

IHRC Project Concept Note
Haiti South West Sustainable Development Programme 2010-11 –V5

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Ref. No:

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1 Proponent Information

Please fill in information about your organization.

1.1 Contact information (all correspondence from IHRC will be sent to this contact)

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1.2 Background information

Size of organization (# employees):	Global 1,200 Haiti office: 10
Focus of work (sectors):	UNEP Global Vision – Environment for Development
Number of years in operation:	38
Number of countries operating in:	UNEP is active worldwide and has 18 offices.
Number of years operating in Haiti:	6 years low level, 2 years with a dedicated programme
Total budget for Haiti:	\$4 million as of 9/2010

2 Project Details

2.1 Project name

Haiti South West Sustainable Development Programme 2010-11
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2.2 Implementing agency details

Name of implementing agency:	UNEP, UNOPS, the Ministry of Planning, Earth Institute, Catholic Relief Services will lead a consortium of more than 15 partner organisations including other ministries: MARNDR, MDE, local government (9 Communes), UN: UNDP, WFP, FAO, and multiple local NGOs inc: ORE, Caritas, Foundation Macaya
Contact person:	Andrew Morton
Contact information (phone/address):	+509 36434834, +41 79 834 7093
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2.3 Project timing and cost

Project start date:	1 st November 2010
Project duration:	20 year vision, 5 year planning horizon, 14 month budgeted work plan for Nov 2010 – end Dec 2011
Total estimated project budget/cost:	\$8 million for 2010-11 work plan for this funding request. \$6 million in co-finance and for activities covered by the programme planning framework (excluding major infrastructure projects).

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2.4 Project synopsis

This concept note is for the first phase of a long term recovery and sustainable development programme for the southwest region of the southern peninsula of Haiti. The programme includes 6 & 12 month quick win activities to support the recovery process but has a 20 year vision, a 5 year planning framework and 1 and 2 year costed work plans.

This programme has been designed to implement many different priorities and elements of the Haiti Recovery and Development Action Plan (PARDN March 2010) within a defined geographic area and in a fully integrated manner. The programme objectives are the reduction of poverty (as measured by the Millennium Development Goals), the reduction of disaster vulnerability and the restoration and sustainable management of natural resources.

The programme focus area is the Tiburon-Port Salut group of watersheds and the Isle a Vache. This very mountainous area of approximately 600km² contains over 30 medium to very small watersheds, 3 major rivers and one of Haiti's most important marine environments. The programme area population of 191,000 was increased by 46,000 (24%) after the earthquake (April figures) and remains well above pre-earthquake levels.

Poverty levels in the programme area are worse than the national average and the population is particularly vulnerable to flooding and hurricanes. The rural landscape is highly degraded and deforested and food insecurity levels are high. The population has limited access to social services and markets for its produce. On the positive side the area has some potential for agricultural intensification and has possibly the highest ecotourism potential in Haiti.

The 20 year vision and goal of the proposed programme is the sustainable recovery and development of the entire area. This vision can be achieved only through a sustained, well coordinated and technically well informed multi-thematic programme that concurrently addresses the underlying drivers of poverty, the environmental degradation, the disaster vulnerability and the lack of access to social services. In order to achieve this, a new implementation model is proposed – with a strong focus on coordination, national ownership and building the institutional capacity of the government and local partners.

The catchment of Port a Piment (population 30,000, 106km²) will be the epicenter of the technical development work with the application of the Millennium Village integrated rural development model. Other areas will also benefit greatly but will be less intensively researched and monitored.

The programme will over time impact the entire 600km² and so has an estimated 200,000 short and long term beneficiaries.

For reference the programme targets the following components of the PARDN: Sections 4.1.3 (Disaster risk management) 4.1.5 (National planning and local development) 4.1.6 (watershed management), 4.2.1 (Agricultural Production), 4.2.4 (Access to electricity), 4.3.2 (High intensity labour jobs), 4.3.5 (Education), 4.3.6 (Healthcare, food security and nutrition, water and sanitation).

Within the Government of Haiti Agricultural Investment Plan, the programme is targeted at Sections A1. (Management of Catchments and Forests), A3. (Vegetable production), B3.1 (Seeds,

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tools, fertilisers and services), B3.2 (Rural finance), B3.3 (Harvest management, distribution and marketing) B5. (Local markets).

The goal of the 2010-2011 work plan presented in this concept note is to start rapidly, deliver practical benefits and at the same time prepare for a 20-year effort. In this context the 14 month work plan as listed below (November 2010 to end 2011) includes the development of a 5 year plan in its work scope.

A. Development and Support Programme \$2.0M

- Core team mobilization
- Port Salut Programme Office and Visitors centre
- Coordination and Data Management
- Integrated Assessment
- Sustainable Development 5 year Master Planning
- Design and planning of the Port a Piment Millennium Village (MV)
- Detailed design of 2010 – 2011 Field Programmes
- Technical Development
- Monitoring and Evaluation
- Communications and Resource Mobilization
- Support for Regional Projects

B. Port a Piment MV implementation – Year 1 \$2.5M

C. Other Field Programmes and Projects \$3.5M

- Agriculture and Forestry
- Weather forecasting programme
- Mangrove management and replanting projects
- Fisheries projects
- Disaster preparedness projects
- Clean energy promotion project
- Enterprise Development project
- Tourism project
- Governance Project
- Population Migration Diaspora Project
- Health, Education, Water and Sanitation projects – budgeted but not yet designed

D. Field Programmes and Projects – Outside of the core budget, estimated \$6M+

- Several designed as per below, others pending
- Multi-commune agro-forestry projects -CRS
- Multi-commune agricultural intensification projects -CRS
- Multi-commune school feeding programme - CRS
- Multi-commune health programme - TBA
- Multi-commune rural road HIMO projects – WFP & UNDP

The programme will be managed and implemented using a new organizational model – **The Haiti Regeneration Partnership**, that has evolved out of UNEP research and testing on a smaller scale in Haiti in 2009 and in Sudan since 2008. The Partnership will operate in the following manner: A single **Development and Support Programme (DSP)** team will provide coordination, technical assistance and a range of other support services to a wide range of **Field Programmes and Projects**. These projects will include the Port a Piment Millennium Village.

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Programme level oversight will be provided by a senior government, UN and donor oversight panel. Programme level coordination will be provided by the DSP team and a management steering committee.

The Development and Support Programme team will operate as a programme-specific and not-for-profit development consultancy. Within the DSP framework multiple technically proficient specialist organizations: ministries, UN agencies, NGOs and education and research bodies will collaborate to design and technically support multiple projects within the programme area.

The DSP will operate principally from two offices – A new programme office and visitors centre in Port Salut and a small technical support office in The Earth Institute, Columbia University, New York. Technical participating organizations will provide support from their own existing offices.

Field oriented practical action projects will be managed by CRS, UNOPS, UNDP-WFP and potentially others. Intermediaries and layers will be minimised by design. Field level project implementation will be community based. The programme area contains literally 50+ small community associations of varying levels of formality, many of which are already implicated in the delivery of projects via CRS, UNDP and others. These relationships will be continued and strengthened.

