throughout. From 1973 to 1987 A.I.D. reinstituted bilateral programs, although in the early 1980's it began to channel assistance increasingly through PVOs.

A.I.D. again suspended bilateral assistance in November 1987, as a response to the aborted elections, and Title II remained a mainstay of the PVO-oriented program. By FY 91, when the people of Haiti voted in their first democratically-elected president, the Title II program consisted of 426,900 beneficiaries, of which the largest proportion (76 percent) was served through school feeding. Other categories of beneficiaries included maternal child health programs (12 percent), general relief to the most destitute and other child feeding (7 percent), and food for work (3 percent). This "regular" program was terminated with all non-emergency U.S. assistance to Haiti shortly after the military coup d'état of September 30, 1991.

Given the slim margin by which most Haitians survive, and expressed concerns of the Sponsors about the effects of the coup-induced crisis on vulnerable groups, the first activity that the U.S. government approved for reactivation in Haiti (in early November 1991) was humanitarian Title II feeding, by CARE and CRS. The other sponsors, ADRA and International Lifeline, began modest emergency programs in December 1991 and January 1992. By the end of April 1992, the Title II program was feeding over 310,000 poor Haitians in vulnerable groups, including children, the elderly, and pregnant and lactating women. That total will rise to over 660,000 by June and eventually could reach up to 750,000 people if conditions warrant and permit.

This MYOP must provide plans for a possible continuation of the emergency program, if the needs so indicate, and also provide the flexibility to switch to a more developmental focus, should political resolution occur and the hunger levels stabilize. It is written based on the assumption that a solution will be found, and the "regular" program can be resumed at some point during the MYOP period. Depending on the timing of the resumption of the regular program, more or less progress can be expected toward reaching the developmental goals and objectives of the program. However, given Haitian history, the MYOP also recognizes that there will be a continuing need to be ready to respond to periodic future crises, both natural and/or man-made. The goals and objectives are structured to enable to the Sponsors to do both.

B. Joint Operational Plan

1. The Cooperating Sponsors. The Title II Food Program in Haiti currently operates with four Cooperating Sponsors: Catholic Relief Services (CRS) since 1958, CARE since 1959, the Adventist Development and Relief Agency (ADRA) since 1979, and International Lifeline (IL) since 1991 as Cooperating Sponsor of an umbrella group.

Each of the four Cooperating Sponsors has a history, character, and outlook/mission/vision all its own. Three are religious-based (two denominational -- ADRA and CRS -- and one interdenominational -- IL) and one is secular (CARE). CRS and CARE have been operational in Haiti since the late 1950's, the other two more recently.

Operationality: They differ in the degree to which they have direct contact with beneficiaries versus working through and with counterparts.

Geographic concentration: Beyond the Port-au-Prince area where all Cooperating Sponsors but CARE operate, the Sponsors have informally agreed to focus activities geographically: CARE in the Northwest, CRS in the southern peninsula, and ADRA in the central region, although ADRA's FFW activities will be more geographically disbursed. The 23 small organizations, both US-based and indigenous NGOs, that fall under International Lifeline's umbrella group, can be found throughout the country.

Programmatic emphases: CARE and CRS have eliminated Food For Work (FFW) from their programs. ADRA currently undertakes some FFW and intends to expand this component; IL now includes only one agency doing FFW but will consider more activity under this rubric. All four have most recently predominantly been engaged in school feeding, which absorbed over 70 percent of the Title II commodities in FY 91.

Eligibility criteria and other programmatic choices: Their approaches to Mother Child Health (MCH) differ widely: CRS, for example, provides rations to pregnant but not lactating women and to third degree malnourished children only. CRS supports community-based secondary health posts from which malnourished children are referred to centrally located health centers for rehabilitation. ADRA has organized its own MCH centers which generally begin with growth monitoring and nutrition education, gradually adding on more health and nutrition interventions and cross-reference with child survival activities. CARE has traditionally provided Title II commodities to Government of Haiti (GOH) centers but has not become directly involved in health services offered in these locations.

During the 1991-92 period of primarily humanitarian distributions, CARE and IL have worked through community-managed neighborhood canteens under the rubric of non-institutional general relief.

The various members of the IL umbrella group differ in their degree of operationality, eligibility criteria etc.

These important differences notwithstanding, an attempt has been made here to present an overall framework within which these differences in perspective and manner of functioning can be accommodated.

2. Program Goals. Periodic political crises, combined with ecological and technical problems, have required that the Cooperating Sponsors focus more on the shorter-term alleviation of hunger than on longer-term goals and strategic objectives. Evaluators have repeatedly recommended a de-emphasis on simple food distribution and a greater emphasis on using food as a resource for development, but preoccupation with stable funding, accountability, logistics, and recurring crises have made such a change elusive.

USAID/Haiti is preparing a multi-year project to provide U.S. dollar funding to cover Sponsors' operating costs and help mitigate the "stable funding" preoccupation. The overall goal of the proposed new project (521-0241) is to enhance Haiti's food security, with "food security" defined as "access to sufficient food by all people at all times for healthy and productive lives". The project assumes that in the period prior to political resolution, the requirements for general relief feeding -- e.g. short-term alleviation of hunger -- will remain high. Should resolution occur, the feeding program could slowly phase out of the current broad-based general relief and into activities which emphasize longer-term developmental goals.

The Cooperating Sponsors have defined three major goals within the longer-term, developmental context, which are also relevant to the general relief feeding program:

- Goal I: Improve the social condition (health and education) of the poor;
- Goal II: Improve the economic condition of the poor; and
- Goal III: Empower the poor.

These are elaborated in the following pages.

a. Goal I: Improve the Social Condition of the Poor (health and education)

This goal has historically accounted for approximately 70 percent of Title II program resources, and, given the uncertain environment for economic growth, will remain the primary emphasis in this MYOP period. There are two sub-goals to support this overall goal concerning improvements in childhood development and the reduction of the incidence of mortality/morbidity in vulnerable populations.

Sub-goal Ia. Improve Childhood Development, which in turn has three components concerning child survival, childhood malnutrition, and cognitive development.

As noted elsewhere, the three Cooperating Sponsors can be said to be "operational" in MCH to varying degrees -- i.e., the extent of their direct contact with beneficiaries varies, and the degree of the PVOs' direct intervention in health services also varies. Therefore, their specific objectives (for which they are willing to be responsible) and corresponding indicators will be further up or down the "chain of causality".

Use of school meals as a means of achieving this sub-goal will vary, according to the program context. In the period prior to political resolution, schools may be used as the most appropriate institution for reaching large numbers of nutritionally-vulnerable children. In a post-crisis period, the Sponsors have indicated an interest in working on more than simple alleviation of hunger, and on using the food as an incentive to increase enrollment and attendance.

Sub-goal Ib. Decrease mortality and morbidity, which in turn has three related objectives concerning emergency response/disaster mitigation, long-term health and survival of in- and out-patients, and several specific maternal and child health conditions.

The Cooperating Sponsors acknowledge the need to develop a plan to prepare for and respond to cataclysmic disasters, both man-made and natural. In the meanwhile, they intend to use their present structures as vehicles for such response, relying on the Red Cross or OPDES (GOH) when necessary.

In cases of disasters with slower onset such as predictable, recurring droughts, the emphasis will be on disaster mitigation by focussing the food program and other development projects of interested Cooperating Sponsors in disaster-prone zones, including erosion and flood control projects, strengthening of community organizations' coping mechanisms, etc. Planning and funding for these activities will be through regular programming.

As part of the new project to support the Title II program, USAID Haiti is investigating the Famine Early Warning System operating in West Africa to determine the possibilities of replication or adaptation in Haiti, where it could be re-titled NEWS (Nutrition Early Warning System), with measures ranging from satellite photos of early signs of crop failure to sentinel nutrition surveillance points.

The Cooperating Sponsors also intend to draw up comprehensive plans for their operations in future instances of political crises such as the current one so that their reaction time will be the shortest possible and their roles and responsibilities clearly delineated at the earliest possible stage.

It has been proposed that both emergency food and cash reserves be created and maintained to reduce the response time for disasters. Cooperating Sponsors will individually request an additional 10 percent reserve in their Annual Estimates of Requirements (AERs). The mechanism for establishing and managing cash reserves will be further investigated during the coming year.

Under both General Relief and Other Child Feeding rubrics, food rations are provided on a humanitarian basis to institutionalized individuals (such as indigent elderly) and those (such as AIDS or TB patients) who receive assistance from health institutions on an out-patient basis. Both of these contribute toward the overall goal of reducing mortality and morbidity.

There are two channels proposed for reducing maternal and child mortality and morbidity (apart from those already noted in Sub-goal Ia above, early childhood development) -- namely attention to maternal morbidity, either focussing on food supplements during pregnancy and lactation, or using food supplements as an incentive to draw women to prenatal and postnatal services. With respect to child health, commodities can be used either in FFW to enable the construction of latrines and potable water supplies to reduce the incidence of diarrheal diseases, or as an incentive to bring children to health services for de-worming, oral rehydration therapy (ORT), and immunizations.

As in all other cases, the precise objectives will vary by program and by Cooperating Sponsor and counterparts. It is planned that closer scrutiny will be given to the expected role of the food supplements in these complex programs.

b. Goal II: Improve the Economic Condition of the Poor

Pursuit of this goal will primarily be undertaken through Food-For-Work (FFW) projects by two of the Sponsors, ADRA and IL, and will necessarily be limited during the emergency period due to the imperative of general relief feeding. Once a political solution is reached, these and possible other interested Sponsors will initiate rural works activities to support decentralized local government.

There are two objectives to support this goal: the creation of productive assets and increasing purchasing power.

Objective IIa. Create/upgrade productive assets, such as terracing, irrigation structures, access roads, storage, etc. to be accomplished through FFW. These types of FFW projects are separated here (and elsewhere in this MYOP) from other types of FFW projects to underscore the change among all three Cooperating Sponsors from thinking in terms of "MCH, SF, FFW" etc. to thinking instead in terms of what's to be accomplished, i.e., goals and objectives. Thus, FFW is suggested as a primary way to build productive assets; FFW was suggested in the preceding section in connection with social goals and objectives (Goal I) as a way to create health-related infrastructure (such as latrines, drainage, potable water sources), and separately under emergency preparedness/mitigation interventions when FFW is proposed to build gabions (flood control), retaining walls etc.

The precise objectives will vary with projects. An objective to count the number of FFW projects initiated/completed will no longer be among the objectives of the three Cooperating Sponsors. Indicators will, of course, have to be tailored to the particular objectives.

Objective IIb. Increase purchasing power of the poor, to be done through employment and possibly also through savings and investment schemes. When school feeding programs are specifically designed to effect income transfer, rather than or in addition to nutrition transfer, then they can also be said to increase family income.

The Cooperating Sponsors are in general agreement that there are different modalities of "Food for Work" including larger public works in which participants are paid fully or partially in commodities, smaller-scale community works in which commodities either serve as ingredients for mid-day meals (to hasten completion of the project) and/or are locally monetized to pay for necessary technical or material resources, such as tools. The two Cooperating Sponsors who now or plan to undertake FFW projects will look into the most suitable approaches to urban and periurban works, as well as rural. Provision to enable Cooperating Sponsor representatives to view first-hand model FFW

projects (ADRA's FFW in Peru, Bolivia, and/or Ghana, CARE's urban FFW in Guatemala) is built into individual budgets.

Indicators will vary with the precise project objectives, but will include indicators of both inputs (did the project receive the tools, materials, and commodities in appropriate quantities, in the right place at the right time? were the workers appropriately paid? was a savings fund set up as planned, if planned?) and outputs (the structures created, the successful operation of the savings scheme, maintenance of the assets created or upgraded, and so on).

c. Goal III: Empower the poor.

This goal has two objectives, increasing participation and decreasing dependency.

Objective IIIa. Increase participation of the poor.

The major objective under this goal is to increase the active, meaningful participation of the poor. The objective can be accomplished via three general strategies: transferring total control of existing food-assisted programs from school directors or health center personnel to greater involvement in their management by community committees, or --in the case of new programs -- starting off with a high degree of community participation; selecting communities for intervention that already have some form of community organization that can be further strengthened; and coordinating resources within communities in support of networking, interfacing, in ways that will strengthen community groups. It is emphasized that this goal is relevant both in short-term emergency situations and in longer-term developmental settings. In fact, community groups frequently may get their start and their initial confidence in working as a group through establishing a non-controversial, highly visible, emergency feeding program.

Objective IIIb. Decrease dependency.

This second objective is a less-tangible one than the preceding one, and might be considered a secondary objective, supporting the other. It is based on the belief that people who undertake projects to create community assets from which they will derive direct benefits thereby receive a boost to their self esteem which contributes to their ability to engage in income-generation, savings and investment and other means of increased purchasing power. To the degree that school feeding improves the education level of individuals and communities, and thus contributes to both individual and group self-esteem, this can also be considered a contributing strategy for reducing dependency. The use of food commodities as a tangible catalyst to foster community group management of resources, and

encouraging communities to view themselves as participants rather than simply beneficiaries in the Title II program, is another means of achieving this objective.

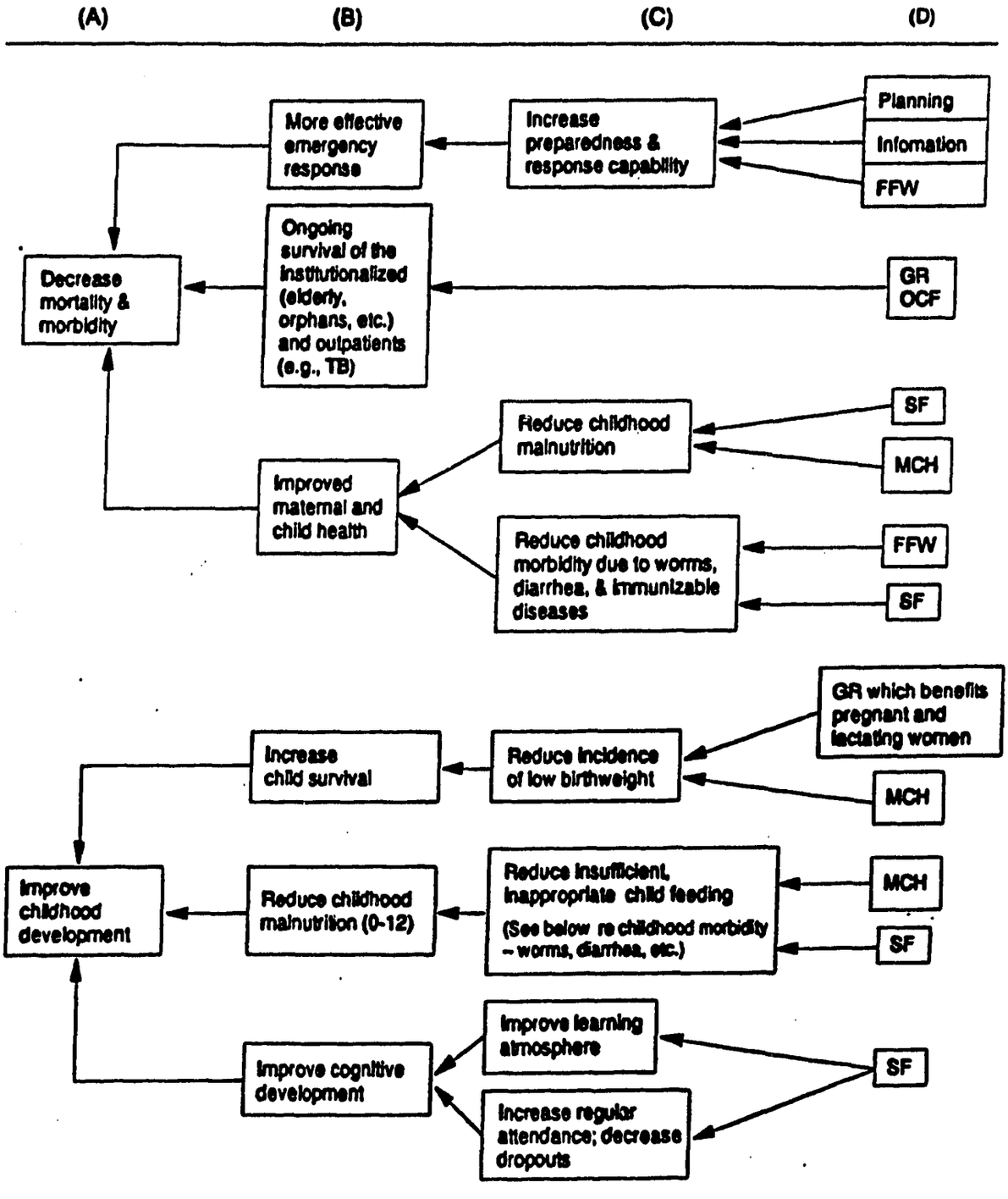
d. Simplified Log Frames for Goals I-III

A note on terminology and format: Each Cooperating Sponsor has its own specialized planning vocabulary -- e.g., "final goal", "intermediate goal", "operational objective" etc. Those familiar with the Logical Framework are accustomed to using "goal", "purpose" (sometimes "objective"), "outputs" and "inputs."

A simplified version of the Log Frame is introduced here, which states the overall goal, and then takes no sides in the argument over what's a sub-goal and what's an objective. Instead, the columns are simply labeled A, B, C; the logical flow should be evident, regardless of the titles for the columns. These simplified log frames provide a quick overview of the entire program.

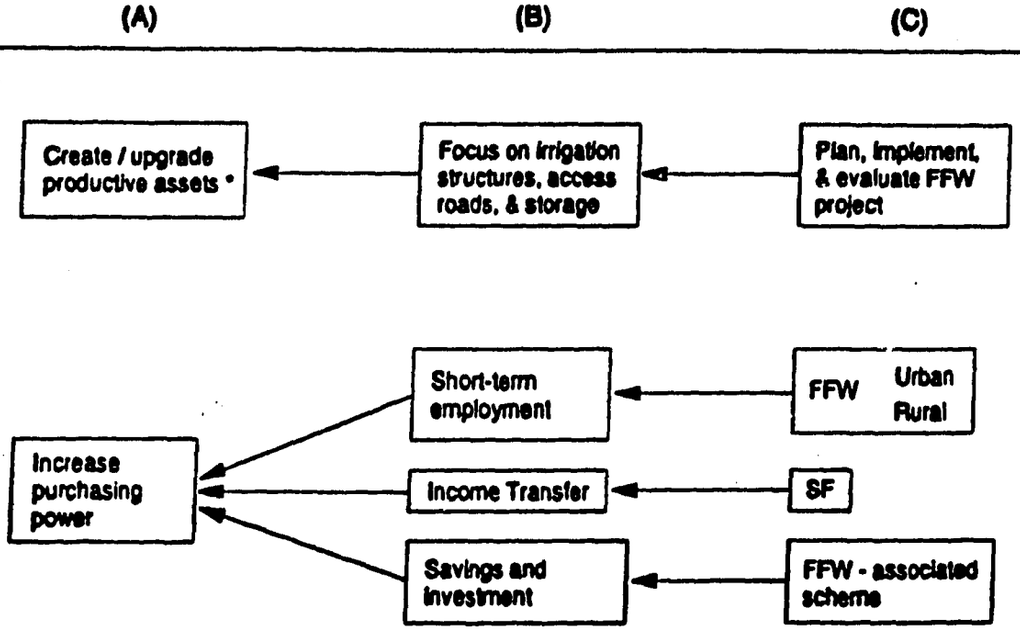
Program Goal I. Improve the Social Condition of the Poor

FY 1993 - 1995



Program Goal II
Improve the Economic Condition of the Poor

FY 1993 - 1995



* i.e., "productive" as contrasted with "social" assets such as schools, clinics, community centers , etc.

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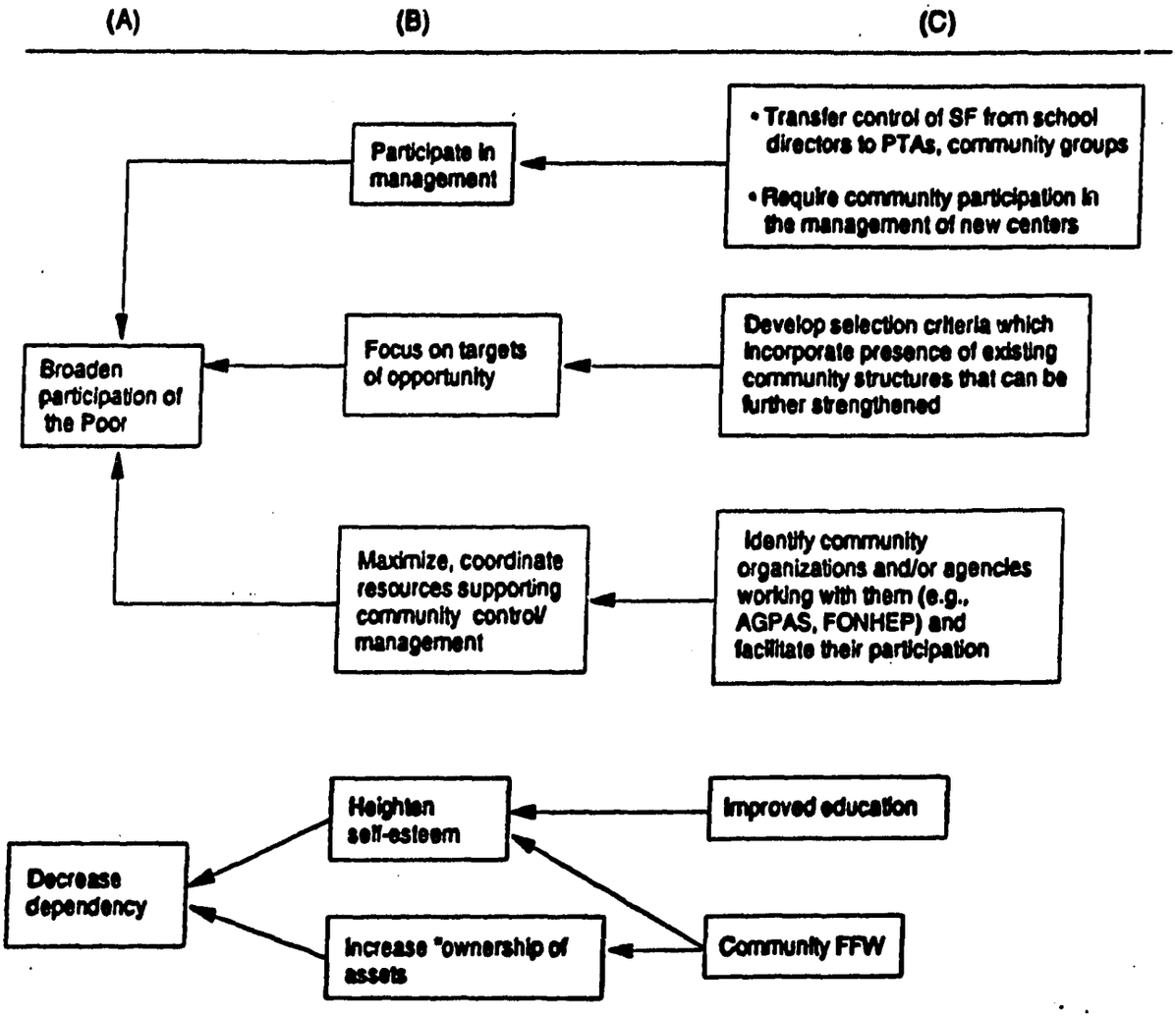
Program Goal III. Empower the Poor *

FY 1993 - 1995



* There is some difference of opinion among the three Cooperating Sponsors as to whether this goal is an end in itself, comparable to social and economic development goals, or whether it is a means toward those ends, a 'support' goal similar to the administrative goals outlined in the next section. However, it is placed here for simplicity's sake so as to parallel the USAID/Haiti mission's 3 sub-goals -- support to democratic institutions, economic development, and strengthening human resources.

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3. Support (administrative/operational) Goals. As noted earlier, the Cooperating Sponsors have until now been overwhelmed with logistics and accountability issues, which have acted to prevent closer attention to the development goals all three Cooperating Sponsors have wished to emphasize. The collective determination to restructure and refocus energies on longer-term development goals and objectives is the reason for placing the three development or program goals first in this MYOP. Nevertheless, the five support goals (or administrative goals) which follow continue to be of vital importance and will receive focussed attention, particularly in the first year of the MYOP period, so as to free up staff energies to apply towards longer-term issues of social and economic change.

There are five goals in this category:

- Goal 1: Increase Cooperating Sponsor planning capacity;
- Goal 2: Improve program implementation;
- Goal 3: Improve logistics;
- Goal 4: Improve monitoring and evaluation; and
- Goal 5: Ensure sufficient, stable funding.

a. Goal 1: Improve Cooperating Sponsor planning capacity

The Cooperating Sponsors will upgrade their planning skills and the quality of their respective plans by means of workshops and targeted technical assistance.

b. Goal 2: Improve program implementation.

This goal has two major related objectives focussing on targeting and mid-level management.

Objective 2a. Geographic and programmatic targeting will be improved:

This is to be accomplished by the Title II Coordinating Committee in its regular meetings or special consensus-development seminars and by individual Cooperating Sponsors reviewing their eligibility criteria. (Joint discussions on eligibility are expected to occur, but this does not necessarily mean an eventual uniformity of criteria.)

Objective 2b. Mid-level management will be improved:

This objective refers to both quantity and quality of mid-management staff, focussing on field supervisors. Cooperating Sponsors are at varying stages in doing so, some having already

added and trained such staff. This objective is closely related to Goal 4 concerning monitoring and evaluation, since the emphasis on mid-management level staffing is primarily concerned with monitoring (see below).

c. Goal 3: Improve efficiency of logistics operations.

This goal has two related objectives concerning a blanket franchise for all Cooperating Sponsors and a central warehouse and privately contracted trucking for all Cooperating Sponsors. In July 1990, USAID/Haiti contracted for two studies into the feasibility of centralization and privatization of warehousing and internal transport of the P.L. 480 Title II commodities. The reports indicate that both warehousing and transport are suitable for centralization and privatization, and would generate considerable cost savings.

During August and September 1991, USAID/Haiti contracted a warehouse and transport specialist to assist in the preparation of the project. Various companies had submitted proposals by September 20 and on October 4, 1991 a first proposal review meeting was planned. However, the coup d'état of September 30, 1991 interrupted the process. As soon as adequate funds are available for at least one year of commercial warehousing and internal transport, the process will be reopened. It is hoped that the proposed USAID Development Assistance funding will be available by August 1992, so that the private contract could commence as early as February-March 1993. The individual Sponsors are budgetting for "transport" and "warehousing" with unit costs adequate to cover either their own or the private services.

(The logistics issue is closely related to computerized systems for commodity tracking, noted under Goal 4, improved monitoring and evaluation.)

d. Goal 4: Improve monitoring and evaluation:

This goal has two component objectives concerning monitoring systems and the design and implementation of an evaluation to measure impact.

Objective 4a. Improved monitoring systems will be designed and implemented.

It should be noted that "monitoring" often refers only to the commodities used in a program. The Cooperating Sponsors are concerned that monitoring be viewed in a broader sense, to encompass other items reviewed by inspectors, such as health center sanitation, school attendance, regularity of feeding etc.

Monitoring in its broadest sense overlaps with the concept of evaluation, i.e., measuring not only what goes in (food and other resources, as well as activities such as training, school feeding, nutrition education, etc.) but also what comes out (program effects short-term -- e.g., trained personnel, structures built, etc.).

The objective of improved monitoring is to be accomplished via three general strategies: design and installation of Management Information Systems, training at all levels, and systems to reward good and sanction sub-standard performance (of individuals on staff, as well as institutional performance).

Training needs are paramount in some of the PVOs, particularly in terms of helping staff new to food programming understand the potential for use of food as a resource to achieve longer-term social or economic change (as opposed to simple short-term alleviation of hunger). Training in MIS is also essential as systems are developed and implemented. Training needs assessments, however, need to be supplemented with information from re-examination and refinement of goals and objectives, plus recommendations from internal reviews and external evaluations -- i.e., failure to achieve objectives may be due in part to insufficient or inappropriate staff training. Newly formulated objectives and their linked indicators will have to be conveyed to staff and collaborating institutions via training and retraining.

Indicators will include the conduct of Training of Trainers in MIS, end-use reporting and proper record-keeping; and training has been conducted which results in (1) more thorough inspections, (2) improved relations with centers, and (3) evolution of the inspector's role from that of policeman to that of facilitator/trainer.

Application of established personnel policies and procedures are uneven among the Sponsors, with some having highly refined policies and others operating on an ad hoc basis or at the personal discretion of the agency director. Accountability standards require more formal approaches to end-use monitoring and suitable rewards and sanctions related thereto.

Indicators include the completion and utilization of personel manuals (for those agencies that do not have them) and evidence that a system of sanctions and rewards is in place and operating.

Some Cooperating Sponsors feel the need for more analysis of existing (and improved) data -- i.e., much information is collected and not appropriately massaged for management purposes. Feedback systems are poor; information flows mainly toward headquarters with insufficient return to the field.

The Cooperating Sponsors have agreed that center reporting must be improved when the political and security environment so permits. The target indicators are that 90% of centers (health and education) will report on a timely basis by the end of the first year of "regular" programming (and 95% will do so by the end of the third year); 90% of reports received will be accurate (computation) by the end of the first year (and 95% by the end of the third); and 95% accuracy in stocks and attendance figures will be found on monitoring reports of those centers inspected on the last workday of the month.

The inspectors will also ascertain whether community groups are increasingly involved in the management of centers. The measure of such involvement will be a written agreement specifying the community's participation. 30% of school canteens will be assessed in the first year, 65% by the end of the second year, and 100% by the end of the MYOP period. All new centers will be subject to a similar agreement. (As this constitutes an indicator both of the monitoring system itself and of the progress being made toward achievement of the goal of greater participation by the poor, it has been included only here, where several indicators have been agreed upon by all three Cooperating Sponsors.)

