

Hens for Haiti, Inc.
2012 Annual Report
September 16, 2013



Photo: Guy Marie Garcon, Agronomist, Caritas Gros-Morne

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Acronyms

CRS – Catholic Relief Services

LEED – Leadership in Energy and Environmental Design

USCCB – United States Conference of Catholic Bishops

PROCHE - Proximité Catholique avec Haïti etson Eglise

CGI – Clinton Global Initiative

CINCH - Central Indiana Churches for Haiti

PAP – Port-au-Prince

Hens for Haiti reached many milestones in 2012 both in Haiti and in the United States. From the application and grant of non-profit 501c3 status to the commencement of egg production and sales at the Gros-Morne Poulaye facility, organization members and Haitian employees were kept on their toes. This document gives a brief summary of the accomplishments as well as trials faced by Hens for Haiti and acting partners in 2012.

Caritas Gros-Morne Poulaye Dedication and Egg Production

The Caritas Poulaye facility in Gros-Morne completed construction in February with the addition of solar electricity and was ready to host 1,500 hens at the end of March. Before the delivery of birds to Gros-Morne, Haitian Agronomist Guy Marie Garcon facilitated a dedication and blessing of the building by local pastor Fr. Claude Ciné. The dedication was attended by Gros-Morne Mayor Beauger and other city officials as well as local community members eager to learn about the new addition to their economy. Guy Marie took the opportunity to publicize the plan of the Poulaye over three local radio stations to expand the reach of the project and encourage community buy-in. Hens for Haiti founder, Christina Newman, joined the dedication for a ceremonial ribbon-cutting and champagne toast.

Two days after the dedication, hens were delivered to the Poulaye site by insulated truck from Haiti Broilers. The birds were producing upon arrival and facility workers quickly busied themselves collecting eggs as well as providing feed and water. Production rates at the Gros-Morne Poulaye were high from the start at up to 1,308 eggs/day, 87% of the birds laying each day. Unfortunately, production rates did not remain at this high level due to bird illness, excessive heat conditions, reduced quality of feed, and the regular molting period. All challenges were faced and dealt with individually to be outlined in more detail under the Results section of this report.



Delivery of hens to the Gros-Morne Poulaye in March 2012.

Non-Profit Status

As Hens for Haiti expands its reach throughout the US and Haiti, board members thought it appropriate for the group to be recognized as an official 501c3 non-profit organization. Application for non-profit status was submitted in June 2012 and granted by August. As a result, the organization agreed upon bylaws and appointed five board members to be introduced later in this document.

Domestic Outreach

The success of Hens for Haiti's work in Gros-Morne continues to spread throughout the non-profit community in the US. Hens for Haiti members presented at over seven different events in 2012 educating groups working in Haiti on the benefits of the Poulaye project model and offering consulting services for groups or individuals interested in duplicating the idea in their own areas of twinning/partnership. Through this outreach, Hens for Haiti was able to consult with eight groups exploring the possibility of starting their own Poulaye project in other areas of Haiti. Members of Hens for Haiti also increased outreach through online media (Facebook, Twitter), redesign of the website (www.hensforhaiti.org), and regular release of newsletters.

Financial Report

2012 January Beginning Balance:	\$10,533.80
Donations/Grants Awarded:	\$3,926.30
Expenses:	\$12,479.09
2012 December Ending Balance:	\$1,981.01

Organizational and program expenses in 2012 totaled \$12,479.09 with largest expenditures for the remaining deposit for purchase of hens (\$8,250), application for non-profit status (\$850), website design (\$500), purchase of flight to Haiti (\$502.20), and transfer of supplemental funds for feed purchase (\$2,000). A detailed report of all 2012 finances is outlined in Appendix I.

Proposals Submitted

Hens for Haiti did not apply for additional grants in 2012. Because the organization had been saving for the final construction and first six months of production at the Gros-Morne facility, it was expected that no further funds would be required for current projects.

Grants Awarded

Because no proposals were submitted, Hens for Haiti did not receive any new grants in 2012. However, funds still remained from the previously awarded Catholic Relief Services (CRS) Haiti Partnership Unit Matching Grant of \$10,000 to cover the purchase of hens in February 2012. These remaining funds were used in full and reported in the attached final report document (Appendix II).

Fundraising

Upon receiving 501c3 non-profit status, Hens for Haiti proceeded to set up an online donation system through the website. Visitors are now able to donate online with credit or debit card. Alternate gift giving is also available for holidays and special occasions where supporters have the option of donating on behalf of a family member or friend and a card is sent to the gift recipient from Hens for Haiti.

Introduction of Board Members

Christina Newman, Founder and President; Member of Board of Directors

Christina first visited Haiti in September 2007 when she arrived in Gros-Morne for a year-long volunteer commitment with Quest Volunteers, a program of the Religious of Jesus and Mary. Shortly after her arrival, Christina was approached by Guy Marie Garcon and several other leaders of the community asking for assistance in establishing an egg-production facility on the outskirts of the town. Since that time, Christina has been heavily involved in development of the business plan, grant proposals, marketing, facility design and construction, technical training for staff, budget management, reporting, and consulting. Christina's background in animal agriculture and agronomy along with her knowledge of Haitian culture and language make her a huge asset to the Hens for Haiti team.

Cameron Varano, Co-Founder and Vice President; Member of Board of Directors; Treasurer

Cameron graduated from Virginia Tech in 2009 with a Bachelor of Science in Community and International Nutrition. She spent two summers and a winter in the Dominican Republic leading work projects to improve the lives of both native Dominicans and Haitian immigrants in the greater Puerto Plata area. She visited Gros-Morne with Christina in January 2009 after becoming involved with Hens for Haiti. Cameron currently serves as the Vice President and Treasurer for the organization while also lending her time in social marketing, website design, budget management, fundraising, and grant writing.

