

**United States Agency for International Development
Bureau of Democracy, Conflict and Humanitarian
Assistance
Office of Food for Peace**

**Fiscal Year 2009
Annual Results Report**

**CARE/Haiti
FFP-A-00-09-00002**

Submission date: _____

**Awardee HQ Contact Name
Awardee HQ Contact Address
Awardee HQ Contact Tel.
Awardee HQ Contact Fax
Awardee HQ Contact Email**

**Sophie Perez
Country Director
CARE-HAITI
92 rue Grégoire, Pétionville
tel : 257 53 58
perez@pap.care.org**

LIST OF ACRONYMS

ADC	Community Development Agent
ARR	annual results report
CASEC	Conseil d'Administration Section Communale (elected governance of each section within a commune)
CRS	Catholic Relief Services
DDATPTC	Direction for the Artibonite Department of the Ministry of Public Works, Transport and Communication
DIP	Detailed Implementation Plan
FFP	Office of Food for Peace
FFW	Food-for-Work
GOH	Government of Haiti
IPTT	Indicator Performance Tracking Table
KDSK	Konseyl Development Seksyon Kominal (Development Committee for the communal section)
LOA	Overall Length of Activity
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NCE	No Cost Extension
Oil	Vegetable Cooking Oil
PAM	Programme Alimentaire Mondial (World Food Program)
PLDH	Programme de Developement en Haiti (CARE's Local Development Program in Haiti funded by CIDA)
PVO	Private Voluntary Organization
SAPQ	standardized annual performance questionnaire
SFB	Soy Fortified Bulgur
SO	Strategic Objective
SYAP	Single-Year Assistance Program
WFP	World Food Program
USAID	United States Agency for International Development
VM	PVO World Neighbors (Voisin Mondial)

1. Introduction: Annual Food Aid Program Results for the CARE-Haiti 2009 SYAP

The goal of this SYAP was to improve food security and livelihoods for the most vulnerable families in the areas devastated by hurricanes Hannah and Ike in Sept. 2008 within the highly productive agricultural area of Gros Morne commune, Department of Artibonite. The project was initiated in November 2008 and, including a one-month No Cost Extension (NCE), was completed at the end of July 2009. The staff responsible for Food-for-Work activities arrived in Gros Morne the first week of December 2008 and work was started the third week of the month.

The Haiti SYAP had three strategic objectives (SO). Each of these SO had sub-components or intermediate results (IR) with indicators to show the success in meeting the SO. These were to:

- SO 1: reduce food insecurity among vulnerable populations in Gros Morne affected by hurricane damage from hurricanes Hannah and Ike.

IR 1.1 One-time emergency dry food distribution by CARE in collaboration with World Food Program (WFP)

- ❖ indicator 10,000 households in Gros Morne receive WFP food

IR 1.2 Seeds distributed for immediate planting

- ❖ indicators

- 1,000 households receive bean seed and 600 of those households receive vegetable seeds. (type of vegetable seed may vary depending on availability and need; tomatoes, onions, eggplant, peppers)

- 250 hectares (ha) are planted with beans and vegetable in time for the next planting and harvest season

IR 1.3 Food rations provided through FFW activities

- ❖ indicator 15,320 workers are provided with family rations during two-week FFW employment rotations, affecting 76,650 beneficiaries.

- SO 2: mitigate the impact of hurricane and flood damage on vulnerable populations through improved physical infrastructure.

IR 2.1 Important irrigated perimeters repaired and normal agricultural production re-established

- ❖ indicators

- technical feasibility studies of the targeted irrigation systems completed

- 15,000 linear meters of irrigation canals cleaned and repaired

- 3 perimeters fully re-established for production with over 250 ha watered

IR 2.2 Repair secondary farm to market roads and re-establish normal traffic between agricultural production areas and markets

- ❖ indicators

- technical feasibility study of targeted roads is completed

- 38 kilometers (km) of road surfaces and drainage ditches are re-constructed
 - soil conservation measures carried out on nearby slopes, including construction of gabions, river bank protection and anti-erosive planting
 - access between agricultural areas and market towns is re-established.
- SO 3. Strengthen the local capacity for management and maintenance of infrastructure
 - IR 3.1 local committees created and trained to be responsible for maintaining newly improved irrigation systems and secondary roads
 - ❖ indicators
 - 03 committees are formed and trained for irrigation system maintenance
 - 03 committees are formed and trained for road maintenance
 - 06 maintenance plans are created for carrying out this maintenance.

