

PD-ABM-287

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HAITI SKILLS BANK FINAL REPORT

November 23, 1995

Submitted to:

United States Agency for International Development
Mission to Haiti

Port-au-Prince, Haiti

Submitted by:

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TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY.....	1
II.	ACCOMPLISHMENTS.....	2
III.	METHODS OF WORK UTILIZED.....	4
IV.	RECOMMENDATIONS REGARDING UNFINISHED WORK.....	5
V.	LESSONS LEARNED.....	6
VI.	EVALUATION OF FINDINGS.....	8
VII.	CLOSE OUT PLAN.....	9
VIII.	MISCELLANEOUS.....	10

APPENDICES

I. EXECUTIVE SUMMARY

The Haitian Skills Bank project was implemented by Volunteers in Technical Assistance (VITA) with a sub-contract to Haitian-Americans for Economic Development (HAFED) over an eight month period. An intensive effort including database design, implementation and maintenance was required. Personnel in HAFED/Haiti and VITA/USA offices were to screen applicants, perform data entry, recruit registrants, handle radio, newspaper and Internet-based advertizing, as well as make presentations and orientations for government and professional/commercial groups both in the U.S. and Haiti. Additional efforts were undertaken to nurture businesses and organizations to use the Skills Bank for future personnel requirements. Regular updating of parallel database systems at both HAFED/Haiti and VITA/USA offices was conducted through electronic transfer of files and messages.

Problems encountered included frequent communications and power outages in Haiti which delayed logistical coordination. Roughly midway through the project the requirement to provide more reliable local transportation in Port-au-Prince became an important issue. Database design and operation requiring a normal iteration process to work out problems and respond to evolving user requirements had to be telescoped into a very short period. More on-site training of HAFED/Haiti staff early in the project could have increased efficiency. Communication difficulties between VITA/USA and HAFED/USA hampered the development of an effective working relationship.

In spite of these challenges, the goals of the project were largely met in the face of national uncertainties regarding stability of the political process and and prospects of the national (Haitian) economy. Timing of the project (ending just prior to the national presidential election) seems to have negatively impacted the willingness of some registrants to become part of the database and for companies to use it. A noticeable contingent of potential registrants was uncertain whether inclusion of their private career information to which the government would have access represented a net personal political liability or not. However, all users requesting information from the Skills Bank were uniformly positive in the value of the information acquired and responsiveness of the VITA/HAFED teams in supplying it.

VITA believes that the Skills Bank should be continued in some form as it already represents a rather significant investment of U.S. government money and a build-up of skills and training not easily replicated. Maintenance by VITA or transfer of the project to another organization can take several forms, each of which will require varying levels of resource investment and/or contribution for training and continuity.

II. ACCOMPLISHMENTS

The three major goals of the project were to recruit 1,500 persons to list in the Skills Bank database, to match Skills Bank resources to employers in Haiti, and to develop effective systems of information management and operations.

Resource Registration

More than one month before project end, the Haiti Skills Bank project had received more than 1,700 resumes. (However, due to a careful screening process, not all of these were included in the database.) This great response from registrants was a result of several aggressive outreach strategies including:

- direct mail campaigns to VITA volunteers and other associates, USAID leads, Haitian-American groups, etc.;
- electronic advertising on Usenet (such as soc.culture.caribbean and alt.current-events.haiti) and listservs (such as THIRDWRLD, HAITI-L, and VITA's DEVEL-L) as well as permanent postings at VITA's web and gopher sites, Haiti-oriented mailing lists;
- networking such as meetings at the Haitian Embassy, presentations to groups such as the Haitian Center for Studies in Miami, the Haitian Studies Association in Milwaukee, and the Association of Haitian Engineers in New York;
- advertisements and/or news stories in publications such as VITA's newsletter, *DevelopNet News*, and the Haitian newspapers, *le Nouveliste*, *Haiti Observateur*, and *Haiti en Marche*;
- radio spots in Haiti (for example, on Metropole) and in North America, (for example, Voice of America, Radio Canada International, and the national Pacifica network in the United States [specifically, the popular Julianne Malveaux show]).