2.5 Required approvals

This programme has the formal endorsement of the Government (evidenced by a support letter from the Ministry of Planning). The concept note design process has included the substantive participation of the Ministries of Planning, Agriculture and Environment and local government of the Department of the South. This concept note has been developed with the support and input of the Government of Norway.

3 Project sectors

Category	Sub-sector	
1. Territorial Rebuilding	Transport (ports, road, rail, air) infrastructure	Yes
	Energy infrastructure	Yes
	Disaster management and prevention	Yes
	Telecommunications	
	Expanded network of health clinics	Yes
	Other (please fill in): _____	
2. Economic Rebuilding	Agriculture, farming and fishing	Yes
	Industry, commerce and tourism	Yes
	Job creation and training	Yes
	Finance and investment	Yes
	Other (please fill in): _____	
	3. Social Rebuilding	Housing
Health		Yes
Education		Yes
Culture		Yes
Food assistance and relief		Yes
Women and children		Yes
Water and sanitation		Yes
Other (please fill in): _____		

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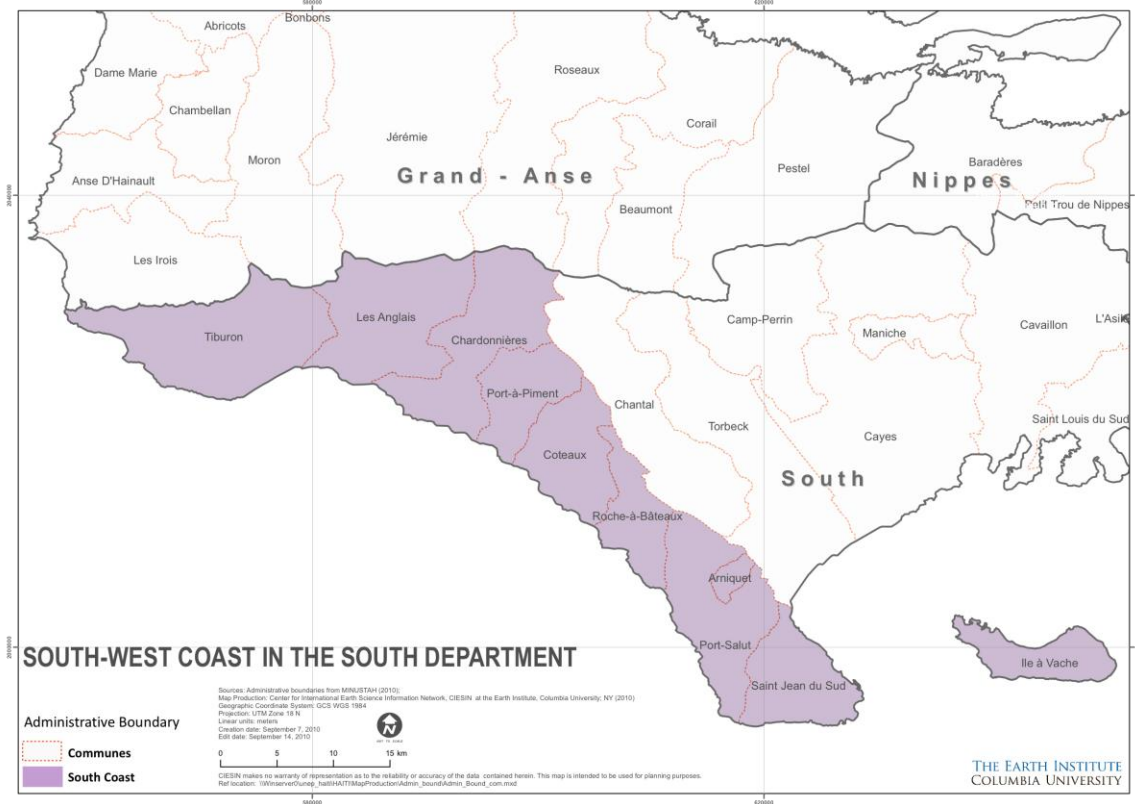
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4. Institutional Rebuilding	Democratic institutions	
	Stronger central administration	
	Justice and security	
	Other (please fill in): __Decentralization	Yes
5. Budget support		

4 Project Locations and Associated Budget

The programme area is the Tiburon-Port Salut group of watersheds and the Isle a Vache within the Department of the South, as highlighted in the figure below. The programme office and southwest region visitors centre will be based in the town of Port Salut. Technical support will be provided from a number of national and international institutes.

Practical actions will be distributed throughout the project area based upon a sustainable development master plan. In practice the benefits will be widely distributed across the programme area and based upon the identified priorities of the individual communes. Selected programme elements link into department level needs, specifically for the transport links: trunk roads and Les Cayes airport and seaport.



5 Project Descriptions and Outputs

5.1 Investments to date in programme and project development and delivery

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Since January 2009, UNEP, The Earth Institute (EI), Catholic Relief Services (CRS) and their partners have invested 18 months and over \$500,000 in research and consultation into the needs and lessons learned in the field of rural sustainable development in the Department du Sud. In parallel CRS has been implementing a wide range of practical food security, health, education, agriculture and disaster risk reduction projects in the programme area with annual investment of approximately \$5 million per annum.

Partnership development and consultation for this specific programme commenced in June 2010 and the latest consultation event was a multi-stakeholder workshop held in Les Cayes on September 13th with 25 persons from 10 organisations in attendance.

The Government of Norway has been a primary bilateral sponsor of the UNEP early development work and has engaged in the consultation and design process, with two visits to the programme area including an extensive tour on September 10th and 11th 2010.

5.2 Outline Problem Definition and Needs Assessment

National scale needs for sustainable rural recovery and development

The sustainable recovery and development needs of rural Haiti are well known at the national scale. Under development, high population densities, land degradation and political instability have all contributed to a situation of entrenched rural poverty that is gradually worsening over time and also episodically degrades with each natural disaster.

Soil erosion and deforestation is very advanced and continuing, contributing to both low agricultural productivity and increased flood risk. Each major flooding event further erodes valuable agricultural land and destroys homes, possessions and livelihoods.

Agricultural yields per hectare are extremely low and farm plots sizes are very small, resulting in chronic food deficits and insecurity and a reliance on food imports. Food insecurity and a lack of social services and livelihood options in rural areas have resulted in uncontrolled migration to urban areas and the chaotic growth of the cities.

The southwest programme area needs and opportunities

The south-western end of the Southern Peninsula is one of the most neglected regions in Haiti and continues to suffer from serious land degradation, relatively low levels of investment, difficult transport links and high vulnerability to hurricanes, floods and earthquakes. At the same time it is a region with significant agricultural potential, the best beach and park tourism potential and is adjacent to the Macaya National Park, which has the highest percentage forest cover in the country.

