

ASSESSMENT  
of the  
MUNICIPAL INITIATIVE PROGRAM  
Planning Assistance

PREPARED BY  
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## Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

### 0 0 ACRONYMS AND GLOSSARY

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AFD	Administrative and Finance Department
BS	Bachelor of Science
CAC	Comité d'Appui à la Commune
CASEC	Conseil d'Administration de la Section Communale
CCFA	Cabinet de Consultants Fernandez et Associés
CDRH	Centre de Développement des Ressources Humaines
CMP	Centre de Management et de Productivité
CTM	Conseil Technique Municipal
CY	Les Cayes
DGI	Direction Générale des Impôts
FO	Field Office
GN	Gonaives
IHRED	Institut Haitien de Recherche et de Développement
INAGHEI	Institut National d'Administration et des Hautes Etudes Internationales
JAT	Joint Assessment Team
NGO	Non-Governmental Organization
OC	Organizational Chart
PA/WASHINGTON	Planning Assistance/ Washington
PA/PAP	Planning Assistance/ Office of Port-au-Prince
PADF	Pan American Development Foundation
PE	Project Engineer
PIRED	Projet Intégré pour le Renforcement de la Démocratie en Haiti
PNUD	Programme des Nations Unies pour le Développement
PO	Project Officer
SMCR	Service Métropolitain de Ramassage des Résidus
TA	Technical Assistance
TC	Technical Council
TPTC	Travaux Publics Transports et Communications
WS	Workshop

### 0 1 ACKNOWLEDGMENTS

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This assessment has been facilitated by the cooperation and the great sense of openness demonstrated by the Planning Assistance Project Manager. Mr O'Neal took serious interest in the substance of the work and was eager to take immediate decision to improve the performance of the organization as soon as a pertinent recommendation was brought to his attention. The same can be said of the two Project Officers who did not put any limit to the time they were available for meetings with the evaluators.

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Special acknowledgment must be given to Ron Daniel, Lee Nelson and Morgan Gilbert of AID who carefully read the draft and provided invaluable comments for the presentation of the report

## Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

0 2        README FILE  
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The report is presented in three separate documents and a diskette. The main document which presents the methodology, the results of the evaluation and the conclusions and recommendations. A second document, the Appendix, contains the different matrices used for the evaluation of the sub-projects and the workshops. The last document is the Annex where additional materials are given to support the findings and the methodology.

The processor used in the diskette is Wordperfect 5.1. The files related to the main document are named REP\_\* where the \* represents a number of one or two digits indicating the corresponding chapters and sections of the document. They can be generated by the master document document named REP\_MST1.DOC

The files of the Appendix are of the following format:

PRJ\_GNXY        which means a sub-project located in Gonaives, XY indicates the number of the corresponding sub-project  
PRJ\_CYXY        which means a sub-project located in Les Cayes, XY is a two-digit number for the sub-project  
TRN\_XY         which means a training workshop held either in Les Cayes or Gonaives

The files of the main report are the following:

REP\_0            Title page  
REP\_00          Acronyms, Glossary  
REP\_01          Acknowledgments  
REP\_02          Read Me File  
REP\_03          Table of content  
REP\_1            Executive Summary  
REP\_2            Background and Introduction  
REP\_3\_1         Planning Process  
REP\_3\_2         Organization  
REP\_3\_3         Human Resources  
REP\_4\_1         Training Operation  
REP\_4\_2         Public Works Operation  
REP\_4\_3         Administrative Operation  
REP\_5\_1         O/R Training  
REP\_5\_2         O/R Public Works  
REP\_5\_31        O/R Impact on workers  
REP\_5\_32        O/R Impact, others  
REP\_6            Conclusions and Recommendations

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Chapter 1 \_ Executive Summary

1 EXECUTIVE SUMMARY  
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1 1 OBJECTIVES OF THE EVALUATION  
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The primary objective of this evaluation is to assess how Planning Assistance has implemented the goal, purpose and output requirements of the original Municipal Initiative Project. It is also to examine the ability of PA to manage the expansion proposed in the Project Amendment. Pertinent recommendations are given for the training content and methodology in order to enhance achievement of revised targets.

The evaluation team has herein analyzed the institutional capability of the organization in order to put in evidence

- a) if the goal, purpose and output requirements have been translated in pertinent strategy, objectives, inputs, action plans and time schedules,
- b) if the strategy, objectives, inputs, action plans and time schedules have been efficiently implemented,
- c) the internal constraints of the organization and the solutions suggested to overcome them,
- d) the external constraints and the solutions suggested to overcome them

1 2 MAJOR FINDINGS  
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The Municipal Initiative Program of Planning Assistance responds to a priority need of Haiti as regards the dynamic role of decentralization in the development process of the country. The strategy of social and economic reconstruction of the elected government states that "The service deliveries and the associated resources will be delegated to the local authorities. In health and education, the Ministries shall progressively transfer the personnel and the administration of health centers and schools to local authorities (Communes) " (1). The PA Municipal Initiative Project has already paved the way to the institutional reinforcement that will be needed for the municipalities and CASECs to implement this goal efficiently.

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<sup>1</sup> REPUBLIC OF HAITI "Strategy of social and economic reconstruction" August 22, 1994 Presented to the Informal Donors Meeting for Haiti

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The particular political context and the consequent USAID global strategy has influenced the course of the Municipal Initiative Project implementation and contributed to shift the emphasis from training toward the job creation aspect

Traditional job creation activities such as rural road works and soil conservation projects are not necessarily the best areas of intervention in terms of the opportunity for the municipal staff to develop its skills in planning and management of public works. The approach adopted in the Amendment wherein there is a higher materials budget even at the expense of the number of workers is more appropriate. Otherwise the public works department has a well defined strategy, good organization and adequate procedures, reporting and control systems. The sub-projects' fitness, quality and efficiency are globally acceptable. Some improvement is needed in the quality control system. More attention must be paid in the sustainability and maintenance aspects of the interventions.

The original project paper has not defined the training strategy as well as that of the public works<sup>(2)</sup>. The strategy followed by Planning Assistance and the subsequent objectives, action plans, time schedules are appropriate. However performance results, training procedures and systems of control and evaluation are not sufficiently documented.

The training approach is general and theoretical, except for the secretarial and accounting techniques components which have proven to be invaluable tools for general secretaries and "caissiers-payeurs" of the municipalities. On the other hand the acceptance of the training and technical assistance interventions is impressively enthusiastic, the communication of information effective and the current team of consultants and animators are dedicated and well qualified. The short-term one-day bi-monthly seminars planned to support the small municipalities and CASECS are a good response to the constraint of heterogeneity in the profile of participants and promise better performance results in increasing and reinforcing the practical skills of the municipal staffs.

The training department needs to consolidate the bridge between the general objectives and the workshops activities by defining more operational objectives, training standards, monitoring tools and evaluation systems. An effort to reinforce the department with appropriate training equipment should also be envisaged.

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<sup>2</sup> However there is a more complete definition of the training themes in the Expansion Proposal.

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The administrative function is well organized and correctly managed. The only weak point is the workers payroll system that needs rapid redesign. There is also the opportunity to exploit some of the administrative and management skills of this department to reinforce the global institutional capacity of the organization.

The municipalities have not received allocated funds from the central government for more than 10 months. This curtails their ability to pay the employees and constitutes a severe handicap to the building of a sustainable organization. The efforts of PA to encourage increasing interactions of DGI and the Ministry of Interior with the municipalities along with the restoration of the legitimate government of President Aristide are expected to bring a long term solution to the funding problem of the municipalities.

The project is planned to end in August 1995, although the proposed amendment will extend the duration for a full year until August 1996. This still represents a too short period to guarantee that the project achievements will have acquired sustainability. Even if the project meets its goals in terms of jobs creation there will remain a lot to do in terms of enhancing the institutional capabilities of the municipalities.

1 3 CONCLUSIONS  
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The project had to operate under critically adverse external conditions and yet has completed quite visible progress toward fulfilling its original purposes. The rehabilitation sub-projects have provided an economic safety net to many poor families by creating jobs and bringing income to areas where the stipends of the workers are the only monetary income available. The training program has started to produce concrete applicable management skills at the level of municipal staffs and CASECS members. The impact on the local political environment is positive as the project has contributed to the creation of a climate of dialogue and political tolerance. The status of the Mayor is gaining credibility.

The existing PA staff is competent and dedicated. In spite of a high level of rotation in the team of consultants due to external factors the young and new team has the potential to conduct the training in an efficient way. The recent decision to pass longer term contracts with the consultants will help PA stabilize its network of external consultants.

As a whole, the organization possesses the capacity to

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handle the expansion plan proposed in the Amendment Additional efforts to systematize the training process and to strengthen the training department will be critical in order to manage the expansion plan efficiently The position of Technical Officer will have to be filled at the quickest stage and public works standards revised in the perspective to bring more sustainability and opportunities for technical skills transfers to workers and inspectors

1 4 RECOMMENDATIONS  
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In order to reinforce its institutional capacity for the purpose of implementing efficiently the proposed expansion plan, PA needs to take advantage of the local experience acquired under adverse conditions to formalize its work processes both in which regards training workshops and management of public works small projects In particular, the following suggested initiatives can reinforce the process of continuous improvement of the organization and accelerate the enhancement of the municipalities while contributing to the direct creation of an increased number of useful jobs

- a) Formalize Training process  
The training process must be formalized with proper guidelines for consultants and animators and systematic procedures and standards to monitor and evaluate training achievements The lesson plans need to be completed with more operational objectives taking into account the generally low level of academic background of most participants Those guidelines and procedures can be used to document the induction workshop (Training of Trainers' Workshop led by the Project Officer) that each new consultant and animator has to follow prior to begin contact training with municipal participants
- b) Establish Training evaluation  
Establish a formal mechanism to evaluate each training workshop in accord with a standardized framework and with the participation of the Mayor's staff or CASECs officials A suggested mechanism could take the form of a **Joint Assessment Team (JAT)** which would include the Project Officer, representatives of the municipal staff and the Technical Council The JAT would produce a **Final Assessment Report** in which the evaluation stresses on lessons learned and proposes corrective measures Proper plans need also to be designed to evaluate the participants both in terms of knowledge acquired and applications of concepts and methods

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- c) Target Training materials  
The training materials will be better if less abundant and more targeted, according to the profile of participants and the operational objectives assigned to each workshop. In particular, it is suggested to provide each participant with a nice 3-ring binder with the logo of PA which could be used to file all training materials and hands-out distributed during the workshops.
- d) Limit Consultants rotation  
It is difficult to cope with this constraint since it derives mostly from external factors. But PA can diminish the adverse effects of a high rotation by having longer term contracts with the consultants in which the nature of services and outputs to be provided are clearly defined in advance. The arrangements in place with the existing group of consultants is close to the proposed scheme and can be extended with minor modifications where more precision is given for the outputs required and expected performance standards.
- e) Reinforce the Training Department  
It is urgent to reinforce the Training Department with a set of basic equipment. A simple unit mobile including a portable generator, an overhead projector and video materials will help make the training more vivid for the participants. In addition, the Project Officer needs greater administrative support for planning and organizing the training sessions. The recent decision to share the Procurement Agent's time between the administrative and training departments is not sufficient and positive and rapid action has to be taken to reinforce the training department with a full-time training assistant.
- f) Standardize Construction procedures  
Standardize the construction procedures by collecting all work standards, cost standards, quality standards, process descriptions and administrative procedures and organizing them in an Engineering Manual. This manual can be used as a training tool and reference book for the Field Engineer and the foremen. The manual can then be expanded in a **Municipal Engineer Manual** to be used for training the municipal technical staffs.
- g) Establish Evaluation of sub-projects  
Establish a formal mechanism to evaluate each sub-project by using a standardized framework and with the participation of the Mayor staff or CASECS officials. A suggested mechanism can be the **Joint Assessment Team (JAT)** proposed in paragraph b above with the JAT being completed with the Project Engineer.
- h) Verify Fitness of sub-projects workers

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As a component of its hiring policy, PA should introduce a physical check at the time of hiring to insure the physical fitness of the worker to the kind of job he has to perform

- 1) Simplify Payroll processing  
The Project Manager must establish and communicate to the Administrative and Financial Department assertive policies regarding the acceptable delay in payroll processing. The revision of the accounting process along with the adoption of a simple computer program can substantially reduce the current delay in a very short period.
- j) Update Job Descriptions  
Update the job descriptions of the officers to bring them in line with their corresponding duties and responsibilities.
- k) Material support to the municipalities  
In order to help create a work environment where the results of training can be positively used to work out practical problems at the level of the municipalities PA should consider supporting the assisted municipalities with a minimum of basic furniture and office supplies.
- l) City Technician  
In order to operate closer to the municipalities and encourage greater involvement of the Mayor's staff in the management process of sub-projects PA integrate into Mayor's office through hiring a technician. The technician should operate under the authority of the Mayor and would be the counterpart of the PA Project Engineer for all aspects of project development. The technician would also have to work in close cooperation with the Assistant Project Officer in planning and organizing the workshops.
- m) Support to the Technical Council  
The idea of supporting the operation of the Technical Councils with a small funding is very good. But the funding must be channelled through the Municipality in order to give proper monitoring opportunity to the Mayor.
- n) Incorporation to the Mayor's office  
As a pilot initiative, the project extension to the third regional department should start with the office of PA located in the Town Hall. This would create an alternative opportunity for the municipal staffs to participate more directly in the management of the sub-projects.
- o) Total Quality Assessment  
The methodology used in the current assessment is not too far

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from the one that would be employed to conduct a Total Quality Assessment of PA Municipal Initiative Project. A Total Quality Assessment can be an invaluable management tool for an organization committed to continuous improvement and it is as important as the traditional periodic financial audit. It is recommended not to wait the end of the Project before conducting such an exercise as the lessons learned can be positively reinvested to correct and improve the course of action.

p) Extend Life-of-project

The Amendment suggests to extend the LOP for a year to August 14, 1996. Even if the estimated number of jobs creation can be reached during this period the extended LOP is too short for the objective of enhancing the institutional capabilities of the target municipalities in a sustainable manner, especially in consideration of the turnover at the level of municipal officers and staffs expected from the December elections. We recommend that the extension be brought to a minimum of two years at least as regards the component of training and technical assistance to the municipalities.

Chapter 2 \_ Background and Introduction

2 BACKGROUND AND INTRODUCTION  
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2 1 Project Purpose  
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As Haiti undergoes a dramatic transition toward a more democratic type of government there is a crucial and urgent need to reinforce the institutional capacity of local municipal organizations. Local elections are slated for November 1994 with the potential consequence of a significant renewal of the municipal councils. In order to enhance adequate operation of the municipalities many urgent needs and constraints are to be addressed, among the most important are the following:

- a- the adoption of a new body of laws, as the existing municipal laws dated from 1982, are incomplete and inconsistent with the new constitution,
- b- the need for additional resources (regular access to tax revenues, office space, equipment and materials),
- c- the need to increase the planning, management and technical skills required for carrying out the development activities and the provision of basic services needed to the community.

The Planning Assistance Municipal Initiative Project seeks to improve the planning, administrative and technical skills of the municipal officers and staffs through training, technical assistance and management of small public works sub-projects.

The additional income injected into the community by these labor intensive interventions will bring temporary relief to the living conditions of the workers and their families. The improved performance of the Mayor's office and CASECs, as result of the training and the technical assistance, will upgrade the quantity and quality of services offered by the municipality to its constituents.

2 2 Project History  
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Planning Assistance began designing the Municipal Initiative Project in 1991 with the purpose to strengthen the constitutional government. Design work was stopped following the September 91 coup d'etat. On April 1993 USAID contracted with Planning Assistance to begin designing a new project combining job creation and municipal development. At that time there was hope that the elected president of Haiti could be restored soon and it was important to put many people to work to meet popular expectations. Mr Martin Ede and Mr Joseph Coblentz did the initial design and convinced USAID not to make this an exclusively job

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creation program and to introduce an important training component Mr Ede returned to begin implementing the project in August 1993 by building the initial organization Unfortunately he had to leave the country when the return of the elected president was delayed A new Project Manager, Daniel O'Neil, came to Haiti on January 1994

Soon after the project start-up , upon request of USAID, Planning Assistance applied to the PL480 Title III Office to cover the project's direct costs, a total of 17,500,000 gourdes ( the equivalent of \$ 1,300,000 ) USAID would provide the dollar costs of \$ 1,700,000 By early June, the PL480 was at last ready to approve the funding request At this time the Finance Minister of the de facto government froze the PL480 account thus blocking all funds USAID reacted quickly by authorizing PA to use its dollar funding to implement the project Planning Assistance then resumed its field activities

As a consequence of this lingering transition the job generation was first delayed and then curtailed as can be seen from chart #1 When the funding became available the job production increased sharply to reach the objective rate of 1,200 jobs per month

Planning Assistance is now awaiting the approval of the new amendment to extend the project for 12 months through August 1996 and to include 14 additional municipalities in the initial scope of work

Chapter 2 \_ Background and Introduction

2 3 Political and social context  
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The PA Municipal Initiative Project had to operate in a chronic and turbulent political context. Following the departure of the Duvalier regime in 1986, the democratically elected President Aristide was finally installed in 1991, to be deposed 7 months later by a military coup. The subsequent embargo imposed by OAS was unsuccessful to restore the deposed government while accelerating the deterioration of the already weak economic infrastructure. The Governors Island Agreement brought a brief relief with the tentative of the Malval government to normalize the political situation. The failure to implement the Governors Island Agreement led to a full scale embargo by the United Nations with its damaging consequences for the economy as more jobs were lost and more repression was underway. The inability of the international community to obtain the departure of the military regime led to the invasion of the US army with the objective to restore the legitimate government of President Aristide.

The Municipal Initiative Program had to operate in this adverse environment under the same burden imposed on the business sector with escalating costs of energy and materials, difficulties in procuring fuel, long delays in the procurement of offshore equipment, shortages of supplies, increasing costs of local goods and services. USAID imposed also to its funded agencies to avoid formal contacts with the de-facto government officials with the consequence of many difficulties in communicating with the central government bodies for obtaining information and permission to operate. Another USAID policy was to operate only in municipalities where the elected authorities were still in charge. An additional difficulty was the fact that some of the elected municipal councils still in office were not very free to operate due to the pressure created by the military or just for fear of them. All these constraints have limited the pool of municipalities with which Planning Assistance could work.

After solving the problem of selecting the appropriate municipalities, there comes the problem of complete absence of resources for the municipalities. They have not received their allocated funds for more than 10 months. In concrete terms, that means no cash for materials or basic office supplies, no salary for the staff and the employees, difficulty in motivating employees and in assuring the provision of basic collective services expected by the constituents. Surprisingly, in spite of those stringent constraints the municipalities responded to and participated in the project with much enthusiasm, contributing with personal time and resources.

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The elected president is now expected to be restored soon. At that time the political context will be quite different, his economic recovery program stresses on administrative decentralization with a greater role devoted to the municipalities in managing public resources and services. In that new context, the PA Municipal Initiative project should be well accepted and supported by all political forces.

The only expected problem is due to the fact that the mandate of the municipal councils will end soon and new elections are planned for the end of the year. As a consequence many of the municipal groups participating in the current project could change, and the newly elected councils would be free to change the municipal staff. Planning Assistance has however prepared a bridge with the setting up of the Municipal Technical Councils, they are not elected bodies and they are being prepared to be used eventually to pass the accumulated experience to the new councils and staff. In addition, the influence of the Technical Councils would have to be exerted in two directions: keeping consistency with sub-project objectives and maintaining in position staffs already trained in specialized areas.

2.4 Evaluation Methodology  
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The evaluation started with a series of intense discussions with the Project Manager to cover the project history, scope, objectives and constraints. The selection of key people and organizations to meet was made by the consulting team with the help of the Project Manager. The selection of the sample of municipalities to survey was made to allow the consultants to participate in the workshops that were taking place at that time.

