

## EXIT STRATEGIES STUDY: HONDURAS

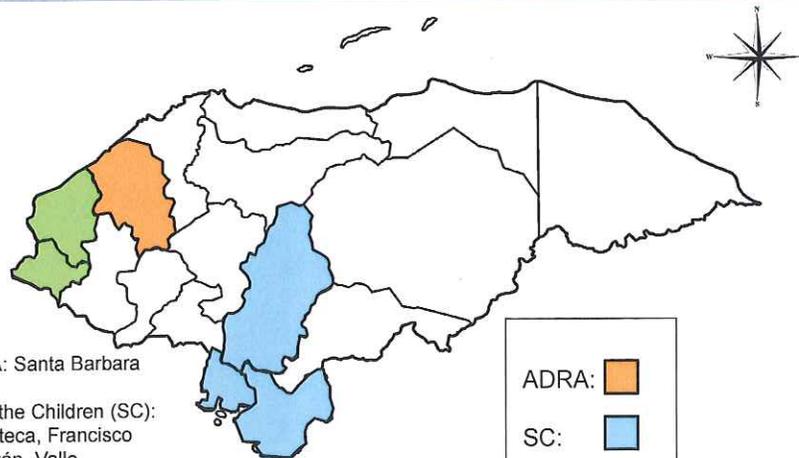


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## Title II Awardee Areas in Honduras

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ADRA: Santa Barbara

Save the Children (SC):  
Choluteca, Francisco  
Morazán, Valle

World Vision (WV):  
Copan, Ocotepeque

ADRA: 

SC: 

WV: 

## Program Technical Sectors

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- Mother and Child Health and Nutrition (MCHN)
- Water and Sanitation (W&S)
- Rural Income Generation (RIG)
- Natural Resource Management (NRM)

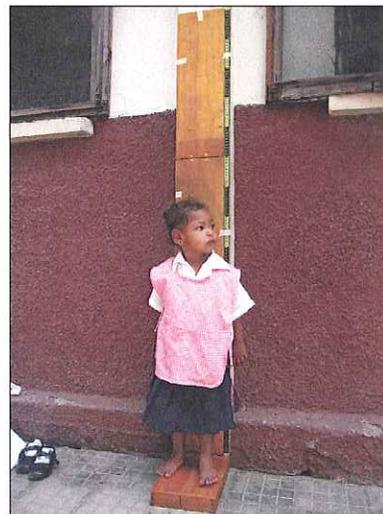
## MCHN Program: Common Components

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### Program Goal

Reduced childhood malnutrition through:

- Height and weight monitoring
- Continued education for mothers and caregivers
- Improved health and nutrition practices
- Monitors linked to AIN-C



## Common MCHN Sustainability Strategies

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### Motivation

**Mothers:** Visible improvements to child health  
ADRA includes "ontological coaching"

**Monitoras:** Respect, in-kind benefits, anticipated future work with NGOs or AIN-C

### Resources

**Mothers:** Increased crop production and crop diversity in RIG program permits replacement of donated food

**Monitoras:** AIN-C program provides supplies and equipment, such as scales

### Capacity

**Mothers:** Educational chats from monitoras on hygiene and nutrition on local foods to substitute for Title II foods

**Monitoras:** Continued training from AIN-C program

### Linkages

**Mothers:** Linked to monitoras and mothers' groups

**Monitoras:** Linked to AIN-C

## Agency-Specific MCHN Exit Strategies

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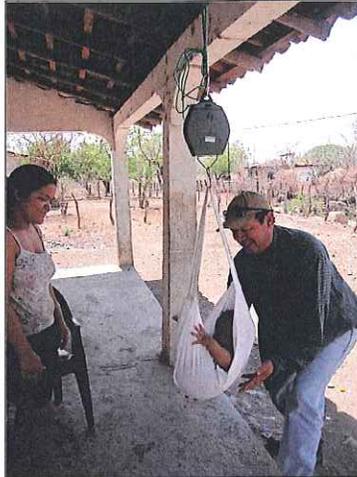
Phase out and phase over processes differed by Awardee...

- SC established links with AIN-C starting in 2005. Monitoras operating independently by 2008. After exit, AIN-C providing training and resources (2010)
- WV established links with AIN-C starting in 2005. Monitoras certified by AIN-C by 2008, and linked to AIN-C or new NGOs. By 2010, monitoras are still working.
- ADRA conducted a formal transfer of responsibility at exit in 2009, but did not establish linkages before then. ADRA certified monitoras using AIN-C standards. Expectation that ADRA would return.



