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FACTORY WOMEN CENTER PROJECT

REPORT OF ACTIVITIES: YEAR II

AUGUST 1986 - JULY 1987

COOPERATIVE AGREEMENT No. 521-0182-A-00-5061-00

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I. SUMMARY

July of 1987 marks the end of the second year of activities of the Factory Workers Center (FWC) Project. According to Cooperative Agreement No. 521-082-A-00-5061-00 between the U.S. Agency for International Development Mission to Haiti and OEF INTERNATIONAL, the purpose of the FWC is to develop a series of activities and programs which focus on improving the socio-economic status of participating workers by upgrading their skills, their productivity as workers, and by promoting a process of self-determination. The project also aims at demonstrating to selected factories that upgrading the quality of the labor force will contribute to increasing factory productivity.

The Cooperative Agreement became effective on August 2, 1985, and is estimated to be completed by July 31, 1988. The report at hand discusses Year II accomplishments toward the fulfillment of project objectives, as specified in Attachment II of the Cooperative Agreement, entitled " Program Description ".

Despite the serious political and social disruptions that have affected the country and particularly the industrial sector since the early days of the project at the end of 1985, FWC looks back with satisfaction on its achievements. During Year II, FWC programs continued to expand and the project improved its performance in several areas, while strengthening its foundations.

The training programs developed by FWC have proven themselves to be useful to promote women workers skills in various areas as well as their self confidence and self determination. Over two hundred women have participated in FWC activities and the demand for other programs and for participation by other women has been very encouraging. A cumulative total of five factories have benefitted from the programs through their workers participation. The prospects in terms of future participation at the factory level look positive. However, the accelerated deterioration of the political situation at the eve of the final year of the Cooperative Agreement is raising pessimism with regard to the project ability to carry on its plan of actions gearing to the survival and the expansion of the FWC as the only private entity striving for the promotion of women workers status. This aspect was acknowledged by the mid-point evaluation of the project conducted in March of 1987.

The Project's Third Year of activities will coincide with one of the most crucial periods in Haitian history. This period will be marked by the first free elections in the country after thirty years of a dreadful dictatorship and the end of a too long and too frustrating transition towards a democratic society.

The outcome of the ongoing struggle for democracy that is conditioned by the realization of the so eagerly awaited free elections will be of fundamental importance for the normal and positive evolution of FWC's work, as it will be the case for all other development efforts in the country.

II. PROJECT ACTIVITIES IN YEAR TWO.

1. - FWC PROGRAMS

a. Human Resources Development or Core Course.

During the past twelve month period, four Core Courses have been implemented. This brings to five the total number of these courses developed by FWC since the start. Of the 87 women who have registered in the last four courses, 70 (80%), have completed the entire sessions, following regular attendance. These participants are from three different factories involved in the production of sporting goods, garments and electronic devices.

The Human Resources Development or Core Course which represents the backbone of FWC's programs, has been received very positively. Both women workers and management have demonstrated sustained interest for the course.

Continuing steps have been taken throughout the year to improve the quality of the course from one session to another and to meet the women's needs to the largest extent possible. In that regard, aside from the methodological improvement brought to the course, several other topics have been introduced to the initial menu as a response to the women expressed interests. The agenda now provides greater flexibility to the trainers to introduce specific topics according to participants demand and interest. Several specialists have been called upon to discuss of specific issues in the areas of public and work related health, labor and women's rights, human rights, etc.

The direct involvement of the Training Coordinator and the Training Assistant in the preparation and the daily implementation of the course has been identified as a major constraint for the expansion of the program. To that effect, FWC organized a one week seminar with the objective of training and integrating middle level monitors that would assume daily responsibility for the courses. Following the seminar, two of the newly trained trainers have received further on-the-job training by participating directly in the sessions. As of the end of the year, these two trainers are ably qualified to present and discuss the material and also to stimulate women's participation in the

course. In keeping with the recommendations emerging from the mid-point evaluation, this new alternative will allow the core staff to focus more on the design of other training modules and programs in view of the continuing expansion of the project activities.

Another major innovation that was brought to the human resources development course was the preparation of a calendar of "punctual" or "off curriculum" activities to be developed with current and past participants. These activities further aim to encourage participants integration into the project activities and daily operation. The Training Section staff has developed a series of round-tables, conferences, cultural activities, etc., on issues related to the main topics discussed in the courses.

Other innovative initiatives in that same context, include the design of a revolving fund scheme representing a transformation of the traditional saving scheme generally called "solde" in which most women workers get involved, into an interest bearing fund. A local specialist in cooperatives has been contracted to elaborate alternative schemes that would fit the women saving and borrowing capacities. The participants have taken an active part in carrying through this effort. The revolving fund will be developed by groups of project beneficiaries with the technical assistance of the staff.