Objective 4b. An evaluation measuring program impact will be devised and performed

At the earliest possible time during the MYOP, the Cooperating Sponsors (or USAID, depending on funds available) will jointly contract an evaluation expert who will, together or individually with the three Cooperating Sponsors, review their M&E plans, advising on how best to obtain the baseline data required for eventual evaluation. The question of attribution (was the Cooperating Sponsor's intervention responsible if an impact IS detected?) will receive particular attention. If special surveys are required, local social scientists will be contracted to conduct them. Representatives from the Cooperating Sponsors plan to visit other countries with successful operations research activities to determine if their data collection successes and constraints could be useful in the Haitian context.

e. Goal 5: Ensure sufficient, stable funding.

This goal has two related objectives, one each for local currencies and dollar funding. Strategies to ensure sufficient local currencies relate to a pending Title III proposal and the likelihood of monetizing Title II commodities. Both of these strategies are outside the control of the Cooperating Sponsors at this time. USAID/Haiti cannot pursue a Title III program, which is by definition government-to-government, until a constitutional government has been restored to Haiti. USAID/Haiti also does not

believe that the legal, regulatory, and judicial environment in Haiti under the provisional de facto government is conducive to pilot attempts at Title II monetization. It is thus unlikely that local currencies will be available until somewhat later in the MYOP period.

Although dollar funding in support of food programming has become more abundant in recent years, the Haiti-based PVOs have come up short and have expended considerable energies in pursuing short-term bridge grants between crises and funding periods. In order to minimize the disruptive effects of this perpetual scramble for stable funding, USAID/Haiti has submitted a New Project Description to A.I.D./Washington for adequate development assistance (DA) funds for Sponsors' operating costs. The Mission anticipates that the new project will be authorized by July 1992.

f. Simplified Log Frames relating to Goals 1-5

These diagrams are similar to those which accompanied the text concerned with Program Goals, except that in some instances the Cooperating Sponsors have agreed to abide by common indicators, and so a column for indicators is included.

Support Goals 1 – 3

FY 1993 - 1995

(A)	(B)	(C)	(D INDICATORS)
Support Goal 1 : Improve planning			
Cooperating Sponsors and their collaborating agencies will individually & collectively increase both their planning skills & the quality of their planning documents	Re-structuring, re-designing, planning workshops & TA	Cooperating sponsors (jointly or individually) "revisit" concep tualization, defining objectives, determining related appropriate training: start with school feeding, then FFW and MCH in a series of workshops & technical assistance	MYOPs and DIPs (as well as corresponding Annual Reports) are submitted in a timely fashion and judged (by CSs themselves, by USAID/Haiti, & by AID/W) to be "improved" staff self-report improved skills.
Support Goal 2 : Improve program implementation			
Improved geographic & programmatic targeting	Title II Coordinating Committee Consensus-development meetings/ seminars	Cooperating Sponsors refine their informal agreements on targeting CSs refine their criteria for eligibility (e.g., FFW: common work norms; MCH: include II &III, or all those 6-24 mo or 6-60 mo.; pregnant only and lactating also; SF: criteria for school clusion CSs Standardize rations per target population and program	An absence of conflict
Improved mid-level management	Quantity & quality of staff	(Where needed) add mid-level supervisors to supervise end-use checkers Perform a management review: organigram? personnel policies & procedures (including job descriptions)? plan for staff development? Develop a system for staff appraisal (select staff)	(These will NOT have joint indicators)
Support Goal 3: Improve efficiency of logistics operations			
A blanket franchise will have been obtained for all Cooperating Sponsors	Title II Coordinating Committee		
Warehousing and trucking will have been consolidated & privatized		Issue request for proposals Review bids, select Consortium manages	

(See also Support Goal 4, MIS, re commodity tracking)

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Support Goals 4 – 5

FY 1993 - 1995

(A) (B) (C) (D) INDICATORS

Support Goal 4 : Improve monitoring and evaluation

(See text)

- Improved monitoring systems will be designed and implemented.
  - Management Information System (including but not limited to commodity tracking, finance, personnel etc.)
    - Develop hardware, software & data forms
    - Train MIS users at all levels (Coop. sponsor staff, HQ, field, center/institution heads, teachers, end-use checkers et al.)
  - Training at all levels
    - Review revised, refined objectives (to link training with objectives)
    - Review recent evaluations, management reviews, etc. (to see if failure to meet prior objectives can be traced in part to lack of training)
    - Conduct training needs assessment
    - Redesign, expand, improve training plan
    - Conduct training of trainers (supervisors, inspectors, facilitators, end-use checkers -- CS staff & center volunteers & personnel)
  - Reward/sanction proper end use and inspection thereof
    - Set appropriate ratio (60:17) of feasible number of centers for inspectors to visit monthly
    - Develop a system of rewards & sanctions (see personnel policies)
    - Develop a system (including schedules for supervision of inspectors
    - Perform individual appraisals and apply reward/sanction system/staff
- Impact Evaluation will be devised/performed
  - Periodic assessment
    - Assess all centers over a 3-year period

Support Goal 5: Ensure sufficient, stable funding to support PL 480 food-assisted programs

- Ensure sufficient local currencies
  - Title III
    Title II monetization
    - USAID develops proposal *
      Consortium contracts a specialist who designs and implements plan
- Ensure sufficient dollar funding
  - Farm Bill -- 202(e)
    Institutional Support Grant
    Development Assistance
    - CSs apply individually
      CSs apply individually
      USAID proposes in consultation with CSs

* This is a USAID activity which normally would not appear in a MYOP, but is included here because of the critical interest that CSs have in its outcome.

III. LINKAGES WITH OTHER DEVELOPMENT ACTIVITIES

The P.L. 480 Title II program occupies a different percentage of each Sponsor's total program in Haiti. ADRA devotes most of its resources, including management time, to the P.L. 480 program, with close integration of its mother child health activities with the food program. When ADRA is able to resume FFW, it will be able to provide more linkages between the food program and other activities. Although P.L. 480 is the primary resource available to International Lifeline as an umbrella organization, its 23 affiliate institutions have a variety of other resources at their disposal. With IL, however, the primary linkages are between food and health (mother child health, hospital feeding, food for the institutionalized) and food and education (school feeding). Food is but one of CARE's many activities in the country, and it is not currently used as a resource with other CARE project activities. CARE does promote use of food as a resource for community development, through encouraging formation of groups to enhance broad-based participation in decision-making. The Sponsors will investigate broadening the linkages between their food programs and other activities once the emergency is over and regular programming can be resumed.

IV. MONITORING AND EVALUATION

The Sponsors' have agreed that improved monitoring and evaluation is important, and have established this as Support Goal 4 for the planning period. More detail regarding each Sponsor's plan is included in its respective annex. All activities related to improved monitoring and evaluation will be consistent with Title II Regulation 11 requirements.

V. PUBLICITY

Whenever practicable, requirements for public recognition, as described in Regulation 11, Section 211.5 (g), will be met. Containers will be marked or disposed of as specified in Section 211.5 (h) and funds accruing from the sale of containers will be used as specified in Section 211.5 (i).

Any processing, repackaging or labeling of commodities will be done in accordance with Regulation 11, Section 211.6.

It is understood that all steamship containers are the property of the ship lines and are usually not available for disposal under the terms of this agreement.

VI. DISINCENTIVES

USAID/Haiti has provided funding for consultants to study the problem of P.L. 480 as a disincentive to agricultural production periodically over the last 15 years. The most recent review was conducted in late FY 1991, by Duverger and Alwang, as part of an assessment of the possibilities for monetization of Title II, and the impact of monetized Title III. The study performed a statistical analysis to determine how different amounts of food aid might affect consumer prices. Increased food aid was expected to have a dampening effect on food prices, since increased food aid is associated with increased commodity supplies. A summary of the results follows:

> In none of the attempts at estimation was domestic production of the commodity in question even remotely significant, and this variable was subsequently dropped from each regression. Apparently, levels of domestic production of foods has little impact on subsequent retail prices. Though this result is surprising, there are several possible explanations. First, as many previous studies have mentioned, domestic production data are extremely unreliable. These errors in measurement may swamp any empirically measurable relationship between production and prices. Second, marketing margins vary; because of this, one might more readily expect domestic production to affect producer rather than consumer prices. Third, production alone does not totally explain retail prices; variations in imports and exports might have overwhelming impacts on domestic supplies... (Duverger and Alwang, p. 97)

> The remaining results are more illuminating. First, the quantity of grain food aid has a consistent positive effect on retail grain prices. This positive effect is statistically significant in all but the rice equation. This, consistent with the results of Deaton, et. al., provides evidence of no price disincentive effect for domestic producers. This result, combined with the negative sign on income, suggests that variations in imports, rather than variations in domestic production or large income effects from Title II-type programs, is dampening the theoretical negative impact on prices ...

The lack of significant negative impact of food aid on prices is important in that it shows that aid should not produce disincentives for local production of food grains. In addition, it seems to be benefitting rather than hurting Haitian farmers. By the same token, arguments that food aid is having a significant income effect and dampening inflationary pressures are not supported by this evidence. Thus, from a macro perspective, the only impacts of food aid are through its impact on foreign exchange availability and

on the government budget [for Title III]. In addition, in local areas, quantities of food aid might be lowering prices; these local impacts could be washed out in the national average data. Because of the lack of price response, to find benefits to consumers from food assistance programs, one needs to look at individual outcomes (income, consumption, or nutritional status), or program outputs (e.g. infrastructure created by food for work programs). (Duverger and Alwang, p. 98).

As discussed under Goal 4, the Cooperating Sponsors plan to increase monitoring and evaluation of individual outcomes and program outputs during the MYOP period. Additionally, to avoid possible negative impacts in micro-environments, care will be taken by all Cooperating Sponsors to avoid providing large quantities of food at or near harvest time. Care will also be taken by those Cooperating Sponsors undertaking FFW projects requiring intensive labor to avoid organizing projects that would draw participants from crucial agricultural tasks. Emphasis will be on projects that can increase agricultural production (irrigation works, for example), stabilize supplies (access roads and storage), or improve access (generate income, thereby stimulating additional effective demand for local produce).

VII. LOGISTICS

Each of the three Cooperating Sponsors will include in its addendum details of its plans for logistics.

In addition, see Section II.B.3. above concerning Support Goal 3, Logistics, regarding privatization of trucking and warehousing.

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ANNEXES

A. Adventist Development and Relief Agency

B. CARE

C. International Lifeline

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5/19/92

ADRA/HAITI'S
ANNEX TO THE PVO *CONSOLIDATED MULTI-YEAR OPERATIONAL PLAN*
FY 1993 TO 1995

Submitted to:

United States Agency

for

International Development/Haiti

May 15, 1992

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ADRA/HAITI'S
ANNEX TO THE PVO *CONSOLIDATED MULTI-YEAR OPERATIONAL PLAN*
FY 1993 TO 1995

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ADRA/HAITI'S
ANNEX TO THE PVO *CONSOLIDATED MULTI-YEAR OPERATIONAL PLAN*
FY 1993 TO 1995

I. ASSUMPTIONS:

ADRA/Haiti at present is conducting an emergency feeding program for about 65,000 of the population most affected by the current situation in the Port au Prince area. Until assumption #1 is met ADRA will continue to meet the emergency situation with the resources available.

ADRA in consultation with USAID may use its regular distribution channels as a means to meet the emergency should it go beyond October 1, 1992 as suggested in the Joint MYOP. The use of these distribution channels would not be in the regular programming mode as outlined below, but rather as the most efficient means to meet the needs of the effected population. The idea being that school and/or MCH kitchens are available and would allow ADRA to serve a large segment of the population.

ADRA/Haiti will carry on the following program as outlined, targeting the most vulnerable segments of Haitian society, provided the following assumptions are valid. Should these assumptions not be met, ADRA/Haiti will adjust its programming accordingly.

(1) That the current political situation will be normalized on or before October 1, 1992, the beginning of the regular FY 1993 to 1995 MYOP program period;

(2) That security issues will not affect ADRA/Haiti's program operations before or during the FY 1993 to 1995 MYOP program period;

(3) That political unrest (i.e., general strike days) will not occur to the degree that it seriously interrupts program activities;

(4) That the hard currency exchange rate will not be less than seven gourdes to one dollar;

(5) That primary schools will function normally;

(6) That the supply of fuel will be adequate to support both the distribution channels and inspection of commodities;

(7) Weather-related emergencies before or during the MYOP period will cause ADRA to respond to the emergency with the least possible disruption to the regular program;

(8) That the host government will continue to extend importation (duty-free) and other necessary privileges to ADRA/Haiti;

(9) That the GOH's support will continue at current levels or better;

(10) That the working relationship with counterpart agencies that supply ADRA/Haiti with resources will continue as planned in the Consolidated MYOP;

(11) That adequate funding is available;

(12) That the commodities used in ADRA/Haiti's PL. 480 program may be permitted to vary in type and amount as mutually agreed upon by USAID/Haiti and ADRA/Haiti.

II. PROGRAM STRATEGY:

Until the current political crisis is resolved, ADRA/Haiti's assistance to selected vulnerable people groups will continue primarily to be in the form of humanitarian aid for approximately 65,000 people.

If and when the political situation normalizes, ADRA/Haiti will phase over toward more development programming while continuing to provide emergency help as needed.

ADRA's participation in the development of the Joint MYOP Goal I is evidenced as outlined below in the sections for School Feeding and Mother Child Health. ADRA's commitment to Goal II of the Joint MYOP is found in the section on Food for Work.

A. School Feeding:

As soon as normalcy returns, ADRA/Haiti will resume its school feeding program at its former level (before October, 1992). Depending when this occurs during the 1993-1995 MYOP program period, ADRA/Haiti estimates that some

69,000 boys and girls from ages six through twelve attending about 400 marginal primary schools will receive food assistance during an initial program period of nine months (school year).

In each succeeding nine-month school year period or portion thereof remaining in the 1993-1995 MYOP, ADRA/Haiti will seek to increase the number of beneficiaries by 10 percent should the results of the evaluation (see Page 10) show the additional supervision enables ADRA to maintain a high degree of accountability.

In addition to the above, ADRA/Haiti will be employing five new inspectors for a total of ten, and two supervisors where there were none. Besides fulfilling tasks related to inspection, these workers will facilitate and promote community involvement in the school feeding program.

As stated in the Joint MYOP, ADRA will target the Central region with its School Feeding program. Children attending primary school will receive a warm meal each school day.

B. Mother/Child Health:

ADRA/Haiti seeks to resume its MCH program targeting an average of 33,000 beneficiaries per year. It will stagger the reopening of the approximately 84 centers over a four-month period.

Because the centers have been closed since the crisis, an assessment of the eligibility of potential beneficiaries will be undertaken. After the assessment, regular MCH programmatic activities will be resumed.

ADRA Haiti will continue to maintain the current level of its MCH program, however it will phase over toward complementary development activities as identified by the community. These may include literacy classes, family gardens, small enterprise development, latrines/waste management and other community priorities.

Currently the MCH program collects volumes of data concerning the growth patterns of the children enrolled in the program. During this MYOP ADRA plans to computerize this data, a health information system, in order to better track the use of the resources available. It is

possible that information gained through this method can be used to better target the school feeding program as well.

As stated in the Joint MYOP, ADRA will target the Central region with its MCH program. However there will be other areas where ADRA has had a long standing program or there is great need that will be targeted. These areas are primarily along the eastern side of Haiti. In these cases ADRA will coordinate its activities with the other agencies who be working in the overall area. Pregnant and lactating mothers, mothers of malnourished children and the malnourished children themselves will receive food assistance.

C. Food-for-Work:

Post-crisis, ADRA/Haiti will undertake 30 food-for-work projects during a 12-month period. Essentially, the FFW projects can be divided into rubrics:

(1) Public Works FFW Projects. At least half of the projects (15) will be *public works* food-for-work projects where participants will work a minimum of 20 hours per week for four weeks. In exchange, each worker will receive 40 kilos of soy fortified bulgar and 2.9 kilos of oil. Materials to complement the community's inputs may also be provided through monetization funding. These projects are primarily designed to assist newly elected municipal officials meet their community's basic infrastructure needs.

(2) Community-Based FFW Projects. The remaining estimated 15 projects will be *community-based* food-for-work projects where the community volunteers its labor but lacks the necessary resources/materials/inputs to realize a project. In this case, ADRA/Haiti will use project funds to purchase materials. Such materials will include tools, cement, construction materials, and other inputs as needed. This type of FFW project targets the "felt needs" as identified by certain marginal sectors of the community.

In both types of FFW projects, the community decides which projects it wishes to undertake. Such projects may include sanitation projects (latrines, waste management), potable water projects, infrastructure (re/construction of roads, health posts), agro projects (reforestation, family gardens,

irrigation and erosion control). These projects must be a priority of the community and fit ADRA's criteria for community support and sustainability.

During any 12-month period or fraction thereof remaining in the FY 1993 - 1995 MYOP period, depending upon the evaluation (see Page 10), ADRA/Haiti will incrementally increase up to double the number of FFW projects instituted during the initial post-crisis period.

FFW projects must meet the following criterion:

- be restricted to food deficit areas
- respect the agricultural calendar
- be of a temporary nature (maximum six months total implementation time)
- not be renewed
- recruit participants who directly benefit from the project output
- include other resources, such as technical assistance, tools and/or construction materials, as appropriate
- provide for long-term maintenance and sustainability
- minimize negative impact on the environment
- have a management committee to assure activity's objectives are achieved
- provide a timely, orderly and regular food delivery system to ensure that rations can be consumed in the time between distributions
- avoid distribution of commodities in original containers.

Since ADRA is moving toward more community participation and ownership of projects, local communities will bring their request to ADRA usually through the facilitator/inspector. Should the facilitator see that the project has merit based on ADRA's objectives the request is passed on to the FFW Supervisor who may approve and pass on to headquarters or may work with the community involved to bring the request up to standard before passing it on. The supervisor will be required to visit each request he approves before headquarters approval will be given.

All projects will have measurable objectives such as but not limited to, miles of road per week/month, 1000's feet of canal per week/month or number of trees planted per week/month. Each project will have the objectives agreed upon by the community as well as ADRA.

To accomplish the objectives of this program, ADRA/Haiti will need to expand its current staff of one coordinator, a

Civil Engineer and one inspector. For the proposed FFW program, ADRA/Haiti will need to hire an assistant coordinator, a farmer/agronomist, and two inspector/facilitators. The farmer/agronomist will also provide assistance to the School Feeding gardening project and the MCH gardening project.

Current and new FFW employees will receive in-service training. Key staff will study other successful FFW models in South America and Ghana.

As stated in the Joint MYOP, ADRA will target the Central region with its FFW program. However since ADRA and IL are the only agencies doing FFW, the geographical target will not be limited exclusively as in the SF program. In these cases ADRA will coordinate its activities with the other agencies who be working in the overall area. Adult men and women will be the target group for the FFW program.

D. Other Child Feeding:

ADRA/Haiti will increase the number of beneficiary children from the current MYOP level of 1,500 to 5,000 during the first post-crisis 12-month period. It will maintain this number of beneficiaries for the remainder of the MYOP program period.

Should a more serious emergency situation arise, ADRA/Haiti, in consultation with USAID/Haiti, will increase its assistance to this segment of society in accordance with the need, the amount of food and resources available.

E. General Relief:

During this present crisis situation ADRA is assisting about 50,000 beneficiaries under a Humanitarian aid program. It is anticipated this situation will change.

ADRA/Haiti will increase the number of beneficiaries from 2,000, the current MYOP level, to 5,000 during the post-crisis 12-month period. As in the case of the Other Child Feeding program, ADRA/Haiti will continue to assist this number of beneficiaries during the remainder of the MYOP program period.

III. RATION COMPOSITION:

The following is a chart that describes the monthly ration per recipient for each program. All amounts are given in kilograms.

PROGRAMS	COMMODITIES			
	SFB	WSB	PEAS	OIL
School Feeding	3.5		1.0	0.5
Mother/Child Health				
Mother	5.0		2.78	
Child		1.92		0.7
Other Child Feeding	3.0	1.5	1.0	0.6
Food-for-Work	8.0			0.56
General Relief	5.0	1.5	1.39	0.7

Glossary:

SFB	Soy Fortified Bulgar
WSB	Wheat Soya Blend
Peas	Whole Green Peas
Oil	Vegetable Oil

The size and composition of the ration was determined in consultation with USAID/Haiti, CARE, CRS and IL. In addition to considering nutritional balance, the ration size was calculated on the basis of the volume of the commonly used receptacles for commodity measurement (K. Puffenberger, USAID/Haiti, 1986):

2.50kg = 1 Marmite of SFB
1.92kg = 1 Marmite of WSB
2.78kg = 1 Marmite of Peas
0.70kg = 1 Rum Bottle of Oil
0.35kg = 1 Kola Bottle of Oil
(A marmite is equivalent to a number 10 can.)

The MCH ration targets the child in the program, the mother and one sibling. It is given as a dry ration to be prepared in the home. To avoid dilution of the ration for the malnourished child, extra food is included for the mother and one sibling.

The FFW ration is designed for a worker and four family members. The OCF ration is a supplement to the basic food provided daily by an institution (i.e., orphanage) to their children. The ration

compositions suggested for each program may change depending on the results of the joint ration study by CARE and CRS and approval of USAID/Haiti.

IV. TRAINING

ADRA recognizes the importance of having a well trained dedicated staff. During the life of this MYOP ADRA will put a major emphasis on giving its staff specific training in their areas of responsibility. This will include On The Job Training, classroom and field exercises conducted by specialists both national and expatriate and field trips to visit other programs of recognized excellence. ADRA plans that its inspectors and supervisors become facilitators/trainers as well through this training.

This knowledge will then be passed on to the individuals working with ADRA through workshops and seminars where the participant will learn through lecture, group interaction and role playing, etc. Additionally the inspector/facilitators and supervisors will continue training during their site visits.

V. EVALUATION

In order to determine the effects of the addition of staff and the training component, ADRA plans for a major separate evaluation of its SF, MCH and FFW programs. The evaluation will assist ADRA to determine if its planned expansion of these programs is feasible or what additional inputs are required. These evaluations will be conducted by outside consultants.

VI. LOGISTIC PLAN:

1. Importation:

   (1) An Annual Estimate of Requirements (AER) is completedannually and submitted to USAID prior to April 15 for approvalfor the following fiscal year. Upon approval, 5 copies are sent to ADRA/International in Washington.

   (2) A quarterly Call Forward is submitted to Washington FFP atleast four months in advance of stock needs.

   (3) Two to four weeks after the submission of the call forward, ADRA/International sends a copy of the Transmittal notice from the shipping company. The Bill of Lading includes a stamped Advance Notice of Shipment indicating when the shipment is expected to leave the U.S. and its arrival in Port-au-Prince.

(4) The Haitian Consulate in Washington sends a consular invoice in triplicate to _____. Attached are copies of the Bill of Lading and pest control documents.

(5) Before the arrival of the shipment in port, all documentation for customs clearance is prepared, including the following:

a. Customs Declaration form;

b. A letter from the Minister of Finance prepared intriplicate;

c. A letter of guarantee from ADRA's bank completed in cooperation with the Customs office which permits release of the shipment pending completion of the paperwork with the Minister of Finance.

(6) All required documents are submitted to Customs. Transmittal notices are use to preclear shipments.

(7) When the shipment arrives, the shipping agent advises ADRA/Haiti by phone or in writing.

(8) The agent clears the shipment and delivers it to the ADRA warehouse.

(9) At the warehouse, the seals are broken and representatives from the shipping and survey companies inspect the commodities for loss or damage as unloading takes place.

(10) A commodity unloading form is filled out by the warehouse manager noting the total received, the number of torn or wet units, and the number of containers received in good condition. A damage/loss report is prepared.

(11) A copy of the survey company's assessment and a copy of the loss report are sent to ADRA/International and USAID/Haiti.

2. Storage:

ADRA stores all commodities in its 12,000 sq. ft. Port-au-Prince warehouse. All handling and storage conforms to AID regulations and recommended practices. Any infestation is dealt with immediately by local pest control companies.

In concert with CARE, CRS and IL, ADRA plans to use a private firm for the storage of commodity. The current thinking is to

begin these plans FY 1994 should all the conditions be met. It is anticipated this move will decrease costs and increase the time available to the PVO for program administration and planning.

3. Distribution:

Each quarter, the directors of each ADRA program, MCH, SF,OCF, FFW, and GR, meet to review the established programs, adjust the commodity allotments, and determine how many new projects that have been approved by the Administrative Committee can be initiated during the new quarter. This process will be altered as ADRA begins stricter targeting and enforces stronger regulations concerning continued participation in the program. The various program directors will have to be more flexible interminating or beginning projects throughout the quarter as an ongoing process. This, of course, will result in continual evaluation and allow quicker action in dropping unsatisfactory projects which receive commodities more frequently than once a quarter.

Distributions are made every two months to MCH Centers and OCF, every two months to SF, and every month to FFW and GR feeding. Manifests are prepared for each approved project indicating the name of the project or program, the person responsible, the place where the food is to be delivered, the number of beneficiaries, and the quantity of each commodity to be delivered. After the manifest is prepared by the data manager it is submitted to the PL 480 director for approval before presentation to the warehouse manager. The truck is loaded, quantities checked off, verified, and their condition noted by the driver. Then delivery is made to the location and person named on the manifest. The receiving agent repeats the count and condition of the commodities, notes discrepancies on the manifest, then dates and signs it.

To carry out the distribution to all projects nationwide, ADRA maintains a fleet of seven trucks of 8.5 ton capacity. To monitor and supervise the distribution and carry out end-use checking, ADRA has a fleet of 9 vehicles for the inspector/supervisors' use. In order to support the transport and inspection fleets ADRA maintains a vehicle garage in Port-au-Prince and an inventory of spare parts. Funds from a proposed monetization scheme will be available to purchase replacement vehicles.

In concert with CARE, CRS and IL, ADRA plans to use a private trucking firm beginning FY 1994, should all condition be met, for

the transport of commodity. It is anticipated this move will decrease costs and increase the time available to the PVO for program administration and planning.

VII. DUTY FREE STATEMENT:

An English translation of ADRA's agreement with the GOH for duty free importation of commodities is found in Appendix G. The original signed French version is on file with ADRA.

VIII. SUSTAINABILITY:

ADRA/Haiti's approach to sustainability is designed to move marginal segments of society further along the continuum from dependency toward self-sufficiency. In order to accomplish this, ADRA/Haiti will implement the following sustainability strategies:

A. School Feeding:

Provided assumptions one IS met, in the second and third 12-month terms of the MYOP period, ADRA/Haiti will promote the establishment of Parent Teacher Associations in 80 schools (35 percent of the total number of schools served). Among the responsibilities the PTA will be involved in are the following:

(1) With assistance from ADRA/Haiti, to initiate a school gardening project designed to supplement and not supersede the rations allotted to each participant school;

(2) To oversee, assist, and supplement canteen activities through such activities as the provision of fuel, spices, other food items, kitchen utensils and volunteering in the kitchen.

B. Mother Child Health:

During the second and third 12-month terms, ADRA/Haiti will also initiate a pilot program of home gardening. This program will consist of two components: a garden training program and the distribution of two-kilo seed packs.

The training program will consist of two phases. In the first phase, ADRA/Haiti will train an estimated 16 volunteer trainer teams (two persons in each team) of from 16 MCH

centers (10 percent of all of ADRA/Haiti's MCH centers) per year in basic home gardening techniques..

After capacitation, each volunteer trainer team each will in turn train and provide follow-up support to 40 female lead farmers that utilize the local MCH center's services. The number of female lead farmers to be trained during each 12-month term will be average of 640 females for a total of 1,200 during the 24 month program period.

Each female lead farmer will receive--depending on family size--an average of two kilos of seeds, a cultivating tool (hoe) as needed, and printed instructions designed for non-literate persons. Included in the pack are assorted vegetable seeds. The variety of seeds will depend on community preferences and availability.

C. Food-for-Work:

In the public works food-for-work projects, ADRA/Haiti will use the civic infrastructure (mayors' office, city council, etc.) to insure that the results of the public works project is maintained on an on-going basis.

In terms of the sustainability of community-based food-for-work projects, the requesting committee will enter into a contract with ADRA/Haiti to maintain the results of a given project for a minimum of three years. ADRA/Haiti will conduct an annual inspection to insure compliance.