## Results: Sustained Service Delivery

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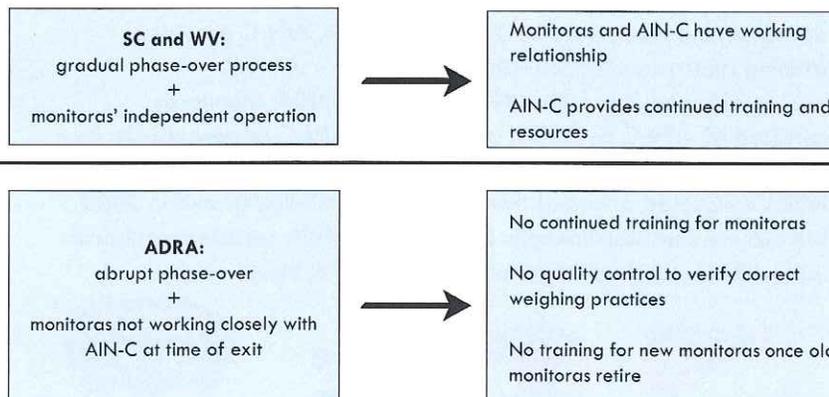
Monitoras in all three Awardee-targeted areas were **motivated** to keep working:

- Real and perceived benefits to children's health
- Sense of respect, responsibility to community
- Anticipated benefits of working with health-based NGOs or health sector

## Sustained Service Delivery: 2010

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Specific exit strategies affect **quality** of service delivery:



## Sustained Service Delivery: 2011

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### Common obstacles to continued training and resources:

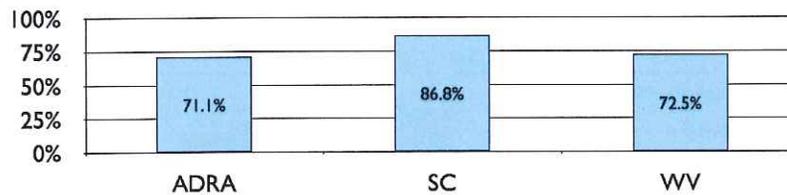
2011: Service delivery from AIN-C to monitoras not sustained because AIN-C lacks funding from MOH

- Undermines future recruitment and training of new monitoras
- Monitoras kept working, but quality of work declines without supervision
- No continued flows of resources from AIN-C

## Sustained Service Delivery

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Percent of communities in 2011 with a working monitora



## Sustained Service Delivery at Follow-Up

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Why did more monitoras continue to work in SC's zone?

Awardee	% of communities surveyed in 2011 with a health project in the last 2 years	Of those with health projects, % of those receiving funding from municipalities	Of those with health projects, % of those receiving funding from NGOs
ADRA	42.1%	12.5%	81%
SC	<b>78.9%</b>	26.7%	86%
WV	47.5%	36.8%	57.9%

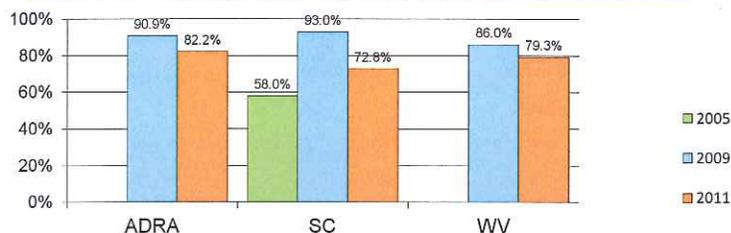
Without AIN-C support, SC monitoras receive benefits, training, and resources from other NGOs

## Sustained Demand for MCHN Services

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Demand for GMP sessions declined slightly

Percent of mothers/caretakers with children <5 yrs of age participating in GMP



- GMPs validate changes in nutrition and hygiene practices
- Mothers reassured that children are growing properly
- Mothers associate GMP attendance with having healthier children
- Some declines due to loss of food incentives

## Sustained MCHN Practices

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### Sustained practices:

- Exclusive breastfeeding (EBF) during first 6 months

### Practices inconsistently sustained:

- Handwashing with soap declined
- Complementary food for children after 6 months (sustained in two areas)
- Continued or increased food/liquid during diarrhea