Finally, the Training Section staff has started the preparation of a monthly newsletter with the project beneficiaries. Women participants have welcome the idea and have enthusiastically prepared articles to be published in the first two issues. The newsletters will be distributed in the factory workers community by the women's initiative.

All these follow-on activities aim to help participants maintain confidence and interest in the programs and develop a sense of belonging to FWC while participating more actively in its daily life and into the decision making process.

b. Literacy.

The pilot literacy course started by FWC in June of 1986 continued until the month of March of 1987. A group of eighteen women from Athletic Equipment S.A had initially registered in this course. The course suffered several interruptions due to political instability in the country and internal problems registered in the factory. The performance of the participants was considered positive when compared to the results obtained by other local literacy programs. Indeed, aside from the five women who abandoned the program for reasons including conflicting schedules, lack of interest and temporary or permanent lay off,

two of the more proficient participants were switched to the Human Resources Development course, as the two others decided to withdraw and to wait for the Post-Alpha course in the absence of a more advanced literacy program to fit their level at this time. Finally, of the nine women who completed the entire session, five acquired a "good" level; three a satisfactory level; and one did not show any sign of progress.

In light of the encouraging results of this pilot effort, FWC staff has designed a proposal for a larger program that would reach hundreds of women. The proposal incorporates the lessons learned from the first experience. As of the end of Year Two, this program is pending the availability of funds from locally operating institutions, and also from factory management.

The Post-Alpha program designed by FWC with the assistance of a local specialist has never been implemented as scheduled. Internal problems at Athletic Equipment S.A. led to a series of strikes during the month of May, followed by massive lay-off.

Despite the important demand for the Post-Alpha program by groups of semi-literate workers participating in other FWC programs, the political uncertainty prevailing in the country and also in the industrial sector have brought the staff to adopt a rather conservative attitude in launching programs of long duration such as this.

c. Health.

FWC's main effort in the health area have focused so far on health education with particular emphasis on women's health and family planning. The concern and the interest manifested by women workers for their health and for more information on specific health issues have prompted the staff to develop a health training curriculum and to create a Health Section in the project. The possibility of developing health programs in conjunction with other private institutions delivering specific health services explored by FWC in the early days of the project, also justified the decision to create another section to coordinate all health activities.

Mrs. Monique Souvenir, a qualified health educator, formerly engaged as Training Assistant, was appointed at the Health Coordinator position at the beginning of Year Two. Training curricula for the women's health and family planning course and also for the prenatal postpartum and infant care courses were developed and improved from one session to another.

A total of 89 women participated in the four health sessions developed between October 1986 and April of 1987. However, a

much larger number of women participated in the two to three hour sessions on health issues such as: AIDS transmission vectors and prevention; stomach acidity and ailments; breast and uterus cancer, etc. Outside consultants and specialists were invited on a regular basis to conduct these sessions attended by participants from all different courses.

The departure of the Health Coordinator at the end of April, coupled with increasing instability in the industrial sector, hindered the achievement of the objectives set for the Health Section for the second year. However, with the assistance of a short term consultant, FWC staff was able to initiate the first phase of an occupational health hazards program. The output of this first phase will be the elaboration of a training module that will allow the implementation of a series of courses that will constitute a fundamental step towards the development of a larger program in this area.

A proposal for an integrated pilot program in AIDS prevention has also been developed during the last quarter of the year. This proposal will be submitted to foreign foundations and agencies for funding.

The assessment of the Health Section activities in the mid-point evaluation stressed the need for FWC to incorporate more health topics into the health education program agenda. The interest shown by the program participants to understand what ails them and to know how and where they can seek out appropriate remedial services is strong enough to justify this expansion of the program.

The mid-point evaluation has also strongly recommended, at least, for the present time, that FWC should primarily concentrate on educational activities in the health area and postpone for later its service delivery plans. To that effect, the decision has been made to incorporate all health activities into the Training Section scope of activities, in Year Three.

d. Micro-Enterprise Development.

As envisaged in the Cooperative Agreement, FWC designed and implemented a micro-enterprise training course during this period. Eighteen women from two factories who had previously participated in the Human Resources Development course registered in this two month long course. However, due to massive lay-offs in the factories during that period, participation in the course dropped to eight by the end of the session. FWC staff feels that the focus and the orientation of this program responds to one of the most crucial problems faced by women workers: their eagerness to invest their funds in secondary activities which too often result in failures.

The topics discussed in the course consist mainly in the "feasibility study" of participants business or investment ideas or plans and appropriate skills for the daily management of the business, once started.

Participants enthusiasm and interest for the course were very encouraging. Demand for this specific training program is among the highest registered by the project. The internal evaluation of the course made by the staff following the first offering stresses the need to bring several modifications to the initial agenda with regard especially to the duration of the course which is not appropriate for the factory workers, given the inherent instability of this sector.