After studying the project paper and the scope of work, the consultants designed an analytical framework to take into account all aspects of the organization; the framework was completed by a very detailed questionnaire to use for the training component. (Cf Annex 3)

2.4.1 The sample of training sessions and sub-projects reviewed

One of the consultants participated in the two-days training workshop held in les Cayes in September 5 and 6, which gave him the opportunity to make direct observation and conduct a lot of discussions with the participants and the consultants. Additional information was obtained through files analysis, discussions with the PO, the consultants and a sample of participants. Extensive discussions (individual and focus-groups)

Chapter 2 \_ Background and Introduction

were also conducted with the Municipal Councils and staffs of the municipalities of Les Cayes, Gonaives, Ennery and St Michel de l'Attalaye. The consultants also met with the Technical Councils of those last three municipalities.

Of the 12 sub-projects executed by PA, 8 were visited 3 in les Cayes and the other 5 in Gonaives.

2 4 2        The characteristics of the people and institutions interviewed

The selection of the set of people and institutions to interview was determined to procure a multilateral appreciation of the project goals and results. So, two meetings were held with AID officials to examine various aspects of project objectives and characteristics, various meetings with direct beneficiaries (municipalities officials and staffs and workers), PA staff, consultants and employees, partners and indirect other beneficiaries ( NGO's operating in Gonaives, Deputy General Director of DGI).

2 5        The Approach and Organization of the Report

The structure of the report derives directly from the analytical framework established at the beginning of the evaluation. The first chapter presents the Executive Summary with the objectives of the evaluation, major findings and conclusions, and general recommendations. Chapter 2 presents the project background and introduction to the report. Chapter 3 analyzes the institutional capability of the organization by focussing on the planning process, the structure and procedures, and the qualifications of the personnel. Chapter 4 examines the operational aspects of the project and analyzes how the different components have been implemented. Chapter 5 presents the outcomes and results deriving from the two components and analyzes different aspects of the project impact. The 6th and last chapter gives the detailed conclusions and recommendations.

Chapter 3 \_ Institutional Capability of the Organization

3 THE INSTITUTIONAL CAPABILITY OF THE ORGANIZATION  
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This section assesses the institutional capability of Planning Assistance by looking at the following dimensions the Planning Process, the Organization in place to perform the activities and the Human Resources available

The Planning Process refers to how the organization identifies the needs to meet, sets the appropriate objectives and strategies, selects the set of activities and defines the systems to control, monitor, evaluate and correct objectives and actions

The Organization refers to how Planning Assistance builds its system of support to the Municipalities with the appropriate structures (work systems ) and procedures

The Human Resources Appraisal answers the question of whether PA's existing personnel possesses the appropriate skills and knowledge to carry out in an efficient manner the new action plan proposed in the Project Amendment

This assessment confirms that PA operates with appropriate policies and standards, one of its most important assets being its well qualified and dedicated personnel

3 1 Planning Process

The existing Planning Process relies upon a continuous arbitrage between the needs the Organization intends to meet at the local level and the objectives or the priorities of the Funding Agency The present Project configuration reflects this dual dimension where the Municipal Initiatives Project seeks to enhance the institutional capacity of the municipalities while providing employment opportunities for the urban disadvantaged social groups according to USAID goal to provide an economic safety net through an emphasis on humanitarian services and an increase in jobs creation

3 1 1 Identification and Analysis of Needs

The system for identifying and analyzing the needs of municipalities is based on a participatory decision-making process where Municipal officers, staff and representatives of different ministries express their view of the needs and priorities to meet in their community The same mechanism (Launch Workshop) was used both for assessing training needs and the communities priorities in terms of infrastructural rehabilitation projects

Chapter \_ 3 The institutional Capability of the Organization

Apart from the Launch Workshops, the needs are continually assessed through other mechanisms such as seminars and community animation actions conducted by the Project Officer and the training staff. The involvement in the process of representatives of DGI and the Ministries of Plan and Interior is of utmost interest and lays the ground for positive collaborative action between these organizations and the municipalities in order to solve the funding problem of most municipalities. This initiative needs to be developed and systematized as these two institutions have a key role to play in the process of funding through tax collection and financing.

The needs assessment in public works may have led to expectations higher than those congruent with PA capacity and willingness, for example, the participants in the Launch Workshop of Les Cayes came up with a list of 70 "priority" projects of which 25 were submitted to PA for further study and funding. It quickly appeared that such objective is beyond the scope of what is feasible within PA's budget and scope of scheduled work. The Project has to avoid creating expectations higher than reasonable so as not to incur loss of credibility and frustration.

One of the formal tool used to assess training needs consists of a four-questions form asking the participants to describe their position and job content, to express their needs in terms of knowledge and materials and to indicate how PA can help. The sample examined ( 26 questionnaires from participants of the August Workshop of Les Cayes) seems difficult to use as an average of 60 % of the participants expressed their training needs in broad terms (Management, Accounting or Secretarial skills), approximately one third of the participants did not seem to understand the form and many of them found useful to present their curriculum vitae instead. This tool has been completed with two additional questionnaires and direct interviews with the municipal staffs. Extensive use has also been made of the documentation available from previous works conducted by other organizations such as PIRE, IHRED, UNDP, CDRH in the municipal area.

The mechanism of assessing specific needs of the municipalities is being refined as the two Training Consultants are planning to study directly the organization of the municipalities focussing how the job is done and the qualifications of existing staff.

3 1 2 Formulation of Goals and Objectives

The goals are clear and appropriate. PA past experience in working with municipalities in a large spectrum of Third World countries enrich the interactive action of PA in working with the

Chapter \_ 3 The institutional Capability of the Organization

municipalities in a participatory decision-making process

3 1 3 Selection of Appropriate Strategies

The proposed PA strategy emphasizes "enhancing local government officials and local community leaders planning and management skills to plan, design and carry out activities to provide basic services and rehabilitate deteriorated productive infrastructure in their municipalities "

One key element of this strategic direction is the establishment of linkages between institutional support( training and technical assistance to the municipalities) and the set of concrete actions to rehabilitate local infrastructures. If properly implemented this strategy can enhance the credibility of local governments among constituents and reinforce the management capabilities of the municipalities via a learning-by-doing process

3 1 4 Choice of Activities

Systematic congruence has to be searched at the needs assessment and design stages between sub-projects and the overall Project objective to enhance institutional capabilities at the level of elected local bodies. The criteria to be used to select the sub-projects should include

- a the opportunity to offer an economic safety net to workers,
- b the construction or rehabilitation of useful and viable infrastructures susceptible to improve the conditions of life of the population in the areas of intervention,
- c the opportunity for the municipal staff and CASECS officials to consolidate the planning and management skills learned in the workshops through direct participation in the design, management , monitoring and evaluation process

As regards the training component the 10 training themes proposed in the Amended Project Paper embrace the basic and specific skills required to run a municipality in an efficient manner. The progression and the lesson plans have to take into account two particular dimensions linked to the characteristics of the target population

- a The absence of academic homogeneity among the participants whose levels range from very basic literacy skills to university degrees
- b The particular work environment of a municipality where the basic furniture, materials and office supplies are lacking

Linking small sub-projects management with basic training

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in management and planning is for the time being, one of the best opportunities available for a municipality to learn and practice management skills while continuing to provide useful services to the community PA should accelerate and effectively implement a gradual transfer of sub-projects management to the municipality

3 1 5 System of Internal Control, Monitoring and Evaluation

No evidence can be made of an existing formal internal control monitoring and evaluation system except for the administrative and human resources component as can be ascertained by the set of rules titled "Règlements Internes" (Cf para 3 2 2) The present Assessment will suggest the establishment of a formal mechanism to evaluate each sub-project in accord with a standardized framework and with the participation of the Mayor staff The Joint Assessment Team ( PA field officę and municipal officials and staff) will produce a Final Assessment Report in which the evaluation stresses on lessons learned and suggests positive corrective measures The same mechanism is applicable to the workshops with the Joint Assessment Team being completed with the consultants and the animators/trainers of the workshops The Assessment Report to produce would be close to the model already used by the Project Officer with the difference that its elaboration would now involve direct participation of the Mayor's staff

3 1 6 System of Quality Control and Continuous Improvement

The organization lacks clear and pre-defined mechanisms to ensure continuous organizational improvement However, the Management Team is concerned by the issue and usually undertakes ad hoc initiatives to gradually improve the work system Although invaluable, the current strategy of "scanning" can be improved by a more formal and systematic approach In this sense, the monitoring and assessment scheme described above for the training workshops and the sub-projects can be a good starting point toward a coherent system of continuous improvement at the level of the whole organization

3 2 Organization

=====

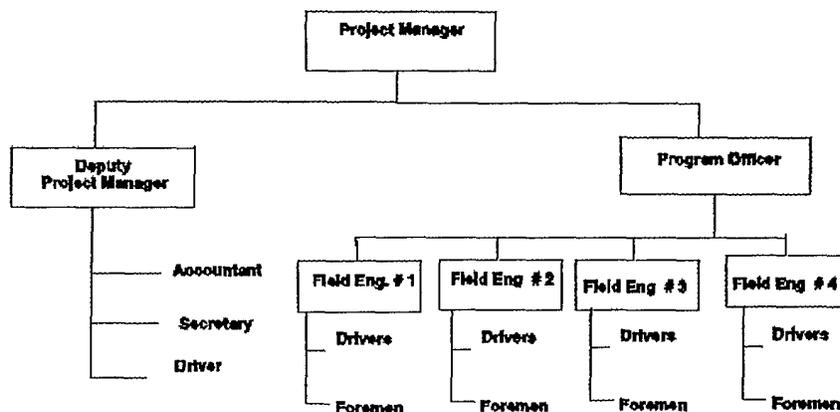
3 2 1 Personnel Structure

-----

According to the project paper the original organization was based on a Project Manager, with the overall responsibility for planning and implementing of the project, a Deputy Project Manager, with the responsibility for Technical Assistance to the municipalities, payroll for the workers, procurement, financial management and reporting, and a Project Officer for coordinating

# Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

the training activities and supervising a Field Engineer for each zone of intervention, with a driver for each zone and a maximum of 20 inspectors (" foremen") for the whole project (OC#1)



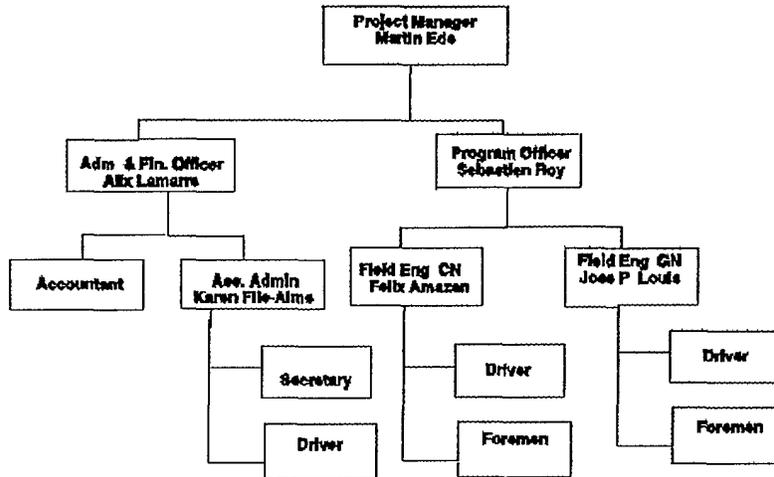
OC # 1

This proposed structure was changed during the first period of implementation (OC#2) The positions of Administrative and Finance Officer and Project Officer were brought to the same level, taking out from the former all functions relative to the training and technical assistance to the municipalities and pass them on to the latter

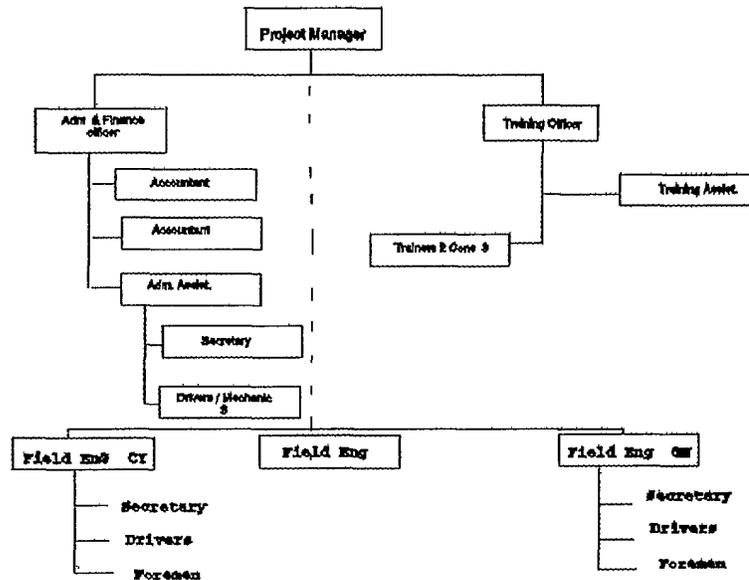
At the time of the evaluation we found in place the organization depicted in OC#3 where the structure of the AFD remains unchanged with the only addition of an accountant, all the field management responsibilities on public works have been shifted from the TTD to the Project Manager, and the Training Officer has acquired an assistant in charge of logistic and organization of the workshops

At the time of the evaluation the Planning Assistance management is studying an improvement of the organization as depicted in OC # 4

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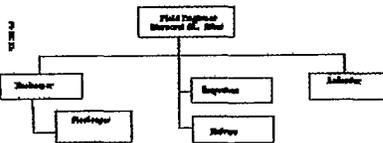
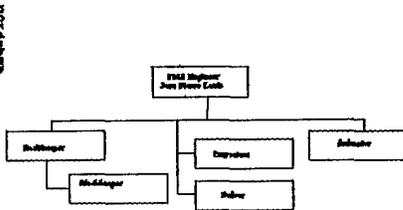
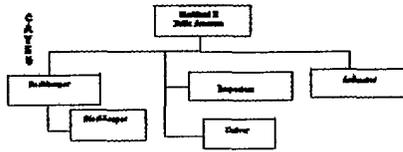
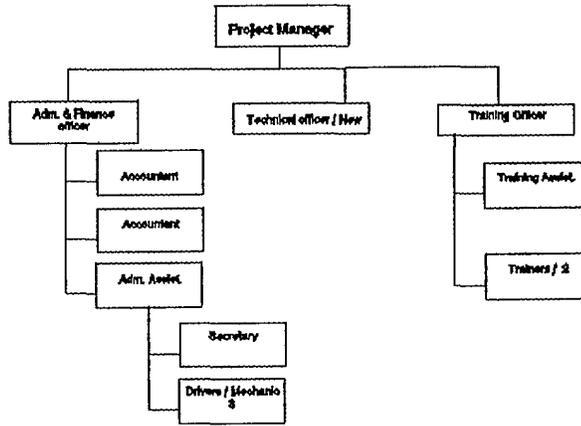
OC # 2



OC # 3

All these changes in the organization structure are indicative of a strategy of "successive approximations" in order to adjust to an unpredictable environment while trying to better use the available human resources. The proposed organization structure depicted in OC # 5 should be optimal for the new requirements resulting from the expansion plan.

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment



OC # 4

3 2 2 Human resources management

Jacky Lumarque and Paolo Chilos1

-----  
The personnel policies, procedures and regulations are described in the manual "REGLEMENT INTERIEURS" This manual is not very elaborate but more than adequate for the small size of this organization The hiring and evaluation processes for employees are well established and correctly managed Some deficiencies are found in the job descriptions especially at the officer level, they do not correspond any more to the duties and responsibilities assigned to these positions

3 2 3 Internal training  
-----

There is no training program for the new employees, however the budget for FY 1995 includes provision of 20,000 Gds for training the personnel either in technical or managerial or administrative skills The general approach has been to hire professionals that know their job with no need for additional training This approach is adequate for the small size of this organization but presents some limitations Possible areas of internal training could be Training for Trainers in animation skills, Computer skills to produce presentation graphics, a brief formal training for the inspectors in work site organization and quality control, some skill improvement training in the building of "gabions" and dry walls for masons

3 2 4 Engineering systems and procedures  
-----

The engineering system (including design, costing, technical documentation, scheduling, progress reporting, work site organization, labor management, labor standards and quality standards) is pretty straight forward the engineering standard used are the ones developed by PADF and some other documents developed in house, the engineering process is described in a 19 steps procedure and other internal reports The standards and the process seem to be adequate for the simple sub-project executed in this program It is advisable, any how, to introduce in the process some intermediate quality control checks and a formal final quality assessment The documentation of each sub-project is collected in a folder, it is adequate but it will gain by a standardization effort

A possible area of improvement of the engineering systems will be to collect all the work standards, cost standards, quality standards, process descriptions and administrative procedures in an "ENGINEERING MANUAL" that could be used as training tool and reference for the field engineers and inspectors, this task should not be difficult as the basic material is already available This manual could then be expanded in a "MUNICIPAL ENGINEERING MANUAL" to be used to train the municipal technical staff

3 2 5 Procurement and inventory systems and procedures  
-----

This system has not been analyzed as it was the object of the financial evaluation

3 2 6 Financial system and procedures  
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This system has not been analyzed as it was the object of the financial evaluation. A phone conversation with the Director of the Auditing Firm confirms that the system is sound except for the payroll sub-process which needs to be corrected especially for the purpose of reducing the existing long delay.

3 2 7 Quality systems and procedures  
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This organization completely lacks a quality policy both for the public works and training operations. Quality standards, if and when existing, are poorly defined and documented, quality controls are not formalized and a corrective action mechanism not in place. It is suggested here that at least the top and technical management be exposed to the total quality seminar as a mean to be introduced to this modern tool of management.

3 3 HUMAN RESOURCES APPRAISAL  
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Most of the existing personnel (60 %) has been hired after January 94, the core of the technical and administrative staff being in place between March and June.

3 3 1 Management

The existing Management Team includes one Project Manager and two Project Officers: one for training and technical assistance to the local governments and the other for the administration and finance of the central office. The Project Manager is supported by two staff-members of Planning Assistance Washington.

The Port-au-Prince Management Staff is well qualified and demonstrates high commitment to and goals congruence with the organization project to encourage decentralization through support of municipalities. The Project Manager has sufficient autonomy to make locally all decisions regarding the management components of the Project, yet interactions with Washington staff seem useful and are facilitated by the experience and familiarity of the technical advisor with the Haitian environment.

