

PD-1146-288

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PROJECT EVALUATION SUMMARY (PES) - PART I

1. PROJECT TITLE Great Horno Rural Development		2. PROJECT NUMBER 521-0051	3. MISSION/ADW OFFICE India
4. FISCAL YEAR, SERIAL NO., BEGINNING WITH NO. 1 LAST F.Y. 521-80-1 <input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION			
5. KEY PROJECT IMPLEMENTATION DATES		6. ESTIMATED PROJECT FUNDING	
A. First Proc-Ac. or Equipment FY <u>80</u>	B. Final Completion Expected FY <u>80</u>	C. Final Input Delivered FY <u>80</u>	
		A. Total \$ <u>231,000</u>	7. PERIOD COVERED BY EVALUATION
		B. U.S. \$ <u>104,000</u>	From (month/year) <u>6/78</u>
			To (month/year) <u>12/79</u>
			Date of Evaluation <u>3/7/80</u>

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List (NOT specify type) of items and/or unresolved issues, cite those items needing further study, or actions which anticipate AID/W or regional office action should assist, e.g., requests, SFAR, PIC, which will present detailed requests)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

- | | | |
|--|--|--|
| <input type="checkbox"/> Project Paper | <input type="checkbox"/> Implementation Plan (e.g., CPI Network) | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Financial Plan | <input type="checkbox"/> PID/T | <input type="checkbox"/> Other (Specify) _____ |
| <input type="checkbox"/> Logical Framework | <input type="checkbox"/> PID/C | |
| <input type="checkbox"/> Project Agreement | <input type="checkbox"/> PID/P | |

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

- A. Continue Project Without Change
- B. Change Project Design and/or Change Implementation Plan
- C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER BANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)

[Signature] for 3/11/80
Tantari, OP/SDA

12. Mission, AID/W Office Director Approval

Signature: *[Signature]*
Typed Name: **Allan R. Farman**
Date: **3/12/80**

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I Summary of Findings and Recommendations

This PES summarizes and consolidates the findings of two evaluations of the Gros Morne Rural Development project. The first evaluation, undertaken by Ira P. Lowenthal and Harlan Attfield under AID contract #521-75-38, was a comparative anthropological study of the Gros Morne and Papaye experiences with peasant grass roots organization. In both projects, the peasant is motivated to form small groups of 10 to 15 members called groupements for the purpose of pooling financial resources and investing in small profit-making activities.

The second evaluation was undertaken by the Gros Morne project local management staff to assess the strength of the groupement movement in the Gros Morne district and to provide information for development of the next phase of the Gros Morne project which anticipates the federation of groupements into cooperatives and the launching of larger productive projects financed in part by the savings of the groupements and partly by external resources.

The findings of these two evaluative efforts support the judgement that the groupement is a culturally appropriate mechanism for organizing the Haitian peasant. The formation and support of groupements represents an organizational strategy for use in rural Haiti which, while relatively independent of any specific external interventions, adequately sets the stage for truly local, self-managed development programs.

The evaluation indicates that the project has succeeded in its primary objective of organization of the rural peasant and is ready to go on to Phase II in which the movement will be expanded and some of the strongest groupements will be federated to form cooperatives.

In addition to the changes in project design and management described below which have already been implemented, two further considerations for improvement of management information and evaluation are recommended:

1. Technical assistance should be provided to the project management staff for the review and improvement of routine management information systems of the project including basic demographic information, groupements activity and financial status reports and formats for consolidation of this information for quarterly reporting and evaluation purposes.

2. The follow-on OPC should provide for coordination of evaluation planning among Gros Morne project staff, CRS and USAID.

II Historical Background and New Directions

Catholic Relief Services (CRS) initiated the Gros Morne Rural Development Project in 1976 in response to a proposal by the Gros Morne hospital staff, which had observed a high degree of malnutrition in the district and conducted a survey to determine contributive causes.

The original project proposal outlined a series of interventions, over the course of several years, in the areas of agricultural production, sanitation, health care and nutrition. These were to be effected through the establishment of a rural development center (RDC) in the Gros Morne district whose staff, in conjunction with the staff of the Gros Morne Hospital, would work with and through already existing community organizations (Community Councils) in the project area.

The Gros Morne OPG (521-0081), signed by CRS and USAID/Haiti in May, 1977, provided \$ 104,000 for a three year period to finance salaries of the project staff, construction of small rural health posts and recurrent operating costs of the project. At the time the OPG was signed, construction of the RDC had been completed, using funds from other sources, the staff had been appointed, and the first cycle of training was in progress.

The project target population includes about 100,000 people living in an area of about 120 square miles around the town of Gros Morne, north of Gonaives. It is estimated that 90% of this population lives directly from agricultural activities on small, family-operated farms averaging about one hectare in size. Only 27% of the total land area is judged to be arable, and 30% of the arable land is under the control of absentee landlords through leases with the GOH, which holds extensive tracts of state land in the district. Pre-project rates of second and third degree malnutrition were reported at well over 50%.

The Project Paper recognized the difficulties involved in reaching such a large and depressed target group directly and effectively. The rural development center was to provide training for an "intermediate group for change". This group consisted of local peasants from within the functioning community councils whose knowledge and skills in the areas of agri-

culture and health could be up-graded with the expectation that upon their return to their communities, they would transmit these new ideas and techniques to their peers. In addition, staff members would visit community councils to conduct "conscientization meetings" aimed at educating and motivating community members around the issues of health and agriculture. Finally, literacy monitors would be trained and supported for each community, in conjunction with the activities of ONAAC ^{1/} in the area.

Several major problems developed early in the life of the project and have significantly changed its shape. First, the planned alphabetisation program foundered because of the difficulty of establishing a suitable working relationship with ONAAC and a lower level of community response than has been anticipated. Second, the health component of the project was retarded by a lack of cooperation from the Gros Morne Hospital, an inadequate staff size and, again, low community response overall. Most important, however, after several months of first-hand experience the entire project staff realized that direct motivation and education through the existing community councils was a practical impossibility. Even those councils that had escaped internal control by powerful local interests intent on maintaining the status quo and, thereby, their own positions of relative advantage, had not been able to avoid the effects of massive food-for-work projects undertaken as part of a drought relief effort in the area. These relief activities doubled Community Council (CC) membership, but a simultaneously undermined local initiative and self-help efforts in the area. When the relief effort was reduced several months later, the CC's returned to their former size, with a newly developed taste for hulgher wheat instead of self-improvement. They had learned to wait for food, and the Gros Morne Rural Development Project was neither prepared nor disposed to provide it. The project then turned its attention away from the community councils and concentrated on the re-grouping of peasants into small, viable, independent, self-supporting groups. These groups of 10 to 15 people are organized to undertake common, income-producing activities, the returns from which remain undivided, continuously augmenting the assets of the group, and through reinvestment its capacity to generate capital. But the groupement is

^{1/} National Organization for literacy

charged with a much greater task than the relatively simple generation of small amounts of capital for reinvestment. It is from the groupement that a new vision of development -- and of his own role in it -- is expected to emerge for the peasant. Groupement activities not only provide training in the management of resources and group organization, but engender a conception of development which emphasizes the peasant and his own efforts. Indirect intervention is aimed at preparing the peasant, in terms of both skills and attitudes, for the effective exploitation of direct, external aid -- without the danger of subverting his growing personal initiative.

Three basic principles underlie the individual groupements themselves. First, the groupement, once formed, is an absolutely independent body, neither tied to nor directed by any other organizations, local or external. It is under no higher jurisdiction in matters of its activities or procedures. It must decide its own course of action.

Second, the only appropriate function of the groupement cum groupement, and hence the only acceptable use of groupement common assets, is investment in revenue-generating projects. Other activities, from recreation to latrine construction may be undertaken, but not with groupement funds.

Finally, the groupement should be a natural unit, a group which pre-existed the project, a 'column' (HC: kolonn) who know and trust each other and probably already have some experience in working together. One excellent example in rural Haiti is the rotating exchange labor squad (HC: kolonn/eskvad/razinga/ranmonn), but any unit based on true amity is appropriate. The only induced change, then, is the principle of re-investment and the creation of a common fund with which to exercise it.

By exploiting units of this kind, the Gros Morne groupement approach automatically satisfies the basic condition precedent to individual participation within the group itself. Many of the potential problems of

internal group dynamics have already been solved by people who were grouped informally prior to entry into the program. As one groupement member said: "We were a group before, now we have become a groupement."

There is, of course, an economic principle underlying the groupement movement, as well. An examination of peasant production and consumption patterns has shown that the peasant underwrites the lifestyle of the urban upper and middle classes and the revenue of the central government. Clearly, even at present levels of technology and physical constraints, peasant agriculture is generating capital in significant amounts. However, this capital is not being turned back into rural development and public works in proportion to its source. Currently, the only clear hope of putting this resource to work in the countryside itself, the Gros Morne project argues, is to retain it there in the first place. By insuring small amounts of capital against the drain of domestic consumption, by allowing for reinvestment, it is projected that enough capital will be generated to allow for the expansion of groupement activities into (1) production, bulking, storage and marketing activities, for both domestically-consumed and export crops; (2) wholesale buying and distribution of necessary manufactured goods; and, (3) the establishment of rural transformation industries which will work with agricultural products in an attempt to replace the "importation" of such manufactured goods as can profitably be made in the countryside itself. In these ways, the current system, whereby rural productivity underwrites the urban lifestyle, may be altered to benefit rural society to a greater extent.

The achievement of these ends is, of course, well in the future. No individual groupement of 10 - 15 members is ever likely to reach the point where it can undertake any one of the above projects alone. Thus, federation of groupements will be a necessary step. In order for federation to be possible, the multiplication of the groupements is absolutely essential. Finally, at a certain point, when the actual amounts of capital retained in rural areas by the groupements is sufficient, some percentage of their assets will become available for the auto-financing of

rural development efforts. Here the groupements, under the umbrella of a community-wide association, formed and controlled by them, will be able to direct their own progress in the area of public works, public services, etc.

Thus the groupements are expected to move in two distinct directions. Toward federation or incorporation in the interest of increased capital accumulation on the one hand, and toward association in the public (read: "rural") interest, on the other.

In summary the primary objective of the Gros Morne project is to change the attitudes and behavior of the Haitian peasant in ways which help him, through his own initiative, to break out of the cycle of rural poverty.

The Gros Morne project is currently based on two forms of action: (1) Indirect interventions aimed at creating and promoting rural organizations (groupements) capable of absorbing direct aid, amplifying its effects, and sustaining their own progress, and (2) Direct aid, consisting of training, technical assistance and financial aid agricultural credit .

This approach is based on the premise that permanent change in agriculture, nutrition or health among a people depends upon a change in the people themselves. The progress of the effort of organization and of preparation of the rural milieu determines the nature, magnitude and timing of external intervention. Direct assistance, too easily given, can constitute an obstacle to the project. If given too soon, it creates in the peasant a conception of aid which closes the door to all true motivation and organization.