The credit component initially envisaged as part of this program has been put on hold at this stage. Despite the agreement reached with credit organizations such as FIAF and HDF, to fund viable project proposals presented by groups of women channelled by FWC, the staff has judged it too premature to get involved in this aspect of micro-enterprise development. Further experience in the training area is required before taking this other step. Two more courses in micro-enterprise are scheduled for Year Three.

Another micro-enterprise program destined to the street food vendors operating in the industrial zone has been designed by the staff. FWC has received funding from the Private Agencies Collaborating Together (PACT) and the Canadian Mission in Haiti for the implementation of the pilot phase of this program. This program includes a research component and will benefit approximately forty women. Following the first phase, FWC plans to seek funding for a larger program of two year duration, aiming to over two hundred women.

e. Housing & Vocational Training

There was no involvement of the project in the housing sector or in vocational training activities, during Year Two. Though contacts have been established with local institutions involved with these two sectors, no concrete intervention has been designed or implemented in any of these areas.

The experience of the first months of activities with the women workers has prompted staff to reconsider the role that FWC could play with the main social housing institutions operating locally such as ECI and EPPLS, as was initially envisaged.

Indeed, aside from the fact that most women workers actually or potentially concerned by FWC programs do not qualify financially for the housing programs currently implemented or en-

visaged by these institutions, FWC staff has come to believe that any involvement in the selection of women workers for these programs would be ill advised, bearing negative consequences for the project given the sensitivity of the housing issue in the workers community. Subsequently, efforts in this direction were not given further consideration by the staff. However, in light of the problems faced by the housing institutions and programs in designing specific programs that would fit the industrial labor force financial capacity, it became evident that FWC could play a supportive role in providing accurate background data and information on the women workers housing characteristics and needs, as well as their financial capacity. This new orientation was strongly encouraged in the mid-point evaluation.

As of year end, an agreement for collaboration in a research project on "Housing Process in Haiti" has been reached between the Regional Housing and Urban Development Office (RHUDDO), and the International Structural Engineers (ISE). FWC's involvement in this effort has been made possible due to a subcontract with ISE, the consulting firm of Simon Fass. FWC's participation in this research project will consist in the generation of requisite information on women workers housing characteristics in addition to the ones collected in the 1986 survey.

With respect to vocational training, the lack of support and of interest registered in the industrial sector either at management or at workers level for any work specific training program has discouraged FWC's efforts in that area. The incapacity expressed by the Institut National de Formation Professionnelle (INFP) in motivating the light assembly sector to define training needs and to support specific on-site programs in that area has further contributed to close all the possible avenues that FWC could take advantage of to move forward in promoting and implementing work related training activities. This issue has been thoroughly discussed in the mid-point evaluation of the project. The recommendations issued from the evaluation have stressed in a very realistic way that FWC should rather orient its vocational training efforts toward the teaching of particular skills that might yield substantial economic benefits for the women workers households. A preference survey is to be undertaken by FWC with the project beneficiaries in that respect. Efforts in this area are scheduled to take place in Year Three.

2.- RESEARCH AND EVALUATION

During Year Two, the Research Section's performance did not bring the expected results. The activities scheduled for this period particularly the objectives set for the baseline study on the women workers living and working conditions proved to be too

ambitious given the constraints in time and resources, both human and financial.

The second pass of the baseline survey scheduled to take place in the months of March and April of 1987 was cancelled, due to the above mentioned constraints.

The data collected in the first pass of the survey conducted in July of 1986 have been processed for the most part. Aside from the problems created by the complexity of the data concerning the income and the expenditures of the women workers which deserve further corrections and clarifications, the other data are judged to be of very satisfactory quality. The Research Section staff assisted by local statisticians have been able to get the best out of the survey. After several considerations, it was decided that a series of papers discussing the topics of greater importance for the project will be developed. These include: the women workers educational attainment level; working conditions; health status and dietary patterns; marital status, fertility and contraceptive practices; income and expenditure; housing conditions; etc. Several of the working papers have been developed as of the end of the year. As suggested by the mid-point evaluation, the completion of the final version of these working papers as well as the development of the most technical ones will request the expertise of outside specialists, either local or expatriate. FWC has also prepared detailed scope of work for the consultants who will be hired to develop the other papers. Efforts are now underway, to develop a profile of the women workers that will include the most important conclusions emerging from the working papers.

The Research Section has made considerable efforts in organizing the documentation center as was decided from the start. OEF / Washington has been of considerable help in this area, sending more than 300 documents on a diversity of issues, such as: women workers status and conditions, occupational health, family planning, adult education, nonformal training, legal training, etc. With the assistance of a local specialist, the Research Section is presently working on the classification and the cataloguing of all FWC's documents. These documents are available for use by the development community, factory management, students and other interested persons.

