

**FY 2007 INTERNATIONAL FOOD RELIEF PARTNERSHIP (IFRP)
TRANSPORTATION, DELIVERY & DISTRIBUTION GRANT**

FINAL REPORT

GRANTEE: CONVOY OF HOPE, INC.

PROGRAM START/END DATE: September 1, 2007/September 1, 2008

DATE OF REPORT SUBMISSION: November 25, 2008

GRANT AWARD NUMBER: FFP-G-00-07-00069-00

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Project Title:	Nurturing Hope
Project Location:	Haiti – Departments of Ouest, Artibonite, and Centre
Project Duration:	12 months
Initial Projected Value:	US\$ 1,439,879
Total Actual Value:	US\$ 2,080,943
USAID Amount:	US\$ 273,079 (combined cash and in-kind value)
Private Donations:	US\$ 1,807,864 (combined cash and in-kind value)

I. Executive Summary

The Problem - Years of devastation to agriculture and the economy have produced chronic malnutrition in Haiti, especially among children.

The Solution - Convoy of Hope proposed to improve child health by promoting better diet, nutrition and health practices. Starting with malnourished students in private schools for the poor, the program expanded its reach of activities into students' homes and then into communities at large.

Direct Program Benefits - This project provided direct benefits to **49,416** persons.

- A total of **49,416** persons received nutritional diet supplementation.
- A total of **9,765** persons (**6,177** children and **3,588** adults) received classroom training in basic nutrition and health practices.

II. Organization Description

Convoy of Hope, Inc. (COH) is a 501(c) (3) nonprofit corporation founded in 1984 and headquartered in the USA. COH, motivated by Christian compassion, helps meet physical and spiritual needs throughout the world. Though it is an independent entity, COH has worked closely with the Assemblies of God (AOG) church worldwide in disaster response efforts, compassion initiatives, and community empowerment activities.

To date, COH has operated almost entirely with cash and gifts-in-kind donations from private donors. The AOG church has traditionally been a major source of both private funds and volunteer labor for COH. The AOG is by no means the only donor, however. Many large and small corporate manufacturers of food and non-foods also regularly donate commodities to COH for use in their disaster response and development projects. Numerous other organizations and individuals also donate funds to COH.

COH has a fleet of 13 semi-trucks, a 300,000 sq. ft. warehouse, and a headquarters staff of more than 60. COH has shipped and distributed food and non-food commodities to victims of disasters all over the world including in the USA, Central and South America, Africa, Europe, the Middle East and Asia. In 2007, COH distributed aid to 43 different countries, providing nearly 20,439,344 pounds of food, water, and supplies, and benefiting some 4,087,869 people.

MOH – Mission of Hope (MOH) is an international non-governmental organization that has been working in Haiti since 1972. The original school building MOH operated in Haiti was built by the US military for humanitarian purposes. MOH currently has an 80 acre campus with a school for 1,300 children (grades 1-13) and an orphanage for 60 children (expansion to a capacity of 240 is underway). Construction of a new community health clinic on the grounds is also nearly completed and will be followed by a hospital with emergency room in 2008. MOH has recently hired its first full-time doctor, who among other duties serves as public health consultant for this project. MOH has a Haitian staff of 150. The Haitian Executive Director for MOH previously worked in the US embassy for over 30 years and was the highest ranking Haitian employee. MOH has the necessary physical infrastructure, organizational capacity, and expertise to implement this project and will be the primary implementing partner.

LACC – Latin American Child Care (LACC) is an international non-governmental organization that has the largest integrated network of private schools specifically targeting the poor and underserved in Latin America and the Caribbean. LACC was founded in 1963 and currently has over 300 projects in 21 countries, providing education and support to nearly 100,000 children. COH has worked with LACC in the past, providing and transporting food and non-food items for use in some of their programs. LACC has been working in Haiti since 1995, assisting the Assemblies of God Church in Haiti with the operation of some 80 of their 150 schools.