The final count of as of October 23 of registrants in the Haiti Skills Bank database was 1216. See Table 1 for a final tally of various categories. Note that even after the number of CV's rejected (309) is subtracted from the total number of CVs received (1749), a sub-total of 1440 remains indicating that not all resumes received were not actually entered into the database as of the termination date and/or that duplicates were found and eliminated.

Table 1. Statistics Summary

CATEGORY	HAFED/HAITI	VITA/USA	TOTAL
CVs received	1095	654	1749
CVs rejected	307	2	309
CVs transferred	659	654	1313
Requests received	115	32	147
CVs provided	525	356	881
Placements	11	0	11

Za

Identification of Demand & Case Coordination

Haiti Skills Bank personnel sought to identify demand for its resources through conducting orientation sessions with and surveys of various government agencies, local NGOs, business associations, and private sector employers. Potential users of the Skills Bank were also made aware of the project through exposure to the outreach activities listed above.

By project end, nearly 900 resumes had been provided in response to over 100 requests. And 11 placements were made.

Information Management & Operational Procedures

Key to implementing the Haiti Skills Bank project was development of efficient information management systems and operational procedures. This included:

- procurement and installation of hardware (including computers, a tape backup drive, a modem, a network interface card, and a printer) and telecommunications software;
- database programming and development with regular refinements/improvements;
- establishing a daily polling system between Haiti and U.S.-based operations; and
- operations and technical manuals

In addition to the Mid-Term Evaluation Report, additional project detail is provided in the following progress reports:

- 23 February - 23 April 1995
- 24 April - 23 May 1995
- 24 May - 23 June 1995
- 24 June - 23 July 1995
- 24 July - 23 August 1995
- 24 August - 23 September 1995

III. METHODS OF WORK UTILIZED

In order to implement this project in a short period of time while allowing for maximum exposure to the Haitian-American community and others within the United States as well as to potential requestors and skilled professionals in Haiti, it was determined that two offices--one in each country (HAFED in Port-au-Prince and VITA near Washington, DC)--should be equipped to receive registration forms, to respond to queries for information on specific job opportunities, and to handle requests for individuals with particular skills. This meant that data entry and case coordination skills needed to be developed at both sites and, in addition, that each office have access to essentially the same database of registrants.

This system was maintained through the use of electronic transfer of data files and messages on a regular basis with networking computers at VITA polling (calling) the HAFED office in Port-au-Prince on a daily basis. This also provided Internet email access for the HAFED/Haiti office to its parent office in Maryland, USA. While polling initiated from the U.S. to Haiti was considerably cheaper than doing so in the reverse direction, the original plan called for use of a low-earth orbiting satellite VITA employs in similar circumstances elsewhere. However, licensing for an earth terminal operating with such a satellite could not be acquired despite repeated and persistent efforts. Had this been accomplished, the electronic mail and file transfer feature would have been free-of-charge (given that the satellite in use is designed for demonstration projects of this genre), and VITA was prepared to underwrite the installation and hardware costs with other (non-project) resources.

The Procedures Manual (attached as a separate document) outlines information systems management techniques used to sustain the required information flow and data integrity.

IV. RECOMMENDATIONS REGARDING UNFINISHED WORK

From VITA's point of view, it would be highly unfortunate if the Haitian Skills Bank did not proceed in a concrete form beyond the initial eight month period. Apparently a criterion for judging success of the project, though not contained in the original contract, was the number of actual placements achieved. There is no question that such a standard is, over time, a useful measure. However, as pointed out in meetings with USAID itself, the project was not designed as an employment agency per se and to go from "ground zero" to virtual achievement of all project goals within a short period of time in not an insignificant accomplishment. That a modest number of placements (11) did in fact occur is nevertheless suggestive of where future payoffs will come. Appendix A holds various descriptions of both potential registrants as well as users of the Skills Bank which continue to come into the VITA office by letter, fax, telephone calls and email. It is our understanding that a similar phenomenon is occurring at the HAFED/Haiti office. Many of these requests arrive well after the initial contact with the Skills Bank, in some cases after many months. This lends credence to the view that continuity is critical to the future success of the Skills Bank project.