The Research Section devoted considerable time and efforts to prepare and assist in the realization of the project mid-point evaluation. A foreign consultant, Mr. Simon Fass was contracted for the evaluation by OEF and FWC, following USAID's approval of his selection. The evaluation was conducted during the months of February and March of 1987. The evaluator's work was performed in conformity with the terms of references developed by OEF and FWC and revised by AID. The underlying methodology followed the

participatory approach promoted by OEF focussing primarily on the involvement of all concerned parties in the different stages of the process. The mid-point evaluation was a real challenge for the staff, providing an ideal opportunity to take a critical look at the project's accomplishments and discussing with a third party of each party's perceptions, feelings and plans for the project optimum efficiency in its endeavour.

The monitoring and evaluation system initially adopted to measure the impact of the programs along with the appropriateness of the methodology and of the topics discussed in the courses has seen several modifications and revisions over the past year. More priority is now given to the collection of qualitative data that are judged more appropriate to the specific nature of FWC's programs. Monitoring and evaluation which were defined initially as the main responsibility of the Research Section have been turned over to the Training Section's staff.

The introduction in the Training Section's scope of activities of a calendar of educational and cultural events for the benefit of past and present beneficiaries is also perceived as a mean to obtain participants' feedback on the new knowledge acquired through the programs and the changes that have subsequently occurred in their lives.

Other activities initially falling under the responsibility of the Research Section, such as the design and the preparation of proposals for other activities to be implemented by FWC have now become the main responsibility of the Project Director.

3. - ADVISORY COMMITTEE

The Advisory Committee formed in Year One held a formal meeting with all staff members in March of this year. Twelve of the original 15 individuals on the Committee were present in that meeting. They have also provided their collaboration and assistance to the staff on specific occasions. As of year end, FWC is considering the formation of subcommittees that will work on a more formal basis with the staff on areas of common interest.

The Advisory Committee as described in the Cooperative Agreement was to have stimulated the private sector and other development institutions to support the project's activities through monetary or in-kind contributions. However, this Committee has not been of particular help in the generation of funds for the project so far. This is comprehensible, since fund raising represents a totally unknown area for most people in Haiti.

The members of the Committee who will form FWC's Board of Directors and Trustees in order for the Center to operate as an officially registered NGO, represent a very promising combination of human resources likely to help FWC in several areas.

4. PROJECT MANAGEMENT

a. Staffing

Over the last year FWC permanent staff initially composed of four permanent members initially was enlarged with the addition of a Health Coordinator and a Training Assistant.

The need for other staff persons emerged as the expansion of the training programs and particularly the introduction of the health curriculum has brought about additional pressure on the initial staff. In response to that need the former training assistant was promoted a Health Coordinator, and a new person was hired as Training Assistant. However, the Health Coordinator was decided to establish temporary residency in the United States at the end of April, and requested a four month leave of absence. Several other changes took place in the staff composition of the project during the past twelve months. They included the replacing of the initial Training Coordinator, the resignation of the Research Coordinator, and finally the resignation of Mrs. Emily Diccico, the OEF Director for Latin America and The Caribbean, who had been the main person in charge of the project since its inception. These changes have affected the project performance in many ways. But, FWC has managed to get around these difficult circumstances and to move ahead.

The training of middle level monitors who will progressively assume responsibility for the implementation of the different training programs was identified as one of the project priorities for Year Two. To that effect, FWC has organized a one week seminar to train a group of social workers and monitors on adult education principles and participatory learning approaches. Following their participation in the seminar, three of the newly trained monitors have assisted FWC training staff in the implementation of some of the training courses. As of the end of the year, two of them are ably to conduct training sessions by themselves. Financial and political constraints affecting the normal implementation of the training courses have made it impossible to use the other trained monitors at this stage.

Several part-time persons and consultants have assisted the staff throughout the year in the implementation of project activities, particularly research and training programs.

Hereafter is a complete list of FWC's staff and of the

several monitors and consultants who have been involved at a level or another in the project activities over the past twelve months.

A. Project permanent staff and new persons holding the position either on a temporary or a permanent basis as of year end.