The Management can improve its global efficiency by reinforcing the communication process- both formally and informally- between the two officers (For example, every planned field action- training workshop or community animation visits- should be documented by an

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action or concept paper defining the scope of action, operational objectives, detailed activities and schedules and resources to obligate) In addition the whole organization and especially the training and technical assistance component will gain with a higher concentration of PO in planning, organizing and monitoring training activities even if the consequence is less direct involvement of PO in field training and community animation activities

3 3 2 Administrative Staff

Existing administrative staff includes one Administrative Assistant hired in September 93, one Secretary hired in December 93, two Bookkeepers hired respectively in March 94 and May 94 The central administrative staff is completed by Field Office administrative personnel encompassing two Administrative Assistants for les Cayes and Gonaives Both have been hired in the second quarter of 94 The position of Procurement Agent for the Central Office is not full time as the incumbent has started to work part-time as the Assistant to the Project Officer

As shown in Table INS\_T\_01 the administrative personnel possess the appropriate qualifications to conduct their job in an efficient manner Even though it appears that the Administrative Assistant has not completed university degree, prior and pertinent experience in similar positions give her sound competitive advantage in her current assignment

The existing ambiguity regarding the position of the Procurement Agent has to be eliminated as the cumulation with the assignment of assisting the PO raises the potential conflict of having to report to two distinct supervisors The Assessment recognizes the necessity of and recommends to provide the position of Assistant Project Officer A formal evaluation process by a committee composed of the Project Manager and the two Officers and an outside consultant should determine if the incumbent possesses the knowledge and skills for the new position In case of a positive evaluation, the position of Assistant PO will be a full-time while the responsibility of procurement would be devoted to the Administrative Assistant

During the course of the Assessment it has been established that the PO assistant has started to conduct training seminars for the municipalities as a substitute for the consultant of PubliGestion Since the Management seems convinced of the potential of the incumbent we suggest to give her proper backup with a special training as instructor and training management in close coordination of the coaching presently assured by the PO The existing management structure for training is too precarious to accept the risk of limiting its performance with an additional intervener which would not have predominant management training

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skills

3 3 3 Technical Staff

The Technical Staff includes 3 Project Engineers with university degrees in Civil Engineering and professional experience ranging from 3 to 5 years, 10 Inspectors, 8 of them having been recruited in the first two quarters of 94. There is no documentation to ascertain the academic background of the inspectors as the requirements for this position were based only on prior experience in and familiarity with similar positions in public works management. However the interviews conducted by the Consultant with a sample of inspectors revealed pertinent experience and dedication to the job, some additional training in work organization and quality control would be of good help.

Project Engineers have the basic qualifications to perform properly in the technical aspects of their job, however, for the administrative component linked to their responsibility for the Field Office additional support or training is needed in such areas as Techniques of Supervision and Management of Human Resources.

In order to raise standards of performance and to build team cohesiveness and congruence with the goals of the organization the Assessment will suggest to expose the whole staff (Managers, Administrative and Technical Staff) to the Total Quality Process of Continuous Improvement.

3 3 4 Consultants

A Training Consultants

So far, the Organization has used the services of 12 different consultants in order to support the training and technical assistance component of the project. According to the files examined and the history of the training activities, the consultants can be categorized in three groups.

The first group includes the first 5 consultants used from project start-up through the second round of Workshops of Les Cayes and Gonaives. They supported the PO in community animation and participated as facilitator in the Launch Workshops of Les Cayes and Gonaives. Most of them were found also as consultants in the February Workshops of Les Cayes and Gonaives.

No assessment can be made of their qualifications nor their performance. Their curriculum vitae are absent from the contract files examined, there is no record of evaluation regarding the job performed. In addition, their contracts did not indicate which consultants were used to facilitate the Planning or the

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Administrative Workshops

According to the PO, those consultants had to be abandoned as their expertise as generalists were not suited anymore for a training which was getting more focused on Planning and Administrative skills

The second group of consultants include a set of 4 high level consultants with a minimum academic level of Master degree Two of them have been hired through the Consulting Firm Cabinet de Consultants Fernandez et Associés(CCFA) Again, no direct assessment can be made as regards the performance of this second group of consultants since no evaluation report was available But, according to the PO the contract with the Consulting Firm was terminated because of its poor performance , in particular, communications of the Senior Consultant could not reach the level of the participants As regards the first two consultants their performance was appropriate but they stopped to become available for PA

The third group of consultants encompasses the three young consultants used respectively in Basic Administration, Accounting and Secretarial Skills Academic qualifications range from BS and Master degrees in their respective areas They have no prior formal experience as trainers although one of them has had responsibility of in-company training of technicians So far, they have been active in the last four training workshops of Les Cayes and Gonaives (Cf Table INS\_T-02)

There is no record of evaluation conducted about their performance However, based on interviews conducted with two of the consultants, the staff of two municipalities and the members of two Technical Councils it is possible to confirm that

- a) communication is generally clear and at the level of most participants ,
- b) relationships with trainees are good,
- c) there is an appropriate balance between theory and practical exercises,
- d) the consultants dominate the content of course delivered

Yet, there is a lot of room for improvement both as regards the training organization itself and the relations with the participants In particular, an effort has to be made in order to bring the training content closer to the real needs of the Municipal staff by differentiating examples and personal works in function of the level of the participants especially when CASEC officers are concerned PA plans to study more closely the existing structures, work systems and qualifications of municipal staff involved in the training The results of this assessment should be made available as quickest as possible so to improve the efficiency of the next workshops

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B Field Consultants

The Assessment Team discovered at the final stage of the assessment that field consultants were sometimes hired to perform specific technical assignments in relation with the sub-projects. The evaluation team has had no time to properly investigate this area. For this reason, this component will not be assessed.

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TABLE INS\_T\_01 PERSONNEL PROFILE

Position	Incumbent	Date of Employment	Qualifications	Experience
Adm and Finance Officer	Alix Lamarre	09/16 93		
Project Officer	Jean Sébastien Roy	09 13 93		
Administrative Assistant	Karen Fils Aimé	09 13 93	Professional studies in management	5 yrs
Accountant	Jean Edrick Robert	03 01 94	BS Accounting	3 yr
Accountant	Berlie Hyppolite	05 14 94	BS Accounting	3 yr
Secretary	Myriam Vaughes	12 22 93	Diploma, Secretary	3 yr
Administrative Secretary	Marie Ange Lucien	05 15 94	Diploma in Secretarial studies and Accounting	Extensive experience working with NGO's and International Organizations

3

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Administrative Secretary	Junie Louissaint	06 01 94	Diploma in Secretarial Studies and Accounting	More than ten yrs of experience as secretary and administrative assistant in manu international NGO's
Project Engineer	Macorel Saint Elien	05 04 94	Diploma Civil Engineer	3 yrs experience
Project Engineer	Felix Amazan	11 23 93	Diploma Civil Engineer	3 yrs experience
Project Engineer	Jose Pierre Louis	11 23 93	Diploma Civil Engineer	5 yrs experience
Assistant PO	Sylvia Day	05 24 94		
Inspector	Jean-Robert Cyril	12 07 93	NA	NA
Inspector	Michel Prou	12 27 93	NA	NA
Inspector	Paul Harry Mercier	06 09 94	NA	NA
Inspector	Jn Medard Lahens	05 23 94	NA	NA
Inspector	Adler Tanisma	02 05 94	NA	NA
Inspector	Philius Charles	02 05 94	NA	NA
Inspector	Lamour Delins	02 05 94		
Inspector	Jean Edouard Ronald	06 20 94	NA	NA

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Inspector	Albert Prophète	04 06 94	NA	NA
Inspector	Fédélin Sime	05 01 94	NA	NA

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Table INS\_T\_02  
TRAINING CONSULTANTS QUALIFICATIONS AND ASSIGNMENTS

CODE	CONSULTANTS	QUALIFICATIONS	ASSIGNMENTS	COMMENTS
CO01	Wildès Joseph	NA	Facilitator Workshops GN02, CY01	CV not found in contract files
CO02	Jocelyn Nau	NA	Faciliator Workshop GN02	CV not found in contract files
CO03	Michèle Douyon	NA	Facilitator Workshop CY01	CV not found in contract files
CO04	Eric Laguerre	NA	Community animation CY Facilitator Workshops CY01, GN02	CV not found in contract files
CO05	Nerva Exumé	NA	Facilitator Workshops CY01, GN02	CV not found in contract files
CO06	Guy M Vincent	Master Sociology BS Political Sciences	Consultant, Planning Workshop CY03, GN04	
CO07	Danièle St Lot	BS Political Sciences DESS Diplomacy & Management of International Organizations	Consultant, Planning Workshops CY03, GN04	
CO08	Yanick Damour	PHD Economy	Consultant Planning and Administration Workshops CY03, GN04	Contracted through the Consulting firm CCFA

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CO09	Serge Fernandez	Phd Finance	Consultant Planning and Administration Workshops CY03, GN04	Contracted through the Consulting firm CCFA
CO10	Danio Joseph	BS Business Administration, Accounting	Consultant Administration WS GNO5, CY06, GN07, CY08	Contract available through December 94
CO11	Serge Pinchinat	MBA Finance	Consultant Administration WS GNO5, CY06, GN07, CY08	Contract available through December 94
CO12	Florence Cauvin	NA	Consultant Administration WS GNO5, CY06, GN07, CY08	First hired as an independant consultant then through the Marketing Firm PubliGestion

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4 OPERATIONS APPRAISAL  
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4 1 TRAINING OPERATION APPRAISAL  
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4 1 1 Training performed

As of today PA has organized 8 workshops in the two municipalities of Les Cayes and Gonaives. The first training actions started with the Launch Workshops held in Les Cayes and Gonaives during the last quarter of 93.

Among the most important objectives of the Launch Workshops were the following:

- a assess community needs with local officials and credible community leaders,
- b identify and prioritize local infrastructure rehabilitation sub-projects,
- c define resources, community inputs, administrative and technical procedures to implement, supervise and evaluate sub-projects,
- d define in global terms the training program to be executed

Six additional training workshops in planning and management were held in the current of 94 with the participation of the municipalities of les Cayes and Gonaives, delegations of the following surrounding municipalities of les Cayes and Gonaives attended also the workshops.

Around les Cayes

Torbeck, Camp Perrin, Maniche, Cavaillon, Chantal, St Louis du Sud

Around Gonaives

Ennery, St Michel de l'Attalaye, Desdunes, Anse Rouge, l'Estère, Terre Neuve

In addition, the Progress Report # 4 made reference to a series of short term seminars (half day) which were conducted in the municipalities of Torbeck, Chantal, Camp Perrin, Maniche, Cavaillon, St Louis du Sud, Gros Morne, Ennery, l'Estère, Terre Neuve, Anse Rouge, Desdunes, Marmelade, St Michel de l'Attalaye during the last week of June. Based on discussions with members of the Technical Councils of Ennery and St Michel de l'Attalaye, it can be confirmed that those seminars did take place successfully in the surveyed municipalities and that the concept of Technical Council had been fully explained and discussed. The two Technical Councils met during the survey were a direct result of those short term seminars.

4 1 2 Training planned

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Not all training workshops were executed according to planned schedules. In global terms, the whole training program was in hibernation for three months due to the delay of PL480 in responding to the funding request of PA. In addition, two workshops had to be delayed one for political unrest and the other at the initiative of the Mayor of Gonaives. Cf Table below

TABLE TRN 001 TRAINING SESSIONS HELD VS PLANNED SESSIONS

CODE	Date Scheduled	Date Executed	Workshop	Motive for change
CY01	7-8 Oct 93	7-8 Oct 93	Launch workshop Les Cayes	NA
GN02	9-10 Oct 93	17-18 Dec 93	Launch workshop Gonaives	Political unrest
CY03	2-5 Feb 94	2-5 Feb 94	Les Cayes Planning and Administration	NA
GN04	8-11 Feb 94	22-25 Feb 94	Gonaives Planning and Administration	Mayor decision
GN05	1-2 Aug 94	1-2 Aug 94	Gonaives Planning 1 Administration 1	NA
CY06	4-5 Aug 94	4-5 Aug 94	Les Cayes Planning 1 Admin 1	NA
GN07	1-2 Sep 94	1-3 Sep 94	Gonaives Planning 2 Admin 2	NA
CY08	5-6 Sep 94	5-6 Sep 94	Les Cayes Planning 2 Admin 2	NA

4 1 3 Training process

The training process used by PA starts with the assessment of municipal staff needs in terms of knowledge and skills and seeks to define congruent global objectives and lesson

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plans The Launch Workshops which had as objectives to assess those needs focused both on community needs for infrastructural improvements and global needs for training managerial and technical skills

In addition, the training process is weak in its component of monitoring and evaluation Proper schemes have to be developed to evaluate the learning achievements of the participants, the performance of the trainers and the general organization of the workshops

4 1 4 Selection and follow-up of the trainees

No clear and pre-designed plan seems to exist in order to assure the follow-up of the participants in terms of knowledge and skills acquisition and application But the tool for meeting this need exists in the form of the half-day workshops destined to individual municipalities and CASECS

4 1 5 Content and Quality of the training

The quality of training relies heavily on the technical competence of the consultants and the quality of training materials available According to participants surveyed the present team of trainers seem well qualified and demonstrate the ability to conduct the workshops in a professional manner

The training content for the sub-groups in the Administration Workshop (Secretarial Skills, Basic Accounting and Budgeting Principles) are well appreciated from the trainees and help communicate practical skills at the grassroots level Given the relative low academic background of the participants this is to be encouraged

4 1 6 Training documentation

As regards the materials, we suggest that the training materials be more targeted and less abundant- especially for the Planning Workshops Too much and diffuse materials can be incomprehensible and unusable by most municipal staff and officials In addition many hands-out distributed to the participants were difficult to read because of the poor quality of the photocopies ( due to shortages of materials resulting from the embargo) In some cases, not enough documents were available for all the participants In general, the concept of a standardized and high quality and more professional document for participants needs to be designed and implemented even if the consequence - for concern of cost reduction- must be less volume It is suggested to provide each participant with a nice 3-ring binder with the logo of PA which the participant could use to file all training materials

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and hands-out distributed during the workshops It seems that the Project Officer has been requesting for long -and in vain- administrative support for the preparation of the training materials He had to operate for 10 months in very difficult conditions with no computer, no secretary and a scarce budget for training

4 1 7 Training Equipment and Support

Training Equipment is most of the time limited to the board and pads although some videos were used in rare occasions Images and sounds can be very useful for training low academic-level trainees' The project budget should provide for a mobile unit of equipment with such visual aids as one overhead projector, video and monitor and a portable generator

4 1 8 Efficiency of Training

This component will not be assessed The climate of exceptional hardship under which the project had to operate would bias all standard indicators However, our general feeling is that the training efficiency should be high due to the direct involvement of the PO at different levels of the interventions planning, organizing, animating, logistic etc

4 1 9 Training Results

The discussions with the staff and officials of a sample of four municipalities (Les Cayes, Gonaives, Ennery and St Michel de l'Attalaye) and the analysis of sequences of the Launch Workshops from the video prepared by PA show a good understanding of the Project by local authorities and community leaders

The two Launch Workshops created awareness of PA and its objectives among local officials and community leaders Other important results of the specialized workshops were the practical secretarial and basic accounting skills being applied by participants of the August workshops as this could be confirmed by the survey in the two municipalities of Ennery and St Michel de l'Attalaye

The implementation of the four Technical Councils and social civic support committees surveyed during the Assessment can also be attributed to the training workshops in planning (Cf 5 1)

In general terms , a formal and global assessment of the results of the workshops is premature at the current stage of project execution But the need for an expansion of the training plan to the other 14 municipalities is highly critical and the

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global capability to conduct the expansion appropriately already exists

4 2 PUBLIC WORKS OPERATIONS APPRAISAL  
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4 2 1 Sub-projects documentation  
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As a result of the engineering efforts, a technical documentation file is prepared for each public work intervention. This file contains design data, plans, drawings, cost estimates and construction schedules. A copy is kept in the Port-au-Prince office and a working copy is given to the Field Engineer. This documentation is adequate for the task but it will gain to be systematized.

4 2 2 Organization of the work sites  
-----

The Field Engineer is responsible for the organization and management of all the interventions of his area with the help of 5 to 6 foremen. There can be up to 4 sub-projects contemporarily active in the same area, and when they are far away from town, as it is now the case in Gonaives, supervision becomes very difficult. The payroll system is based on attendance, so most of the inspectors and the group leaders time is dedicated to this task of recording and controlling the attendances.

It would not be feasible at this stage to transfer this organization to the municipalities as they lack the staff and the resources to operate this way. It would be more manageable for each group of workers to be assigned a task with a negotiated price, based on the daily rate and the labor standards, and when the task is finished and the quality of the work assessed, the workers be paid. The pay will still be calculated for and distributed to each worker by PA. This organization will have the advantage of freeing a lot of the time of the engineer and the inspectors who could then devote more attention to the quality of work. Ad hoc cooperatives, local committees and/or rural micro-entreprises could be developed to subcontract this kind of work.

4 2 3 Construction process  
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The rehabilitation and construction processes are very simple and manual, they do not demand any analysis or assessment.

4 2 4 Construction equipment and materials  
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Planning Assistance provides to the workers a set of manual tool (like picks, shovels, wheel barrows, ) that are in

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quantity and quality adequate to the labor intensive works. The hollow wheels of the wheel barrows are not suitable for the present use because the wheels are punctured very often with loss of money and time, we suggest to change them as soon as possible.

Most of the public work interventions require extensive use of dump trucks to move materials, to backfill roads, to collect and dispose of sediments. Planning Assistance is now borrowing the municipal trucks, when available, providing for the fuel and the maintenance service. Not all the municipalities have trucks and no one may spare them for a long time as there is a lot of work for them. Planning Assistance has tried to rent trucks by job, but the price asked is too high. Planning Assistance has not tried yet to ask bids for long term leases of trucks, but it could be difficult to find a good deal as the transport industry is decapitalized as consequence of the embargo. In order to be more productive PA will need a dump truck for each of the areas of intervention. Although these three trucks will not solve the transportation problem entirely, the resulting help will be invaluable.

Planning Assistance is rehabilitating many rural roads and may consider to rehabilitate urban roads also. Most of the work can be done by hand but to guarantee durability, the surface of the road must be well compacted. Manual tools are not adequate, we suggest to approve the procurement of 2 small walk compactors for each area of intervention as asked by the amendment. The compactors need to be all of the same model to facilitate maintenance and procurement of the spare parts.

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4 2 4 Construction works performed  
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LIST OF SUB-PROJECTS

CODE	PROVINCE/MUNICIPALITY SUB-PROJECT NAME	STARTED FINISHED	TYPE OF INTERVENTION
CY001	Les Cayes/ Rural Croix Maryr - Pont Bourl Road	16 Dec 1993 11 May 1994	ROAD REHABILITATION
CY002	Les Cayes/ Rural Faucault - Bazlin Road	21 Jan 1994 11 May 1994	ROAD REHABILITATION
CY003	Les Cayes/ Urban Canal Cleaning/Road Backfilling	in progress	CANAL CLEANING
CY004	Les Cayes/ Rural Dumay - Morency Road	in progress	ROAD CONSTRUCTION
CY005	Les Cayes/ Rural Banatte Soil Conservation	in progress	SOIL CONSERVATION
CY006	Les Cayes/ Urban 4 Chemins Canal Cleaning		CANAL CLEANING
GN001	Gonaives/ Urban Municipal Dump Site	21 Jan 1994 11 May 1994	DUMP SITE PREPARATION
GN002	Gonaives/ Rural Haut Pateau Market Drainage	21 Jan 1994 11 May 1994	DRAINAGE REHABILITATION
GN003	Gonaives/ Rural Bayonnais - Souvenance Road	in progress	ROAD REHABILITATION
GN004	Gonaives/ Rural Labranle Road	in progress	ROAD REHABILITATION
GN005	Gonaives/ Rural Bassin, Colonne Soil Conservation	in progress	SOIL CONSERVATION
GN006	Gonaives/ Rural Sedran, Memé Soil Conservation	in progress	SOIL CONSERVATION

4 2 5 Public Work sub-projects planned  
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There has been one cycle of sub-projects divided in 2 phases of 6 months each. The first phase started in Jan 1994 and ended in June 1994 with the realization of four sub-projects. The second phase started on June 1994 and will end by Dec 1994. Eight

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sub-projects are now under execution

If the Amendment is approved PA will plan three more cycles of public work sub-projects from now to the end of the program ( 30 Aug 1994 ) PA is now starting the selection process for the third round of sub-projects The budgets for the last 3 cycles will be roughly arranged as follows

Gds	CYCLE #2 JAN-JUL 1995	CYCLE #3 JUL-DEC 1995	CYCLE #4 JAN-AUG 1996
Labor	2,756,000	2,756,000	7,031,250
Materials	2,756,000	2,756,000	7,031,250

As the program will work soon with 14 municipalities, the total budget will be split in a way that during the life of the program all the municipalities involved will have obtained a fair share of interventions

4 2 6 Construction works results

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Compilation of the Payroll data as obtained from the PA books shows the following pattern

Person/Month	Monthly		Accumulated	
	Actual	Planned	Actual	Planned
Sept 1993		300		300
Oct		300		600
Nov		300		900
Dec		600		1,500
Jan	18	600	18	2,100
Feb	93	600	111	2,700
Mar	119	600	230	3,300
Apr	117	600	347	3,900
May	133	600	480	4,500
Jun	84	600	564	5,100
Jul	170	600	734	5,700
Aug	617	600	1,315	6,300

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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Sep	974	1,200	2,325	7,500
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This table demonstrates that even if Planning Assistance is very far from reaching and maintaining the planned employment figures, it has improved its performance very sharply and should be soon reaching the running rate

4 2 7 Construction works efficiency

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It is very difficult to define appropriate efficiency or productivity indicators for this kind of public works interventions

4 3 ADMINISTRATIVE OPERATION

4 3 1 Offices

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The Planning Assistance central office is located in Port-au-Prince in the very convenient Bourdon area, not far from downtown. The office is properly furnished, clean and well organized. Two backup generators insure availability of power during the frequent black-outs. The regional offices are housed in rented residences that are assigned to a multipurpose use: guest houses for the frequent visitors from Port-au-Prince, residence for the Field Engineer and warehouse for the building materials. This is a very practical and economical solution but it has the big disadvantage that Planning Assistance staff is not operating in the same premises as the municipality impairing the transfer of skills that could have resulted from working together. In the case of Les Cayes this problem is compounded by the fact that the residence is very far from the City Hall. It is recommended that this strategy be revised and that PA locates its office- at least for the 3rd area of intervention- inside the City Hall.