The project was implemented in three phases:

1. An immediate infusion of dry food to the most needy in the project area, along with a distribution of bean and vegetable seed to the more disadvantaged farmers
2. Followed by Food-for-Work (FFW) activities to repair irrigation systems and farm to market roads
3. Near project closing, the training of local committees to maintain the repaired physical infrastructure.

SO 1: Reduction of Food Insecurity

Major Activities

The activities in this component included:

- massive free dry food distribution
- distribution of bean and vegetable seed
- Food-for-Work (FFW).

Objectives and Main Beneficiaries

As stated above, the main objective of this SO or component of the SYAP was to reduce food insecurity for the more vulnerable populations within the commune. The main beneficiaries of the activities here included families in the general population in immediate need of food to replace their losses from the hurricanes and the area's farmers who not only sustained losses of their food reserves, but also their crops for future income, and in some cases their seed for planting other crops in the next growing season.

More specifically, the dry food and seed distributions were made to meet the immediate beneficiary needs in the early part of the project, while the FFW activities were to improve food security for its beneficiaries while occupied in the project works from December to July.

Strategies and Activities Incorporated to Accelerate Re-establishment of Beneficiary Livelihoods

Several strategies were employed. Dry food distribution was used to respond immediately to the needs of those having no food reserves. In concert with this, seeds for crops to be planted in the upcoming growing season were distributed to the area's more needy farmers. These crops would provide the farmers with their first major food and income source following the hurricanes and were seen as one of the keys for recovery to proceed. After CARE's initial field evaluation in September, it was decided that a distribution of bean and vegetable seed would provide the quickest harvests for family consumption and market sales benefits.

These activities met the immediate needs of some of the most disadvantaged, but weren't seen as sufficient to meet the food needs over the several months that it was projected would be required to lessen food insecurity to the point where recovery would proceed without external assistance. In response to this longer term need, a five-month FFW program using two-week work periods was planned. To maximize the number of beneficiaries, new workers were to be selected each work period.

Results Achieved

Dry Food Distribution. In November and December 4,000 families received a dry distribution of rice, beans and cooking oil.

Seed Distribution. Over this same period 1,753 farmers were given bean seed to be planted in the upcoming rainy season. Some 60 pound of tomato, hot pepper, Swiss chard and leek seed were distributed to 594 farmers (56% women) and the resulting crops were also being harvested by project end. The training of the participants on planting, tending and harvesting techniques was done in partnership with the PVO World Neighbors (VM).

Food-for-Work. FFW activities began in mid-December and workers were hired for two-week work periods. Commune officials selected the workers with supervision by the CARE staff. A standard CARE ration of Soy Fortified Bulger (SFB), Lentils and vegetable cooking oil was used as a payout to workers for the repair of irrigation and road systems damaged by the hurricanes. By project end, 15,797 workers had been employed using 865.6 MT of the food commodities. Nearly 79,000 family members were projected as beneficiaries of this food.

As found in the SYAP Final Evaluation (see attachment), these commodities reduced food insecurity greatly over the commune, while providing the work needed to repair key productive infrastructure needed for the longer term recovery of the area.

Achievement of Objectives and Targets

Dry Food Distribution. The dry food distribution of rice, beans and cooking oil was made by staff from the CARE Food Program using World Food Program donated commodities. The distributions were made to only about 4,000 of the targeted 10,000 families. By decision of

WFP, the remaining commodities were apparently diverted to other devastated areas with beneficiaries having a greater need.