The population of the programme area was estimated at 190,000 before the influx of displaced from the earthquake. The GDP per capita of the Department du Sud was approximately \$330, half of the national average. One major source of poverty is isolation – parts of the Department suffer from isolation from markets and social services due to a very limited and bad quality rural road network. Key access roads need to be improved and made more weather resistant through the installation of drains and culverts. Anecdotal evidence is that one major source of economic support is remittances, from both the international Diaspora and family members working in the Haitian cities, particularly Port au Prince.

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Births and deaths are registered but population growth rates are very unclear at the regional level due to internal migration. The anecdotal evidence is that the rural exodus is real but so is the high birth rate (1.6% national). Rural populations have recently fluctuated dramatically due to the earthquake and this instability is expected to continue.

Several major infrastructure projects are proposed for the Department. Together they would radically alter the development profile of the region – and also significantly impact its natural resources. The major projects proposed are:

- Completion of a trunk road from Port a Piment around the western coastline to Les Irois and then to Jeremie:
- Construction of a Les Cayes International Airport:
- Construction of a seaport in Les Cayes.
- Increased electrical power generation in Les Cayes.

It is considered highly unlikely that all of these projects will commence shortly, however one or more should hopefully commence in 2011-2012. Any rural development plan in the region needs to take into account the opportunities that these major projects will bring.

The needs and opportunities of the programme area can therefore be expressed at two levels:

1. Multiple and multi-thematic catchment and commune level development needs and opportunities within the geographic limits of the programme area:
2. Large scale transport and power infrastructure investment opportunities in the Department, which would transform the potential of the programme area.

This programme will focus on the first set of needs but also include efforts to advance these regional scale opportunities.

Commune level needs – The Port a Piment example

The Port a Piment commune and associated catchment provides a typical example of the commune level needs. The catchment is highly mountainous and has a surface area of 106 km² and an extensive river system. It is a very typical small but also worse than average example of the challenges and needs faced by the mountainous regions throughout Haiti.

The registered population of the catchment is approximately 30,000. Anecdotal reports since the earthquake indicated substantial temporary in-migration to Port a Piment - boosting the population and creating food insecurity problems and extra pressure on natural resources.

Three quarters of its stable population are rural dwellers engaged in smallholder agriculture and charcoal production. Agricultural techniques are primitive, without any improvements such as erosion control features, fallow periods or manuring, improved seeds, fertiliser or pesticide usage. Prior efforts at coffee and other cash crop production have largely collapsed. The largest cash crop is charcoal, some of which is extracted illegally from Parc Macaya, which borders the catchment. Sea fishing incomes are negligible and there is no aquaculture. The main villages and town of Port a Piment are commonly flooded. Education and health facilities are limited and water is scarce away from the main streambeds.

The natural resource base of the catchment is severely damaged. Deforestation and destructive farming practices on very steep slopes have resulted in massive erosion and losses of soil fertility. The lack of soil and vegetation cover has in turn exacerbated the instability of the rivers: which rapidly flash flood from even moderate rains but also rapidly dwindle thereafter.

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The flash flooding also results in watercourse erosion and permanent agricultural losses as strong currents tear away agricultural river terraces and leave behind only a barren gravel bed. The massive scale water borne transport of topsoil and sediment has severely damaged the adjacent marine environment as the corals and sea grasses have been smothered by sediment and water clarity is commonly low.

Two recent encouraging developments are evident in the commune. First, the main trunk route from Port a Piment to Les Cayes was surfaced in 2009, significantly improving access to the regional capital. Second, a small hospital has been built in Port a Piment but not yet equipped or opened.

In summary, Port a Piment, like most of Haiti, needs sustainable rural development, environmental rehabilitation and a reduction in vulnerability to natural hazards. The earthquake of 2010 has seriously exacerbated existing needs.

Funding, project and coordination needs

Basic calculations and reviews on the investments and projects required versus the current investment rate in the programme area indicate the following:

- Current investment levels are in the order of \$50 per person per annum and are sporadic and not coordinated:
- Some of these investments, such as imported food aid, do not lead to sustainability and indeed may undermine it.
- International experience (MVP and others) indicate that an appropriately targeted investment of approximately \$120 per person per annum for 5+ years has the potential to lift populations out of extreme poverty and on a stable development trajectory.
- In the context of Haiti, the extra investments on infrastructure, disaster risk reduction and repair to a badly damaged resource base may increase the needs to \$150 per person per annum or more for 5 years and then gradually reducing to technical assistance levels (say \$10 per person per annum) over years 6 - 10.
- On this basis, the theoretical total investment needs to lift the programme area out of extreme poverty and on a sustainable development trajectory are in the order of \$25 -30 million per annum for years 1-5, and an average of \$13 million over years 6 -10 and \$2 million per annum thereafter.
- Excluding inflation, the cumulative investment required over 20 years is in the order of \$200 million.
- A lesson learned study by UNEP Haiti in 2009 indicated the average project in natural resource management cost in the order of \$2 – 5 million and technical projects were generally less than \$500,000. For \$200 million this extrapolates to range of 40 – 100 practical action projects and up to 50 technical tasks/subprojects.

The key findings from this very basic review are as follows:

- The scale of the funds required is significant but not extreme;
- There is a clear imperative to extract the maximum benefit from existing projects via improved coordination, planning and quality and improved and more cost effective delivery models;
- Given the scale and duration of the needs, a sustained effort on resource mobilization will be required. Resource mobilization efforts need to eventually triple the current scale of investments for a period of up to 10 years;

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- The programme clearly needs to look beyond grant aid at all other feasible sources of finance.
- No single international donor can be expected to supply more than a fraction of the required grant aid and a multi-donor approach is needed.

Aid Reform - The need for a reformed approach to international assistance

The recovery planning process since the earthquake of January 2010 has seen repeated calls for a revised approach to the provision of assistance by the international community. Several of the much needed reforms are now being incorporated into the government recovery plan and the interim commission.

Separately, in Q4 2008, UNEP commenced its planning process for a substantive country assistance programme with a fundamental review of prior work and lessons learned. One of the key issues noted was the commonly stated but never quantified extremely high failure rate of projects and programmes in the field of environment and sustainable development. Reforestation and land rehabilitation efforts seemed particularly prone to failure, although some have enjoyed short term success.

Further analysis indicated one of the major root causes of failure was the complete lack of an underlying strategy or management framework for the delivery of assistance in this field. In the absence of such a framework, ad hoc and short term ideas, projects and programmes came and went, often without registering any real permanent impact.

Another noted cause of failure was simple quality problems, both in design and implementation. Projects commonly lacked many of the basic components required to ensure quality and impact, such as baseline assessments, formal evidence-based design processes, knowledge management, open reporting and peer reviews and independent evaluations.

Addressing this need for a reformed approach is an implicit and central goal of the programme and is addressed through the organisation design – The Haiti Regeneration Partnership.

5.3 The Programme Strategy

The programme strategy is summarized below as a series of central principles:

Timeframe The programme has a 20 year vision, a 5 year planning horizon and 1-2 year costed work plans. In the context of the post-earthquake recovery, the 2010 and 2011 scope of work will include quick wins and providing technical support to separately funded cash and food for work schemes.