BHM – Baptist Haiti Mission (BHM) is a 501(c) (3) nonprofit corporation affiliated with the Independent Baptist Mission. BHM has operated in Haiti for over 60 years. BHM operates 350 schools in Haiti, educating approximately 66,000 students. They also operate one hospital, an outpatient clinic, a dental clinic and a mobile clinic, with approximately \$77,000 coming from USAID through the Ministry of Health.

III. Situation Analysis

Having invested millions in Haiti over the last 5 years, USAID needs no introduction to the food insecurity and malnutrition situation there. However, some key statistics highlight why COH proposed to launch a program there: Haiti is ranked 153rd out of 177 on the 2005 UNDP Human Development Index. It has over 50% unemployment and 80% of the population lives in abject poverty. Nationally there is a 544,000 MT food deficit (WFP statistic). Overall 32 percent of children 5-and-under exhibit stunting (per UNFPA & WFP)—increasing to 48 percent in some areas (WFP). Accordingly, COH proposed to target some 34,000 malnourished individuals not

benefiting from the valuable work of other USG-funded INGOs and NGOs currently operating in Haiti, and provide not only temporary sustenance, but a life-saving message about nutrition and health.

Only 55% of primary school aged Haitian children attend school. A variety of social/economic issues are contributing factors. But all those issues aside, the fact remains that there are simply not enough functional public schools in existence at present to meet the current need. For this reason, church-based private schools that target poor and underserved segments of the population play a vital role in shoring up the country’s educational infrastructure. In 2007, COH began strategic partnerships with Mission of Hope, Baptist Haiti Mission, and Latin American Child Care/Haiti Assemblies of God Church. Together these organizations operate some 500 private primary schools and educate approximately 100,000 impoverished Haitian children.

IV. Program Objectives, Strategy and Impact

The goal of this project was **improved child health and education through the promotion of better diet, nutrition and health practices.**

The objective of this project was **to teach good diet, nutrition and health in both a traditional classroom setting as well as by practical demonstration.**

Direct Impact - A total of 49,416 persons directly benefited from this project. Specific measurable benefit outputs were as follows:

- **49,416** persons received **nutritional supplementation**
 - **6,177** of these consisted of students in the **27** schools targeted for the program
 - **4,627** of these were additional children in schools and orphanages not originally targeted in the initial program
 - The remainder drew primarily from family members of those students—with particular emphasis on reaching female family members that were in greater need.
- **9,765** persons received **classroom training** in basic health, hygiene and nutrition topics
 - **6,177** of these consisted of students in the **27** schools targeted for the program
 - The remainder drew primarily from parents and adult relatives of those students.
- **3,060** children received **school kits** containing academic supplies
 - School kits were a variety of backpacks, pens, pencils, paper/notebooks, erasers, etc.
- **4,667** students were impacted with **clean water** as 21 of 27 schools received a total of **48** bio-sand water filtration units
- **2,572** family seed packs were distributed to students and families in multiple communities

Indirect Impact - At least 27 schools and their communities benefitted from the overall results of this project.

Name of Program School/Orphanage	Implementing Partner	No. of Children
Maranatha	AOG	200
Nouvelle Creation	AOG	50
Henry Christophe	AOG	100
John Wesley	AOG	370

Exole Mixte Cite Cadet	AOG	100
Nouvelle Formation	AOG	110
Institution Mixte Fondamentale	AOG	170
Centre de Formation Classique	AOG	80
Coeur Joyeux Meilleur	AOG	205
Institution Mixte Conquete du Savoir	AOG	112
Institution Mixte Ass. de Dieu	AOG	190
Institution Mixte Redempteur Divin	AOG	60
Ecole Primaire Mixte Eben-Ezer Laffito	EMEL	105
Carries	BHM	151
Williamson	BHM	63
Turpin	BHM	610
Delbourg	BHM	165
Orangers	BHM	269
Danton	BHM	290
Desjardins	BHM	130
Pin de Sucre	BHM	210
Fond Cheval	BHM	400
Dumay Bassin General	BHM	112
Frecynau	BHM	298
Drouette	BHM	272
Payen	BHM	225
School of Hope	MOH	1130
TOTAL		6177