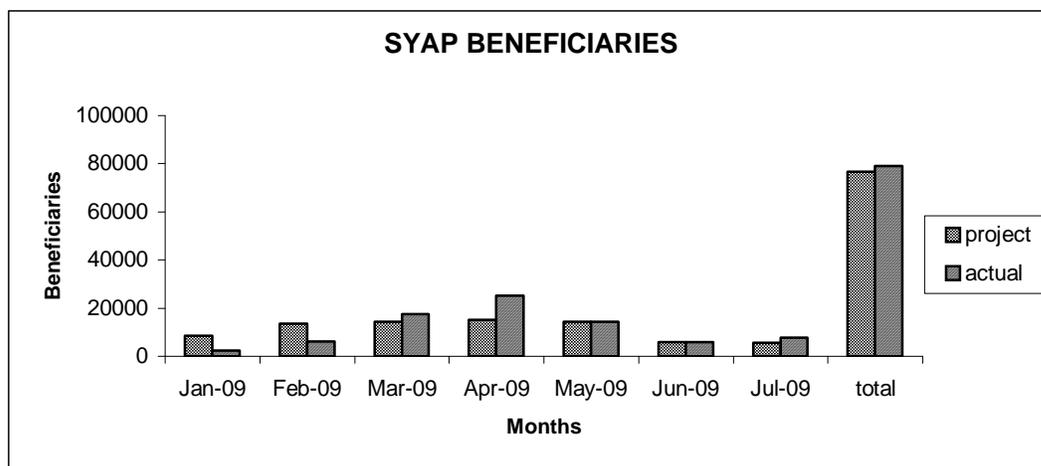
Seed Distribution. The amount of bean seed distributed was nearly double that targeted and these crops were being harvested by the time the project closed. This increase was possible because seed was purchased using all of the budget at a less than projected per ton cost. An evaluation made shortly after distribution indicated more than 95% of the seed had been planted.

Some 60 pound of tomato, hot pepper, Swiss chard and leek seed were distributed to 594 farmers (56% women) and the resulting crops were also being harvested for home consumption and market sale by project end. The training of the participants on planting, tending and harvesting techniques was done in partnership with the PVO World Neighbors (VM). The Swiss chard was used primarily for home consumption.

These seeds were sufficient for distribution to only one of the commune's sections suitable for planting these vegetables. During field visits for the Final Evaluation, farmers from several other areas stated that they would have benefited greatly from a similar distribution. However, budget constraints for the purchase of more seed and staff to provide the training for proper planting, tending and harvest for the crops weren't available.

Food-for-Work. By project end 865.6 MT of the food commodities were paid-out to project workers. Some 78,985 family members were projected as beneficiaries of this food. This was more than 2,000 greater than that planned (the graphic below illustrates the planned and achieved beneficiaries by month). The greater than planned achievement resulted from several factors: Primary among these were:

- spoilage and other losses were less than expected, thus more food was available than planned for hiring additional workers
- many SFB and lentil sacks contained more marmites than their stated contents (20 and 18 marmites respectively)
- an experienced staff was employed to control logistics and the distribution of the commodities.



By project end, only 0.3 MT of commodities remained undistributed. This amount was insufficient to support any further FFW activity. Ocean shipping and other losses were also negligible.

However, there were several issues that could have disrupted the FFW activities. These were:

- disruption in planned distributions resulting from delayed food shipments to Gros Morne
- disruption in planned distributions resulting from CASEC issues involving the selection of workers
- required change in work hours and days to accommodate religious issues.

Delayed distributions. Workers were enrolled for two-week work periods and were supposed to receive their food distribution the week following the completion of this period. Any delay in this schedule could have led to serious unrest from those not paid and stoppage of work by those recruited to work the next period. This issue arose early in the project (Jan.-Feb.) when a longer than expected time to release the ocean shipment of cooking oil from Haitian customs and poor organization of the distributions themselves by the CARE staff delayed some distributions.