It should be pointed out that the project was conceived and implemented precisely during the period when great uncertainty in terms of the country's ability to sustain basic democratic functions, ie, hold fair and non-violent elections, was most salient. In summary, the time required for project start-up, smooth functioning, and demonstration of a significant number of concrete results (placements) has been unrealistically short. VITA's concept paper (see Appendix B) provides some ideas on various levels of how the system could be sustained, depending on USAID's priorities. It should be pointed out that any sustained activity will require some level of investment and/or contribution, especially in the "technology transfer" process (see Section VI., "Close Out Plan").

VITA would like to see further work in enhancing the computerization of the database(s), as discussed in the Mid-Term Evaluation Report (see in particular Recommendation E., Appendix C.) and in Section VI., "Close Out Plan." The next section (V., "Lessons Learned") also provides additional detail.

V. LESSONS LEARNED

Given the urgent need to "hit the ground running," project initiation required that early opportunities for implementation activities in Haiti be exploited to the maximum potential. This meant that the sub-contractor was solely involved in project orientation and early operation in Haiti. VITA itself did not have a physical presence until the time of the Mid-Term Evaluation (June) at which time supplemental training to HAFED staff in computer operation and maintenance was provided, and plans made for an additional follow-up visit (August). In retrospect, an earlier field visit would have been more effective, since HAFED/Haiti staff had to "invent" certain procedures (particularly the skills coding of registration forms) that could have been synchronized with VITA's own well-developed thesaurus and volunteer information system. There was also an early indication of communication difficulties with the sub-contractor which would later become more pronounced: a thesaurus was provided, but not immediately delivered as its utility to the skills coding process was not understood. Also, extensive faxing continued even after electronic communications were made available which could have mitigated costs appreciably. More direct training could perhaps have provided an earlier shift to electronic communications away from using the fax machine.

These difficulties continued throughout the project. For example, when the sub-contractor made known the requirement for more reliable local transportation (May), it was predicated largely on the assumption that USAID was encouraging orientation and use of the Skills Bank beyond Port-au-Prince. This turned out not to be the case, as revealed during the Mid-Term Evaluation. Also, it was only during that evaluation that a viable alternative was identified (use of a Bryler Corporation vehicle). Similar difficulties were encountered when it became clear that HAFED would require a budget amendment. VITA recognizes that communication is a two-way process and that mutuality in terms of shared expectations and styles is desirable. It should be stressed that good relations were maintained with HAFED's Haiti office throughout the project.

Another area of concern revolved around the sub-contractor's database design effort. At project initiation, two options were presented for creating the database program to manage the Haiti Skills Bank data:

- Use (and modify appropriately) VITA software which is currently used to manage its volunteer roster.
- Contract a programmer through the sub-contractor to create the software.

Through the sub-contractor, the second option was chosen

with the anticipation that the programmer could make several trips to Port-au-Prince for purposes unrelated to the present project which would provide additional opportunities for implementation and operation of the software. In addition, the programmer has a history of database programming within the Port-au-Prince area (a significant amount of which with the USAID mission).

The software was created and installed according to this plan. Though it adequately performs the required functions, some missing items and some lack of attention to detail cause it to be less than fully intuitive. Individually, these items are not crippling; however, together they impact efficient system usage and presentation. As mentioned previously, there was great pressure to get the system operational and de-bugged quickly, and it is possible that the complexity of the task was initially underestimated. After a period of intensive coding, the programmer indicated that he had delivered a product to specifications and since a budget for software maintenance was not provided, he interpreted his obligation as fulfilled. VITA had envisioned a more polished product, so its expectations were somewhat compromised. Nevertheless, the major concern was to insure that the software would perform the required tasks, and that is accomplished. VITA's preference would have been to present a more mature product and would suggest that some additional resources be provided for this purpose prior to any project transfer to another organization (see Section VII.).