Main project **activities** consisted of the following:

- Provision of a daily meal and vitamin support to school children at targeted schools
- Monitoring of growth activity and associated school performance
- Education of these same children with basic health and nutrition lessons
- Education of adults (students' parents and relatives) on same health and nutrition lessons
- Provision of food/nutrition support to families of students
- Education of communities concerning results of the program, growing trust that enabled a coming alongside the communities to provide other complimentary interventions (hygiene and sanitation training, gardening training and inputs, water filtration)

This program accomplished the following for beneficiaries:

- Alleviated short term hunger
- Promoted improved diet nutrition and health practices
- Encouraged increased educational enrollment, attendance, and performance
- Helped communities to consider and in some cases develop sustainable local solutions to diet, nutrition and health problems

Measurable Project Impacts - Based on previous COH experience with a similar pilot project in Nicaragua, COH anticipated measurable impacts from this program as follows:

- Minimum 7% increase in GPA among student beneficiaries
- Minimum 2.7 kg (5 pounds) gain among student beneficiaries (aged 5-14)

Ultimate outcomes were slightly different than expected in some cases. All physical and academic indicators showed increases. GPA increases were significant and exceeded expectations. Due to shipping delays in the Haitian port, however, the nutrition piece of the program did not commence until January 2008. Had nutrition support entered the schools during the first half of the academic year, one can assume the increases would have been significantly greater.

Data from the sample populations showed significant ranges. In order to smooth the data and reduce measurement error, the mean was derived from the core 70% of the sample population Δ per category. Data was accumulated on 1,909 students from 25 of the 27 schools, though beginning and ending data was not available for all students in all categories. Accounting for data availability and a core group between Δ percentiles of 15 and 85, physical measurement populations ranged from 1,030-1,033 students and the GPA population included 892 students. Children monitored ranged from ages 3-12.

AVERAGE CHANGES IN SAMPLE POPULATION							
FINAL RESULTS	Weight		Arm Circumference		Height		GPA
	Lbs	Percent	Inches	Percent	Inches	Percent	Percent
Averages	+ 3.79	+ 7.2%	+ 0.01	+ 0.5%	+ 1.6	+ 3.4%	+ 11.0%

Monitoring Plan - Program activities were ultimately overseen by two Program Directors splitting time between COH's headquarters and the field. Day to day monitoring of activities were carried out by a Program Manager and an Assistant Program Manager, who regularly visited each school site to facilitate child monitoring, health trainings, supply distributions, and to observe feedings and classroom trainings. Other field staff and volunteers (typically parents and extended family members of the students) served as data recorders, food preparers, food servers, and in other support capacities as needed to carry out the project. School principals and teachers were routinely involved to ensure student and parent involvement resulted in success. Additional COH headquarters staff traveled down at various intervals to engage in overall monitoring and implementation of complimentary activities.

Growth Monitoring and Evaluation - There were three basic steps to the growth monitoring and evaluation plan:

- 1) Baseline data (age, gender, weight, height, mid arm circumference, GPA) was gathered before the start of the program (September/October 2007) from a sample student population (targeting ultimately an approximate 25% of the students involved per site).
- 2) Intermediate progress was measured in February 2008.
- 3) Final impact was measured in May 2008 near the end of program school year.

Sustainability Inputs - COH facilitated gatherings of parents and others from among local communities at large to share progress and foster dialogue on solutions to specific community problems. COH also significantly engaged in providing beneficiaries with other appropriate non-food items that could contribute to improved diet, nutrition and/or health, including seeds

and training for local crop production, sand filtration water purification system materials, dietary supplement shake and vitamin support, medicine and others. To complement overall activities, COH also piloted a small-scale livestock project involving approximately 40 goats given to families in two communities involved in the feeding program. Through the course of the year's program, five teams of US expatriates traveled to Haiti to assist with many of the above-described components as well as to serve food at school locations, help with family distributions and health training, build water filters, and perform disaster preparedness training.