Project Supervisor in D.C: Emily Diciecco/ Trina Sensening (a.i.)
 Project Director: Clotilde C. Manuel
 Administrative Assistant: Djenane L. Montas
 Training Coordinator: Mona Mercier/ Carole Roy
 Research Coordinator: Sonja B. Gaetjens/ Myriam Merlet (a.i)
 Training Assistant: Winifred J. Galvan
 Health Coordinator: Monique Souvenir

B. Monitors and consultants engaged by the project on a temporary or a part-time basis over the past twelve months.

Adine Jean-Francois (Secretarial Services)
 Yveline Leon (Literacy)
 Georges Jean-Baptiste (Literacy/ Post-Alpha)
 Mikaelle Auguste (Training)
 Georges Mathelier (Training)
 Gladys Casimir (Monitor)
 Francoise Blain (Monitor)
 Jessy Kenel Pierre (Work Related Health)
 Simon Fass (Research)
 Raoul Momplaisir (Statistician)
 Guichard Beaulieu (Statistician)
 Chantal Hudicourt Ewald (Legal Issues)
 Vernet Larose (Revolving Fund System)
 Charles Tardieu (Direct and Indirect costs of FWC Programs)
 Charles Waterfield (Computer Programming)
 Nicole Magloire (Women Health and Family Planning)

Despite this relatively important list of consultants used by the project, the mid-point evaluation stressed the need for the staff to rely more on outside consultancy, particularly foreign one, in order to compensate staff weaknesses in specific areas. This recommendation was made with respect primarily to the development of the research papers. To that effect, efforts have started in order to identify qualified consultants to support the staff in the research efforts.

b. Project Planning & Administration.

The framework provided by the Cooperative Agreement for the planning and implementation of FWC program activities and approaches has proved to be appropriate for the project's scope

and nature. However, the particular set of circumstances that has prevailed since the very early days of the project has made planning efforts somewhat difficult. The yearly plan of activities prepared at the beginning of the year has been readjusted on many occasions over the course of the past twelve months in light of the political turmoils that have marked that whole period. The plan for next year will necessarily be more realistic though this will be at the expense of many objectives that would otherwise be easily achieved by staff.

Staff meetings have been held on a bi-monthly basis with all staff members. The Project Director has continued with the established practice of individual working sessions with the Coordinators on a more intensive basis. OEF / Washington staff have visited the project in three occasions over the past twelve months. During her on-site visits she has spent time working with the staff in group and individually, on issues of importance for the project as whole, for each section specifically, and whenever necessary, on issues related to personnel management. Mrs. Diccico held formal meetings in these occasions with the AID Project Officer and with other AID people on project progress and problems, and particularly on budgetary issues.

The OEF Executive Director, Mrs. Elise Smith, accompanied Mrs. Diccico in one of her visits in Port-au-Prince, in November of 1987.

The Project Director travelled in three occasions to Washington in order to work with the OEF / Washington staff on conjunctural as well as planning issues related to the project ongoing and future programs and budgetary status and constraints. In one of these occasions, she was accompanied by the Research and the Health Coordinators. Telephone and written communications between FWC and OEF have continued on an intensive basis.

The Project Director and staff have held meetings in several occasions with the AID Project Officer, Mr. Patrick Mc.Duffie. Quarterly reports incorporating FWC and OEF / Washington activities have been submitted regularly to AID.

One major innovation brought to the general framework set by the C.A. was the introduction of the semestrial staff retreat formula which serves the purpose of an internal evaluation of the project and staff performance, weaknesses and orientation. They also allow for the adoption and the redefinition of short and middle terms resolutions and objectives. These retreats which are organized according to the participatory approach promoted by the project allows for each one to voice open criticisms and suggestions with respect to fundamental and minor issues and aspects of the project. The second staff retreat of this year, scheduled to take place in July has been postponed due

to the political climate prevailing in the country in that period.

The financial and administrative management of the project continued to be handled according to the same guidelines established from the start by OEF Washington in conformity with AID's requirements. An outside evaluation conducted by an AID expert confirmed that financial management of the Project the sound.

During the month of May, the Administrative Assistant participated in a one week work shop organized by the Personnel Division of OEF, in Miami. The Administrative Assistants of the Central America and Caribbean Projects attended the working sessions which lasted one week. As a result of this meeting, several changes were brought to the OEF field offices personnel policies. These changes aimed particularly at integrating more systematically the specific labor regulations prevailing in the different countries.

III. PROGRESS TOWARDS OBJECTIVES

Year Two of the FWC Project was a year of great improvement for the Project activities. FWC programs were improved in various areas and also expanded at a satisfactory pace, though not ideally.

The general political unrest prevailing in the country as a whole has been the main factor affecting the project performance. Other administrative problems such as the several changes that occurred in the project staffing, contributed to cause delays and confusion at the decision making level and in the implementation of some of the program's activities.

However, Year Two's accomplishments in the three major areas identified in the Programs Description are very positive in light of the three Year End of Project Status defined by the Cooperative Agreement.

1.- FWC Status.

