

# TIRES ARE GOOD FOR THE SOLES: PROCESS DOCUMENTATION OF UPCYCLING TIRES FOR A MOBILE LIVELIHOOD PROJECT IN FOND BAYARD, HAITI

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## BACKGROUND



On September 23, 2013, the Dominican Republic Supreme Court retroactively revoked the citizenship of all persons born without at least one Dominican parent since 1929. Many of these people have been rounded up and expelled from the Dominican Republic, only to find themselves in one of six refugee camps along the Haitian side of the border. One of these six refugee camps is Fonds Bayard.

REByUILD Globally, an nonprofit organization, set up a Mobile Livelihood Project in Fond Baard to provide training and employment to 35 refugees who work cutting tires into soles for a social enterprise sandal manufacturer, Deux Mains designs.



## FIELD PRACTICUM OBJECTIVES

### GENERAL OBJECTIVE:

To document and codify the model of the Mobile Livelihood Project to be able to replicate it in other vulnerable communities.

### SPECIFIC OBJECTIVES:

- To document how the project started, the current practices, operating procedures and lessons learned
- Provide a final deliverable that outlines the policies and procedures that set up a Mobile Livelihood Project into a repeatable project complete with an SOP manual.

## METHODOLOGY

Unstructured & Semi-Structured Interview (12)

Focus Group Interview (5)

Participatory Observation & Videography

Verification & Validation (9)

## RESULTS

The results are presented by themes lined with the four goals of the Mobile Livelihood Project and subthemes as found in the SOP:



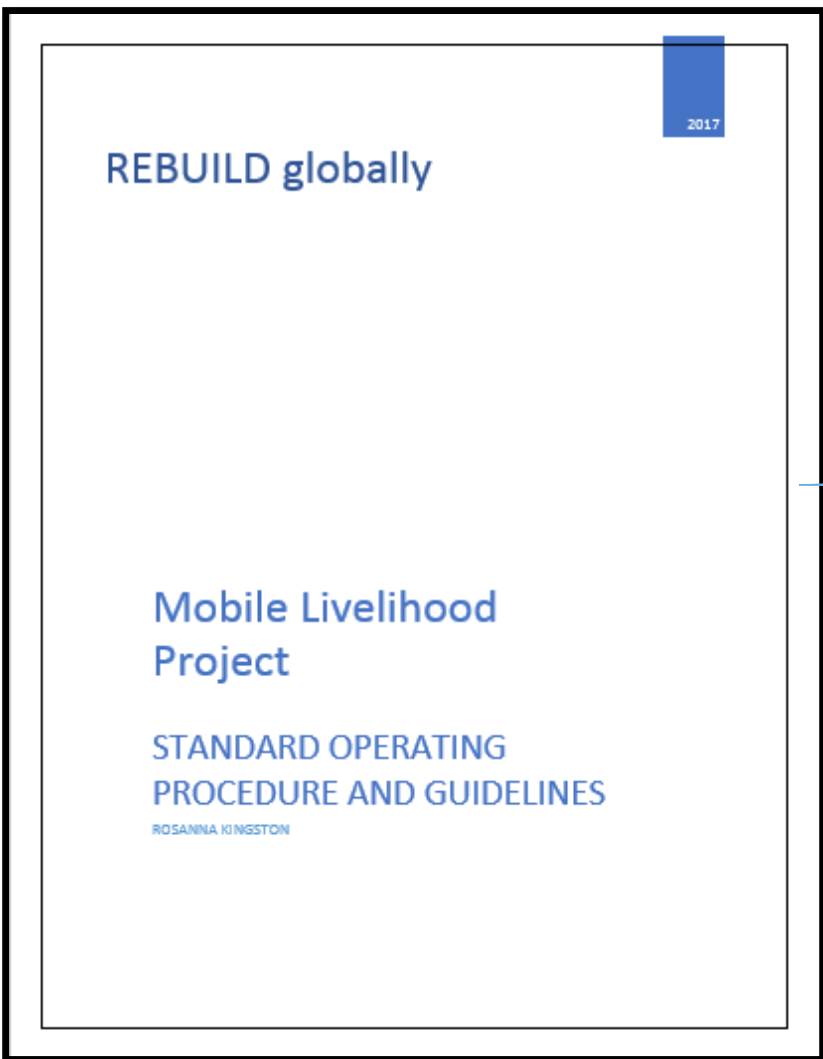
### Goal: Capacity Building.

Subtheme: Equipment Operation and Maintenance  
“unrealistic expectations, and the employees were overly-incentivized to work fast, which jeopardized the quality of the product and their handling of the equipment.”



### Goal: Employment.

Subtheme: Administration: Human Resources, Management  
“assumed employees had developed all the basic skills and thought it would be an easy transition to a new process. However, that was not the case. They noticed after a couple of training sessions that some of the employee’s struggled, especially using scissors.”



Standard Operating Procedure Manual



### Goal: Vulnerable Communities

Subtheme: Risk, Safety and Conflict Management  
“One of the risk factors involved with that however, is stockpiling goods in a vulnerable community ... like outside theft and internal theft ...somebody coming in and saying: hey there’s a big sign on this thing, there must be money here”.



### Goal: Expansion of the Social Enterprise

Subtheme: Infrastructure

“The lack of financial services near the refugee camp made it difficult for payroll. RG initially intended to provide bi-weekly checks for the participants”.

## RECOMMENDATIONS

Manuals often confuse people and it is important to acknowledge this when creating an SOP. It is best to keep the instructions as simple as possible and to include photos along with the explanations. Various degrees of literacy are common in Haiti. Including photos can reinforce written words.

Make a series of posters which illustrate good workplace safety, equipment care, and proper work processes. These posters could cover the bare walls and reinforce the concepts the workers learned during their training.

Involve key team leaders in the process of adapting the SOP to new situations. Training will be strongest if the written and verbal instructions match each other and reinforce the same message. Let these leaders know that their input is valuable and encourage them to share feedback. It is important that they feel ownership of the training process.

The SOP will need to be adapted when it is introduced to a new location with a different set of challenges. When adapting the SOP to a new context, keep in mind the local resources and infrastructure.

This SOP should be used during training. In the long run, this document will help make training and expansion easier. It will also help improve quality consistency.

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