VI. EVALUATION OF FINDINGS

In a memorandum dated 10 May 1995, HAFED/USA personnel made a series of recommendations to VITA which primarily included the requirement to provide some means for local transportation, although other issues related to communications and the unreliability of local electricity supply were also addressed. In order to validate these observations and to conduct an assessment and supplementary training requested by HAFED/Haiti personnel, the project director traveled to Haiti to conduct a Mid-Term Evaluation obligated under the contract, the major recommendations of which are included in Appendix C. The report also included detailed remarks on strengths and weaknesses of the project as well as a two month workplan and minutes of meetings and results from interviews during the visit.

The Mid-Term Evaluation and its recommendations were designed to be followed up on as quickly as possible and the project director made another visit in mid-August to correct those technical deficiencies found during the first visit amenable to action. These included installation of a telephone answering device for keeping track of after-hours calls as well as a "black box" which would automatically route incoming calls to the answering machine, telephone, fax machine or modem. While telephone service was interrupted during the second visit and not restored until after that visit ended, physical improvements were also made in the telephone service drop to the HAFED office which were later shown to be successful in terms of faster modem speeds and less line interference. Operating procedures including storage of computer disks and regular virus checking were also implemented. It was noted during the second visit that both registrations and use of the Skills Bank had made quantum leaps during the previous two months, in spite of continuing political uncertainty and a sluggish national (Haitian) economy that had not as yet shown the hoped-for vitality.

To VITA's disappointment, it was learned that USAID/Haiti had apparently not received the Mid-Term Evaluation Report upon which the second trip by the project director was largely predicated and an additional copy was hurriedly made while enroute to the airport as the trip came to an end. Even after this was provided, no additional feedback on the contents of the report were received. Since the purpose of the second trip was largely technical in nature, this circumstance might not have permitted a greater appreciation for the technical nature of the demands and challenges which this project presented.

More detail can found under Section V., "Lessons Learned."

VII. CLOSE OUT PLAN

As of this writing, USAID has not determined the final disposition of the Skills Bank project. It is understood that a formal request for proposals will be extended to organizations interested in maintaining the database system which will include transfer of all equipment and software. Until the nature of the organizations being sought is known (including their preferred location, whether in the U.S. or Haiti), the plan itself must be necessarily broad. Prior to project termination, VITA had circulated a concept paper to USAID mission personnel containing several options in which three very different scenarios are painted (see Appendix B).

To facilitate the process, an Operations Manual has been prepared (see separate volume attached to this report). This manual covers management topics such as data entry and case coordination as well as a description of the sophisticated file management and electronic information transfer process employed by VITA and HAFED required to maintain up-to-date databases of registrants at offices in Haiti (HAFED) and the US (VITA). It is believed that this document will prove useful in transferring the project to the appropriate organization because in addition to the above, it also includes sample letters and forms which formed the core information collection tools of the project.

Database design included elements that would make it straight-forward for operators. This includes the use of pull-down menus and the production of a User Technical Manual (see Appendix D) which when supplemented by personalized training permits the software to perform adequately. Given a telescoped development and testing period, the priority was to make it perform the basic elements of data entry, searching, and reporting. (See Section V., "Lessons Learned" for more detail on these aspects.) Urgent requirements notwithstanding, the software could benefit from refinement and enhancement. Included for consideration are the following:

- search syntax (especially Boolean) is not straight forward
- reports require format (style and content) work
- menu presentation is not always intuitive
- management (administration) tools could be developed
- code optimization
- record storage, retrieval and report generation for database requests

System transfer should include extensive personalized user training done in a "one-on-one" mode. Even if electronic file transfer aspects are not included, database operation as well as peripheral concerns (eg, virus detection and eradication) are best performed in a deliberately inclusive "on-the-job" environment in which all operators have the opportunity to learn

from direct experience. A week of such intensive training, including practice sessions, is not excessive and should come at the beginning of the transfer process with a means in place for follow-up questions and answers. Apart from technical tasks, nuances involved in collecting information from potential registrants and requestor organizations and dealing with their concerns (eg, reluctance to share information because of doubts about government intentions) is also an extremely important aspect which is best understood by accompanying existing project staff on telephone calls and/or personal visits dealing with these matters.