As of the end of the second year of the project, efforts are underway in order to ensure the viability and the FWC as an independent Haitian entity. With the assistance of a private lawyer who belongs to the Advisory Committee, the bylaws of the new entity FWC will transform into have been designed. This is a fundamental step towards the securing of the NGO recognition and registration by the Government of Haiti. Other steps have also been initiated and are expected to be completed during the first trimester of Year Three. These include: the obtention of letters of support from the Ministry of Social Affairs, the

Municipality of Delmas, other locally established institutions such as HAVA, and from OEF / Washington. FWC staff also expects to form a Board of Directors for the new institution during this period. Upon collecting all necessary documentation and submitting them to the Commissariat National la Planification, it is expected that the conclusion of the process will hopefully take place in the first trimester of 1988.

Institutional collaboration in the project has expanded in Year Two. The relationship established since Year One between FWC and HAVA, Foster Parents Plan (FPP), CDRH, UNICEF, and ADIH, have strengthened over the past twelve months.

FWC organized in conjunction with FPP a seminar to train current and potential monitors in adult education techniques and participatory learning approaches. In that same line, FWC participated actively in the preparation and the organization of the week long celebration of the International Day of Women, on March 8. The initiative was launched by HAVA's Women Committee.

FWC has also developed linkages with CIPAF, a women organization based in the Dominican Republic. Two meetings have been held between staff persons from the two organizations. Possible areas of mutual assistance and collaboration have been identified. CIPAF has expressed particular interest in the joint publication of a comparative study of factory women workers in the two countries CIPAF has also conducted a survey on factory women workers in the Dominican Republic, Free Zones similar in various respects, to the one conducted by FWC in July of 1986.

Some progress though modest at this stage have been made in the collection of cash and in-kind contributions by FWC. Participating factories such as Athletic Equipment S.A, Automatic Coil, Quality Products of USA, have contributed the cost of refreshments for the Core and the health and the literacy Courses. Automatic Coil has paid one-hour over time to the women participating in the programs. FWC has also agreed with CTE SYLVANIA to train four groups of women from that factory for an amount of \$ 338.00 per group of 20 women. This amount represents the highest contribution offered to FWC by a private enterprise participating in the programs.

Several requests were made by both OEF Washington and FWC to U.S and Canadian agencies, corporations and foundations to support some of the project activities. These request are part of a strategy to raise funds in order to to ensure the project continuity beyond the final date of the current USAID OEF Cooperative Agreement. Outside support collected as of the end of Year Two include: \$5,500 from PACT, \$2,500 from Citibank, and \$5,300 from the Canadian Mission and CIDA. These contributions will serve for a study of the Street Food Vendors operating in

the industrial zone. The \$10,000 earmarked for the project by Profamil since last summer have not been released yet since they were intended to support direct family planning services to the women workers, instead of training or other educational activities. Negotiations between the two institutions in order for FWC to make use of this money without shifting from its primary area of intervention are underway. OEF allocated \$ 5,000 from a grant for family planning from the Hewlett Foundation.

FWC's mid-point evaluation has insisted on the urgent need for a more consistent fund raising strategy by the parties involved: OEF and FWC. However, the recent deterioration of the political situation since the end of June makes the prospects for the upcoming months darker in that regard. A number of private foundations and agencies have expressed their wish to support more substantially development activities in Haiti following the upcoming elections scheduled to take place in November of 1987. The success of these elections is foreseen as a key factor in the efforts to bring a better climate for development programs. As of now, there is a tendency by funding agencies to observe sort of a wait and see attitude in this respect.

With respect regard to the construction by FWC of a facility to permanently house the project offices, several problems have emerged at the beginning of this year. The negotiations that had started with the SONAPI Administration for FWC to secure a piece of land within the Industrial Park met with the refusal of the new Director of this institution. The President of the Board of SONAPI, the Minister of Finances offered, as an alternative, to have the Government purchase a parcel of land identified by FWC, and then have it leased to the project for a symbolic amount. The reluctance and the slowness of the Haitian Bureau des Contributions to move forward with the matter discouraged staff on further pursuing efforts in this direction.

The mid-point evaluation, advised not to invest money in construction at this stage. This recommendation is based on the following considerations: the uncertainty surrounding the long term financial prospects of the project; the insufficiency of the funds available for the construction of an appropriate facility to house the project offices and its training activities; and finally, the negative effects an investment of that nature would have on the project image in the NGO community since it is not a practice in this sector to invest in construction. In keeping with their recommendation, FWC has to expanded the space rented in the industrial zone to house booth its offices and the training space previously located in the Industrial Park.

2. - Factory Participation.

As was initially stated in the Cooperative Agreement, 15 factories were to benefit from FWC programs during the three year period extending from August 1985 to July 1988. Over the past twelve months, groups of women workers from five factories participated FWC programs.