The situation was diffused by holding meetings with commune officials and representatives from the work crews to discuss the reasons for the delays and what was going to be done to improve the control of the distributions themselves. There was an accord reached to continue work with the understanding that food would be distributed just as soon as it arrived and that action would be taken to improve the control of the distributions themselves. The CARE staff responsible initially for the distributions were replaced by more experienced personnel and a food accountant added to improve commodity delivery and control. These new staff quickly brought the schedule, including amounts food distributed and beneficiaries, back in line with what was planned.

Disputes over worker selection. Worker selection was initially made by elected commune officials. The project worked in 7 of the commune's 8 political divisions, called sections. Each section is administered by a three-person council, called a Conseil d'Administration de Section Communale (CASEC) and supported by locally elected development committees (Konsey Development Seksyon Kominal or KDSK). The KDSK often have as many as 20 members and represent a broad spectrum of community leadership and interests.

Work was stopped for brief periods in some of the sections when the local KDSK or disgruntled citizens demanded a work stoppage to resolve their grievance that CASEC officials were choosing their own relatives, friends or political allies as workers and many of these for more than one work period. These disputes were resolved in meetings between SYAP staff, the central commune administration (Mairie), representatives from the CASEC involved and representatives from the group making the complaint. In all cases, a more acceptable system of selection was negotiated between all of the parties within one day and the missed workday was made up by agreement to work longer hours through the remainder of the work period.

Conflict between work schedule and religion. Religious doctrine also had the potential to disrupt project implementation. In Gros Morne, the commune's population is predominantly Adventist and their Sabbath is on Saturday and on religious conviction members of this religion aren't supposed to work this day. This issue was resolved by extending the workday by 1 to 2 hours each day, Monday thru Friday. Under this plan the total hours worked Monday thru Friday were equal to that of the originally planned six-day workweek.

SO 2: Mitigation of the Impact of Hurricane and Flood Damage on Vulnerable Populations Through Improved Physical Infrastructure Using FFW

FFW activities were implemented by more than 1,000 15-person crews before project end in July 2009. Some 15,800 workers were employed between December 2008 and July 2009.

Major Activities

The activities in this component included:

- repair of irrigation systems
- repair of secondary farm to market roads
- soil conservation works.

Objectives and Main Beneficiaries

The main objectives of this SO were to:

- use the above activities to repair key physical infrastructure as part of what was necessary to re-establish agricultural productivity and livelihoods within the commune.
- Reduce the food insecurity of workers while occupied in these activities.

The main beneficiaries were:

- workers and their families that benefited from the food paid out and the landowners adjacent to these works
- those using this road for transport of agricultural produce and other services
- landowners and farmers whose lands were watered from the repaired irrigation systems
- landowners adjacent to the roads and irrigation systems whose lands received soil conservation/protection treatments.

Strategies and Activities Incorporated to Accelerate Re-establishment of Beneficiary Livelihoods

Several strategies were employed to assure that the FFW activities provided the best possible repair to the roads and irrigation systems, within the available budget, time available for doing the works and the amount of food available to support the workers. These included:

- rotating workers over two-week work periods to maximize the number of workers employed and families receiving benefit from the FFW activities

- soil conservation works, such as dry walls in ravines and contour plantings of anti-erosive crops (e.g., sugarcane), made on hillsides to protect nearby, repaired infrastructure
- use of cement to make structures more durable in the event of future flooding
- construction of retaining walls and gabion barriers to stabilize roads subject to river erosion.
- using skilled labor (e.g., trained masons) to assure quality cement works (paid with food as qualified or semi-qualified labor). This skilled labor was also paid in food, but with a greater ration in recognition of their expertise
- use of heavy equipment for essential work that couldn't be done with hand tools or manual labor.

Results Achieved

Irrigation Systems. Some 15,000 lm of canal were cleaned and capable of watering 115 ha of farmland feed by 6 irrigation systems. The 6 heads for feeding river water to these systems were also repaired.