An important means for continually monitoring and evaluating project performance can be the use of source codes (see Section IX. in the Procedures Manual) which provide data on which advertizing events and strategies are the most effective for obtaining desired responses over given periods of time. Participant interviews at regular intervals also provide a means to obtain useful information. While such interviews may have a set of standard questions, it is also important to be able to capture experiential (anecdotal) information which is directly related to a relaxed and flexible environment with the interviewee feeling free to speak his/her mind. Nuanced information is more easily captured if the interviewer is fluent in French and/or Creole.

While an actual "transfer of technology" includes the elements above, the process itself is highly specific to the kind of organization and its physical location relative to the client base. It is likely to be more involved than just handing over equipment and materials and should be scoped out in terms of personnel, milestones and costs much as any other project-related activity. Most importantly, flexibility and an ability to garner and integrate a variety of resources at low cost will be important in the transfer process. VITA has shown such flexibility as evidenced by its bringing in an intern (no expense to the project) and developing an extensive activities matrix to obtain greater numbers of registrations through a broad-based campaign. VITA assigned a special Haiti sub-domain for Internet mail related to the project through its electronic communications facilities and continued to poll HAFED/Haiti for a week following the project termination date to wrap up project details, not charged to the project.

VITA remains vitally interested in the continuation of this project and is still willing to contribute its low cost satellite ground station and email capabilities available to a suitable Haiti-based partner, assuming that a license can be obtained.

VIII. MISCELLANEOUS

Given the voluminous nature of the User Technical Manual and the Procedures Manual (Appendix D - 1. and 2. respectively), only single copies of these attachments are being provided.

A property report is attached in Appendix E.

End of project financial statements are found in Appendix F.

APPENDIX A

Samples: Potential Future Registrants
and Requestors



Consortium for International Development

Executive Office
6367 East Tanque Verde, Suite 200
Tucson, Arizona, 85715-3832 U.S.A.

Telephone (520)885-0055
Fax (520)886-3244
Internet CIDEO@CID.ORG

October 15, 1995

Mr. Brij Mathur
VITA
Haiti Skills Bank
1600 Wilson Blvd., Suite 500
Arlington, VA 2209

Dear Mr. Mathur:

Would you be so kind as to send us 12 applicant forms for the program administered by VITA and HAFED assisting with the rebuilding of Haiti? Thank you.

Sincerely,

Susan Dzik
Program Development Group

630 boul. René-Lévesque ouest
bureau 3200
Montréal (Québec)
H3B 1S6
Téléphone.: (514) 866-6001
Télécopieur: (514) 866-6193

Ressources Ste-Geneviève Itée

Fax

À: Mr. Gary Garriott - VITA

De: Martine Valcin

Fax: (703) 243-1865

Pages: 1

Re: Data Bank - Haiti

Date: October 13, 1995

Urgent

tel que convenu

pour vos commentaires

● **Message :**

Mr. Garriott :

St. Geneviève Resources Ltd. And its affiliated company KWG Resources Inc. are Canadian mining companies which have recently acquired two mining properties and five exploration permits in northeastern Haiti. These projects are currently at the exploration/development phase and we expect that the two mining properties will be put in production in late 1996.

We are aware of the services VITA are currently offering in Haiti. St. Geneviève Resources and KWG Resources could you VITA's personnel database to fill a considerable portion of the 250 positions to be created from their mining activities.

