



# HRF Secretariat Report

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The HRF Secretariat serves to support the work of the HRF Steering Committee and plays a coordinating role between the various entities making up the HRF governance structure. In this function, the Secretariat is responsible for delivering services in four areas:

1. Proposal Management;
2. Support to the Steering Committee;
3. Communications; and
4. Reporting.

In order to support these activities, the Secretariat also incurs expenses related to office management and travel. This report briefly summarizes the Secretariat's work in these areas since the last HRF Steering Committee Meeting (March 1, 2011).

**1. Proposal management:** This activity includes advising the Partner Entities and other entities interested in receiving financing from the HRF on proposal development and processing steps, receiving and processing project and program proposals, and advising the Steering Committee on the consistency between original concepts and final proposals in terms of objectives and financing needs.

Since the last SC meeting, the Secretariat has facilitated the processing of eight new activities for HRF allocation and final approval by the IHRC. This entailed following up with partner entities on SC decisions and submission of the final project documents, communicating approval requests to the SC and IHRC, following up with Partner Entities on comments received from the SC and IHRC, and informing the Trustee and Partner Entities of final project approvals such that project funds could be transferred. The projects that have been processed since March 1st (Natural Disaster Mitigation in the South Department, Reconstruction of the Education Sector, Demolition and Debris Removal with Heavy Equipment, Housing and Neighborhood Reconstruction Support Program, Earthquake Prevention Plan for the North of Haiti, Development of Milk Production and Processing, IHRC Capacity Building Program, and Housing Finance Facility) represent \$111.6 million in financing from the HRF. During this period, the Trustee transferred \$79 million; \$14 million to the IDB as Partner Entity for the implementation of the Natural Disaster Mitigation in the South Department project and \$65 million to the World Bank as Partner Entity for the implementation of the Port-au-Prince Neighborhood Housing Reconstruction Project.

**2. Steering Committee support:** This activity involves: drafting and updating an Operations Manual to set out the Steering Committee's rules and procedures; organizing Steering Committee meetings (preparation of agenda and background materials in English and French, notification of members, venue logistics); drafting, circulating and disclosing minutes;

responding to members concerning questions about Steering Committee matters; notifying the Trustee of funding requests approved by the Steering Committee and communicating instructions for the transfer of funds to Partner Entities; and performing any other functions assigned to the Secretariat by a decision of the SC.

The Secretariat has undertaken all necessary preparations for the Steering Committee meeting scheduled for April 9, 2011; disclosed the Trustee and Secretariat reports and minutes from the Fourth SC meeting on the HRF website and drafted and circulated minutes from the Fifth SC meeting; communicated the funding decisions made at the Fifth SC meeting to the Trustee and Partner Entities; followed up with Partner Entities on the preparation of full project documents; liaised with the IHRC on forthcoming project proposals for HRF financing; submitted a request for SC no-objection approval to include the IFC as an HRF Partner Entity; and has responded to a variety of member requests for information.

**3. Communications:** For this activity, the HRF Secretariat is required to: provide public information on trust fund activities; develop and maintain the HRF websites in English and French; develop and implement a communications strategy for stakeholders including Haitian beneficiaries, the Haitian and international media, and development partners; design and popularize the HRF “brand” (logo and slogan) in a manner that promotes donor visibility; and respond to inquiries from existing and potential donors, and the media.

Since the last SC meeting, the Secretariat has:

- Released press announcements on the March 1st financing decisions by the HRF Steering Committee and the new contributions from Japan and Spain;
- Briefed the two presidential candidates on the role and structure of the HRF;
- Organized a television program on reconstruction with a panel of experts (to be recorded);
- Drafted a communications strategy for SC review;
- Designed a complaint and suggestion tracking system in partnership with IOM (see Annex 1);
- Printed polo shirts, caps and stickers with the new HRF logo and slogan;
- Distributed the HRF progress report and calendars to key stakeholders.

In addition, the Secretariat met with current and potential future donors, and media representatives, at their request to explain the functioning of the HRF and provide any additional information required.