The first incentive to development and to the establishment of solid rural structures is the peasant's own vision of himself as having central value, to the point where he dares conceive of his own program, in accordance with his perspective and his means. This process takes place in the groupement, and expresses itself through the projects of the groupement, whose evolution follows the evolution of this vision.

At a certain moment, the peasant's vision is sufficiently precise, and the scale of investment attained is significant enough, that the introduction of direct aid carries no risk of dependence and, thus, the waste of the peasant's potential. It is then that direct aid may be intensified.

Understanding this concept helps to explain the importance accorded by the project to motivation, organization and strengthening of groupement and the very limited use of direct, external aid in the initial phase of the project covered by the current OPG (521-0081).

III Project Activities (Outputs)

As already noted, project emphasis over the past three years has been on the reorganization of the peasantry in the Gros Morne area. The activities which contributed toward the achievement of this objective include: (1) training of local animators (stagiaires), (2) formation and strengthening of groupements, and (3) monitoring and evaluation of groupement development.

Training. Trainees or "stagiaires" from the rural areas were brought to the training center at Grepin for a planned series of educational seminars, and then sent back to their homes to put into practice what they learned. They are unpaid, but their task is simply to transmit the "message" of the center to their friends, neighbors and family. Thus, their informal name: "antennas" (HC: anten).

The initial selection of the first groups of stagiaires was accomplished through the community councils. Staff agents explained the general nature of the instruction to the councils, and then asked that the council itself put forth candidates for training. Some financial contribution from the councils was also requested at that time; in practice to help defray the costs of the training to the individual and, in principle, to establish the character of the center as a service, rather than a charitable institution, willing to complement, but not to substitute for, the efforts and capacities of the community.

Currently, after two and a half years of operation about 230 stagiaires have been trained and put in place. Training classes, started in February 1970, were composed entirely of groupement members, sent by the groupements themselves. ^{1/} What was once an effort to stimulate the formation of groupements is now transformed, through the success of the initial strategy, into a method for the formation of strong groupement members and leaders.

^{1/} The groupements, too, are asked to support the training program, but funds for this purpose, in accordance with the principle governing the disposition of groupement assets, are donated separately by each member, rather than taken from the common investment kitty.

The original curriculum for the training course included two major components: technical training and approaches to development -- including the idea of the groupement. Technical training concentrated on improved agricultural techniques, but also included short units on animal husbandry, use of the A-level for construction, terracing, etc., preventive health practices, interpretation and use of the Code Rural, and simple record keeping techniques for use within the groupements. Training was based on practical exercises in the immediate area, as well as classroom instruction and discussion. Staff members with the appropriate skills participated, but the bulk of this technical training was the responsibility of the Acting Resident Project Director, an agronome trained by DARNDR (Ministry of agriculture).

Training in approaches to development attempted to transfer some of the philosophical and strategic underpinnings of the project itself directly to selected members of the target group. Topics covered included (1) the value and primacy of individual effort in development, (2) the distinction between self-directed and externally-induced progress, (3) the multiplier effect of group discussion and activity over individual effort, (4) the principles of groupement formation and operation, and (5) a simplified analysis of the peasant economy and its role in the national and international context. This training was accomplished almost exclusively by the Project Director (non-resident), a Haitian agronome of some 15 years rural development experience. However, the Acting Director is more and more able to handle all aspects of the training seminars.^{2/} Training courses employing this curriculum included sixty-six (66) days of in-residence instruction and practice at the center during the course of a year. Three sessions of three weeks' duration, one every four months, were attended by the stagiaires. Each of the first two of these sessions were followed immediately by five weeks of supervised

^{2/} Annex B includes some of the visual materials used in this training course. They illustrate the principles of development and organization as taught to the stagiaires.

activity in the stagiaire's own residential area, during which the trainee received a minimum of five visits (one/week) by a development center staff member. Two months later, the same stagiaires were back in the center for three more weeks. The staff itself repeated the eight week cycle of teaching and supervision every eight weeks, training two classes of stagiaires every year. Groupements formed by each stagiaire, usually during the second eight week cycle, provide the current focus of the development center's efforts.

After two years of operation according to the plan outlined above, the center's adaptive flexibility came into play. First, it was noted by the staff that the comprehensive technical training being received by the stagiaires during their year of instruction was being lost, due to the fact that most of the technical skills covered in the course were not able to be put into practice immediately. The seasonality of crop production, variability in terms of community council public works activities, etc., were factors affecting this lack of opportunity for the practical application of recently learned skills. Skills were lost over time, and this caused resentment in local areas, among people who had expected that the stagiaires were going to return to their neighborhoods and immediately apply all that they had learned. Also, the center's output of stagiaires fell somewhat behind desired levels,^{3/} because so much time had to be devoted to the training course itself. The Project Director's experience in another part of the country, with a training program designed for use by the Organisation du Developpement du Nord (ODN), suggested an alternative to the Gros Morne training schedule.

Rather than combining technical training and training in development approaches, the stagiaires' course would concentrate exclusively on the

^{3/} See Table I for the number of stagiaires trained annually-planned versus actual.

latter curriculum. Stagiaires could thus be trained in six to nine days, instead of sixty-six. Stagiaires so trained in the ODI program appeared to be equally effective in forming groupements. Then, technical training might be introduced to the groupements, and the community, through a series of "technical campaigns" scheduled to fall at an appropriate time in the local cropping calendar, or in conjunction with specific activities undertaken in local areas (e.g., road-building, soil conservation, etc.). Thus, the third year of stagiaire training (1979) has been redesigned to comprise three, three-day sessions, every two months, devoted exclusively to training in development approaches, plus the normal five weeks of supervision at home. In this way, the staff can train four full classes of stagiaires (approximately 30 per class) during a calendar year, with each full training course lasting only six months. Technical campaigns are scheduled to take place throughout the year, but separately from the stagiaire formation courses. An extra dividend to this training strategy is that it decentralizes information -- and thus leadership -- within the groupements themselves, since other groupement members will be enlisted for technical training, rather than the original stagiaires.

TABLE I

Stagiaires Trained

	<u>1977</u>	<u>1978</u>	<u>1979</u>	<u>Total</u>
Planned	60	60	60	180
Actual	45	46	140 ^{1/}	231

^{1/} Increase due to change in training program content and approach explained above.

Initial enrollment was higher than the figures shown in TABLE I for 1977 and 1978, but some special conditions led to a high rate of attrition among the trainees. Coming primarily from the community councils, and in

the wake of an extensive food-for-work program, many trainees came with some misconceptions concerning the content and purpose of the center's course. Discovering that neither salaried positions nor new food-for-work projects were forthcoming, many left after the first three-week sessions, never to return. With the new curriculum, attrition should be much lower, since all trainees will be coming directly from already-formed groupements.

Not every one of the stagiaires who completed the course have become true "antennas" for the center's program. Some small number return to their homes and never form groupements. Many, however, form more than one groupement in their areas. Prior to stagiaire training, the project staff was also forming groupements, through the community councils.

Starting with their initial six months of formative training, and continuing over the past two years of full operation, the project has also produced seven, fully-trained, community agricultural agents, and an Acting Director who is now capable of replacing the Project Director. In addition, the members of the health staff have learned much in terms of the use of the groupement organizational technique in rural motivation and education. This training is not simply a matter of skills, but includes motivation and commitment, as well. These eleven staff members, and their developing relationship to the program and to their work, must thus be counted among the most important accomplishments of the project to date.

Formation and strengthening of groupements. As of the end of this evaluation period there were about 128 groupements established in the Gros Morne area. Since the average groupement size is ten members, approximately 1,280 families or about 6,000 individuals are currently involved directly or indirectly in groupements activities. The internal organization of each groupement is quite simple. ^{4/}

^{4/} See Annex C for a translation of the groupement contact signed by all members upon formation of the group.

There are two or three members in positions of responsibility, depending upon whether or not the groupement contains a stagiaire. The "responsah," or responsible party, is the administrative leader of the group. He organizes group meetings and activities, assembles the members, and keeps order during discussions. He is elected by the group, and subject to dismissal if he fails to fulfill his duties or maintain his standing as an exemplary groupement member. Special emphasis is placed, by the project staff, on the fact that groupements do not have "presidents" like the community councils. First, this is an attempt to signify the fundamental differences between groupements and the councils. Second, the responsibilities and duties of leadership are stressed in this way, as opposed to the rights and prerogatives.

The treasurer is the second necessary officer within each groupement. He has the responsibility of holding, disbursing and keeping track of the groupement's funds. While this is a specialized function, the project staff again encourages the groupements to distinguish themselves from the community councils in terms of the way the members stay up-to-date concerning the group's finances. All members are expected to be able to give a full accounting of the groupement's activities and investments, at any time, and this ability is checked and tested in regional meetings, when any groupement member may be called upon to report on his group's current status. In this connection, intra-group secretarial functions are rotated among literate groupement members.

Finally, in groupements that include a stagiaire as a member, the stagiaire often acts as liaison between the center and the group, when necessary, and guides the group itself in the organization and implementation of its activities. The position of the stagiaire within the groupement is given much attention by the project staff, both during the training sessions and during subsequent visits by the agents to the groupements. The fear is that the stagiaire, having gained legitimized knowledge and training (at the center), will become a dominant force within the groupement, undercutting the essentially

democratic and participatory atmosphere which is intended. Both stagiaires and groupement members are enjoined to think of the antennas as mere catalysts, standing in the same relationship to their groups as a match to a fire. Once the fire is lit, the match has fulfilled its appointed function, and becomes just another piece of charcoal fueling the flame.^{5/} Throughout their training sessions, the stagiaires are reminded of their role, and its limits, and are even taught techniques that can help them minimize their control over the group and its decisions. For example, they learn to speak at a group meeting only after all other members have had their say, so as not to unduly influence the course and substance of the discussion.

Gros Morne groupements are encouraged to meet at least once a week, in order to follow their current projects and plan for the future. The staff puts great emphasis on the frequency of meetings since the dynamics of the small-group reunion are taken to constitute the essential arena where skills of analysis, leadership, participation, planning, etc. must be learned. The groupements average six meetings per month, more than one per week. It is hoped that these business meetings will be supplemented, as time goes on, by recreational activities organized by the groupement for its members. Small dances, story-telling or riddle sessions (common in the countryside) are expected to be built around the groupements, cementing their economic functions with social solidarity. Currently, groupements average only one (1) such recreational meeting per month, but their popularity seems to be increasing among the oldest, better-established groups.