Larry Newman, Member of Board of Directors; Secretary

Larry is a professional civil engineer with over 30 years experience in the design of infrastructure in the mid-Atlantic region. He is a professional accredited with Leadership in Energy and Environmental Design (LEED) in addition to his professional engineering licenses. For the last 9 years, Larry has been working in the Jeremie and Gonaives dioceses of Haiti involved in, among other things, design and implementation of water projects, sewer projects, construction and operation of schools, construction of local churches, and solar electrical design and construction. Larry assisted the United States Conference of Catholic Bishops (USCCB) in May of 2010 in an evaluation of the causes for the dramatic loss of life during the January earthquake. As a result of his recommendations, the Proximité Catholique avec Haïti etson Eglise (PROCHE) organization was established in Haiti to insure that new construction sponsored by the US Catholic Church meet today's international standards for construction in earthquake prone areas. Larry has assisted Hens for Haiti in the design of the Gros-Morne Poulaye facility, and has installed electrical solar panels and equipment to provide necessary power for the operation.

Cody Lemieux, Member of Board of Directors

Cody earned his Bachelor's in Construction Management from Boise State. Cody has 18 years of experience in the construction field including over 3 years volunteering as a Project Manager on several building efforts in Haiti. Cody spent one year volunteering with the Religious of Jesus and Mary in Gros-Morne from August 2007 to August 2008. During this time, Cody directed the construction of nine houses for large Haitian families working alongside 60 Haitian contractors and 35 Irish student volunteers in just six weeks. He has since traveled back to Haiti numerous times to manage other construction projects including a homeless shelter and an addition to a school. With Hens for Haiti, Cody offers insight into design and construction of Poulaye facilities as well as knowledge of the Haitian language and culture. Combining numerous years of field work experience, business and construction expertise, and an overwhelming love of Haiti, Cody hopes to stay involved in the continuing sustainable economic progress of his adopted home.

Michael Mecurio, Member of Board of Directors

Mike is a partner in a Washington D.C. regional law firm that provides other services to Larry. Mike agreed to handle the legal aspects of establishing agreements for Hens for Haiti, including setting up the entity, establishing by-laws, applying for 501c3 status, and any other legal matters that may arise.

Outreach

Conferences and Presentations

Hens for Haiti values the importance of public outreach both domestically and internationally to promote the Poulaye project and encourage groups to duplicate the effort. In 2012, members of Hens for Haiti represented the organization at seven different events and conferences across the United States including the Clinton Global Initiative (CGI) University (Washington, DC), CRS One Table Many Partners (Washington DC), Central Indiana Churches for Haiti (CINCH) (Lafayette, IN), and CNFA (Washington, DC).

Presentations at these events enabled Hens for Haiti to spread the word about the Poulaye initiative, giving active groups an alternative to current aid programs. In anticipation of building interest in duplicating the project, Hens for Haiti developed a consulting service where leaders of the organization could offer technical expertise and advice for church or community groups exploring the option of starting a hen house. The consulting service could include anything from answering logistical questions to initial assessment, development of a business proposal, budgeting, and oversight of program implementation in Haiti. As a result of offering this service, Hens for Haiti received more than eight different inquiries from groups nationwide exploring the potential of developing a Poulaye in their Haitian twinned community. Out of these eight, one group completed construction and commenced egg production in Jacmel, Haiti. Several other groups conducted budget analysis and visited the site in Gros-Morne for investigative and training purposes.

In order to further extend the reach of Hens for Haiti's idea to interested groups, the organization increased usage of social media and online marketing through redesign of the Hens for Haiti website, Facebook, and Twitter pages. Hens for Haiti also circulated two newsletters alerting donors and supporters of recent events and accomplishments in Gros-Morne.

Caritas Gros-Morne Poulaye

As the pilot project of Hens for Haiti, the Poulaye of Caritas Gros-Morne has given the organization much insight into what it really takes to succeed in economic development in Haiti. Construction was completed at the Gros-Morne hen house in spring of 2011, but details were not finalized and hens purchased until 2012. Below is a summary of the results of the pilot project during its first year of production. Gros-Morne financial records are detailed in Appendix III.

Results and Production Numbers

From April through December 2012, the Gros-Morne Poulaye ran a deficit of \$13,077.50. Egg sales ranged from \$3,237.50 to \$847.88 per month. Much of this fluctuation was a result of decreased production rates due to bird illness and molting periods. The first month of production (April) represents low sales but high production rates. This prompted Guy Marie Garcon to increase marketing of the product through radio advertisements and personal house calls. His efforts paid off within weeks to sell all eggs produced.

Lessons Learned

Going into this project, Hens for Haiti and the Gros-Morne team stressed the importance of biosecurity and safe sanitary conditions inside the hen facility. The group took precautions to prevent disease including restricting entrance, changing of staff clothing before working with birds, dipping boots in a chlorine footbath before entering the building, and providing the proper environment through clean bedding, water, and adequate ventilation. Unfortunately, the same precautions were not taken with the second most delicate piece of the operation – feed. Because a discount rate was applied when chicken feed was purchased in bulk, staff worked to stock up on chicken feed from Gonaives whenever possible. About two months after production began, the hens started to produce at lower rates and show signs of sickness. It was found that the cause of this illness was from moldy feed in the stock room. The situation was remedied by disposing of all exposed feed and replacing with new bags that could be secured off the damp ground and away from potential infestation. The manager also decided to purchase feed in lower quantities to more easily monitor the condition of the feed for proper quality.

In addition to feed quality, accessibility and affordability also became an increasingly pivotal issue as time passed in 2012. In April, feed prices held steady at 672 Haitian Gourdes per 25kg bag. After only a few months, prices increased drastically and by December, a 25kg bag sold at retail cost of 1,200 Haitian Gourdes. The Gros-Morne facility had to learn the hard way that relying on one supplier was not the best way to do business. Instead, Guy Marie Garcon and project leaders of Caritas are now looking into the options for producing feed locally by contracting grain farmers and purchasing supplemental ingredients. The Poulaye in Gros-Morne spent over \$26,000 on feed in 2012, almost 75% of the reported budget.