IX. Budget FY 1993

I. Program Costs	Year 1 Total	Year 2 Total	Year 3 Total	Grand Total	*Currency exchange rate is 7 Goudes to 1 USD*
Salaries:					All salaries include 8% retirement, 6% for termination, 8% for medical coverage
Sub Total Adminsitration	151,012	173,663	199,713	524,388	See Attached Document for Salary Details
Sub Total Program Support	217,784	250,452	288,020	756,256	Salaries for years 2 & 3 reflect a 15% yearly increase
Sub Total Commodity Movement	205,634	236,479	271,950	714,062	
Temporary Help	35,000			35,000	Temporary assistance during labor intensive times. All MCH programs begin during a four month program. Normally these programs would be staggered throughout the year.
Sub Total Personnel	609,429	660,594	759,683	2,029,706	
Utilities					Utility cost are anticipated to increase 30% yearly
Telephone	8,571	11,143	14,486	34,200	
Fax	1,714	2,229	2,897	6,840	
Water	7,029	9,137	11,878	28,044	
Electricity	7,714	10,029	13,037	30,780	
House Keeping supplies	5,143	6,686	8,691	20,520	
Sub Total Utilities	30,171	39,223	50,990	120,384	
Office Expense					Office Expenses are anticipated to increase 30% yearly
Administrative Expenses	8,571	11,143	14,486	34,200	Check printing, and other small administrative expenses
Supplies	17,857	23,214	30,179	71,250	Paper for copier and computers, copier toner, pencils, pens, paper clips, etc.
Security	12,000	15,600	20,280	47,880	Guards riding in Trucks
Building Repair	4,714	6,129	7,967	18,810	
Building Insurance	1,286	1,671	2,173	5,130	
Office equipment maintenance	8,571	11,143	14,486	34,200	Contract for copier, five IBM typewriters and telephone, 10 air-conditions, one generator
Printing	6,857	8,914	11,589	27,360	Reporting forms and contracts for School Feeding, General Relief, Other Child Feeding and FFW
Sub Total Office Expense	59,857	77,814	101,160	238,830	
Commodity Movement and Storage					Commodity Movement shows a 25% increase yearly
Custom Clearance	1,017,221	1,271,526	1,589,408	3,878,155	378 containers @ 250 Haitian Gourdes each. GOH contribution is based on an average of $156 USD per ton. See chart attached
ADRA Vehicles	162,224	202,780	253,475	618,479	Sixty percent of commodity at $36 per ton (Salaries for drivers etc., are not included). GOH contribution of duty free fuel is included. See first year budget for details.
Private Trucking	128,680	160,850	201,063	490,593	Forty percent of commodity at $50 per ton
Fumigation	8,914	11,143	13,929	33,986	
Rebagging	3,071	3,839	4,799	11,710	
Sub Total Commodity Move	1,320,110	1,650,138	2,062,673	5,032,922	

Transportation					Transportation anticipates a 30% increase in each line item except Perdiem where there will be a 15% increase
Vehicle Insurance	16,429	21,357	27,764	65,550	Comprehensive Vehicle coverage -- see attached list of vehicles
Vehicles Repair	72,000	93,600	121,680	287,280	
Fuel	79,286	103,071	133,993	316,349	Seventeen vehicles averaging 746 miles per week using 41 gallons per week. Does not include fuel for Commodity Transport. CT line item covers that fuel. GOH contribution of duty free fuel included.
Lubricants	14,000	18,200	23,660	55,860	306 gallons of motor oil plus other lubricants
Tavel/Perdiem	223,143	256,614	295,106	774,864	
Sub Total Transportation	404,857	492,843	602,203	1,499,903	
Training					Counterpart and Community Health Agent training will increase 30% while international travel and Technical Assistance will decrease by 50%
Counterpart Training	23,000	29,900	38,870	91,770	FFW, SF local volunteer training
International Travel	26,224	13,112	13,112	52,448	Training trip FFW to Bolivia & Peru four people for 4 weeks. $1200 airfare each plus $18 per diem x 28 days x 4 people plus hotel expenses of an average $50 per night per person plus $2,500 each for trip to Ghana and hotel and per diem for 14 days
Technical Assistance	29,200	14,600	14,600	58,400	Ten days each per program, agriculture, infrastructure and health plus computer TA for main office personnel @ $250 per day per person plus $100 per diem plus $800 air fare
Community Health Agents Training	11,572	15,044	19,557	46,172	12 regional seminars plus two master seminars plus travel. Regional seminars will have 27 people attending
Sub Total Training	89,996	72,656	86,139	248,790	
Project Materials					It is anticipated that there will be a 50% increase
FFW program support materials	20,000	30,000	45,000	95,000	Tools and inputs as needed for programs selected by community, may include cement, bricks and hand tools.
Sub Total Project Materials	20,000	30,000	45,000	95,000	
Contingencies 5% of Project Cost	72,130	96,573	130,802	299,505	
Sub total Project Costs	2,606,55[illegible]	3,119,840	3,638,[illegible]	9,365,040	

II. Procurement

Support Medicines	24,000	31,200	40,560	95,760	MCH, vitamins and worm medicine, skin and eye ointment
Office Materials	8,000	10,400	13,520	31,920	MCH Printed forms, 10 calculators, pens, office supplies
Education Materials	7,500	9,750	12,675	29,925	MCH 1200 Health posters
Scales & Weighing pants	2,000	500	650	3,150	MCH 100 scales, 400 weighing pants, first year. 25 scales there after.
Vehicles	127,650	83,250	83,250	294,150	One 4x4 Vehicle for Food Program Director, five 4x4 pickups for inspectors, first year. Second and third years 3 4x4 vehicles to replace worn out vehicles in current fleet. GOH contribution of duty free importation is included.

Office Equipment & Furniture	49,950	11,100	11,100	72,150	Five computer systems and software for food tracking and reporting, one duplicator and scanner for forms reproduction, one copy machine, tables and office chairs and desks, first year. Two systems per year for addbional time to replace worn out systems.
Vehicle Maintenance Tools	2,500	2,500	2,500	7,500	Various mechanic tools for vehicle maintenance
Guards Quarters	15,000			15,000	Night guards quarters need to be enlarged
Contingencies 5%	10,950	7,435	8,213	26,598	
Sub Total Procurement	247,550	156,135	172,468	576,153	
III. Evaluation					
Audit	20,000	10,000	20,000	50,000	External consultant for audit plus ADRA's internal audit
Consultants	27,000	18,000	9,000	54,000	Project evaluation for FFW, MCH and School Feeding
Travel & Per Diem	11,000	3,667	1,222	15,889	Consultant's perdiems and travel
Report Prep	2,500	833	278	3,611	Duplicating and distribution
Sub Total Evaluation	60,500	32,500	30,500	123,500	
Sub Total	2,914,603	3,308,475	4,041,616	10,264,694	
IV. Overhead 17%	38,572	38,750	43,500	120,822	Headquarter overhead must be figured seperatly each year on the detailed buget, figures for years 2 & 3 are an estimate only
GRAND TOTAL	2,953,175	3,347,225	4,085,116	10,385,516	

First Year Budget

I. Program Costs	Farm Bill	Del Assi.	ADRA	GOH	Total	Currency exchange rate is 7 Goudes to 1 USD
Salaries:						All salaries include 8% retirement, 6% for termination, 8% for medical coverage
Sub Total Adminsitration		102,012	49,000		151,012	See Attached Document for Salary Details
Sub Total Program Support		217,784			217,784	
Sub Total Commodity Movement		205,634			205,634	
Temporary Help		35,000			35,000	Temporary assistance during labor intensive times. All MCH programs begin during a four month program. Normally these programs would be staggered throughout the year.
Sub Total Personnel	0	560,429	49,000	0	609,429	
Utilities						
Telephone		8,571			8,571	
Fax		1,714			1,714	
Water		7,029			7,029	
Electricity		7,714			7,714	
House Keeping supplies		5,143			5,143	
Sub Total Utilities		30,171	0	0	30,171	
Office Expense						
Administrative Expenses		8,571			8,571	Check printing, and other small administrative expenses
Supplies		17,857			17,857	Paper for copier and computers, copier toner, pencils, pens, paper clips, etc.
Security		12,000			12,000	Guards riding in Trucks
Building Repair		4,714			4,714	
Building Insurance		1,286			1,286	
Office equipment maintenance		8,571			8,571	Contract for copier, five IBM typewriters and telephone, 10 air-conditions, one generator
Printing		6,857			6,857	Reporting forms and contracts for School Feeding, General Relief, Other Child Feeding and FFW
Sub Total Office Expense		59,857	0	0	59,857	
Commodity Movement and Storage						
Custom Clearance		13,517		1,003,704	1,017,221	378 containers @ 250 Haitian Gourdes each. GOH contribution is based on an average of $156 USD per ton. See chart attached
ADRA Vehicles		138,974		23,250	162,224	Sixty percent of commodity at $36 per ton (Salaries for drivers etc., are not included). GOH contribution is duty free fuel
Private Trucking		128,680			128,680	Forty percent of commodity at $50 per ton
Fumigation		8,914			8,914	
Rebagging		3,071			3,071	
Sub Total Commodity Move	0	293,157	0	1,026,954	1,320,111	
Transportation						
Vehicle Insurance		16,429			16,429	Comprehensive Vehicle coverage – see attached list of vehicles
Vehicles Repair		72,000			72,000	Spare and maintenance parts for 8 trucks and 17 vehicles

Fuel		63,429		15,857	79,286	Seventeen vehicles averaging 746 miles per week using 41 gallons per week. Does not include fuel for Commodity Transport. CT line item covers that fuel. GOH contribution is duty free purchase
Lubricants		14,000			14,000	306 gallons of motor oil plus other lubricants
Tavel/Perdiem		223,143			223,143	
Sub Total Transportation		389,000	0	15,857	404,857	
Training						
Counterpart Training		23,000			23,000	FFW, SF local volunteer training
International Travel	26,224				26,224	Training trip FFW to Bolivia & Peru four people for 4 weeks. $1200 airfare each plus $15 per diem x 28 days x 4 people plus hotel expenses of an average $50 per night per person plus $2,500 each for trip to Ghana and hotel and per diem for 14 days
Technical Assistance	29,200				29,200	Ten days each per program, agriculture, infrastructure and health plus computer TA for main office personnel @ $250 per day per person plus $100 per diem plus $800 air fare
Community Health Agents Training	11,572				11,572	12 regional seminars plus two master seminars plus travel. Regional seminars will have 27 people attending
Sub Total Training	66,996	23,000	0	0	89,996	
Project Materials						
FFW program support materials		20,000			20,000	Tools and inputs as needed for programs selected by community, may include cement, bricks and hand tools.
Sub Total Project Materials	0	20,000	0		20,000	
Contingencies 5% of Project Cost	3,350	68,781			72,131	
Sub Total Project Costs	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
II. Procurement						
Support Medicines		24,000			24,000	MCH, vitamins and worm medicine, skin and eye ointment
Office Materials	8,000				8,000	MCH Printed forms, 10 calculators, pens, office supplies
Education Materials	7,500				7,500	MCH 1200 Health posters
Scales & Weighing pants	2,000				2,000	MCH 100 scales, 400 weighing pants
Vehicles	36,000	79,000		12,650	127,650	One 4x4 Vehicle for Food Program Director, five 4x4 pickups for inspectors. GOH contribution is duty free importation
Office Equipment & Furniture	45,000			4,950	49,950	Five computer systems and software for food tracking and reporting, one duplicator and scanner for forms reproduction, one copy machine, tables and office chairs and desks. GOH duty free contribution.
Vehicle Maintenance Tools	2,500				2,500	Various mechanic tools for vehicle maintenance
Guards Quarters		15,000			15,000	Night guards quarters need to be enlarged
Contingencies 5%	5,050	5,900			10,950	
Sub Total Procurement	106,050	123,900	0	17,600	247,550	

III. Evaluation						
Audit	10,000		10,000		20,000	External consultant for audit plus ADRA's internal audit
Consultants	27,000				27,000	Project evaluation for FFW, MCH and School Feeding
Travel & Per Diem	11,000				11,000	Consultant's perdiems and travel
Report Prep	2,500				2,500	Duplicating and distribution
Sub Total Evaluation	50,500		10,000		60,500	
Sub Total	226,896	1,566,296	50,000	1,080,411	2,914,603	
IV. Overhead 17%	38,572				38,572	
GRAND TOTAL	265,468	1,566,296	50,000	1,080,411	2,953,175	

Summary Food Delivery Vs. Other Program Budget

I. Program Costs Food Movement	
Salaries	326,443
Utilities	24,137
Office Expense	45,486
Transportation	368,514
Training	17,999
Commodity Movement	1,320,111
Sub Total Program Costs	2,102,690
II. Procurement	
Vehicles	127,650
Office Equipment	44,955
Vehicle Maintenance Tools	2,000
Guards Quarters	12,000
Sub Total Procurement	186,605
Contingencies 5%	66,464
Evaluation	30,250
Overhead 17%	19,286
Total Food Movement Costs	2,405,296
I. Complentary Program Costs	
Salaries	282,987
Utilities	6,034
Office Expense	14,371
Transportation	36,343
Training	71,997
Sub Total Program Costs	411,732
II. Procurement	
Project Materials	61,500
Office Equipment	4,995
Guards Quarters	3,000
Vehicle Maintenance Tools	500
Sub Total Procurement	69,995
Contingencies 5%	16,616
Evaluation	30,250
Overhead 17%	19,286
Total Complementary Cost	547,879
Total Costs	2,953,175

On this summary Contingencies, Evaluation and Overhead are shared on a 50-50 basis

Administrative Salaries and Office Expenses are shared on an 80-20 basis

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GOH Contribution on Food Importation

GOH Support by duty free importation

		Commodity Value				GOH Taxes					
	MT	Value	Shipping	Total	Haitian Dollars	CIF	Consulaire Tax	TCA*	Total Haitian	Total USD	Average USD
SFB	1,665	391,339	289,218	680,557	884,724	442,362	26,542	135,363	1,488,990	212,713	$128
CSB	426	134,627	71,650	206,277	268,160	134,080	8,045	41,029	451,314	64,473	$151
WFB	136	42,374	26,336	68,710	89,323	44,661	2,680	13,666	150,330	21,476	$158
PEAS	822	234,038	152,449	386,487	502,433	251,217	15,073	76,872	845,595	120,799	$147
OIL	233	171,025	48,849	219,874	285,836	142,918	8,575	43,733	481,062	68,723	$295
Total	3,282	973,402	588,503	1,561,905	2,030,476	1,015,238	60,914	310,663	3,417,291	488,184	$149

Based on Last Shipments received by ADRA

Estimated 1993 values

		Commodity Value				GOH Taxes					
	MT	Value	Shipping	Total	Haitian Dollars	CIF	Consulaire Tax	TCA*	Total Haitian	Total USD	Average USD
SFB	4,793	1,126,538	832,567	1,959,104	2,546,836	1,273,418	76,405	389,666	4,286,325	612,332	$128
CSB	514	162,437	86,451	248,888	323,555	161,777	9,707	49,504	544,543	77,792	$151
WFB	229	71,512	44,446	115,958	150,746	75,373	4,522	23,064	253,705	36,244	$158
PEAS	120	34,166	22,255	56,421	73,348	36,674	2,200	11,222	123,445	17,635	$147
OIL	814	597,486	170,657	768,143	998,585	499,293	29,958	152,784	1,680,619	240,088	$295
Warfage and handling fees @ $30 Haitian per ton					30				194,100	27,729	
Total	6,470	1,919,105	1,160,259	3,148,515	4,093,070	2,046,535	122,792	626,240	6,888,637	1,011,820	$156

Appendix A: Yearly Salaries and Bonuses

Yearly Salaries and Benefits in US Dollars

Position Person	Yearly Salary	ONA 6%	Bonus 8.3%	Retirement 8%	Medical Ins 8%	Termination 6%	Total
ADMINISTRATION							
Director	0	0	0	0	0	0	0
Asst. Director Projects	13,083	785	1,090	1,047	1,047	785	17,837
Asst. Director Finance	13,083	785	1,090	1,047	1,047	785	17,837
Chief Accountant	11,169	670	931	893	893	670	15,226
Cashier Accountant	7,317	439	610	585	585	439	9,975
Accountant	8,314	499	693	665	665	499	11,335
Administrative Secretary	6,506	390	542	520	520	390	8,869
Department Secretaries	0	0	0	0	0	0	0
NEW	5,422	325	452	434	434	325	7,392
NEW	5,422	325	452	434	434	325	7,392
Receptionist	4,509	271	376	361	361	271	6,147
PL 480 Director	0	0	0	0	0	0	0
Sub Total Administration	74,825	4,490	6,235	5,986	5,986	4,490	102,012
PROGRAM SUPPORT							
MCH Director	10,591	635	883	847	847	635	14,439
Training Officer	7,773	466	648	622	622	466	10,597
Farmer/Trainer	6,660	400	555	533	533	400	9,080
HIS Manager	5,366	322	447	429	429	322	7,315
Data Manager	8,486	509	707	679	679	509	11,569
FFW Coordinator	7,214	433	601	577	577	433	9,835
FFW Asst. Coordinator	5,422	325	452	434	434	325	7,392
Inspectors							
SF Pierre Obas	6,446	387	537	516	516	387	8,788
Pierre Elcoi	5,309	319	442	425	425	319	7,238
Francois Wesner	3,794	228	316	303	303	228	5,172
Chevalies Prosper	3,794	228	316	303	303	228	5,172
Piere Claude Robergeau	3,794	228	316	303	303	228	5,172
Marc Bonzil	6,446	387	537	516	516	387	8,788
Jacques Michel	6,446	387	537	516	516	387	8,788
NEW	3,415	205	285	273	273	205	4,656
NEW	3,415	205	285	273	273	205	4,656
NEW	3,415	205	285	273	273	205	4,656
Supervisors							
NEW	4,977	299	415	398	398	299	6,785
NEW	4,977	299	415	398	398	299	6,785
MCH Insps. Junie Collagene	3,926	236	327	314	314	236	5,352
Fils Aime Marchias	3,566	214	297	285	285	214	4,861
Azard Jean Fritz	4,930	296	411	394	394	296	6,722
Emmanuel Mondesir	4,551	273	379	364	364	273	6,205
Hyppolite Jeanne	5,688	341	474	455	455	341	7,755
Joseph Irlane	5,688	341	474	455	455	341	7,755
FFW St Vil Willy	3,794	228	316	303	303	228	5,172
NEW	3,415	205	285	273	273	205	4,656
NEW	3,415	205	285	273	273	205	4,656
Community Health Agents							
Louisiana Anty	1,886	113	157	151	151	113	2,571
Romeus Presina	1,886	113	157	151	151	113	2,571
Ridorse Josiane	1,517	91	126	121	121	91	2,068
Immunization Officer	2,451	147	204	196	196	147	3,342
Purchasing Agent	3,389	203	282	271	271	203	4,621
Messenger	1,906	114	159	153	153	114	2,599
Sub Total Program Support	159,744	9,585	13,315	12,780	12,780	9,585	217,789
COMMODITY MOVEMENT							
Commodity Manager	8,486	509	707	679	679	509	11,569

Chief Warehouseman	7,929	476	661	634	634	476	10,809
Asst. Warehouseman	3,951	237	329	316	316	237	5,387
Drivers							
Charles Alphonse	5,297	318	441	424	424	318	7,222
Dubuche Willy	5,297	318	441	424	424	318	7,222
Jaccil Samuil	4,680	281	390	374	374	281	6,380
Moise Laurent	4,371	262	364	350	350	262	5,960
Pierre Julien	5,297	318	441	424	424	318	7,222
NEW	3,446	207	287	276	276	207	4,698
NEW	3,446	207	287	276	276	207	4,698
NEW	3,446	207	287	276	276	207	4,698
Drivers Assistants							
Devilmar Charles	2,674	160	223	214	214	160	3,646
Jean-Baptiste Ramses	2,146	129	179	172	172	129	2,926
Lincifor Samuel	2,674	160	223	214	214	160	3,646
Rigaud Gary	2,400	144	200	192	192	144	3,272
NEW	1,973	118	164	158	158	118	2,690
NEW	1,973	118	164	158	158	118	2,690
NEW	1,973	118	164	158	158	118	2,690
Chief Mechanic	8,014	481	668	641	641	481	10,926
Mechanics							
Fleurinord Roland	3,651	219	304	292	292	219	4,978
Gilles Schiller	3,950	237	329	316	316	237	5,385
Mechanics Assistants							
Dorcy Louis Bergina	2,066	124	172	165	165	124	2,816
Lorcy Jean R	1,920	115	160	154	154	115	2,618
Loaders							
Bernard Salomon	3,429	206	286	274	274	206	4,674
Joseph Jacessaint	3,429	206	286	274	274	206	4,674
Romeus Predilus	3,429	206	286	274	274	206	4,674
Guilbaud Mexil	3,429	206	286	274	274	206	4,674
Erol Auguste	3,429	206	286	274	274	206	4,674
Azael Siffroi	3,429	206	286	274	274	206	4,674
Ezechias Lima	3,429	206	286	274	274	206	4,674
Daniel Thelusma	3,429	206	286	274	274	206	4,674
Jacob Odius	3,429	206	286	274	274	206	4,674
Constant Agelus	3,429	206	286	274	274	206	4,674
Dorvilus Dolcin	3,429	206	286	274	274	206	4,674
Verneus Pierre	3,429	206	286	274	274	206	4,674
Romanes Pierre	3,429	206	286	274	274	206	4,674
Service Employees							
Mathurin Erieuci	1,089	65	91	87	87	65	1,484
Francois Anziade	1,089	65	91	87	87	65	1,484
Essie Compere	518	31	43	41	41	31	706
Jean Gabriel	2,513	151	209	201	201	151	3,426
Mauriesaint Altes	1,851	111	154	148	148	111	2,524
Metellus Jorel	1,200	72	100	96	96	72	1,636
Watchmen	3,127	188	261	250	250	188	4,263
Gatekeepers							
Max Marseille	1,906	114	159	153	153	114	2,599
Aubry Michel	1,906	114	159	153	153	114	2,599
Sub Total Commodity Movement	$150,831	$9,050	$12,569	$12,067	$12,067	$9,050	$205,634
Grand Totals	$365,481	$23,124	$32,117	$30,832	$30,832	$23,124	$525,429

Appendix B: Salary by Project

Position / Person	Total Salary Pkg.	
ADMINISTRATION		
Director		12,250
Asst. Director Projects	17,837	
Asst. Director Finance	17,837	
Chief Accountant	15,226	
Cashier/Accountant	9,975	
Accountant	11,335	
Administrative Secretary	8,869	
Department Secretaries		
NEW	7,392	
NEW	7,392	
Receptionist	6,147	
PL 480 Director		49,000
Training Officer	10,597	
Data Manager	11,569	
Purchasing Agent	4,621	
Messenger	2,599	
Service Employees		
Nathunin Rreuse	1,484	
Francois Anglade	1,484	
Isaire Compire	706	
Jean Gabriel	3,426	
Meuissaint Altis	2,524	
Metilus Jorel	1,636	
Watchmen	4,263	
Gatekeepers		
Max Marseille	2,599	
Aubry Michel	2,599	
Sub Total Administration		162,118
PROGRAM SUPPORT		
FFW Coordinator	9,835	
FFW Asst. Coordinator	7,392	
Farmer/Trainer	9,090	
FFW St Vil Willy	5,172	
NEW	4,656	
NEW	4,656	40,790
SF Inspectors		
SF Pierre Obas	8,788	
Riene Elcor	7,238	
Francois Wisner	5,172	
Chevalies Brosper	5,172	
Pierre Claude Robergian	5,172	
Marc Bonzil	8,788	
Jacques Michel	8,788	
NEW	4,656	
NEW	4,656	
NEW	4,656	
Supervisors		
NEW	6,785	
NEW	6,785	76,654
MCH Director	14,439	
HIS Manager	7,315	
MCH June Coagine	5,352	
Fils Ame Machias	4,861	
Azard for Fritz	6,722	
Emmanuel Mondesier	6,205	

Hyppolite Jeanne	7,755	
Joseph Tiline	7,755	
Community Health Agents		
Lornziane Anty	2,571	
Romers Presina	2,571	
Ridoree Josiane	2,068	
Immunization Officer	3,342	70,956
Sub Total Program Support		186,399
COMMODITY MOVEMENT		
Commodity Manager	11,569	
Chief Warehouseman	10,809	
Asst. Warehouseman	5,387	27,765
Drivers		
Charles Alphonse	7,222	
Dubuche Willy	7,222	
Jacoil Samuil	5,380	
Moise Laurent	5,960	
Pierre Julien	7,222	
NEW	4,698	
NEW	4,698	
NEW	4,698	
Drivers Assistants		
Iarrimar Chalte	3,646	
Jean-Baptiste Ramsis	2,926	
Linufort Samuel	3,646	
Rigand Gary	3,272	
NEW	2,690	
NEW	2,690	
NEW	2,690	69,659
Loaders		
Bernard Salómon	4,674	
Joseph Jacssaint	4,674	
Romeus Predilus	4,674	
Guilbaud Mexil	4,674	
Erol Auguste	4,674	
Azael Siffroi	4,674	
Ezechias Lima	4,674	
Daniel Thelusma	4,674	
Jacob Odius	4,674	
Constant Agelus	4,674	
Dorvilus Dolcin	4,674	
Verneus Pierre	4,674	
Romanes Pierre	4,674	60,766
Chief Mechanic	10,926	
Mechanics		
Fleunnard Roland	4,978	
Crelles Schiller	5,365	
Mechanics Assistants		
Dorcil Bergina	2,816	
Lorcy Jean R	2,618	26,723
Sub Total Commodity Movement		$184,912
Grand Totals		$525,429

Appendix C: Per Diems Breakdown

Per Diems	Numb.	Days/Week	Total Days/year	Rate Perdiem	Rate Hotel	Total
Administration	5	3	132	$14	$32	$23,571
FFW	6	4	176	$11	$18	$25,457
SF	12	4	176	$11	$18	$50,914
MCH	7	4	176	$11	$18	$29,700
Drivers	14	4	176	$11	$18	$59,400
Security	7	4	176	$14	$18	$34,100
Total	**51**	**23**	**1012**			**$223,143**

Appendix D: Lubricants Breakdown

Lubricants	Quantity	Measure	Price	Total
Motor Oil	924	Gal	$9.71	$8,972
Transmission Oil	3	Drums	$534.00	$1,602
Steering Fluid	100	Gal	$2.86	$286
Grease	60	Gal	$10.58	$635
Battery Acid	91	Gal	$4.27	$389
Brake Fluid	3	Cases	$68.67	$206
Distilled Water	324	Gal	$1.43	$463
Winshield Fluid	325	Gal	$2.20	$715
Coolant	67	Gal	$8.60	$576
Misc Lubricants				$156
Total				**$14,000**

Appendix E: Vehicle List

ADRA Vehicle List

	Vehicle	Year
Inspection		
	Toyota LC	1991
	Toyota LC	1990
	Toyota LC	1990
	Toyota LC	1988
	Toyota LC	1988
	Toyota LC	1984
	Mitsubishi Pajero	1987
	Jeep CJ7	1985
	Jeep Cherokee	1985
	Jeep Cherokee	1985
	Toyota LC 4 door	1991
Garage		
	Ford Ranger	1987
	Ford Ranger	1986
Administration		
	Toyota LC	1991
	Toyota LC	1991
	Toyota LC 4 door	1991
	Ford Bronco II	1987
Commodity Movement		
	Nissan UD	1986
	Ford L8000	1986
	Ford L8000	1986
	Ford L8000	1864
	Ford L8000	1983
	Ford L8000	1982
	Ford L8000	1991
	Ford L8000	1991

1. Country	2. Cooperating sponsor
Haiti	ADRA

TITLE II, PL 480 COMMODITIES
ANNUAL ESTIMATE OF REQUIREMENTS -- FY 1993

(See reverse for instructions)

3 Recipient Categories	Number Feeding Days Per Mo	Number of Recipients	Number Months Operating	Number Distributed Per Year	PROPOSED DISTRIBUTION SFB Number Recipients	SFB Rate Kgs	SFB (000) Kilograms	WSB Number Recipients	WSB Rate Kgs	WSB (000) Kilograms	Peas Number Recipients	Peas Rate Kgs	Peas (000) Kilograms	Oil Number Recipients	Oil Rate Kgs	Oil (000) Kilograms
MCH Mother	30	7	12	4	7	5.00	420			0	7	2.78	234			0
MCH Child	30	14	12	4			0	14	1.92	323			0	14	0.70	118
Preschool	25						0			0			0			0
Other Child	30	5	12	4	5	3.00	180	5	1.50	90	5	1.00	60	5	0.60	36
Other Child	25						0			0			0			0
School Feeding	20	69	6	3	69	3.50	1,932			0	69	1.00	552	69	0.50	276
Food for Work- Workers	30	3	12	4	3	6.00	288			0			0	3	0.56	20
Food for Work - Dependents	30	12	12	4	12	6.00	1,152			0			0	12	0.56	81
Other - GR	30	5	12	4	5	5.00	300	5	1.50	90	5	1.39	83	5	0.70	42
Emergency Reserve 10%							427			50			93			57
7. Total Recipients		115			101			24			79			108		
8. Total Requirements for 1993							4,899			553			1,022			630

ADJUSTED REQUIREMENTS FOR SHIPMENT (METRIC TONS)

9. Quantity on Hand September 1991	513	153	279	107
10. Quantity Received Oct 1 Through Feb 28, 1992	21	0	0	0
10a. From Prior Year Approval	21	0	0	0
10b. From Current Year Approval				
11. Quantity on Hand Feb 28, 1992	221	143	241	72
12. Quantity Due or Rec'd for Current FY Program After Feb 1991	1,665	0	822	233
13. Total Line 11 Plus 12	1,886	143	1,063	305
14. Projected Distribution March 1 through Sept 30, 1992	1,745	0	380	458
15. Estimated Inventory Sep 30, 1992	141	143	683	-153
16. Desired Operating Reserve 5%	235	28	51	31
17. Adjusted Total Requirements FY 1993	4,793	437	330	814

CLEARANCES	SIGNATURE	TITLE	DATE
18. Submitted by (Field Representative)	[illegible]	PL 480 Director	May 7, 1992
19. Reviewed and Recommended by USAID or Embassy	Karen M. Poe	Ecc Chief	5/22/92
20. Cooperating Sponsor Approval			
21. ISC/AID -Washington Approval			

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TITLE II, PL 480 COMMODITIES
ANNUAL ESTIMATE OF REQUIREMENTS – FY 1993

(See reverse for instructions)

1. Country: Haiti
2. Cooperating sponsor: ADRA

a. Recipient Categories	Number Feeding Days Per Mo	Number of Recipients	Number Months Operating	Number Distributed Per Year	CSB Number Recipients	CSB Rate Kgs	CSB (000) Kilograms	PROPOSED DISTRIBUTION Number Recipients	Rate Kgs	(000) Kilograms	Number Recipients	Rate Kgs	(000) Kilograms	Number Recipients	Rate Kgs	(000) Kilograms
MCH Mother	30	7	12	4			0			0			0			0
MCH Child	30	14	12	4			0			0			0			0
Preschool	25						0			0			0			0
Other Child	30	5	12	4			0			0			0			0
Other Child	25						0			0			0			0
School Feeding	20	80	8	3			0			0			0			0
Food for Work- Workers	30	3	12	4			0			0			0			0
Food for Work - Dependents	30	12	12	4			0			0			0			0
Other - GR	30	5	12	4			0			0			0			0
Emergency Reserve 10%							0			0			0			0
7. Total Recipients		115			0			0			0			0		
8. Total Requirements for 1993							0			0			0			0

ADJUSTED REQUIREMENTS FOR SHIPMENT (METRIC TONS)

9. Quantity on Hand September 1991	159	0	0	0
10. Quantity Received Oct 1 Through Feb 28, 1992	0	0	0	0
10a. From Prior Year Approval	0	0	0	0
10b. From Current Year Approval				
11. Quantity on Hand Feb 28, 1992	78	0	0	0
12. Quantity Due or Rec'd for Current FY Program After Feb 1991	426	0	0	0
13. Total Line 11 Plus 12	504	0	0	0
14. Projected Distribution March 1 through Sept 30, 1992	395	0	0	0
15. Estimated Inventory Sep 30, 1992	109	0	0	0
16. Desired Operating Reserve 5%	0	0	0	0
17. Adjusted Total Requirements FY 1993	0	0	0	0