Another extra-mural groupement activity is the "mazinga," or rotating exchange labor group. These groups, in recent years, have been transformed into wage-labor squads, and participation in them among all but the poorest

^{5/} Annex B includes a visual aid used by the agents in their visits to the groupements in order to emphasize this point.

farmers and the landless has declined. Average small farmers seem to prefer hiring wage-labor to participating in these traditional labor arrangements. While an economic analysis that measures the value of labor inputs in strictly cash-equivalent terms might demonstrate that the wage-labor alternative is more "efficient" under certain circumstances, hiring labor still represents a drain on the peasant's already hard-pressed domestic cash economy. An attempt to re-popularize exchange labor, with an eye toward capitalizing on the unemployment and under-utilization of own labor resources in peasant agriculture, is thus a part of the Gros Morne development plan. Over the course of a year, groupements average about nine days of exchange within the group per month. This figure is highly seasonal, and at times of peak agricultural activity (field preparation, weeding, harvesting), some groupements organized up to twenty-two days of exchange labor per month among their members.

About 10% of the groupements disbanded after forming. Of these, half broke up before undertaking any project, the other half after a project (usually just one) has begun. The project director and staff do not see this rate of group dissolution as problematic. Their basic approach of indirect intervention and extensive scope over an extremely large project area necessarily leads to a fairly high rate of "failure". In the long run, they argue, the absolute magnitude of successes justifies these initial losses. Much as a farmer broadcasts seeds, but only takes care of those which sprout, the project sees its task as planting an idea, and then concerning itself with those who choose to act upon it.

Several features of groupement membership are revealing in terms of whom the project is reaching, and upon what social base the groups are being established. The groupement averaged two women per group, but 30% contained no women at all. About 19% of the total membership of groupements is women, most of them independent adults, already out of their natal families and established in their own households, with or without co-resident males. A growing realization of the importance of women to the groups is being aired at groupement and regional meetings.

Simply in terms of their generally greater experience in commerce, the managing of cash, and the prevalence among them of an investment orientation, women are key members in the groupement movement. Even given their low current representative overall, they are overrepresented by 100% in the position of groupement treasurer -- 36% of the groupements sampled have female treasurers. On the other hand, the sample contained no groupements with female responsah or female stagiaires, although a few do exist. It is suspected that, as the actual role of women in the groupements becomes clearer, their participation will increase accordingly.

Young people, both men and women, also number significantly among groupement members. Here we are referring to those members who are "not yet responsible" (HC:poko responsah) in rural terms -- still somewhat dependent upon, and usually co-resident with, their families of orientation, and not yet established in their own families of procreation. These people, adolescents for the most part, represent a full 21% of all groupement membership, and are apparently very active within their groups. Fifty-five per cent (55%) of all the stagiaires represented in the sample fall into this category. Thirty-five per cent (35%) of all responsah are also young people. These two statistics give evidence of more than simple participation. They demonstrate high motivation and leadership capacity on the part of rural youth, at least vis-a-vis this particular kind of development effort. Several groupements, in fact, are almost totally made up of adolescents, often with one or two adults to offer some guidance. Expectably there is one function that the adults have not seen fit to cede to these youngsters -- only 13% of groupement treasurers

are in this category, as compared to their overall representation of 21%.

Two simple measures were used in an attempt to discover the extent to which the groupements actually represented naturally-occurring groups or clusters of people that had simply been transformed through the framework provided by the project. First, the ratio of those members of the groupement who have at least one kinsman as a co-member in the same groupement, to the total number of members of the groupement, was calculated. This proportion offers some measure of the degree to which individuals are tied to the groupement by other than strictly formal membership rules. For the groupements' sampled, this ratio ranged in value from .00 to unity, with a mean of .58 and a median of .60. This strikes one as quite high for a non-family-oriented group, especially since, behind the statistics, we are dealing with relatively large family clusters, rather than with many unrelated pairs or trios of relatives. A second measure of "groupness" has to do with the prior experience of groupement co-members in working together. A full 65% of all groupements sampled either contained cores or were entirely composed of people who had exchanged labor or been members of work squads together before forming groupements. The suggestion, then, that these groupements are indeed pre-existing, natural, social units -- framed and reoriented by the project -- is supported by these findings. Furthermore, in light of the high representation of family cohorts within the groupements, it is encouraging to find that less than 50% show two or more officers from the same family.

Perhaps the most important finding concerning groupement impact has to do with the economic status of group members. Agents in Gros Morne were able to work with a four-tiered system of classification expressing the relative positions of groupements and groupement members in the rural economic hierarchy.^{6/} The four categories were (1) poorest (HC:

^{6/} See Annex A for a more extensive discussion of this methodology.

malere net), including the landless and those heavily dependent on the sale of labor to make ends meet;(2) poor (HC: malere), including those who habitually supplemented their own farm income with wage labor in agriculture; (3) average (HC: pasab), comprising peasant families who could get by on their own farm income and might, on occasion, purchase labor or organize work parties; and (4) the well-off (HC: miyo, alez) who, by peasant standards, were in pretty good economic shape.

When the project agents were asked to rate the overall economic status of the members of particular groupements and to place the groupement in one of these four categories, the resulting distribution was 33%, 29%, 29% and 8% respectively. Given the way these economic status terms are generally used in Haiti, and the particular criteria cited in defining each category more precisely for the agents, the first three categories (malere, net, malere, and pasab) may be viewed as comprising Haiti's rural poor, or small farmers. It is suspected that land holdings, for example, in these three categories, range from well below the national average for peasant farm units to the norm, but do not exceed the national average significantly. This means that, combining the first three categories, fully 91% of the groupements sampled were judged by the project agents as composed of so-called small farmers. Of these, only 18% were judged to be economically heterogeneous (i.e., have members falling into two or more different economic categories in terms of their individual status), and none of these included any individual member who was classified as "well-off."

The project has adopted two strategies which greatly enhance the power of the groupement experienced for members and, simultaneously, guide and stimulate groupement activity. The first of these strategies has been a part of the project from its inception, and has grown in importance as the groupements advance and become more active. Every three months, approximately ten groupements working in a single geographical area hold a regional meeting, which all groupement members are expected to attend. Each groupement reports on its activities over the past months, and describes its future plans. Following each report, the floor is open to questions and criticisms from the audience, i.e., the members of other groupements.

These sessions last from four to six hours, and are held locally, in a church or schoolhouse, rather than at the center. Again, while the project staff attends these meetings, and sometimes offers comments, every attempt is made to encourage self-direction and responsibility on the part of the groups themselves. As the program expands, and the first few meetings in any given region have been held, the staff will withdraw from this arena also.

The regional meetings serve several essential functions. First, the mere act of gathering with more than a hundred other people involved in similar activities to one's own introduces and reinforces the feeling of being part of a larger movement or effort, even though each individual group is quite small. This encourages groupement members; indeed, the effects of a regional meeting can be electric. Second, active, individual participation in such a forum, which runs quite high, reinforces and expands upon the skills of discussion and analysis and the sense of self-worth and importance which are growing within the small groups. These skills and attitudes, exercised in a large group, are a necessary part of the preparation of rural people to take on the responsibility of running their own communities in a truly democratic, town-meeting type format. Third, the regional meetings are explicitly built around an exchange of ideas and experience among different groupements. Failures are as actively pursued as successes, and in this way the groupement movement becomes self-guiding and self-counseling; mistakes made by one group need not be repeated by others, and effective strategies may be adopted by all. All this, of course, without the direct intervention of the project staff. Issues of organization and intra-group relations are

pursued as heatedly as questions of investment strategies. The opportunity to formulate and to respond to constructive criticisms concerning all of these subjects heightens the individual's ability to understand and to direct his own situation and activities, and those of his group. Finally, the regional meetings allow groupements to evaluate the performance and the attitudes of their homologues. This knowledge will be important in the future, when several groupements are expected to engage in common activities within their local areas.

Groupement activities and accomplishments. Appropriate groupement activities are projects which involve investment and offer a potential financial return or profit. Currently, the Gros Morne groupements are much more heavily involved in the commercial sector than in productive endeavors.^{7/} Projects in agricultural production are difficult at this early stage because of the scarcity of available land for groupement gardens. In the Gros Morne region land must be leased at relatively high rates. Paying for such land, available through leasehold, involves a high risk on the part of the groupement, whose success in an agricultural project is subject to the exigencies of climate and, particularly, rainfall, in the drought-prone Gros Morne region. At current levels of capital assets, such a risk is, more often than not, inadvisable. On the other hand, where small tracts of land have been made available to existing groupement, usually by one of the group's members, agricultural projects have been undertaken. Animal husbandry, the other major rural productive activity, involves a number of organizational problems -- in terms of the terms of the division of labor, responsibility, etc. -- that newly-formed groupements are hard put to resolve. Thus, most groupements have turned to commerce, often investing in a number of different products for storage and/or resale, thereby diversifying and

^{7/} Table II provides a sample list of projects undertaken by one groupement over a one year period showing amount invested and profit made.

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TABLE II

PROJECTS UNDERTAKEN BY GROUPEMENT LOT BO RAVI
(August 1978 to September 1979)

Month	Type of activity	Amount Invested (Gourdes)	Profit (Gourdes)
Aug. 78	Stockage*	73.70	11.50
	Commerce**	8.25	
Sept. 78	Commerce	24.30	7.00
Oct. 78	Commerce	47.00	19.70
	Elevage***	23.00	
Jan. 79	Commerce	9.60	4.00
	Elevage	23.00	
	Stockage	98.00	
Feb. 79	Commerce	7.60	7.00
Apr. 79	Commerce	35.00	10.00
	Stockage		6.30
May 79	Commerce	33.00	6.00
	Stockage		
Jun 79	Commerce	37.00	10.40
Jul 79	Commerce	22.00	7.10
Aug. 79	Commerce	13.50	5.75
	Stockage	50.05	
Sept. 79	Commerce	13.50	6.00
	Stockage	46.00	
Total			100.75

*Stockage: Buy/Store/Sell (Usually grains or pulses)
 **Commerce: Buy/Sell
 ***Elevage: Raising animals

Average return: 18%
 50 Gourdes = 1 Dollar

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distributing their risk of failure. Commercial activities are about equally distributed into two types: (1) the purchase of goods, either produce or manufactured necessities, for resale; and, (2) the purchase of agricultural staples (usually grains or legumes), for storage and subsequent resale in response to price changes.

In addition to these standard activities, several groupements in unusual situations have undertaken special projects. One group began with no capital at all, and built up an investment fund by forming a labor squad and selling their labor as a group to individual, better-off peasants for agricultural purposes. The group sale of labor, of course, is a typical feature of contemporary Haitian rural life, but the proceeds from these days worked went directly into the groupement treasury. This same groupement has now accumulated enough capital to begin investing in small-scale commercial ventures. Many other groupements supplement their dues-paying and project profits by selling their labor in the same way. Several groupements have also begun "exploiting" the special skills of their members to generate capital. One such group, for example, includes a furniture-maker. In addition to his personal business, he is now working on a salaried basis for his own groupement. The groupement purchases materials for him, which he works into pieces of furniture. When these are sold, the proceeds (minus the cost of materials and the craftsman's salary) go into the groupement treasury. An inventory of all skills represented among groupement members is planned by the project staff during the next year, in an effort to encourage precisely this kind of innovation

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within the individual groups. These examples have been included here to suggest that the range of possible investments for a small rural group of this kind is virtually unlimited, given current levels of capital and the existing rural cash-based economy.