- Athletic Equipment S.A./ Wilson Sporting Goods (Baseball)
- Automatic Accusonic (Electronics)
- Quality Products of USA (Textile)
- Bright Ideas (Toys/ Children Furniture)
- GTE/ Sylvania (Electronics)

Athletic Equipment S.A. was the first and the only factory to participate in project training activities in Year One since the training programs started almost at the end of the year. The pilot literacy program that was initiated in June 1986 with a group of women from that factory proceeded until the month of March of 1987. Several women from the company who had participated of the Core Course also attended others activities offered by FWC. These included, the new women and labor rights session recently incorporated to the Core Course. The sessions on AIDS prevention; and finally, the popular theater activity organized by FWC to celebrate the International Day of Women.

With respect to the targeted number of factories to be reached by FWC programs, it became evident that the project should rather seek to consolidate its foot in a fewer number of factories reaching a larger number of women there through a variety of programs. This approach, which would at the same time allow for a better cultivation of factory and women participants' interest, emerged as one of the strongest recommendations of the mid-point evaluation. This new strategy is of primary importance in order to consolidate the linkages between the women and the factories participating in the programs and the staff while promoting further participants integration into FWC's daily operations.

It is projected that 5 new factories will be participating in the program in year 3, for a project total of 10 factories.

CHART 1. FACTORIES PARTICIPATION IN FWC PROGRAMS *

<u>ACTIVITY</u>	YEAR I	YEAR II	YEAR III (projected)
<u>TRAINING</u>			
Core Course	1	3	3
Literacy	1	1	3
Post-Alpha	-	-	3
Micro-Enterprise	-	2	
Family Planning	-	3	
Prenatal Postpartum & Family Planning	-	1	2
<u>ADVISORY COMMITTEE</u>	4	4	4
<u>RESEARCH</u>	23	-	-

* Factories participating in the program do not total properly due to overlap since some of them have participated in more than one activity.

3.- Workers Participation

Of the "approximately 300 women workers" targeted by the Cooperative Agreement to benefit directly from the project during its three year duration, a total of 217 women have participated in the different training programs offered by FWC as of the end of Year Two. This number includes the 151 women - 79.2% - who have received a certificate for their regular attendance in the sessions; 25 women who are currently participating in the Core Course session launched on June 22, and interrupted due to political disturbance; 23 women who have not completed the last health course because of the absence of the health trainer and; 35 women whose attendance has been irregular, unsatisfactory, or who have ... dropped out.

The main reasons for abandon recorded in the evaluation of the different programs have been by priority:

- lack of time or conflicting schedule
- temporary or permanent lay-off
- lack of interest for the specific topic

Workers' participation though satisfactory in quantitative terms when measured against the objectives set by the Cooperative Agreement is relatively low in comparison to the projections made by the staff at the beginning of Year Two. Indeed, the political tension that prevailed in the country as of the end of 1987, and again since June 1988 have taken their toll on the normal implementation of the project calendar of activities. As a result, the projections for Year Three reflecting a more conservative and a more realistic attitude from the staff, are for 160 new participants.

Evaluations conducted to assess the benefits of the courses in Year Two have particularly focussed feedback and evaluations from the participants. (see attachment 1).

CHART 2. WORKERS PARTICIPATION IN FWC PROGRAMS

<u>ACTIVITY</u>	<u># OF WORKERS</u>		
	<u>Year I</u> <u>Reg/Compl.*</u>	<u>Year II</u> <u>Reg/Compl.</u>	<u>Year III</u> <u>(projected)</u>
<u>TRAINING</u>			
Core Course	23/21	87/52**	100
Literacy	20	/8	60
Post-Alpha	-	-	30
Micro Enterprise	-	18/8	30
Family Planning & Prenatal/Postpartum	-	89/60***	60
Work Related Health Hazards	-	-	30
<u>RESEARCH</u>			
Pretest	50	-	-
Baseline Survey	273	-	-
Other Surveys	-	-	200

* Reg/Compl. stands for the number of women who registered and the number of women who actually completed the courses as of year end.

** Twenty Five women have registered for the last session of the Core Course which is still on-going as of year end.

*** The last session of the Family Planning Course in which 23 women had registered was discontinued and had not resumed as of the end of July 1987. Suspended due to the absence of the Health Coordinator.

Women Workers participating in FWC Programs are sometimes counted twice since they have the possibility to enter in several activities.

IV. ISSUES AND PROBLEMS: LESSONS LEARNED

FWC Project activities have been seriously challenged from the start by the tense and sometimes explosive political situation that has prevailed in the country since the Fall of 1985. The climate of optimism and relative openness that has followed the demise of the Duvalier Regime in the early days of 1986 was progressively substituted by an accumulation of frustrations.

FWC went through some difficulties over that period and came particularly under fire when pernicious allegations were spread in some sectors with respect to the project's real mandate during the Summer of 1986. The field and the OEF Washington staff managed to "weather this storm" without prejudice to the project credibility and presence in the sector, particularly at the level of direct beneficiaries.