We are very much looking forward of using your services and remain,

Yours truly,

Martine Valcin

Administrative Services Coordinator

14

APPENDIX B
Post-Project Concept Paper

CONCEPT PAPER FOR THE CONTINUATION OF THE HAITI SKILLS BANK PROJECT

As Haiti continues its efforts to achieve a stable democracy and sustainable economic growth, it continues to be dependent on the rapid mobilization of human resources to assist both its public and private sectors. For the past 6 months this resource mobilization has been facilitated by the Haiti Skills Bank project being implemented by VITA in collaboration with HAFED. A project evaluation in July, 1995 found that it is making solid progress in involving the Haitian and Haitian-American community, both local and expatriate, in Haiti's reconstruction process. With another 2 months remaining in the contract period, the project has already elicited 1,222 resumes of Haitians and Haitian Americans from which it has been able to draw and register 877 well-qualified individuals interested and able to make a difference in Haiti's reconstruction. With project activities nearing their contract completion date, it is VITA's belief that the Skills Bank has only scratched the surface in terms of what it can offer Haiti and its economy, and that demand for its services will escalate as confidence returns.

The project has already successfully made a number of placements of executive secretarial/managerial personnel with clients such as the Haitian Chamber of Commerce and private firms such as the INMETAL/National Bag and Trading Company. Interviews with other potential users have indicated that demand for project services is increasing. During the project's midterm evaluation, interviews with CARE/Haiti indicated that CARE anticipates needing help from the Skills Bank to fill 10-12 professional positions in the next six months. Catholic Relief Services, the Haitian Ministry of Agriculture, and the Association of Haitian Industries are other examples of groups that have indicated a need to use the Skills Bank's services in the near future both to fill existing vacancies and new positions.

To meet the continuing demand for Skills Bank services, VITA respectfully requests the Mission for a one-year extension of the project. Depending on funding availability and Mission interest, VITA proposes that USAID agree to one of the following three scenarios for the continuation of project services.

A. MINIMUM LEVEL OF EFFORT

The first option is one under which project services will continue to be made available but the project would scale down its activities, and therefore its costs, to a bare minimum. In order to do this, VITA would continue its outreach to identify and register qualified individuals but would handle most project activities in the United States.

The project currently employs a number of people in Haiti and the United States. Whereas the Skills Bank will continue to have a presence both in Haiti and the U.S. it will scale back staffing to the equivalent of two full-time positions: one in Haiti and one in the U.S. In Haiti, the project will continue to employ the manager who will be responsible for project outreach between the Bank and requestors as well as potential placements. The need for an administrative assistant will be eliminated because all requests and offers for project assistance will be passed from Port-au-Prince to VITA's U.S. headquarters for the requisite data entry and follow-up. On his side, the project manager in the U.S. will process the offers and the requests, forwarding matches to the clients in Haiti. He will also continue the efforts to engage the Haitian-American community in the U.S. through the cheapest and quite effective method of electronic networking that has already yielded good results.

B. SUSTAINED LEVEL OF EFFORT

Under this scenario, VITA would continue project activities at a slightly lower level of effort. It is expected, however, that project impact will be greatly enhanced by the incorporation of lessons learned in the first eight months of project operation. One specific change in project implementation that is expected to enhance its impact will be the creation of a requestor database with automated reports and appropriate user documentation.

Since VITA anticipates that project services will be required even beyond the requested project extension date, as part of this scenario, serious thought will be given to project institutionalization. Project staff will explore with USAID alternative methods of project institutionalization including whether or not the project should eventually be given over to the Ministry of Haitians Living Abroad or a Haitian NGO.

C. ADDITION OF AN ENTERPRISE DEVELOPMENT ELEMENT

Under this scenario, while continuing traditional project activities, the Skills Bank project will add a modest business promotion dimension. While not too costly, this new project service would even more directly strengthen Haiti's private sector and create employment opportunities.

The Skills Bank project has been set up to take advantage of the contribution that Haitians and Haitian-Americans can make in Haiti's reconstruction by offering their skills and experience. These people are also a natural group to target in trying to get investment into the country and assist in the start-up of micro, small, and medium businesses.

Just as Muhammad Nasser Bey recently started targetting and successfully engaging the global African diaspora to help increase

investment and boost the private sector in African countries with his *AfricaLink* project, the Skills Bank can be the launching point for a similar effort in Haiti. Many of the data base registrants are already business people expert in a particular business area. Due to inadequate information, however, they perceive Haiti as a bad place to do business as it is still plagued by the specter of political instability. This new project service will help identify many of the business opportunities that now exist in Haiti and work with the Haitian diaspora to see that some of them are realized. The added benefit of a revolving loan fund that can help alleviate some of the risk involved in these business ventures would make this project activity even more attractive.