Further, availability of sufficient quantities of fresh water has been an issue. During the construction of the facility, a well was dug onsite to supply the water needs of the hens. As is common in Haiti where reliable streams of fresh water are not available, a well was hand dug to a depth of approximately 35 feet. This well supplied adequate water for the project for several months until the summer of 2012. A dry spell in the Gros-Morne region resulted in the well drying up, requiring the site manager to buy adequate supplies of water to sustain the chickens and provide for cleaning. The expense of purchasing fresh water in combination with the higher cost of feed and poorer egg production rates during periods of high heat resulted in a period of production in which the income from egg production was not able to keep up with expenses. Hens for Haiti is attempting to acquire sufficient funds to drill a fresh water well onsite equipped with both a hand pump and a submersible electric pump powered by the solar panels that have already been installed.



Imported chicken feed.

Unexpected Outcomes

Gros-Morne residents were very excited about the potential of economic development coming to their doorstep. So excited that women in the area started forming small cooperatives to pool their resources and purchase eggs in bulk to be sold in the downtown market. Because the Poulaye didn't want to undercut the sales of market women, the business decided to only sell eggs wholesale in pallets of 30 eggs each. An individual family could not afford this quantity, but by putting their heads together, these women's cooperatives were able to make a small business out of selling eggs, an option they would not have had if the alternative was to pay transportation to travel to the Dominican border.

After a few months, the word had gotten out to other parts of Haiti. Buyers were coming from as far as Bassin Bleu, a town 15 miles to the north towards Port-de-Paix, to purchase eggs from the Caritas Poulaye and sell them in their own local markets. Because of this high demand, the Poulaye facility is selling all products produced and is not able to keep up with current demand. Expansion of the facility is needed earlier than expected.

Timeline of 2012 Activities and Milestones

January

- Solar panels cleared customs in Port-au-Prince (PAP), Haiti.
- Submission of mid-term report to CRS Haiti Partnership Unit Matching Grant Program.

February

- Visit by Larry Newman to Gros-Morne, Haiti.
- Installation of solar panels and full electrical system at the Caritas Gros-Morne Poulaye facility.
- Deposit is made on purchase of 1,500 hens from Haiti Broilers.

March

- Visit by Christina Newman to Gros-Morne, Haiti.
- Dedication and ribbon-cutting ceremony at Caritas Poulaye facility. Dedication is broadcast over three local radio stations.
- Gros-Morne Caritas Poulaye facility is prepped and 1,500 hens are delivered by insulated truck.
- Training of employees at the Caritas Poulaye facility.
- Collection of eggs begins.

April

- Commencement of egg sales in Gros-Morne at H\$30/carton (30 eggs).
- Presentation by Christina Newman at the Clinton Global Initiative University conference in Washington, DC.
- Presentation by Christina Newman at an alternative careers fair for the students of Northern Virginia Community College.

June

- Presentation by Larry Newman and Christina Newman at the CRS One Table, Many Partners conference in Washington, DC.
- Completion and submission of non-profit 501c3 status application.
- Submission of final report for CRS Haiti Partnership Unit Matching Grant Program.

August

- Non-profit 501c3 status is granted to Hens for Haiti, Inc.

September

- Christina Newman presents at Washington Archdiocese Annual Haiti Meeting.

October

- Christina Newman participates and presents at the CINCH (Central Indiana Churches for Haiti) conference in Lafayette, Indiana.

December

- Christina Newman presents at CNFA



Christina Newman presenting at the CINCH conference in Lafayette, IN.

Goals for 2013

Hens for Haiti established the following goals for 2013:

- To investigate alternative sources of chicken feed including on-site production in Gros-Morne, utilizing ingredients from local farmers. If an adequate supply of ingredients can be supplied locally and costs for purchasing and processing these ingredients into chicken feed are found lower than purchasing from an outside source, not only will the egg production process become more viable economically, but there would also be yet another sustainable livelihood established for the local farming community.
- To explore the option of using cages to hold hens inside the Gros-Morne facility rather than allowing the birds to run loose. It is expected that this technique could increase the holding capacity of the current structure to increase egg production and cleanliness while also reducing the instance of breakage.
- To provide the Gros-Morne Poultry with a reliable source of on-site fresh water. Hens for Haiti solicited the assistance of a driller to assess the potential for installation of a deeper well (approximately 150 feet) to insure adequate water supply despite recession of the water table during dry periods.
- To replace the current laying stock at the Gros-Morne facility with fresh birds by early 2014. With the addition of chicken cages as mentioned above, the Caritas Poultry should be able to increase the number of laying hens and therefore the egg production capacity of the existing facility without further construction.