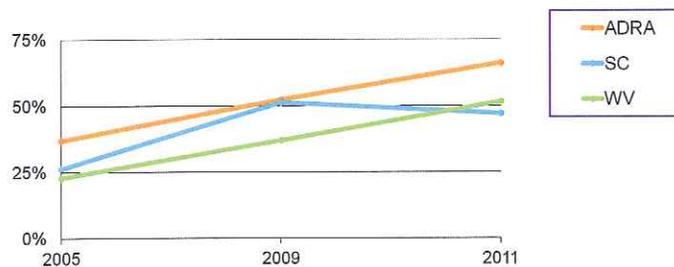
Lack of continuous reinforcement through monitoring and home visits may be the reason

Attendance at GMP declined, but still remained relatively high

## Sustained MCHN Practices

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Percent of children <2 years who received exclusive breastfeeding during the first 6 months



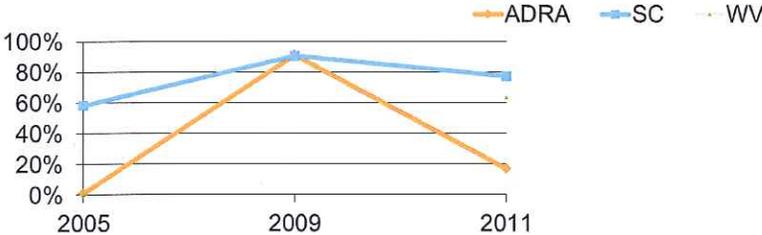
No additional inputs/costs associated with EBF

## Sustained MCHN Practices

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Handwashing declined in the two agency zones that measured handwashing

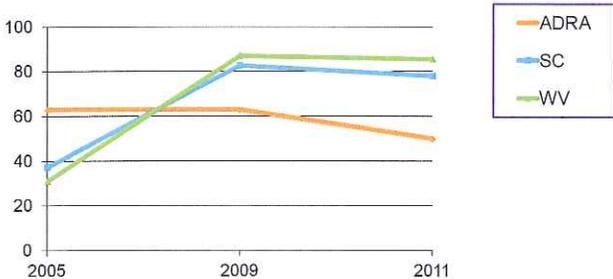
Percentage of mothers/caregivers and food preparers practicing hand washing



## Sustained MCHN Practices

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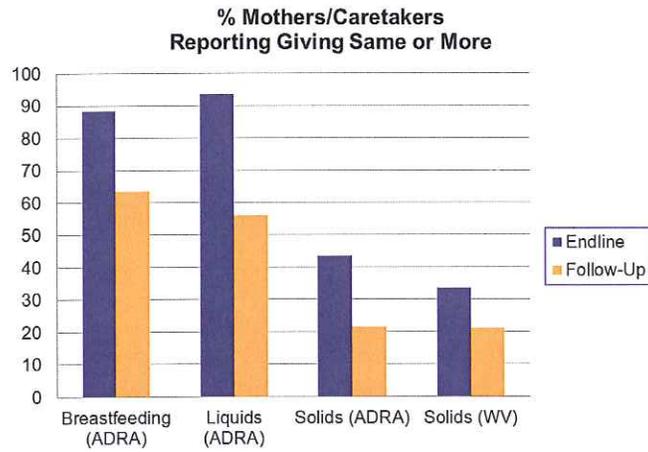
Initiation of Complementary Feeding for Children after 6 months of age\*



ADRA: Percentage of children 6–10 months who received complementary food  
SC: Percentage of children 6–9 months receiving appropriate complementary foods at age 6 months  
WV: Percentage of infants 6–10 months fed complementary foods in addition to breast milk

## Sustained MCHN Practices: Feeding in Diarrhea

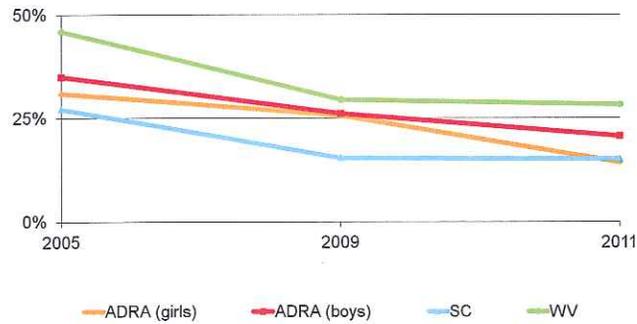
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## Sustained MCHN Practices: Stunting