**4. Reporting:** The Secretariat is responsible for: receiving and consolidating annual reports on implementation results; receiving periodic reports submitted by the Partner Entities for distribution to the Steering Committee and all HRF donors; collaborating with the Trustee to ensure that the Trustee has all the information necessary to carry out its responsibilities; and responding to public inquiries concerning implementation results and financial performance.

The Secretariat worked with the Trustee to design and prepare the first quarterly financial report which has been submitted to the SC for information and review. The Secretariat also worked with the IHRC to ensure consistency of reporting by the IHRC of HRF-funded projects.

5. **Office and travel:** In order to fulfill its responsibilities, the Secretariat is responsible for: equipping and maintaining an office; renting a vehicle and driver; financing the communications strategy; printing reports and items for Steering Committee meetings; and translating communications materials, reports and Steering Committee documents. During the review period, the HRF senior operations officer traveled to Washington, DC for training in World Bank procedures, communications and work management.

6. **Secretariat expenditures and projection.** At the first HRF Steering Committee meeting on June 17, 2010, the HRF Trustee and Secretariat submitted a proposed Administrative Budget request for the fiscal year starting July 1, 2010 and ending June 30, 2011 (FY11). The proposed budget reflected an estimate of operating costs for the Trustee and the Secretariat. The Administrative Budget allocated totaled US\$1,585,000; US\$997,000 for the Secretariat and US\$588,000 for the Trustee (see Table 1).

<b>Table 1: Total Proposed Budget</b> July 1, 2010 to June 30, 2011 (USD)	
Secretariat	997,000
Trustee	588,000
<b>Total</b>	<b>1,585,000</b>

Table 2 provides information on actual Secretariat expenditures as of March 31, 2011 and projects estimated expenditures for the remainder of the fiscal year (through June 30, 2011). Based on this analysis, the Secretariat would need an additional \$92,400 in order to accomplish its responsibilities through the end of the fiscal year. This represents an additional 9 percent over the approved allocation. This expected additional budget requirement is due to the following reasons:

- Higher-than-expected set-up and operating costs in Haiti
- Preparation and printing of a six month Progress report which had not been budgeted
- Unexpected costs such as last-minute SC meeting in Santo Domingo and necessary security arrangements
- Increased communications costs to finance the logo/slogan/jingle and photo competitions

<b>Activity</b>	<b>Proposed FY11 Budget</b>	<b>Expected Total Budget for FY11</b>	<b>Expenses to Date</b>	<b>Expected Expenses for the Remainder of FY11</b>
Proposal Management	177,500	195,229	173,810	21,419
Steering Committee	227,500	248,627	196,352	52,275
Communications	270,000	280,000	172,126	107,874
Reporting	210,000	241,725	152,175	89,550
Office & Travel Costs	112,000	123,819	98,336	25,483
<b>TOTAL</b>	<b>997,000</b>	<b>1,089,400</b>	<b>792,800</b>	<b>296,600</b>

To cover these additional costs, the HRF Secretariat is requesting SC approval for a supplemental budget allocation of up to an additional 10 percent or \$100,000. All of this amount may not be needed. The Secretariat and Trustee budgets shall be subject to an end of year adjustment based on actual costs incurred with remaining funds returned to the Trust Fund. For comparative purposes, the HRF has earned approximately \$370,000 in investment income to date.

The SC will receive an accounting of the actual expenditures incurred by the Secretariat and the Trustee after the end of the fiscal year. Future budget requests are likely to be more accurate now that the team has actual experience with the cost of doing business in Haiti.

## ANNEX 1

### Draft Input Tracking System

#### CONCEPT AND FEATURES.

CONCEPT: The HRF Input Tracking System (ITS) will allow anyone in Haiti to provide feedback on the implementation of HRF-funded projects. The system seeks to bridge the need to empower all citizens to have a voice, regardless of their literacy or access to means of communication, with a reliable and transparent tracking system that will convey their input to Partner Entities and will provide appropriate feedback.