Coordination and Planning Investments in sustainable recovery and development within the programme area are planned, coordinated and technically supported via a central organization called the Haiti Regeneration Partnership (the Partnership).

The Partnership The Haiti Regeneration Partnership is a programme specific, virtual organization with 10+ Partners. It provides a neutral, government and UN endorsed platform for collaboration at the working level. The core government counterpart is the Ministry of Planning with the engagement of multiple other ministries and department and commune level government.

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The Programme Office and Visitors Centre A central service organization provides a programme office and visitors centre to enable practical collaboration and communication. Multiple technically proficient specialist organizations: ministries, UN agencies, NGOs and education and research bodies collaborate to design and technically support multiple projects within the programme area.

Coordination tools and events Multiple tools are used to assist coordination. These include a area wide baseline assessment, a 5 year development plan, a regular calendar of planning and coordination events and a web based publicly accessible project matrix – who – what – where – when.

Community level implementation Implementation of the investment projects and activities endorsed by the Partnership are undertaken by programme Partners, with an emphasis on the minimization of intermediate organizations and layers and an emphasis on local community organizations.

Identity The programme will have a separate and positive identity, designed to attract investments to the region. The identity of implementing partners will be subservient to some degree to the region – what is promoted first and foremost is the region, not the agencies.

Multiple funding sources The programme has multiple funding sources, which remain contractually separate but are coordinated via the 5 year plan and matrix. New donors and project sponsors are invited to join and avoid duplication by filling the many gaps in the matrix based upon the agreed priorities stated in the plan.

Expansion of financing beyond grants Programme financing looks beyond grant based aid and also utilizes micro-credit, local community co-financing and private sector partnerships.

Integration of environmental issues and disaster risk reduction The many severe environmental issues present in the programme area are addressed within a sustainable development and livelihoods framework – particular cross cutting themes are the rehabilitation of degraded river catchments and coastal zones. In addition disaster risk reduction is both a focused thematic area for investment and a crosscutting issue for design.

Focus on natural resource management and tourism The economy of the programme area is based almost wholly on natural resource use – agriculture, charcoal production and fishing. The programme will focus over 60% of its investment on reform of these sectors to achieve both improved productivity and environmental sustainability. Tourism is a clear growth opportunity and a programme focus area.

Focus on women and children Gender sensitive design is integrated into the programme. In addition the programme area has a young population and the programme is based upon a 20 year vision. Therefore a strong emphasis on youth development is also integrated into the programme.

Capacity building by doing Capacity building of local partners is a central theme and will be achieved by training, mentoring and empowerment with an emphasis on “on the job” development. Logistical support will be provided where critical. The recipients for capacity building include local government, department level ministry staff, local institutes and community based organizations.

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Technical investment focus areas Practical action investments and the associated benefits are distributed throughout the programme area. Selected areas will receive extra levels of technical assistance via specialized projects. The most intensive technical investment will be Port a Piment where the investments will follow the Millennium Village Project model.

Exit strategy The programme has an exit strategy for large scale international grant aid built into the design.

5.4 The Millennium Village Strategy

The Millennium Village Project has been underway in Africa and Asia since 2006 and is now a well tested model for rural development at the local scale. A total of 500,000 people spread over 14 groups of villages in 10 countries have benefited from the model. More importantly, the very extensive technical development and monitoring and evaluation processes have provided a robust evidence base for informing government development policies and plans, from the local to the national scale.

The MV model is based upon sustained and stable investment in a specific geographic area using a fully integrated and locally led multi-thematic approach to the development of livelihoods and social services. Activities are directed through one integrated plan for sustainable development and multiple more detailed sectoral plans: agriculture, forestry, disaster risk reduction, etc... These plans are developed at the local level using a participative approach – combining national and international expertise with local knowledge and preferences.

The results achieved to date in Africa in particular are highly positive and well quantified and including up to 400% increases in crop yields and incomes and 80%+ drops in the prevalence of malaria. More detailed information on the MV model can be found at www.millenniumvillages.org

The programme strategy is to apply the MV model to a single Commune and catchment – Port a Piment and a less intense but still comprehensive approach in the other 8 Communes. The international MV model will be strongly altered to adapt to the particular social, environmental and economic landscape of Haiti. In addition there will be a very strong focus on environmental sustainability and rehabilitation and disaster risk reduction.

The technically intensive programme in Port a Piment will generate many detailed lessons learned which can be broadly communicated via an outreach programme and rapidly applied elsewhere. In addition to the generic poverty and MDG oriented development issues, the Port a Piment MV will be focusing on and searching for sustainable and affordable solutions to three major chronic problems:

- Annual agriculture and overgrazing on steep slopes without soil protection, resulting in massive erosion and permanent productivity losses;
- Unsustainable tree cutting to supply the charcoal market, resulting in deforestation and associated soil erosion;
- Degraded river networks, resulting in highly variable flows and elevated flooding and water erosion.

Resolving the challenges noted in Port a Piment may therefore help provide solutions for the rest of the programme area and potentially for all of rural Haiti.

5.4 The Programme Exit Strategy

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The exit strategy for large scale international grant aid is based upon 5 year work plans, with substantive international investments proposed for the first 5 years and then progressively scaled down over the following 5 years. After 10 years the programmes are expected to operate with only limited international assistance, principally in the form of technical assistance and credit, particularly micro and small business credit.

At the local level the exit strategy translates to providing a sustained and substantive investment over 5 years to deliver major and permanent increases in incomes based principally upon agriculture, forestry, agricultural processing and tourism. Concurrent investments in social and basic services improve well being and productivity. As these external investments decline from Year 6 – 10, they are replaced by the boosted incomes from the improved productivity and profitability of the production sector. Essentially improved local purchasing power gradually replaces external subsidisation.

Improved education provides opportunities for those wishing to move out of the agricultural sector and in many cases out of the catchment area. Community epicentres and associated community based organisations provide the social capital required to self manage beyond the external funding phase. Risk reduction investments reduce the potential for floods, hurricanes and earthquakes to reverse the development gains.

On the institutional side, multi-year targeted programmes and a cross cutting emphasis on capacity building will result in strong community level and local government structures and well established vertical linkages between the local community organizations, the communes and the department level authorities.

On the private sector side, improvements in the availability of credit, insurance, business skills development resources and above all improved local purchasing power should enable the small-medium enterprises to continue to thrive once the external assistance is reduced.

5.5 Long term Programme Scope and Structure

Programme Structure

The Programme work structure is based upon a 2 sided matrix. One axis is geographic and the other is thematic. The geographic axis is based principally upon the 15 medium to small watersheds and the 9 Communes. The thematic axis has the following investment themes and sub-themes, noting the % emphasis for directing investments.

