



# HAITI RECOVERY INITIATIVE

**ANNUAL REPORT**  
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## ACRONYMS

BAC	Municipal Agriculture Office ( <i>Bureau Agricole Communal</i> )
BPA	Blanket Purchase Agreement
CFPR	Vocational Training Center of Reform ( <i>Centre de Formation Professionnelle de la Réforme</i> )
CHIBAS	Center for Research on Bio-energy and Sustainable Agriculture ( <i>Centre Haïtien sur la Bio-énergie et l'Agriculture Soutenable</i> )
CIP	Caracol Industrial Park
COSMHA	Community Open Street Map Haiti ( <i>Communaute Open Street Map Haiti</i> )
CTEAD	Technical Center of Agricultural Entrepreneurship and Development ( <i>Centre Technique d'Entreprenariat Agricole et de Développement</i> )
CTP	Presidential Technical Council ( <i>Conseil Technique Présidentiel</i> )
DDGS	direct delivery of goods and services
DGI	General Directorate of Taxes ( <i>Direction Générale des Impôts</i> )
DPC	Directorate of Civil Protection ( <i>Direction de la Protection Civile</i> )
ENDK	News You Need to Know ( <i>Enfomasyon Nou Dwe Konen</i> )
FEFBA	Federation of Women of Bas-Artibonite ( <i>Fédération des Femmes du Bas-Artibonite</i> )
GIS	Geographic Information Systems
GoH	Government of Haiti
GUC	grants under contract
HRI	Haiti Recovery Initiative
ICS	Initiative of Civil Society
IDB	Inter-American Development Bank
IDP	internally displaced persons
IOM	International Organization for Migration
IHRC	Interim Haiti Reconstruction Committee
INDEPCO	National Institute for the Development and Promotion of Sewing ( <i>Institut National pour le Développement et la Promotion de la Couture</i> )
INFP	National Institute of Vocational Training ( <i>Institut National de la Formation Professionnelle</i> )
MSP	Ministry of Public Health and Population ( <i>Ministère de la Santé Publique et de la Population</i> )
NGO	non-governmental organization
OTI	Office of Transition Initiatives
PNH	Haitian National Police ( <i>Police Nationale d'Haiti</i> )
PU-AMI	First Emergency-International Medical Aid ( <i>Première Urgence - Aide Médicale Internationale</i> )
SGBV	Sexual/Gender-Based Violence
STTA	short term technical assistance

TAP	Transition Activities Pool
USG	United States Government
UTE	Technical Execution Unit ( <i>Unité Technique d'Exécution</i> )
YWCA	Young Women's Christian Association

## PROGRAM DESCRIPTION

**Background** –The five-year United States Government (USG) Haiti Strategy released in January 2011 identifies two objectives: 1) to catalyze economic growth through investments in agriculture, energy, and infrastructure; and 2) to ensure long-term stability through investments in public institutions. The USAID/OTI Haiti Recovery Initiative (HRI) advances this effort by supporting diverse activities in key development corridors, Port-au-Prince, St. Marc, and Cap Haitian. Focusing energies in four areas, or “pillars,” the HRI program strives to promote economic growth and stability throughout Haiti. The pillars are: infrastructure and energy, food and economic security, health and other basic services, and governance and the rule of law.

USAID/OTI initiated its program in Haiti in January 2010 as part of the post-earthquake response. The first phase of the HRI (now known as HRI-I) supported short- and medium-term activities aimed at stabilizing Haiti through support for community revitalization, improved governance, and economic growth. In March 2011, OTI awarded Chemonics a new \$53 million, 18-month contract to continue this work under the program, now known as Haiti Recovery Initiative II (but also referred to as HRI). Through this effort, OTI strives to prepare local governments and community-based organizations throughout USAID’s three growth corridors and USAID/OTI target communities for longer-term USG investment.

To achieve these objectives, HRI is implementing grants, short-term technical assistance (STTA), and procurement according to the following strategy:

- 1) Supporting a limited number of historically volatile neighborhoods in the greater Port au Prince area (with an initial focus on Belair and Martissant) focusing on neighborhood renewal and internally displaced persons (IDP) return incentives.
- 2) Enabling local governments and viable community-based organizations in the development corridors to prepare for and better absorb long-term USG investment.
- 3) Building the capacity of the Government of Haiti (GOH) to govern effectively in key sectors.