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Percentage of children 6-24 months stunted  
( $\leq -2SD$  height/age)



## MCHN: General Findings

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### Exit Strategies

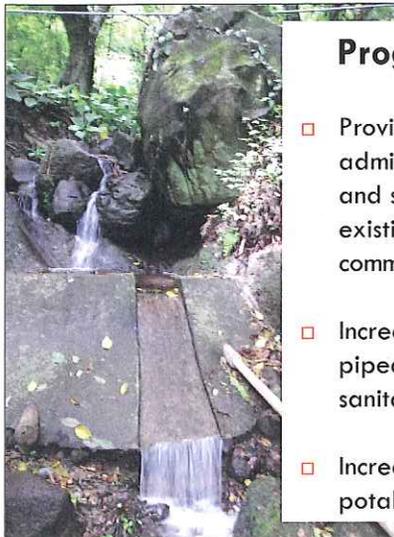
- **Linkages** established between monitoras and AIN-C appeared reliable until AIN-C lost funding
- **Without links to health care system**, threats to service quality, long-term access to resources and training, and replacement of monitoras (unless other NGOs present)
- **Gradual withdrawal** was effective in sustaining flows of resources and training to monitoras, but lack of AIN-C resources trumped effectiveness of exit strategies

### Sustainability Strategies: Motivation, Capacity, Resources

- Mothers' motivation: GMPs validated changes in health practices
- Withdrawal of food rations affected participation in GMPs
- Most practices were not sustained after exit
- Concern for monitoras' continued technical capacity and motivation without training and supervision

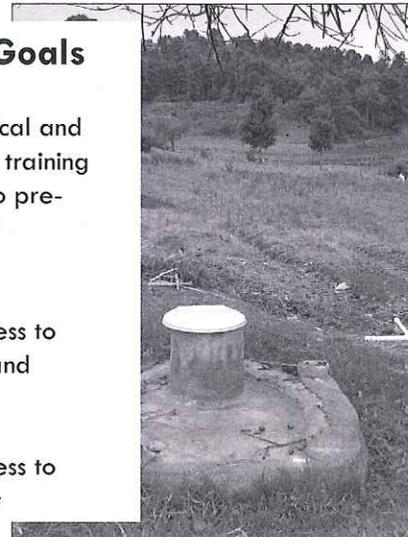
## Water and Sanitation

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### **Program Goals**

- Provide technical and administrative training and support to pre-existing water committees
- Increased access to piped water and sanitation
- Increased access to potable water



## Water and Sanitation: Common Sustainability Strategies

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### Resources:

- Self-funding based on service fees

### Linkages:

- Operate independently from one another and from municipalities

### Capacity:

- Administrators trained to track and collect payments
- Set rates based on water committee expenses
- Fix technical problems
- Administer chlorine

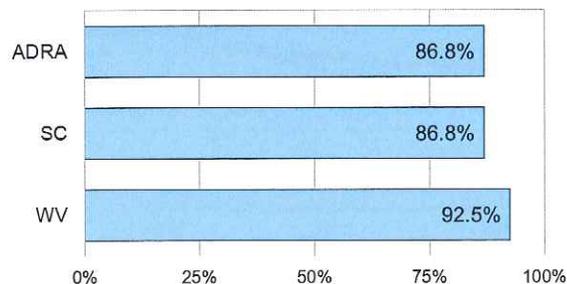
### Motivation:

- Community members value service of having piped water; willing to pay
- Water committee leaders value piped water; are community leaders

## Water and Sanitation: Sustained Service Provision

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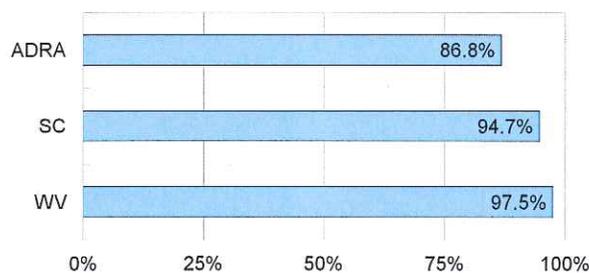
Percent of communities with functioning water committees in 2011