Theme	Subthemes
General – 10%	
Planning and coordination	Integrated assessments, planning and design, coordination, centralized support services
Natural Resource Management – 40%	
Agriculture and Forestry	Agriculture, animal husbandry, agro-forestry, forestry, value chain management, post processing, land use planning, erosion control, irrigation and river management

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Fisheries	Education, capacity building, community based NRM
Climate	Climate change, meteorology
Protected Area Management	Terrestrial, Marine
Social Services – 30%	
Health	HIV Aids, Nutrition, Access to health services
Education	Primary, Secondary, Tertiary, Vocational
Water and Sanitation	Access to water, sanitation, solid waste management
Energy	Access to the grid, clean energy, mini grids
Telecommunications	
Governance and Disaster Risk Reduction – 8%	
Governance	Local governance (commune and section commune)
Disaster Risk Reduction and Management	Disaster risk reduction, Preparedness
Economic development and Infrastructure – 12%	
Tourism	Ecotourism
Enterprise development	Access to credit, insurance, technical assistance
Infrastructure & shelter	Roads and bridges, Ports, Airports, Flood Protection, Shelters, Housing

On the geographic scale, investments in these various themes will be expressed in two forms:

- Whole programme and Commune scale sustainable development 5 year master plans and 1-2 year costed work plans.
- Individual projects to implement the plans.

In graphical form below, communes are listed A-Z, the themes are listed 1-15 and individual projects and activities are labeled A1, B3, F4 etc...

Communes (A-Z)	A	B	C	D	E	F	G	H etc...
Themes (1-15)								
1	A1							
2								
3		B3						
4 etc....						F4		

In simplistic terms the goal of the programme work structure is to track, coordinate and attract appropriate investments in a logical, time efficient and fair manner. The ultimate goal will be to

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fill all boxes – all needs for all communes – however due to limited resources, prioritization of the investments will be an ongoing critical activity and a core role of the management team.

Several crosscutting issues: Environment, Capacity Building, Gender and Youth will be integrated into all themes.

A new model called the **Haiti Regeneration Partnership** will be used for the development and implementation of all the anticipated projects and programmes. This new implementation structure is used for the listing of the proposed scope of work.

To summarize the implementation structure a single **Development and Support Programme** team will provide coordination, technical assistance and a range of other support services to a wide range of **Field Programmes and Projects**. One of these Field Programmes will be the **Port a Piment Millennium Village**. Some of the field programmes being coordinated are separately funded however the project sponsors and implementers have agreed to be technically supported by the Partnership and to join the coordination processes.

5.6 Scope of work 2010 – 2011

The goal of the 2010-2011 work plan presented in this concept note is to start rapidly, deliver practical benefits and at the same time prepare for a 20-year effort. In this context the 14 month work plan (November 2010 to end 2011) includes the development of a 5 year plan in its work scope.

A. Development and Support Programme \$2.2M

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- Support for Regional Projects

B. Port a Piment MV implementation – Year 1 \$2.5M

C. Other Field Programmes and Projects \$3.3M

- Agriculture and Forestry
- Weather forecasting programme
- Mangrove management and replanting projects
- Fisheries projects
- Disaster preparedness projects
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- Enterprise Development project
- Tourism project
- Governance project
- Population Migration Diaspora
- Health, Education, Water and Sanitation projects – budgeted but not yet designed

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D. Field Programmes and Projects – Outside of the core budget, estimated \$6M+

- Several designed as per below, others pending
- Multi-commune agro-forestry projects
- Multi-commune agricultural intensification projects
- Multi-commune school feeding programme
- Multi-commune health programme
- Multi-commune rural road HIMO projects

The projects that are already determined and in the core budget are briefly described below:

A. Development and Support Programme 2010 - 2011

Core team mobilization To enable a rapid start the DSP core team will be mobilized from existing partner staff and recruitment will commence in parallel. The core DSP team is anticipated to include the following posts (3 internationals, 7 nationals including secondments):

- Programme Manager
- Science Coordinator
- Specialist - Data Management, Communications and Resource Mobilization
- Head of Office Port Salut
- 2 operations support staff
- GIS specialist
- 3 seconded junior staff members from the Ministries of Planning, Agriculture and Environment (inclusive capacity building process).

Outside of the core team, a number of technical specialists and focal points will be mobilized, either as individuals or as part of a larger organizational commitment. Existing offices will be used to start, with staged mobilization of dedicated equipment and accommodation treated as a separate activity. The immediate focus of the core team will be high level budgeting, design and planning.

Port Salut Programme Office and Visitors centre The programme has a 20 year vision and so needs to develop a stable physical base. This base will be constructed in Port Salut and will have two distinct components in one location. The Programme Office will be a traditional secure working office with space for the core team and the many working visitors. The Visitors Centre will be externally oriented and publicly accessible and act as a high visibility focal point for the programme and for training and investment in the southwest region. The centre will be locally staffed and host regular training and awareness raising events.

The buildings and grounds base will be used as a practical demonstration site for sustainable and appropriate technologies. The Programme Office will be constructed to withstand hurricanes and earthquakes. The Visitors Centre will be constructed of bamboo and other local renewable materials – it will be earthquake safe but not hurricane proof.

The environmental technologies on display will include photovoltaic and thermal solar, rainwater harvesting, grey water use for irrigation, LED lighting, insulation and high efficiency air conditioning and other electrical equipment, waste segregation and a high efficiency septic system.

A suitable site will be found and a staged lease will be negotiated- covering the initial financing with the expectation of extension with a rent ceiling.

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Coordination and data management Basic activity mapping and document research has been undertaken at the concept note stage. Upon mobilisation this activity will be expanded into a continuous coordination process with the following elements:

- Development and maintenance of a detailed who-what-where matrix, including graphical presentation via a website and GIS:
- Development and maintenance of an extensive project databank with data mirroring in a USA based server:
- Development/operation/support to a number of government led sectoral tables and similar coordination bodies.
- Regular publication of information bulletins and similar documents to raise awareness of the programme activities.
- Regular major cross-sectoral meetings to help ensure coordination between thematic areas.

Integrated Assessment A medium level detailed baseline assessment will be undertaken for the entire programme area to collate existing knowledge, identify priority sites and issues and provide a baseline for monitoring change over time. As a fully integrated assessment it will address four main themes: environment, social, economic and risk/hazards. The former three subject areas are routine whilst the risk/hazards mapping adds a new element and will include flood risk mapping, river terrace erosion hotspots, large landslide risks, tsunami and storm surge exposure and earthquake risk zoning. The risk mapping will build on the nationwide assessment undertaken in April 2010.

Sustainable Development 5 year Master Planning A 5 year sustainable development master plan will be developed for the entire programme area as a living document to guide planning and investment. It will follow the government local development planning model and structure with several amendments as follows:

- Commune scale plans will be collated and overlain with catchment scale land use planning
- Improvement will be made to the financing aspects of the plans in order to prioritize needs, reduce collation efforts and aim for economic feasibility
- Environmental sustainability and marine issues will be fully integrated.
- Local elements of national level thematic programmes (e.g. agriculture) will be fully integrated.

The central concept is to develop plans to aid holistic sustainable development and then continually update the plans to ensure they respond to new developments and progress. As resources are never adequate this planning process will necessarily entail a serious prioritization process and many difficult decisions. The planning process will be participative and utilise a number of thematic and crosscutting working groups, each group containing a government ministry and multiple local partners.