CLEARANCES	SIGNATURE	TITLE	DATE
18. Submitted by (Field Representative)	[illegible]	PL 480 Director	May 7, 1992
19. Reviewed and Recommended by USAID or Embassy	Karen M. Fox	Chief GDO	5/22/92
20. Cooperating Sponsor Approval			
21. ISC/AID -Washington Approval			

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TITLE II, PL 480
COMMODITIES
ANNUAL ESTIMATE OF REQUIREMENTS – FY 1993

(See reverse for instructions)

1. Country: Haiti

2. Cooperating sponsor: ADRA

3

Recipient Categories	Number Feeding Days Per Mo	Number of Recipients	Number Months Operating	Number Distributed Per Year	PROPOSED DISTRIBUTION SFB Number Recipients	SFB Rate Kgs	SFB (000) Kilograms	WSB Number Recipients	WSB Rate Kgs	WSB (000) Kilograms	Peas Number Recipients	Peas Rate Kgs	Peas (000) Kilograms	Oil Number Recipients	Oil Rate Kgs	Oil (000) Kilograms
MCH Mother	30	7	12	4	7	5.00	420			0	7	2.78	234			0
MCH Child	30	14	12	4			0	14	1.92	323			0	14	0.70	118
Preschool	25						0			0			0			0
Other Child	30	5	12	4	5	3.00	180	5	1.50	90	5	1.00	60	5	0.60	36
Other Child	25						0			0			0			0
School Feeding	20	69	8	3	69	3.50	1,932			0	69	1.00	552	69	0.50	276
Food for Work- Workers	30	3	12	4	3	8.00	288			0			0	3	0.56	20
Food for Work - Dependants	30	12	12	4	12	8.00	1,152			0			0	12	0.56	81
Other - GR	30	5	12	4	5	5.00	300	5	1.50	90	5	1.38	83	5	0.70	42
Emergency Reserve 10%							427			50			93			57
7. Total Recipients		115			101			24			79			108		
8. Total Requirements for 1993							4,699			553			1,822			630

ADJUSTED REQUIREMENTS FOR SHIPMENT (METRIC TONS)

9. Quantity on Hand September 1991	513	153	279	107
10. Quantity Received Oct 1 Through Feb 28, 1992	21	0	0	0
10a. From Prior Year Approval				
10b. From Current Year Approval	21	0	0	0
11. Quantity on Hand Feb 28, 1992	221	143	241	72
12. Quantity Due or Rec'd for Current FY Program After Feb 1991	1,665	0	822	233
13. Total Line 11 Plus 12	1,886	143	1,063	305
14. Projected Distribution March 1 through Sept 30, 1992	1,745	0	380	458
15. Estimated Inventory Sep 30, 1992	141	143	683	-153
16. Desired Operating Reserve 8%	236	28	51	31
17. Adjusted Total Requirements FY 1993	4,793	437	380	814

CLEARANCES	SIGNATURE	TITLE	DATE
18. Submitted by (Field Representative)		PL 480 Director	May 7, 1993
19. Reviewed and Recommended by USAID or Embassy			
20. Cooperating Sponsor Approval			
21. ISC/AID -Washington Approval			

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TITLE II, PL 480
COMMODITIES
ANNUAL ESTIMATE OF REQUIREMENTS – FY 1993

(See reverse for instructions)

1. Country: Haiti

2. Cooperating sponsor: ADRA

3

Recipient Categories	Number Feeding Days Per Mo	Number of Recipients	Number Months Operating	Number Distributed Per Year	CSB Number Recipients	CSB Rate Kgs	CSB (000) Kilograms	Number Recipients	Rate Kgs	(000) Kilograms	PROPOSED DISTRIBUTION Number Recipients	Rate Kgs	(000) Kilograms	Number Recipients	Rate Kgs	(000) Kilograms
MCH Mother	30	7	12	4			0			0			0			0
MCH Child	30	14	12	4			0			0			0			0
Preschool	25						0			0			0			0
Other Child	30	5	12	4			0			0			0			0
Other Child	25						0			0			0			0
School Feeding	20	69	8	3			0			0			0			0
Food for Work- Workers	30	3	12	4			0			0			0			0
Food for Work - Dependents	30	12	12	4			0			0			0			0
Other - GR	30	5	12	4			0			0			0			0
Emergency Reserve 10%							0			0			0			0
7. Total Recipients		115			0			0			0			0		
8. Total Requirements for 1993							0			0			0			0

ADJUSTED REQUIREMENTS FOR SHIPMENT (METRIC TONS)

9. Quantity on Hand September 1991	159	0	0	0
10. Quantity Received Oct 1 Through Feb 28, 1992	0	0	0	0
10a. From Prior Year Approval	0	0	0	0
10b. From Current Year Approval				
11. Quantity on Hand Feb 28, 1992	78	0	0	0
12. Quantity Due or Rec'd for Current FY Program After Feb 1991	426	0	0	0
13. Total Line 11 Plus 12	504	0	0	0
14. Projected Distribution March 1 through Sept 30, 1992	395	0	0	0
15. Estimated Inventory Sep 30, 1992	109	0	0	0
16. Desired Operating Reserve 9%	0	0	0	0
17. Adjusted Total Requirements FY 1993	0	0	0	0

CLEARANCES	SIGNATURE	TITLE	DATE
18. Submitted by (Field Representative)		PL 480 Director	May 7, 1993
19. Reviewed and Recommended by USAID or Embassy			
20. Cooperating Sponsor Approval			
21. ISC/AID -Washington Approval			

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A G R E E M E N T

Between the Government of the Republic of Haiti and the organization, "Seventh-Day Adventist World Service, Inc.," which is le Service Mondial des Adventistes du Septieme Jour, Inc., hereafter named SAWS, a non-profit volunteer relief organization, is able to furnish help consisting of medicines, foods, and other articles of basic necessi[illegible] regions in the world affected by famine and natural disaster.

Seein[illegible] that SAWS has manife[illegible] the desire to sign a[illegible] agreement with the Haitian Government in order to import and to distribute, free of charge and in the most efficient manner, medicines, foods and other articles of basic necessity to those who have need.

Seeing that the Haitian Government (hereafter named the Government) accepts this assistance for the people in necessity.

In order to facilitate the execution of said program, the two present parties; namely,

1. The Government represented by the Secretary of State of Public Health and Population and the Secretary of State of Finance and of Economic Affairs.
2. And SAWS, represented by the Executive Secretary of its Administrative Council, Mr. Howard D. Burbank.

HAVE AGREED AND DECIDED THE FOLLOWING:

Article 1. [illegible] SAWS agrees to import to Haiti commodities for consumption such as medicines, materials for dispensaries and hospitals, foods and other articles of basic necessity to be distributed free of charge and without discrimination to deprived people.

Article 2. SAWS will establish a regional office in Haiti for the supervision and control of its services.

Article 3. SAWS will inform the responsible Government authorities of all forced diversions, of irregularities in the distribution of these articles and of other violations of established rules.

Article 4. SAWS will send a monthly detailed report to the Department of Public Health and Population concerning the number of public health establishments and institutions of welfare benefiting from distribution of the gifts and the quantity of articles put at their disposal.

Article 5. The Government as represented will grant to the Seventh-Day Adventist World Service the exoneration of all dues and taxes.

a) On food products, medicines, articles of basic necessity and also on material, equipment and cars imported or purchased on the local market by SAWS for the functioning of its program.

b) On the assets, possessions, operations or transactions of SAWS, the salaries or other remunerations for services rendered and paid by SAWS to its administrative personnel.

c) On the personnal effects of foreign administrative personnel working outside or in Haiti for SAWS.

Article 6. The Government of the Republic of Haiti agrees to receive and to admit upon Haitian territory, except in areas questionable to public order, the non-Haitian administrative personnel of SAWS and the members of their family and exonerate them of payment for all dues, taxes on entry visas, exit visas, resident visas, work permits and will grant to said non-Haitian administrative personnel and to their members of their family multiple visas on Haitian territory.

Article 7. All surplus meterial and goods, that SAWS will have imported for the needs of its operations will, in case of breach or the expiration of this

agreement, remain in the country to be, according to a mutual understanding between the parties, distributed without cost to public health establishments and institutions of welfare, except the personal effects of non-Haitian administrative personnel.

Article 8. All of the general expenses of maintenance, storage, transportation of commodities and of other articles consigned to SAWS from the port of entry until their delivery to the beneficiaries remains the exclusive responsibility of SAWS.

Article 9. For all that which is not foreseen in the present agreement, the contracting parties will refer to established norms and to legislation governing such matters.

Article 10. This agreement is valid for a period of five years, and is renewable by tacit agreement. Nevertheless one of the parties may terminate this agreement by giving the other a 90-day advance notice by registered mail.

Made in three original copies and in good faith at Port-au-Prince the

_____on the 174th year of the independance of Haiti.

FOR THE GOVERNMENT OF THE REPUBLIC OF HAITI

For the Seventh-Day Adventist World Service, Inc. (SAWS)

Dr. Willy Verrier
Secretary of State

_____

Emmanuel Bros
Secretary of State
for Finance and of
Economic Affairs

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PL 480, Section 202(e) FY93 Funding Proposal
from
ADRA/Haiti
to the
United States Agency for International Development

A. (1) The Program Costs to be Offset:

a. Additional technical support in home gardening and agriculture to help beneficiaries move toward self-sufficiency through improved nutritional and household food production practices;

b. Material support in the reopening of 84 MCH centers closed during the current constitutional crisis, benefiting an estimated 33,000 beneficiarie, and phasing in 80 new centers with an estimated service population of 30,000 needy beneficiaries;

c. The provision of tools and inputs as selected by various communities for FFW projects;

d. An analysis of the effectiveness of ADRA/Haiti's PL 480 program through an external evaluation of its programmatic aspects.

The total amount requested is $267,537:

Program Costs:	$72,080
Procurement:	106,084
Evaluation:	50,500
Indirect:	38,873
Total:	267,537

(2) The Reasons Why Such Funds Are Needed: Essentially, ADRA/Haiti is requesting funding in the above areas to offset the costs of moving from a humanitarian aid program imposed during the present political crisis to the re-establishment of an integrated development program.

(3) Critical Differences: For FY93, the Institutional Support Grant is designated for ADRA/HQ to improve its management and monitoring capabilities. It will also provide technical assistance to the PL 480 program countries that ADRA/I manages.

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(4) **The Improvement of Provision of Food Assistance to Foreign Countries:** The funding requested is for programs that enable ADRA/Haiti to bridge the transition from humanitarian food programs to development and beneficiary self-reliance, while more effectively providing assistance to the neediest people of Haiti.

(5) **The Expected Impact on Beneficiaries:** As a result of ADRA/Haiti's return to development programming, selected vulnerable people groups will benefit in the following ways:

a. ADRA/Haiti will be able to resume and also expand its MCH programming at former levels before the current political situation. The health and nutritional needs of a total of some 63,000 beneficiaries will be serviced.

b. An estimated 30 community-based FFW projects where the community volunteers its labor but lacks the necessary resources/materials/inputs will receive material support from ADRA/Haiti.

c. An evaluation of ADRA/Haiti's PL 480 program will help identify strengths and weaknesses. From the lessons learned, ADRA/Haiti will be able to further refine its programming and improve its operations in order to more effectively address the needs of its service population.

B. **Pipeline Analysis of FY 1992 Expenditures:** Due to the current political situation in Haiti, ADRA/Haiti has been operating a humanitarian assistance program. As such there were no requests for Section 202(e) funding for 1992. For FY 1991, ADRA/Haiti was awarded $37,000 that expended with no balance.

C. Summary Budget for Section 202(E) Funding

I. Program Costs		Farm Bill Comments
Training		
International Travel	26,224	Training trip FFW to Bolivia & Peru four people for 4 weeks. $1200 airfare each plus $18 per diem x 28 days x 4 people plus hotel expenses of an average $50 per night per person plus $2,500 each for trip to Ghana and hotel and per diem for 14 days
Technecal Assistance	29,200	Ten days each per program, agriculture, infrastructure and health plus computer TA for main office personnel @ $250 per day per person plus $100 per diem plus $800 air fare - plus $2,500 each for trip to Ghana and hotel and perdiem for 14 days
Community Health Agents Training	11,572	12 regional seminars plus two master seminars plus travel. Regional seminars will have 27 people attending
Sub Total Training	66,996	
Contingencies	5,084	
Sub Total Project Materials	5,084	
II. Procurement		
Support Medicines		
Office Materials	8,000	Printed forms, 10 calculators, pens, office supplies
Education Materials	7,500	1200 Health posters
Scales & Weighing pants	2,000	100 scales, 400 weighing pants
Vehicles	36,000	One 4x4 Vehicle for Food Program Director, one 4x4 pickups for inspector
Office Equipment & Furniture	45,000	
Vehicle Maintenance Tools	2,500	A varity of tools to maintain the vehicles
Contingencies	5,084	
Sub Total Procurement	106,084	
III. Evaluation		
Audit	10,000	External Audit
Consultants	27,000	Project Evaluation for FFW, MCH and SF
Travel & Per Diem	11,000	
Report Prep	2,500	Duplication and Distribution
Sub Total Evaluation	50,500	
Sub Total	228,664	
IV. Overhead 17%	38,873	
GRAND TOTAL	267,537	

D. Global Budget FY 1993

I. Program Costs	Farm Bill	Monetize	Del Assi.	ADRA	Total	
Salaries:						All salaries include 8% retirement, 6% for termination, 8% for medical coverage
Sub Total Adminsitration			102,012	49,000	151,012	See Attached Document for Salary Details
Sub Total Program Support			217,784		217,784	See Attached Document for Salary Details
Sub Total Commodity Movement			205,634		205,634	See Attached Document for Salary Details
Temporary Help			35,000		35,000	Temporary assistance during labor intensive times
Sub Total Personnel	0	0	560,429	49,000	609,429	
Utilities						
Telephone		8,571			8,571	
Fax		1,714			1,714	
Water		7,029			7,029	
Electricity		7,714			7,714	
House Keeping supplies		5,143			5,143	
Sub Total Utilities		30,171	0	0	30,171	
Office Expense						
Administrative Expenses		8,571			8,571	Check printing, and other small administrative expenses
Supplies		17,857			17,857	Paper for copier and computers, copier toner, pencils, pens, paper clips, etc.
Security		12,000			12,000	Guards riding in Trucks
Building Repair		4,714			4,714	
Building Insurance		1,286			1,286	
Office equipment maintenance		8,571			8,571	Contract for copier, five IBM typewriters and telephone, 10 air-conditions, one generator
Printing		6,857			6,857	Reporting forms for School Feeding and FFW
Sub Total Office Expense		33,429	0	0	33,429	
Commodity Movement and Storage						
Custom Clearance		17,832			17,832	446 containers @ $250 Haitian each
ADRA Vehicles		254,640			254,640	Sixty percent of commodity at $50 per ton
Private Trucking		169,760			169,760	Forty percent of commodity at $50 per ton
Fumigation		8,914			8,914	
Rebagging		3,071			3,071	
Sub Total Commodity Move	0	454,218	0	0	454,218	
Transportation						
Vehicle Insurance		16,429			16,429	
Vehicles Repair		72,000			72,000	Spare and maintenance parts for 8 trucks and 17 vehicles
Fuel		63,429			63,429	Seventeen vehicles averaging 746 miles per week using 41 gallons per week. Does not include fuel for Commodity Transport. CT line item covers that fuel
Lubricants		15,429			15,429	306 gallons of motor oil plus other lubricants
Tavel/Perdiem		193,736			193,736	
Sub Total Transportation		361,022	0	0	361,022	
Training						
Counterpart Training		23,000				FFW, SF local volunteer training

International Travel	26,224				26,224	Training trip FFW to Bolivia & Peru four people for 4 weeks. $1200 airfare each plus $18 per diem x 28 days x 4 people plus hotel expenses of an average $50 per night per person plus $2,500 each for trip to Ghana and hotel and per diem for 14 days
Technical Assistance	29,200				29,200	Ten days each per program, agriculture, infrastructure and health plus computer TA for main office personnel @ $250 per day per person plus $100 per diem plus $800 air fare
Community Health Agents Training	11,572				11,572	12 regional seminars plus two master seminars plus travel. Regional seminars will have 27 people attending
Sub Total Training	66,996	0	0	0	66,996	
Project Materials						
FFW program support materials		20,000				Tools and inputs as needed for programs selected by community, may include cement, bricks and hand tools for farming.
Sub Total Project Materials	0	20,000	0	0	20,000	
Contingencies	5,084	16,047	12,500			
Sub total Project Costs	72,080	914,886	572,929	49,000	1,575,265	
II. Procurement						
Support Medicines		24,000			24,000	MCH, vitamins and worm medicine, skin and eye ointment
Office Materials	8,000				8,000	Printed forms, 10 calculators, pens, office supplies
Education Materials	7,500				7,500	1200 Health posters
Scales & Weighing pants	2,000				2,000	100 scales, 400 weighing pants
Vehicles	36,000		79,000		115,000	One 4x4 Vehicle for Food Program Director, five 4x4 pickups for inspectors
Office Equipment & Furniture	45,000				45,000	Five computer systems and software for food tracking and reporting, one duplicator and scanner for forms reproduction, one copy machine, tables and office chairs and desks
Vehicle Maintenance Tools	2,500				2,500	Various mechanic tools
Guards Quarters		15,000			15,000	Night guards quarters need to be enlarged
Contingencies	5,084	16,047	12,500			
Sub Total Procurement	105,084	55,047	91,500	0	252,631	
III. Evaluation						
Audit	10,000			10,000	20,000	External consultant for audit
Consultants	27,000				27,000	Project evaluation for FFW, MCH and School Feeding
Travel & Per Diem	11,000				11,000	
Report Prep	2,500				2,500	Duplicating and distribution
Sub Total Evaluation	50,500			10,000	60,500	
Sub Total	228,664	969,933	664,429	59,000	1,868,396	
IV. Overhead 17%	38,873				38,873	
GRAND TOTAL	267,537	969,933	664,429	59,000	1,927,280	

CARE-HAITI MULTI-YEAR OPERATIONAL PLAN
PL 480 TITLE II PROGRAM
USG FY'1993-95

CONTACT PERSON: Douglas Clark
Food Aid Coordinator
CARE-Haiti

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APPENDICES

CARE-HAITI MULTI-YEAR OPERATIONAL PLAN
PL 480 TITLE II PROGRAM
USG FY'1993-95

PREPARED BY: CARE-Haiti DATE PREPARED: May 19, 1992

CONTACT PERSON: Douglas Clark
Food Aid Coordinator
CARE-Haiti

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I. INTRODUCTION

This Multi-Year Operational Plan (MYOP) presents an overview of the directions CARE-Haiti's PL-480 Title II will follow for the period USG FY'1993-95. As stated in Part II of CARE-Haiti's Multi Year Plan for FY'91-95 (MYP), Haiti is one of the countries where CARE's mode of implementing food assistance is primarily relief, albeit with certain developmental aspects. CARE recognizes that food distribution can contribute to improved cognitive development among school-age children, leading to increased self-esteem and reduced dependency. Requiring beneficiary families to contribute to the operation of feeding centers can lead to community participation on an even broader scale.

While a general consensus exists among the three PVOs as outlined in the Joint MYOP, this does not imply that all share the same program principals, goals, strategies and activity time-frames. Food for Work, for example, has not been a part of CARE's program since March 1988. Evaluation criteria may also differ. While CARE believes that school feeding may contribute to improved nutrition, it nevertheless feels that an evaluation of such a program can only be valid if it measures increased attendance and enrollment, especially of girls.

During this period, CARE-Haiti will continue implementing project-strengthening measures designed to ensure that the importation, storage, delivery and distribution of food and end-use accountability and compliance takes place in the most efficient manner possible. The principal areas of focus will be: logistics; MIS; staff and participant training and supervision; quality and quantity of staff; and, as appropriate, community and counterpart participation.

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All agencies implementing PL-480 Title II food distribution programs in Haiti are presently engaged in emergency feeding only. CARE's program targets 304,000 children 0-12, pregnant and lactating women, the elderly and the chronically ill in two urban centers, Port-au-Prince and Gonaives, the rural Northwest and Artibonite. CARE will return to its regular program of 139,000 beneficiaries as soon as the emergency period is officially over.

II. CARE-HAITI BACKGROUND

CARE, a private, international, non-profit relief and development organization, has been working in Haiti since 1959. The Basic Country Agreement between CARE and the Government of Haiti (GOH) was signed February 14, 1959. An update of the agreement was signed between CARE and the Ministries of Finance, Education and Health on November 17, 1983. In terms of separate agreements covering Food Aid, the original letter is renewed each year unless one or both parties gives 90-day notice to the contrary.

Since its inception, CARE-Haiti has implemented a variety of relief and development activities countrywide, including PL-480 Title II, improved land-use management, water and sanitation, and Maternal-Child Health (MCH).

CARE's current projects and counterparts are:

Project	Counterpart(s)
Resources In Community Health Education Support (RICHES)	Ministry of Health & Pop. (MSPP) (not formal)
Farmers' Resources Management (FARM)	Ministry of Agriculture (MARNDR) (not formal)
PL-480 Title II:	
-School Feeding	No counterparts
-Gonaives General Relief	Gonaives Association for the Promotion of Social Assistance (AGPAS)
-Other General Relief, MCH, and Preschools	No counterparts

The CARE-Haiti staff complement consists of 240 national and 9 international employees, not including part-time and contract employees. Of these, 2 international and 78 national staff are 100% Food Aid. One international staff member, the Food Program Assistant (FPA), will complete his contract in February 1993 and not be replaced. One international staff, the Suboffice Administrator, dedicates 6 person-months to the project as do 23 national support staff.

Four Port-au-Prince international support staff dedicate 6 person months/year to the project. One international staff person dedicates 9 person months, as do 67 national support staff.

CARE operates out of a central office in Petion-Ville, located near the capital Port-au-Prince (PAP), two suboffices (Gonaives and Jeremie) and several field offices. CARE leases a warehouse in Gonaives for the storage of its food commodities. A warehouse has also been rented in PAP which serves for the period in which the PAP Emergency Program will be in operation.

III. OVERVIEW OF TITLE II PROJECT

The civil strife which accompanied the departure of President Avril in March 1990 resulted in CARE's Port-au-Prince food warehouse being seriously damaged and forty percent of Mission vehicles destroyed. Moreover, the Food Aid Project had suffered a radical cutback in funding the previous year. These two factors led CARE to restrict the geographical scope of the Food Aid project to two of the more needy departments: the Northwest and Artibonite. The number of beneficiaries was subsequently reduced from 335,100 to 135,000. Catholic Relief Services, ADRA and CARE agreed to concentrate their food activities in different parts of the country to avoid duplication of effort.

The coup de force of September 29-30, 1991, which resulted in the overthrow of President Jean-Bertrand Aristide, brought with it an OAS-imposed embargo which is still in effect. Due to the suspension of all USAID funding other than humanitarian assistance, all PL-480 Title II programs were forced to suspend their regular activities and convert to an emergency mode. CARE's effort commenced in early November with 20,000 beneficiaries in urban Gonaives. This was later expanded to cover PAP, the Northwest and Artibonite for a total of 304,000 beneficiaries comprising the most vulnerable segments of the population: children 0-12, pregnant and lactating women, the elderly and the chronically ill.

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The $981,272 USAID central grant which is funding CARE's emergency effort expires July 7, 1992. USAID has informed CARE that it can apply for a no-cost extension. The amount has yet to be determined. An additional $108,966 has been applied for as an amendment to the original grant. This plus the no-cost extension, $247,342 in FARM BILL FY'92, and $90,000 in CARE Unrestricted and GOH Treasury funds (estimated total: $475,000) would cover direct and indirect costs for the emergency program through September 30 if necessary. An evaluation of the situation will be made prior to July 7 to determine whether to continue the relief effort, convert to regular programming, or implement a combination of the two.

Project management is administered from PAP where the Project Coordinator and Assistant Coordinator, Logistics Officer and various support staff are based. Warehouse and field activities are operated out of the Gonaives Suboffice. The Suboffice Administrator (SOA) oversees project implementation in close coordination with the PAP staff. She is assisted by the FPA who is responsible for the development and implementation of the Food Aid Project Management Information System or FOODMIS. Responsibility for its operation will be fully turned over to the Data Entry Secretary once the FPA completes his contract in February 1993.

Middle management consists of: a Regional Manager responsible for overseeing both field and warehouse operations; an Assistant Regional Manager; four field supervisors; a Warehouse Manager; and two Assistant Warehouse Managers. Feeding site monitoring is done by 12 field monitors. Twelve regular and from 20 to 60 day-laborers carry out the day-to-day activities of unloading containers, stockpiling and loading delivery trucks. A bookkeeper, truckdrivers and watchmen round out the warehouse staff.

(See Attachment A Organigram)

IV. FINAL GOAL, PROGRAM/INTERMEDIATE GOALS AND INDICATORS

The final, program, intermediate goals and indicators are outlined below. The section which follows (Section V: Program Components) discusses the individual programs designed to achieve them. CARE has selected two of the three program goals listed in the Joint MYOP. These are: Goal I: To improve the social condition of the poor; and Goal III: To broad the participation of the poor. The goal of improved economic condition of the poor (Goal II) doesn't apply as CARE-Haiti does not do Food for Work.

For information on start-up and duration of activities (indicators), see Attachment B Activity Schedule.

FINAL GOAL

To provide a nutritious mid-day meal to 139,000 school and preschool-age children, pregnant and lactating women, the elderly and chronically ill through institution- and community-managed feeding centers which contributes to their good health and well-being, by September 30, 1995.

PROGRAM GOALS

PROGRAM GOAL 1 (Goal III-A in Joint MYOP)

To broaden the participation of the poor.

Intermediate Program Goal 1A

To increase the level of counterpart and community participation in the management of feeding centers.

Indicators

1A-1	80% of beneficiary families are contributing within their means to feeding centers (firewood, additional food, money).
1A-2	Management of school feeding is shared between school directors and appropriate community groups through a pilot project involving 10 schools.

PROGRAM GOAL 2 (Goal I in the Joint MYOP)

Improve the social condition of the poor by improving cognitive development among school-age children thereby increasing self-esteem and reducing dependency.

Intermediate Program Goal 2A

To increase school enrollment and attendance, especially of female students.

Indicators

2A-1	School attendance at CARE-assisted schools increased by 50% over baseline, 95% of total school days.
2A-2	Female student school enrollment in CARE-assisted schools increased by 50% over baseline.

Intermediate Program Goal 2B

To decrease mortality and morbidity among children 0-12, pregnant and lactating women, the elderly and the chronically ill.

Indicators

2B-1	Attendance by pregnant and lactating women and children under five years at CARE-assisted MCH centers increased by 50%.
2B-2	95% of all eligible persons receive a nutritious cooked mid-day meal through CARE-assisted institutional and community managed canteens.

SUPPORT GOALS

Support Goal I

Improve planning.

Intermediate Support Goal IA

To improve the ability of the project to carry out effective planning.

4Indicators

1A-1	Field supervisors hold weekly planning and evaluation sessions with field monitors.
1A-2	Project and support staff hold monthly planning and evaluation sessions.
1A-3	FOODMIS allows for timely identification of problems and implementation of measures designed to solve them.
1A-4	Food Aid project and support staff hold annual planning/evaluation workshop.

SUPPORT GOAL 2

Improve program implementation.

Intermediate Support Goal 2A

Intermediate Goal 2A

To improve quality and quantity of staff.

Indicators

2B-1	Number of field monitors increased from ten to twelve.
2B-2	Number of field supervisors increased from two to four.
2B-3	Improved staff training plan and curricula on-line.
2B-4	Each field monitor supervised on-site at least once per month.

SUPPORT GOAL 3

Improve efficiency of logistics operation.

Intermediate Support Goal 3A

To increase the effectiveness of food distribution to feeding centers.

Indicators

3A-1	Computerized commodity tracking systems (CMS and FOODMIS) on-line, with all pertinent staff trained in its use.

SUPPORT GOAL 4

Improve monitoring and evaluation.

Intermediate Support Goal 4A

To improve end-use accountability and compliance.

Indicators

4A-1	All institutions receive at least three monitoring visits per year.
4A-2	All "problem institutions" receive at least two follow-up visit per year.
4A-3	Each field monitor makes a minimum of 60 monitoring visits per month.
4A-4	CARE computerized FOODMIS on-line and functioning, with all pertinent staff trained in its use.
4A-5	Improved institution training plan and curricula on-line.
4A-6	95% of institutions report correctly each month.
4A-7	Baseline, mid-term and final evaluations carried out.

(See Attachment B Activity Schedule)

V. PROJECT COMPONENTS

While CARE recognizes it cannot carry out "regular" feeding during the crisis, CARE has converted the schools, preschools MCH and GR centers from its regular program into emergency feeding centers. This was found to be one of the quickest and most effective way to reach the most vulnerable population groups in the Northwest.

For it regular program and following the Goals and indicators outlined in Section IV, CARE will carry out food distribution through four types of institutions: preschool and school feeding; General Relief (GR); and Maternal-Child Health (MCH). The latter two include pregnant and lactating women as well as children under five years of age. GR is carried out on both an institutional and community level, serving orphans, the chronically ill and the elderly.

The following chart reflects the total number of beneficiaries being served by the Emergency Program by implementation area:

CATEGORY	NO. SITES	NO. BENEFICIARIES	%
Emergency Feeding	1,100	304,000	100%

The number of beneficiaries to be served by the regular program by category are:

CATEGORY	NO. SITES	NO. BENEFICIARIES	%
Primary Schools:	546	118,279	85%
Preschools:	82	6,170	4%
General Relief:*	56	10,513	8%
MCH:	53	4,038	3%
Totals:	737	139,000	100%

*Includes 45 urban relief centers in Gonaives (AGPAS).