Road Repair. Forty-four (44) km, of 7 key secondary farm to market roads were repaired and made serviceable to commercial traffic. 15,797 locally recruited workers participated in making these repairs over the 28 weeks of work. More than 5,000 sacs of cement and 2,500 m³ of rocks and gravel were used to make the repairs more durable to resist damage from future storms. Twenty-six (26) percent of the workers were women.

Soil Conservation/Protection. For protection of the irrigation and road systems, 25 km of ravines were treated using 7,300 m³ of rocks to build dry wall barriers. The building of these rock walls was supervised by workers trained by SYAP staff in proper construction techniques. The crews involved in this activity also installed more than 7,280 lm of contour sugarcane plantings and trash barriers. More than 30% employed in this activity were women.

Achievement of Objectives and Targets

Irrigation Systems. The technical study to identify and plan the repair 6 irrigation systems was completed as planned in December. The systems in several sections of the commune were examined and many of them were already in the process of being repaired by landowner associations that had the resources to make their repairs. However, one potentially very productive area with highly damaged perimeters, the systems fed by Riviere Mancelle, didn't have landowners with the organization or resources to make the needed repairs. This was selected as the area that would benefit most from the SYAP.

By May 17,000 lm of canals in the 6 systems had been cleaned. This was 2,000 more than targeted, but the target of 15,000 lm was only an estimate set in the project proposal, before the systems to be repaired had been selected. The same can be said of the targeted area to be serviced by the repaired systems. The project proposal targeted 250 ha, while the Mancelle systems serviced by the cleaned canals was 150 ha.

Heavier, longer than average spring rains delayed the completion of the heads to feed the canals and partially filled 2,000 lm of already cleaned canals. However, by project completion all 6 heads were finished and all except 15 ha of the perimeters, needing canal re-cleaning from spring rain inundations, were capable of being watered. At the end of July, the landowners using these systems were actively removing the mud deposits and predicted that all of the systems would be serviceable shortly.

Road Repair. The technical study for roads was completed concurrently with the study for irrigation systems. Four road systems were targeted in the project proposal. All of these were studied and detailed work plans put together considering potential FFW labor and the project's budgetary resources. Three additional road systems were added after considerable discussion and pressure from the commune's elected leadership (Marie and CASECs). Project management agreed that these 3 would be repaired if time and resources permitted.

Two factors led to the acceptance for work on these latter 3. Both provided time for this additional commitment. They were:

- work on cleaning and other hand tool repair of the 4 primary roads progressed faster than expected
- delivery of cement and other materials needed to complete some of the project's major works (e.g., bridges, irrigation canal heads) arrived later than planned.

The cement and other materials arrived in early May, about 3 weeks later than planned. The length of the procurement process took longer than expected and the ocean shipment of cement from the supplier was delayed.

This late delivery, coupled with work delays caused by this year's heavier, more prolonged than usual spring rainy season and the unavailability of a bulldozer to fill major washouts and make a new road cut to bypass a massive land slip for one of the project roads, threatened completion of the major activities to open all 7 roads. The rains started the second week of May and lasted into early June, usually commencing daily, shortly after mid-day. On some days, this slowed work or made it unsafe to work at all.

CARE had signed a Memorandum of Understanding (MOU) with the regional Haitian Ministry of Transport of Transport and Public Works (DDATPTC) to provide the project with heavy equipment (e.g., bulldozer, grader) in exchange for SYAP providing fuel and compensation for the operators. However, the bulldozer had a series of breakdowns and wasn't repaired until late June. The bulldozing was completed just in time to permit heavy trucks contracted by the project to haul the gravel and rocks necessary to complete the road's repair and opening to commercial traffic late July.

The No Cost Extension (NCE). It should be noted that the project met nearly 100% of its targets. This would have been far less without the NCE. The NCE was requested when it was realized that the delay in the delivery of cement and the potential disruption of work from the rainy season might not allow time for the completion of the infrastructure repairs. The NCE was granted in mid-May and permitted the addition of two additional work periods. This prolongation permitted a two-week work stoppage during the period of heavy rains (the last

week of May-first week of June) in the hope that the rains would ease and allow the completion of the works over the remaining work periods in June and July. All of this materialized as hoped and repair activities were completed the third week of July.