Note that the commune and catchment of Port a Piment, which covers just 16% of the programme area, will have a dedicated and more intensive master planning process – see below.

Design and planning of the Port a Piment Millennium Village Very extensive development work is required for the planning and design of the Port a Piment Millennium Village. This work includes a detailed baseline assessment, detailed institutional and partnership development and mobilisation of a large national technical support team and associated international expertise.

Detailed design of 2010 – 2011 Field Programmes and follow up support The budget for the 2010-2011 Field Programmes will start with a strict upper limit but otherwise very little detail. Each of the selected sub-programmes, projects and activities will need to be designed, planned and budgeted in detail. The focus of the Design and Support programme team will be on strategy

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and technical design with details on organizational design and operational budgets left as the responsibility of the implementing Partners. Once the programmes and projects commence, the DSP experts will continue to support the implementing Partners with technical assistance as appropriate.

Technical Development Investment in many areas is constrained by uncertainty – both through a lack of data and the difficulty of the issue. In such cases investments in technical development are needed. This will include activities such as data collection, scoping, feasibility and field research studies. The subjects are yet to be fully designed but include: Artificial reef and fish attracting structures, wood biomass energy plantations, improved charcoal production techniques, scoping micro-hydro electric sites, mini-grid design and investigating cash crop development options.

Monitoring and evaluation The DSP team will include dedicated expertise on project monitoring and evaluation. The team will do independent evaluations of field programmes and projects and also train implementing partners on M&E methodologies.

Communications and Resource Mobilization Internal and grassroots communications requirements are integrated into all of the projects. In addition there is a clear need for external communications and resource mobilization. The programme is designed to improve coordination, and increase investment and investment impact in a specific region. Outreach activities are needed to bring new and potential partners to the programme and to the region. In addition targeted resource mobilization work is needed to broaden the donor base and ensure the financial stability of the programme over the next 5 -10 years.

Support for Regional Projects The two critical regional scale investments that will greatly assist the programme area and the rest of the Department are the upgrading of the Les Cayes Airport and completion of the improved road from Port a Piment to Tiburon and beyond. Other important projects include power generation and an improved seaport at Les Cayes and Isle a Vache. These are all major capital works projects beyond the scope of the programme budget and are in the funding queue at national level.

The programme will support the Department government in advancing these investment opportunities via advocacy, high level resource mobilization and presenting the potential economic benefits. If needed, funds will be drawn from the technical development allocation to fund technical/economic feasibility studies for the airport.

B. Port a Piment MV implementation - Year 1

The Millennium Village Project Design is based upon a 10 year investment model, with significant and stable investment in years 1-5 and declining investments thereafter. The MV project will officially start in January 2011. Activities in the first year will include mobilization, intensive technical development and practical action. Practical action activities are expected to start in several themes: governance/community level institutional capacity building, agriculture and forestry, education, health, disaster risk reduction and access to energy.

C. Other Field Programmes and Projects

Agriculture and Forestry Catholic Relief Services and its partners are currently implementing multiple projects in the agriculture and forestry sectors in three Communes. The diverse projects include mango tree propagation, coffee growing, wood fuel plantations, vegetable, legume and

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grain farming training activities, production test plots and installation of anti-erosion structures on steep slopes.

These projects will be extended into new areas and other communes and technically strengthened by the Development and Support Programme team.

Weather forecasting programme At present Haiti does not have a national forecasting system and the meteorological data collection is extremely basic and limited, consisting essentially of extremely sparse manual rain gauges and handwritten records. It is proposed to install a modern real-time meteorological station in the programme area and supplement this with 10-15 automated rain gauges. The Ministry of Agriculture will be responsible for the management of this equipment and will receive training and logistical support. These investments will inform the national forecasting system and provide the critical and timely data for flood early warning, agricultural investment planning and climate change adaptation.

Mangrove management and replanting projects Mangroves across the programme area are currently being rapidly cut down for charcoal and timber poles. Urgent interventions are needed to arrest the decline of this critical resource for fisheries (mangroves are major fish breeding grounds). Community based management plans will be developed for the major mangrove regions in St Jean du Sud, Les Anglais and Tiburon communes. Replanting schemes will be implemented to recover the most badly damaged areas.

Fisheries projects Sustainable fisheries projects are needed across the programme area to simultaneously increase productivity and repair the marine environment. The general strategy has three main elements. Fishermen will be trained and encouraged to form self governing cooperatives which are helped to develop and apply sustainable fisheries plans including restrictions (catch size, seasons, restricted areas and prohibited methods). Investments in fishing equipment (boats, motors, freezers) will enable deeper offshore fishing and reduce coastal overfishing. Investments in the marine environment (artificial reefs, fish structures and mangroves) help increase the marine stock for sustainable harvesting. Multi-year fisheries projects are planned to start in Port Salut and St Jean du Sud programmes.

Disaster preparedness projects Catholic Relief Services are already implementing disaster preparedness projects across the 9 communes of the programme area. These activities will be supplemented with an emphasis on education on earthquake and flooding risks.

Clean energy promotion project At present there are very small but encouraging signs of an emerging market in clean energy in the programme area. A small Clean Energy store is operating in Les Anglais and improved charcoal stoves and solar panels are visible. Investments will be made in small business development to greatly expand the reach of the Clean Energy store. Additional investments will be made to supply solar battery systems to schools and health clinics. Finally a modern mini-electrical grid using diesel and solar power and fully metered cost recovery will be installed for part of the town of Les Anglais.

Enterprise development projects At present only limited micro-credit is available in the programme area and there are no other forms of business development assistance. For 2011, micro-credit services will be extended into multiple Communes and a needs assessment conducted for business development.

Tourism project Department level tourism promotion plans have been previously developed by the Ministry of Tourism but not implemented due to a lack of funds. Practical investments in the

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subject area will finally start in 2011. Cash for work projects will improve access to and facilities in several key ecotourism attractions: Port Salut waterfall, Port a Piment caves and access to Parc Macaya via a walking trail from Port a Piment. An outreach programme will photograph the region, compile promotional material and communicate this to a range of national and international travel agents and influential parties such as travel magazines and books and nature societies.

Governance Project UNDP has been building the capacity of local governments in the northern departments of Haiti since 2008 and will apply this experience in the programme area. Activities in 2011 will include basic training and logistical support for the 9 Commune Marie offices.

Population, Migration, and Diaspora Project The first stage is to develop an assessment of population dynamics and identify the role and potential for the Diaspora community. The analysis will be a focused assessment and then establishment of a low cost system to track key trends for the southern zone. Building on the assessment, the 2011 project will focus on outreach to the Diaspora originating from the programme area, understanding their engagement in the economy of the region and the potential for leveraging and directing this investment. A second area of enquiry will be directed to flows of human resources – the human capacity is moving towards the urban areas placing constraints to local development programs.