V. Implementation Plan

Shipments to the field were incremental as needed. All containers were shipped to the MOH field warehouse in Titanyen, where items were unloaded with hired day labor and stored until needed. Project materials were regularly transported by COH field trucks from the MOH field warehouse to the various school depot sites, where they were distributed or used in school meals.

The school year in Haiti extends from September through June of each year. During the academic cycle once food was cleared in port, COH provided one meal per day to each student in 27 schools. The volunteer project staff that worked at the schools (typically female family members, a minimum of two per day, serving three hours or more on site to prepare, serve and clean up meals) and teachers were also eligible to benefit from the daily feedings.

Menus were created and seasoned with locally purchased condiments in keeping with the local palate. On average, school sites rotated between the Breedlove Pro Vegetable blend and the Plain Harvest Lentil blend to provide as much variety as possible. In addition, COH supplemented the Breedlove product with other foods provided by private donations, including beans, rice, fortified rice and soy casserole, and dried fruits. Overall nutritional supplementation was intended to provide a meal containing at least 12-15% protein and at least 30% of minimum daily vitamin and mineral supplement requirements.

In addition to providing meals at school, students in good standing and attendance were permitted to take home monthly allocations of food for each child and pregnant or nursing mother in the home or extended family. This was to encourage regular school attendance, broaden the impact of the project, and help encourage parents to participate in the health and nutrition training component of the program.

Basic health, hygiene and nutrition lessons were presented to the children as a part of the class curriculum throughout the school year. Similar information was also presented to adults (parents and relatives) during the trainings and food distributions. Family member participation was seen as key to program objective achievement in many rural areas, in order to equip parents to provide better care for their children and help them reinforce what the children were learning at school.

VI. Budget and Budget Narrative

The proposed total cost for the project was originally \$1,439,879. Of this total, COH requested from USAID 75 metric tons of Breedlove product valued at \$173,100, and \$99,979 in implementation cash. Actual final value of the project was \$2,080,943, with COH and partners providing \$1,807,864 in cash and in kind support. Below is a budget summary with narrative by

line item for both proposed and actual budgets, followed by a detail of the actual, resulting program budget.

Proposed Budget Summary	Total USAID	Private Donations	Combined Project Total
a. Project Personnel	\$54,060	\$172,690	\$226,750
b. Transport, Storage, & Distribution	\$35,839	\$289,962	\$325,801
c. Direct Program Benefit Items	\$173,100	\$679,500	\$852,600
d. Other Direct Costs	\$10,080	\$24,648	\$34,728
GRAND TOTAL PROJECT COST	\$273,079	\$1,166,800	\$1,439,879

Actual Cost Summary	Total USAID	Private Donations	Combined Project Total
a. Project Personnel	\$54,060	\$136,897	\$190,957
b. Transport, Storage, & Distribution	\$35,839	\$241,251	\$277,090
c. Direct Program Benefit Items	\$173,100	\$1,390,865	\$1,563,965
d. Other Direct Costs	\$10,080	\$38,851	\$48,931
GRAND TOTAL PROJECT COST	\$273,079	\$1,807,864	\$2,080,943

a. Project Personnel – This included COH and MOH in kind contribution of headquarters staff that were directly involved in the project on a part time basis as well as both volunteer and paid field staff positions. The two Program Directors serving under the guidance of the International Director were ultimately responsible for the program’s oversight. The Program Manager and Assistant Program Manager were full time, paid staff responsible in country for day to day execution. Additional paid field staff included an administrative assistant, a nurse, a nutrition coordinator (PT), two drivers, and three security guards. MOH in kind contribution in the field included portions of the time for the country director, the logistics director, the education director, an administrative assistant, and additional security. At COH headquarters, the majority of the monitoring and reporting was performed by the Grants Project Director. Volunteer staff at each site was involved in cooking, serving and cleaning up from actual daily feedings. Five expatriate teams committed both personal resources for travel as well as time to the project.