Additional works needed. As stated above, the target of making the roads serviceable for commercial traffic was met. However, some works needed to make the roads more durable and resistant to future storm damage weren't done. These works are needed for:

- improving road durability
- support of major rock walls and protection structures

Some of the roads pass through highly erosive soils and need gravel cover to prevent excessive degradation from trucking passing over them during the rainy seasons. Two companies were contracted to provide gravel, sand and rocks to make the road repairs and the more critical road sections received this cover. However, the project's budget wasn't sufficient to provide the material needed for all of the needed coverage.

The major rock walls and gabions put in place to support or protect road repairs were only partially backfilled. This should have been done to assure that the structures are more resistant to future storm damage. Again, the budget was insufficient to provide the gravel and rocks needed to do this.

Soil Conservation/Protection. There were no fixed targets for this component. However, the amount of effort and achievement for this activity is evident. None of the irrigation systems or roads received serious damage from the heavy spring rains that could be attributed to the runoff from the areas treated with the soil conservation works. The mud deposited in already cleaned irrigation canals was the only known damage and generally came from flooding associated with upstream watershed runoff.

SO 3: Strengthening the Local Capacity for Management and Maintenance of Infrastructure

Major Activities

The activities involved in this component were:

- formation of local committees to manage future maintenance of the SYAP repaired infrastructure
- training of these committees to do this
- creation of maintenance plans to carry out this maintenance.

Objectives and Main Beneficiaries

The objective of this component was to train CASEC and KDSK to plan for and manage the future repair of the infrastructure repaired by the project. SYAP left the hand tools used in

making the infrastructure repairs for storage and use within each of the 7 sections where the project worked. The training took place near the end of July and the main beneficiaries were the CASEC officials and the KDSK local committees that were organized and trained to meet this objective. Of course, one could argue that all those using the repaired irrigation systems and roads would also be future beneficiaries.

Strategies and Activities Incorporated to Accelerate Re-establishment of Beneficiary Livelihoods

When the project was designed, one of the key elements was to involve the elected commune leadership in implementing the project. Some of those involvements already mentioned were the selection of FFW workers and the resolution of implementation issues. Another element of this design was to involve local committees affiliated with the commune's governance in the maintenance of the repaired irrigation and road systems. These were all part of a strategy that assumed that working with elected officials should provide decisions made in the best interests of the general public (as opposed to self-interest) and that working with the commune governance and local committees associated with this governance would provide continuity for future activities begun by the project.

In this component, this strategy was extended as well to working with KDSK concerned with development and environmental issues. Representatives of the CASECs and the KDSKs within the 7 commune sections where SYAP work participated in a workshop to train them for the future management and maintenance tasks. The CASECs were to be responsible for the storage and issuance of the hand tools left by the project and the KDSK would supervise the use of the tools in making repairs in their section.

This formation was done in two parts. First, responsibilities for storage, maintenance and use of tools left by CARE were discussed and agreed upon. This agreement included the sharing of tools with other sections and the Marie and the scheduling of periodic meetings of the representatives with CASEC and Mairie officials to report on the status of the tool stocks.

The latter part of the training consisted of the technical aspects of crew organization and hand tool use for making the repairs. At the conclusion of the training, the participants were asked to sign an accord with CARE that the agreed upon use and management plans would be followed.

Results Achieved

Committees for all commune sections worked in by SYAP were trained in the management and maintenance of the project repaired infrastructure. An agreement of responsibility for tools left by CARE and a plan for their use was agreed upon during the training.

Achievement of Objectives and Targets

The targets for this component were met. However, what was done was only a first step of what needs to be done to assure the sustainability of irrigation and road systems' repairs. Another CARE project, PLDH, working with the commune's elected leadership to improve the commune's governance, will incorporate this agreement as part of an overall strategy to assure the commune's future development.