A. EMERGENCY RESPONSE COMPONENT

The goal of the emergency response component is the same as that for MCH and GR (see Intermediate Goal 2B), that is to decrease mortality and morbidity among children 0-12, pregnant and lactating women, the elderly and the chronically ill.

CARE is currently engaged in implementing its emergency feeding program for 304,000 beneficiaries comprising the most vulnerable segment of the population: children 0-12; pregnant and lactating women; the elderly; and the chronically ill. They are being served through: 1) CARE's regular program centers; and 2) through new community canteens. The latter are those which are 1) located in existing project communities in which the feeding center is unable to assume more beneficiaries; 2) communities not part of CARE's regular program but which have been assessed by CARE as having sufficient need; and 3) those located in PAP where the CARE Food Aid Project ceased operation in 1990.

The ability to plan for such crises in an effective and timely manner will be enhanced by the Nutrition Early Warning System (NEWS) and governmental and non-governmental cooperation described in the Joint MYOP. USAID has agreed to maintain a cash reserve. CARE and the other agencies will factor in an additional ten percent on all future AERs to meet such contingencies. Barring any political impediments and given the necessary financial and material resources, namely fuel, transport and food, PVOs engaged in Title II food distribution can respond both quickly and efficiently.

B. PRESCHOOL AND SCHOOL FEEDING COMPONENT

The goal of preschool and school feeding is to improve cognitive development among this age group thereby increasing self-esteem and reducing dependency. It is expected that by providing food to schools, general attendance and female enrollment will be significantly increased. Achievement will be measured by the two indicators:

2A-1 School attendance at CARE-assisted schools increased by fifty percent, 95% of total school days.

2A-2 Female student school enrollment in CARE-assisted schools increased by 50%.

Specific objectives for the school canteen and preschool feeding components are:

* To provide a nutritional supplement to the child on a regular basis.
* To act as an incentive for children to attend classes regularly and to remain in school longer.
  To increase female enrollment and attendance.
* To assist the institution to better manage the food assistance it receives.

CARE Haiti targets food assistance to preschools and primary schools based on the following criteria:

* There is a demonstrated need for food assistance
* The institution is able to properly manage food storage, preparation, distribution and reporting
* Accessibility, whether to CARE direct delivery or through another accepted mode

* The institution is not already receiving food assistance
* The institution is located within CARE's area of operation, with preference given to the rural area
*- Assurance is given that ration dilution will not occur
* Assurance is given that food will not be diverted for reasons other than its intended purpose

1. Preschool and School Feeding Background and Rationale

The vast majority of project beneficiaries during non-emergency periods are primary and preschool children (89%) CARE makes an important contribution in this regard. Children who are not hungry while in school have longer attention spans and consequently better attendance. Educational opportunities in Haiti are extremely limited. Fewer than 50% of all school-age children are enrolled in school, and of these only half continue beyond the second grade. The Education and Human Resources Sector Assessment Report prepared by the Institute for International Research Inc. in 1985 determined that nationally, only 31% of those who enter primary school complete all six grades. The completion rate is lower in rural and poor urban areas. The same report determined that four years of basic education can increase farm productivity by as much as 13%.

CARE's experience with school feeding spans many years and many countries. Many evaluations of school feeding programs which included nutritional indicators in their design proved conclusively that a relationship between school feeding and improved nutritional status cannot be determined. One study done in India of the school feeding program in Orissa conducted by the Council for Social Development and funded by USAID showed no significant physical difference between fed and non-fed school children.

The study pointed out that if there are less than 250 feeding days per year, as is often the case in Haiti, it cannot be assumed that the food will have enough impact for measurable nutritional gain. However, the study did find that schools with the feeding program attracted a higher enrolment for the lower primary schools in general and substantially higher enrolment in more poverty stricken areas. CARE will evaluate its school feeding based solely on enrollment and attendance rates, especially female.

2. Preschool and School Feeding Component Strategy

An annual contract is signed between CARE and the school which emphasizes the importance of following established food assistance rules and procedures, and what those are.

CARE-Haiti will continue to monitor the activities of the schools and provide advice and follow-up to schools that demonstrate difficulty in managing the food assistance. On-site supervision as well as formal training events are periodically held, which serve to instruct school directors and staff on ways to better manage the canteen.

In the latter half of Year 2, a pilot project involving 10 schools will be implemented in which community groups will be organized and trained to share responsibility for management of school canteens with the school directors. This is expected to ensure a more efficiently run canteen and reduce the potential for abuse, i.e. the sale or other unauthorized use of food.

C. GENERAL RELIEF COMPONENT

The goal of GR component (see Intermediate Goal 2B), is to decrease mortality and morbidity among children 0-12, women of pregnant and lactating women, the elderly and the chronically ill.

The goals of the GR component are:

* To provide the most vulnerable segment of the general population, i.e. children under five, pregnant and lactating women, and the elderly and infirm, with nutritious meal sufficient to supplement his or her normal daily intake.

* To strengthen the capacity of the local PVO counterpart (AGPAS) to implement the program.

1. General Relief Component Background and Rationale

Those who come under the title GR include those fed through institutions such as hospitals and orphanages, a well as those served through community canteens such as AGPAS. Beneficiaries include children 0-12 not enrolled in a school or preschool, pregnant and lactating women, and the elderly and chronically ill, including the physically handicapped. Feeding takes place either 30 (institutional) or 25 days per month (community-based). Wet-feeding is carried out exclusively except in three hospitals where a take-home dry-ration is provided to outpatients.

2. General Relief Component Strategy

The majority of those served by GR are done so through community canteens (80%) Community participation is essential for feeding to function effectively. CARE is responsible for training AGPAS-Central staff as food monitors who then help organize and supervise the individual AGPAS center neighborhood canteens. Food is delivered directly to each individual center.

Wet feeding is done exclusively, the noon meal being prepared by members of the neighborhood committee. These people have been trained and are responsible for maintaining discipline during distribution of the food. Each center is responsible for procuring the necessary firewood, additional food, spices and pots and pans. AGPAS-Central often assists them financially in this regard. The role of CARE and the AGPAS-Central people is to supervise, train and follow-up each center to ensure that norms and procedures are properly complied with.

CARE-Haiti's experience in general feeding has demonstrated that it is critical for the feeding process to be highly organized and disciplined. Without this, the act of food distribution to large crowds of often hungry children can become an exercise in futility in which the smallest, weakest children get pushed to the back and the loss of crowd control can be dangerous. CARE has devised a methodology for GR Feeding which has proven very effective in practice (see Attachment C).

D. MCH COMPONENT

The goal of the MCH component is to reduce mortality and morbidity among under five years and pregnant and lactating women at centers through increased attendance at CARE-assisted MCH centers (see Intermediate Program Goal 2B, Indicator 2B-1).

1. MCH Background and Rationale

Children under five in Haiti are the ones most vulnerable to the effects of poverty, hunger, overcrowding and lack of appropriate health and education services. Mortality in the under five group currently stands at 150 per 1000 live births (Child Survival and Health in Haiti: 1989). Malnutrition is also pervasive among this group.

The GOH Program for Nutrition issued by the Ministry of Public Health and Population (MSPP) in 1985 established a nutritional policy for the period 1985-1991 focusing on growth monitoring, food supplementation, nutritional rehabilitation, and maternal education. The GOH views these components as central to the overall health plan for this period. At the same time, the GOH recognizes that reliance will continue on outside sources in order for the nutritional needs of the poor to be met.

2. MCH Component Strategy

CARE supplies MCH centers with a three-month supply of commodities, provided they have the space. Otherwise, a one-month supply is given. CARE does not participate in health or nutrition interventions, which the centers might carry out in addition to food distribution. Its role is to monitor feeding activities and to provide training, supervision, and follow-up to ensure proper end-use accountability and compliance.

It is the responsibility of each center to provide the necessary fuel, additional food, spices and pots and pans. An annual contract is signed between CARE and each center which outlines CARE's expectations for the management of the food assistance.

VI. COMMODITY MANAGEMENT AND REPORTING

1. Description of Rations and Ration Levels

CARE-Haiti distributes four different PL-480 Title II commodities: Soy-Fortified-Bulgur (SFB); Wheat-Soy-Blend (WSB); Dried Green Peas (DGP); and Vegetable Oil (VO). CARE occasionally receives donations from other sources, such as canned fish from the Canadian Government. Care is taken to ensure that any food distributed 1) is appropriate to the Haitian diet and 2) does not upset the economy.

Ration sizes vary according to type of feeding. These vary somewhat between the different agencies that distribute Title II food commodities. A study has been planned for implementation in FY'93 which will determine if a standardized ration-size is appropriate.

Daily ration-size in grams/person/day and number of days feeding takes place per month by type of institution and commodity is as follows:

Institution	Days/month	SFB	WSB	PEAS	OIL
School Feeding	20	125	50	60	25
Preschool Feeding	20	125	50	60	25
General Relief	25-30	175	75	75	50
MCH	25	N/A	150	50	30

School and preschool feeding takes place eight months/year, GR and MCH twelve months/year.

2. Port

Port facilities in PAP are the only ones in Haiti able to handle the volume of commodities received by CARE. Authorized CARE personnel have access to Port and Customs facilities and may conduct cargo surveys. Independent surveys of incoming cargo are made by the General Survey Society (SGS) with representatives of CARE, Customs and the Shipping agent also present. CARE does not pay landing and wharfage charges for Title II shipments. Containers are transported overland to the Gonaives warehouse; the cost is included in the overall transportation cost and is not factored into CARE's operational budget.

FY'93-95 will witness the establishment of a Consortium made up of the four PL-480 Title II PVOs (with the World Food Program as a possible fifth partner). The formation of such a body is intended to facilitate the procurement of a global franchise, thereby ensuring the timely release of commodities from port. It will also serve to manage the centralized warehouse and trucking operation (see below).

3. Storage Facilities and Inland Transportation

The capacity of the CARE-Gonaives warehouse is 3,000 MTs. Empty containers are maintained at the rear of the facility until returned by the shipping agent to PAP. Warehouse staffing consists of one manager, two assistant managers, a bookkeeper and 12 regular warehouse laborers.

Day-laborers are hired on a weekly basis; their number may vary between 20-60 depending upon the amount of volume being unloaded and loaded at one time. CARE provides its own 24 hour security. This is bolstered by private guards during times of unrest.

The 1,500 MT capacity CARE-Port-au-Prince warehouse remains vacant but could be quickly rehabilitated in the event that it is needed. The Port-de-Paix warehouse was turned over to the municipal authorities in FY'91.

The Food Aid Project vehicle fleet consists of:

PAP:	-1 admin. vehicle
Gonaives:	-2 admin. vehicles -9 field vehicles -8 ten-ton delivery vehicles -6 motorcycles

All CARE delivery, administration, and supervisory vehicles are garaged and serviced at the CARE-Gonaives office. More complicated repairs are effected at the main office garage in Petion-Ville.

Forty-percent of food delivery is privatized, although this may vary on a day-to-day basis according to the availability of trucks.

4. Centralized Warehouse and Transportation

CARE agreed to phasing out its warehouse and trucking operation in favor of a privatized, centralized warehouse and transport operation which it would utilize in conjunction with the other three PVOs. Studies carried out in 1990 and 1991 concluded that such an operation might result in significant logistical improvement as well as sizable financial savings.

Other advantages could include:

* The control of FIFO (First in - First out) and traffic flow would be easily scheduled;
* Reduction in AERs and Call Forwards;
* Improved flow of traffic through the port. Since the warehouse payments will be based largely on incoming tonnage, the warehouse contractor has a vested interest in maximizing incoming traffic;
* An undivided relationship with local shipping agents;
* Reduction in product loss at port;
* Reduction in existing redundancies;
* Centralization of security;
* Centralized inventory control;
* USAID and GOH interface with expected GOH support in clearing franchises, providing term franchises, and resolving any customs misunderstanding.
* Increased efficiency and transparency.

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Proposals have been received from several local firms, however the activity had to be suspended following the events of September. Establishment of this operation is now set for FY'93-94.

VII. PROGRAMING AND FIELD ACTIVITIES

1. Activity Planning, Monitoring and Participant Training

The institutionalization of monthly management, Food Aid staff meetings and the weekly meetings which take place between field supervisors and monitors contributes to more effective planning, evaluation and follow-up of activities. Food Aid project and support staff also hold a yearly one-week retreat which will serve for training, evaluation and macro- and micro-level planning.

Middle-management consists of a Regional Manager, Assistant Regional Manager, and four field supervisors. The latter are responsible for overseeing the work of the field monitors and are responsible for training. To ensure more consistent and frequent monitoring of centers located in the least accessible areas, field monitors will be based in each of four CARE field offices, or CAFTCENS, for 22 consecutive days. Shifts will overlap to ensure that the CAFTCENS are occupied throughout the month. Each monitor will spend one month in each of five areas, the fifth being the city of Gonaives and vicinity. Field supervisors will be positioned so that one covers the two most adjacent areas (Passe Catabois and La Fond), while the other three take charge of one area each. Supervisors will rotate as well.

On-site supervision and training of institution directors is a central component of the project. Each institution receives at least three visits per year, with all "problem institutions," approximately 20% of the total, receiving a minimum of two follow-up visits. Each field monitor is required to make 60 site visits each month, an average of two per day.

CARE's sanction policy is strictly enforced. Depending upon the gravity and/or duration of the infringement, institutions not complying with proper norms and procedures may receive a warning letter, lose one-month's food delivery or be eliminated from the program. All "problem institutions" receive an immediate follow-up visit in which staff work with the center director to rectify the problem. A second follow-up visit is then executed to ensure compliance.

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2. Counterpart Cooperation

CARE is working towards securing the active support of local PVOs in supervising and monitoring school feeding activities. This relationship already exists between CARE and AGPAS, the local Gonaives, but will be more clearly defined and strengthened.

Operational relationships with governmental and non-governmental counterparts, both local and international, will be explored.

3. Staff Training

Four senior field supervisors positions will be responsible for both staff and institution director training.

A training curriculum is being produced which will better reflect staff training needs. The drawing up of an annual training plan will become standard procedure. The areas which will be covered include:

* -Food Aid Staff Retreat
  Focus: Identify project strengths and weaknesses
  Design strategies for project improvement
  Strengthen team-building and communication skills

* -MIS training
* -Training-of-trainers

While staff and feeding center director and staff training have been on-going, this will be further systematized through the development and refinement of various training curricula. Those directly responsible for training design and implementation will attend training-of-trainer workshops to assist them to be more effective in this regard.

Various materials have been or are in the process of being developed to the training and day-to-day reference needs of staff, counterparts and institution directors. These include: the Gid Alimente, an end-use guide to proper reporting, food storage and preparation, including recipes; the Rule and Procedures Guide for field monitors; and the Warehouse Manual.

VIII. MANAGEMENT INFORMATION SYSTEM

Both the CMS and FOODMIS are key to commodity tracking. They serve not only the information needs of the project but at the same time correspond to the internal information and external reporting requirements outlined in USAID's "Proposed Reporting System and Report Processing Protocol" document. Two key staff members in systems development and implementation is CARE-Haiti's MIS specialist and the Food Aid Project FPA and data-entry secretaries.

A. PROJECT MONITORING

The FOODMIS will be completely on-line and functioning by January 1993. It is designed to resolve the information gap which currently exists in the transportation of commodities from the warehouse to end-users and the consumption of the food.

These problems can be regrouped into four areas:

Distribution of food from the warehouse to end-use site:

* Waybill preparation is slow and permits large margin for error.
* Total amount of food delivered is only partially available (source: Commodity Status Report, or CSR), but not by category, geographic location, etc.
* Report of food delivered to each institution is not available in easily accessible form.
* Registration of waybills at the warehouse is inadequate.
* Inadequate geographic location is available for delivery routing.
* Duplication of institution files-one complete set at the warehouse, containing mostly copies of waybills, and one set at the Gonaives Suboffice. This creates confusion and duplication of effort.

End-Use Reporting

The end-use institution monthly reports are the main tool the institution directors have of regularly communicating with CARE. It is vital at two levels: 1) Filling out the monthly report using the Canteen log book (Kaye Canteen) and the physical inventory as a guide provides critical management information to the end-use director; and 2) the consolidated data from all of the reports together provide critical management information for the Gonaives and Port-au-Prince level.

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Project monitoring is used to check the information at both the site and Gonaives. It is not meant to be the sole source of information available as it is currently. Obstacles to smooth information flow here include:

* Less than 65% of institution directors are completing and sending reports, indicating an MIS gap at the site level. There is a lack of willingness or competence level of certain directors to properly manage the canteen or report as required. CARE will attempt to solve this problem through more frequent supervision and training. The target as agreed upon by the three PVOs in the Joint MYOP is 95% by the end of three years (see Attachment B of this document).

* Consolidation of end-use reports is incomplete. The reports are counted, but the data they contain is not always considered or consolidated.

End-Use Monitoring

The first step of monitoring, making initial inspections and follow-up visits based on whether or not the institution is having difficulties, is presently implemented. Although it is working adequately, adjustments need to be made in the monitoring format so that it better corresponds to the information in the monthly end-use report. This is important since monitoring should measure the accuracy of end-use reporting.

Project Universe

An accurate image of the project universe is the basis of the MIS. The computerized Expanded Profile Data Base for all institutions included on the project master list can be easily updated to reflect such changes as in the number of beneficiaries and the name of the person responsible for operating the canteen.

B. COMPUTERIZED MONITORING SYSTEM DEVELOPMENT

The computerized MIS comprises four interrelated modules. Each module is developed separately and then compiled into one menu-driven, user-friendly system (CLIPPER software):

Waybill Production Program

The data entry person will prepare waybills for the up-coming delivery period. This will be done only after the institution profile data base has been modified to include all pertinent data. Three copies will be produced, copies 1 and 2 will accompany the food delivery, copy 3 will remain with the warehouse manager. The institution director will sign copies 1 and 2, keeping copy 2 at the institution. Copy 1 will return to the Suboffice and be filed in the institution file. Copy 3 will be destroyed by fire.

Data Requirements

* Number of feeding days
* CARE Code
* Authorized commodities
* Amount of each commodity in sacks and cases
* Amount of each commodity in local measurement
* Waybill Number
* Ration-Size
* Name of Institution and person responsible
* Geographic, Sector Code, and Category Code
* Number of beneficiaries
* Shipment Number
* Name of truck driver and truck Number

End-Use Reporting Consolidation Program

This will make it as simple as possible for the institution directors to meet CARE' reporting requirements. For training, a sample packet will be prepared including: a sample March report for 300 children; a waybill representing a delivery made in April, and a completed canteen log book sheet from April. The task assigned in the training will be to use the samples to prepare the April monthly End-Use Report.

Data Requirements

The input instruments will be completed monthly End-Use Reports as sent from the institutions during the first week of each month:

* Month of Report
* Date Received
* Code Number of Institution
* Name
* Geographic Location

* Director's Name
* Person submitting report
* Quantity of each commodity as reported in the boxes:
    - Quantity remaining from last month
    - Quantity received during the month
    - Quantity spoiled during the month
    - Quantity remaining at end of month

* Number of days food was distributed
* Number of authorized days this month
* Number of boys eating
* Number of girls eating
* Number of pregnant/lactating women, the elderly and infirm (if MCH, GR)
* Type of problems encountered, including those needing follow-up

<u>End-Use Monitoring Report Consolidation Program</u>

The monitoring format provides the data required below and corresponds to the monthly end-use report. A computerized format will be produced and the data from the completed monitoring formats to the computerized format.

The program will then produce the lists as below from an output database used by month, aggregated by quarter to correspond with PIE reporting:

* Visit Date
* Code
* Institution Name
* Department
* Arrondissement
* Commune
* Category
* Sector
* Opening balance as registered on monthly End-Use Reports
* Food received during month
* Food distributed between opening balance and day of inspection
* Quantity lost or stolen
* Quantity spoiled
* Quantity that should be available
* Quantity in physical inventory
* Difference in local measurement
* Difference in percentage
* Reason as reported for difference
* Quantity that should have been distributed according to ration-size
* Difference in local measurement between actual and authorized distribution
* Difference in percentage

* Ration-size day of visit as per log book
* Ration-size day of visit as per inspector observation
* Storage of Food (good, bad)
* Copies of last two waybills available (true, false)
* Copies of last two monthly reports available (true, false)
* Number of authorized feeding days
* Number of actual feeding days
* Authorized beneficiaries
* Actual beneficiaries day of visit, by gender
* Average actual beneficiaries by gender (pregnant/lactating women, elderly and infirm in the case of MCH and GR over the last ten days
* Problems encountered
* General operation of canteen in opinion of inspector and established criteria (good, fair, unacceptable)
* Does this institution require a follow-up visit (Yes or No)

Expanded Profile Database

This program will permit access to, and manipulation of, the data in the Expanded Profile Database.

Data Requirements

Up-to-date institution files with the following ordered, indexed documents:

* Application Forms
* Contract
* Monitoring Reports
* Follow-up Reports
* Correspondence
* Profile Data Sheet

Up-to-date computer record for each institution including:

* Code Number
* Geographic Code
* Location
* Name of Director
* Category
* Sector
* Supervising organization
* Management
* Number Bens.
* Status
* Date of Status
* Access to Site
* Storage Capacity
* Kitchen
* Utensils

Records kept at participating centers are:

Record book of commodity utilization
Beneficiary attendance records
Receipts of commodities received
Monthly report register

B. Internal Commodity Inventory Controls

Monthly controls are performed by cross-checking of daily inventory lists with distribution receipts. Incoming stock is also verified against bill of lading amounts minus Marine/Interior claim losses which are also listed on the report.

All internal losses and spoiled food sales are processed by CARE-Haiti and reported to the local USAID Mission. Claims for marine losses are processed through CARE-USA via a claim against the shipping company.

An annual review of commodity flow from port to institution is undertaken. This is to identify bottle-necks, ensure reliability of CARE records and reconcile any differences between book and physical balances. CARE conducts a physical count of its inventory at the end of each month. Other counts are done as necessary. All are carried out by an employee of CARE who is not a Food Aid Project staff member to avoid bias.

A review of all entries, receipts and deductions as reported during the period under view is done to reconcile balances, and involves tracking of individual shipments from port of delivery to the center.

Preparation of waybills has been improved through use of the new computerized Waybill Production and Reporting program (see MIS section). The installation of the CMS will further enhance overall commodity tracking (see below).

Commodity Management System (CMS)

The CARE-USA computerized Commodity Management System or CMS is designed to facilitate easy access to all inventory information. It also generates several different types of reports, among them: the Commodity Status Report (CSR); Marine and Interior Losses; Unreceived Dispatches; Storage Point Balances; Port Arrivals; and Port Balances.

Accountability Mechanisms

A number of mechanisms are employed for the purpose of ensuring accountability at the warehouse and field levels. These are:

* The Gonaives Suboffice accounting staff maintains independent records for inventory control accountability.

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* A monthly report is produced showing rotation of field monitors and problem institutions visited to avoid a potential conflict of interest.

* Monthly inventory counts are performed without the counters' knowledge of the recorded amounts. Control sheets are removed from the food stacks prior to the count being done.

* Only those responsible for entering warehouse and field data into the FOODMIS know the passwords: Food Aid Project Coordinator, Suboffice Administrator, Food Project Assistant and Data Entry Secretary.

* Key forms are pre-numbered to prevent unauthorized use. These are:

  -Waybills
  -Internal Losses
  -Spoiled Food Sales
  -Spoiled Food Sale Receipts
  -Condition of Arrival Reports
  -Salvage Reports

C. Quarterly Review

CARE-Haiti reviews its project activities and performance on a quarterly basis. This report, the Planning, Implementation, and Evaluation Report (PIE) is prepared prior to the commencement of each CARE fiscal year. This contains: a list of funding sources with the amounts to be spent each trimester; staff and the number of person-months, by category; project activity targets (PATS), including training events and supervisory visits; and intermediate goals (IGs). An amount, number, or percent is applied to each category, the accomplishment of which is measured each quarter. The matrix, with its accompanying narrative, comprises the PIE Report.

Gonaives Food Aid Project staff prepare and submit a Food Aid Reporting Document (FARD) which provides this same information on a monthly basis. Three FARDS thus contribute to the compilation of one PIE.

D. Annual Review and Evaluation

As mentioned under Support Goal IA, Food Aid project and support staff will hold a yearly planning workshop.

CARE will implement a baseline, mid-term and final evaluation in conjunction with PVOs and USAID. Indicators will include those outlined in the goals and indicators section of this paper. Of particular importance will be those relating to school attendance and community participation.

IX. FINANCE PLAN

As stated in the Joint MYOP, USAID will make every effort to ensure stable funding, something which in the past has been problematic at best.

Total budget by funding source and fiscal year, as well as a detailed FY'93 budget can be found in Attachment D.

A description of the individual funding sources for this period are as follows:

Government of Haiti Treasury

The GOH treasury provides the project with 720,000 Haitian Gourdes annually, as stipulated by the 1959 Basic Agreement. The dollar amount varies with exchange rate. For FY'93 the amount will equal 90,000 US dollars. The agreement is automatically renewed each year unless both or either party gives three-month notice to the contrary.

CARE-USA Unrestricted

These monies are provided by CARE-USA. Unrestricted funds are primarily those collected from private donors, the proverbially "person on the street." These do not normally carry with them any restrictions on how they are expended. The amount available to a particular Mission varies from year to year, the exact amount to be determined just prior to the start of each CARE fiscal year (July 1). The full amount may or may not be assigned to the Food Project for FY'93.

USAID FARM BILL

These are central grant dollar funds granted on a yearly basis through USAID-Washington under Section 202(e) of the Agricultural Development and Trade Act of 1990. Their purpose is to: assist projects in making management improvements; support the costs of staff recruitment, training, program monitoring, evaluation; and cover the costs of internal transport, distribution and storage. CARE's FY'93 request is for $430,430.

Development Assistance

USAID is in the process of designing a Development Assistance Project (D.A.) to provide stable funding for all sponsors. $434,075 of these USAID funds will be required for FY'93, bringing the total USAID FY'93 funding requirement to $864,505.

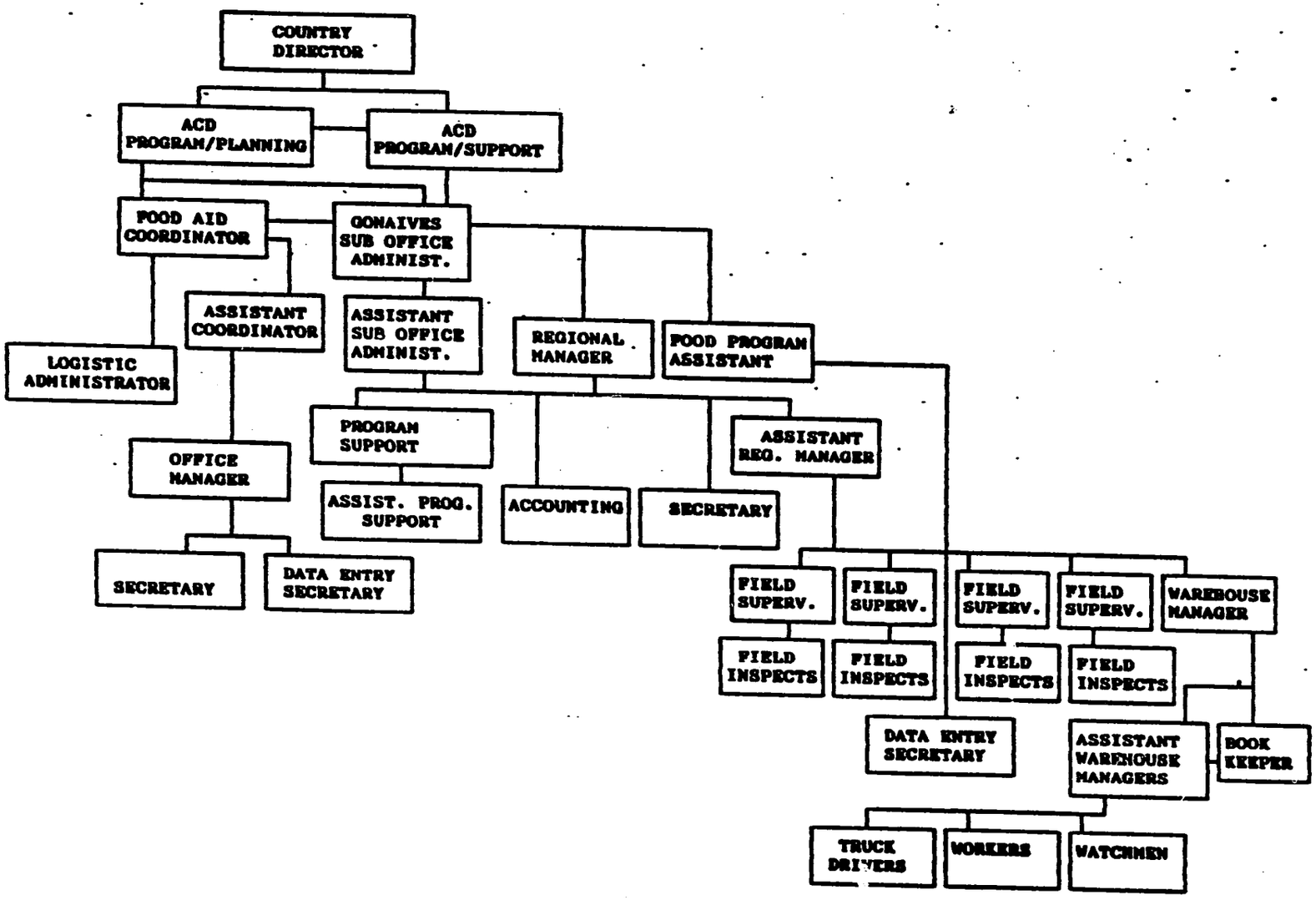
Title II Monetization

Whereas monetization-generated local currency had been available previously through a mechanism known as FIOP, this is no longer feasible given the political instability in Haiti. USAID will explore the possibility of monetizing Title II commodities (specifically wheat flour). The local currency generated in this way will be USAID-controlled. This will prevent similarly generated GOH-controlled monies being frozen, as occurred with the recent suspension of U.S. Government suspension of aid to Haiti.

A similar effort was carried out in FY'89-90 to monetize vegetable oil through CARE and ADRA. This attempt failed, however, due to the decision by USAID to allow the GOH to tax the sale of the commodities, thus making it unattractive to bidders.