One effect of this deteriorating political climate has been uncertainty on the private donors side. However, regardless of the strategic aggressiveness FWC and OEF are now starting to manifest in this area, the prospects for private contributions to the project remain dark at this stage.

Another issue of concern during the last year has been the consolidation and the integration of the women participants into the daily operation of the project. Indeed, as the training programs proceeded, FWC felt that the nature of the programs did not allow the easy association and integration of women workers with the center. This issue was given serious consideration in the first staff retreat held in January of 1987 and also in the mid-point evaluation. Efforts have been undertaken when are starting to show results in that regard.

Finally, the project faced some management and staffing problems in the course of this past year. The departure, of staff persons directly involved in the project either locally or in Washington has had consequences on the normal implementation of project activities. On the other hand, the weaknesses in some aspects of the project management felt by the staff and brought into light by the mid-point evaluation prompted some changes which have been underway since April. The need for a reallocation of staff members time and competence in more suitable areas and in accordance with project long term priorities is under consideration and will receive primary attention in the next staff retreat scheduled for the first month of Year Three. However, the least that can be said is that the capacity and the willingness for improvement in this regard are present and the lessons learned over the past two years will certainly be of benefit in reaching a better performance in the project overall management.

V. RECOMMENDATIONS

The recommendations for Year Three of the FWC Project are made in light of the Cooperative Agreement specifications and the lessons learned during the first two years of operation. These recommendations have emerged for the most part from the mid-point evaluation of the project conducted in March of 1987.

During Year Three, FWC staff should concentrate primarily on the following:

- Continue ongoing efforts towards the transformation of the FWC Project into a legal Non Governmental Organization officially registered with the Government of Haiti.
- Continue efforts towards the obtention of additional funding to carry the project activities beyond the final date of the Cooperative Agreement between OEF and USAID. In this respect, FWC should:
 - a). Design an aggressive fund raising strategy oriented towards other bi-lateral agencies, foreign foundations and corporations, local institutions, and factory management.
 - b). Develop programs proposals in areas in which FWC is currently and will potentially be involved.
 - c). cultivate contacts on a more intensive basis with donor agencies established locally and abroad.
 - d). document systematically all FWC programs and activities in support of the proposals to be submitted to donor agencies.
- Continue efforts towards the integration of the project participants into the project life.
- Take appropriate steps to develop programs formats in areas of primary interest for the women workers, particularly in the legal and the health areas.
- Take appropriate steps to complete all research papers currently under preparation and to develop proposals for more specific research activities in areas of interest for FWC.

VI. WORKPLAN FOR YEAR THREE

By the end of the third year, the project will have accomplished the following:

- FWC will become an official Haitian entity with the NGO status.
- A plan of actions for fund-raising will be developed. In that regard, several program proposals will be developed and sent to international donors for funding. FWC will approach other funding agencies to ensure the survival of the center beyond the final date of the Cooperative Agreement between OEF and USAID.
- FWC and OEF will develop a technical Cooperation scheme to continue their collaboration beyond the end of the Cooperative Agreement.
- Four (4) additional Core Courses Sessions will be developed. Each session of the Core Course will be developed over a six week period. It is estimated that approximately 60 women will complete the course.
- Three (3) Literacy Courses will be implemented or initiated. Approximately 60 women workers will be reached through this program. The realization of these courses is pending external funding and contributions from private agencies and factory management. Women participating in these courses along with other women with a semi-literate level will enter the Post-Alpha course allowing them to make a functional use of their reading and writing skills. Three (3) Post-Alpha courses at least, are scheduled to complete over the third year.
- Two (2) Micro-Enterprise Sessions are scheduled to be implemented during this period with approximately 30 women workers. Approximately forty women street food vendors operating in the industrial zone will participate in the courses foreseen in the context of the first phase of the Street Food Vendors Program.
- Six health courses of four to six weeks of duration will be developed. Approximately 90 women workers from three different factories will participate in these courses which will cover a variety of topics. Including: Women's Health and Family Planning; Prenatal, Postpartum, Family Planning & Infant Health Care; Occupational Health Hazards; AIDS Transmission Vectors & Prevention, etc. Training materials for the latest will also be developed during the third year of activities.
- Throughout Year Three, the research papers developed from the 1986 survey will be finalized and published. A micro-survey on the women workers income and expenditures will be completed. This will allow a more complete analysis of the data collected on

these issues in the July 1986 survey. Outside consultants will be contracted for the development of some of these working papers.

- A general survey intending to collect data on the impact of FWC programs will be designed and conducted with a large sample of participants in the different training courses. This impact study survey will help the end-of-project evaluation.
- The three year end-of-project evaluation will be conducted.
- Staff will hold two staff retreats for the internal evaluation of the project activities.
- The teaching materials developed for all courses will be finalized and published as of the end of the year.