## Water and Sanitation: Sustained Service Provision

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Percent of communities that maintain their own W&S facilities in 2011

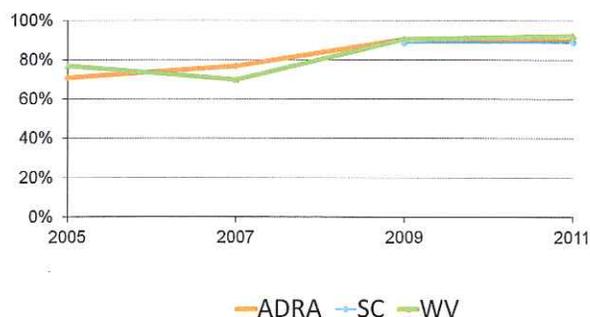


Corroborates qualitative evidence that water committees functioned without vertical or horizontal linkages

## Water and Sanitation: Sustained Service Delivery

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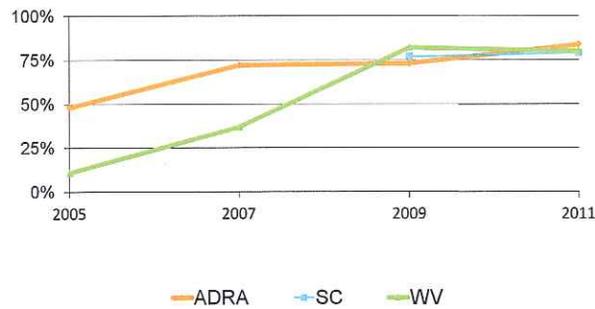
Percent of households with access to piped water



## Water and Sanitation: Sustained Service Delivery

25

Percent of households with access to a latrine, flush toilet, or adequate sanitation



## Water and Sanitation: Water Quality

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Field visits in 2010 and 2011:

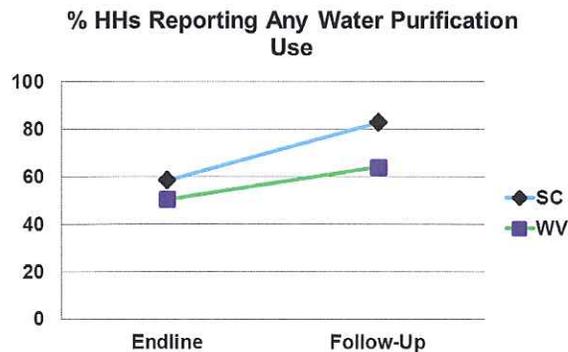
Community water tanks equipped with chlorine distribution boxes, but seldom used:

- Chlorine was difficult to obtain from municipal centers
- Chlorine was unpopular among community members

Household reported use of water purification increased; field visits showed chlorine dispensers unused

## Water and Sanitation: Water Quality

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- Purification may not have been a cost issue because solar purification was free and well known

## Water and Sanitation: General Findings

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Impacts were sustained and even improved following the program close.

### Sustainability Strategies:

- Convergence of resources, capacity, motivation
- Model works because activities are not dependent on linking to an entity that might be unreliable
- Water quality: Communities have capacity, but little motivation or resources

### Exit Strategies:

- Gradual withdrawal plausibly supported because the program strengthened existing water committees with a history of operating in the community

## Rural Income Generation

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### Program Goals

Increased rural income generation through:

- Increased crop production
- Crop diversification and sales
- Adoption of improved farming and NRM practices
- Organizing farmers into Producer Associations (PAs)
- Increasing access to credit through PAs and *cajas rurales*



## Common RIG Sustainability Strategies

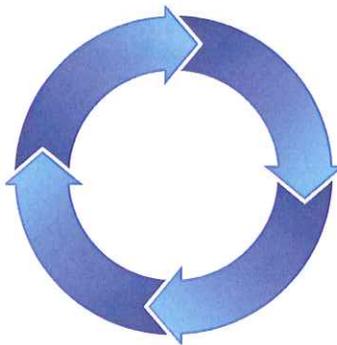
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### Linkages

- Farmers to be linked to markets, where they can sell crops and generate income

### Motivation

- Increased farm outputs
- Access to credit through PA membership
- Income generation from crop sales
- No substitute for FFW for model farmers