ATTACHMENT A

CARE-HAITI
FOOD-AID ORGANIGRAM



CARE-INTERNATIONAL, HAITI
OTOF 1993 - 1995
ACTIVITY SCHEDULE

ATTACHMENT 1

Page 1

ACTIVITIES	1993												1994												1995											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
PROGRAM GOAL 1:																																				
To broaden the participation of the poor.																																				
1.G.1a																																				
To increase the level of counterpart and community participation in the management of feeding centers																																				
INDICATORS																																				
1a-1 80% of beneficiary families are contributing within their means to feeding center.																																				
1a-2 Control of school feeding is shared between school directors and appropriate community groups through a pilot project involving 16 schools.																																				
PROGRAM GOAL 2:																																				
Improve the social condition of the poor by improving cognitive development among school-age children thereby increasing self-esteem and reducing dependency.																																				
2.G.2a																																				
To increase school enrollment and attendance, especially of female students.																																				
INDICATORS																																				
2a-1 School attendance at CARE-assisted schools increased by 50% over baseline. 95% of total school days.																																				
2a-2 Female student school enrollment in CARE-assisted schools increased by 50% over baseline.																																				
2.G.2b																																				
To decrease mortality and morbidity among children 0-5, pregnant and lactating women, the elderly and the chronically ill.																																				
INDICATORS																																				
2b-1 Attendance of pregnant and lactating women and children under five years at CARE-assisted MCH centers increased by 50%.																																				
2b-2 95% of all eligible persons receive a nutritious cooked mid-day meal through CARE-assisted institutional and community managed canteens.																																				

CARE-INTERNATIONAL, HAITI
HPNP 1993 - 1995
ACTIVITY SCHEDULE

ATTACHMENT I

Page 2

ACTIVITIES	1993												1994												1995											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
SUBGOAL 1.5																																				
Improve Planning																																				
1.5.10																																				
To improve the ability of the project to carry out effective planning.																																				
INDICATORS																																				
1A-1 Field supervisors hold weekly planning and evaluation sessions with field monitors.																																				
1A-2 Project and support staff hold monthly planning and evaluation sessions.																																				
1A-3 PMMIS allows for timely verification of progress and implementation of measures designed to move them.																																				
1A-4 Four Aim project and support staff annual planning/evaluation workshop.																																				

CARE-INTERNATIONAL, HAITI
HPNP 1993 - 1995
ACTIVITY SCHEDULE

ATTACHMENT 1

Page 3

ACTIVITIES	1993												1994												1995											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
To improve program supervisation																																				
I.C.2:																																				
To improve quality and quantity of staff.																																				
INDICATORS																																				
2A 1 - Number of field monitors increases ten to three.																																				
2A 2.- Number of field supervisors increases from two to four.																																				
2A 3.- Improved staff training plan and curriculum time.																																				
2A 4.- Each field monitor supervised on site at least once per month.																																				
SUPPORT GOAL 3																																				
To improve efficiency of logistics operations.																																				
I.C.3A																																				
Increase the effectiveness of food distribution to feeding centers.																																				
INDICATORS																																				
3A-1 Computerized Commodity Tracking system PCTS and Pommas- on line with all pertinent staff trained its use																																				
SUPPORT GOAL 4																																				
Improve monitoring and evaluation																																				
I.C.4:																																				
To improve cost-use accountability and compliance																																				
INDICATORS																																				
4A-1 All institutions receive at least three monitoring visits per year.																																				

CARE-INTERNATIONAL HAITI
RHDP 1993 - 1995
ACTIVITY SCHEDULE

ATTACHMENT 1

Page 1

ACTIVITIES	1993												1994												1995											
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S
4A-2 All "problem institutions" receive at least two follow-up visits per year.																																				
4A-3 Each field monitor makes a minimum of 56 monitoring visits per year.																																				
4A-4 Computerized MONARIS on-line, with all pertinent staff trained to use it.																																				
4A-5 Improved institution training plan and curricula on-line																																				
4A-6 95% of institutions report correct if each month.																																				
4A-7 Baseline, mid-term and final evaluations.																																				

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ATTACHMENT C
WAYS TO IMPROVE GENERAL RELIEF FEEDING

1) There should be one holding area which is large enough to fit those waiting, and preferably shaded. There should be some kind of separation between the holding area and the feeding area.

2) The passage between the holding and feeding areas must be sufficiently narrow, i.e. not more than 2 people should be able to fit through if shoulder to shoulder.

3) Personnel stations:

<u>One person</u> in the holding area. Before feeding starts, s/he should arrange the children so that the youngest are in front. Once this is done, s/he should signal that the feeding can begin. S/he should remain in the middle of the crowd of children to make sure that there is no pushing from the back.

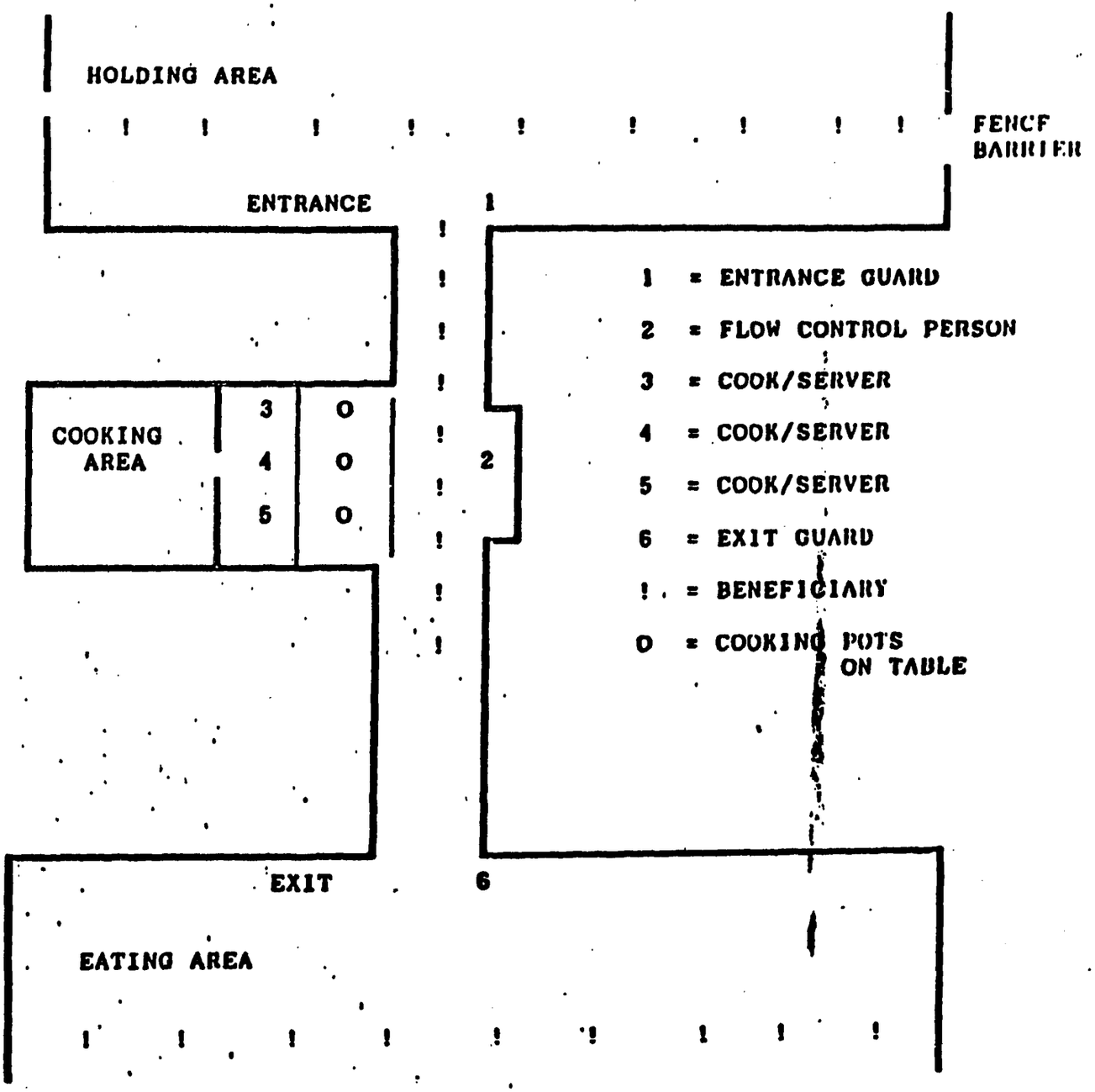
<u>One person</u> in the passage between the holding area and the feeding area controlling the number of children coming into the feeding area. This position is key. S/he should not let any more than about 5 children pass through the passage at a time. When the last child in the group begins to be served, s/he can let 5 more children through.

<u>One person</u> between the passage and the feeding area directing the 5 kids towards the table and keeping them in line (this position is optional, especially if the distance between the passage and the feeding area is not far).

<u>Three people</u> serving the food. Each server should serve from a specific pot or pots, then pass the child's bowl to the next server. This should run like clockwork. All of the food should be placed on a table, out of reach.

<u>One person</u> between the last server and the exit to lead the child quickly out of the serving area and towards the exit. This ensures that children don't enter through the exit. The child traffic must go in one direction as they go through the feeding process, i.e. in no way should they exit through the same passage they entered by.

AGPAS FEEDING CENTER LAYOUT



ATTACHMENT D

CARE-HAITI FOOD AID PROJECTED OPERATIONAL BUDGET BY CARE FISCAL YEAR

FY'93

GOH Treasury:	90,000
CARE Unrestricted:	275,000
FARM BILL FY'93:	430,430
Other USAID:	434,075
Subtotal:	$1,229,505

FY'94

GOH Treasury:	90,000
FARM BILL FY'94:	473,473
Other USAID:	788,983
Subtotal:	$1,352,456

FY'95

GOH Treasury:	90,000
FARM BILL FY'95:	520,820
Other USAID:	876,882
Subtotal:	$1,487,702

Total Budget: (FY'93-95)	US$4,069,663

ATTACHMENT 2

DETAILED FY'93 BUDGET

	USAID FARM BILL/OTHER	CARE UNRESTRICTED	G.O.H
A. NON-EXPENDABLE EQUIPMENT AND MATERIALS	23,177.00	34,008.00	11,600.00
B. INTERNATIONAL PERSONNEL	242,945.00	10,513.00	3,441.00
C. NATIONAL PERSONNEL	357,377.00	119,200.00	39,016.00
D. VEHICLE OPERATION REPAIR/INSURANCE	66,487.00	29,758.00	2,765.00
E. EXPENDABLE EQUIPMENT AND MATERIALS	11,812.00	5,791.00	1,896.00
F. PROJECT IMPLEMENTATION	150,746.00	75,730.00	31,282.00
G. STAFF TRAINING	11,961.00	0.00	0.00
TOTAL	864,505.00	275,000.00	90,000.00

ABOVE NUMBERS INCLUDE 8% INDIRECT COST RECOVERY

5/14/92 Rec'd

INTERNATIONAL LIFELINE

ANNEX

JOINT MYOP HAITI FY93-FY95

DATE OF SUBMISSION: MAY 15, 1992

INTERNATIONAL LIFELINE
BOX 32714
OKLAHOLMA CITY, OK 73123-0914
TELEPHONE: 405/728-2828

International Lifeline
Annex to Joint Haiti MYOP FY 1993-1995

A.. Background: In 1990, International Lifeline (IL) became a Cooperating Sponsor for food aid programs in Haiti. IL was designated as the lead agency for an Umbrella Group of both American based and indigenous organizations and subsequently received a PAG in 1991 and a MYOP for programming scheduled to begin in FY92. Then came the crisis, and instead of the approved MYOP going into implementation phase, IL along, with others, undertook humanitarian assistance. This is still the current situation (May 1992) at the time of this writing. This MYOP therefore includes many of the ideas and intentions of the plan which was never effected. This time, however, directed toward the broad goals and general objectives agreed upon by all four Cooperating Sponsors during their series of meetings and the two-day workshop held in March, 1992. During this time, we explored the nature and composition of what had been the Haiti 416 Umbrella group and found it to consist of a veritable cascade of organizations and agencies, which now number 23. The members have never yet met as a group with all present. Forging a cohesive group with similar (though not identical) goals and objectives that support those of the larger Food Forum will be one of the primary tasks of the early stages of this MYOP period.

B. Assumptions: This MYOP presumes that a return to "regular programming" by October 1992 has become politically and logistically feasible. In that event, we will follow this operational plan. If, however, due to the ongoing nature of this unresolved political dilemma, the programming described in this document will probably be suspended pending a more suitable outcome. In that event, IL will continue its present Humanitarian Assistance programming contingent upon USAID approval. If Humanitarian Assistance is approved, IL will continue the same recipient levels as approved in this operational plan and will continue to work through the same channels. In the case of Humanitarain Assistance programming, IL will seek to avoid the appearance of "business as usual", but out of consideration for operating procedures, we will utilize the same organizational structure as contained in the IL Umbrella Group Member Agencies Chart, page 17 of this MYOP.

C. Problem statement: see Joint MYOP.

D. Goals and objectives: Unlike the other three CSs, IL is an umbrella group of 23 member agencies with 170,000+ beneficiaries, as well as an individual agency with direct contact to 15,000+ recipients. Thus, the thrust of our goals and objectives section in this annex is not to spell out in detail just how the member agencies should be conducting their programs, but rather to indicate the steps we intend to take to ensure that those agencies reconsider their programs, so that they will support the broad goals and objectives agreed upon by the four CSs.

The emphasis of the first of the three years covered by the MYOP will be placed on bringing all members into compliance with standards of accountability. The history of these groups is such that there has been little required of them in terms of monitoring, evaluation, or even commodity tracking, and a shift to coming into line with other users of Title II commodities will require heavy emphasis on designing and putting into operation various systems, as well as training in their use.

Nevertheless, IL agrees with the other sponsors and with USAID/Haiti that the time has come to make strenous efforts to program food aid in Haiti in more developmental ways than in the past. A lengthy history of emergency and humanitarian approaches, combined with preoccupation with logistics and management systems, has led to the present situation of under-emphasis on long term development goals. The umbrella agencies have to a great extent been left out of the discussions of shifting the emphasis toward development, and therefore have a great deal of catching up to do. Our strategy, then, is to place a heavy emphasis in the initial stage of the MYOP period on basic systems, eligibility, targeting, logistics, and accountability, with greater emphasis by the second year on programmatic goals; at the same time, as new members are admitted into the umbrella group and as the return to "normalcy" proceeds, it would be foolish not to take the occasion to re-examine the objectives and strategies employed in the various programs (especially school feeding).

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1. PROGRAM (DEVELOPMENT) GOALS:

GOAL I. IMPROVE THE SOCIAL CONDITION OF THE POOR
(See Joint MYOP)

SUB GOAL Ia. Improve Childhood Development

(1) IMPROVE CHILD SURVIVAL: IL has no immediate plans for special interventions, but the restructuring of some of the umbrella agencies' MCH programs in the year 3 of the MYOP will address the issue, including the possible linkage of Child Survival grants with operation of PL480 assisted MCH centers and activities. This process will begin with an MCH workshop in the second quarter of the second year.

(2) REDUCE CHILDHOOD MALNUTRITION: IL agencies will address the problem through the MCH workshop mentioned above in FY94. In addition, whether or not SF programs can meaningfully contribute to reducing childhood malnutrition will be one of the key questions addressed in the first programmatic workshop, to be held in the second quarter of FY93.

(3) IMPROVE COGNITIVE DEVELOPMENT: Because SF constitutes the major component of existing IL umbrella agency programs, a large new group of schools will be added (FONHEP with 50,000 students), and because plans are underway to include another large group of schools on La Gonave Island (beginning in FY93 with humanitarian feeding while school eligibility and readiness are assessed), IL will begin a series of workshops to re-examine and then restructure programs with workshops (first in English, then in Creole) on SF.

Preceding the workshop, IL Director Watkins (and others) will undertake a study tour to observe both FFW and SF.

SUB GOAL Ib. Decrease Mortality and Morbidity

(1) Improve Emergency Response: IL has no separate plans to address this apart from activities that will be jointly undertaken by all Cooperating Sponsors. The design of NEWS (nutition early warning system) will be investigated by USAID/H; the CSs will then be involved in plans to utilize the information resulting from the system. (This item does not yet appear on the Gantt Chart.)

(2) Continue humanitarian food distributions to the institutionalized: IL member agencies will continue these. There is no specific action to be undertaken in this connection, so this item does not appear of the Gantt Chart.

(3) Improve maternal and child health: The workshops concerned with restructuring both MCH and SF programs address these sub-goals (second quarter FY93 SF, and second quarter FY94 MCH). If FFW projects are to be concerned with construction of potable water sources, drainage, latrines, and other health-related infrastructures, then the workshop on FFW (to be held in the second quarter of FY95) will also address these sub-goals.

De-worming in schools with SF programs, however, represents a new initiative. IL Director Watkins will have attended a second 3-day seminar on helmynthic infestations in June 1992, just prior to the starting date of this MYOP. Baseline information will be gathered after the SF workshop in the 2nd quarter FY93, and de worming will begin in the first quarter of FY94 on the mainland (a quarter later on La Gonave Island to allow for collection of baseline data there when school begins in the first quarter of FY94).

Goal II. IMPROVE THE ECONOMIC CONDITION OF THE POOR
(See Joint MYOP)

Sub Goal IIa. Create/Upgrade Productive Assets: IL member agencies will proceed slowly and cautiously initiating FFW projects. It is not yet certain whether any of these will concern productive assets.

IL Director Watkins will visit Ghana in the first quarter of FY93 where (in addition to examining CRS's SF operations research) he will observe first hand the highly acclaimed ADRA FFW projects. Based on that "study tour", Watkins (and consultant) will draw up preliminary criteria and guidelines for FFW projects. After some

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experience with these, the third of the program workshops will be held on FFW in the 2nd quarter of FY96 to take stock and chart future directions.

Sub Goal IIb. Increase Purchasing Power: In this MYOP, various types of FFW projects appear in several places, according to the objectives they are designed to achieve (e.g. health related structures such as latrines, productive assets such as irrigation or soil conservation structures, etc.). Some, although not all of these are also expected to contribute toward realization of the "purchasing power" objective. That is, when Title II commodities are used for a mid-day meal in a community works project, the food is not considered as income transfer but as nutrition transfer (short term energy replacement). However, when dry rations are provided either as incentive or as wages, they serve as income transfer and therefore are relevant to this sub goal. To the degree that SF programs are designed to maximize income transfer to pupils' families, these also contribute toward this sub goal. The contribution that improved education can make to the students' eventual earning power is also recognized here. As no specific activity is required (apart from discussions concerning the several roles that PL480 commodities can play in FFW or SF projects), this sub goal does not have a specific activity on the Gantt Chart.

GOAL III. EMPOWER THE POOR

To ensure greater and more meaningful participation of the poor, and activities designed to strengthen democratic institutions, IL will encourage it's member agencies to undertake measures throughout it's programs that are addressed to this objective.

Specifically, the three program workshops will pay considerable attention to generating successful strategies of working with community groups where they do not yet exist, and considering ways in which to enable them to form. And where school feeding is now fully controlled by educational personnel (normally the school director), develop ways of shifting some of that control to PTA-like groups.

In the section below on Support Goals, Goal 4, Monitoring and Evaluation (Joint MYOP text page 15) includes a 4-CS agreement that progress on increasing community participation will be monitored via inspection visits, based upon the signing of specific contracts with community-based organizations.

Decrease Dependency: If and when FFW projects are undertaken by umbrella agency members, the ADRA/Ghana model (and others) will be considered as a starting point. Community initiation of projects, community contributions, broad participation, and consequent "community ownership" of the assets created/upgraded is a hallmark of most of these projects, and efforts will be made to emulate and adapt the Ghanaian examples. (There is no specific activity other than those already outlined above.)

2. SUPPORT (Administrative/Operational) GOALS (See Joint MYOP)

GOAL 1. Improve CS Planning Capacity (See Joint MYOP)

IL agencies will have the opportunity to improve their planning skills and to participate in a planning process including the production of various documents (annual plans, plans to restructure programs, and the next MYOP)--in the several workshops expected to occur. Consultants will supplement these workshops with follow up technical assistance.

IL adds a second objective in this category -- the various members of the umbrella group will become a cohesive group, a mini food Forum, with goals, objectives, strategies and activities of their own but which form a coherent support to the broader goals and objectives agreed upon by the four Cooperating Sponsors. Activities to achieve this objective include:

One-on-one visits to the member agencies by the IL Director and his representatives;
regular mini forum meetings;
twice yearly workshops;
a two-day retreat focused on team building;
joint management systems creation;
joint internal reviews and Annual Progress Reports;
a joint mid-MYOP evaluation;
a joint FY96-98 MYOP design.; and

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a periodic updating Letter from the Director, or newsletter.

Member agencies will begin to view themselves as part of a team, not just a loose affiliation, as problems are jointly solved, resources and information shared, and as essential inputs to their programs (starting with internal transport -- until privatization -- and cooking charcoal are provided, then including support to member agencies in identifying ways to supply complementary inputs such as weighing scales, a revolving tool supply, materials for water catchment projects, etc.

GOAL 2. Improve Program Implementation (See Joint MYOP)

Objective 2a. Improve Geographic and Programmatic Targeting: As this involves an activity to be carried out jointly with other CSs in the course of regular Title II Coordinating Committee meetings, the only activity listed on the IL Gantt Chart is the member agencies' work on eligibility criteria in the course of three program related workshops.

Each of the member agencies will be informed of agreements made by the four CSs. Each member agency will then be required to provide a plan with a set of criteria for inclusion/exclusion -- both institutional and individual. IL technical support will be provided to those members who feel they need help in drawing up these plans and eligibility criteria.

GOAL 3. Improve Efficiency of Logistics Operations (See Joint MYOP)

Names of the three related objectives appear on the IL Gantt Chart because they will be achieved jointly via the Title II Coordinating Committee.

GOAL 4. Improve Monitoring and Evaluation (See Joint MYOP)

Objective 4a. Design and Implement Improved M & E Systems. Emphasis the first year will be placed on meeting this objective.

Professional assistance will be obtained to undertake the activities listed from certain software to training trainers and training system users (headquarters staff, part time Florida based manager, commodity manager, field supervisors, inspectors, and end-use checkers).

IL will benefit from the services of a jointly contracted evaluation expert to set the impact evaluation on a proper course from the beginning. This person will meet with all four CSs for a day (not under IL's budget), then individually with each of the four for half a day each to assist in detailing appropriate baseline data needed (for an eventual impact evaluation) and feasible sources to obtain such data.

GOAL 5. Ensure sufficient, stable funding (See Joint MYOP)

IL has not included this on its Gantt Chart because the objectives here are to be met either through Title III local currencies or DA dollar funding (both to be obtained by USAID) or by Title II monetization (to be carried out by a contractor working with all four CSs).

IL herewith attaches a proposed budget for all funding needed for FY93; Farm Bill (202 E) funding, Institutional Support Grant funding, and local currencies are all included therein.

IL welcomes the initiatives to ensure stable and sufficient funding. IL's 23 member agencies are serving over 170,000 beneficiaries; many of its constituent members have little experience with developmental programming of food aid and a good deal of "catching up" will have to be done -- both in terms of systems design, training, team building, reconceptualization of traditional relief programs etc. Commodities will need to be accompanied by adequate support funds in order to program them appropriately and effectively.

E. Indicators: Because IL represents an umbrella group, not a single agency, it is not possible to set quantifiable objectives for all 23 members at this time.

However, in the course of the various team building, cohesion enhancing and accountability related activities, the question of appropriate feasible indicators will be repeatedly raised. Member agencies will be participating

in planning, M&E, and reporting. For the time being (until some major hurdles can be passed), the indicators H will use as lead agency in the umbrella group will refer to the completion of the activities themselves, including the time of submission of acceptable plans and reports from the member agencies. Members will, in turn, eventually be held accountable for effects and impact beyond the level of activities. It is premature to demand or expect that at this time, but H. will be working with members to help them understand the need for and means to develop and measure their own agencies' objectives. This MYOP plan is limited to overall objectives for all participating groups--e.g., designing systems and putting them in place, conducting a retreat (as a first step in building cohesion) and a series of workshops (to reconsider program objectives and to restructure programs accordingly), and conducting training primarily in accountability measures. That these planned events and activities have occurred is as far as we can go in this first step of working together.

F. Target Populations: In this section, we describe the current participants in the various programs, with the understanding that these may be refined, more narrowly targeted, or otherwise redefined in the course of program review and re orientation.

Whether the programs are school feeding, MCH, etc., there are certain bases currently underpinning the inclusion of either institutions or individuals: these include whether the H. Umbrella Group members already have an established presence in the area, areas where either USAID/H or GOH has determined there is a valid need for such programming, and areas characterized by low income and particular hardship. In addition, there are criteria for inclusion that are specific to each type of program as follows:

1. School Feeding (Refer to H. Umbrella Chart p.17)

What is noted here are the current conditions for inclusion of particular schools in the program. (To our knowledge, none of the agencies provides rations to individuals and not to others within in any particular school.) In some cases, these "conditions" are desirable, in others considered essential. To be determined at a later date is a set of the absolutely critical, core criteria for inclusion.

a. Viability of school administration: can the school manage a school meals program -- with equipment, utensils (for preparation and consumption), volunteers or paid workers to prepare meals, etc.? Does the school keep Daily Attendance Reports? (We are aware that there is a wide range in the accuracy with which these are maintained, a matter which will have an important role in determining whether -- and how -- food can be used to improve attendance, and how to keep track of its success in so doing.)

b. Security of storage area.

c. Capacity to abide by accountability requirements.

d. Poverty: Since most of the areas of Haiti have at least pockets of extreme poverty, schools throughout the country are selected on the basis of this factor, which is generally associated with poor levels of nutrition. (Nutritional need on the part of individual pupils is not now -- nor is it likely to become -- a criterion for inclusion of an entire school. Schools will be chosen on the basis of their vulnerability -- food deficit areas identified by USAID/H or GOH, isolated areas such as La Gonave Island, and schools in which attendance is known to be especially erratic and/or enrollment an especially low proportion of the catchment area; virtually all of these are associated with poverty status.)

2. Maternal and Child Health (Refer to H. Umbrella Chart p.17)

All women of childbearing ages (15-44) are technically eligible for eligible for inclusion. Some programs may target eligibility to pregnant or lactating women or to pre pregnant (i.e., adolescent) women. Rations are provided at out-patient clinics, first aid stations, and other facilities where the primary intent is to provide medical, health, or nutrition education and/or services.

Children eligible for inclusion are those under six years living in the service area or facilities enumerated above. Participating agencies may choose to further target rations to more narrowly defined groups such as those of weaning age, or those who have been identified as severely or moderately malnourished. As in the case of other programs, during the course of this MYOP, the MCH programs will be scrutinized, particularly with regard to inclusion criteria and the role of food aid. For example, if intra-familial food distribution is such that the rations targeted to malnourished family individuals are substantially diluted (i.e., family leakage), there are several alternative design options -- e.g., a large enough ration so that even after leakage, the target individual receives a

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significant amount; selection of "baby food" commodities that other family members would be embarrassed to consume; distributing the rations as "medicine" on "prescription" for family members, with intensive education on the need for the individual to consume his/her "prescription"; on site, but as income transfer, as compensation for productive time lost, or as incentive for clinic attendance, where the food's nutritional value is less important than the knowledge/services obtained by target individuals at the health center. These alternatives have not yet been discussed among the H. Umbrella group members, but will constitute part of the reappraisal/redesign workshop that is planned. In addition to the above categories of food aid whose aim is essentially developmental, there are two categories in which member agencies are active which are primarily humanitarian in nature (which is not to preclude developmental aspects).

3. Food for Work (See II. Umbrella Chart p.17)

3. Projects will be selected if they are a part of a member agencies' ongoing program and which are beneficial in the sense they will be an enhancement to production (agricultural or otherwise), market development, or address certain environmental crises exacerbated by the continued wasting of the land and other natural resources including trees. Workers will be fed only as a component to the FFW projects and not as the sole means of attraction. Proposals for specific projects will follow certain guidelines - (to be drawn up by the group -- models for such guidelines already exist and can be adapted by the group for use in Haiti) and will be submitted by community representatives to the participating agencies, who will have first role in approval.

In addition, to the bove categories of food aid whose aim is essentially developmental, there are two categories in which member agencies are active which are primarily humanitarian in nature (which is not to preclude developmental aspects).

4. Other Child Feeding (See II. Umbrella Chart p.17)

Institutionalized children aged 6-14 receive rations daily in hospitals, boarding schools, orphanages, summer camps, etc. These programs are not necessarily limited to areas in which member agencies are currently active, but may also be undertaken in other areas if requested by GOH.

5. General Relief (See II. Umbrella Chart p. 17)

Persons or groups temporarily at nutritional risk due to conditions brought on by drought, storm, sudden economic setback, or civil unrest. USAID/H or GOH may identify such groups as suffering extreme hardship.

G. Ration Composition: The following chart describes the monthly per recipient ration for each program in kilograms.

PROGRAM	COMMODITY			
	SFB	PEAS	WSB	OIL
School Feeding	3.5	1.0		0.5
Maternal Child Health				
Mother	5.0			
Child			4.1	0.7
Other Child Feeding	3.0	1.0	1.5	0.6
Food for Work	8.0			0.6
General Relief	5.0	1.4	1.1	0.7

Weights and Measures

1 Marmite of SFB	=	2.50 Kg
1 Marmite of Peas	=	2.78 Kg
1 Marmite of WSB	=	1.92 Kg

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1 Rhum Bottle of Oil	=	0.70 Kg
1 Kola Bottle of Oil	=	0.35 Kg

The MCH ration targets the child in the program, the mother and one sibling. It is given as a dry ration to be prepared at home. To avoid dilution of the ration, extra food is included for the mother and one sibling.

The FFW ration is designed for a worker and four family members. The OCF ration is a supplement to the basic food provided daily by an institution (i.e., orphanage) to its children. The ration compositions suggested for each program may change depending on the results of the joint ration study by CRS and CARE and with approval of USAID/H.