Appendix I. 2012 Financial Report

Month	Expense	Income	Balance	Description
January 1, 2012			\$10,533.80	Beginning Balance
January	\$ 1.29		\$10,532.51	Card Use
February	\$ 8,250.00		\$ 2,282.51	Wire Transfer - Deposit for Hen Purchase
February	\$ 45.00		\$ 2,237.51	Wire Transfer Fee
February	\$ 3.29		\$ 2,234.22	Card Use
March	\$ 4.37		\$ 2,229.85	Card Use
April	\$ 4.37		\$ 2,225.48	Card Use
April	\$ 42.39		\$ 2,183.09	Staples
April		\$1,525.00	\$ 3,708.09	Donation
May	\$ 4.37		\$ 3,703.72	Card Use
June	\$ 850.00		\$ 2,853.72	Check to US Treasury - Application of Non-Profit Status
June	\$ 4.81		\$ 2,848.91	Card Use
August	\$ 15.00		\$ 2,833.91	Bank Maintenance Fee
September	\$ 99.00		\$ 2,734.91	Card Use
September	\$ 99.00		\$ 2,635.91	Card Use
September		\$ 99.00	\$ 2,734.91	Bank Deposit
September	\$ 500.00		\$ 2,234.91	Website Design
November		\$ 0.10	\$ 2,235.01	Bank Deposit
December		\$1,000.00	\$ 3,235.01	Website Donation
December		\$ 500.00	\$ 3,735.01	Website Donation
December		\$ 502.20	\$ 4,237.21	Donation
December		\$ 300.00	\$ 4,537.21	Donation
December	\$ 2.25		\$ 4,534.96	Click-n-Pledge Fee
December	\$ 502.20		\$ 4,032.76	Flight Purchase
December	\$ 2,000.00		\$ 2,032.76	Check to Fonkoze - Supplemental Funds for Feed
December	\$ 51.75		\$ 1,981.01	Click-n-Pledge Fee
December 31, 2012			\$ 1,981.01	Ending Balance
Total Expenses	\$12,479.09			
Total Donations	\$ 3,926.30			

CRS Haiti Partnership Unit Matching Grant
Final Report

Hens for Haiti, Church of the Resurrection, Caritas Gros-Morne

June 28, 2012

Hens for Haiti, Church of the Resurrection, and Caritas Gros-Morne had a very busy spring 2012. After a lull in activity from August to January, the solar panels were finally released from customs, and project progress could continue. Several members of Hens for Haiti as well as Church of the Resurrection parishioners visited the project site and helped the program move forward. The most exciting time was the last week in March when the facility was officially blessed and dedicated by the local Haitian pastor, then hens arrived on site, and the facility began egg production and sales.

Since that time, Caritas Gros-Morne has taken a large leadership role in the success of the Poulaye project. Daily activities, production and finances, are monitored by the local manager and Caritas agronomist, Guy Marie Garcon. Guy Marie sends monthly financial and production reports to board members of Hens for Haiti and parishioners of the Church of the Resurrection in Burtonsville, MD. The facility, housing 1,500 layer hens, produces more than 7,000 eggs per week, marketing the products to local businesses, schools, and merchants. Women entrepreneurs, in particular, have recognized the potential of this new local egg product, and pool their resources to buy and sell in bulk.

This report outlines several of the major events and challenges in implementing the Poulaye project over the past six months.

A. Program Activities and Accomplishments

Facility Construction and Solar Installation

Although construction of the main hen facility was completed in fall 2011, the final touches in solar electricity were not finalized until March 2012. This was the final step necessary before the 1,500 birds could be brought to Gros-Morne. It was expected that these additions would be made earlier (September 2011), but the solar materials were held in customs for over 5 months, delaying the progression of the project. Once the materials were released in late January of 2012, the team acted fast to place a deposit on the hen purchase and organize the last minute details in preparation for their delivery. Hens for Haiti Board Member and member of the Church of the Resurrection, Larry Newman oversaw the installation of solar panels and lighting in the Gros-Morne hen facility.

Facility Benediction and Ribbon Cutting

Before the arrival of hens, it was necessary to complete a few last minute preparations. In Haiti, it is customary for a large structure such as a church, business, or school, to hold a benediction ceremony where the building is formally presented to the community. Because the hen facility was anticipated for so long and the concept of local egg production in high quantities was new to the area, this ceremony was even more important.

On March 23, 2012, Fr. Claude Cine of the parish of Gros-Morne, opened the benediction ceremony with scripture and a blessing. After this, Guy-Marie Garcon, the local Agronomist of Caritas Gros-Morne, explained the history behind the proposal for an egg production facility, its benefits to the community, and the process by which people would go about purchasing eggs. Mayor Beauger of Gros-Morne also offered a few words of praise and encouragement to the community to protect the facility and the significance it held. The ceremony was completed with a ribbon-cutting and opening of champagne for all in attendance to share. The event was attended by farmers, market women, and political leaders as was broadcast live on three local radio stations.

Staff Training

After the benediction and explanation of benefits, it was time to get to work on the specifics of egg production. Local staff were trained on proper poultry care including sanitation, egg collection, feed and watering procedures, and basic facility maintenance. Staff were also instructed not to let outside individuals enter the premises as a precaution for biosecurity. Only employees were to enter the hen house after changing clothes and dipping their boots in chlorinated water.

Purchase and Arrival of Hens

The initial deposit for 1500 hens was placed in February 2012 for an expected arrival date mid-to-late March. Hens for Haiti Board Member and member of the Church of the Resurrection, Christie Newman, travelled to Haiti the last week in March to attend the benediction ceremony and facilitate the arrival of hens. Haiti Broilers delivered 1424 live birds on March 26, 2012. Gros-Morne was Haiti Broilers' largest customer for layer hens, so they did know how many trips would be necessary to supply the full 1500. Luckily, the remaining 76 birds were delivered two days later, completing the transaction. Haiti Broilers also supplied a veterinarian to check the facility before arrival of the birds and to act as a source of free technical assistance should problems arise along the way.

Egg Production

The hens started producing eggs even before they left the truck from Port-au-Prince. On the day of delivery, facility staff recovered more than 4 dozen eggs from anxious hens. By the end of the second week, 1500 birds were producing more than 1100 eggs per day and over 7000 per week. These numbers are very close to the estimated 1250 per day.

Formation of Women's Groups

The hen facility brought a new local industry to the people of Gros-Morne. As in many places, the community was at first a little skeptical of this progression. However, some people decided to take advantage of the new business and create some benefits of their own.