4 3 2 Communications

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As the telephone system in Haiti is not very reliable, the regional offices are linked to the central office by radio. The connection works very well with Gonaives and is less reliable with Les Cayes although it has been improved recently. The mail and documents are transmitted through the services of a carrier. This unreliable method of transporting documents constitutes one of the main causes of the long delay in payroll processing. For the communication outside Haiti Planning Assistance will soon use the Electronic Mail.

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4 3 3 Equipment  
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The office equipment seems very adequate for the size and scope of the organization except for the specialized training equipment whose lack can affect adversely the quality of training materials

4 3 4 Data processing  
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The organization makes proficient use of computers in the administration, and the computer equipment is adequate for the administrative load in the central office. If the payroll system is to be re-engineered a computer will be needed in each of the field offices. It has been stressed all along this assessment how the training department could benefit by making better use of computers to prepare didactic materials, presentation graphics and evaluation data base. It is not acceptable that this department remains deprived of a computer.

4 3 5 Vehicles  
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The organization disposes of 2 vehicles for the Central Office and one pick-up truck in each of the 2 regional offices. The request of motorcycles for some of the inspectors is justified. This will allow more frequent inspections with the expected result of a decrease in shortages in materials, misunderstandings and quality problems.

4 3 6 Supports  
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The support brought to the other departments by the administrative department is limited to the administrative and financial functions. This support can be extended to the public works and to the training functions through the establishment of cost accounting systems and reporting procedures to measure progress in the organization.

Chapter 5 \_ Outcomes and Results

5 OUTCOMES AND RESULTS

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5 1 Training and Technical Assistance

The Training and Technical Assistance component of PA Municipal Initiatives Project was useful in explaining the philosophy and approach of the project and in creating the needed motivation among local elected officials to assume a dynamic and cooperative role in the project implementation. Another important result of this component is the building of a network support to the municipality through diverse mechanisms such as the "Conseil Technique Municipal", the "Comité d'Appui à la Mairie", the involvement of local leaders and the participation in workshops of local representatives of associations and the Central Administration. Of paramount importance is the involvement of DGI and the resulting concrete actions designed to enhance the municipal capacity in tax collection. This support network constitutes a predominant factor in the adoption of appropriate policies to encourage decentralized development initiative through the municipalities.

Appendix A provides the basic information in relation with the results of the workshops. The information has been tabulated for each training session. The results are summarized below under the following headings:

5 1 1 Quality and fitness of the training

The quality of training is generally good but its potential benefit is limited due to the insufficient quantity of instructional materials made available for the participants. In addition, the lack of appropriate audio and visual teaching aids tends to encourage theoretical approaches thus limiting the benefit from training for most participants already hindered by their low level of academic background.

The content of the workshops fits to the general needs of the municipalities. However, the level of planning sessions is too ambitious in regard to the generally poor academic background of the municipal participants. One can not expect, for example, as a result of such training, a small commune Mayor or a CASEC official to be able to conduct alone the strategic plan of his municipality or rural section. They only have to recognize the priorities, understand the process and be in the position to use the results to ameliorate the basic services of their municipality or CASEC to the community.

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5 1 2 Quality and Fitness of the Technical Assistance

The Technical Assistance component of the project is one of the most important tool that can help enhance the management of a municipality. However its effect is severely limited by the current conditions of total lack of funding for staff salary and basic office supplies at the municipalities. So far the small public works projects have been managed entirely by the PA field office with no significant interactions with the Mayor and his staff. PA accountability vis-à-vis the donor and lack of trust in the management capacity of the municipalities seem to be the main reasons for maintaining this practice. Unfortunately, it leads to a significant loss of opportunity for the municipal staff to learn by doing. The technical assistance component will be more beneficial to the municipalities if 1) PA makes provision to provide critically needy municipalities and CASECS with basic office materials and supplies, 11) PA associates more closely the municipal staff in the management of sub-projects.

In the long term, the current efforts of PA to motivate central administration officials and to build network support to the municipalities should focus on the implementation of the appropriate funding mechanisms ( through an enhancement of the tax collection from the most important recognized sources "patente" and "taxe foncière" ) for the operations of the municipalities.

5 1 3 Job Performance of the Trainees

This component was assessed only for the four municipalities surveyed and in relation only with the results of the August workshop. The workshops of September were excluded for being too close to the date of the assessment. In regards to the workshops of February and the Launch Workshops, the choice would not be appropriate as those workshops were concentrated in needs assessment and identification of priority infrastructural improvements projects.

It could be observed that secretaries and "Caissiers Payeurs" are the most obvious beneficiaries of the workshops as they have started modifying work procedures and budget preparation by directly applying concepts and methods learned during the workshops.

5 2 PUBLIC WORKS SUB-PROJECTS  
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The public works sub-projects contribute to the goal and purpose of the project in different ways.

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- the workers involved will have obtained temporary employment and possibly some training,
- the local community will have acquired a new or rehabilitated, useful and sustainable infrastructure,
- the Mayor and his staff will have acquired additional planning, administrative and technical skills by participating to the selection, design, financial planning, implementation and quality assessment of the sub-projects

Particular attention must be put in the design of the intervention in order to guarantee sustainability according to one or more of the following terms

MAINTENANCE

FREE

the public work has been designed and constructed so well that no significant efforts in maintenance are required

BY MAINTENANCE

the public work requires regular maintenance and proper maintenance procedures, an organization is put in place along with the means to finance it

FINANCIAL

the infrastructure generates the income needed for its operation and maintenance

The intervention must avoid also any negative impact on the ENVIRONMENT and INCONVENIENCE to the local population

PA has studied 12 sub-projects, 6 in Les Cayes and 6 in Gonaives, 4 of these sub-projects have been terminated, 7 are in progress and 1 more is in stage of design The areas of intervention have been

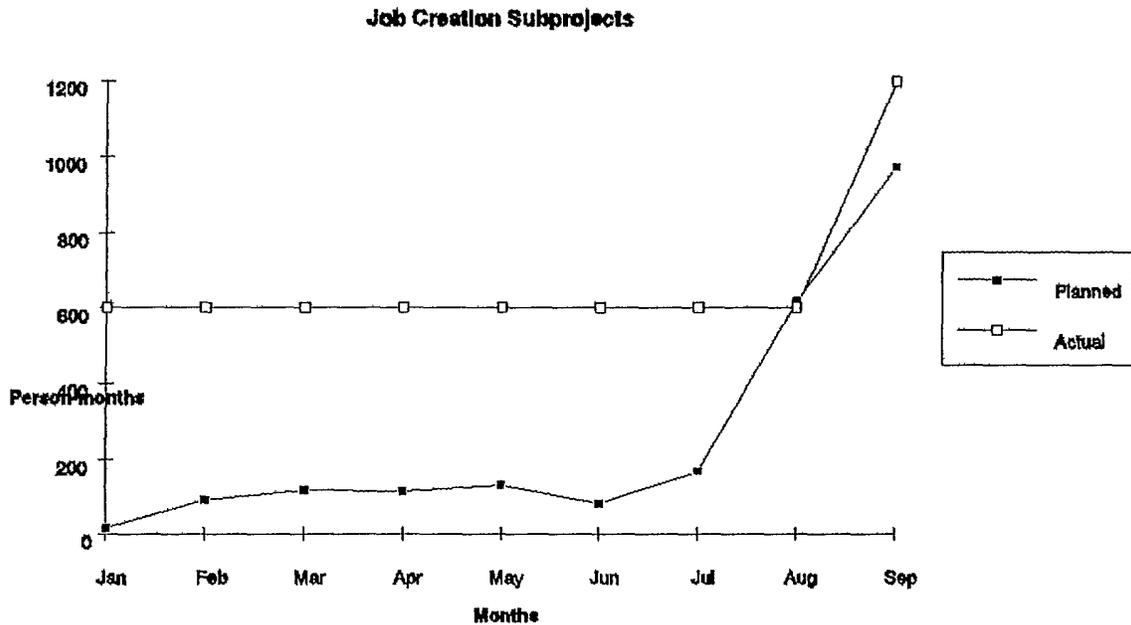
	LES CAYES	GONA-IVES	URBAN	RURAL	TOTAL
SOIL CONSERVATION	1	2	0	3	3
ROAD REHABILITATION	3	2	0	5	5
DRAINAGE/CANAL CLEANING	2	1	2	1	3
DUMP SITE CONSTRUCTION	0	1	1	0	1

The outcomes and results of each sub-project have been tabulated in the Appendix B, the following depicts a summary of the results

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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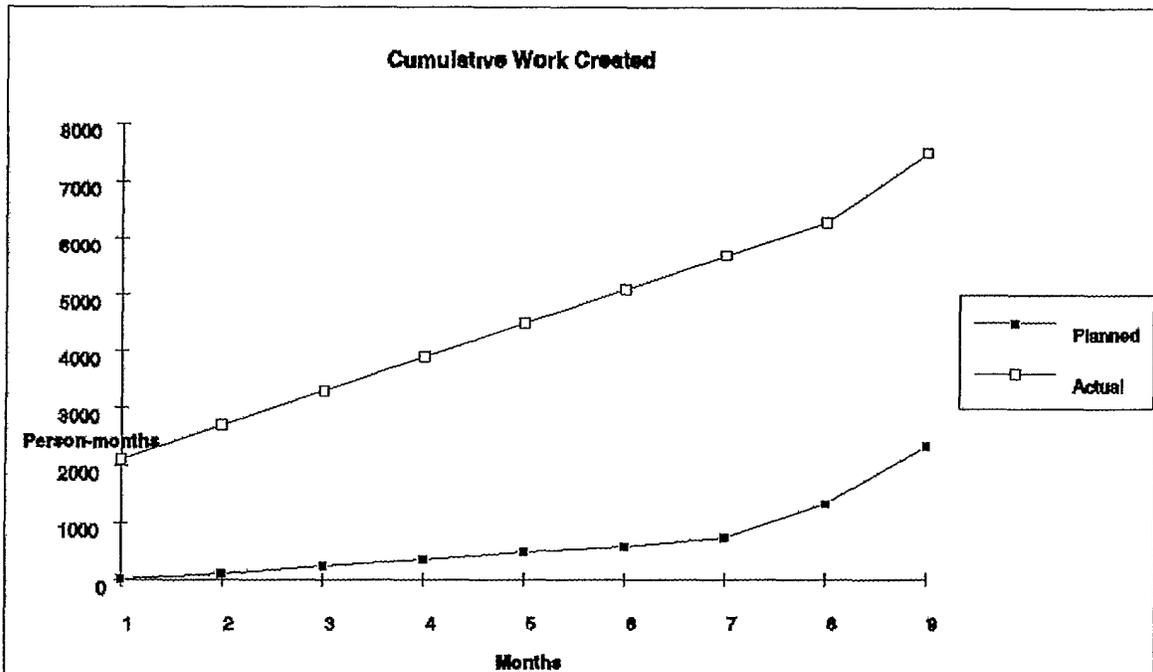
a-1 The temporary employment generation objective of this program for the first 12 months of operation has not been fulfilled, the target number of person-month of work to be created was 7,500 while the ones created have been only 1,200. The reasons for this important gap can be easily retraced through the project history. However the second graph shows the rate of employment creation meaning that the component has reached the speed planned in the project paper.



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a-2 We have not noticed any systematic transfer of skills to the Sub-project workers except when a promotion was occurring from the position of worker to team leader. The team leaders and the inspectors have benefitted from transfer of technical and managerial skills through on the job training. Even if this was not part of the project objective, it can be counted as an indirect benefit.

b-1 The economical impact of the infrastructure, newly constructed



or rehabilitated, expressed in terms of their ability to generate additional income in the area of influence of the sub-project, varies according to each sub-project, the impact is more important in the rural roads and lesser in the canal cleaning.

The economical impact of the sub-project, expressed as the increase in income of the families of the participating workers has surpassed for sure the output indicator of 15% , in most of the areas of intervention the stipends of the workers are the only monetary income available.

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- b-2 The social impact, expressed as an improvement in condition of life in the project's area of influence, varies according to each sub-project, it shows a large, although temporary, impact for the canal cleaning and sanitation projects. The social impact is also important for the rural roads because of the increase in access to health and other social services.
- b-3 None of the accomplished public works is physically sustainable. The design and the construction are not such to guarantee functionality over the long term. All the started sub-projects seem to have the same pattern.
- b-4 None of the accomplished public works is sustainable by maintenance yet no maintenance procedures or organization have been left in place. All the started sub-projects seem to present the same pattern.
- b-5 None of the accomplished public works is financially sustainable up to now. No means have been found to finance the maintenance. However many of the rural roads rehabilitated could be maintained on voluntary basis by local committees, but they will need help for tools and training. All the started sub-projects seem to have the same pattern.
- b-6 None of the sub-projects, except one, seems to show any significant negative environmental side effect. The dump site in Les Cayes has been approved by USAID only as a temporary dump site to unload the sediments coming from the drainage canals and is not a problem in itself, a potential problem could arise if the municipality misuses it, by dumping domestic garbage. As a corrective action to this potential problem we suggest that Planning Assistance be very clear in explaining to the municipality what is the only authorized use of the dump site. We suggest however, as a safety measure, not to consider any canal cleaning or garbage collection project in towns that do not have already an approved and well managed dump site.
- b-7 The inconveniences to the local population generated by the realization of the sub-projects are small but significant, they must be addressed carefully as the spontaneous corrections made in reaction by the local population imperil the functionality of the infrastructure<sup>3)</sup>. The most recurrent problem is the fact that, when not properly motivated, the inhabitants on the side of the rehabilitated roads refill the drainage ditches to facilitate their passage, this undermines

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<sup>3)</sup> See the single sub-project evaluation tables for more details

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the durability of the road Planning Assistance have to study this problem and find a proper solution

c-1 The participation of the mayors and their staff to these first series of interventions have been limited to the proposition and selection of the sub-projects. It was not possible to have the municipality staff involved in the design, financial planning, contracting, execution or quality assessment of the sub-projects. As a consequence very little skills have been acquired on these matters. This is understandable considering the level of the technical knowledge and experience of the municipal staffs and the launching phase of sub-projects. If the proposed amendment is approved Planning Assistance will initiate 3 additional cycles of sub-projects, in which it plans to engage more and more the participation of the municipalities

5 3 IMPACT ON THE SOCIO/ECONOMIC ENVIRONMENT  
=====

5 3 1 IMPACT ON THE WELL BEING OF THE WORKERS  
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5 3 1 0 One of the principal goals of this project is "to act as an economic safety net for those who participate in the sub-projects during a time of unusual economic hardship". We will review here how the beneficiaries of this program are treated. Most of the following observations came up from direct interviews with the workers in the field and with their immediate supervisors "chefs d'équipe" and inspectors

5 3 1 1 STIPEND OF THE WORKERS Most of the workers interviewed complained strongly about their salary, and in some cases there were clear signs of discontent. The stipend for the workers has been fixed by USAID to 17 5 gourdes a day of 8 hours work. At the present exchange rate that oscillates around 15 to 20 gourdes per one dollar, this represents 0 88 to 1 16 US\$ per day<sup>1</sup>. It is suggested to review the salary rate to avoid bad press for the project and manipulation of the discontent by sectors that are against the project

5 3 1 2 FITNESS TO WORK In a few instances it was noticed that some workers do not seem to be in the physical condition for the kind of hard work. Pregnant women, elders, undernourished people

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(1) A new rate of 20 gourdes was recently approved, it corresponds to the level the workers have been demanding

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and people with deformities were seen struggling to dig ditches under the sun. The rationale explained by the project supervision, was that those people are the most needy and therefore the best qualified for the job. PA should change this policy and introduce a physical check at the time of hiring to insure physical fitness to the kind of work requested.

5 3 1 3 MEDICAL ASSISTANCE The workers complain that the project provides medical assistance only in case of work accidents. This policy is correct, but a lot will be gained by better explaining it at the time of hiring. We advise also that the hiring contract specifies this regulation in detail.

5 3 1 4 SOCIAL TAXES AND CONTRIBUTIONS The stated USAID policy is not to hire any people for more than 2 months in order to spread the available jobs among a greater number of beneficiaries. As a result of this policy, the project does not pay any of the payroll taxes and contributions, benefitting from a loophole of the labor code that does not require payment of social contribution for workers in their first 3 months of work.

5 3 1 5 DELAY IN PAY When the workers vociferously complain about their salary and the engineer stealing their money, it is appropriate to listen and try to understand even if such complaints sound untrue. According to the field workers the payroll is distributed between 4 and 6 weeks after contract termination. An analysis of the payroll process shows an inherent lag of 3 weeks, which can be even longer, as there is no stated policy of how quickly the payroll must be distributed, nor a log to measure the delays. A "worker" is a business with a very sensitive cash flow. As soon as this worker finds a job, he is immediately submitted to a lot of pressure from his family to respond to its basic needs. At the same time the worker gets instant access to credit from the food and the charcoal "marchands" on the basis of the solvability of his employer. The interest rates are 20% per 2 weeks (the normal payroll cycle in the industry), this rate is pretty competitive when you consider the commercial risk, the inflation rate and the collection fees. When the pay finally comes, the interests will have compounded to 40% and the pay may not be sufficient to reimburse capital plus interest.

We strongly advise to change all the philosophy of the payroll process, that now is designed to make the life of the accounting staff and auditors easier, and rather meet the needs of the workers. A 2-day delay from the time the contract ends to the time the workers get paid is the longest acceptable delay. Not solving this problem will result in unsatisfied workers easily open to manipulation. A good accounting process, a simple computer program and some management assertiveness will be sufficient to reach this goal.

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5 3 1 6 EFFICIENCY STANDARD According to the Project Manager, the labor standards practiced in Haiti ( PADF book), are less than half of the standards used in Guinea where he was managing a similar project. Due to limitation of time we had to abandon the plan to check at least one standard, loading by shovel a truck of 6 metric cubes of sediments, by using professional construction workers. We recommend some time studies in that direction as we have the impression that the standards practiced are too low. As a result of these studies Planning Assistance could update the Engineering Manual and then demand more production to its workers provided that in the meanwhile the salary and payroll issues have been solved.