II. Complementary Inputs:

1. School Feeding: At present, the essential component of the SF program is the provision of a ration and in some cases growth monitoring. However, as the program is reviewed and revised, it is likely that the emphasis will shift to a major emphasis on supporting school enrollment amd more regular attendance. This would probably result in dropping the GM aspect (if retained, it would be as an indicator of child growth unrelated to the ration, which is not expected to contribute enough to correct wasting and is in most cases too late to correct stunting). Emphasis will be on the effectiveness of the ration in offsetting opportunity costs of sending a child to school, and on the observable short-term nutritional effects (i.e., hunger alleviation) of the meal. Community (parental and other) animation may be added to some of the programs as a way of reinforcing the educational effect, and some member agencies may elect to initiate income generating activities or school gardens in connection with school meal programs.

2. MCH: At present, GM is a strong component of MCH activities. Efforts will be made in the future not only to ensure accurate weighing and charting, but appropriate mother counseling for those whose children's weight is faltering; this may include targeted home visits. In addition, training in well baby care, food preparation, oral rehydration therapy, hygiene, and nutrition are included in the H. Umbrella Group's programs.

3. FFW: Projects currently undertaken are largely community based works undertaken without benefit of engineering designs or supervision and do not require high technology. The Umbrella Group intends to continue somewhat in this manner, but will also discuss how to effectively shift from an essentially community based only approach (many projects now providing only briefly a boost to the family income) to one which will result not only in durable assets to the indivuals or the community, but in a more "Public Works" concept of undertaking significant projects that will benefit the larger population groups. There is a dimension of savings and investment possibilities that will have post-project benefits. Most of the costs of these locally initiated projects are borne by external organizations; the food ration supplements such inputs, while the community provides the labor. (This allocation of inputs and responsibilities is likely to be re examined. Just as schools eligible for food commodities must display both a willingness and minimal management capacity, some demands for community organization and materials inputs may be made on groups requesting food aid for local works projects.) By the second year of the MYOP we will begin to re-vamp the FFW concept and move toward a variety of public works type projects that could possibly include: water catchment, road building, reforestation, drainage development, and soil conservation.

H. notes that food for work is sometimes controversial in Haiti and has been subject to considerable criticism. While it is a minor component of the food assisted programming, currently undertaken by the H. Umbrella Group, its high visibility and the likelihood that it may grow (both absolutely and proportionately) in future years calls for a close scrutiny of how it can be made developmental: i.e., we will urge our member agencies to attempt to focus projects on those which supports one of the three major goals noted in the Joint MYOP i.e., improve the economic conditions of the poor. Such focused projects, well designed and properly constructed (even though requiring only basic technology) are less apt to draw public criticism than make work projects which have little lasting value.

In order to underscore the intention to make the most of over the long term of FFW projects, H. will urge its member agencies to consider meeting with communities as they file applications for food assistance to their projects, to discuss with workers what is to become of the temporary income they will be enjoying in the form of rations -- whether invested in family or community enterprises, pooled to create a revolving credit fund, etc.

Currently, rations are provided based on work days actually logged. The question of piecework vs. time payment is an important one around the world, and ways of dealing with productivity and equity vary. The group

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will tackle this issue along with others in order to arrive at a common understanding (so that one group's approach — payment for showing up at a worksite, for example — does not undermine that of another group — payment for Km of road suitably repaired, or terracing appropriately completed, etc). Care will be taken to ensure that any decision concerning worknorms will not conflict with those of other CSs operating in Haiti.

I. Intervention Strategy:

Note: The IL Umbrella Group receives PL480 commodities from IL. These commodities are subsequently utilized in various programs which address the respond to the Joint MYOP. We recognize the importance of focusing more closely on these objectives and will continue our efforts through scheduled workshops and other training opportunities for member agency leadership.

1. Recipient Agency Agreements: All participants in the IL Umbrella Group are required to execute Recipient Agency Agreements with IL which describe the approved uses of of donated commodities (as well as monetized proceeds and program income, should these constitute a part of the program in the future). RAAs also stipulate that participating agencies will pay the CS the value of the any commodities, monetized proceeds, and program income which are used for purposes not permitted under the Food for Peace Agreement, the approved MYOP, or Regulation 11, or which are lost, damaged, or misused as a result of the recipient agency's failure to exercise reasonable care with respect to such commodities, monetized proceeds, or program income.

2. Operational Plans, AERs: IL will receive, review and approve Operational Plans from each of the agencies; OPs will include participating agencies' Annual Estimate of Requirements which will then be consolidated by IL for submission as a combined AER. IL will be responsible for Call Forwards.

3. Title: At the point in the United States at which the ocean carrier or its agents take possession of the cargo, title will be transferred to IL and held under the provisions of A.I.D. Regulation 11.

4. Addressing the Problem: At present, the umbrella agencies rely almost exclusively on the donated commodities to support a variety of humanitarian and development interventions, carrying the primary burden of supportive costs from agency funds. Several major changes are anticipated in the course of the period covered by this MYOP: Tighter controls over commodity allocation and end use; greater collaboration among member agencies in devising and instituting management systems to support both financial and commodity accountability; and collaboration in training and reappraisal of program design for more effective interventions.

Specific uses of food aid to address particular objectives are to be determinced as a result of intensive participatory planning processes.

5. Monitoring and Evaluation: We distinguish here between continuous, in-built program monitoring and external, periodic evaluations. Internal reviews, conducted annually, have some characteristics in common with both (i.e., relying primarily on existing data collection systems, but supplemented with special, one-time only person to person interviews, inquiries, inspections).

By the time this MYOP becomes effective, the essential management systems will have been put in place and into operation, although training (and re-training) in their use will be continuous. The overall emphasis on such systems will be on commodity accountability, financial accountability, and tracking of non food inputs in program implementation -- that is, staff recruited, hired, and trained; equipment purchased and maintained; complementary inputs (e.g., motorcycles for inspection, warehouse equipment, etc.) necessary for program implementation and operation.

Assuming that this MYOP will take effect at the beginning of FY93, Humanitarian Assistance Programming for all but La Gonave Island will be shifted to the regular programs outlined above. During FY 92 commencing in February and continuing the rest of the year, IL's Humanitarian program accounted for both wet and dry feedings in many of the same sites which will now be utilized for regular programming i.e., SF, MCH, etc. Inspection systems were put in place at that time and will continued on into FY93. Monitoring systems put in operation during this period will be continued and further designed to improve commodity tracking with graduated sanctions (up to and including program termination) for fraud or mismanagement resulting in substantial losses.

Site visits will continue to be performed by IL inspectors and management personnel at FFW worksite. As worknorms are agreed upon, monitoring will relate to either works accomplished or time put in, or a

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combination of the two. Efforts will be made to establish a one year after site visit schedule to ascertain the sustainability of such community project achievements.

As increased linkages are established for the purposes of upgrading the technical quality of works performed (e.g., with Peace Corps volunteers, GOH ministries and extension workers, UN agency technical staff, other PVO technical staff, participating member organizations own volunteer technical personnel, et. al.), the technical aspects of works accomplished will constitute an increasingly important element of evaluation.

Monitoring in the case of OCF will focus almost exclusively on commodity use and ongoing suitability of the recipient institutions to receive food aid.

In the case of general relief, monitoring will not only be concerned with commodity distribution and end use, but will also relate to the diminishing need for emergency response; in some cases, emergency relief can be phased over into more developmental uses of food, while in others, the temporary aid will be phased out entirely as the precipitating cause for the relief diminishes. The possibilities for the former are often overlooked; IL will be working with agencies to understand the Woodrow and Anderson analytical framework (vulnerabilities and capabilities in the emergency/development interface), with a view toward more readily recognizing the possibilities for long-term developmental interventions evolving from emergency and relief efforts.

6. Commodity Management and Logistics: The USAID/H sponsored concepts of blanket franchising, central warehouse, and privatized transport should result improved commodity management and logistics thereby freeing the CSs of these time consuming tasks so they can better accomplish their respective operational plans.

7. Publicity: In each feeding or distribution center IL has posted a sign which clearly states that all donated commodities are from the American people and are not to be sold. In addition, the sign bears the logos of AID and IL. Also, any funds accruing from the sale of containers will be deposited at the USAID mission office.

8. Accountability: Developing accountability standards and procedures which respond to the needs of the donor and at the same time efficiently serve the CS is never an easy process. We propose to continue the review of Generally Accepted Commodity Accounting Practices (FAM); the Reporting System/Report Processing Protocol (USAID/H); and other accounting systems employed CS in Haiti. In addition, IL will continue its review of the A.I.D. Manual of Suggested Accountability developed in 1985, and will be relying on external consultants to compare and contrast the variety of existing systems for greatest manageability and suitability to our ircumstances.

9. Management and Staffing: IL will continue its search for competent and qualified staff to add to its corps of both mid and upper level management. It is understood that in order to find the quality of management personnel needed to guide the day to day operations of IL, sufficient time and money must be allotted to recruitment, relocation, and acclimation.

10. Training: Because the umbrella group historically has been undermanaged it is strongly felt that intensive training in a wide variety of topics will be needed throughout the MYOP period. Management and finacial systems will have to be devised and installed, and users trained in their proper use. Conceptualization of development programming and use of food aid in such programs will be unfamiliar to many members of the group, and they will need extensive training to come to the point where the umbrella group can "talk the same language" as other Title II using agencies in Haiti.

IL therefore proposes to share in the training plans of the other CSs and to open most of its training activities to limited representation by the other CSs (with 23 members in the umbrella group, IL's workshops will already have a large number of attendees, so participation will be limited to 1 or 2 representatives from other groups.

The following is an outline of TA and training planned. Rather than hire a full time training coordinator, IL proposes to engage the part-time services of D. E. Moore and her colleagues at Polimore Associates (Jim Pines, Judy Bryson, Bob Ford, Joyce King, and others) to plan and coordinate the full range of training and TA required throughout the MYOP period.

A training needs assessment will be done informally at the start of the period, but a full-fledged one will be carried out mid-way; the reason for this is to be able to assess (from the perspective of the consultants and managers, not just the perspective of the trainees themselves) what types of training are most urgently needed. Further as annual reports are compiled and a better picture emerges of reasons for failure to attain objectives,

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the need for better trained staff will become clearer. finally, as program restructuring workshops are conducted, additional training needs will become apparent. An interim training plan will be constructed at the start of the MYOP, but a more detailed one, therefore, will be drawn up midway.

11. Logistics Plan for Commodity Transport: In order to successfully provide an atmosphere of transparency in overall commodity management, it is necessary to know where the commodity is at any given moment. That transparency was not so apparent under the past method of operation in which member agencies were responsible for almost 100% of commodity transport. For the larger, better funded organizations, in house transport was usually available. These organizations, however, were in the minority (and still are in the current program). Most of the IL Umbrella Group agencies are smaller, indigenous groups and are are faced with an enormous burden financially when it comes to commodity transport.
In order to focus our energies collectively on efficient, orderly, and transparent food aid programming in Haiti, given the current climate of shrinking, personal and organizational cash resources, it is felt that an emphasis must be placed on financially supporting the movement of commodities to feeding/distribution sites.

However, for those larger, better-funded member agencies, we believe they should continue to provide additional inputs in the form of in-house transport to their various program sites. These agencies account for approximately 54,000 beneficiaries. The balance of the agencies will be expected to contribute 10% of the transport charges during FY1993; 12.5% during FY1994; and 15% of the transport charges during FY1995. In this way, an actual participation will accrue to the program with the tangible result being a decrease in commodity transport costs which are borne by the CS budget.

In turn, IL will contract private shipping through either company operated or independent truck owner/operators and will schedule deliveries to approximately 325 feeding/distribution sites. A three month supply of commodities will be delivered to each site. In order to comply with this schedule, it will be necessary to schedule an average of 108 deliveries each month or 25 deliveries per week.

Due to the nature of IL's geographic targeting, we will deliver to virtually every corner of Haiti. To accomplish this task, we will regularly schedule up to 8 trucks daily with an additional 4 trucks on call to be used as needed. Note: the logic for scheduling more trucks than appear to be needed daily is that some locations require 2-2.5 days turnaround.

Although during the five months of calendar year 1992 have been relatively calm and very few, if any, truck hijackings have occurred, the issue of transport security will be addressed in the following manner: An armed contract security guard will ride on approximately 75% of scheduled deliveries thereby providing the necessary assurance that the commodities will arrive at the scheduled destination.

Transport drivers will carry cargo manifests showing the name of the feeding/distribution center; a document control number; date of departure from IL warehouse; date of arrival at delivery site; number of bags or cases of each commodity; and authorized signatures. Upon receipt the responsible person will sign the manifests showing receipt of described commodities. A copy of the manifest will be left at the delivery site along with any additional instructions or information pertinent to the delivery.

A vehicle ID sheet will be attached to the IL office copy of the manifest which will describe the driver's name; driver's license number; vehicle description and tag number and corresponding dates. This will include the name of the security officer if one is assigned to the delivery. These documents will provide a transparent dimension to this aspect of the delivery logistics issue.

Throughout this process, IL retains title to the commodities. This includes also those commodities transported by member agencies.

Regarding La Gonave Island, commodity transport financial participation should be reduced to accommodate a population group that shares in very few cash-producing industries. During the first year of this 3 year MYOP, we request a moratorium on any financial participation and in subsequent years, we suggest a review of current financial conditions of the island before arbitrarily assigning any percentages. During this time, efforts will be made in accordance with the intent of the Joint MYOP to encourage broader participation from local communities in any current or proposed food aid programming.

From a logistics standpoint, commodities will be transported from IL's warehouse in Port-au-Prince to Montrois where they will be loaded onto a contracted boat for transfer to Anse Gaillet. Upon arrival, they will be

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transported to an H. contracted warehouse for intermediate storage. From Anse Caillet, the commodities will travel either by boat to various ports on the island; or by truck to the various feeding/distribution sites.

The same documentation as described above will be employed to serve the various requirements of the La Gonave Island program.

H. inspectors/monitors will travel by motorbike on both the mainland and the island in order to reach the various inspection points on a timely basis.

Note: Should privatization of either warehousing or transport occur during the life of this operational plan, H. will conform to the overall direction of the program and no longer provide either warehousing or transport as a part of its regular programming.

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A. Polimore Associates (E. Moore plus associates)

Annual Progress Report	05 days
Prepare, coordinate, all TA (brief, debrief, edit reports, etc.)	25 days
Conduct two workshops in Haiti	
Moore & Pines or Ford -- SF	
Moore & Bryson -- FFW	
Moore & King -- MCH	
Workshop leader:	10 days
in country follow up TA	05 days
Workshop Asst.:	10 days
Total: 25 person days x 2 workshops per year =	50 consulting days
Representation in Washington (FAM, Food Aid Coalition, FFP, etc.) 1 day per month x 12 months =	12 days
Miscellaneous consultation, editing newsletter, etc., by E. M and phone (per year)	15 days
TOTAL Polimore consulting days per year	107 consulting days
PLUS Per Diem days	50 per diem days

B. Other Experts, as required:

Financial management system	29 consulting days
Management information systems:	
commodity tracking	26
program components	27
beneficiaries	
rations	
other inputs	
activities	
objectives	
Putting it all on PC	12
TOTAL	94 consulting days
PLUS Per Diem days	61 per diem days

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OVERVIEW OF MAJOR ACTIVITIES

FY93 Year I

Quarter	1	Oct-Dec 92	Ghana trip
	2	Jan-Mar 93	MIS systems; SF workshop
	3	Apr-Jun 93	MIS systems; SF restructure
	4	Jul-Sep 93	MIS systems; plan for La Gonave SF

FY94 Year II

Quarter	1	Oct-Dec 93	La Gonave SF begins
	2	Jan-Mar 94	MCH restructuring workshops; mid-grant self evaluation
	3	Apr-Jun 94	Initiate, test a few FFW programs
	4	Jul-Sep 94	FFW closely observed

FY95 Year III

Quarter	1	Oct-Dec 94	Observe/study all restructured SF, MCH
	2	Jan-Mar 95	New MYOP planned; FFW W.S. (based on observations)
	3	Apr-Jun 95	Final evaulation; audit
	4	Jul-Sep 95	TA based on evaluation findings

In all years:

Quarter	1	Oct-Dec 95	Prepare Annual Report
	2	Jan-Mar 95	Prepare/Update MYOP
	3	Apr-Jun 95	Audit
	4	Jul-Sept 95	Internal Review for Annual Report

3 Year Gantt Chart #1
According to
Goals and Objectives

Program Goals

Goal, Sub Goal	Activity	Yrl(93) 1 2 3 4	Yrll(94) 1 2 3 4	Yrlll(95) 1 2 3 4
I.Social Condition				
Ia. Improve Childhood Development				
(1) Child Survival		X		
(2) Childhood Malnutrition	*Hold MCH Workshop	X		
	*Hold SF Workshop	X		
(3) Cognitive Development	*Director visits Ghana			
	SF Operations Research	X		
	*SF Workshop	X		
Ib. Decrease Mortality & Morbidity				
(1) Emergency Response	*No Activities Planned Yet			
(2) Humanitarian Distributions	*GRI e Gonave	X X X X		
	*OCI Continues Current	X X X X		
(3) Maternal & Child Health	*SF and MCH Workshops	X(SF)	X(MCH)	
	*Collect Worm Infest Data (Schools)	X		
	*Collect Worm Infest Data (I e Gonave Schools)		X	
	*Begin De-Worming		X	
	*Begin De-Worming I e Gonave		X	
II. Economic Conditions				
IIa. Create/Upgrade Productive Assets				
	*Watkins observes FFW, Ghana	X		
	*Watkins & Consultant draw on that experience to propose preliminary FFW guidelines	X		
	*Initiate, test trial FFW		X	
	*Observe trial FFW, review		X	X
	*FFW Workshop			X
IIb. Increase Purchasing Power				
	(See above, IIa. FFW, Ib. FFW, and all activities related to SF)			
IIc. Decrease Dependency	(Watkins examines Ghana models of community initiative, management, ownership)	X		
III. Empower the Poor	(See Support Goal 4, Monitoring & Evaluation)			

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3 Year Gantt Chart #2
Goals and Objectives
Support (Administration/Operational) goals

Goals, Sub Goals	Activities	Yr I(93) 1 2 3 4	Yr II(94) 1 2 3 4	Yr III(95) 1 2 3 4
1. Improve Planning Capacity				
1a. Improve Skills & Products	*SF Workshop	X		
	*SF TA	X		
	*MCH Workshop		X	
	*MCH TA		X	
	*HFW Workshop			X
	*HFW TA			X
1b. Improve cohesion of H. Umbrella agencies	*Initiate Newsletter	X		
	*Cohesion Retreat	X		
	*Joint Evaluation, Joint MYOP			X
2. Improve Implementation				
2a. Improve Geographic and Programmatic Targeting	*Determine H. Member eligibility & targeting criteria & strategies (in workshops)	X(SF)	X(MCH)	X(HFW)
	*(Together with other CSs, reach agreements on "turf" & collaboration)			
2b. Improve mid-level management	*H. will examine staffing needs annually and adjust accordingly	X	X	X
	*New staff will be trained by appropriate management	X	X	X
3. Improve Efficiency of Logistics				
3a. Blanket Franchise	*To be done by Coordinating Committee			
3b. Centralic Warehousing	Same as above			
3c. Privatize Wising & Trucking	Same as above			
4. Improve M&E				
4a. Design & Implement systems				
4a.(1) MIS	*Create hardware, software, data forms	X		
4a.(2) Training	*Assess training needs	X X		
	*Review revised SF objectives	X		
	*Review Evaluations	X		
	*Design training plan	X X		
	*Conduct TOT		X X	
	*Train MIS users		X X X	
4a.(3) Reward/Sanction end use end inspection of end use	*Develop rewards & sanctions	X		
	*Schedule supervision of inspection	X		
4a.(4) Periodic Assessment	*Perform appraisals (staff)	X		
	*Assess centers for participation (contracts)	X		
4b. Design evaluation (impact)	(*CSs jointly contract evaluation specialist)			
	*Evaluation Specialist works individually with H. (& other CSs) On baseline indicators & data collection	X		
	*Evaluations performed:			
	Mid-grant		X	
	Final Evaluation			X
5. Ensure Stable Funding	(See Text)			

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3 Year Gantt Chart #3
(A Combination of Charts 1 & 2
Rearranged by Quarters)

ACTIVITY	Year I (FY93)				Year II (FY94)				Year III (FY95)			
	1	2	3	4	1	2	3	4	1	2	3	4
Wathins visits Ghana for SF & FFW Research and to examine models of community initiative, management, ownership	X											
Improve M&E - Create hardware, software, data forms	X											
Hold SF Workshop		X										
SF TA		X										
Design Training; Plan M&E			X									
Hold MCH Workshop						X						
MCH TA						X						
Mid-Grant Evaluation							X					
FFW Workshop										X		
FFW TA										X		
Joint Evaluations, Joint MYOP											X	

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AGENCY	I.D. No.	SI (11)	MCH (22) Mothers	MCH (22) Children	OCT (33)	FFW (44) Workers	FFW (44) Fam Mbrs	GH (55)	CONTACT PERSON
FLH	2-200	12000	2320	4640	1160			5000	Lallier Rossell
FHOL	3-300	7725	200	400	1120			125	[illegible] Johnson
IHM	4-400	21175				1000	4000	5000	Sandy Turnbull
Mission Possible	5-500	4400						100	[illegible]
AFE NEG COMDITE	6-600	4223				2200	8024		Jacquine Jean
Church of God	7-700	10485						5000	Phyllis Nowby
Pentecostal Holiness	8-800	3110						500	Rob Cave
International Missions	9-900	4577						500	John Hanson
Christianville	10-1000	3000	300	600				100	[illegible]
Bloom Holiness	12-12000	2000							[illegible]
Gospel Light Chapel	13-13000	2000							[illegible]
Gospel Tract Society	14-14000	1101							[illegible]
International Faith Mission	15-15000	975							
Palm Grove Missions	16-16000	800							Luis Lalondy
L C Missions*	17-17000	850							Gilbert Jules
CDS**	18-18000		2500	5000					Jim Consiglia
Mission de la Trinity	19-19000	6878							Jacques Ferrand
La Gonave Schools	20-20000	15000						10000	MANO Cerdra
AIP Pignon	21-21000	4000							
FONHEP	22-22000	50000							
Komite Devl Kon Pauv-Jn Rabel	23-23000	7500			3750			3750	Wilner Dufresne
***HAFF	24-24000							5000	Lila Clark
****CCC de PVille	25-25000					1750	5000		
TOTAL		102049	5320	10640	5000	4950	17024	36275	

* Life Line Christian Missions
** Centre Pour Le Development et la Sante
*** Haitian American Friendship Fellowship
****Confederation Conseil Communitaire de Petionville

Note: MCH Mothers recieve food for themselves plus 2 children
FFW Workers receive food for themselves plus 4 family members

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LIBERTE EGALITE FRATERNITE

REPUBLIQUE D'HAITI

COMMUNIQUE CONJOINT

FORME: RAP/ONG

REF: E.....

Département du Plan

Département de l'Intérieur et de la Défense Nationale

Département des Affaires Etrangères et des Cultes

Les Départements du Plan, de l'Intérieur et de la Défense Nationale, des Affaires Etrangères et des Cultes, agissant au nom du Gouvernement de la République, et sur le rapport de l'Unité de Coordination des Activités des ONG, reconnaissent le Statut d'Organisation non Gouvernementale (ONG) d'aide au développement à la FONDATION INTERNATIONAL LIFELINE - HAITI (FILH)

En conséquence, et conformément aux dispositions du Décret du 13 décembre 1982, réglementant l'implantation et le fonctionnement en HAITI des Organisations non Gouvernementales (ONG) d'aide au développement, ces Départements autorisent, par le présente, la FONDATION INTERNATIONAL LIFELINE - HAITI (FILH) à fonctionner dans le pays ou à poursuivre des activités de développement sur le territoire national. La FONDATION INTERNATIONAL LIFELINE - HAITI (FILH) jouira dans les conditions déterminées par le Décret susmentionné, de la personnalité civile ainsi que des prérogatives et privilèges accordés aux ONG.

De plus la FONDATION INTERNATIONAL LIFELINE - HAITI (FILH) devra se conformer strictement aux prescriptions des lois et règlements de la République en vigueur et observer les objectifs et priorités du Plan National de Développement.

Fait et scellé à Port-au-Prince, le 19 JUIL 1984 19..

Yves MARCHAND
Ministre du Plan

Roger LAFONTANT
Ministre d'Etat à l'Intérieur et de la Défense Nationale

Jean-Claude BAJEUX
Ministre des Affaires Etrangères et des Cultes

SECRETAIRERIE D'ETAT DES AFFAIRES ETRANGERES
REPUBLIQUE D'HAITI

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G. COMMUNICATION					0
FAX, Posatngo, FED X, Ex Mail	3000				3000
Same as above for Haiti			4800		4800
					0
H. OFFICE SUPPLIES					0
See Budget Narrative	5000				5000
					0
I. HEADQUARTERS					0
Data Processing	20352				20352
Food Program Secretary	20352				20352
Comptroller	20484				20484
MIS/Grant Manager	43236				43236
Contract Bookkeeping Work	3000				3000
Computer Progr/Analyst	3604				3604
CPA	3000				3000
Audit/Annual Review	10000				10000
Headquarters Rent	12000				12000
Telephone & Long Distance	8400				8400
Other Direct Costs	4717				4717
					0
J. TRANSPORTATION					0
1 Ford Diesel Truck					0
Air Freight/Surface Freight	3500				3500
Delivery Costs & Ocean Freight					0
Fuel					0
K. COMMODITY TRANSPORT					0
Transport (Mainland) 9300MT			305040		305040
Transport (LaGonave) 1600 MT			175920		175920
					0
TOTALS	455261	0	978499	18360	1452120

NOTE: The LC column identifies costs which will be funded either in US Dollars through the DA Food Project currently in preparation by the local USAID mission, through Local Currency if available, or another funding source to be identified.

Program Manager/La Gonave 12 mos @ 500 mo = 6,000	6,000
Program Manager/La Gonave Travel related expenses (local) 12 mos @ 150 mo = 1,800	1,800
Warehouse Manager/PAP 12 mos @ 750 mo x 12 mos = 9,000 Warehouse Manager/La Gonave 12 mos @ 400 mo x 12 mos = 4,800	13,800
Commodity Management Bookkeeper/PAP 12 mos @ 525 mo x 12 mos = 6,300 Commodity Management Bookkeeper/La Gonave 12 mos @ 400 mo = 4,800	11,100
Commodity Management Secretary/PAP 12 mos @ 500 = 6,000 Commodity Management Secretary/La Gonave 12 mos @ 400 = 4,800	10,800
Commodity Management Clerks/PAP 12 mos @ 400 mo x 3 = 14,400 Commodity Management Clerk/La Gonave 12 mos @ 300 mo = 3,600	18,000
Commodity Management Courier 12 mos @ 210 = 2,520	2,520
Janitor 12 mos @ 85 = 1,020	1,020
C. INSPECTION	
Inspectors & Monitors PAP 9 End-use Inspector/Monitors La Gonave 2 End-use Inspector/Monitors 11 @ 525 x 12 mos = 69,300	69,300
Per Diem for Rural Inspectors 7 Insp x 5 days x 4 weeks x 10 day x 12 mos = 16,800	16,800
Motorcycles & Protective Equipment 3,317 + (5%) fluctuation = 3,483 8 @ 3,483 = 27,864	31,347
Motorcycle & Protective Equipment La Gonave Program Director 1 @ 3,317 + (5%) fluctuation = 3,483	
Motorcycle Licenses/Insurance 9 Bikes @ 150 = 1,350	1,350
Motorcycle Maintenance Tires & Tubes 15 @ 70 = 1,050	1,050
Fuel	22,464

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Consultant's Travel See Attached List		14,000	
Consultant's Per Diem See Attached List		9,879	
F. EQUIPMENT		4,586	
Computer MODEM	2 @ 500 = 1,000		
CD ROM (for AID's Devel Info System)	1 @ 600		
Software	1,500		
CD ROM disks for AID's DIS	120		
Generator 1 @ 800			
2 Way Radios/Holsters 2 @ 283 = 566			
Base Antenna 33			
G. COMMUNICATION			
FAX, Postage, FED X, Express Mail 12 mos @ 300 (USA) = 3,600 12 mos @ 400 (Haiti) = 4,800		3,600	4,800
H. OFFICE SUPPLIES		5,000	
FAX paper Commodity Accounting Forms Copy Paper Time Cards Computer Printer Cartridges Copier Ink Cartridge Misc. Office Supplies/La Gonave			
I. HEADQUARTERS			
Data Processing Salary/Benefits 12 mos @ 1,696 = 20,352		20,352	
Food Program Secretary Salary/Benefits 12 mos @ 1,696 = 20,352		20,352	
Comptroller (60% Food Program) 12 mos Salary/Benefits 60% of 2,845 per mo = 1,707 x 12 = 20,484		20,484	
MIS/Grant Manager 12 mos Salary & Benefits @ 3,603 mo = 43,236		43,236	
Contract Work Oklahoma City, OK 12 mos @ 250 = 3,000		3,000	
Computer Programmer/Analyst Oklahoma City, OK 12 days @ 307 per day = 3,684		3,684	
CPA 12 mos @ 250 mo = 3,000		3,000	

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and is to considered a raw cost for the actual commodity transport

3. La Gonave Island - II. Sponsored Transport

Tonnage: 1600MT @ average of 110MT = 175

Breakdown:

(Truck) PAP/Montrois @ .75 per bag x 20 bags = 15MT x 1600 = 24,000

(Boat) Montrois/Anse G. @ 1.75 per bag x 20 bags = 35MT x 1600 = 56,000

(Boat) Anse G./Local Points @ .50 bag x 20 bags = 10MT x 800 = 8,000

(Truck) Anse G/Local Points @ .47 bag x 20 bags = 9.40MT x 800 = 7,520

Average per MT sub-total = 59.70

Other Direct Costs

Distribution Personnel 4 @ 300 x 12 mos = 14,400

Security Personnel 2 @ 500 x 12 mos = 12,000

Ford Diesel Truck F700 @ 35,000

Shipping for truck @ 10,000

Fuel 2,400 gallon @ 3.75 = 9,000

Average per MT sub-total = 50.25

Total Transport Costs:

Commodity Transport average cost @ 59.70MT

ODC average cost @ 50.25MT

Total average cost = 110MT

TOTAL		455,261

BUDGET RECAP

Labour		209,029
Travel	II. Contribution 18,360	79,187
Consultants		63,918
Equipment		4,586
ODC		108,541
Total		455,261

CURRENCY BREAKDOWN

U.S. Dollars	AID	455,261
	II.	18,360
	Sub Total	473,861
Local Currency Haiti		978,499
	Total	1,452,120

NOTE: The distinction between US Dollars and Local Currency (LC) does NOT imply a distinction of funding sources. US Dollars refer to the minimal costs needed in US Dolla LC means the difference between total budget and US Dollars, which CAN be paid in LC US Dollars, depending on the funding source available.