B. Challenges

Road Access

The hen facility in Gros-Morne is located far enough outside of the main downtown so that it does not disturb the urban lifestyle. However, this places the property on the opposite side of a large river. The majority of the year this does not cause a problem, as residents and merchants cross the riverbed on foot. However, during the rainy season, when water flows from the mountains, the river rises to become impassable. The strong flow of water beats against the riverbank and erodes the land as well as the road entrance out of the water.

This causes problems in terms of facility access for both construction workers and now, egg merchants. Several times during the construction of the main hen facility, works had to labor on the road several hours in the early morning before vehicles could pass carrying construction materials. This also held true the morning of hen delivery.

Providing protection to the riverbank and road coming out of the river would ensure access to the hen facility and allow residents in the surrounding community to safely reach downtown Gros-Morne during the rainy season. Efforts are currently underway to fundraise and engineer for this purpose.

Cost/Quality of Feed

Because Gros-Morne is a smaller town in the mountains of Northwest Haiti, access to manufactured products is often limited and comes at a higher price. Formulated poultry feed was found in Gonaives, 45 minutes from the Poulaye, but the quality of the feed soon became questionable. After several hens became sick and the majority refused to eat, the Poulaye manager took quick action to resolve the problem and find an alternate source of feed. This new source; however, is located in Port-au-Prince, four hours from Gros-Morne. The larger city means lower prices for manufactured goods, but increased transportation cost. The team continues to search for the most cost acceptable quality option.

Sales/Marketing

As many working in Haiti can attest to, development is not easy. Especially when a change is made or a new project is brought to an area, it is often faced by resistance. The hen project is no different. During the first few weeks of egg production, sales were low because the idea of local industry was new to the community. Guy-Marie and the staff at the Poulaye took it upon themselves to increase marketing and knowledge of the benefits offered by the Gros-Morne hen house. They spoke with community groups, churches, schools, restaurants and businesses, spreading the word of the process of buying eggs locally and the benefits it can provide to the local economy. Guy-Marie also made announcements on local radio stations advertising the product and encouraging people to visit the facility. These efforts have paid off as sales have increased and women entrepreneurs begin to form small groups to buy the eggs in bulk.

Heat

As spring turned into summer in Gros-Morne, the temperature quickly began to rise. Hens do not produce at high levels when under stressful conditions including, heat, wind, or sickness. Because of this, the level of egg production decreased dramatically starting near the end of May. The Haitian manager and Caritas Gros-Morne are looking for solutions to the problem, but may incur a few costs to really make a difference in comfort level. Trees were planted to increase natural shade and the idea of fans is being researched. The team plans to resolve this issue as soon as possible to bring egg production back to a high level.



C. Expenditures

Since January, the hen project has really taken off as a local development initiative. The main facility was blessed; 1,500 hens were ordered and delivered; feed and other production materials were purchased; and the project even began to recoup some of its spending from egg sales. No additional fundraising has taken place during this time, but a summary of monetary and in-kind project donations are summarized below, current as of June 15, 2012.

Monetary Donations

Donor	Donation \$US
University College of Dublin Volunteers Overseas	\$11,000
Virginia Tech Graduate Student Service Award	\$1,000
Ann Devereaux - Individual Donation	\$10,000
Fonkoze	\$750
Clinton Foundation	\$8,000
CRS Haiti Partnership Unit Matching Grant	\$10,000
Church of the Resurrection Matching Donation	\$10,000
Cash Donations	\$2,252
Total	\$53,002

In-Kind Donations

Donor	Materials
Kembe Foundation	Chain-link fence; Wooden guardian and storage houses; Wooden framed walls; Roof trusses; Roof tin; Wire mesh
Larry Newman	Solar panels, transport, wiring and labor
Food for the Poor	Two well hand pumps

Major Project Expenses

Expense	Date	Amount
Deposit on hen purchase	February 2012	\$8,250
Remaining payment for hen purchase	March 2012	\$8,250
Transport of hens	March 2012	45,000gds = \$1,125
Staff Salary	March 2012	11,000gds = \$275
Poultry Feed	March 2012	40,500gds = \$1,012
Staff Salary	April 2012	11,000gds = \$275
Poultry Feed	April 2012	100,800gds = \$2,520

Staff Salary	May 2012	11,000gds = \$275
Poultry Feed	May 2012	100,800gds = \$2,520

D. Sustainability

It is important in all development projects, whether in Haiti or elsewhere, to address the issue of sustainability. It is the goal of all development to build infrastructure and businesses that are sustainable, that is, that they are able to support their own ongoing operational costs over time.

For the Poulaye project, operational costs include:

- The amortized cost of the laying hens themselves
- The cost of feed on an ongoing basis
- The labor associated with running the facility
- Other operational costs and supplies

The Poulaye project has been in operation for approximately three months. These operational costs can be estimated from the experienced costs of this three month period as follows:

Description	Unit Cost (US\$)	Monthly Cost (US\$)
Laying hens – 1,500 hens costing US\$16,500, with a production life of 18 months	\$11.00	\$916.67
Feed – 600gd/bag, 6 bags per day = 3,600gd = US\$90.00	\$90.00	\$2,700.00
Labor – 12,000 gd per month = US\$300.00		\$300.00
Antibiotics – 1,500 gd per month = US\$37.50		\$37.50
Sanitation – Clorox, bedding, etc. – 7,000 gd per month = US\$175.00		\$175.00
Cartons for eggs – most to be reused but assume a monthly loss of 1,000 gd		\$25.00
Total monthly operational cost		\$4,154.17
Total 18 month operational cost		\$74775.06

Income resulting from the Poulaye production facility includes the income from the sale of eggs on an ongoing basis and the eventual sale of the chickens when their peak production life has expired. Initial egg production was approximately 7,000 eggs per week, slightly less than assumed. We believe that egg production will average this level over the course of the 18 month productive life of the hens. Eggs are currently selling at approximately 5gd apiece to the vendors in the market. In addition, it is expected that laying hens will sell for about US\$5.00 apiece at the end of the eighteen month period. Income from the facility can therefore be estimated as follows:

Description	Unit income	Total income (16 months)
Egg sales – 7,000 eggs per week x 78 weeks x 5gd = US\$68,250		\$68,250.00

Poultry sales – assuming a 5% loss in hens through the 18 month period = 1,425 hens @ US\$5.00		\$7,125.00
		\$75,375.00

This analysis shows a slight profit over the course of 18 months based on the rates experienced to date. If the cost of feed can be reduced slightly, if the future cost of laying hens can be reduced slightly, or if we assume that the productive life of the hens is more than 18 months, the facility can easily become more profitable.