b. Transport, Storage and Distribution - Four containers were for shipping Breedlove product. The additional 16 containers shipped (including five partial loads for the program) were other nutritional support items and non-food benefits as referred to throughout. COH also purchased a pickup truck and two hauling trucks for the project; originally two vehicles were budgeted as expenses, though final reporting herein adjusts to reflect one year’s depreciation on the three vehicles used. MOH provided a warehouse and office facility that was utilized on this project, as well as space made available for project activity at each school that serves as a “distribution site”; an appropriate value is assigned to this line item in the final budget. Distribution supplies purchased included items such as cookware and eating utensils.

c. Direct Program Benefit Items - In addition to the Breedlove product, COH provided supplementary food and nutritional support items donated from private sources including beans,

rice, soy fortified rice casserole mix, pasta, raisins and other dried fruit, vitamins, cereal, flour and other varied product. Other non-food benefits related to the project included non-food items such as school kits (school supplies), materials for sand filtration water purification systems for 21 of the schools involved, seeds for beneficiary families could use to grow some food for themselves, and more.

d. Other Direct Costs - These included travel of HQ project staff to visit the project and observe/monitor project activities and consider impact; project communications and postage expenses; and branding/marketing materials (banners) to comply with USAID agreement.

e. Indirect Costs - COH does not currently have an established Negotiated Indirect Cost Rate Agreement (NICRA) with USAID.

DETAILED BUDGET	USAID Actual	Total GIK/Other Actual	Combined Project Total Actual
a. Project Personnel			
HQ Personnel			
Intl Director (COH)	\$1,407	\$0	\$1,407
Program Finance Administrator (COH)	\$1,620	\$175	\$1,795
Shipping Director (COH)	\$3,887	\$0	\$3,887
International Coordinator (COH)	\$1,279	\$0	\$1,279
Grants Project Director (COH)	\$5,668	\$948	\$6,616
President (MOH)	\$0	\$6,000	\$6,000
Program Administrator (MOH)	\$0	\$3,600	\$3,600
Volunteer Team Coordinator (MOH)	\$0	\$2,400	\$2,400
Subtotal	\$13,860	\$13,123	\$26,983
Field Personnel			
Project Directors	\$12,480	\$9,770	\$22,250
Program Manager	\$10,200	\$197	\$10,397
Asst Program Manager	\$4,799	\$0	\$4,799
Nurse	\$0	\$3,199	\$3,199
Nutrition Coordinator	\$1,120	\$0	\$1,120
Distribution Staff	\$0	\$14,850	\$14,850
Administrative Assistant	\$0	\$11,278	\$11,278
Warehouse Day Labor	\$1,304	\$0	\$1,304
Drivers	\$5,758	\$640	\$6,398
Security	\$4,539	\$600	\$5,139
Haiti Country Director	\$0	\$12,000	\$12,000
Logistics Director	\$0	\$3,600	\$3,600
Education Director	\$0	\$3,840	\$3,840
US Volunteers (data recording, instruction)	\$0	\$63,800	\$63,800
Subtotal	\$40,200	\$123,774	\$163,974
Subtotal Project Personnel	\$54,060	\$136,897	\$190,957
b. Transport, Storage, and Distribution			
Container clearing & transport	\$26,000	\$107,100	\$133,100
Project field trucks/horses	\$0	\$62,550	\$62,550
Vehicle maintenance/fuel	\$9,126	\$15,572	\$24,698

Warehouse forklift/jacks	\$0	\$598	\$598
Warehouse facilities	\$0	\$12,000	\$12,000
Warehouse operations	\$0	\$231	\$231
Distribution facilities	\$0	\$43,200	\$43,200
Distribution facility supplies	\$713	\$0	\$713
Subtotal	\$35,839	\$241,251	\$277,090
c. Direct Program Benefit Items			
Breedlove Product	\$173,100	\$0	\$173,100
Other nutritional support	\$0	\$1,386,256	\$1,386,256
Non-food school children items	\$0	\$4,609	\$4,609
Subtotal	\$173,100	\$1,390,865	\$1,563,965
d. Other Direct Costs			
International travel	\$6,190	\$26,020	\$32,210
Field office rent	\$0	\$8,100	\$8,100
Project related HQ costs	\$2,640	\$198	\$2,838
Field office operations	\$0	\$4,533	\$4,533
Branding and marking materials	\$1,250	\$0	\$1,250
Subtotal	\$10,080	\$38,851	\$48,931
Total Direct Costs	\$273,079	\$1,807,864	\$2,080,943
Total Indirect Costs	\$0	\$0	\$0
TOTAL PROJECT COST	\$273,079	\$1,807,864	\$2,080,943