2. Success Stories

Headline: Agricultural Production on the Road

Text: In 2009, CARE's USAID supported Single Year Assistance Project (SYAP) repaired seven key farm to market roads in Haiti's Gros Morne commune. This commune reportedly produces 5% of the country's agricultural productivity and repair of these roads following damage from hurricanes Hannah and Ike was essential for the commune's dominant agricultural economy.

The SYAP project used U.S. Foreign Assistance Food-for-Work to pay nearly 16,000 local workers to complete the work on these roads. The 866 metric tons of Soy Fortified Bulger, lentils and vegetable cooking oil distributed significantly reduced the food insecurity that existed in Gros Morne following the crop and personal property losses suffered from the flooding and other hurricane damages.

Photo: *At right*

Photo caption: Truck being loaded with fruit and vegetables on road repaired using U.S. supported Food-for-Work. (Gros Morne, Haiti. June 2009)
Photo by M.D. Ashley, SYAP project manager.



Awardee description: CARE's work in Haiti reflects an integrated approach to programming with projects in HIV/AIDS, local development and governance, food security, and water and sanitation. CARE Haiti is implementing activities in some of the most vulnerable regions including the Grande Anse, West, Artibonite, and Northwest departments. CARE Haiti works closely with local NGOs, the Government of Haiti at all levels, private companies, and community organizations to build local capacity and achieve sustainable development.

3. Lessons Learned

There were significant lessons learned from the implementation of each of the SO or components. By component these included:

SO 1: Reduction of Food Insecurity

1. To successfully implement the delivery of commodities in a FFW project, a trained, experienced staff with the responsibilities and skills mentioned above is needed.

2. Transparency in the delivery of food is essential. The payout ration must be discussed and accepted by the general population before work starts.
3. Also for transparency, the method of measuring out this ration must be demonstrated publicly before distributions are made.
4. To avoid work stoppages, project managers and the elected officials they are working with need to be open to negotiation and compromise when confronting project related issues with the official's constituency. This flexibility also applies to resolving religious based issues.

SO 2: Mitigation of the Impact of Hurricane and Flood Damage on Vulnerable Populations Through Improved Physical Infrastructure Using FFW

1. More time should have been allowed for the procurement and delivery of materials to Gros Morne. The amount of work achieved would have been much less if it had not been for the NCE. Without the two extra work periods provided by the NCE, the late procurement and arrival in Gros Morne of cement, gabions and other materials needed for the irrigation system and major road works, coupled with the lengthy rainy season, would have meant that the works wouldn't have been completed satisfactorily. The procurement process should have been started at least a month earlier to allow more time to go through the bidding process and for potential delays in delivery from the vendor.
2. Working with elected officials to implement a project involves many potential issues. Any lack in transparency or impropriety between the project, the elected officials and the public can result in disruption of project implementation. In particular, project staff need to be vigilant in seeing that such implementation principles as giving a maximum number of people an opportunity to work are followed by the elected officials and that favoring family, friends, etc, isn't the major criteria for worker selection. The implementing project staff also need to quickly and openly address any such issues in open discussion between the parties involved.
3. FFW isn't suited to the recruitment of skilled, professional labor. Trained, experienced trades workers (e.g., masons), even in a developing country such as Haiti, see themselves as having earned the right to compensation beyond that of common day laborers and payment with food. To prevent potential labor problems and assure maximum effort, even a FFW project should have some cash available for the payment of such workers.

SO 3: Strengthening the Local Capacity for Management and Maintenance of Infrastructure

1. project staff and all those involved in management and use of the project's resources (tools) after project closure should be involved in the discussion and decision of how the tools will be managed and used in the future. This open discussion is key to acceptance of a plan for this future management and use.

2. Peer pressure on elected officials (peer influence from the public at large and between the elected officials themselves) is potentially a valuable tool in sustaining the intended use of project resources left with beneficiaries after project closure.