Other social sector projects – Health, Education, Water and Sanitation. Activities in these areas are anticipated and budgeted but not yet designed as of September 2010.

5.7 Programme Management and Implementation

The programme will be managed and implemented using a new organizational model – **The Haiti Regeneration Partnership**, that has evolved out of UNEP research and testing on a smaller scale in Haiti in 2009 and in Sudan since 2008. The Haiti Regeneration Partnership is a virtual organization with 10+ Partners. It provides a neutral, government and UN endorsed platform for collaboration at the working level. The core government counterpart is the Ministry of Planning with the engagement of multiple other ministries and department and commune level government.

The Partnership will operate in the following manner: A single **Development and Support Programme** team will provide coordination, technical assistance and a range of other support services to a wide range of **Field Programmes and Projects**. These projects will include the Port a Piment Millennium Village. Programme level oversight will be provided by a senior oversight panel and a management steering committee.

The Development and Support Programme team will operate as a virtual and not-for-profit development consultancy. Within the DSP framework multiple technically proficient specialist organizations: ministries, UN agencies, NGOs and education and research bodies will collaborate to design and technically support multiple projects within the programme area.

The DSP core staff will be led by a small UNEP and The Earth Institute technical team, contract staff hosted by UNOPS and government secondments. Its short to medium term project staff will be recruited by UNOPS and/or drawn from multiple organizations on a cost recovery and (organization) volunteer basis.

The focus of the DSP is on coordination, technical support for design, planning, monitoring and evaluation, communication and resource mobilization for the whole programme. It will deliver

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discrete fully technical projects such as studies but avoid implementation of practical action projects. It is important to note that the DSP team will be more diverse than the implementing Partners – many specialist organizations will assist in design and development but will not implement.

The DSP will operate principally from two offices – The new main programme office in Port Salut and a small technical support office in The Earth Institute, Columbia University, New York. Technical participating organizations will provide support from their own existing offices.

One of the features of the implementing model is a drive to minimize the number of implementing agencies and layers in order to achieve economies of scale, minimize UN agency bureaucracy issues and reduce transaction costs. In this context, Catholic Relief Services and UNOPS will be considered the default high level programme implementation organizations and are to be used whenever possible. These two organizations in turn will contract a large number of specialist and community based organizations. Government agencies will also implement when appropriate, particularly when this entails an element of capacity building through developing practical experience.

Financial management for the DSP will be centralized whilst practical and financial management of field programmes and projects is decentralized. The objective behind this approach is to achieve a critical mass of technical expertise and stable funding for the DSP but avoid onerous fund “flow-through” arrangements for practical projects. Importantly this arrangement also allows for the DSP to provide some technical support to multiple practical projects supported by donors that do not financially support the DSP.

Field level project implementation will be community based and assisted by logistical support and national and international technical expertise. The programme area contains literally 50+ small community associations of varying levels of formality, many of which are already implicated in the delivery of projects via CRS, UNDP and others. These relationships will be continued and strengthened.

5.8 Port a Piment MV Project Management

Project management for the Port a Piment Millennium Village will follow the global MV model but will be adapted to the local context. Detailed planning is pending and so the following is considered indicative:

The physical design includes a local project office and 3 or 4 community epicentres. The local project office is simply an inexpensive rented workspace within the town of Port a Piment that will be used as an operations base for the field teams. The community epicenters are institutional as well as physical structures. In the case of Port a Piment, the catchment already has a commune office, several churches, small village markets and association meeting rooms and it is expected that the epicentres will be located within and/or close to these critical local focal points.

Virtually all of the local posts are locally recruited full and part time positions with medium to long term roles and relatively nominal salaries – positions designed for sustainable financing in the long term. Project management and high level technical assistance is externally provided and consists of a national staff Site Manager/Science Coordinator, back office and visiting technical assistance and back office administrative support.

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In the MVP model there are typically six to seven key sector-focused coordinators located within the community:

- **Community Development Coordinator:** Responsible for management and implementation of all community development interventions and should be involved in the coordination of sector activities in the field to assure appropriate sequencing and load of activities with the community. The community development coordinator's office is also responsible for developing and instituting a Local Economic Development Board, made up of representatives of: local civic groups, peasant organizations, CASEC and ASECs, municipal council, local chamber of commerce and the like to ensure sustainability of ongoing interventions, local development planning and policy, and implementation monitoring oversight. The local field technicians who are trained via the local program will staff the office.
- **Agriculture and Environment Coordinator.** Responsible for management and implementation of all agriculture and environmental interventions.
- **Health Coordinator.** Responsible for management and implementation of all health interventions.
- **Education Coordinator.** Responsible for management and implementation of all education interventions.
- **Infrastructure, Water and Sanitation Coordinator.** Responsible for management and implementation of infrastructure, water and sanitation interventions.
- **Business Enterprise Coordinator.** Responsible for management and implementation of all business development interventions.

In addition, a Monitoring and Evaluation Officer will be hired. This professional is responsible for tracking of program progress and compilation of sector activities reporting. This officer will work closely with the Earth Institute technical advisor to ensure appropriate data collection and analysis at the local site level.

The program staff will report to the Site Manager who will serve as the key link between the programme and the community, departmental, municipal and communal section governments, and NGOs, CSOs and FPOs active in the community.

In the case of Haiti and Port a Piment, the state is present in some thematic areas, e.g. an agricultural extension officer and strong efforts will be made to incorporate these personnel into the programme structure.

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5.6 List of key programme outputs/milestones and associated budget

No.	Outputs	Budget	2010	2011 Q1	Q2	Q3	Q4
A. Development and Support Programme – \$2.2M							
	Core team mobilization	650K					
	Programme Office and Visitors centre	250					
	Coordination and Data Management	150					
	Integrated Assessment	150					
	SD 5 year Master Planning	150					
	Design and planning of the Port a Piment Millennium Village (MV)	100					
	Detailed design of 2010 – 2011 Field Programmes	100					
	Technical Development	250					
	Monitoring and Evaluation	100					
	Communications and Resource Mobilization	100					
	Support for Regional Projects	Inc.					
B. Port a Piment Millennium Village Year 1 - \$2.5M – Integrated approach 12 months							
C. Field Programmes and Projects – \$3.5M – All projects are 12 months							
	Agriculture and Forestry	1000K					
	Weather forecasting programme	150					
	Mangrove management and replanting projects	100					
	Multi-commune fisheries projects	400					
	Multi-commune disaster preparedness projects	150					
	Clean energy promotion project	250					
	Enterprise Development project	300					
	Tourism project	100					
	Governance	250					
	Population Migration Diaspora	50					
	Health, Education, water, sanitation	750					
	Total Cost in US\$ millions	\$8.0 M					

6 Impact assessment

6.1 Economic multiplier

The programme is anticipated to result in a major long term boost in income and livelihoods from agriculture, agroforestry, fisheries, small business development and tourism. At present the economic multiplier cannot be calculated – this is a goal for the impact monitoring and evaluation

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team. Based on existing projects and the MV model, sustainable yield increases in staple agriculture of 200 -300% or more are anticipated.