5 3 1 7 DRINKING WATER In each team of approximately 20 to 25 workers, one of the workers, often a woman, is assigned to furnish drinking water. This person normally works in the team and from time to time goes to the closer spring to collect the water. This practice is appropriate and must be continued.

5 3 1 8 DISTRIBUTION OF THE PAY OF THE ABSENTEE WORKERS According to PA payroll procedure, when the work is finished the full contractual value is distributed to the workers, the pay that should have gone to the absent workers are redistributed to the actual workers. This practice provides incentive to efficiency and must be encouraged.

5 3 1 9 CONTRACTED TASKS We noticed that most of the tasks (collection of gravel, transport of water for construction, production of materials ) are given on a contract basis ( job in creole ). The engineer estimates the quantity of work that is feasible in one day, and then when this quantity is completed and controlled the worker is credited one day worth of work although he may succeed to perform the task in much less time. This practice is close to the custom in the construction industry and is normally well accepted by the workers, it also requires less control from the supervisor and allows more freedom to the workers. This practice must be encouraged and an effort must be made to include more tasks in that method by developing proper engineering standards.

5 3 1 10 COMPETITION FOR LABOR In some areas it is not easy to find labor at the rate of 17 5 gds. In the surroundings of MORENCY there is little labor available as many valid people left with the boats and the few that remain earn more income by fishing. As a consequence of this labor shortage workers are hired for more than 2 months. We noticed in the time sheet of the workers cleaning the Les Cayes "Canaux d'évacuation" 3 absent workers since 3 days. The coworkers let us know that they moved to work for another NGO (PADF) that had just opened a work-site.

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5 3 1 11 OPPORTUNITIES Planning Assistance will have employed thousands of people from now to the end of the project This is a good opportunity to have municipalities and workers practicing a healthy employment relationship based on mutual respect, productivity and quality of work, fair and prompt pay

5 3 2 IMPACT ON THE PERFORMANCE OF THE MUNICIPALITIES  
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Due to the absence of interest from both the Central Administration and the political parties for the locally elected officials, the municipalities have found in PA Municipal Initiatives a new opportunity to come back to life The enthusiasm created by the project is very impressive and has brought a new climate of dynamism within the municipal officers and staffs There is no evidence from PA records of assessment of the performance of the municipalities as a result of the project implementation However, the four surveyed municipalities show a real effort to translate into practice techniques learned in the administration workshops (especially in budget preparation and basic accounting records) But performance in global terms remains limited for at least two reasons

- a Complete lack of resources ( from basic materials and office supplies to basic financial levers ) hamper any tentative to proceed ordinary administrative tasks
- b Centralization at PA field office of the whole process of project design, implementation and evaluation drops the opportunity for municipal staff to reinforce their managerial capability in a learning-by- doing process

It is also worth noting that PA initiatives has created very high expectations among the municipal officials in terms of the concrete and material support they feel needed to manage their municipality Continuing to explain that the primary role of PA is to offer training and technical assistance will not be sufficient It is expected that PA may loose credibility and/or municipal support and commitment if some concrete and parallel actions are not taken to relieve the functioning of the municipal office by accompanying the institutional development initiative with basic material support The idea to hire a technician through the municipality and to assist him with material office support is good and must be implemented as quick as possible Similarly, the decision to assist the Technical Councils with small funding is a good one, but the support must be channelled through the Mayor office

5 3 3 IMPACT ON THE LOCAL POLITICAL ENVIRONMENT

# Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

## CHAPTER 5 \_ Outcomes and Results

### a Climate of Dialogue and Mutual Tolerance

The PA Municipal Initiative may have had a positive impact in establishing a climate of dialogue and mutual tolerance among people or groups of different political affiliation. According to participants surveyed, leaders and representatives of central administration left behind their political differences to concentrate on problems and issues of common concern for the whole community. The focus on concrete issues of development needs has contributed to smooth political acrimony.

### b Worthiness of the Mayor position

In addition, the expectations raised by PA Municipal Initiatives create the image of a future reinforced municipality which tends to enhance the credibility and the social status of the Mayor position with the potential consequence of attracting more qualified leaders into the electoral competition.

### c Action of the Technical Councils

As a result of the February workshops held in Les Cayes and Gonaives, concrete action was undertaken at the level of the two municipalities to set up the Municipal Technical Councils (MTC) according to the provision of the 1987 Constitution. The large spectrum of diverse qualified people mobilized through the "Conseil Technique Municipal" will bring to the Mayor staff a deep breath of additional invaluable resources to enhance its planning capability. The local MTC offers a safety net to ensure proper transition and continuity in terms of policies and long-term planning as the December elections could bring new municipal councils at the head of most municipalities.

One potential adverse effect of this benefit is the transformation of the MTC into an autonomous bureaucratic structure seeking its *raison d'être* in itself i.e. independently of the function of support to the Municipality for which it was created. In addition, the process of setting up the Technical Councils must leave enough initiative to the Mayor in order to avoid potential conflicts of interest and personality. The situation of the MTC of Gonaives is pretty reflective of the above contradictions and the resistance to cooperation demonstrated by the Mayor may have some relations with this problem. PA should be careful not to give signals to the Mayor that the Technical Council can be used as a substitute to the municipal leadership.

The idea to provide small funding to support the operation of the Technical Council is of great interest but the funding should be channelled through the Municipality in order to give proper monitoring opportunity to the Mayor.

5 3 4 IMPACT ON THE CENTRAL ADMINISTRATION

## Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

### CHAPTER 5 \_ Outcomes and Results

The two main constraints to municipal enhancement are lack of planning and managerial skills and lack of appropriate funding mechanisms. The performance of PA in addressing the first constraint depends on whether parallel or complementary initiatives are undertaken to solve the funding problem of the local elected bodies. The initiatives to implicate the Direction Générale des Impôts (DGI) and the Ministry of Interior in a direct communication process with the municipalities have proven to be invaluable. As a result of this interaction DGI has decided to offer direct support to the municipalities of Les Cayes and Gonaives in order to ameliorate their tax collection system. The first step will be the training by experts of DGI of a group of 150 enumerators in each municipality in order to conduct the survey of local buildings (one of the two major sources of tax collection at the Commune level). 75 enumerators will then be selected among the participants to conduct the survey. The survey will be two months length and each enumerator will be paid 2,000 Gdes for the whole job. DGI has submitted a request to the Ministry of Finance for funding the survey and expects logistical support from PA (documentation, transportation and living expenses) as well as the fees for the two instructors.

If the expected change in government would have to delay or cancel the Finance Ministry funding, PA should envisage to seek funding from AID in order to launch this operation as quick as possible.

From the side of the Ministry of Interior the implication of the Delegates in the PA workshops is a good asset for the municipalities. The director of the Office of Municipal Affairs himself is committed to a better cooperation with the municipalities in order to assist them in their funding problems.

#### 5 3 5 IMPACT WITH OTHER NGO'S AND DEVELOPMENT ORGANIZATIONS

No measurable impact can be assessed at this stage. PA sought constant cooperation with other NGO's and development agencies interested in the reinforcement of the local elected governmental bodies (for example, UNDP and PIRED), but the impact of those efforts, if any, is not visible. During the survey the Consultants and the Project Manager visited two NGO's in Gonaives: Caritas Diocésaine de Gonaives and Mission Eben-Ezer, it was an opportunity for the Project Manager to expose the PA Municipal Initiatives Project and confirm his interest in having more sustained relationships with the NGO's operating in the municipality.

# Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

## Chapter 6 \_ Conclusions and Recommendations

### 6 CONCLUSIONS AND RECOMMENDATIONS =====

#### 6 1 Conclusions -----

The Municipal Initiative Program of Planning Assistance responds to a priority need of Haiti as regards the dynamic role of decentralization in the development process of the country. The strategy of social and economic reconstruction of the elected government states that "The service deliveries and the associated resources will be delegated to the local authorities. In health and education, the Ministries shall progressively transfer the personnel and the administration of health centers and schools to local authorities (Communes)" (5). The PA Municipal Initiative Project offers one of the best opportunity to help implement this goal in consideration of the local experience acquired by the organization and the enthusiasm created among targeted municipalities.

The project had to operate under critical adverse external conditions and yet has completed quite visible progress toward fulfilling its original purposes. Even if limited in the number of job creations because of the difficult conditions under which PA had to operate, the rehabilitation sub-projects have provided an economic safety net to many poor families by creating jobs and bringing income to areas where the stipends of the workers are the only monetary income available. The training program has started to produce concrete applicable management skills at the level of municipal staffs and CASECS members. The generally low academic background of municipal staffs and CASECS officials is a real limiting factor to take into account, but the achievement in training could become significant with a more concrete training approach. The impact on the local political environment is positive as the project has contributed to create a climate of open dialogue and political tolerance. The status of the Mayors is getting worthy with the potential consequence of attracting more qualified leaders to run for electoral local positions.

The existing PA staff is competent and dedicated. In spite of a high level of rotation in the team of consultants due to external factors PA has been consistent in its effort to enhance municipal empowerment through a participatory decision-making process. The young and new team of consultants has the potential to conduct the training in an efficient way. Efforts to systematize

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<sup>5</sup> REPUBLIC OF HAITI "Strategy of social and economic reconstruction" August 22, 1994 Presented to the Informal Donors Meeting for Haiti

Chapter 6 \_ Conclusions and Recommendations

the training process and to strengthen the organization of the training department will be critical in order to manage the expansion plan efficiently. The position of Technical Officer will have to be filled at the quickest stage and public works standards revised in the perspective to bring more sustainability and opportunities for technical skills transfers to workers and inspectors.

6.2 RECOMMENDATIONS  
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In order to reinforce its institutional capacity for the purpose of implementing efficiently the proposed expansion plan, PA needs to take advantage of the local experience acquired under adverse conditions to formalize its work processes both in which regards training workshops and management of public works small projects. In particular, the following suggested initiatives can reinforce the process of continuous improvement of the organization and accelerate the enhancement of the municipalities while contributing to the direct creation of an increased number of useful jobs.

- a) Training process  
The training process must be formalized with proper guidelines for consultants and animators and systematic procedures and standards to monitor and evaluate training achievements. The lesson plans need to be completed with more operational objectives taking into account the generally low level of academic background of most participants. Those guidelines and procedures can be used to document the induction workshop (Training of Trainers' Workshop led by the Project Officer) that each new consultant and animator has to follow prior to begin contact training with municipal participants.
- b) Training evaluation  
Establish a formal mechanism to evaluate each training workshop in accord with a standardized framework and with the participation of the Mayor's staff or CASECs officials. A suggested mechanism could take the form of a **Joint Assessment Team (JAT)** which would include the Project Officer, representatives of the municipal staff and the Technical Council. The JAT would produce a **Final Assessment Report** in which the evaluation stresses on lessons learned and proposes corrective measures. Proper plans need also to be designed to evaluate the participants both in terms of knowledge acquired and applications of concepts and methods.
- c) Training materials

# Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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The training materials will gain to be less abundant and more targeted, according to the profile of participants and the operational objectives assigned to each workshop. In particular, it is suggested to provide each participant with a nice 3-ring binder with the logo of PA which could be used to file all training materials and hands-out distributed during the workshops.

- d) **Consultants rotation**  
It is difficult to cope with this constraint since it derives mostly from external factors. But PA can diminish the adverse effects of a high rotation by having with the consultants longer term contracts in which the nature of services and outputs to be provided are clearly defined in advance. The arrangements in place with the existing group of consultants is close to the proposed scheme and can be extended with minor modifications where more precision is given for the outputs required and expected performance standards.
- e) **Reinforcement of the Training Department**  
It is urgent to reinforce the Training Department with a set of basic equipment. A simple unit mobile including a portable generator, an overhead projector and video materials will help make the training more vivid for the participants. In addition, the Project Officer needs greater administrative support for planning and organizing the training sessions. The recent decision to share the Procurement Agent's time between the administrative and training departments is not sufficient and positive and rapid action has to be taken to reinforce the training department with a full-time training assistant.
- f) **Construction procedures**  
Standardize the construction procedures by collecting all work standards, cost standards, quality standards, process descriptions and administrative procedures and organizing them in an Engineering Manual. This manual can be used as a training tool and reference book for the Field Engineer and the foremen. The manual can then be expanded in a **Municipal Engineer Manual** to be used for training the municipal technical staffs.
- g) **Evaluation of sub-projects**  
Establish a formal mechanism to evaluate each sub-project by using a standardized framework and with the participation of the Mayor staff or CASECS officials. A suggested mechanism can be the **Joint Assessment Team (JAT)** proposed in paragraph b above with the JAT being completed with the Project Engineer.
- h) **Fitness to work**  
As a component of its hiring policy, PA should introduce a

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physical check at the time of hiring to insure the physical fitness of the worker to the kind of job he has to perform

- i) Payroll processing  
The Project Manager must establish and communicate to the Administrative and Financial Department assertive policies regarding the acceptable delay in payroll processing. The revision of the accounting process along with the adoption of a simple computer program can substantially reduce the current delay in a very short period.
- j) Manual of Personnel  
Update the Manual of Personnel by revising the job descriptions of the officers and putting them on line with the corresponding duties and responsibilities.
- k) Material support to the municipalities  
In order to help create a work environment where the results of training can be positively used to work out practical problems at the level of the municipalities PA should consider to support the assisted municipalities with a minimum of basic furniture and office supplies.
- l) Hiring a technician  
In order to operate closer to the municipalities and encourage greater involvement of the Mayor's staff in the management process of sub-projects PA integrate into Mayor's office through hiring a technician. The technician should operate under the authority of the Mayor and would be the counterpart of the PA Project Engineer for all aspects of project development. The technician would also have to work in close cooperation with the Assistant Project Officer in planning and organizing the workshops.
- m) Support to the Technical Council  
The idea to support the operation of the Technical Councils with a small funding is very good. But the funding must be channelled through the Municipality in order to give proper monitoring opportunity to the Mayor.
- n) Incorporation into the Mayor's office  
As a pilot initiative, the project extension to the third regional department should start with the office of PA located into the Municipality. This would create an alternative opportunity for the municipal staffs to participate more directly in the management of the sub-projects.
- o) Total Quality Assessment  
The methodology used in the current assessment is not too far from the one that would be employed to conduct a Total Quality

Chapter 6 \_ Conclusions and Recommendations

Assessment of PA Municipal Initiative Project A Total Quality Assessment can be an invaluable management tool for an organization committed to continuous improvement and it is as important as the traditional periodic financial audit. It is recommended not to await the end of the Project before conducting such an exercise as the lessons learned can be positively reinvested to correct and improve the course of action.

p) Life-of-project

The Amendment suggests to extend the LOP for a year to August 14, 1996. Even if the estimated number of jobs creation can be reached during this period, the extended LOP is too short for the objective of enhancing the institutional capabilities of the target municipalities in a sustainable manner, especially in consideration of the turnover at the level of municipal officers and staffs expected from the December elections. We recommend that the extension be brought to a minimum of two years at least as regards the component of training.

COIE

ASSESSMENT  
of the  
MUNICIPAL INITIATIVE PROJECT

PLANNING ASSISTANCE

ANNEXES

PREPARED BY JACKY LUMARQUE AND PAOLO CHILOSI

PORT-AU-PRINCE, SEPTEMBER 1994



**SUGGESTED AGENDA**  
**PLANNING ASSISTANCE AMENDMENT PROPOSAL**  
Friday, February 10, 1995  
Main Conference Room 9:00-10:15 A.M.

Participants: Jobs Committee Members, PA Director Daniel O'Neil

**I. Overview of PA Activities** (PA Director Dan O'Neil will give a 15 minute update and respond to questions. He will then be asked to leave, graciously)

**II. Status of PA Expansion Proposal** (Problem: already outdated)

**III. Issues**

a) Does the Mission want to continue this activity?

b) If yes, what types of interventions?

(Training and augmenting municipal capacity vs. works projects)

(If works projects, labor-intensive vs. material intensive)

c) Areas of intervention?

*Planning and auxiliary units  
- work will be Secondary - FBI* } *Title II  
minutes*

d) Who should manage? -

e) Funding sources? - *SFS, Memorial Fund, PL480, FAS,*

f) Other issues

**IV. Committee Recommendations**

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

ANNEXES

ANNEX 3 ( PART I)

INTERVIEW GUIDE

=====

NOTE RATINGS SYSTEM

- 1 Completely Satisfactory
  - 2 Generally Satisfactory, room for improvement
  - 3 Acceptable, needs improvement in limited aspects, but not major or urgent
  - 4 Less than acceptable, needs improvement on fairly wide scale, but not major or urgent
  - 5 Generally unsatisfactory, needs attention
  - 6 Completely unsatisfactory, needs urgent attention and improvement
- 
- 

A QUALITATIVE INDICATORS

1 CONTENT AND QUALITY OF WORKSHOPS AND SEMINARS

1 1 Format and Content of programs and syllabuses

- a How training needs assessed and translated in objectives and course content? How do beneficiaries participate in determination of course objectives and contents?
- b How satisfactorily are the objectives expressed and related to training needs?
- c Is there a clear and detailed description of
  - Time allocation for subjects?
  - Time allocation for activities?
  - Subject content?
  - Learning objectives?
  - Performance measures?
- d How well does the content of programs and syllabuses satisfy seminars and workshops objectives?
- e If the answer to (d) is 4, 5, or 6, indicate the main deficiencies
  - Too much theory
  - Does not provide appropriate level of practical training
  - Too little theory
  - Curricula content not relevant to municipalities' needs
  - Time allocation not adequate for content
  - Other (list)

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

ANNEXES

- f Does the seminar/workshop include  
- project work?  
- problem-solving situations related to the job?

Comments

Overall assessment            1    2    3    4    5    6

1 2 Quality of curricula and syllabus

- a In relation to the course objectives,  
How well are major practical skills covered?  
How well are relevant theoretical areas covered?  
How satisfactorily are theoretical and practical  
areas coordinated?

- b How satisfactorily are different subjects in the  
lesson plans coordinated?

- c How satisfactorily does the overall treatment  
correspond to current and foreseeable occupation needs  
of the municipal staffs and officers?

- d If the responses above include 4,5 or 6, indicate the  
main deficiencies

Comments

Overall assessment            1    2    3    4    5    6

1 3 Review and Revision of Seminar/workshop contents and objectives?

- a Are objectives and contents reviewed and revised regularly?

- b Are the mayor staff or the beneficiaries involved in such reviews?

- c Is there an arrangement for feedback from past attendees on workshops/seminars content?

Comments

Overall assessment            1    2    3    4    5    6

1 4 Training Methods

- a On the basis of observation, rate--  
The use of teaching and training aids  
The supply of notes or materials to trainees  
The quality of teaching materials  
The quality of trainees' work

- b Taking practical work alone,  
How satisfactory is the quality of trainees' work?  
Do the range and quantity of work appear satisfactory?

- c When observed,  
What was the actual size of the practical work group?  
Were the trainees being satisfactorily supervised?

ANNEXES

necessary systems in place to control the increase in funds and whether the proposed personnel will be sufficient

4 Field Visits

The evaluator will divide his/her time roughly equally between the Port-au-Prince office and the field offices in Les Cayes and Gonaives

5 Format of the report

The report will be presented according to the following format

A An executive summary that includes the objectives of the evaluation, major findings and conclusions, and recommendations

B The body of the report which includes the background information, project purpose, the political and social context of the project, evaluation methodology, findings, conclusions and recommendations In the body of the report, the evaluator will address the following questions and provide recommendations as needed

- \*\* Has PA been implementing the project in keeping with the original intent as far as it has been possible given current operating conditions? In particular, has PA made progress toward fulfilling the project purposes and producing project outputs in light of current operating conditions?
- \*\* Are the local government bodies, community leaders and other local entities with which PA works appropriate in Haiti's current and future context?
- \*\* In general, have the activities conducted under the project worked to strengthen the local governments' ability to govern more efficiently?
- \*\* Do the subprojects provide an economic safety net for the participants?
- \*\* Are the training activities, materials, procedures and methodology appropriate for Haiti and is the training being implemented in an appropriate manner?
- \*\* Is the proposed staffing sufficient to implement the proposed expansion?