Since 63% of the total cost of operations is the cost of feed for the hens, we are actively researching sources for less expensive acceptable feed. Our original expectation was that we could acquire feed at approximately 300gd per bag. If we can identify an acceptable source for the feed at approximately this cost, we can reduce the monthly operational cost by \$1,350, which would equate to an 18 month additional profit of \$24,300, allowing additional facilities to be built with the profits and thus growing the Poulaye concept in Haiti. This analysis demonstrates the critical nature of obtaining operational material costs at a more favorable rate, and demonstrates that the Poulaye concept can be a truly sustainable project that provides jobs while producing high quality protein food at an affordable rate for the Haitian population.

E. Monitoring and Evaluation

Hens for Haiti and Church of the Resurrection feel that it is important to monitor the progress of this project in order to evaluate its success. To do this, the team asks that Caritas Gros-Morne provide monthly financial and production reports. As the overseeing body, the US partners intend to monitor the progress of the project and only intervene when a major problem arises. In doing this, they are allowing the Haitian partner, Caritas Gros-Morne, to take ownership for the project, insuring its success as an empowering development tool. To date, Hens for Haiti and Church of the Resurrection have been very happy with the results of the hen project. Although it is still in the early stages and cannot yet be declared a complete success, the project shows great potential and the Haitian counterpart has truly taken a leadership role moving forward.

Appendix 1 outlines key indicators of success for this project.

F. Outreach

Hens for Haiti and Church of the Resurrection recognize that the hen house is a unique project within the twinning community. Because of its success and potential for greater community benefits, the team places importance in spreading the idea and aiding other groups in duplicating the effort. To do this, members of Hens for Haiti and parishioners of the Church of the Resurrection present the project at seminars, conferences, and church events. As an example, Christina Newman spoke about this partnership and the hen project at the June 2012 Haiti: One Table, Many Partners conference in Washington, DC. Many groups showed interest in the effort and Christina offered to provide support wherever possible.

More examples of newsletters and outreach brochures can be found in Appendix 2.

G. Timeline

August 2011	Solar system including panels, batteries, electrical wire and other tools are ordered and shipped to Port-au-Prince.
September 2011	CRS Haiti claims solar panels in customs in Port-au-Prince. Paperwork is prepared for the release of the materials.
November 22 – 27	Board member, Cody Lemieux, travels to Gros-Morne and completes the following items for the hen facility: <ul style="list-style-type: none"> • Design and construction of additional internal structural supports • Installation of wire mesh around the perimeter of the main building • Design and construction of the water barrel stands • Design and construction of the poultry feeders • Photos and documentation of progress
January 16, 2012	Larry Alexander, a representative from Jamaican Broilers, makes contact with Christina and arranges to visit the hen facility in Gros-Morne. Larry visits the facility in the company of on-site manager, Guy Marie Garcon. Larry observes the progress and makes comments in preparation for ordering hens.
January 26	CRS obtains solar panels from customs and arranges for storage in Port-au-Prince.
January 27 – February 10	All involved parties are informed of the re-start in movement of the project with the release of solar panels. <ul style="list-style-type: none"> • Peter De Grier, partner in the Kembe Foundation, makes arrangements to transport the solar panels north to Gonaives. • Peter and Christina make contact with Larry Alexander to discuss options in ordering hens and make the appropriate arrangements.
March 11 - 17	Hens for Haiti Board Member and member of Church of the Resurrection, Larry Newman travels to Gros-Morne to oversee the installation of solar panels and electrical system. A full time guardian is on site from this point forward.
March 16	Hens arrive in Port-au-Prince and are received by the Jamaican Broilers.
March 22 – 29	Christina arrives in Port-au-Prince to make final arrangements for the arrival of hens: <ul style="list-style-type: none"> • Training of staff • Turnover of financial books to the Haitian manager in Gros-Morne
March 23	Benediction and ribbon-cutting ceremony.
March 26	Hens arrive in Gros-Morne and are housed in the facility.
March 31	Egg sales commence.
May 1, June 1	Monthly analysis of egg production and sales.
June 2	Haiti: One Table, Many Partners Conference with CRS. Christina presents the hen project to other twinned parishes interested in duplicating the effort.
June 28	Report to CRS and other donors.