APPENDIX
Project Photos



Breedlove product being loaded for remote distribution to mountain schools



Product distribution at family health training meeting



Take-home product distribution to students



Family member preparing daily meal in a program school



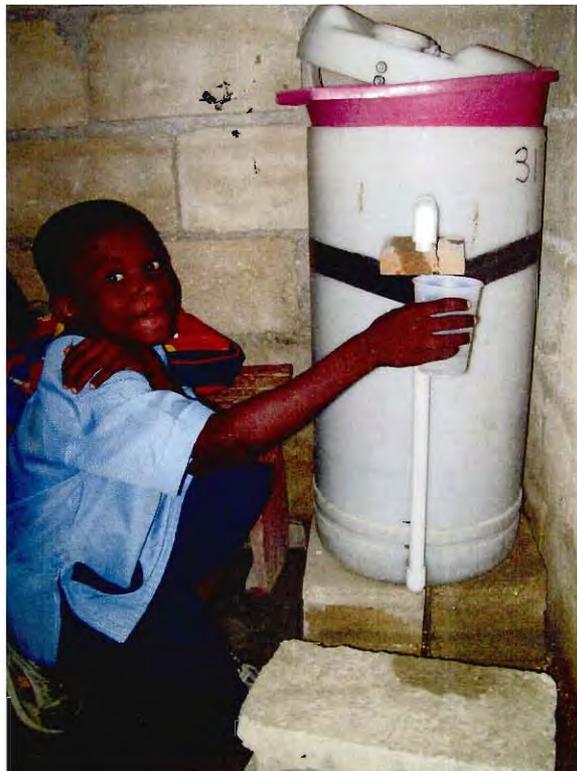
Family member serving daily meal in a program school



Program staff monitoring students' progress



US volunteers assisting with the monitoring of students' progress



Complementary intervention of bio-sand water filtration unit installed in a program school

APPENDIX *Beneficiary Stories*

Hope to Orphans

Six year old Mackenlove and his four year old sister had been roaming the streets of a coastal village in Haiti for several weeks before being discovered. Their mother had died, but the orphaned children brought food they could scrounge together to her body. They thought she was just ill and sleeping. Every night, they returned to their home and slept next to mom. By the time they were brought into the hope house orphanage, Mackenlove and his sister were severely malnourished and dehydrated as well sick from infection and parasites. In the beginning they rarely spoke or smiled, but the warm love they received from staff and children helped them adjust. A few days after moving in, Mackenlove turned to a Convoy of Hope manager and said, "Guess what, it's early in the morning and I've already eaten a big meal." He then turned around and ran away to play with his friends. For children like Mackenlove, there is hope in Haiti. No longer will he have to worry about where to sleep and what to eat. He gets to attend school, eat daily, and learn. He has a future.

New Feeling: *Full*

A few months into the nutrition program in Haiti, several dozen children were interviewed to ask what impact the food, vitamins and water had on them. After the first few interviews, a trend was emerging. Children were trying to explain a feeling they never had before. The word was *full*. They never felt full before. Maria, an eight year old, is one of those students. Everyday, she runs home and waits at the door of the tiny shack she lives in with 12 other family members. When her father returns home from the routine of looking for day labor, he will sometimes walk up to the house smiling. That's the sign that he earned enough to feed the family. If he comes home with his head down, Maria knows everyone will go to bed hungry. Thanks to this program, Maria can count on one meal per day regardless of the challenges her family faces.