### Capacity

- Continued training through PAs
- Model farmers committed to teaching non-participants

### Resources

- PAs linked to *cajas rurales* or FODECOs to provide credit for purchasing crop inputs
- Increased crop sales = income to reinvest in crop production

## Agency-Specific Exit Strategies

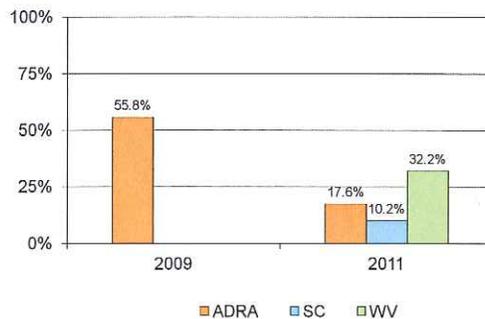
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- ADRA: Established and funded FODECOs (credit institutions); provided free inputs; promoted crop diversification; organized producer associations. Depended on FODECOs and municipal government to take over activities, but no independent operation before exit.
- SC: Strengthened existing *cajas rurales* (credit institutions) and required membership fee; promoted microenterprises starting in 2008; model farmers (paid in food for work [FFW]) taught improved practices.
- WV: Strengthened existing *cajas rurales*; formed coffee producer group and linked to IHCAFE, marketing institution; farmers independently negotiating contracts prior to exit.

## Sustained Service Delivery: Access to Credit

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Percent of farmers with access to financial resources



ADRA, SC, WV: In the last year, did you have access to funding for your agricultural activities?

## Sustained Service Delivery: Access to Credit

33

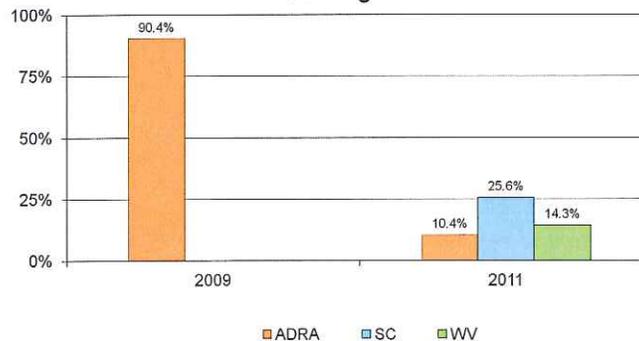
- Farmers more willing to repay loans to pre-existing *cajas rurales* than FODECOs that were created during the program life
- Less willing to default on loans from community funds
- More willing to default on loans that they see as external aid
- Farmers unwilling or unable to pay PA membership fee to access credit

## Sustained Service Delivery: Access to Training

34

Farmers were well trained by the program close, but lacked continued access to training

Percentage of farmers with access to training

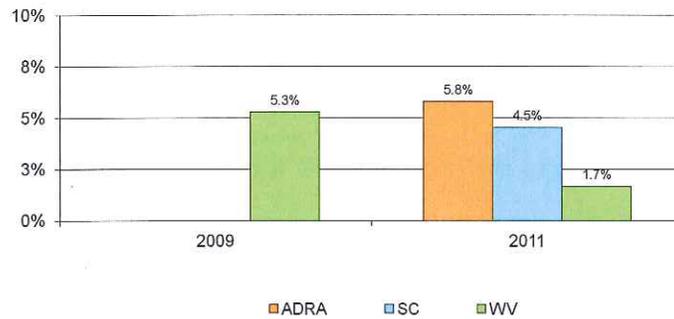


ADRA: Percentage of farmers receiving technical assistance in past year  
SC and WV: Percentage of farmers participating in Farmer Field Schools (ECs)

## Sustained Participation in Producer Associations

35

Percentage of farmers in PAs



## Sustained Participation in Producer Associations

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Participation in PAs decreased in all three Awardee areas and below 10% everywhere:

- Farmers lack incentives – no increased access to markets
- Farmers already well trained
- Increases access to credit, BUT farmers don't access loans because they can't sell crops to generate income to repay loans



## Sustained Program Impact Affected by Commercialization

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ADRA AND SC:  
Few sustained  
market linkages

Less ability to  
access credit and  
repay loans

Maize and bean  
production sustained,  
or above baseline  
levels

Non-traditional crops  
decrease because  
they can't be sold or  
stored to be  
consumed on a  
subsistence level