APPENDIX C

Major Recommendations from
Mid-Term Evaluation Report

VI. MAJOR RECOMMENDATIONS

- A. Attempts should be made to try to reduce the flow of paper to and from HAFED/Haiti. Faxing will not be entirely eliminated because of the need to get CVs communicated, but much more can be done electronically with most paper basically staying where it is first collected (VITA or HAFED/Haiti). This will be facilitated through the work-flow implementation illustrated in the figure on page 5 which is in turn dependent on a stable database system compatible in both presentation and function.
- B. Consistency in data entry at HAFED and at VITA needs to be improved, e.g, codes used to describe skills at HAFED/Haiti do not use the VITA system. HAFED has not thus far received specific training from VITA and has devised its own approach. Such training should occur including documentation for insuring data entry integrity and compatibility customized for the registration form.
- C. USAID will entertain a proposal for amending the budget and such an amendment should be prepared. The items mentioned in a previous HAFED request to VITA (principally local transportation, electrical power problems, and communications) are all legitimate, though the levels should be discussed and negotiated. Logs on generator usage as well as usage of private vehicles for transportation should be maintained so that a justifying data set exists. Current fax logs (as of the time of the evaluation) have been acquired. An intensive period of staff training in system use involving procedures for cleaning and avoiding viruses (extremely important) and backing up processes as well as recovering from hard disk crashes should be included. Training should also treat data entry procedures and use of standard VITA thesaurus codes (B. above).
- D. Additional amendment items should include miscellaneous hardware like spare diskettes for making working copies and back-ups, a mouse pad, and especially a "black box" that would distribute fax, telephone and e-mail calls automatically. The process currently in use is inefficient and will result in delays and busy signals (HAFED has a single telephone line) when usage significantly increases as expected. Funds for advertizing can also be included, as USAID has suggested that additional ads be taken out in U.S. newspapers as well as Haitian papers.

- E. A requestor database with appropriate and automated reports should be accomplished with appropriate user documentation. Portability of the entire system should be enhanced so that, for example, transferability of the entire system to whichever group is eventually determined by USAID to house the Skills Bank can be accomplished in a straightforward manner. Production of a mirror system in French should be costed out.
- F. Monthly targets need to be established for all HAFED/VITA personnel developing registrations and user inquiries employing various techniques and resources. Verbal consultation with potential registrants over the telephone (as employed by HAFED/Haiti) and actually filling out the registration form on their behalf is an option. "Thank you" letters to registrants should be sent out following verbal or written registrations, specifying that names and information can be provided to any party requesting it, including the government, unless the registrant informs VITA/HAFED to the contrary.
- G. More consistent usage of the source coding scheme should be implemented, both for the registration process and user inquiries, so that analysis of the most and least successful recruitment strategies can be effectively made.
- H. The ground station license process, which now has the involvement of USAID/Haiti personnel, should be monitored closely. Ideally, if a license can be acquired, the station and associated solar system should be installed when any additional field work is undertaken by VITA staff.
- I. Progress reports should be prepared with short summaries in French, particularly for the benefit of the Ministry of Haitians Living Abroad.
- J. All system documentation, both technical and operational, should be collected in a "procedures book" for easy reference. Specific documentation prepared during the evaluation visit is included in Appendix C.