The total savings generated by all groupements through the kinds of activities described above as of the end of October, 1979 was \$3,440, about \$27 per group, or about \$ 2.70 per member.

At this early stage in groupement activity and under current circumstances in the countryside, this is actually no mean sum. Much of it -- and this is unfortunate, but also explicable in terms of the relative newness of the groups -- is attributable to the accumulation of dues paid by members. In fact, only 17% of the groupements for which information is available have doubled the value of dues paid through project activities. On the other hand, fully 70% have more than half of their total cash assets currently invested in profit-making activities.

Many of the significant accomplishments of the groupements, and of the project itself, are, of course, less tangible and less easily measured than the groups' treasuries. There is substantial qualitative evidence that self-sustaining group activity is well under way.

Monitoring and evaluation of groupements. It is the primary task of the six agricultural agents employed by the project to monitor the groupements and their activities. Information concerning groupement activities is necessary for continuing project evaluation and planning, and also for the administration of credit to the groupements (see below). In addition, a certain amount of essential guidance is offered to the groupement through the project agents. Again, however, a basic strategy of indirect, or non-intervention is adopted in this regard. Groupements may be advised concerning organizational problems, with an eye toward preserving the character of the group as a closed, investment-oriented unit; or with respect to the merits and risks involved in groupement-proposed projects, in an attempt to ensure the profitability of particular investments. More extensive guidance and direction is, intentionally, not offered.

Interaction between agent and groupement takes the form of a discussion, primarily directed by the groupement itself, seeking information and counsel. Certain things observed by the agent -- for example, the

ascendance of a single group member during a particular discussion -- may be commented on directly but, more often than not, the agent will either avoid or directly refuse to resolve problems that he feels might best be worked out by the groupment itself. In most cases, even the visits of the agent to the groupment are timed so as not to fall on the regularly scheduled day of the group's weekly meeting. Meetings with the agent are a thing apart, while the open discussion and decision-making process involves missteps, errors and setbacks.

Here, more clearly than anywhere else in the program, the actual, intended function of the groupment is revealed. The rapid and consistently successful generation of capital within the groups is secondary, in all senses, to the development of participatory, self-directed management and decision-making skills among all group members. Self-interest and capital-generation are, in terms of the project, serving an even more important end than the immediate amelioration of the peasants' material condition. They are the culturally-appropriate motivators that encourage the individual to participate in the groupment movement, to realize his potential to contribute to activity in a small-group format. Burgeoning self-worth and idea-generation are the ends of the groupment strategy, not simply self-interest and capital-generation. As the Project Director stresses in his training sessions: "The value of a groupment is not measured by its assets, but rather, by its frequency of meetings. The power of a groupment lies not in its fund, but in its words and ideas."

In addition to the agent's visits, groupements are monitored through a reporting procedure ^{2/}. The groups are asked to fill out and return to the center, on a monthly basis, a simple report of their activities, both financial and social. These reports are used to compile data for the purposes of project evaluation, and will ultimately aid in the evaluation of individual groupements for the purposes of reviewing credit applications (see below). Currently, only a little more than 60% of the groupements are submitting these reports regularly; again, the center and its staff have not been demanding in this regard. The principle of groupement independence, even from the center itself, is strictly observed.

The Gros Morne project staff have recently, on their own initiative, undertaken a survey (verification) of all groupements to determine the number of "strong" groups. ^{2/} The criteria used to judge the relative strength or weakness of a groupement were:

- (1) independence from the project agent,
- (2) absence of internal control by an individual or clique,
- (3) knowledge of the internal functions of the groupement by each member,
- (4) frequency of meetings and participation in groupement decisions,
- (5) rate of reinvestment,
- (6) interaction with other groupement, and
- (7) the groupements view of future federation.

^{2/} See Annex D for a sample groupement report.

^{2/} See Annex E for list of questions asked during verification visits.

Following the verification survey the project staff rated the groupements on the basis of these criteria and judged that 70% or 89 of the 126 groupement surveyed could be judged as "strong" based on their assessment that the groups could continue to function and progress even in the absence of the center and its staff. Of the remainder, 24 (19%) were judged to be "weak", -- either just starting out or somewhat off the track, but definitely in need of careful attention for some time to come. Most of the weak groups lacked a clear understanding of the movement or sufficient motivation, or both. Eleven (45) had disbanded and four groupements had just been reformed, or newly created at the time of the evaluation. ^{10/}

Attendance at both groupement and regional meetings suggested that full self-sufficiency for the movement may be some way off, but it must be recalled that average groupement life was only about one year at the time of the verification survey. Nevertheless, several vital signs of a fundamental change among groupement members may already be observed. On two distinct occasions, for example, the project staff became the more than willing "victims" of growing groupement independence. At one regional meeting they were roundly criticized for not paying full attention to a speaker and carrying on their own conversation at a time when all those in attendance were expected to be contributing to the proceedings. The close of another such meeting found the staff being asked by a groupement member whether it was necessary to invite them back at all to the next regional reunion, since it seemed to him that they could "pretty well take care of themselves from now on."

^{10/} See Annex F for a complete list of groupements, number of members, date established and verification rating.

While the general air of participation and involvement evoked by a regional meeting is itself rather impressive, particularly relative to the meetings of other community groups, some particular anecdotes are even more suggestive in terms of the project's potential impact on peasants. One groupement, for instance, was subjected to strenuous criticism by its peers when it reported that one of its projects had involved purchasing millet at harvest time, for an extremely low price, from a neighbor who was strapped for funds at the time. "That's usury and speculation [MC:kout panya; literally, a saher thrust]," they were chided, "exactly the kind of thing we are struggling against when we join groupements in the first place. A groupement has no right to go that far in the pursuit of profit." At another meeting, the lack of a sufficiently long-term, future orientation on the part of one groupement and its reporting member was criticized by several people in the audience. They had gone one step beyond the adoption of such an orientation themselves (which is, in and of itself, a major step forward), to the point where they could recognize the need for such an orientation, and its functions in development, and were able to articulate that conception to their peers. These two examples, we think, speak eloquently for themselves and for the project which stimulated them. At the level of individual groupements, several meetings were attended which mirrored these kinds of concerns and emergent attitudes. On several occasions proposed projects were evaluated in terms of whether or not they would be good for the neighborhood in general, and some ideas were dismissed on the basis that they had potentially deleterious effects

on non-groupement neighbors (e.g., commercial competition, or the introduction of an unnecessary commodity, such as cigarettes or alcohol, at a location whose convenience, in terms of access might actually increase peasant expenditures for such items). In addition, literate groupement members are now taking it upon themselves to teach their co-members how to read. Even those who have not yet received formation as literacy monitors -- to be offered next year by the center -- have already begun.

Groupement membership also seems to be a force that binds peasants together across the many social and economic status distinctions which permeate rural life. In an area where three groupements have formed recently, we were struck by both the social and intellectual exchanges that had become a matter of course among groupement members of significantly different status within their neighborhood.

These more subtle changes in rural life, then, are also among the results of the Gros Morne project.

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Credit. In line with the basic development principles mentioned above, the project has only recently begun its credit program. A revolving fund of \$15,000, provided by CRS, is available for this purpose. The most advanced groups, as they give evidence of the ability to utilize and benefit from external credit, will be guided into projects consistent with the overall goals of the development effort.

The criteria for credit eligibility developed by the project staff are:

- 1) favorable report from agent,
- 2) at least six months of success with projects,
- 3) assets of at least twice the requested amount of the loan, and
- 4) review vis-a-vis the goals of the development center.

Interest charged on loans is 12% per annum and the maximum loan period is one year. Most loans to date have been repaid in six to eight months. TABLE VII shows revolving fund activity as of the end of the evaluation period.

The review of the loan request is considered part of the process of education of the groupement. Consequently, the review is made with the participation of the groupement, or at least three of its representatives and a resume of the review is included in the groupement's dossier.

The review has two parts: review of the request itself, and study of the proposed project in the framework of a long-term plan to be devised or already elaborated by the groupement.

One aspect of the loan review involves an assessment of the degree of participation by all members of the groupement in the choice of the project and the request, by examining the minutes, or soliciting an exact oral account of the meeting at which the decision was made. Evidence of internal pressure by a minority in the groupement constitutes grounds for disapproval. If the project is copied, rather than springing from the experience of groupement members, this also lessens the probability of its approval.

Although the profits realizable by a groupement are a guarantee, the principle guarantee of the loan is a history of good management. This evidenced by such things as:

- correct utilization of the means of production. In the case of land, evidence of good space utilization and soil protection.
- correct utilization of available funds. The budget is reviewed, item by item, to identify the limiting factors and priorities.
- correct utilization of labor available within the groupement.
- judicious choice of crops.
- correct use of the harvest (conservation/storage), and-
- valid predictions of the marketability of the product.

TABLE III

Gros Morne Revolving Fund Activity

<u>Groupement</u>	<u>Credit</u>	<u>Date Loan Made</u>	<u>Date Loan Paid</u>
1. La Rue	\$ 40	30 Septembre 78	
2. Feville	\$ 40	30 Septembre 78	
3. Pomme de Terre	\$ 30	12 Octobre 78	30 Juillet 79
4. Fond du Roc	\$ 40	15 Octobre 78	12 Mai 79
5. Dupuy (Mornville)	\$ 40	21 Octobre 78	8 Mai 79
6. Pierrette	\$ 40	20 Decembre 78	11 Aout 79
7. Morel	\$ 30	20 Fevrier 79	14 Septembre 79
8. Dingan	\$ 40	10 Juin 79	5 Decembre 79
9. Haut Mars	\$ 30	13 Septembre 79	
10. Meprize	\$ 20	29 Octobre 79	
11. Gran Place I (B-M) (Bas Mancelle)	\$ 40	30 Novembre 79	
Total	\$390		

A further consideration for approval of the loan is the extent to which the project is integrated with other activities of the groupement. If the loan application is approved, a contract is signed with the Rural Development Center, IV

IV Annex C contains a replica of the credit contract.

Health. The health component of the project has had major difficulties. Although the OPC provided funds for the construction of eleven small health posts, each to be run by two health agents, only one post is functioning with a second due to open in April, 1980. There has been a decrease in the number of health clubs over the last few months, as well as a disinterest in their activity by many members of the presently existing health clubs. Health club activity in Perou, the site of the first health post, is weak. The groupements are also weak in this community. The health staff at Perou are not functioning as well as expected.