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

ANNEXES

C An appendix containing this Statement of Work, list of documents and persons consulted, and any supporting documentation required

The report will be written in English

6 Relationships and Responsibilities

The evaluator shall be responsible directly to PA's Project Manager in Haiti or his designee in fulfilling all the required activities

7 Performance Period

This evaluation shall be performed during the month of July 1994

8 Level of Effort

The evaluation will require approximately 2 person-weeks, including the time required to write the draft and final reports

9 Qualifications

The evaluator will have at least a Bachelor's degree or equivalent in a field relating to international development and at least seven years of experience in conducting or evaluating community development and/or training projects. The evaluator will have strong evaluation and interviewing skills, will be fluent in English and either French or Haitian Creole, and have at least two years of current Haitian experience. Due to the embargo on flights and the current situation in Haiti, PA will recruit an evaluator locally

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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ANNEX 2 LIST OF PERSONS/INSTITUTIONS INTERVIEWED OR VISITED

A USAID/Haiti Staff

Morgan Gilbert  
Vixamar  
Pierre Cam  
Jean Claude Lucas  
Lee Nelson  
Ron Daniel

B PA Staff and personnel

Daniel O'Neil, Project Manager  
Jean Sébastien Roy, Project Officer  
Alix Lamarre, Financial and Administrative Officer  
Karen Fils Aimé, Administrative Assistant  
Macorel St Elien, Project Engineer  
Felix Amazan, Project Engineer  
Jose Pierre Louis, Project Engineer  
Marie Ange Lucien, Administrative Secretary, Les Cayes  
Junie Louissaint, Administrative Secretary, Gonaives  
Michel Prou, Inspector  
Jean Michel Cyril, Inspector  
Jean Edouard Ronald, Inspector

C Municipal Officers and Staffs

C1 Municipality of Ennery

Edouard Mondelus, Mayor, Christian Arnold and  
Mercurdieu Ogécime, Mayor-Assistants, Antoine Pierre,  
General Secretary, Alexis Odvard, Caissier-Payeur

C2 Municipality of St Michel de l'Attalaye the Mayor  
Robert Joseph François and his assistants Lopez Jn  
Baptiste and Serge Pierre plus the General Secretary  
Fleurimond Arnoux

C3 Municipality of les Cayes the Mayor Hall and her  
assistants

C4 Municipality of Gonaives the Mayor Lucarion Jean  
Baptiste and one of his assistant plus the whole staff  
of the municipality

D Technical Councils and "Délégués"

Technical Council of les Cayes  
Technical Council of Gonaives  
Technical Council of Ennery  
Technical Council of St Michel de l'Attalaye  
Delegate of St Michel de l'Attalaye

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- E PA Consultants  
Danio Joseph and Serge Pinchinat
- F Other persons and/or institutions interviewed
  - a) Frantz Theodate, Deputy General Director of DGI
  - b) Georges Béliard, Coordinator for Development, CARITAS, GONAVIES
  - c) Pasteur Morisset, President of Eben-Ezer University of Gonaïves
  - d) Owner and manager of KALEWES
  - e) Josianne Marcellin, Officer in charge of Municipal Project, UNDP
  - f) Alex Lorquet, Municipal Engineer, Municipality of Pétion-ville

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ASSESSMENT  
of the  
MUNICIPAL INITIATIVE PROJECT

PLANNING ASSISTANCE

ANNEXES

PREPARED BY JACKY LUMARQUE AND PAOLO CHILOSI

PORT-AU-PRINCE, SEPTEMBER 1994

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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- f Does the seminar/workshop include
  - project work?
  - problem-solving situations related to the job?

Comments

Overall assessment            1       2       3       4       5       6

1 2 Quality of curricula and syllabus

- a In relation to the course objectives,
  - How well are major practical skills covered?
  - How well are relevant theoretical areas covered?
  - How satisfactorily are theoretical and practical areas coordinated?

- b How satisfactorily are different subjects in the lesson plans coordinated?

- c How satisfactorily does the overall treatment correspond to current and foreseeable occupation needs of the municipal staffs and officers?

- d If the responses above include 4,5 or 6, indicate the main deficiencies

Comments

Overall assessment            1       2       3       4       5       6

1 3 Review and Revision of Seminar/workshop contents and objectives?

- a Are objectives and contents reviewed and revised regularly?

- b Are the mayor staff or the beneficiaries involved in such reviews?

- c Is there an arrangement for feedback from past attendees on workshops/seminars content?

Comments

Overall assessment            1       2       3       4       5       6

1 4 Training Methods

- a On the basis of observation, rate--
  - The use of teaching and training aids
  - The supply of notes or materials to trainees
  - The quality of teaching materials
  - The quality of trainees' work

- b Taking practical work alone,
  - How satisfactory is the quality of trainees' work?
  - Do the range and quantity of work appear satisfactory?

- c When observed,
  - What was the actual size of the practical work group?
  - Were the trainees being satisfactorily supervised?

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

ANNEXES

- Approximately what percentage of students in the laboratory or workshop actually were performing practical work?
- d Does there appear to be satisfactory coordination between  
Theory and practice?  
Subjects?

Comments

Overall assessment            1    2    3    4    5    6

1 5 Evaluations and assessments

- a Is there a clear description of the evaluation scheme?
- b How well does the evaluation scheme relate to seminar/workshop objectives?
- c How satisfactory are the arrangements for determining compliance to success rules?
- d How satisfactory are the arrangements for continuous improvement?

Comments

Overall assessment            1    2    3    4    5    6

1 6 Selection Process

- a Are entry qualifications satisfactory in relation to training objectives?
- b Is the selection process appropriate in relation to objectives?
- c How satisfactory does the quality of participants seem in relation to training objectives?

Comments

Overall assessment            1    2    3    4    5    6

1 7 Special support

- a Is there a satisfactory scheme to support academically deficient trainees ?
- b Are there satisfactory arrangements for counseling trainees on the progress of their training?
- c Is there a satisfactory scheme for assisting participants in their job assignment?
- d Is there a formal scheme for follow-up of trainees after completion of scheduled workshops and seminars?

Comments

Overall assessment            1    2    3    4    5    6

1 8 Staff-trainees relationships

- a Do staff-trainees relationships appear satisfactory?
- b Do trainees participate in meetings with staff on



Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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Overall assessment            1       2       3       4       5       6

2 4 Support Staff

- a Are the following staff levels satisfactory?
  - Technical support staff
  - Administrative staff
  - Professional staff
- b Are there satisfactory numbers of staff actually in the following posts?
  - Technical support staff
  - Administrative staff
  - Professional staff
- c Are salary levels for personnel adequate to attract staff?
- d How qualified and experienced are the staff?

Comments

Overall assessment            1       2       3       4       5       6

3 Physical Resources

3 1 Training facilities

- a Are the amounts and range of the following satisfactory?
  - space used for workshops
  - rest rooms
- b Are services adequate?
- c Are safety measures satisfactory?
- d Are lighting and ventilation satisfactory?

Comments

Overall assessment            1       2       3       4       5       6

3 2 Support Facilities

- a Are the areas and facilities for the following satisfactory?
  - Documentation center
  - Administration
  - Central services
  - Communal areas
- b How satisfactory is the utilization of the following
  - Space for training
  - Other

Comments

Overall assessment    1       2       3       4       5       6

3 3 Provision of Equipment

- a How relevant is the equipment to course needs?

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ANNEXES

- b How satisfactory is the provision of equipment for individual practical work?
- c How satisfactory is the equipment in terms of being up to date?
- d How adequate is the provision and availability of the following support equipment?
  - Overhead projectors
  - Screens
  - Reprographic equipment
  - Other audiovisual aids?
- e How satisfactory is the program for replacement of equipment?

Comments

Overall assessment            1       2       3       4       5       6

3 4 Equipment Utilization

- a How satisfactory is the utilization of equipment?
- b What are the main reasons for equipment not being in regular use?
- c How satisfactory is the maintenance program?
- d How satisfactory is the stock of spare parts?

Comments

Overall assessment            1       2       3       4       5       6

3 5 Consumable Materials

- a How satisfactory are stocks of consumable materials?
- b How satisfactory is the stores and distribution system?
- c Are there satisfactory provisions in annual budgets for replacing materials?
- d How satisfactory are the availability of materials and their use in the training?

Comments

Overall assessment            1       2       3       4       5       6

4 Organization and Management

4 1 Objectives and Plans

- a How clearly are institutional objectives defined?
- b To what extent is there an institutional development plan covering
  - Instructional materials development
  - Staffing
  - Physical resources
  - Capital and recurrent costs
- c Are plans reviewed regularly and implementation monitored?
- d How effective is the system for monitoring

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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implementation of development plans/

Comments

Overall assessment            1       2       3       4       5       6

4 2 Organizational Structure

- a How clear and well defined is the organizational structure?
- b Does the structure match the training functions?
- c Is there a local governing body?

4 3 Information System

- a How adequate and readily available is information on  
Participants  
Trainees performance  
Utilization of resources  
Expenditure and income
- b Is such information used in decisionmaking?

Comments

Overall assessment            1       2       3       4       5       6

4 4 Management Style and Effectiveness

- a How well do the staff exhibit a sense of purpose and understanding of objectives?
- b How well do trainees exhibit a sense of purpose and understanding of objectives?
- c What is the state of discipline among the participants?
- d Overall, how well managed does the institution appear to be?

Comments

Overall assessment            1       2       3       4       5       6

4 5 Interrelations with other institutions and NGO's

- a Do other NGO's and local institutions participate in PA workshops and seminars?
- b How effective is the participation of local bodies representative in the following activities
  - Advisory committee
  - Training programs and curricula

B QUANTITATIVE INDICATORS

1 Flow Rates

- a Admission rate
- b Dropout rate
- c Pass/fail rate

2 Efficiency Indexes

- a Average time required to graduate a participant
- b Output-input ratio

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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- 3 Staff Load
  - a Trainee-Staff ratio
  - b Average group size
  - c Average animator workload (hrs a week)
- 4 Facilities Schedules and Utilization
  - a Average workspace per trainee
  - b Support space
  - c Space utilization
- 5 Costs
  - a Total and unit costs
    - Total cost
    - Number of participants
    - Number of graduates
    - Cost per trainee per hour
    - Cost per graduate
  - b Cost analysis (% of total)
    - Staff salaries
    - Consumable materials
    - Maintenance
    - Other

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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5 OUTCOMES AND RESULTS

5 1 TRAINING

1 Quality and fitness of the training

2 Cost and performance indicators

3 Job performance of the trainees

1 Quality and fitness of the training

Have the number of workshops scheduled to-date been offered?

Have the number of participants estimated been met?

Are the participants to the workshops using the basic skills learned in administration in their own job?

Are the participants to the workshops using the skills learned in strategic planning? In particular, how advanced is the process of defining long term and annual objectives?

Are the municipality staff in a position to identify, design, submit and implement projects?

Have the municipalities developed strategies to improve basic services including garbage collection, health care, education, drainage and roads?

Have the M identified and develop revenue sources?

Have the M determined expenses and developed budgets?

5 Training

As regards the training component the results must be assessed on the basis of the corresponding output indicators identified in the project document Those indicators are

a 12 workshops completed by october 1994

b Long term and annual objectives clearly defined by 2 participating municipalites by september 30, 1994

As of today 8 workshops have been organized in the two regional field offices , ~~xx~~ municipalities and ~~ww~~ Casecs have been part municipalities and Casecs and the total number of participants including representatives of local government institutions and NGOs reached ~~xxxxx~~

The ~~xxx~~ workshops planned for october will put the number of completed workshops to ~~XXX~~ Considering the

The assessment will focus on three aspects quality and fitness of the training, cost and performance of the

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ANNEXES

training and job performance of the trainees

The main questions raised by the training are How does training contribute to enhance the institutional capacity of the municipalities ? Does the project allow the local government officials( mayors, vice-mayors, municipal officers and employees) to acquire the necessary skills to plan, design and carry out activities to provide basic services and rehabilitate deteriorated productive infrastructure in their municipalities?

The training results will be assessed on the basis of the related output indicators identified in the project document ( CF INITIAL PROJECT DOC TO CONFIRM NB AND TYPE OF INDICATORS)

The output indicators related to training retained in the project document are

1 Quality and fitness of the training

class size  
theoretical knowledge  
practical knowledge  
content of training  
content of materials  
availability of materials  
level of training  
quality of exercises and personal works  
quality of instructors  
easy/difficult  
guidance before course  
length of workshop  
pertinence of curricula  
trainee selection  
coordination of training with the requirements of the job  
equipment

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

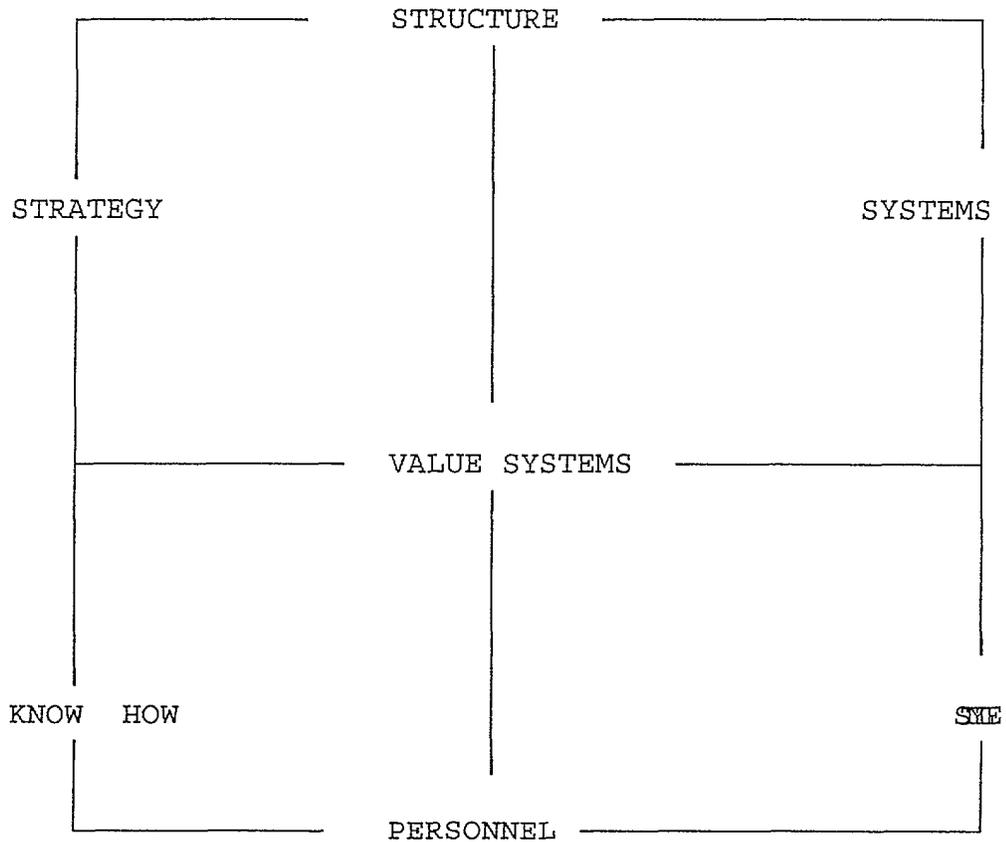
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ANNEX 3 (PART II)

ANALYTICAL FRAMEWORK

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Adapted from Mc Kinsey Tool used by the evaluators to analyze the different aspects of the organization



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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

ANNEXES

ANNEX 4

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LIST OF DOCUMENTS CONSULTED

- 1 Mérové-Pierre C P A  
PA Financial Review Dec 1st, 1993 to March 31, 1994
- 2 Promotional Materials "Planning Assistance" Washington, D C
  - Overview of Planning Assistance
  - Summary of recent work
  - Working with communities to improve maternal health services
- 3 Planning Assistance, Port-au-Prince Haiti, 1993
  - Project proposal and Work Standards
- 4 Planning Assistance, Port-au-Prince, Haiti -July 19, 1993
  - Haiti Municipal Initiatives Project, a Proposal (PL 480)
- 5 1 Planning Assistance, Port-au-Prince, Haiti
  - Proposal for an Extension of the Haiti Municipal Initiative project May 9, 1994
- 5 2 Agency for International Development, Mission to Haiti
  - Response to the Amendment proposal, June 3, 1994
- 7 Public work sub-projects documents of Planning Assistance
  - Progress Report , August 17 to September 30, 1993
  - Progress Report # 2 , October 1 to 31 December 1993
  - Progress Report #3 jan 1st to March 31, 1994
  - Rapport Technique, Séminaire de Planification annuelle et à long terme , Février 1994, Jean S Roy
  - Haiti Municipal Initiatives Project, Progress Report # 4, April 1 to 30 June 1994
  - Programme d'initiatives communales, volet Formation et Appui Technique, Rapport Technique, Gonaives 1-2 Aout 1994, Les Cayes 4-5 Aout 1994 Jean S Roy
  - Haiti Municipal Initiatives Program Annual and Long Term Planning Municipal Workshops Curriculum Design
  - Planning Assistance, Rapport de Mission Les Cayes, 26 au 30 Juillet 1994, Louis Isaac, Consultant
  - Programme d'Initiatives Municipales Protocole d'Accord
  - Municipal Initiatives Program Lesson plans
  - Lists of participants to the workshops
  - Workers payroll procedures Forms AF-31, AF-32, AF-35, PJ-01

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

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- Programme d'Initiatives Municipales, activités de terrain 28 juin- 16 juillet 1994
  - Rapport Public sur l'Atelier de Planification tenu aux Cayes, 13 octobre 1994 Jean S Roy
  - Haiti Municipal Initiatives Program Training and Technical Assistance Program Curriculum 1993-1996 Jean Sébastien Roy Octobre 1994
  - Programme d'Initiatives Municipales Addendum Soumis au Bureau de Gestion PL-480 TITRE III 16 mai 1994
- 8 - Samples of Training materials of Planning Assistance distributed to the participants
- 9 PIRED (Michele Oriol) Dec 1993  
Les collectivités territoriales entre 1991 and 1993
- 10 Manuel de Gestion Municipale UNDP
- 11 Constitution de la République d'Haiti

COTE

ASSESSMENT  
of the  
MUNICIPAL INITIATIVE PROJECT  
PLANNING ASSISTANCE

APPENDIX

PREPARED BY JACKY LUMARQUE AND PAOLO CHILOSI

PORT-AU-PRINCE, SEPTEMBER 1994

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Table TRN 01 Launch Workshop- Les Cayes

Workshop	Launch Workshop of Les Cayes 7-8 Oct, 93
Objectives	<ol style="list-style-type: none"> <li>1 Assess needs with local officials</li> <li>2 Identify and prioritize list of sub-projects</li> <li>3 Define resources, worksite activities and implementation schedule</li> <li>4 Define administrative and technical procedures for implementation</li> <li>5 Analyze workers selection criteria, job supervision and pay systems</li> <li>6 Define mechanisms for community inputs</li> <li>7 Define training program in global terms</li> </ol>
Status	Executed according to schedule

Participants	91 participants from Les Cayes and representatives of local associations and ministries
Practical skills covered	Analysis of community needs Project identification
Quality of training materials	Information materials utilization of sub-project forms
Training Method	Conference and group discussions (district sub-groups)
Evaluation of Trainees	Informal
Evaluation of Workshop	None
Evaluation of Consultants	None
Lesson Plan	Yes Not completely developed
Teaching Aids	Charts
Main Results	Awareness of PA and its objectives enthusiasm of municipal councils and staff expectations very high regarding assistance from PA