APPENDIX D

1. User Technical Manual

[Separate Volume - Supplied upon request]

APPENDIX D

2. Procedures Manual

[Separate volume - supplied upon request]

APPENDIX E
Project Property Report

Volunteers in Technical Assistance
Haiti Skills Bank - Inventory List

Quantity	Description	Serial Number	Unit Price	Amount
2	Compaq Prolinea 486DX 2/50 8 Meg Ram 3.5 and 5.25 drives 340 meg hard drive keyboard mouse	6426HKC30950 6426HKC32898	\$2,220.00	\$4,440.00
2	Compaq SVGA Monitor	50305277W239 50305277D390		priced with computer
2	Colorado Tape Unit 340 Meg	US00906915 US00907198		priced with computer
1	SMC Network Interface Card SMC Elite Ultra	NT5720		priced with computer
2	Hayes Modem 14.4	A0665100K393 A0265111K140	337.00	674.00
1	HP Deskjet 520	US5151COXT	365.00	365.00
1	APC 2000 Watts		890.00	890.00
1	Paradox 4.5		515.14	515.14
	Sales Tax			309.79
	Total			\$7,193.93

21

Miscellaneous

1	Ray-o-Vac Penlight		2.99	2.99
1	Cabinet Wipes		3.99	3.99
1	QVS Tool Kit		9.95	9.95
1	SRW Disk File		5.95	5.95
2	Genmark Modular Couplers		2.29	4.58
1	Mouse Wrist Pad		10.99	10.99
1	SRW Disk File		2.29	2.29
1	Voice/Data Switch Device	2000750950400919	119.99	119.99
2	Modular T Adapter		3.99	7.98
1	RJ-11 25-foot Extension		1.99	1.99
1	RJ-11 14-foot Extension		1.29	1.29
1	Line Cord Extension (25)		4.49	4.49
1	Line Cord Extension (25)		3.49	3.49
1	Coax Clips (50)		2.99	2.99
1	Crimp Tool		7.99	7.99
1	RJ-11 Coupler		1.39	1.39
1	Wrist Pad		19.99	19.99
	SubTotal			213.03
	Tax			9.58
	Total			222.61

Other

2	RAC-Switches		3.50	7.00
1	Answering Machine	GP217527	99.95	99.95

APPENDIX F

End of Project Financial Statement

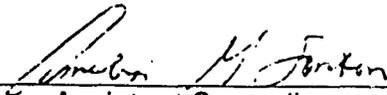
HAIT8
 QTRREP
 11-15-95

VOLUNTEERS IN TECHNICAL ASSISTANCE

HAITIAN SKILLS BANK PROJECT
 Contract No. 521-0000-C-00-5015-00
Financial Report as of October 31, 1995

Cost Element	Budget Amount	Cumm. Expenses To Date 10-31-95	Expenses This Period 10-1-95 to 10-31-95
Salaries & Wages	49,722	46,398.13	3,428.21
Fringe Benefits	18,497	17,260.11	1,275.29
Travel and Transportation	2,516	2,674.17	566.52
Other Direct Costs	19,640	20,434.86	1,144.10
Subtotal	90,375	86,767.27	6,414.12
Overhead	35,517	34,099.54	2,520.75
Equipment	12,500	6,990.67	335.06
Subcontracts	113,373	113,373.00	4,574.83
Total	251,765	241,230.48	13,844.76

The undersigned hereby certifies that (i) the fiscal report and any attachments have been prepared from the books and records of the Contractor in accordance with the terms of this contract, and to the best of my knowledge and belief, that they are correct, that the sum claimed under this Contract is proper and due, that all the costs of contract performance (except as herewith reported in writing) have been paid or will be paid currently by the Contractor when due in the ordinary course of business, that the work reflected by the costs above has been performed, that the quantities and amounts involved are consistent with the requirements of this Contract, that all required Contracting Officer approvals have been obtained, and (ii) appropriate refund to AID will be made promptly upon request in the event of disallowance of costs not reimbursable under the terms of this Contract.

By: 
 Title: Assistant Controller
 Date: November 15, 1995

RB

VOLUNTEERS IN TECHNICAL ASSISTANCE

Contract No. 521-0000-C-00-5015-00
Reporting Period: October 1 - 31, 1995

Level of Effort Report

	Total Est. Level of Effort	Cumulative Total Level of Effort	Current Period Level of Effort Utilized
	Person-months		
Professional Staff	19.00	18.61	1.40
Support Staff	14.00	12.33	1.45
Support Staff - HAFED Admin.		15.60	2.00
Total	33.00	46.54	4.85