The main reasons for the weaknesses in the health program are:

1. Premature work with health clubs.
2. Lack of integration of the health and groupement components.
3. Premature choice of sites for the health posts.
4. Lack of clear definition in the minds of health staff of both the Project and the Hospital, of the purpose of the health posts, although this was clearly outlined in the OPC Proposal.
5. Inadequate training for the persons responsible for the health posts, based on a lack of clear understanding of their role.

Premature Work with Health Clubs. Work with the health clubs began too soon, before the motivation and attitudinal changes resulting from groupement involvement had time to firmly take root. Preventive health is an extremely difficult area to work in, since it is tied to a change in beliefs and attitudes. In the future, work with health clubs will only begin after the establishment of several "strong" groupements in that community.

Lack of Integration of the Health and Groupement Components. Although called an integrated rural development project, the health and groupement components worked separately from the beginning of the Project. Since the groupements are highly motivated and are beginning to show a change

in values, it has been decided to integrate all work in health with the groupements as has already been outlined, by forming one health club out of several members coming from a few groupements.

Prerature Choice of Sites for Health Posts. Because of poor planning in the beginning the first health post is in a community where groupements are not prevalent. In order to avoid this in the future, the following process will be tested:

1. Launching of groupements by local seminars.
2. Selection of groupements after a program of verification and evaluation.
3. Organization of seminars integrating health with other development subjects.
4. Formation of health clubs with people selected by the groupements.
5. Development of specific health projects.
6. Draft contract between groupement members and health project for development of a simple, pre-paid insurance program for health care and medicine.
7. Partial financing of public health projects (potable water, basic hygienic practices).
8. Partial financing of family projects of sanitation (latrines).
9. Establishment of a health post. The decision to have a health post will be made by the community, as represented in the groupements and health clubs.

Lack of clear definition on purpose of Health Posts. The OPG clearly states that the health posts' main function would be overcoming malnutrition in children 0-5 years. This was never clear in the minds of hospital and project staff. Nevertheless, the Health Post at Perou is performing some basic nutrition monitoring and preventive health functions.

The public health nurse on the Gros Morne project staff visits Perou every Thursday morning and supervises the medical care given by the two health agents. On the other days, the agents weigh children and make home visits.

In October, November and December of 1970, 258 children ages 0-5 years were weighed in 15 different communities. The results indicated that an average of 12% of the children weighed suffered from 2nd or 3rd degree malnutrition. A total of 106 children received DPT vaccine and 76 received polio vaccine.

In addition to monitoring the work of the new health post, the nurse and two agents attended 16 health club meetings in October, 12 in November and 10 in December. Ten new health clubs were formed during that period, all of which issued from the groupements. There are now 35 health clubs, 25 of the earlier variety and 10 organized according to the newly established procedures.

Inadequate training for Persons in Charge of Health Posts. The persons in charge of the health posts are called "agents santés". This shows a misunderstanding of their role, since the Agents Santés of the Department of Public Health and Population have specific functions which are not the functions of those responsible for the Gros Morne health posts. The health post personnel should be more specialized in nutrition than the Agents Santés.

In summary, the overhauled health component of the project hopes to take advantage of the nascent motivation for change and self-help within the groupements, and to direct some of the resultant energy into non-profit, community improvements. The reasons for these changes are the staff's dissatisfaction with the health component as well as the health clubs' interest in this type of integration expressed during the evaluation in November.

Plans have been made to incorporate the preventive health/education/sanitation aspects of the health component of the project with the groupements. Health clubs will be formed out of the groupements, each of several groupements sending a few members to form a health club. These clubs will study the basics of preventive health measures, monitor their local areas, and undertake projects in public sanitation and water supply, with the aid of the center. A combined agricultural-nutrition program, proposed by USAID consultant agro-ecologist Harlan Attfield, is also under study by the project team. Again, the groupements are being considered as the central focus of this phase of the health component, since they provide a possible forum for the propagation of home-gardening and small-animal husbandry techniques designed to ensure food self-sufficiency at the household level.

IV Human and Financial Resources (Inputs)

Staff. Project staff includes a non-resident Acting Project Director, six agents, an administrator (who also acts as agent for several groupements), the Health Project Coordinator, a public health nurse, one health agent, and a supporting staff of six (four part-time cooks are hired for the training sessions only).

The Project Director is a Damien-trained agronomist with fifteen years field experience. Although a native of Port-au-Prince, his work and his life have unfolded in the countryside. He has been employed, since his graduation, by private sector development organizations, both Haitian and foreign. His energy and vision, more than any other single factor, have shaped the project, in spite of the fact that his direct involvement is limited by other responsibilities to less than ten days per month. In two years he has re-designed the original project, formed a skilled and highly-motivated staff, and been an essential participant in the training of the local stagiaires.

The Acting Director, now the counterpart of the Project Director, is also a Damien agronomist, graduated in the class of 1975. He is a native of Plaisance, and had extension experience there after completing his training. His responsibilities within the project have expanded as his skills have been developed and nurtured by the Project Director. In the judgement of the Project Director he is now fully capable of taking over the direction of the program.

The agricultural agents are the direct link between the center and the groupements and, as such, they are the most important staff members in terms of the continuing success of the project. Four of the agents are local people, from the nearby town of Gros Morne. Three of these have primary educations and personal experience in agriculture. Two were formerly agents with the Institut de Développement Agricole et Industriel (IDAI). Another was the sacristain of the local church and an assistant at the German-run hospital in Gros Morne whose staff initiated the project. The fourth local agent has some secondary schooling, and completed a correspondence course in agriculture. He works part-time for the project and also teaches at a rural school in Gros Morne. Two additional agents were recruited from other parts of Haiti by the Project Director. Both are former community council presidents who had prior contact with him in their home areas. Ironically, these two agents are now the most

vociferous critics of community councils on the entire project staff, and also the most assiduous and dedicated workers. Both have strictly rural backgrounds, and have seen development from the bottom up. The project administrator also functions as an agent for several groupements, in addition to his other responsibilities. He is also a native of the local town, and has held prior positions with the Régie du Tabac's agricultural section, and the Bureau des Contributions.

All of these agents are in their 30's, and all save one are married. Those from outside the local area see their families only once every month, during their three-day leave from the center. All of them went through an intensive six month training or re-orientation course, at the project site, before the project became fully operational. In the course of this training, baseline data was gathered, preliminary visits to the project area's communities were made, and contacts were made and developed with local residents. Coursework, both technical and theoretical (concerning the philosophy of development) was also undertaken by the agents. They were thus formed, or re-formed, in the context of the project itself, and have developed their own skills and attitudes vis-a-vis its particularly innovative program.

Two members of the health staff -- the Health Coordinator and the nurse -- went through similar formations at the start of their association with the project. The third member of the health staff has only recently joined the project. The Health Coordinator had extensive experience with rural public health programs at the Albert Schweitzer Hospital in Deschappelles. The new staff member has a similar background. The nurse graduated in 1975, and worked at an urban health center in Port-au-Prince before joining the project in 1977. She is the only female staff member.

The dedication of the staff is related quite evidently to the role that all staff members are permitted and expected to play in the direction of the project. No major operational decisions are taken without prior discussion and consultation on the part of the staff. The agents, in particular, are recognized as being in the best position to be able to judge the project's progress and its problems. Their input, at all levels of administration and program planning, is solicited and weighed extremely carefully before any

decision is taken. Weekly staff meetings have been established expressly for this purpose.

This system has a salutary effect on the project in two distinct ways. First, of course, it makes for an alert, active and responsible staff; their dedication reinforced by the fact that they and their ideas play an integral and essential role in aspects of the project. Second, and perhaps even more important, since it is actually the case that, being in the field on a regular basis, they do in fact command more and better information about the project's impact on its target group than anyone else involved, their inputs provide a realistic base upon which to build project planning and orientation. The built-in flexibility of the entire project, and its success as an overall strategy, are ultimately underwritten by the feedback available through the field staff.

Subject. The budget for the Gros Morne project is financed from several sources. The OPG obligated \$104,000 for a three-year period from June 1977 through May 1980 to finance salaries of the project staff, other recurrent operating costs, and construction of eleven small rural health posts. Other contributions to the project are:

CPS	\$ 50,632
Deutsche Welthunger Hilfe	31,000
Bavarian Government	29,126
Cardinal Doeffner (Munich)	11,470
MISEROR	8,500
	<hr/>
Total Other Donor Contribution	\$ 130,728

Funding for construction of the Development Center at Crépín was not provided by the OPG. As it turned out, the large, and relatively expensive facility constructed with the intention of housing the initially extensive training program for stagiaires, as well as regional meetings of groups of all kinds (community councils, health clubs, groupements), is now recognized to be largely unnecessary. Housing units for the staff, and perhaps a single large meeting room with office space would have been sufficient; in the opinion of the Project Director. In fact, the stagiaire training and groupement development phases of a similar program in the North are being undertaken without any established center at all. Three two-day training sessions are held for stagiaires from any given area within the locale itself, usually at a public building such as a school or chapel. Using this system, the estimated cost of training is C 20.00, or \$ 4.00 per stagiaire. Recalling that some of the training cost at the Gros Morne center is defrayed by contributions from the group (council or groupement) sending the stagiaire, averaging approximately C 5.00, or \$ 1.00 per training session, or C 15.00 (\$ 3.00) total per stagiaire, projected costs for stagiaire formation using the revised short curriculum are extremely low.

The second major budget item, which was by the OPG, is staff salaries. Currently, the groupement-related staff members, including the Project Director, Acting Director, administrator and the six agricultural agents and health staff, draw a combined monthly salary of about \$ 1,400 (based on 8 days of work per month

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by the Project Director, one part-time agent, and all other staff members full-time). Yearly salary costs average about \$ 10,000 for the entire team. Total expenditures on salaries as of December, 1979 is \$ 41,422.04 ^{2/}. Housing in rooms at the center is provided for non-local staff members. Board, however, is paid directly by the staff members, as is the cook/laundress whom they employ for their own needs, and these do not appear as budget items. The salaries of other supporting staff (a guardian and assistant mechanic) are insignificant. In total, they add about \$ 300.00 to the total annual salary figure.

Another major item in the budget was for construction of eleven health posts. Due to the problems in implementing the health component of the project, which are discussed above, only two health posts were built. Of the original capital budget of \$ 16,500 earmarked for construction only \$ 1,200 was used for that purpose. An additional \$ 7,250 was used to purchase five motorcycles to provide greater mobility for the project staff. Lack of transportation was identified as a major constraint to the achievement of the objective of the project in a prior evaluation. (See DES #521-77-4) The alternative use of funds was approved by USAID.

Another important item in the budget is the \$ 15,000 revolving credit fund. This fund is self-maintaining, however, and in fact, is expected to grow over time. As already noted the fund is a CRS contribution.