The Haiti Reconstruction Fund, in collaboration with the International Organization for Migration (IOM)'s communications section, has developed this ITS specifically for the projects it funds, using Haitian technical tools and know-how, which seek to maximize capacity building and sustainability.

HOW IT WORKS: The ITS will have three main components: a) input collection tools, 2) processing center and tracking officer, and c) tracking and public information website. In terms of input tools, the CTM will collect information through any means available to residents in Haiti: SMS, telephone, letters, e-mails, or even drawings. The processing center is an information and data-gathering node where appropriately-trained operators will determine whether the complaints and suggestions are valid and relevant to the Fund, capturing as much information as possible and registering it in a database for effective tracking, verification and two-way communication. The aggregate of these complaints will be shown on the HRF website so visitors can see the current state of inputs, cataloged per project. A national tracking officer will collect the verified and well-documented inputs and communicate them to the relevant partner entities, for the first tier of action. Partner entities will respond within an agreed period. If there is a need for a second round of follow-up, HRF staff will handle those in close coordination with the PE. The website will show the final status of the aggregate of inputs and, if possible and warranted, information on specific complaints or suggestions. The website will show information at two levels, one for the general public, as described above, and tracking information only accessible via a password interface available for HRF and Partner Entities' staff.

#### QUESTIONS AND ANSWERS:

##### **1) How will the existence and procedures be publicized?**

The ITS will be launched with the help of a public information campaign. In addition to different types of electronic media, the ITS will benefit from a Haitian virtual character, Sandra, who will assist complainants in learning about how to use the ITS. Additionally, Sandra's voice will reach

citizens through both commercial and community radios. Moreover, flyers in English, French, Kreyol, and via cartoon mode (for illiterate people) will be available electronically and in printed manner for further distribution. Finally, Sandra's face along with some basic information on the ITS will be made available in artwork so that the Partner Entities can include it in all communications related to their HRF projects.

**2) What are the ways one can provide input?**

Complainants will be able to submit their complaints through text messages, phone calls, letters, drawings, e-mails, or by filling a form available through the HRF website.

**3) How will inputs be forwarded to the appropriate Partner Entities?**

The complaints will be collected, verified and catalogued through a data centre. Valid complaints will be passed to a national tracking officer, who will ensure direct communication with the Partner Entities concerned. Complaints will be sent to pre-designated focal points within the concerned PE, as well documented, and taking all necessary precautions to ensure the appropriate degree of confidentiality. This national tracking officer will also provide the follow-up and if needed, pass it to senior HRF staff for second tier handling.

**4) How will follow-up be tracked and who will handle the tracking?**

The national tracking officer will be in charge of passing the necessary information to the PE point of contact. The PEs and the HRF will agree on timelines for appropriate response, which will provide the benchmarks to guide the national tracking officer. S/he will also be in charge of providing interim or final updates (if warranted) to the complainants and to the public through appropriate channels.

**5) How will inputs and outcomes be publicly accessible?**

The specifics of a complaint or suggestion will not be public in every case, and disclosure will be only after the Partner Entities will have a chance to address them. Information about the complainants will be privy to HRF and PE relevant staff, taking into consideration the safety of complainants and the institutional reputation of all those involved. Summaries of the complaints and/or suggestions with the corresponding resolution, corrective actions, and any other relevant information will be published via the HRF website, and potentially the IHRC site. The overall safety of all the information will be guaranteed by co-location within the MINUSTAH Logbase in a well-defined area and by electronic archiving and back-up of all information.

Sandra is the character that will guide visitors on how to use all the complaint's mechanism. Her voice and her cartoon character will also be used to reached those unable to read and write.