6.2 Sustainability assessment

The entire programme is designed for sustainability. The Haiti Regeneration Partnership is designed for a 20 year lifetime, acknowledging that programmes for poverty reduction and environmental restoration need to think long term and establish a structure and institutions that outlive individual projects.

The core concept of the local programmes is to provide sufficient assistance for a sufficient period to enable the populations to break out of the poverty trap and arrest the decline in the natural resource base that they depend upon for their livelihoods. Significant investments are directed towards boosting long term agricultural productivity and livelihoods, which in turn can help to locally finance the needed social services after the external assistance has been withdrawn.

The secondment of ministry staff into the programme office will assist in their taking ownership of the existing local programmes and the skills and methodologies for designing and mobilising new programmes and department scale rural development initiatives.

6.3 Environmental assessment

This programme has been designed by environmental and sustainable development specialists in partnership with local organisations and so has a high awareness of the environmental and linked social issues of the target regions.

The programme as designed will positively impact the environment. Approximately 40% of its budget will be focused on sustainable agriculture and forestry, with significant investments in reforestation, soil quality improvements and controlling erosion. Areas of risk to be monitored and corrected if needed are continued expansion of agriculture into unsuitable steep areas, national park incursions and the promotion of small business that may directly or indirectly impact the environment (for example effluent from food processing operations).

7 Funding

7.1 Funding plan

The funding plan is extensive as this is the first phase of a 20 year programme. Funding is drawn and will be drawn from six general sources:

- **UNEP seed funding** The extensive development work required to design and prepare for this programme has been financed through UNEP core funds and UNEP HQ project support from the Government of Norway.
- **Earth Institute** EI will not aim for full cost recovery on its extensive investment in technical assistance.
- **Core programme funding** \$8 million to be provided by the Haiti Recovery Fund due to the support of the Government of Norway and others. This funding finances the core programme

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including coordination, technical support and many practical action projects. The detailed budget is based upon core funding only.

- **Green Family Foundation (and linked private foundations)** - \$2.5 million or more provided as matching co-finance to the HRF and directed towards the Port a Piment Millennium Village project. These funds are not secured and await confirmation of HRF co-finance.
- **Existing ongoing and financed projects within the programme area.** Several organisations including Catholic Relief Services, UNDP, WFP and the Red Cross have existing and financed projects. These projects are outside the core budget but do contribute the programme and are assisted by the coordination and technical support provided by the core programme funding. For 2010 -2011 the estimated total of these off budget funds is US\$6.0 million.

Funding entity	Amount	Currency	Type of Fund (loan / grant / equity)
UNEP core funds	600,000	US\$	Grant – already invested and ongoing
Earth Institute	300,000 in kind	US\$	Staff time, facilities
Proposed core funds – Haiti Recovery Fund	8,000,000	US\$	Grant –proposed
Provisional co – financing – Green Family Foundation	2,500,000 over 5 years	US\$	Grant - proposed
Parallel projects by CRS, UNDP, WFP, IRC technically assisted by the DSP programme.	5,500,000 approximately for all projects – variable timescales	US\$	Grants & food for work –already in use/budgeted
Total programme area investment 2010 +	Approx.\$14 M in 2011	US\$	



Yes – project would like seek HRF funding for US\$ 8,000,000 (if recommended by IHRC)



Off-budget projects are direct implementation projects, funded directly by donors and / or NGOs. Off-budget funds do not flow through the Government of Haiti budgeting system.

8 Local Community Support

8.1 Local Community Involvement

Local communities are deeply engaged in the programme – as participants, implementers and beneficiaries. At the design and planning stage, local groups have been engaged, consulted and have contributed to the design (see section 11). For implementation, local groups are already at the forefront of practical action across the programme area. CRS, UNDP, WFP and others all rely on the proactive engagement of community groups to express needs, finalise the plans and physically implement. The higher level organisations provide logistical, financial and technical support.

Approximately 70% of the programme budget is directed towards community practical actions, with a further 20% directed at technical development and assistance to enable the practical action projects.

9 Monitoring Process

9.1 Anti-corruption mechanisms

All four main implementing organisations: UNEP, UNOPS, Earth Institute and Catholic Relief Services, have anti-corruption mechanisms in place. The UN agencies have particularly detailed rules and operating procedures. Government engagement will be in the manner of investment in kind, with such activities covered under the Haitian government anti-corruption mechanisms. Small funds will be directed to the Commune administrations under the oversight of UNDP. All funds from this project outside of pre-agreed overhead percentages will be allocated against project specific expenses, good and services.

At the community level, expenditure decisions of the various small teams and community based organisations are overseen by a Site Manager employed by the implementing organisation. Funding to CBOs is released in multiple small tranches, with continued funding dependent upon achievement of milestones and adherence to the financial regulations.

10 Optional

10.1 Obstacles

Bottleneck-Risk factor	Organization/person that could address the bottleneck	Specific requests to IHRC in addressing the bottleneck
Green Family Foundation Co-financing conditions	Other donor to provide co-financing matching the conditions	Co-financing
Role definition of multiple ministries and authorities	Office of the Prime Minister	Intervene on request only if bottleneck/conflicts become significant

10.2 Project progress monitoring process

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As it will be partly HRF funded this programme will be subject to its formal progress monitoring requirements. In addition this programme will be a major part of the Haiti Regeneration Partnership and as such will be subject to its quality and reporting standards. These standards are under final development but include:

- Demonstrated compliance with government policies, plans and regulations
- Baseline assessments
- Design process
- Technical validity
- Consultation and participation
- Knowledge management
- Local content and capacity building
- Financial management and anti-corruption measures
- Performance monitoring and reporting
- Independent evaluation.

As an indication, progress reports are required on a six monthly basis and will be posted on the HRP website and notified to the Commission. Independent performance evaluation is considered mandatory. In addition to these HRP arrangements, each implementing partner will have its own internal procedures.

11. Concept note and proposal consultation and completion process

Work to date

The programme has been designed over a 18 month period based upon a structured process of community involvement. The steps completed to date include:

- Reconnaissance and initial identification of the programme area, local groups and authorities:
- Technically oriented field based assessments of land use and livelihood options:
- Detailed natural resource assessments of Port a Piment
- Focus groups discussing needs, priorities, challenges and lessons learned.
- Multi-step liaison with the government authorities as the concept developed.
- A concept note review workshop in Les Cayes on 13th September with 20 participants and 10 organisations.

Completion process

Upon preliminary funding confirmation a further two months are required for completion of the detailed consultation and design process. The key steps include:

- Detailed one-one briefings for 20+ organisations and review of feedback
- Invitations to 10+ organisations to formally participate in the final design and implementation stage.
- A large multi-stakeholder workshop to be held in Les Cayes in late October.
- Development of 10 or more small thematic working groups to transition from consultation to participatory design of the 5 year sustainable development plan.
- Routine preparation – mobilisation, contracting, recruitment etc..

Thank you for supporting our effort in coordinating the recovery of Haiti. Together, we can build back better.