^{2/} See Table IV for Statement of Expenditures, through December, 1979.

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TABLE IV
STATEMENT OF EXPENDITURES

	July 77 to June 78	July 78 to June 79	July 79 to Dec. 79	1980
1) Salaries	12,600.00	17,830.95	11,123.82	41,554.77
2) Supplies & maintenance	1,001.00	1,205.00	937.03	3,203.03
3) Supplementary food supplies	107.07	117.61	105.22	329.90
4) Traveling & per diem	500.00	977.00	655.30	2,132.30
5) Energy	5,255.31	1,610.39	2,752.73	9,618.43
6) Outreach education	90.20	232.35	—	322.55
7) Evaluation	—	497.95	500.00	997.95
8) Contingencies - miscellaneous	70.50	170.33	257.55	500.38
9) OPERATIONAL EXPENDITURES - H. H. HATCH JR. CENTER	51,172	91,160.01	1,112,700	11,530,510
10) CAPITAL EXPENDITURES - H. H. HATCH JR. CENTER	3,000.00	1,500.00	1,420.77	6,130.77
TOTAL	54,172.00	92,660.01	1,525,400.77	11,536,641.27

Evaluation Methodology

The first evaluation of the Gros Morne project (PES 0521-78-4) was completed in July 1978. The present evaluation covering the period from July 1978 to December 1979, draws from two sources of information: (1) in-depth research carried out over a period of several months starting in June 1978, by a USAID financed contract team^{1/}, and (2) an internal review undertaken by the project staff, CRS and USAID in November and December 1979.

A. In-depth Research Methodology

The intent of the research was to analyse and to understand the development approaches represented in the Gros Morne pilot project. Since the methodology and the impact of the project are overwhelmingly concerned with qualitative change, conventional evaluation procedures were deemed inappropriate. The question of "measurement" is here superseded by one of "comprehension". To grasp and to absorb the nature and the meaning of these development efforts was the perceived task. Methodology was virtually dictated by these concerns.

Participant-observation was the most important tool used in the research. Between three and four weeks were spent at the development center, living and working with the project staff. All staff functions were observed, or recorded; training sessions for staff and participants were attended; groupements were visited both in the company of staff members and alone; regional meetings were observed. In addition to these sources of information, all staff members of each project were formally interviewed -- in some cases several times. Project directors were interviewed extensively. Outside familiar with the projects, both in local areas and in other parts of the country, were also consulted. All available documentation was gathered, read and analysed, often in the course of the on-going research. These materials, in turn, were discussed with project staff. Research time at the project site was intentionally divided into two approximately two-week periods, with at least two week's interval between them.

^{1/} The report resulting from this research effort is entitled: "Integrated Rural Development in Haiti: Some Problems, Two Case Studies, and a Proposal", prepared by Ira Lowenthal in collaboration with Haïan Attfield, March, 1979. This report is relied upon heavily in the preparation of this PES.

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This allowed for the preliminary analysis and sorting of information, and the preparation of formal interview schedules and research plans to be used during the second visit. Finally, and most important; perhaps, peasants involved in the project were interviewed informally, both singly and in groups. The project was well enough integrated with the surrounding rural area to make this contact with participants quite simple to effect, almost on a daily basis. They were visited at their homes and in their gardens, and were also observed and talked to at the center. All data, both formal and informal, was recorded on a daily basis, if not immediately upon receipt.

Statistical Data. One aspect of the research methodology merits more detailed attention. It was felt that some generalizable information concerning the character and activities of the individual groupements associated with the project would be desirable, beyond the qualitative material that was gathered in the course of participant-observation. At the same time, time limitations, the sheer number of groups involved and the geographical distribution of groups over a large project area, militated against directly contacting and formally interviewing more than a handful of the groupements. Therefore, an indirect method for generating reliable statistical data on the groupements was adopted.

At the center, basic information concerning the groupements was recorded. This included the name of the group, location, and a (sometimes inaccurate) list of individual members. In one instance, ages, occupation and marital status were also recorded. In the other, some incomplete information was available on groupement activities, assets, etc. The list of groupements was incomplete, with the most recently formed groups not included. As a first step, all known groupements not listed were added to the rolls, using the agents' working knowledge of the project area. Next, a random sample was chosen from the lists. In Gros Morne, a 20% sample was drawn from all groupements (currently functioning or defunct) known at the time. Thirty (30) groupements fell into the sample.

Interview sessions were then scheduled with each of the agents and information was gathered from the agent concerning all the sampled groupements for which he was personally responsible, and with which he was thoroughly familiar. An interview schedule (topics, rather than the specific wording of questions, were specified) was prepared for this purpose. An attempt was made to gather as much

comparable data as possible, under the circumstances. One complete interview with an agent concerning a single groupement had an average duration of one hour. All information, and supplementary impressions, were recorded during the interview. Care was also taken, in the administration of the many interviews that each agent participated in, to check and cross-check preferred information, and to identify and eliminate trends in any particular agent's response pattern related to his own perceptions of the nature of the interview situation and purpose. Although these efforts were not systematized, a few hours' of interviewing was sufficient to sharpen the interviewer's sensitivity to problems of this kind. This, of course, is a luxury not available in more quickly administered, individual-respondent interviews. The lists of members for each groupement were particularly useful in this regard, since any general statements might be checked with a surprise question concerning one or more specific individuals with whom the agent was familiar. In addition, of course, co-residence with the agents over the course of several weeks provided invaluable guides to interpreting, and explicitly bringing into line, their initial response structures. Most surprisingly, more than half of the agents worked with were not a problem in this regard whatsoever, and immediately understood and contributed to the research in a completely constructive and disinterested way.

One of the most interesting and problematic aspects of this exercise was the method to be adopted for the gathering of reliable data concerning the economic status of movement participants. Even under the best of circumstances, with unlimited time and resources, absolute values for individual economic status are notoriously difficult to determine in rural Haiti. Problems of intentional evasiveness and prevarication are overshadowed by more basic difficulties attending the accurate specification of relevant indicators and variables, and by the peasant's patent inability, for many of these, to provide accurate estimations of his own holdings, productivity, expenditures, etc. One more parsimonious, if less comprehensive, method of establishing relative economic position in peasant societies is available, and was perfectly suited to our own less than stringent, but still very real, needs in this regard.

It has been demonstrated in several case studies ^{1/} that, within rural communities or somewhat wider locales, individual informants are capable of rank-ordering their neighbors and acquaintances in terms of relative economic status that, when compared to independently-derived data on actual economic status, are surprisingly accurate. (One problem has always been the individual's placement of himself in the economic hierarchy, but this was irrelevant for our own research.) It has yet to be demonstrated convincingly precisely what kinds of information or indicators are involved in this subjective ranking process, but it is clear, especially in societies where local economic categories are conceptually and lexically identified, that its results substantially correspond to "hard" economic data, and incorporate such complexities as the relationship between family size and land holdings in determining individual or family level of living and well-being.

In the Haitian case, as discussed in the text, three major rural economic status categories exist, with one subdivision in the lowest category that appears to be regionally specific. All of the agents were rural in background, many were local, and each had had extensive personal contact with the groupements being investigated. First, the basic issue of economic status in the area was raised with each. Several general criteria were explicitly noted by the interviewer, including land hold, family size, consumption patterns, personal style and habits and, finally, the disposition of labor. In Haiti, this latter is a sure indicator of relative economic status among adults, with three basic groups being defined in terms of "sells own labor," "buys labor to supplement own labor," and "buys labor to replace own labor." Once all of these factors, in relation to local conditions, had been discussed, agents were asked to rank not individuals, but groupements, in general and overall, in terms of the economic status of their members. "What kind of people, in economic status hierarchy terms, make up this groupement, by and large?" was the basic tack taken here. Second, a judgement was required, in each case, concerning

1/ The most convincing of these is Frank Cancian's Economics and Prestige in a Mayan Community, Stanford University Press, 1966 (?).

the relative homogeneity of the group in these terms. Specific examples and evidence, from among the listed individual members, was requested as a cross-check. Again, the agents seemed able to handle this task after only a few sessions, and early interviews were always rechecked in light of later understanding and practice. Several of the groupements for which this and other information was gathered had been or were subsequently visited by the researchers specifically for the purpose of ascertaining, though again primarily subjectively, the accuracy of agents assessments. At this point, we feel confident in asserting that the method here employed has provided reasonably reliable data in this connection.

Interview schedules were coded, tabulated and analysed by hand, upon return from the fieldwork. Qualitative data concerning the groupements, also gathered during this interview phase of the research, was extracted and applied in our description and narrative analysis.

B. Internal Review

The internal review of the Gros Morne project took place in October and November 1979. The primary purpose of the review was to determine whether the community of Gros Morne was ready to go on to Phase II of the project which will consist primarily of the strengthening of the groupement movement, and the formation of federations or pre-cooperatives which can begin to utilize external assistance effectively.

The evaluation was accomplished in three steps:

(1) During a three day period the project staff studied its efficiency and adaptability in carrying out its duties, its relations with the community, its ability to communicate ideas and the results obtained;

(2) a questionnaire was administered by staff members to more than 150 members of groupements to determine levels of participation in groupement activities, degree of independence of the groupement, and recognition of the need to expand the movement;

(3) finally, ten of the best groupements were invited to discuss their position with regard to expansion of the movement, participation of the groupements in the expansion work, fidelity to the basic principles of the groupement, and the "maman" project or major project to be undertaken by the groupements when they have generated sufficient savings through their commercial activities.

The objective of the Congress was to test the degree of maturity of the groupements and their potential for participating in the execution of Phase II of the Gros Morne project.

The questionnaires prepared by the project staff for each of the three stages of the internal review are attached below.

I

Questionnaire For Project Staff

PLEASE ANSWER THE FOLLOWING QUESTIONS ACCORDING TO YOUR OWN EXPERIENCE(S)

1. Do you think that the team did all the work programmed for 1978-1979 or could it have done more?
2. If not, why not?
3. Is there something lacking from the training of the team? If yes, what?
4. Is there some other kind of work you think you could do to obtain more results? What?
5. Among the various types of work that you do, is there a specific one that you like best?
6. Do you think you would achieve more by doing only one kind of work at a time?
7. What do you think of the management and administration of the project?
8. Is there something to be added?
9. Do the reports you submit on the work give a good idea of what you really do?
10. What could be added to those reports?
11. Do you understand well what Groups and Health Clubs do from the reports they give?
12. What is missing in the reports, and how could they be improved?
13. Did you ever attend Group or Health Club meetings? If yes, what would be needed to make them more interesting, better arranged?
14. Do you make many domiciliary visits? If yes, approximately how many per person?
15. Do you visit the same person each time?
16. What type of person do you visit more?
17. What do you gain from those visits?