"Citizens Haiti!  
Let's participate in the reconstruction land  
Everyone is entitled to their opinion, make comments in order to rebuild our country.  
Call 177 if you want to complain, have an idea or feeling something bad is happening.  
It is your civic duty. "

I am Sandra, you are Haitian who contributed to the success in Haiti and Reconstruction Fund. Send your alert us when something will go wrong and then all problems are resolved from the beginning. We are also on Twitter (right) where you can follow progress in the reconstruction of Haiti. Ball on the top shows all projects Reconstruction Fund link. What's red is the national project and support the government in Haiti. Other colors are limited some specific regions. Yellow for example, shows the collection of debris and heavy equipment. Ball blue sky is a project risk reduction and disaster in the Department of Southwest. Haitian everywhere can make free calls, write a letter or send a SMS or make comments on a specific project. Finally, we have the right to speak, to participate!  
The table below shows the Reconstruction Fund projects in detail. "

- "Lonè! Mwen se Sandra, nou se Ayisyen ki ap kontribye nan sikè an Ayiti ak Fon Rekonstriksyon an. Vayè oulè ou bon nou li bagay yo ap mache mal epi li tout pwoblèm yo rezoud deji nan kòmmanm.
- Nou sou Twitter tou (ball ble) kite ou li avèl pwogrè nan rekonstriksyon Ayiti a.
- Balon sou kat anwo a montre tout kalite pwajè Fon Rekonstriksyon an ap mennen. Sa ki an wouj yo se pwajè nasyonal ak sipò gouvènman an Ayiti. Lè koulè yo limte kek rejyon espesifik. Koulè lòt pa egzanp, montre ramontaj debri ak ekipman lou. Balon ble syèl la se pwajè rediksyon risk ak disast nan depatman Sidwès.
- Ayisyen toupatou kapab fè apèl gratis, ekri youn lèt oswa, voye youn SMS oubyen fè kòmantè sou youn pwajè espesifik. Pou fini, nou gen dwa pou n pale, pou nou kab patipè!
- Tablo ki anba a montre tout pwajè Fon Rekonstriksyon yo an detay."

Red projects show projects of national coverage. Other colours are for localised projects. When the cursor hovers over the balloon, it shows the name of all the projects in that location.

Project Name	Total Project Amount (US\$ Million)	HRF Contribution	Project Development Objective	Number of Complaints
Haiti Emergency Development Policy Operation (budget Support)	55	25	Support enhanced accountability and transparency in the management of public resources in the context of reconstruction	10
Budget Support	5	5	Budget Support	10
Program to Establish a Partial Credit Guarantee Fund	35	12.5	Contribute to the rehabilitation of the Haitian productive sector by establishing a partial credit guarantee fund to allow enterprises to restructure bank-loan obligations and facilitating continued access to finance	10
Debris Management Project	16.95	16.95	Contribute to the rehabilitation of urban areas of Port-au-Prince devastated by the earthquake, by setting up a recycling system, removing and processing debris.	10
Disaster Risk Reduction in the South Department	11	8	Contribute to disaster risk reduction through the development and management of water shed basins, employment generation and agricultural development in the Southern Department	10
Natural Disaster Mitigation in the South Department	14	14	Reducing environmental and socio-economic vulnerability to natural disasters for the population living in the Ravine du Sud and caveillon	10
Haiti Southwest Sustainable Development Programme	14	8	First phase of a 20 year recovery and sustainable development program for the southwest region of the southern peninsula	10
Reconstruction of the Education Sector	50	10	Supporting the Government in ensuring that the necessary conditions are in place for rebuilding the education sector over the next 20 years and to work towards the goal of creating a publicly funded education system	10
Demolition and Debris Removal with Heavy Equipment	25	25	demolition of building and the removal of debris with heavy equipment to expedite the construction of shelters and houses to allow the reintegration of internally displaced people	10
Capacity Building for Disaster Risk Management	2	2	Increase the capacity of the Government to prepare for and manage disaster risk by reinforcing the capacity of the Department of Civil Protection and by rehabilitating and building evacuation centers in priority areas.	10
Port-au-Prince Neighbourhood Housing	65	65	Enable the return of internally displaced people to their communities by investing in urban upgrading programs in heavily damaged communities in Port-au-Prince and by supporting the rebuilding of homes and infrastructure in these communities	10

List of projects with basic information, as well as the number of complaints accepted, rejected, solved and pending. Information about resolutions will eventually be made available on a column within the same table.