## Sustained Program Impact Affected by Commercialization

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WV: Linked to  
international  
coffee markets

Coffee  
production  
increases  
  
Income  
generated from  
coffee sales

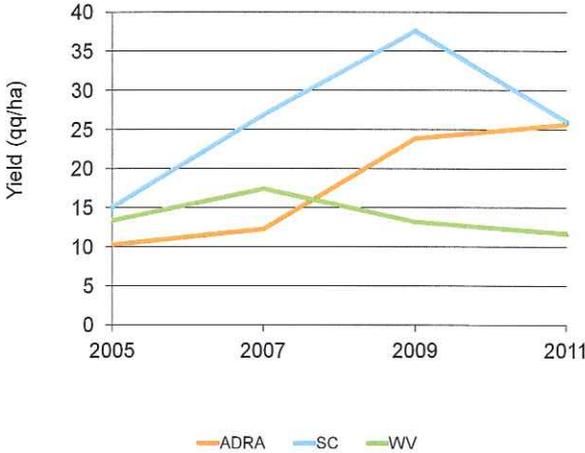
Dietary diversity  
increases

Still depend on maize  
and beans, but more  
ability to deviate  
from subsistence level  
farming and to  
reinvest income in  
future crop  
production



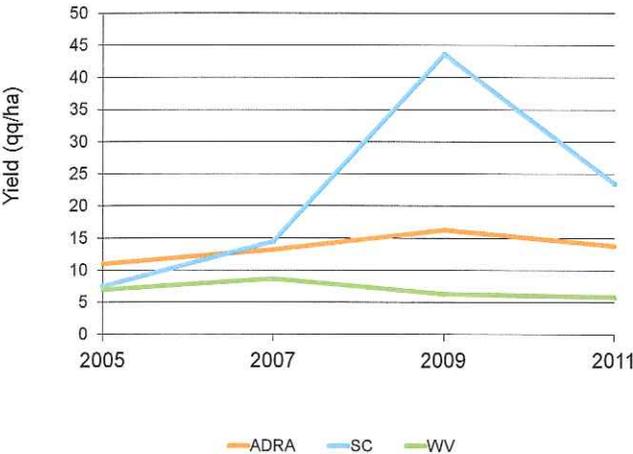
### Sustained Program Impact: Maize Yield

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### Sustained Program Impact: Bean Yield

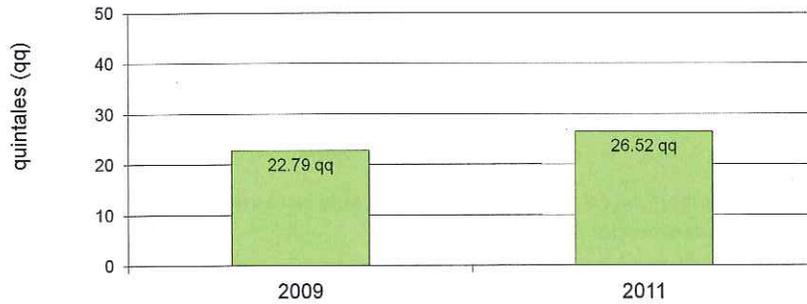
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## Sustained Program Impact: Coffee Yield

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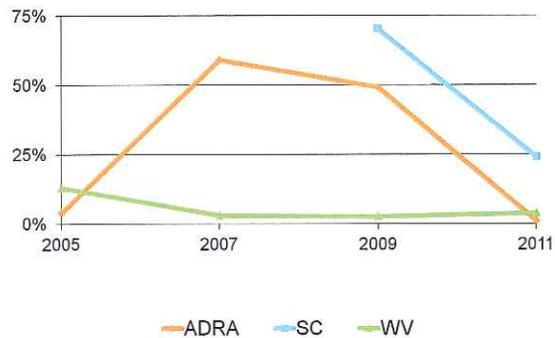
Quantity of coffee sold in WV targeted areas



## Sustained Program Impact: SC and ADRA

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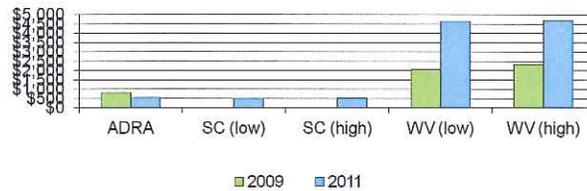
Percent of farmers producing two or more non-traditional crops



## Sustained Program Impact: Income Generation

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Income generated from all crop sales in  
2009 and 2011



WV farmers linked to coffee markets, income increases after WV exit due to commercial linkages.