Launch Workshop-Les Cayes (cont d)  
Participation of the Municipal Council and Staff

Definition of Objectives	Yes
Choice of activities	Yes
Organization and logistic	Yes
Control of participants	Yes
Supervision of Execution	None
Quality Assessment	None
Follow-on of participants	None
Special Support to Trainees	None

Acquisition/Application of skills by Municipal Council and Staff

Basic Administration	None Was not part of the workshop objectives
Annual and Strategic Planning	Municipal officials and CASEC members begin to identify needs, establish priorities and identify resources
Paramunicipal Organizations	None Was not part of the workshop objectives

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Municipal Finances	None Was not part of the workshop objectives
Public Services and Utilities	None Was not part of the workshop objectives
Project Development	Municipal officials and CASEC members are exposed to the process of project design/analysis
Civic Organizations	None Was not part of the objectives
Community Development	None Was not part of the workshop objectives
Regional Cooperation	None Was not part of the workshop objectives
Policies and Reforms	None Was not part of the workshop objectives

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Table TRN\_02 Launch Workshop- Gonaives

Workshop	Launch Workshop of Gonaives 17-18 Dec, 93
Objectives	<ol style="list-style-type: none"> <li>1 Assess needs with local officials</li> <li>2 Identify and prioritize list of sub-projects</li> <li>3 Define resources, worksite activities and implementation schedule</li> <li>4 Define administrative and technical procedures for implementation</li> <li>5 Analyze workers selection criteria, job supervision and pay systems</li> <li>6 Define mechanisms for community inputs</li> <li>7 Define training program in global terms</li> </ol>
Status	Executed with a 2-months delay due to political unrest
Participants	140 participants from Gonaives and CASECS many representatives of local associations and civil servants
Practical skills covered	Analysis of community needs Project identification
Quality of training materials	Can not be assessed, non documented
Training Method	Conference and group discussions
Evaluation of Trainees	None
Evaluation of Workshop	None
Evaluation of Consultants	None
Lesson Plan	None
Teaching Aids	Charts
Main Results	Awareness of PA and its objectives enthusiasm of municipal councils and staff expectations very high regarding assistance from PA analysis of 50 projects and submission of 20 projects to PA

Launch Workshop-Gonaives (Cont d)  
Participation of the Municipal Council and Staff

Definition of Objectives	Yes
Choice of activities	Yes
Organization and logistic	Yes
Control of participants	Yes
Supervision of Execution	None
Quality Assessment	None
Follow-on of participants	None
Special Support to Trainees	None

Acquisition/Application of skills by Municipal Council and Staff

Basic Administration	None Was not part of the workshop objectives
Annual and Strategic Planning	Municipal officials and CASEC members begin to identify needs, establish priorities and identify resources
Paramunicipal Organizations	None Was not part of the workshop objectives

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix - Training Workshops and Sub-Projects

Municipal Finances	None Was not part of the workshop objectives
Public Services and Utilities	None Was not part of the workshop objectives
Project Development	Municipal officials and CASEC members are exposed to the process of project design/analysis
Civic Organizations	None Was not part of the objectives
Community Development	None Was not part of the workshop objectives
Regional Cooperation	None Was not part of the workshop objectives
Policies and Reforms	None Was not part of the workshop objectives

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Table TRN\_T03

Second Workshop- Les Cayes and Gonaives

Workshop	Second Workshop 2-5 Feb, 94 Les Cayes 22-25 Feb, 94, Gonaives
Objectives	<ol style="list-style-type: none"> <li>1 Evaluate technical and management skills of municipal officers and staffs</li> <li>2 Identify training needs in planning and administration</li> <li>3 Undertake institutional analysis of the participating municipalities and CASECS</li> <li>4 Reinforce the process of communication and consultation between PA, municipal officers and representatives of local institutions and associations</li> <li>5 Assess the most urgent needs of municipal staff in terms of management and planning and identify the modalities to meet those needs with PA cooperation</li> <li>6 Assess the pertinence of and determine the modalities to execute the subprojects</li> <li>7 Begin training in Basic administration</li> <li>8 Set up the Technical Councils and the Support Committees</li> </ol>
Status	The workshop of Les Cayes was held with a 2-months delay due to political unrest The Gonaives workshop was postponed at the initiative of the Mayor and was held one week after the scheduled date

Participants	Municipal officers and staffs from Les Cayes, Chantal, Camp Perrin for the Les Cayes workshop Municipal officers and staffs from Gonaives, Gros Morne, L Estère, Ennery for Gonaives workshop Representatives of different ministries, local associations and syndicates in both workshops
Practical skills covered	Basic principles of administration Basic principles of planning
Quality of training materials	Abundant documentation for reference was given to the participants Samples of documents show that they are too general and too theoretical for the level of most of the participants
Training Method	Conference and group discussions
Evaluation of Trainees	None
Evaluation of Workshop	Informal according to PO Presentations by DGI Deputy General Director of the Roles used for tax collection were one of the most appreciated by the municipal officers and staffs
Evaluation of Consultants	Not formal the technical report prepared by PO indicated they all performed adequately enough, but it was to be found later that the performance of the Senior Consultant in Administration was not adequate due to linguistic problems PA did not renew his contract
Lesson Plan	Yes but not developed enough
Teaching Aids	Charts and graphics
Main Results	Resolution to set up the "Conseil Technique" and the "Comité d'Appui à la Mairie" Agreement of the municipality to legalize the creation of the Technical Council with an official by-law Analysis of the municipal needs in terms of training and technical support

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Appendix \_ Training Workshops and Sub-Projects

Problems incurred and/or improvement opportunities	Although an excellent animator PO should dedicate much more of his time for organization, supervision and coordination
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Appendix \_ Training Workshops and Sub-Projects

Participation of the Municipal Council and Staff

Definition of Objectives	None
Choice of activities	None
Organization and logistic	Selection of worksite, logistic and selection of participants were left to the responsibility of the municipality
Control of participants	None
Supervision of Execution	None
Quality Assessment	None
Follow-on of participants	None
Special Support to Trainees	None

Acquisition/Application of skills by Municipal Council and Staff

Basic Administration	Skills in budget preparation and basic accounting were being applied by the municipal staff. It is difficult to assess if this application is a direct result of the workshop or a cumulative effect of the subsequent workshops.
Annual and Strategic Planning	During the survey it did not appear that the staffs possess the necessary skills to pilot a strategic planning process. But the importance of a strategic plan is recognized and most municipalities want to take advantage of this opportunity to solve their funding problems by improving local tax collections.
Paramunicipal Organizations	The process to set up the Technical Councils was initiated and participants responded positively to the initiative.
Municipal Finances	Fair understanding of the concept of the DGI roles. Decision to improve the tax collection by updating the information required for the tax roles.
Public Services and Utilities	Not assessed
Project Development	Could not be assessed
Civic Organizations	Participation of civic groups and recognition of legal means to formalize their civic participation to the management of the municipal affairs.
Community Development	None
Regional Cooperation	Intermunicipal contacts exist through the Association des Municipalités du Sud. The Municipal Council of Les Cayes demonstrates much interest for PA to extend its assistance to the surrounding municipalities.
Policies and Reforms	Decision to set up the local advisory bodies to support municipal initiatives, agreement to legalize the decision with municipal ordinances.

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Table TRN\_04

Third Workshop- Les Cayes and Gonaives

Workshop	Third Workshop 1-2 Aug, 94, Gonaives, 4-5 Aug, 94, Les Cayes
Objectives	A Planning 1 Collect and prioritize small projects prepared by the Technical Council and the Comité d appui municipaux 2 Present PA objectives in terms of technical support to bring to the municipalities B Administration Unformulated
Status	Executed according to plan

Participants	Municipal officers of Gonaives were absent, but some staff members attended Other participants came from the surrounding municipalities and CASECs Municipal officers and staffs of Les Cayes, Chantal, Torbeck, St Louis du Sud, Cavaillon, Maniche There were also representatives of different ministries and local associations and syndicates in both workshops
Practical skills covered	Basic principles of administration Basic principles of planning (Mostly an update of the precedent workshop, due to the long delay between the two seminars)
Quality of training materials	Abundant documentation for reference was given to the participants but not in sufficient quantity for every one samples of documents show that they are too general and too theoretical for the level of most of the participants
Training Method	Conference and group discussions Field visits at the municipal office to study work organization
Evaluation of Trainees	None
Evaluation of Workshop	Informal according to PO no documentation available
Evaluation of Consultants	None The team of three consultants were new A formal evaluation would have been very useful to take stock of lessons learned and improve future actions
Lesson Plan	Yes, but not complete The progression is very low between the two subsequent workshops
Teaching Aids	Charts
Main Results	Commitment of the municipality to update the property tax basis by working closely with DGI
Problems incurred and improvement opportunities	Lack of heterogeneity of participants the most educated can benefit while the others keep a very low and non participative profile Although an excellent animator PO should dedicate much more of his time for organization, supervision and coordination Training content and materials need to be less theoretical and more targeted More homogenous small groups Even unsuccessful the attempt to involve the municipality in the training organization was good and needs to be pursued Close attention must be paid to how the Technical Council is viewing its role and to possible by-pass of the Mayor responsibility PA has to avoid transforming the TC into another bureaucratic body

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Participation of the Municipal Council and Staff

Definition of Objectives	In cooperation with the Technical Council
Choice of activities	None
Organization and logistic	Selection of worksite, logistic and selection of participants were left to the responsibility of the municipality Cooperation and participation were not at the level expected by PA
Control of participants	No direct involvement of the Municipalities Was to be assured by the Technical Council
Supervision of Execution	None Was partly to be assured by the Technical Council Insufficient performance
Quality Assessment	None
Follow-on of participants	None
Special Support to Trainees	A plan was designed to support directly individual municipalities with bi-mensual one day short workshop Participants would be grouped according to their work assignment or position The potential of this strategy in meeting the constraints of group heterogeneity and poor academic background is very high since PA can bring match training actions with concrete problems at the grassroots level

Acquisition/Application of skills by Municipal Council and Staff

Basic Administration	Skills used for buget preparation and correspondence
Annual and Strategic Planning	Not visible
Paramunicipal Organizations	Was not assessed
Municipal Finances	Importance of DGI roles was recognized Decision to improve the tax collection by updating the information required for the tax roles No specific skills related to the training could be noted
Public Services and Utilities	Not visible, some very simple management decisions could bring improvement to the services offered even in the present situation of funds scarcity
Project Development	Not assessed
Civic Organizations	None
Community Development	None
Regional Cooperation	None
Policies and Reforms	The municipality of Gonaives is lagging in taking the ordinance to legalize the Technical Council despite the agreement reached with the Technical Council and PA

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Table TRN 05 Fourth Workshop- Les Cayes and Gonaives

Workshop	Fourth Workshop 1-2 Sep, 94 Gonaives 5-6 Sep, 94, Les Cayes
Objectives	<p><u>A Planning</u></p> <p>1 Present and analyze the broad issues of National Development along with the basic principles of Development Planning</p> <p>2 Evaluate the capacity of the participants to assimilate and synthesize the documents distributed for reading during the last workshop</p> <p>3 Examine the broad aspects of policies, orientations and trends of the Haitian state in reference to comparative statistical data and socio-economic indicators of the Caribbean, Latin America and Africa</p> <p>4 Outline sectoral and multi-sectoral analysis of development planning at the national level in order to use this general macro-economic framework for settling the issues of regional development</p> <p>5 Define practical modalities to implement some short-term components of the PA municipal project</p> <p><u>B Administration</u></p> <p>Revise and reinforce the principles of administration developed during the last workshop</p> <p>Present and discuss the contents of the Manuel de Gestion Municipale" prepared by UNDP for the municipality of Petion-Ville</p> <p>Discuss the results of the institutional analysis prepared by the participants</p> <p>Present basic principles of Accounting, Personnel Management, Stock Management, Filing</p> <p>Discuss the broad principles of budget preparation through the analysis of the 94 municipal budgets</p>
Status	Executed according to plan

Participants	Municipal officers and staffs of Les Cayes, Chantal, Torbeck, St Louis du Sud, Cavaillon, Maniche Other participants representative of different ministries and local associations and syndicates
Practical skills covered	Basic principles of administration Basic principles of planning
Quality of training materials	Too diffuse, needs improvement
Training Method	Conference and group discussions
Evaluation of Trainees	None
Evaluation of Workshop	None Informal according to PO no documentation available
Evaluation of Consultants	None The same team of three consultants
Lesson Plan	Yes An updated and more complete version was in preparation at the time of the training A draft has just been obtained by the Assessment Team The list of themes to be treated is more detailed but the operational objectives and the time to be allocated to each theme are not indicated
Teaching Aids	Charts and graphics
Main Results	Municipal officers discussed plans to start with the help of DGI the training of a group of enumerators in order to conduct the survey of local properties

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Planning Assistance 'MUNICIPAL INITIATIVE PROJECT' Assessment

Appendix - Training Workshops and Sub-Projects

Problems incurred and improvement opportunities	<p>The initiative to keep involving the Conseil Technique in the training organization but PA must be careful not to create the impression that the Conseil Technique can by-pass the Mayor. Training will gain in efficiency if PO dedicates more of his time for the design of a more professional training system with clearly defined and realistic objectives for each workshop, establishment of a real progression plan, better presentation of the training materials, proper standards to train, supervise and evaluate the instructors.</p> <p>The training department needs quick reinforcement in terms of training equipment (it does not even have a computer), support staff and sufficient budget for training.</p>
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Participation of the Municipal Council and Staff

Definition of Objectives	Discussed with the Technical Council
Choice of activities	None
Organization and logistic	Selection of worksite, logistic and selection of participants were made by PO with the help of the Technical Council. Cooperation and participation were satisfactory.
Control of participants	With the help of the Technical Council
Supervision of Execution	Was partly assured by the Technical Council
Quality Assessment	None
Follow-on of participants	None
Special Support to Trainees	A plan to assist individual municipalities and CASECs with bi-monthly one day short workshop is to be implemented very soon. This formula promises to be very successful in improving the management capacity of the municipalities due to its problem-solving approach.

Acquisition/Application of skills by Municipal Council and Staff

Basic Administration	Skills used for budget preparation and correspondence
Annual and Strategic Planning	Not visible. Two municipalities surveyed along with their Technical Councils did not seem to have a complete understanding of the process to be implemented.
Paramunicipal Organizations	Good motivation among civic organizations to be involved in municipal affairs.
Municipal Finances	Importance of DGI roles was recognized. Decision to improve the tax collection by updating the information required for the tax roles. No specific skills related to the training could be noted. Discussions with the Deputy General Director of DGI suggest that the groups were too large and too heterogeneous to give room for an operational training in municipal finances. The only possible results are to be expressed in terms of very broad sensitization and motivation to work more closely to DGI inspectors.
Public Services and Utilities	Not visible
Project Development	Not assessed
Civic Organizations	Civic organizations with strong motivation to assist the municipalities.
Community Development	None
Regional Cooperation	A regional association of municipal officers already exists in the South Department. PA municipal initiative creates a new incentive to revivify the association.
Policies and Reforms	The Technical Council of Les Cayes has been legalized with a municipal by-law. The Municipality of Gonaives confirms verbally its agreement to publish the ordinance but has still to materialize this promise.

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix - Training Workshops and Sub-Projects

Sub-Project CY01

sub-project	CY001 Municipality of Les Cayes
Denomination	Croix Martyr-Pont Bour (Route Nationale de Torbeck)
Description	Rehabilitation of 4 km of road including clearing of vegetation dig drainage ditches, back-fill section of road clean culverts replacement of ring culverts
Status	started 16 Dec 1993 finished 16 Mar 1994

EMPLOYMENT GENERATION	budget 144 person-month actual
TRAINING OF WORKERS	None was estimated to be necessary

Economic impact	The economic impact has not been assessed It should be important because this is the only road deservng the south shore of the island However the intervention is of limited utility as the rehabilitation ends with the limits of the municipality of Les Cayes
Social impact	Besides the benefits of the additional income for the workers this intervention improves the access to health and social services
Physical sustainability	Bad without maintenance the road can be out of service in a period of 6 months The road surface already shows signs of serious damages and all the ditches are already invaded by the vegetations making the drainage more difficult
Maintenance organization	No maintenance program has been put in place up to now There are talks with local CASECS to put in place a maintenance team on voluntary basis
Financial sustainability	None This infrastructure does not generate any income
Environmental negative impacts	None
Inconvenience to the local populations	In one location the water canal is making a pond that was used by the local population to bath and to wash cars The bag wall build by PA to protect the road for erosion has been in part destroyed in order to reestablish the pond to the original use

Participation of the Mayor and his staff +o

Project proposal document	No
Project selection	Yes this sub-project appeared to be a top priority in the town meetings
Project design	None CASEC gave some technical advises
Project financial plan	None
Contracting works	Limited to worker selection and motivation
Supervise execution	None Some follow-up done by CASEC Municipality Council technique
Quality assessment	None
Management of the infrastructure	None being a national road it is managed by IPTC

Acquisition of skills of Mayor and his staff

Planning and selection	Some municipality CASEC council technique have been involved in the planning and selection work
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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Preparation of a project proposal	None
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None acquired

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution		
Interaction	The user had the perception that the PA intervention should have been more important. Some problems with IPTC that have been solved	Need to explain better the nature and the limits of the intervention on other sub-projects See below
Fitness	This road is classified as a national road falling under the jurisdiction of TPTC	Reconsider the opportunity to intervene on infrastructures falling under the responsibility of the central government

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Appendix \_ Training Workshops and Sub-Projects

Sub-Project CY02

Sub-project	CY002 Municipality of Les Cayes
Denomination	Faucault-Bazlin Road
Description	Rehabilitation of 6 Km of rural road including: clearing of the vegetation, dig drainage ditches, back-filling sections of road building of some stone fords
Status	started on 21 Jun 1994 finished on 11 May 1994

Impact on beneficiaries

EMPLOYMENT GENERATION	budget 295 actual
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economical impact of this infrastructure has not been assessed. However it should be of some importance as the road deserves an area with 3 000 to 6 000 inhabitants and reaches a school with 500 children. The road was not functional before the intervention.
Social impact	Besides the additional income of the participating workers the intervention improves access to health and other social services.
Physical sustainability	So far no maintenance organization has been put in place.
Maintenance organization	The maintenance will have to be organized on the basis of voluntary work.
Financial sustainability	None
Environmental negative impacts	None
Inconvenience to the local populations	None

Participation of the Mayor and his staff to

Project proposal document	no
Project selection	Yes this sub-project appeared in the priority list established in the town meeting.
Project design	none
Project financial plan	none
Contracting works	workers selection and motivation
Supervise execution	none
Quality assessment	none
Management of the infrastructure	none

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Acquisition of skills of Mayor and his staff

Planning and selection	Some Municipality CASEC, Technical Council have being involved in the planning and selection work
Preparation of a project proposal	None
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution	The road is too steep in some sections	In new sub-projects of this kind consider to change the topography of the road to solve inclination problems
Interaction		
Fitness		

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Appendix \_ Training Workshops and Sub-Projects

Sub-Project CY03

Sub-project	C1003 Municipality of Les Cayes
Denomination	Les Cayes canal cleaning
Description	Cleaning the canals by removing 4 605 m <sup>3</sup> of sediments corrections on the town roads close to the canals including clearing of vegetation and backfilling portions of the roads rehabilitation of the road that bring to the temporary dump site including clearing of the vegetation and backfilling portions of the road
Status	started 20 June 1994