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DICES

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D.C., January

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ANNEX F

CRS MULTI YEAR OPERATIONAL PLAN
FY 1993 - 1995

better. It is important to disaggregate urban areas into marginal and non-compromised areas because children living in marginal urban zones were nutritionally more similar to rural areas and, at times, significantly worse. A national survey was repeated in 1991, and demonstrated that there had been no change in the nutritional status of the survey population in the past decade.

Children over five years of age suffer as well. In 1985, the Joel Cotter study found that severe malnutrition among school-aged children was 27 percent. A recent survey done by the World Food Program of four schools in the North and Northeast departments found that 42 percent of children averaging 12.6 years of age were severely malnourished (weight/age) and 22 percent were chronically malnourished (height/age).

The agricultural sector is characterized by a declining production rate due in part to the repetitive sub-division of land holdings, urban migration, periodic droughts and flooding coupled with lack of technical assistance and credit for small farmers. Inflation and the overall economic crisis in Haiti exacerbate the problems both of food producers and food consumers. The recurrent political crises of the last six years have had a major dampening effect on investment and growth in all sectors.

Annual food donations (from all donors) to Haiti since about 1987 have averaged 100,000 to 120,000 MT. Given the extreme poverty of much of the population, and the depressed economic outlook, demand for increased levels of commercially-imported food is not likely to be significant. Concessional food aid is thus likely to be needed for the foreseeable future to ensure the health and welfare of the nutritionally vulnerable population.

III. PROGRAM GOALS AND OBJECTIVES

The overall goal of the CRS/Haiti food program can be stated as follows:

> Improve socio-economic condition of the poorest in Haiti's southern peninsula.

The following subgoals and objectives will contribute to reaching that goal:

Subgoal A. Reduce morbidity and mortality of the most vulnerable population:

Objective A.1 To contribute to the ongoing survival of the most vulnerable groups by:

a. providing a food supplement to malnourished children under five, pregnant women, insitutionalized persons with no means of support and extern tuberculosis patients following a regular treatment through a health center. The number of beneficiaries to be reached follows:

3,000 malnourished children under five in year I, 3,500 by year II, and 4,000 by year

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transfer of such resources will necessitate a review by CRS and AID regarding what sections of AID Regulation 11 may need to be waived given the volatile operating climate during disasters in Haiti. We expect that these organizations will maintain minimum standards of accountability, however.

At this juncture, CRS also plans to participate in USAID's proposed early warning/monitoring system.

Subgoal B. Contribute to the childhood development of an at-risk population.

Objective B.1 To improve the nutritional status of 52,500 children under five (by year III) through a system of community based nutritional surveillance and clinic-based recuperation by:

a. assisting in the establishment of 350 new rally posts and training personnel needed to carry out program activities (350 community health workers);
b. supervising the 425 already existing rally posts and the community health workers who staff them;
c. carrying out nutritional surveillance activities and for approximately 52,500 children referring severely malnourished children to the recuperation program;
d. carrying out nutritional recuperation activities for an average of 50 children per center at the clinic level and providing appropriate rations;
e. improving the health and nutrition knowledge of approximately 50,000 mothers through individual and community education programs;
f. promoting the delivery of other child survival services such as Vitamin A, immunization and ORT at the community level;
g. ensure sustainability of health post system by providing incentives to community health volunteers through income-generating projects (8 projects year I, 9 year II and 10 year III). Specific objectives per project will be developed depending on the participants' objectives.

Evaluation will be conducted through regular monitoring of montly information on all activities.

Objective B.2 To increase regular attendance at approximately 600 target schools by:

a. providing an appropriate ration to supply one meal per day to this age group;
b. improving targeting to reach the most disadvantaged population in our geographic target zone.

An evaluation is planned by USAID for this MYOP period examining the effect of the presence of a school canteen on attendance.

Subgoal C. Increase revenue of individuals in communities

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a. increase management staff.
CRS will be adding to its food administration staff one professional-level management assistant.

b. computerize program information to increase efficiency in food distribution, monitoring, reporting and planning activities.
CRS headquarters has designed a computer program for use in Haiti which should be fully operational by FY 93.

c. provide training seminars for selected food program staff in animation techniques, management of time and people, and computer skills.

d. improve geographic and programmatic targeting.
CRS will continue working in Haiti's southern peninsula. This comprises the greater Port-au-Prince region and the South-East, South and Grand Anse provinces. Throughout this MYOP period, CRS will work with the other cooperating sponsors to "swap" those centers which do not fall into our specified geographic regions. CRS' planned expansion of the school feeding and MCH components will focus on the following geographic areas which are considered the poorest in the region:

- Grand Anse
- Belle Anse (South East)
- Coast from Port-Salut to Les Irois

CRS will develop criteria for participation in the program for all types of institutions.

<u>Objective 2</u> To improve monitoring of PL 480 related activities CRS will:

a. increase monitoring staff.
CRS will hire 5 additional monitors to increase quantitative capacities.

b. inspect each center for compliance at least three times per year and standardize response to center irregularities.
Three inspections per year represents an increase over previous years' objectives of two vistis per year. This will be possible through the increase of monitoring staff. CRS has already established a basic reference document outlining the appropriate action for center irregularities. This will be refined and implemented during this MYOP period.

c. improve center reporting through training.

1. 90% of centers will submit monthly reports on a timely basis by the end of year I and 95% will do so by the end of year III.

b. Mother Child Health: This component provides a dry ration for families of malnourished children from 0 to 5 years (3,000 beneficiaries in year I, 3,500 in year II, and 4,000 in year III) and also for pregnant women (3,800 beneficiaries in year I, 5,400 in year II, and 7,000 beneficiaries in year III). Food-assisted activities reach the above population through health centers however a range of activities including growth surveillance, education programs and the provision of deworming medicines will reach a larger population (where no ration is provided) through the rally post system (52,500 children and their parents by year III). CRS is currently seeking funding to add a sanitation component which will serve this larger population through the capping of sources and the construction of latrines. The additional activities undertaken at the rally posts and the sanitation activities are discussed further in section V. C. Complementary Program Components and Inputs. below.

c. Other Child Feeding: Orphans and abandoned children and the most dependent and vulnerable segment of society. CRS/Haiti works with approximately 75 institutions which care for 5,000 children. A ration which provides two meals per day is supplied.

d. General Relief: This component currently works with hospitals and other institutions to serve the sick and the aged. Tuberculosis and AIDS patients are among the primary beneficiaries. Five thousand resident patients receive two meals a day under this program and, under a new initiative, 1,000 out-patient tuberculosis patients will receive a dry ration.

2. <u>Ration Composition</u>

CRS/Haiti's current rations are listed on the following page. CRS has agreed with the other cooperating sponsors to establish standard rations when we target the same population. This is particularly notable in the school feeding component where the target population is identical and all the rations vary. For the other components, there are differences in the target populations and standard rations would not necessarily be applicable.

CRS has changed the ration for the OCF and G/R components for FY '93. The previous ration was not sufficient to provide the intended two meals per day. The quantity for peas has been increased to be more in line with the recommended one part legumes to four parts cereals and the quantity for oil has increased to provide more calories.

serve as an educational and growth-monitoring center for children and their parents. Each post follows the growth of approximately 30 children and is staffed by volunteers trained by CRS with additional technical assistance provided to the rally post by traveling health agents who are clinic-based. (The health agents, financed by the Ministry of Health, provide basic health services such as vaccinations, ORT, etc.) CRS also provides scales for growth monitoring and deworming medicines for treatment of worms at the rally posts.

3. Sanitation activities conducted in communities with rally posts

CRS is currently seeking funding to begin a sanitation component in association with the rally post system. This component will consist of technical assistance and materials for the capping of sources and the construction of latrines. Associated educational activities will be carried out through the rally posts.

4. Construction of kitchens and warehouses, provision of utensils

To assist centers in storing the food and preparing it in the form of hot meals, CRS has a grant program for the construction of warehouses and kitchens. CRS has made these funds available since 1987. In each of the three years of this MYOP, at least $20,000 will be expended for this activity. In addition, each year, CRS will make available $5,000 worth of cooking pots and and other utensils necessary to the preparation of meals. Grants will be given based on the following criteria: past administrative performance of the center and level of involvment of the committee in the oversight and management of the canteen.

D. Linkage with Other Developmental Activities

The link between activities which use food as a resource and those which do not is an integral part of CRS/Haiti programming as discussed above. Since May 1990, all CRS interventions have targeted the same geographic zone of the southern peninsula. CRS is increasing that link by targeting the same communities which participate in food-assisted activities for non food-based interventions.

E. Monitoring and Evaluation

1. Monitoring of Commodity Use

CRS sees the task of assuring proper use of the PL 480 commodities distributed to participating institutions as both CRS' responsibility and that of the community served by that institution. To improve CRS' oversight, monitoring staff will be expanded from the 5 currently engaged to a total of 9, beginning in year one. CRS' plans for improved monitoring are described and

physical movement of commodities. The implementation of this plan has been interrupted by the current situation but it is tentatively programmed for this MYOP period.

C. Center Level Storage

Center storage facilities are examined during inspection visits and recommendations for proper storage are made at that time. In addition, CRS makes approximately $20,000 available each year for the construction or improvement of storage warehouses and kitchens.

VIII. DISINCENTIVES ANALYSIS

As discussed in the problem statement, Haiti is a food deficit country. There has been a slight decline in agricultural production over the last few years which, given the food availability situation, is disturbing. Various factors contribute to the production decline in agriculture: among them are land tenure and distribution problems, soil degradation and the lack of necessary inputs.

Periodic analyses of the problem of PL 480 as a disencentive to agricultural production have been done over the last 15 years. The most recent review was conducted in late FY 1991 by Duverger and Alwang as part of an assessment of the impact of monetized Title III. The study performed a statistical analysis to determine how different amounts of food aid might affect consumer prices. Increased food aid was expected to have a dampening effect on food prices, since increased food aid is associated with increased commodity supplies. In summary, "from a macro perspective, [the study found that] the only impacts of food aid are through its impact on foreign exchange availability and on the government budget [for Title III]." However, "in local areas, quantities of food aid might be lowering prices; these local impacts could be washed out in the national average data. Because of the lack of price response, to find benefits to consumers from food assistance programs, one needs to look at individual outcomes (income, consumption, or nutritional status), or program outputs (e.g., infrastructure created by food for work programs)." (Duverger and Alwang, p. 98.)

Regarding micro-level disincentives, CRS addresses this problem through projects seeking to increase agricultural production which target the same communities benefitting from food-aid. In addition, the rations provided through CRS' food program are considered supplementary to the regular diet in the case of school feeding and reach populations which are effectively non-consumers in other components.

CRS plans to participate with the other cooperating sponsors in a USAID-sponsored system to increase monitoring and evaluation of individual outcomes and program outputs.

the Farm Bill funding request and the sixth will be requested in the Development Assistance Resources (DAR) request. In addition, a delivery vehicle will be purchased (to be funded by DAR) to replace one which has been out of order for six months.

XIII. **INLAND CLAIMS**

CRS/Haiti provides its own transport and thus has no outstanding inland claims. Proceeds from the sale of unfit food are promptly tranferred to USAID.

XIV. **FARM BILL**

A. **Summary Narrative**

CRS/Haiti is requesting a total of $403,199 in the form of a Farm Bill Appropriation Section 202(e) grant. This will primarily cover the costs for commodity storage and movement although the purchase of five vehicles for an expanded monitoring staff has also been included. These expenses are discussed in more detail in section B, "Budget Narrative" below.

This is CRS/Haiti's first request for Farm Bill Funding. As discussed above in section IX, Monetization, a Title II monetization is not possible for FY '93. Monies that were previously available through Title III monetization will not be available in FY '93 due to the current political situation in Haiti. This, with the closure of CRS/Haiti's Strengthening Grant in FY 92, has left CRS/Haiti in a difficult position to cover basic operating costs. The granting of these monies would allow us to cover food storage and movement costs during FY 92.

In addition, the planned expansion of the school feeding component and our intended improvement of monitoring (discussed in Section, IV, Objective 2.b. above) will require the hiring of additional monitoring staff and vehicles for their use. More personnel will allow us to detect misuse of resources and better ensure that the food reaches the intended beneficiaries by increasing the minimum number of visits to each center from two to three per year.

B. **Budget Narrative**

Three budget worksheets are attached. The first of these, Estimated Inputs and Resources (page 16), includes Farm Bill Funding, the second is a detailed budget over three years (page 17), and the third includes only the Farm Bill Request (page 18). Item numbers below refer to the third budget worksheet, Farm Bill Request.

Purchase of Vehicles (A.01.) 5 vehicles have been budgeted at $18,000 each for use by food program monitoring staff. CRS currently uses diesel Toyota Land Cruisers almost exclusively and would like to purchase Toyotas as they have proved to be better adapted to rural Haiti than Jeeps. We have purchased vehicles from Panama in the past because the price is lower and would therefore request a source-origin waiver based on our intent to purchase Toyotas from Panama.

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Exchange Rate [illegible] = [illegible]

* This source includes beneficiary contributions and proceeds from the sale of used containers collected at the center level. Beneficiary contributions are estimated based on 1 gas per month per child at school feeding centers and MCH health centers for pregnant women and malnourished children in association with the center.

** Indirect costs are calculated at 22.5% of total grant costs (less capital expenditures), with the exception of FY 93 MCH Grant.

***CRS currently has funding through June 1993. We will be seeking a grant to continue these activities before the end of the current grant. Please note that for FY '93 indirect costs do not represent 22.5% of the total grant.

S U M M A R Y	YEAR I FY '93	YEAR II FY '94	YEAR III FY '95
A. FOOD ADMIN & SUPERVISION	$540,391	$523,189	$555,907
B. COMMODITY STORAGE	$80,000	$108,000	$122,250
C. COMMODITY MOVEMENT	$229,390	$317,475	$502,285
D. HEALTH & NUTRITION	$[illegible],575	$[illegible],075	$[illegible],903
E. AGRICULTURAL PRODUCTION	$345,250	$402,500	$476,675
GRAND TOTAL	$1,506,606	$1,731,239	$2,042,020

D E T A I L E D B U D G E T	YEAR I FY '93	YEAR II FY '94	YEAR III FY '95
A. FOOD PROGRAM ADMINISTRATION & SUPERVISION			
01.Admin/Mgmt Staff	$113,100	$127,825	$134,875
02.Fringe/Severance	$9,075	$9,500	$9,675
03.Monitoring Staff	$34,435	$35,150	$37,975
04.Fringe/Severance	$5,600	$5,825	$6,025
05.Support Staff	$7,400	$7,800	$8,175
06.Fringe/Severance	$1,025	$1,075	$1,125
07.Per Diem/Hotel Expenses	$10,060	$10,575	$11,100
08.Purchase of Vehicles	$90,000	$56,700	$59,535
09.Fuel	$15,000	$15,750	$16,550
10.Vehicle Repair & Maintenance	$40,000	$42,000	$44,100
11.Vehicle Insurance	$500	$525	$550
12.Purchase Computers	$11,100	$3,500	$3,500
13.Other Equipment Purchases	$19,575	$8,000	$9,000
14.Office Expenses	$11,350	$12,000	$12,600
15.Office Supplies	$10,415	$11,000	$11,550
16.Occupancy	$17,000	$17,850	$18,750
17.In-House Seminars	$2,100	$1,100	$1,150
18.Education Allowance	$2,600	$2,625	$2,650
19.Center Operating Costs	$115,556	$128,889	$142,222
20.Legal Services	$500	$500	$600
21.Audit & Evaluation	$24,000	$24,000	$24,000
TOTAL ADMIN & SUPERVISION	$540,391	$523,189	$555,907
B. COMMODITY STORAGE			
01.Warehouse Personnel	$16,300	$0	$0
02.Fringe/Severance	$1,600	$0	$0
03.Warehouse Security	$11,800	$8,000	$0
04.Fringe/Severance	$950	$600	$0
05.Day Laborers	$16,000	$0	$0
06.Fumigation	$6,000	$0	$0
07.Purchase Fumigation Supplies	$200	$0	$0
08.Purchase Other Equipment	$6,725	$0	$0
09.WH Maintenance & Repair	$2,200	$0	$0
10.Center WH Improvements	$20,000	$20,000	$20,000
11.Canteen Equipment	$5,000	$5,000	$5,000
12.Repacking of Food	$600	$0	$0
13.Warehouse Insurance	$2,425	$1,000	$0

WAREHOUSE PURCHASES -- FARM BILL	
Article Description	F 9[illegible]
6 CHAIRS	$[illegible].00
1 SCALE	$[illegible].00
4 FUMIGATION PUMPS	$[illegible].00
1 WATER PUMP	$[illegible].00
16 STOCK CARD HOLDERS	$480.00
2 TOOL BOXES	$670.00
6 FIRE EXTINGUISHERS + SERV	$2,250.00
2 REPACKING MACHINES	$1,000.00
TOTAL WAREHOUSE	$6,725.00

Exchange Rate: LC 9 gdes = $US 1

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CATHOLIC RELIEF SERVICES

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[illegible]	56	3,000	12	1	3,000	2.6	100.5	6	0	.0	3,000	10.0	360.0	0	0	.0	
[illegible]	26	130,000	5	1	130,000	.5	520.0	130,000	3.5	3,610.0	130,000	1.0	1,040.0	130,000	1.0	1,040.0	
[illegible]	10	5,000	12	1	5,000	1.0	60.0	5,000	3.0	180.0	5,000	1.0	60.0	5,000	1.0	60.0	
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[illegible]	[illegible]	Deputy Director	USG/Haiti	May 14, 1992
[illegible]	[illegible]	Chief, GDO	USAID/Haiti	
[illegible]	[illegible]	Resource Administrator	USG/Haiti	
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					MAIZ			DRYLAND			NSB			PEAS			
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	NUMBER RECIPIENT	RATE $US	TOTAL MT	NUMBER RECIPIENT	RATE $US	TOTAL MT	NUMBER RECIPIENT	RATE $US	TOTAL MT	NUMBER RECIPIENT	RATE $US	TOTAL MT	
[illegible]	30	1,500	12	1	3,000	1.1	41.5	0	0	.0	3,500	5.0	245.0	0	0	.0	
[illegible]	30	3,000	12	1	1,000	2.5	100.5	0	0	.0	3,000	10.0	300.0	0	0	.0	
[illegible]	[illegible]	100,000	[illegible]	1	100,000	.5	500.0	100,000	3.5	3,610.0	100,000	1.0	1,010.0	100,000	1.0	1,010.0	
[illegible]	30	5,000	12	1	5,000	1.0	60.0	5,000	3.0	180.0	5,000	1.0	60.0	5,000	1.0	60.0	
[illegible]	15	5,000	12	1	5,000	1.0	60.0	5,000	5.0	300.0	5,000	1.0	60.0	5,000	1.5	90.0	
[illegible]	30	1,000	12	1	1,000	.7	5.1	1,000	5.0	60.0	0	.0	.0	0	.0	.0	
[illegible]		117,500			117,500			111,000			116,500			110,000			
[illegible]							511.0			1,160.0			1,715.0			1,160.0	7,031.0
[illegible]																	
[illegible]							200.6			265.0			127.1			206.1	
[illegible]							[illegible]			327.1			161.1			.0	
[illegible]							.0			31.7			15.1			.0	
[illegible]							[illegible]			295.6			117.9			.6	
[illegible]							121.2			441.1			111.0			151.1	
[illegible]							125.0			2,600.0			600.0			1,000.0	
[illegible]							516.2			3,044.1			911.0			1,151.1	
[illegible]							511.5			3,082.5			629.0			630.0	
[illegible]							13.6			41.6			15.0			324.1	
[illegible]							51.1			110.0			171.5			[illegible]	
[illegible]							550.7			4,556.1			1,906.0			964.0	8,324.0

[illegible]	SIGNATURE	TITLE		DATE
[illegible]	Margaret B. Pierce	Deputy Director	CRS/Haiti	May 14, 1992
[illegible]	Karen Poe	Chief, GDO	USAID/Haiti	
[illegible]	John Forsith	Resource Administrator	CRS/Baltimore	
[illegible]		FMA/Food for Peace	AID/Washington	

[illegible]

TITLE II, PL 480 COMMODITIES
ANNUAL ESTIMATE OF REQUIREMENTS
FY 1993
MAY 15, 1992

HAITI
CATHOLIC RELIEF SERVICES

RECIPIENT CATEGORIES	FEEDING DAYS/YR	NUMBER of RECIPIENT	# MOS OPER	DIST /YR	OIL NUMBER RECIPIENT	OIL RATE KGS	OIL TOTAL MT	BULGUR NUMBER RECIPIENT	BULGUR RATE KGS	BULGUR TOTAL MT	[illegible] NUMBER RECIPIENT	[illegible] RATE KGS	[illegible] TOTAL MT	[illegible]	[illegible]	[illegible]
Maternal Child Health-Mother	30	3,000	12	4	3,000	1.4	61.5	0	0	.0	[illegible]	[illegible]	[illegible]	0	0	[illegible]
Maternal Child Health-Child	30	3,000	12	4	3,000	2.5	100.5	0	0	.0	[illegible]	[illegible]	[illegible]	0	0	[illegible]
School Feeding	20	130,000	5	3	130,000	.5	520.0	130,000	1.5	1,030.0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Other Child Feeding	30	5,000	12	4	5,000	1.0	60.0	5,000	3.0	180.0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
General Relief - Wet	30	5,000	12	4	5,000	1.0	60.0	5,000	5.0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
General Relief - Dry	30	1,000	12	4	1,000	.7	[illegible]	1,000	5.0	60.0	0	.0	[illegible]	[illegible]	[illegible]	[illegible]
7 TOTAL RECIPIENTS		137,000			137,000			111,000			136,500			[illegible]		
8 TOTAL REQUIREMENTS FY 1992							[illegible]			[illegible]			[illegible]			[illegible]

ADJUSTED REQUIREMENTS FOR SHIPMENT FY 93

9 Quantity on Hand September 30, 1991	200.6	295.0	[illegible]	[illegible]
10 Quantity Received October 1 through February 29, 1992	19.5	127.7	[illegible]	[illegible]
a From Prior Year Approval (FY 91)	.0	10.7	[illegible]	[illegible]
b From Current Year Approval (FY 92)	19.5	29.6	[illegible]	[illegible]
11 Quantity on Hand February 29, 1992	124.2	111.1	[illegible]	[illegible]
12 Quantity Due or Rec'd for Current FY after Feb 29, 1992	325.0	2,600.0	[illegible]	[illegible]
13 Total Line 11 Plus Line 12	549.2	1,811.1	[illegible]	[illegible]
14 Projected Distribution for FY through Mar 30, 1992	[illegible]	1,002.5	[illegible]	[illegible]
15 Estimated Inventory November 30, 1992	11.6	11.6	[illegible]	[illegible]
16 Desired Operating Reserve of 10%	51.1	115.0	[illegible]	[illegible]
17 Adjusted Total Requirements FY 1992	590.7	1,356.1	[illegible]	[illegible]

CLEARANCES	SIGNATURE	TITLE		DATE
18 Submitted by Field Representative	Margarett D. Pierre	Deputy Director	CRS/Haiti	May 14, 1992
19 Reviewed and Recommended by USAID or Embassy	Karen Poe	Chief, ARD	USAID/Haiti	
20 Cooperating Sponsor Approval	John Forsyth	Programs Administrator	CRS/Haiti	
21 USC/AID Washington Approval		USAID/Food for Peace	USAID Washington	

* This operational reserve includes a provision for emergency response.

27

Caribbean Program

Catholic Relief Services
3eme Etage Building Châtelain
Rue Geffrard
P O Box 1118
Port-au-Prince, Haiti

Telephone 23-0654 22 50ne
Cable Address CATHWELI
Fax 509 23-1291

May 15, 1992

Ms. Karen Poe
Chief, GDO
USAID Haiti
Port-au-Prince

Dear Karen:

Enclosed please find CRS/Haiti's Multi-Year Operational Plan for FY 1993 - 1995. We have also included six copies of our Annual Estimate of Requirements for your signature. Please return five copies when they have been reviewed and approved so that we may forward them to our headquarters.

We apologize for the late submission of this document.

Sincerely,

Margarett D. Pierre
Deputy Director

Attachment 2

PL 480 Title II
Grants

Grantee	Instrument Number	Dates Beg.	End	Total Value * $	LC	Purpose Comments
ADRA	FAO-0206-A-00-2019-00	2/1/92	7/31/92	$386,046		Human. Assit. Food Program
	Amendment 1		9/30/92	$0		No cost amend to extend completion date.
	521-0000-G-00-2002-00	5/5/92	7/3/92		G684,597	Two month bridge funding
	Amendment 1	7/1/92	7/3/92		$0	No cost amend. to change purpose to cover shortfall caused by 91 FIOP.
CARE	OTR-0704-A-00-9181	11/6/91		$126,000		Human. Assist. Food Program
	FAO-0206-A-00-2008-00	1/8/92	7/7/92	$981,272		Human. Assist. Food Program
	In Prep.	1/8/92	9/7/92	$112,354		Supplement to previous grant to extend to NW.
CRS	521-0000-G-00-2001-00	11/8/91		$33,000		Human. Assist. Food Program
	FAO-0206-A-00-2007-00	1/15/92	3/15/92	$195,582		Human. Assist. Food Program
	Amendment 1	4/8/92	7/15/92	$153,669		full funding
IL	PDC-0801-A-00-1084-00	8/29/91	1/29/92	$96,819		Regular feeding program wit Umbrella Group (x-416)
	Amendment 1	12/18/91	12/18/91	$0		No cost revision of grant budget
	Amendment 2	1/24/92	9/30/92	$278,272		New Program Description of foo program, add. funds and extension o Completion date.
	Amendment 3	4/8/92	9/30/92	$100,636		Additional funds and corrections.
	Amendment 4	5/7/92	9/30/92	$0		No Cost Budget Revision (LC adjustment
	521-0000-A-00-2005-00	5/16/92	12/15/92		G334,883	Supplement to Central Grant in LC a per Amendment 4.
	Amd.1 (in prep.)			$23,000	G763,212	Extension to La Gonave
	521-0000-A-00-2008-00	7/2/92	1/1/93	$112,676	G1,291,205	Central Warehouse operations
	In Prep.			$197,168		TA for Title II Monetization process

(*) Increase.

md/7-16-92/grantdat

ACTION MEMORANDUM TO THE CONTRACT OFFICER

DATE : August 5, 1992

TO : Martin Napper, Contract Officer

FROM : Karen M. Poe, Chief, GDO Karen M. Poe

SUBJECT: Justification of Noncompetitive Awards to ADRA, CARE, CRS, and IL under Enhancing Food Security Project (521-0241)

Problem: Your review and approval are required to enable the Mission to develop and execute Cooperative Agreements (CAs) with four P.L. 480 cooperating sponsors under the subject project. The four sponsors are Adventist Development and Relief Agency (ADRA), CARE International, Catholic Relief Services (CRS), and International Lifeline (IL). The four awards total an estimated $16.5 million over the three year life of the project.

Discussion: The New Project Description (NPD) for the Enhancing Food Security Project (521-0241) was reviewed by A.I.D./Washington on May 6, 1992 with authority to approve the PP and authorize the project delegated to USAID/Haiti through 88-STATE 417937 dated 29 December 1988 and reconfirmed for this project through 92-STATE 204169 dated 26 June 1992.

The purposes of the proposed project are: 1) to increase access to food for nutritionally-vulnerable population groups; and 2) to strengthen PVO and Haitian citizens' ability to manage effective food-assisted programs over time. The project will benefit approximately 645,000 at-risk Haitians by providing them with one meal/day or equivalent rations. The primary implementing agencies designated in the PP are four private voluntary organizations (PVOs) that have been carrying out Title II food distribution in Haiti for several years: Adventist Development and Relief Agency (ADRA), CARE International, Catholic Relief Services (CRS), and International Lifeline (IL).

The project will fund the operating costs of the four PVOs as they distribute approximately 36,000 MT of Title II food commodities each year. These costs are estimated at approximately $16.5 million to distribute approximately $48 million worth of commodities. Attachment 1 provides the levels of food distributed by these organizations in recent years. As demonstrated by the Attachment, the levels of food and beneficiaries are roughly commensurate with levels managed by these same PVOs in prior years.

Title II food distribution is governed by 22 CFR Part 211, also known as A.I.D. Regulation 11, which was most recently updated as of May 7, 1992. As stated in Regulation 11, A. Background, "the regulations contained in this Part substitute for Title II grant agreements with foreign governments, intergovernmental

Handbook 13, 2B.4. requires that noncompetitive awards must be justified in writing by the technical office, and submitted to the cognizant grant officer for review.

Recommendation: That you accept this justification of noncompetitive awards to the four P.L. 480 cooperating sponsors, ADRA, CARE, CRS and IL, under the Enhancing Food Security Project (521-0241).

Accept: Martin F. Jeffers Date: 8/10/92

Reject: _____ Date: _____

Drafted: GDO:LMcPherson draft Date: 7/29/92
Revised GDO:KPoe KPoe Date: 8/06/92

Clearance:
PPS:GSpence (draft) Date: 7/31/92
EXO:CDrilling (draft) Date: 7/31/92
CONT:RBurkhart (draft) Date: 7/31/92
DIR:DCohen (draft) Date: 8/06/92

2B