Appendix 1. Key Indicators



MATCHING GRANTS PROGRAM 2011-2012 Monitoring and Evaluation Form

Project Activities List each activity in order of completion that your project is funding	Key Indicators For each project activity, list items that will indicate the activity has been completed	Key Indicators Completed Yes or No	Deadline Goal date of completion 00/00/0000	Date Completed Date program activities are completed 00/00/0000	Comments
1. Complete construction of the facility and begin egg production	1a. Electricity and water systems are functional, all structure supports are in place and facility is enclosed.	Yes	10/15/2011	3/14/2012	Final facility construction was delayed because solar panels were held in customs longer than expected.
	1b. Purchase and transport of laying hens, feed, and necessary operation materials	Yes	11/30/2011	3/27/2012	Hens were purchased and delivered after solar installation was completed.
	1c. Commencement of egg sales	Yes	12/15/2011	3/31/2012	
2. Train local employees in proper care of poultry	2a. Develop a training plan	Yes	10/30/2011	10/15/2011	
	2b. Hire and conduct a formation with selected employees on nutrition and sanitation care of poultry	Yes	10/30/2011	3/24/2012	
3. Develop leadership team to manage egg operation	3a. Select and hire a full-time, on-site Haitian manager	Yes	10/15/2011	3/14/2012	The previously identified manager for the facility found a new position as Caritas Agronomist in Gros-Morne after progress on the hen project was delayed. A new onsite manager was selected after interviewing several candidates. Guy Marie Garcon trained the manager and is still the main point of contact with Caritas for this project.
	3b. Train on-site manager in accounting skills, proper business planning and operation reporting	Yes	10/30/2011	3/28/2012	A project laptop was provided to the onsite manager to keep daily records of egg collection, sales, feed supply, and all other operational items.
	3c. Hand over finances to on-site management with overlook by local Caritas	Yes	10/30/2011	3/28/2012	The Fonkoze Gourdes bank account was handed over to Caritas Agronomist Guy-Marie Garcon. Daily income and expenses will be handled and recorded by the onsite manager.
	3d. Evaluation of production, employees and business practices	Yes	12/31/2011 ; 3/31/2012; 6/30/2012	5/1/2012; 6/1/2012	Production is evaluated monthly and modifications are made as necessary. Review of employees will occur on a quarterly basis.
4. Develop clients in Gros-Morne market	4a. Hold a formation with market women and potential clients to inform about business operations and advantages	Yes	11/30/2011	3/23/2012	A benediction ceremony was held after the completion of the facility before the hens arrived. Members and leaders of the community were invited to participate and three radio stations were present to broadcast to the public. An explanation was given for the benefits of the project and the operational structure.
5. Spread knowledge of effective animal husbandry and small business development	5a. Spread word throughout twinning community through the Hens for Haiti website, update newsletters and presentations at conferences in the United States	Yes	3/30/2012	October 2011 - Presentation at the Archdiocese Twinning Conference in Silver Spring, MD; April 2012 - Clinton Global Initiative University in Washington, DC; June 2012 - Onte Table Twinning Conference in Washington, DC	Although implementation of the project has been delayed in Gros-Morne, Hens for Haiti remains active by promoting the project in the United States. This is done through presentations, conferences and casual conversation.
	5b. Hold a formation for Haitian livestock owners on proper care of poultry and effective business practices	No	5/30/2012		Facility staff are occupied with management and daily care of the chickens during the first months of the project. When these activities become routine, the manager will have the chance to conduct more local outreach.
6. Economic sustainability	6a. Profits from egg sales are able to cover operation expenses including purchase of feed, payment of employee salaries, transportation, and other expenses.	No	9/30/2012		The project will obtain this level of sustainability 6-12 months after the commencement of egg sales. Because production was delayed, sustainability will be delayed as well.
	6b. Final project report	Yes	6/30/2012	6/28/2012	

Hens for Haiti - Recent Highlights



POULAYE

Feeding the Poor, One Egg at a Time

March 2012

Ala Bèl, Sa Bèl

"Ala bèl, sa bèl" (This is truly beautiful), these were the words of Mayor Beauger during the benediction of the Poulaye on March 23, 2012. The mayor was joined by members of Caritas Gros-Morne and the

community at large to celebrate the benediction of a newly constructed hen facility on the outskirts of town. The ceremony started with a reading and blessing from Fr. Claude Ciné of the parish of Gros-Morne. This was followed by remarks from the director of Caritas Gros-Morne, from Mayor Beauger and from Guy Marie Garçon, agronomist for local Caritas projects and visionary of this project.



The speakers took advantage of the opportunity to encourage the community to protect the hen facility and to make

it their own. They were reminded of the benefits from local egg production including the boost to the economy and the availability of good nutrition. All parties stressed the importance of working together and supporting the effort. The mayor in particular showed tremendous energy when expressing his happiness in hope for the community and for the growth of Gros-Morne. After remarks were made, a red ribbon was cut by Hens for Haiti President Christina Newman, along with Mayor Beauger, Guy Marie Garçon, and Fr. Claude Ciné.

As a well-deserved finale, a bottle of champagne was popped open and shared with all in attendance. The ceremony was broadcast live over three local radio stations to spread the word of the Poulaye and to encourage residents of Gros-Morne to buy eggs locally. The team looks forward to a successful launch of the Poulaye project.

Members

Christina Newman
Founder, President

Cameron Varano
Co-Founder, Vice-President

Sherley Cadio
Collegiate Representative

Larry Newman
Board Member

Cody Lemieux
Board Member

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POULAYE

A Special Thank You to Guy Marie



Hens for Haiti would like to recognize the accomplishments of one of the local Haitian staff in Gros-Morne, Guy Marie Garçon. Since 2007, Guy Marie has been an essential part of the Hens for Haiti team. It was his vision to build a poulaye in the area and it was his persistence that led him to reach out to the local Caritas. That group then enlisted the founder of Hens for Haiti to make the facility a reality. In 2009, Guy Marie was offered an agricultural technician position at the local Caritas in Gros-Morne. Despite these additional responsibilities, Guy Marie did not let his commitment to the hen project suffer. Instead, Guy Marie has continued to be an essential partner in the project, managing program activities on the ground while board members were unable to be in the field. Through him, Hens for Haiti has created a strong partnership with Caritas Gros-Morne and the Religious of Jesus and Mary. This partnership has greatly impacted the implementation of the hen project. Most recently, they identified a capable manager for the Poulaye as well as a day-to-day animal caretaker and an on-site guardian. Hens for Haiti would like to formally thank Guy Marie for his outstanding commitment to the Poulaye. We would not be able to do it all without him!