Impact on beneficiaries

EMPLOYMENT GENERATION	Budget 870 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	Limited to the income of the workers
Social impact	Very important, although temporary improvement of the sanitation of the town
Physical sustainability	None as none of the causes of the accumulation of sediments in the canal has not been removed availability of an alternative place to dump garbage and erosion
Maintenance organization	No canal cleaning or garbage collection municipal organization has been put in place
Financial sustainability	The maintenance of the town drainage canals is too large a job to be done with voluntary work The utilization of some revenues from municipal taxes will be necessary
Environmental negative impacts	The dump site used was approved by USAID only for sediments It is important that the municipality does not use this temporary dump site for general garbage as it is too close to a river
Inconvenience to the local populations	Temporary obstruction of the road during the intervention

Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This project has been classified as a priority project by the municipal authorities
Project design	None
Project financial plan	None
Contracting works	Limited to workers selection and motivation
Supervision execution	The municipality allows the use of its dump truck for the project
Quality assessment	None
Management of the infrastructure	The municipality is already managing the canals although the results are limited

Acquisition of skills of Mayor and his staff

Planning and selection	This intervention has put in evidence the need to find a definitive municipal dump site and to organize the collection and disposition of the garbage presently thrown in the drainage canals
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Appendix \_ Training Workshops and Sub-Projects

Preparation of a project proposal	Limited The Mayor and the Technical Council were called to review the project proposal
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution	Water pipes and telephone cable obstruct the canals and need to be relocated	
Interaction	The municipal staff visits frequently the work site and makes suggestions The participation and training of the municipal staff is easier when the intervention is executed close to the City Hall	More of the sub-projects must be done in town
Fitness	The intervention is not sustainable the it has been designed since most of the sediments will come back after the next rainy season	How ever this kind of intervention can be very appropriate if associated with putting in place some communal garbage collection organization and a municipal dump site

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix - Training Workshops and Sub-Projects

Sub-Project CY04

Sub-project	CY004 Municipality of Les Cayes
Denomination	Dumay Morency Road
Description	Rehabilitation of 4 Km of rural road including clearing of the vegetation dig drainage ditches, construction of stone fords
Status	started 20 June 1994

Impact on beneficiaries

EMPLOYMENT GENERATION	Budget 580 person-month
TRAINING OF WORKERS	None was estimated to be necessary

Utility of the infrastructure

Economic impact	The economic impact of this intervention has not been assessed but must be small. The road deserves an area with a population of 10,000 people very dispersed
social impact	Improved access to health and other social services
Physical sustainability	The road will not remain operational for a long time if regular maintenance is not guaranteed at least in the steep portion of the road
Maintenance organization	No maintenance program has been put in place yet, however there are very active CAC in the zone and it will be easy to organize them for the maintenance program
Financial sustainability	The maintenance will be based on voluntary work
Environmental negative impacts	None
Inconvenience to the local populations	-In a few instances the drainage ditches facing the habitations have been refilled to facilitate the passage of people -In other instances the inhabitants forbidden to dig the side ditches needed to evacuate runoff rain water that could damage the cultivation

Participation of the Mayor and his staff to

Project proposal document	None
Project selection	This sub-project was classified as a priority one by the municipal authorities
Project design	None
Project financial plan	None
Contracting works	None
Supervise execution	None
Quality assessment	None
Management of the infrastructure	None

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Appendix \_ Training Workshops and Sub-Projects

Acquisition of skills of Mayor and his staff

Planning and selection	Some The municipal staff has been involved in the selection and planning process
Preparation of a project proposal	Limited
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective taken or actions suggested
Execution operation	-The road is too steep in some sections -Too few side ditches	In new sub-projects PA must consider to change the topography of the road to solve slope problems
Interaction	The inhabitants did not cooperate with the PA project by forbidding to dig the side ditches, and by not building their own passages over the side ditches these problems were not shown in the GNO03 project where the population has more experience with the road	-Especially in areas newly open to development, it is very important to explain to the local population the dynamic of the waters in a dirt road and motivate them to keep the road functional -If motivation and cooperation cannot be obtained, cancel immediately the intervention
Fitness	Limited impact on the training of the municipal staff as the intervention is very far and is seldom, if ever, visited	Mistakes provide good learning opportunities

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Appendix \_ Training Workshops and Sub-Projects

Sub-Project CY05

Sub-project	CY005 Municipality of Les Cayes
Denomination	Baratte Soil Conservation
Description	Soil conservation intervention on 1 ravine and 2 affluent including: repair of 1 water capturing basin dry walls and planting 16 000 trees diverting the ravine water in the direction of the rice fields
Status	started 12 sep 1994

Impact on beneficiaries

EMPLOYMENT GENERATION	budget 718 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economic impact of the intervention has not been estimated but must be large The rice fields obtain more water, the springs will obtain more water a road and some houses are protected
Social impact	The zone is poor, the additional income generated by this intervention will help the local population
Physical sustainability	According to the Project Engineer the infrastructure will remain operational from 2 to 5 years if some maintenance is executed
Maintenance organization	No maintenance program has been put in place yet There is an active water committee that eventually could be organized to insure the maintenance
Financial sustainability	None the maintenance will have to be organized on the basis of oluntar, work
Environmental negative impacts	None
Inconvenience to the local populations	None

Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This sub-project was classified as a priority one by the municipal authorities
Project design	Limited to the choice of the site by the technical council
Project financial plan	None
Contracting works	Limited to the selection and motivation of the workers
Supervise execution	None
Quality assessment	None
Management of the infrastructure	None

Acquisition os skills of Mayor and his staff

Planning and selection	Some The municipal authorities have been involved in the selection and in planning process
Preparation of a project proposal	Limited
Public work designing Skills	None

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Public works execution Skills	None
Public works maintenance Skills	None
Infrastructure management Skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution	to early to determine	
Interaction		
Fitness	Limited impact in the training of the municipal staff as the intervention is very far and is seldom if ever, visited	

Sub-Project CY06

Sub-project	CY006 Municipality of Les Cayes
Denomination	Quattre Chemin Canal cleaning
Description	Cleaning the canals by removing 4,090 m <sup>3</sup> of sediments replace 10 culverts
Status	Will start 15 october 1994

Impact on beneficiaries

EMPLOYMENT GENERATION	budget 530 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	Limited to the income of the workers
Social impact	Very important although temporary improvement of the sanitation of the town
Physical sustainability	None as any of the causes of the accumulation of sediments in the canal has not been removed availability of an alternative place to dump garbage and erosion
Maintenance organization	No canal cleaning or garbage collection municipal organization has been put in place
Financial sustainability	The maintenance of the town drainage canals is too large a job to be done with voluntary work The utilization of some revenues from municipal taxes will be necessary
Environmental negative impacts	The dump site used is too close to a river
Inconvenience to the local populations	None

Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This project has been classified as a priority one by the municipal authorities
Project design	None
Project financial plan	None
Contracting works	Limited to the selection and motivation of the workers
Supervision execution	The municipality is allowing the use of its dump truck for the project
Quality assessment	None
Management of the infrastructure	The municipality is already managing the canals although with limited results

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Acquisition of skills of Mayor and his staff

Planning and selection	This intervention has put in evidence the need to find a definitive municipal dump site and to organize the collection and disposition of the garbage presently thrown in the drainage canals
Preparation of a project Proposal	Limited
Public work designing Skills	None
Public works execution Skills	Some experience in managing the control of the dump truck
Public works maintenance Skills	None
Infrastructure management Skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution	Too early to determine	
Interaction		
Fitness	The intervention is not sustainable the it has been designed as most of the sediments will be back after the next rainy season	However this kind of intervention can be very appropriate if associated with putting in place some communal garbage collection organization and a municipal dump site

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Appendix \_ Training Workshops and Sub-Projects

Sub-Project GN01

Sub-project	GN001 Municipality of Gonaive
Denomination	Municipal Dump site
Description	Rehabilitation of 1.5 Km of road bringing to the dump site including : back-filling portion of road and digging drainage ditches Protection of the dump site from rain washes by digging drainage ditches up hill Delimitation of the dump site and delimitation of the internal access truck paths
Status	started 21 jan 1994 finished on 11 may 1994

impact on beneficiaries

EMPLOYMENT GENERATION	budget 65 person-month actual
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economic impact of the infrastructure has not been assessed
social impact	Very important as there was no municipal dump site in town before this intervention
Physical sustainability	The dump site can have a long viability but only if properly managed The access road will need some maintenance
Maintenance/Management organization	The dump site has been left with no management Nobody is in charge so the trucks dump the garbage with no discipline on the internal roads leaving inaccessible portions of the dump site
Financial sustainability	No dump user fee has been put in place A small dump fee for each load could generate enough revenue to insure the management and maintenance of the dump site and the access road
Environmental negative impacts	If not properly managed this dump site could have negative environmental impact
Inconvenience to the local populations	The drainage ditch has been refilled in front of the construction facing the left side of the access road to allow passage of vehicles as a consequence the pluvial waters have already damaged the road surface

Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This sub-project was classified as a priority one by the municipal authorities
Project design	None
Project financial plan	None
Contracting works	Limited to the selection and motivation of workers
Supervise execution	None
Quality assessment	None
Management of the infrastructure	None

Acquisition of skills of Mayor and his staff

Planning and selection	Some The municipal authorities have been involved in the selection and planning process
Preparation of a project Proposal	Limited

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Public work designing Skills	None
Public works execution skills	None
Public works maintenance Skills	None
Infrastructure management Skills	None
General administrative Skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution operation	The infrastructure is not managed	Help the mayor to plan, organize and put in place a management and maintenance system for the dump site
Interaction	The inhabitants facing the access road have refilled the drainage ditches	Establish the policy of who is responsible of building passages and bridges over the drainage ditches and then enforce this policy
Fitness	This intervention is very pertinent to the scope of work of PA and can generate some improvement of municipal planning and administrative skills	Consider similar interventions in other municipality

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Appendix \_ Training Workshops and Sub-Projects

Sub-Project GN02

Sub-project	GN002 Municipality of Les Cayes
Denomination	Drainage at Haut Poteau market
Description	Rehabilitation of the drainage system of the market site and of some of the surrounding roads
Status	started 21 jan 1994 finished on 11 may 1994

impact on beneficiaries

EMPLOYMENT GENERATION	budget 59 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economic impact of the intervention has not been assessed
Social impact	The intervention has solved some of the more evident problems of the market that was completely flooded during the rainy season
Physical sustainability	According to the PA engineer the intervention solves only the most urgent need of the market. A second and more important intervention must be studied
Maintenance organization	None has been put in place. PA waits for the second intervention to study this problem
Financial sustainability	The market tax has been abolished in the past. However, the municipality is legally entitled to impose a municipal tax. This is the unique opportunity to create a user fee that can eventually pay for the management and maintenance of the market
Environmental negative impacts	The intervention itself did not determine any negative impact on the environment
Inconvenience to the local populations	The market activity is too large for the designated area, so the market overflows on the sides of the national road

Participation of the Mayor and his staff to

Project proposal document	NO
Project selection	This sub-project was classified as a priority one by the municipal authorities
Project design	None
Project financial plan	Limited to the selection and motivation of workers
Contracting works	None
Supervise execution	None
Quality assessment	None
Management of the infrastructure	None

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Acquisition of skills of Mayor and his staff

Planning and selection	The municipal authorities have been involved in the selection and planning process
Preparation of a project proposal	This intervention has created a lot of interactions between the Mayor, the 2 CASECs involved and the Technical Council. No clear action plan has been defined but the municipality is learning to deal with this kind of problem
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution operation	During the design phase it became evident that the drainage problem needed to be solved first it also became clear that the market site area was insufficient for the present level of business	The original sub-project ( rehabilitate the market site) has been reduced in scope it will be reassessed in a second phase
Interaction	Lack of leadership of the Mayor to solve the problems with the 2 CASECs involved and the Technical Council in order to come to a clear and approved plan for the second intervention	Continue to work with the local authorities and if a unanimous solution is not found consider to drop a second intervention
Fitness	This is a project that dynamises all the municipal organs	Projects of this nature could be considered in other municipalities

Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix \_ Training Workshops and Sub-Projects

Sub-Project GN03

Sub-project	GN003 Municipality of Gonaives
Denomination	Bayonnais Souvenance Road
Description	Rehabilitation of 14.3 Km of road including clearing of the vegetation, cleaning of culverts, dig drainage ditches back-filling section of road, build stone fords, build dry stone walls and gabions to protect the road
Status	started 20 June 1994

impact on beneficiaries

EMPLOYMENT GENERATION	budget 1,230 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economic impact has not been assessed but it must be very large. The road was not operational before the intervention and once finished it will allow easier transport of the abundant products of the area that is irrigated and very fertile.
Social impact	The area of intervention is not as poor as others visited. The population is very abundant. This intervention improves access to health and other social services.
Physical sustainability	According to the PA engineer the road will remain operational after this intervention for 2 years but some important maintenance work must be executed.
Maintenance organization	No maintenance program has been put in place up to now. There are numerous active CAC along the road and it should not be difficult to organize them for the work that will be necessary.
Financial sustainability	The normal maintenance of the road will have to be based on voluntary work, but this may not be sufficient.
Environmental negative impacts	None
Inconvenience to the local populations	The inhabitants with direct access to the road have built their own passages over the ditches to maintain the drainage operational. This is a sign that they understand the dynamics of the waters and are actively interested in keeping the road in operation. An analysis should be done to learn how this happened and possibly use these experiences in the other roads where this problem seems to be more important.

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Planning Assistance MUNICIPAL INITIATIVE PROJECT Assessment

Appendix - Training Workshops and Sub-Projects

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Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This project was classified as a priority one by the municipal authorities
project design	None
Project financial plan	None
Contracting works	Limited to the selection and motivation of the workers
Supervise execution	None
Quality assessment	None
Management of the infrastructure	None

Acquisition of skills of Mayor and his staff

Planning and selection	Some The municipal authorities have been involved in the selection and planning process
Preparation of a project proposal	Limited
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution operation		
Interaction	It was noticed that all the inhabitants have build their own passage over the drainage ditches of their initiative, all except one that has refilled the ditch	Try to understand if there is a particular culture or motivation in this area and if found try to transfer it to other areas where this is a problem
Fitness		

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Sub-Project GN04

Sub-project	GN004 Municipality of Gonaives
Denomination	Labranle Road
Description	Rehabilitation of 5.2 Km of rural road including clearing of the vegetation, dig drainage ditches back-fill sections of road, building of stone fords, flood protection with gabions
Status	started 20 June 1994

impact on beneficiaries

EMPLOYMENT GENERATION	budget 464 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economical impact of this sub-project has not been assessed but it should be large as the road was not functional before this intervention and now it serves an area with 10,000 inhabitants that produce large amounts of crops that now can be moved by truck to the market of Gonaives
Social impact	Beside temporary income for the local population, this intervention improves the access to health and other social services
Physical sustainability	According to the PA engineer the road will remain operational for at least 2 years if some careful maintenance work is executed
Maintenance organization	A local maintenance committee existed before the intervention and has been strengthened
Financial sustainability	The maintenance will be based on voluntary work
Environmental negative impacts	None
Inconvenience to the local populations	None

Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This sub-project was classified as a priority one by the municipal authorities
project design	Limited, but CASECs members were quite active during the initial design
Project financial plan	None
Contracting works	Limited to the selection and motivation of the workers
Supervise execution	Local road committees helped to form teams
Quality assessment	None
Management of the infrastructure	None

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Acquisition os skills of Mayor and his staff

Planning and selection	Some The municipal authorities have been involved in the selection and planning process
Preparation of a project proposal	Limited
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	Maintenance committees have acquired additional technical skills
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution operation	The quality of the gabion work is very poor the gabions are not properly tied together not properly closed and not properly filled The first problem is due to lack of availability of steel wire , the other to lack of training and supervision	-Improve the communication between the Field engineer and the Management to solve problems of procuring materials -consider the possibility to prepare a training program to show how the gabion work has to be executed -more supervision during the work from the Field engineer -formal quality control at the end of the sub-project
Interaction		
Fitness	Limited impact on the training of the mayor and his staff as the intervention is very far and is seldom, if ever visited	

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Sub-Project GN05

Sub-project	GN005 Municipality of Gonaives
Denomination	Bassin Colonne soil conservation
Description	Rehabilitation of 5 ravines by building 300 dry walls and planting 25,000 trees
Status	started 16 ago 1994 and planned to be completed in dec 1994

Impact on beneficiaries

EMPLOYMENT GENERATION	budget 803 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economic impact of the infrastructure has not been assessed, but can be estimated to be of some importance as it will protect the rural road deserving 12 000 people, 100 ha of cultivations and some springs beside all the obvious advantages of the soil conservation efforts
Social impact	The zone is very poor so the additional income generated by this intervention has helped the local population
Physical sustainability	According to the Engineer the infrastructure will remain operational from 2 to 5 years if some small maintenance work is executed
Maintenance organization	No maintenance program has been put in place up to now There is not an active CAC (Conseil d Action Communautaire) in the zone the CASEC must be involved when the sub-project is finished
Financial sustainability	The maintenance will have to be organized on the basis of voluntary work
Environmental negative impacts	None
Inconvenience to the local populations	

Participation of the Mayor and his staff to

Project proposal document	No
Project selection	This project was classified as a priority one by the Municipal authorities
Project design	None
Project financial plan	None
Contracting works	Limited to the selection and motivation of the workers
Supervise execution	None
Quality assessment	None
Management of the infrastructure	None

Acquisition of skills of Mayor and his staff

Planning and selection	Some The municipal authorities have been involved in the selection and planning process
Preparation of a project proposal	Limited
Public work designing skills	None
Public works execution skills	None
Public works maintenance skills	None
Infrastructure management skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution		
Interaction		
Fitness	Limited impact on the training of the municipal staff as the intervention is very far and is seldom, if ever, visited	

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Sub-Project GN06

Sub-project	GN006 Municipality of Gonaives
Denomination	Sedren Memé soil conservation
Description	Rehabilitation of 12 ravines by building dry walls every 20 meters and planting 2,525 trees
Status	started 16 ago 1994 planned to be finished in 16 weeks

impact on beneficiaries

EMPLOYMENT GENERATION	budget 466 person-month
TRAINING OF WORKERS	None was estimated to be necessary

utility of the infrastructure

Economic impact	The economic impact has not been assessed how ever it should be of some importance as the intervention protects the rural road, 100 peasants houses and 20 ha of fields from inundation and debris
Social impact	The zone is really very poor so the income generated by this intervention has helped the local population
Physical sustainability	According to the PA engineer , the infrastructure will remain operational from 2 to 5 years if some small maintenance work is executed
Maintenance organization	No maintenance program has been put in place yet, how ever there is a very active CAC in the area and it will be easy to organize it for the maintenance program when the intervention is finished
Financial sustainability	The maintenance will be based on voluntary work
Environmental negative impacts	None
Inconvenience to the local populations	None

Partecipation of the Mayor and his staff to

Project proposal document	No
Project selection	This sub-project was classified as a priority one by the municipal authorities
Project design	None
Project financial plan	None
Contracting works	Limited to the selection and motivation of workers
Supervise execution	None
Quality assessment	None
Management of the Infrastructure	None

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Acquisition of skills from the Mayor and his staff

Planning and selection	Some The municipal authorities have been involved in the selection and planning process
Preparation of a project Proposal	Limited
Public work designing Skills	None
Public works execution Skills	None
Public works maintenance Skills	None
Infrastructure management Skills	None
General administrative skills	None
Equipments and tools	None

Problems incurred and corrective actions proposed on the process

	Problems and opportunities	Corrective actions taken or suggested
Execution operation	Some of the dry walls were not large as the section of the ravine The workers were following the planned dimensions and not the width of the ravine	More training to the foremen Be sure the Field Engineer visits the work sites regularly
Interaction		
Fitness	Limited impact on the training of the municipal staff as the intervention is very far and is seldom visited	

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