18. Do you set a program for each visit? How and when can you tell whether a visit is successful or not?
19. What results do you notice from your verifications?
20. Should you do them more often?
21. Can you ever stop doing verifications? How will you know when to do so?
22. Are all verifications alike? What makes them different?
23. Would the Health Club need to be subject to verifications?
24. Do you obtain the same results from attending seminars locally or at the Center? What are the advantages? What are the disadvantages?
25. Would you like to take an active part in the local seminar? If yes, What would you like to do?
26. What could be done to improve the seminar?
27. Why is the Regional Meeting not successful?
28. What could be done to make it better? Who could be in charge?
29. Do they last too long? Are they attended by too many people? Are those who attend them satisfied?
30. In how many places can the Regional Meetings be held without us? Where?

If the rural population is ever aware of its value and starts showing it, it is the only way, the only important way, to begin its development.

Anything that changes will be for the benefit of many,

The change will have to be brought in a way in which the peasants will feel at ease and not consider it as an additional problem. It will have to show from the beginning that it is leading toward a general improvement. The more they will participate in the realization of the change, the faster they will accept and do it.

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35. Do you know of any Health Club whose members also belong to a Group?
36. Are they any different from other Health Clubs? In what?
37. Can any Group benefit from the training of a Health Club?
38. How, according to you?
39. Name the 3 best groups you know as responsible agents; name the 3 best you know as verification agents.
40. The project offers some important ideas to the rural society. Name the 3 most important ones. Which is, according to you, the best way to put these ideas into effect?

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II

Questionnaire For Field Survey Of Groupments

Area Group
Health Club

RELATION BETWEEN THE BASIC GROUP AND THE GREPIN TEAM

1. Can the Groups/Health Clubs survive without Grepin?
2. In the absence of the agent, can your Groupment/Health Club go on alone?
3. For what do you need an agent most?
4. When the agent comes to the area, in what field do you like him to work most?
5. Are the reports necessary?
6. Why?
7. Are the reports written during the meetings?
8. How many people know what is in the reports?
9. Are the reports always accurate?
10. Are they written by one person only?
11. Why?
12. How many times did your agent visit with you per month?
13. How many times did your health club representative visit with you? per month?
14. Do you find it very difficult to make other people agree with what the Groupments stipulate?
15. Are there enough Groups in your area?
16. Would you like to increase their number?
17. During what time of the year does the movement operate better?
18. On what day of the week does the movement operate better?
19. What time of the day is best to hold meetings?
20. Have you ever been present during a verification visit? Done by whom?

21. Has anything changed as a result of the visit or did the Group remain the same?
22. Would it be necessary to do the verification visit over again?
23. Did you learn something new from the verification? Much or little?
24. Before the verification visits started, where did you learn what you know about Groupments?

ACTIVITIES OF GROUPS OR HEALTH CLUBS

25. Do you think the Regional meetings are necessary?
26. Do you like them?
27. Were they well organized?
28. What made them better, according to you?
29. Have you ever taught friends the methods you learned from the Groups?
30. How many?
31. From what you can see, what are the opinions of outsiders about groupments? Do they despise the Groups, are they not paying any attention to them, or are they interested in them?
32. Are there lots of groups in your community?
How many?
33. Many people say that the Grepin Project does not work enough with the Groups. Others say that the Project is interfering too much. What is your opinion?
34. If the Grepin Project stops taking care of the rural areas, can the Groups already formed create many new groups?
35. Can the Group to which you belong create new ones by itself?
36. What is the most important project being carried out at the present time by your Group?
37. What was the most important project realized by your Group during the year?
38. What is the "mama" project of your Group?

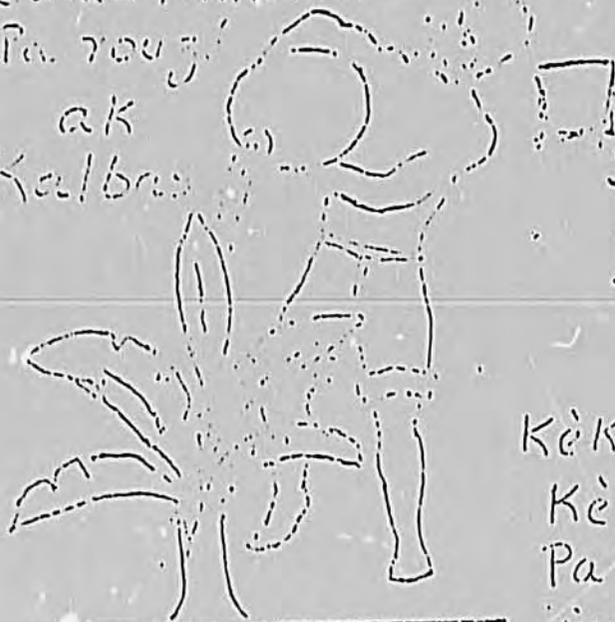
Please write down the names of those who answered these questions.

III

Questionnaire for Congress of Groupments

1. What is the importance of the Group for its members?
b) How Important is the Group for outsiders?
2. What interest does a group have in another one?
3. What opinion does the member of a group have about someone who does not belong to the Group?
4. What does a Group bring to the rest of the community?
5. If everyone in the country participated in Groups, would that help the movement or not?
6. If all the beggars started forming groups also, wouldn't that lower the prestige of the Group?
7. If all the beggars participated in Groups wouldn't that help them not to beg?
8. How many groups are there in your area?
Are there enough, according to you?
9. What would you think, should there be more groups added?
10. If they are insufficient, what could be done to increase their number?
11. Are all the groups you know of, good ones?
b) State two reasons why.
12. What could be done to improve the old groups?
13. A "kasika" member once said: "My Group has disbanded. That is progress."
What does that mean?

Jaden nanman
Pa youji
ak
Kalbas

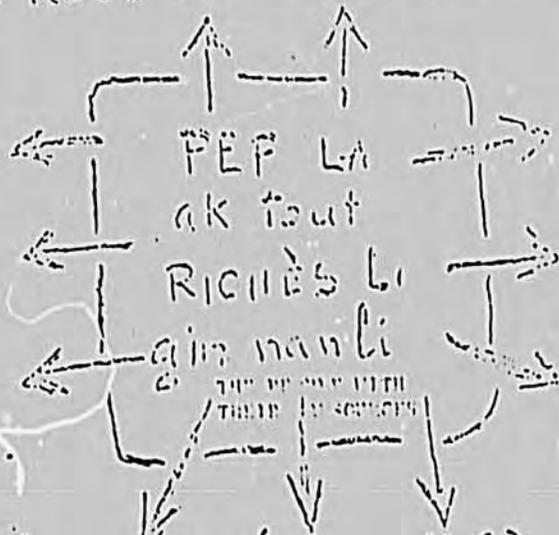


Kèk lòt
Kèk òganis
Pa ka potè devlop-
man bay yon zòn
ou byin yon pèyi

NOTE: DRAWING AND PHOTOGRAPHY
THIS CASE IS THE PROPERTY OF
CAMEL AND IS TO BE RETURNED TO
THEIR OFFICE.

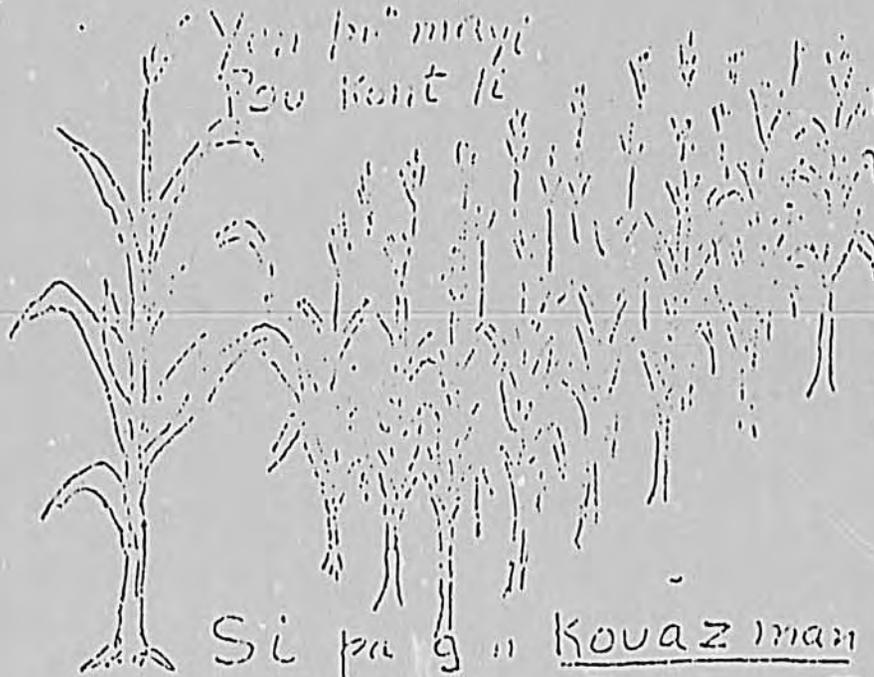
NOTE: THE PHOTOGRAPH, VIDEO TAPE, AND
FILMS -- YOU RETURN TO DESIGNER.

Lévé pòt Kan mal
Bay dlo pasé - Jaden youji



Lévé barie ki bare pakèt sèvo
pakèt valè ki nan pèp la. - Ba yo
pasé ak fòs pa yo. Dévelopman ap fit

NOTE: THE PHOTOGRAPH, VIDEO TAPE, AND FILMS -- YOU RETURN TO DESIGNER.



Yon pa mayi
Pou kont li

Yon
Jardin
mayi

IT COSTS BEANS TO PLANT
A GARDEN OF CORN.
IT TAKES CROSS-
FERTILIZATION,
NO SILL, NO HARROW.

Si pa g n Kouazman pa gin
Grinn - Pa gin Re'kòt



Kouazman inposib
Chyin pa Kouazé ak
Kabrit

AN IMPOSSIBLE CROSSING IS NOT WORTH THE
COSTS.

Kouazman
di fisil ki ka
Ltil

Pajoua
Bourik Kouazé ak Choua!

A DEFICIENT CROSS THAT CAN BE
SAVED
SOMETIMES A
DONKEY BREEDS WITH A
HORSE.

LA-A PA GIW BARIÈ

You-n pa Jin-min lòt.

HERE THERE IS NO BARRIER...
ONE DOES NOT BLOCK ANOTHER.



Groupman sé prémié koté Jè-m
Ka pété

Sé koté chak moun ap santi valè li

Tou sa-l pansé konsékan

Tou sa-l fè konsékan

Sé la nou fè pi bon kouazman

Sé la nou fè pi plis kouazman.