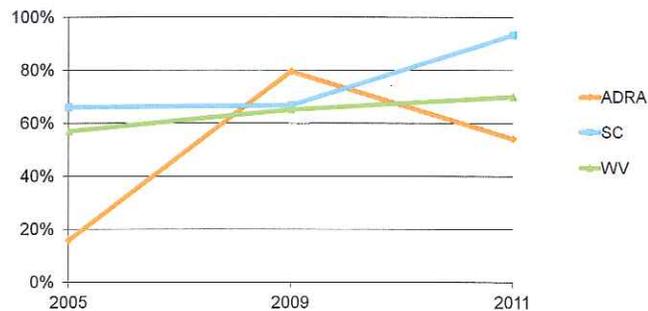
ADRA and SC farmers not linked to markets, income remains low.

Low and high estimates based on farmers' report of low and high price received.

## Sustained Program Impact: Household Diet Diversity

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Percentage of households with a diversified diet



ADRA: Percentage of families with diversified diet ( $\geq$  eight food groups)

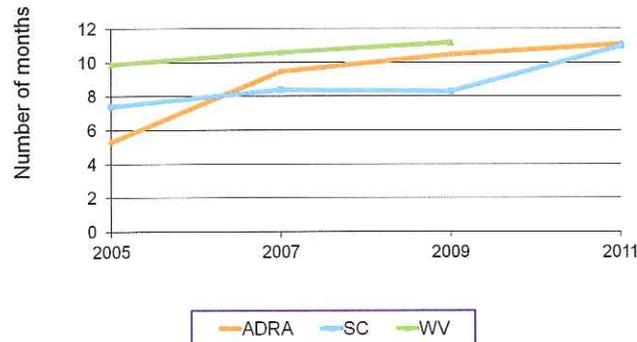
SC: Percentage of families with diversified diet ( $\geq$  seven food groups)

WV: Percentage of families with diversified diet ( $\geq$  than seven food groups)

## Sustained Program Impact: Household Food Security

45

Months of adequate household food provision



## RIG Program: General Findings

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- Maize and bean yields remain above baseline levels because farmed on a subsistence level
- Months of provisioning increased
- Non-traditional crop production decreased because crops cannot be sold or stored for household consumption

### Exit strategies:

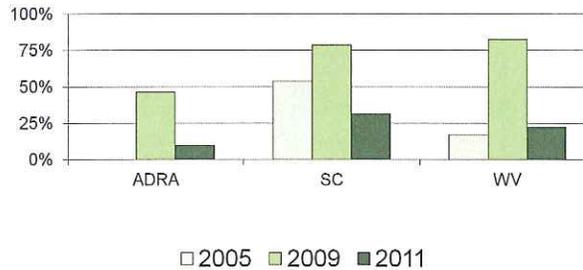
- Commercialization leads to resources, training, motivation
- Sustained service delivery: Model farmers stopped providing training when FFW incentives stopped
- Markets facilitate credit, but farmers must be able to generate income and repay loans
- Pre-existing *cajas rurales* more likely to be sustained than already existing *cajas rurales* because loans not seen as external aid

## Sustained Demand for Services: NRM Practices

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NRM practices declined in all three Awardee-targeted areas:

Percent of farmers using at least four agroforestry practices



Only practice that increased was not burning off fields in WV areas

## Sustained Demand for Services: NRM Practices

48

NRM practices declined in all three targeted zones:

- 1) Lack of funds to invest in land and water improvements when payoffs were not tangible, or immediate
- 2) Renters reluctant to invest in land when not guaranteed to see benefits
- 3) **Maintain** physical works, but lack resources, and motivation to implement new projects, or replace aging farm infrastructure



## NRM: General Findings

49

NRM practices declined in all three targeted zones

- Farmers lack resources, motivation to invest in new projects in the absence of links to markets
- No-cost practices, such as not burning post-harvest residue, decline least
- Too economically marginalized to invest in projects that don't produce large, short-term benefits
- No substitute for FFW or free inputs

**Thank You!!**

## Acknowledgment and Disclaimer

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