OUR MISSION CONTINUES

Thank You to Our Partners and Supporters
Religious of Jesus and Mary
Caritas Gros-Morne
The Kembe Foundation
Church of the Resurrection
Catholic Relief Services
The Clinton Foundation
University College of Dublin Volunteers Overseas
Food for the Poor
Spatial Systems Associates
Fonkoze
Hens for Haiti Board of Directors and Members
Individual Donors

2012 Events
Hens for Haiti will present at:
March 30 - April 1
Clinton Global Initiative University
George Washington University, Washington, DC
June 1 - 3
Haiti: One Table Many Partners
National Conference
Catholic University of America, Washington, DC

HensforHaiti.org

Hens for Haiti - Recent Highlights



POULAYE

June 2012

By: Christina Newman

Fifteen Hundred Strong

Hens for Haiti is proud to report that the hen house in Gros-Morne has successfully operated for over two months! Soon after the arrival of 1500 hens at the end of March 2012, the layers started to produce more than 7,000 eggs per week. Guy Marie Garcon, agronomist with the local Caritas, has made tremendous efforts to promote the sale of eggs from the Kampech Poulaye as well as mentor the on-site staff.



Founder Christina Newman shows off the first tray of eggs on the day of hen arrival.

Despite the long anticipated opening of the Poulaye, egg sales within the first month were well below production levels. Guy Marie and facility manager, Gèné Remy, have since increased efforts to market the local egg products through radio announcements and personal promotion. Community members have also gathered into groups to pool their resources and buy eggs from the Poulaye in bulk. Even popular egg sandwich vendors are proud to say that they use local products.



Members

Christina Newman
Founder, President

Cameron Varano
Co-Founder, Vice-President

Sherley Codio
Collegiate Representative

Larry Newman
Board Member

Cody Lemieux
Board Member

Michael Mecurio
Board Member

Meet our Staff!



Left: Nathanael Saintflouard, Animal Caretaker; Gèné Remy, Manager; Lucene Alsaindor, Guardian

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POULAYE

Gros-Morne Next Steps—Bridging the Gap

Egg production in Gros-Morne brings great economic opportunity to the rural Haitian town. Unfortunately, the challenge does not end there. The Poulaye is located outside of the main downtown so as to not disturb living situations, but so far away that a major river must be crossed to access the property. Eight months out of the year, this is not an issue. However, during the rainy season, when the river rises and the current becomes strong, the force of water washes out the dirt road connecting this suburb to downtown Gros-Morne. Not only does this hinder the sale of eggs, but it affects the population of Kampech, stranded by high waters.

With the egg production facility operational, Hens for Haiti is ready to begin the next phase in this development project - reinforcing the road. To do this, the team will need to raise an estimated \$50,000 to acquire the materials and labor necessary to secure the bank of the river and divert water from eroding the riverbank. This endeavor would not only facilitate the market for egg sales, but once again serve as progression for the community, providing safe passage for schoolchildren and other residents to the main town.



OUR MISSION IN ACTION!



HensforHaiti.org



HENS FOR HAITI

One Egg at a Time

Getting Started

First Steps to Building Your Own

When building a hen house in Haiti, there are a few factors that need to be considered before moving ahead.

- Examine the relationship between the donor organization and the Haitian counterpart. Communication and accountability are essential.
- Determine the location of hen house within the local community, availability of land, and security of the property.
- Determine the egg market within the local community: market selling price, current supply chain, weekly demand, etc.
- Estimate the start-up expenses: complete construction, purchase of laying hens, first 6 months of feed, labor and other production costs
- Identify an overseeing body in Haiti (local Caritas, church leadership, etc) and the main point of contact for all project communication while donor organization is not on site



www.hensforhaiti.org

hensforhaiti@gmail.com

Appendix III. Gros-Morne 2012 Poulaye Financial Records

Month	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Total Year 1	
										(Haitian Gourdes)	Total Year 1 (USD)
<i>Income (Haitian Gourdes)</i>											
Egg Sales	97,595	116,250	112,200	129,500	123,904	87,715	107,920	77,365	33,915	886,364	\$ 22,159.10
Hen Sales										-	\$ -
Total Income	97,595	116,250	112,200	129,500	123,904	87,715	107,920	77,365	33,915	886,364	\$ 22,159.10
<i>Expenses (Haitian Gourdes)</i>											
Employee Salaries	24,000	12,000	12,000	6,000	6,000	12,000	6,000	12,000	12,000	102,000	\$ 2,550.00
Feed	222,150	87,150	126,150	105,425	75,960	114,494	116,855	97,106	95,140	1,040,430	\$ 26,010.75
Transport	13,250	5,750	6,850	6,325	7,010	5,487	6,330	3,225	5,200	59,427	\$ 1,485.68
Egg Cartons	12,700	3,200	4,277	6,800	2,700	3,900	2,000		900	36,477	\$ 911.93
Antibiotics	1,645	1,150	4,000	1,090	780	1,050				9,715	\$ 242.88
Admin	9,025									9,025	\$ 225.63
Sanitation	17,540		300	4,700	300			200	200	23,240	\$ 581.00
Tikes	3,800	5,985	1,800			1,175				12,760	\$ 319.00
Facility Maintenance and Improvement	1,900	16,255	33,900	2,500	2,425	1,700	300	1,210	3,350	63,540	\$ 1,588.50
Outside Labor	10,050									10,050	\$ 251.25
Radio Promotion	750	2,000								2,750	\$ 68.75
Water			2,600	2,600	5,300	750	1,200	1,800	800	15,050	\$ 376.25
Stolen						25,000				25,000	\$ 625.00
Total Expenses	316,810	133,490	191,877	135,440	100,475	165,556	132,685	115,541	117,590	1,409,464	\$ 35,236.60
Difference	(219,215)	(17,240)	(79,677)	(5,940)	23,429	(77,841)	(24,765)	(38,176)	(83,675)	(523,100)	\$ (13,077.50)