THE GROUPMAN IS THE FIRST PLACE FOR THE SEED OF DEVELOPMENT TO GERMINATE.
IT IS HERE THAT A ROOT WILL TAKE ITS VALUE.
EVERYTHING HE DOES IS OF CONSEQUENCE. EVERYTHING HE DOES IS OF CONSEQUENCE.
IT IS HERE HE CAN DO THE BEST CO-OPERATION.
IT IS HERE HE CAN DO THE BEST CO-OPERATION.

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TANIKOU ZOUAZO SA YO



GROUPTMAN



LIB VOLÉ

KOTÉ LI VLÉ

MOUN PA J.N-NIN-L

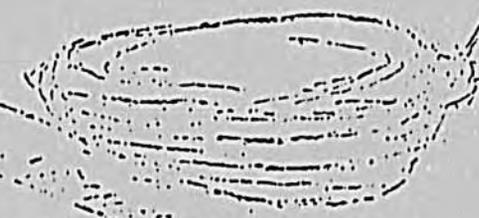
HERE THESE BIRDS, THE GROUND IS HERE TO BE SEEN AT LAST, SO ONE CAN LOCATE IT.

Zouazo fè nich li
byin to



THE BIRD MAKES THE BIRD VERY HIGH . . .

HERE THE ONLY . . .



Sé li min-m. sèl
ki pozé la dan-n
GROUPTMAN fè prajè yo byin louvè
jouk nan lakou lakay jouk nan rajé

Sé yo min-m ki chowazi-l
Sé yo min-m ki fè-l
Sé yo min-m ki kontrolé-l

INDEPANDANS

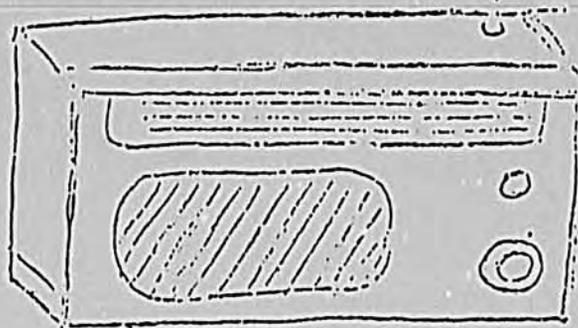
Sé prémie kalité GROUPTMAN

THE GROUND IS HERE TO BE SEEN AT LAST, SO ONE CAN LOCATE IT. THEN OF THE ONE IS TO DO IT, THEN OF THE ONE WHO CONTROL IT. INDEPENDENCE IS THE MOST QUALITY OF THE GROUND.

ANTÈNKI NAN RADIO ò MÉSAY YO
PASÉ PI LÈ.

MIN LI PA ANYIN AN PLIS
NAN RADIO-A

THE ANTENNA OF A RADIO WHICH SENDS A MESSAGE CARRIES,
ON THE AIR, THE MESSAGE OF THE MESSAGE.



ALIMÈT SA-A
INPÈTAN tout tan difé-a pòko pran



THIS MATCH IS UN-STARTED, BEFORE THE FIRE IS LIT

WITH THE FIRE IN BURNING,
THE MATCH IS LIKE ANY OTHER
MATCH OF A MATCH.



Là difé-a pran
alimèt la tankou
ninpòt maso
charbon



Konsa tou
you antè-n ki té polé
mésaj nan kolann
ligin min-n valè ak lòt manb yo

E pi tou, nan zan-mi nan pouwchèf
you manb responsab you projè jodi-a
you lòt responsab li démin

LIKE THAT, TOO, AN ANTENNA WHO CARRIES A MESSAGE TO HIS COUNTRY HAS THE SAME VALUE AS
THE OTHER ANTENNA,
AND THEN, ALSO, A COUNTRY WHO CARRIES A PROJECT TODAY, ANOTHER IS RESPONSIBLE FOR A
PROJECT TOMORROW.

They are the only ... according to the ...

Article 1. - They ...

Article 2. - They ...

Article 3. - They ...

Article 4. - In order to ...

Article 5. - They ...

Article 6. - They ...

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Article 7.- If a member... then accept him if he... the others.

Article 8.- If a member... it will take the... his due unless the group... the acres of the... his contribution will... away, the outgoing... final settlement of... the group).

Article 9.- Provisions... guarantee...

Article 10.- They agree... and write before... everything.

Article 11.- If a... take care of the... within the same...

Article 12.- If the... sell their properties... and share what is left...

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This document will be made available to the
This document is part of the
Community.....
Date.....

sig. base of document

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REPORT OF GOVERNMENT

REPORT OF GOVERNMENT
NAME OF LABORATORY
NUMBER OF MONITORS
NAME OF STRAIGHT

LOCATION
NUMBER OF LITERATE
NUMBER OF MONITORS
NAME OF TREASURER

From Sunday	19	No. of exchange	No. of	No. of	No. of
To Saturday	19	labor parties	disputes	settlements	reunions
					No. of parties
[Blocked in for four weeks.]					

FOUR QUESTIONS TO SEE IF WE ARE PROGRESSING

From Sunday	19	Amount of money	Amount made	Amount spent	Amount in
To Saturday	19	paid in dues	in each project	in each	treasury
			Garden:		
			Storage:		
			husbandry:		
			Commerce:		

[Blocked in for four weeks.]

OTHER OBSERVATIONS:

[translation mine]

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1. - Description of the organization

1.- Description of the organization

- a) How many members are there? (Total and active)
- b) Is there a membership list? (If so, in what form?)

2.- Responsibilities

- a) Is there a committee or other organization? (If so, how?)
- b) Is there a membership list? (If so, in what form?)
- c) Is there a "by-law" or "constitution"?

3.- Activities of the organization

- a) Number of meetings per year (Total and active)
- b) Number of members who attend meetings (Total and active)
- c) Are there any special projects? (If so, what are they?)
- d) Which is the most important project? (If so, what is it?)
- e) Is each member responsible for a project? (If so, what is it?)
- f) Which is the most important project? (If so, what is it?)

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4.- Introduction

- a) How are ...
- b) How is ...
- c) Must the ...

5.- Methodology

- a) Research ...
- b) Training ...
- c) Method of ...
- d) Has the ...

6.- Intervention of the ...

- a) Correction ...
- b) Draft ...
- c) Mission ...
- d) Comparison ...
- e) Comparison ...
- f) Future of ...

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... ..
... ..
... ..

... The
... ..
... ..

(S)

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List of Groupments

<u>Groupment</u>	<u>Community</u>	<u>Number of Members</u>	<u>Verification Results</u>	<u>Date Established</u>
Platon Moulin	Haut Moulin	6	Strong	17 Sept.78
Baudin	" "	14	"	12 Aug.78
R-Matin	Faguet	5	"	Aug.78
Faguet	"	8	"	20 Aug.78
Anossé	"	10	"	22 May 78
Faguet II	"	8	"	9 July 79
Lacorne	Lacorne	7	"	Sept.78
Bombara II	"	10	"	Dec.78
Grand Place I	"	12	"	June 78
Grand Place II	"	7	"	Aug.78
L'autre Bord Ravine	"	12	"	June 78
Baudois II	Baudois	15	"	3 Dec.78
Baudois III	"	9	"	Feb.79
Vieux Rac	"	13	"	4 Dec.78
Massé Suffrin	Massé Suffrin	7	"	6 June 78
Grand Place 1	Bas Mancelle	15	"	March 78
Grand Place 2	" "	15	"	17 Oct.78
Grand Place 3	" "	15	"	7 April 79
Expérieux	" "	14	"	June 78
Corail	Corail	9	"	6 June 77
Arène	"	11	"	30 April 77

<u>Groupment</u>	<u>Community</u>	<u>Number of Members</u>	<u>Verification Results</u>	<u>Date Established</u>
Corosse (1)	Savane Carrée	7	Strong	2 March 78
Corosse (2)	" "	8	"	5 March 78
Mars Canifice	Mars	6	"	29 Sept 78
Dinpan (2)	"	15	"	14 April 79
Mars (44)	"	6	"	8 July 79
Souty	Viard	16	"	8 Sept 78
Haut Fort	"	13	"	6 June 79
Dodane 1	Dodane	12	"	April 79
Dodane 2	"	14	"	June 79
Dodane 3	"	12	"	14 March 79
Rue Basse	Gros-Morne (Bourg)	6	"	15 Dec 78
Bas Guérin	Guérin	8	"	16 March 78
Haut Guérin	"	9	"	78
Platon Guérin	"	4	"	79
Vasseur	Buscagne	13	"	22 March 78
Chabre	"	9	"	
Las Buscaille	"	13	"	
Fond du Riz	"	12	"	
Bigué (1)	Sainte Thérèse	5	"	Feb 78
Bigué (2)	" "	5	"	10 Dec 78
Pomme de Terre	Pomme de Terre	12	"	
Chabre (3)	Buscagne	7	"	79
Eaden	Eaden	7	"	

<u>Parish</u>	<u>Community</u>	<u>Number of Members</u>	<u>Verification Results</u>	<u>Date Established</u>
Dunoy (2)	Mornville	10	Strong	9 Sept 78
Dunoy (3)	"	5	"	9 Feb 79
Savanette	"	6	"	17 Aug 79
La Croix Muscarne	David	13	"	
Land 3	Ste Thérèse	7	"	
Ti Fond (1)	Haut Moulin	15	Weak	12 July 78
Ti Fond (2)	" "	15	"	30 Aug 78
Duclosac (1)	" "	15	"	26 Aug 78
Duclosac (2)	" "	-	"	26 Aug 78
Mapou	" "	-	"	4 June 78
Barbara (1)	Lacorne	6	"	26 Aug 78
Figuier	Taquet	11	"	26 Aug 78
Barrière Café	Lacorne	11	"	June 78
Baudois (2)	Baudois	11	"	4 Dec 78
Bernard	Massé Suffrin	9	"	8 March 79
Suffrin	" "	5	"	March 79
Sous Verne	Bas Mancelle	11	"	Jan 78
Basail	Corail	12	"	June 78
Nan Joseph	"	6	"	18 Sept 77
Nan Béatrice	Massé Suffrin	8	"	12 April 79
Verrette	Verneille	13	"	
Verneille (1)	"	15	"	April 77
Fieville	"	-	"	
Verneille (2)	"	-	"	

ANNEX G

CREDIT CONTRACT WITH THE DEVELOPMENT CENTER

Responsible officer Treasurer
Groupement Zone

Who sign the below contract, in accordance with a decision taken on19..... attest that we borrow gourdes from the Development Center, in order to realize a project

Below are listed our assets, with their minimum value determined:

Below are our investment plans for the aforementioned project:

In specie:

In kind:

We will return the money borrowed in the month of with an interest of one gourde for each one hundred gourdes, that is ten lob for each ten gourdes, per month.

We will pay the interest at the same time as the principal.

If the Development Center judges that we are using the credit incorrectly, or for another project, or for other purposes, they have the right to request its repayment before the above date; and we are obliged to return the money immediately.

Dated 197.....

Treasurer _____ Responsible officer _____