HRI’s work is not sector specific, but is rather responsive to a range of emerging issues that are relevant to Haiti’s economic growth and stability. As with the first phase of the program, all HRI activities fit into the following broad-based programmatic areas:

- Enabling the Government of Haiti to Function
- Community Stabilization
- Supporting Dialogue on Relief and Recovery (Increasing Citizen Engagement)

## **PROGRAM OPERATIONS**

**Staffing** – During the current reporting period, HRI was fully staffed. As of the end of the reporting period, HRI was recruiting for the expatriate Senior Grants and Subcontracts Manager position for the Saint Marc Office. Furthermore, discussions were underway about strategically restructuring the organizational chart to better respond to the changing needs of the program, to bridge the gap between program development and program implementation, as well as to better support the Saint Marc and Cap Haitian field offices. At the end of the reporting period, total staff across the project’s three offices was approximately 113. These positions include expatriates, Haitian professionals, Haitian support staff, and Haitian and expatriate short-term technical specialists. Of the 113 staff members, 95 are either Haitian or from the Diaspora which makes HRI 84 percent Haitian staffed.

**Office Space/Set-Up** – During the year, HRI changed offices in the Port-au-Prince office order to accommodate a growing staff for HRI-II. The project moved from a two story house to a three story building in the same area of Petion-Ville with the capacity to house more offices and desks and with ample parking space for over 10 cars.

## I. COUNTRY SITUATION

Haiti remained relatively stable over the past year. According to a United Nations Office for the Coordination of Humanitarian Affairs (OCHA) article on the second anniversary of the earthquake, the result of a sustained and colossal humanitarian operation in response to the earthquake and the cholera epidemic has yielded remarkable results and continues to save lives. As of January 2012, almost one million people had left IDP camps. The collapse of 70,000 buildings generated 10 million cubic meters of debris, 50 percent of which has now been removed. Transitional shelters have been provided to 420,000 people. Schools and hospitals have been rebuilt, and more children are being educated today than before the earthquake. A joint national contingency plan, developed with the international community for the first time, has been replicated in all 10 departments in Haiti should another major natural disaster strike the country.

**Political Situation** – The most important political event was the election of President Michel Joseph Martelly, who took office on May 14, 2011. There was some tension surrounding his presidency due to accusations of him not being a Haitian citizen, but he eventually submitted documentation to prove otherwise. Another significant political event was the ratification of Prime Minister Gary Conille by both chambers of Parliament, which was then followed by his resignation February 24, 2012 due to a tumultuous relationship with the President. By the end of the reporting period, no new Prime Minister was nominated. Furthermore, in January 2012, 16 elected Mayors were suddenly displaced until the next elections by a presidential decree, one of which was the Mayor of St Marc. Despite the tense political environment during the current reporting period the HRI program continued to support all branches of government by providing technical assistance to key ministries and municipalities. In particular, in St Marc, the HRI team faced a difficult transition with the newly placed Mayor who was not as collaborative as the former Mayor with whom the program had developed a strong relationship.

**Health Crisis** – Since the beginning of the cholera epidemic, health partners have scaled up human and material capacities to support the Ministry of Public Health and Population (MSPP). Thousands of hospital beds were set up, tons of medication, soap and water-purification tablets were distributed, and thousands of community members were trained in hygiene promotion. This resulted in a steady decrease in fatality rates, from 2.4 percent in November 2010 to 1.3 percent as of October 2011. Continued containment is still required to curb the cholera epidemic that has so far killed 7,000 people and infected 500,000 Haitians (Source: Ministry of Public Health and Population). At the end of this reporting period the MSPP launched a vaccination program against the cholera virus in the Artibonite region and in populated neighborhoods of the Port-au-Prince metropolitan area. The HRI program will continue to monitor this health crisis, specifically as it relates to target communities, and as it impacts the perception of the GOH's ability to provide crucial leadership.

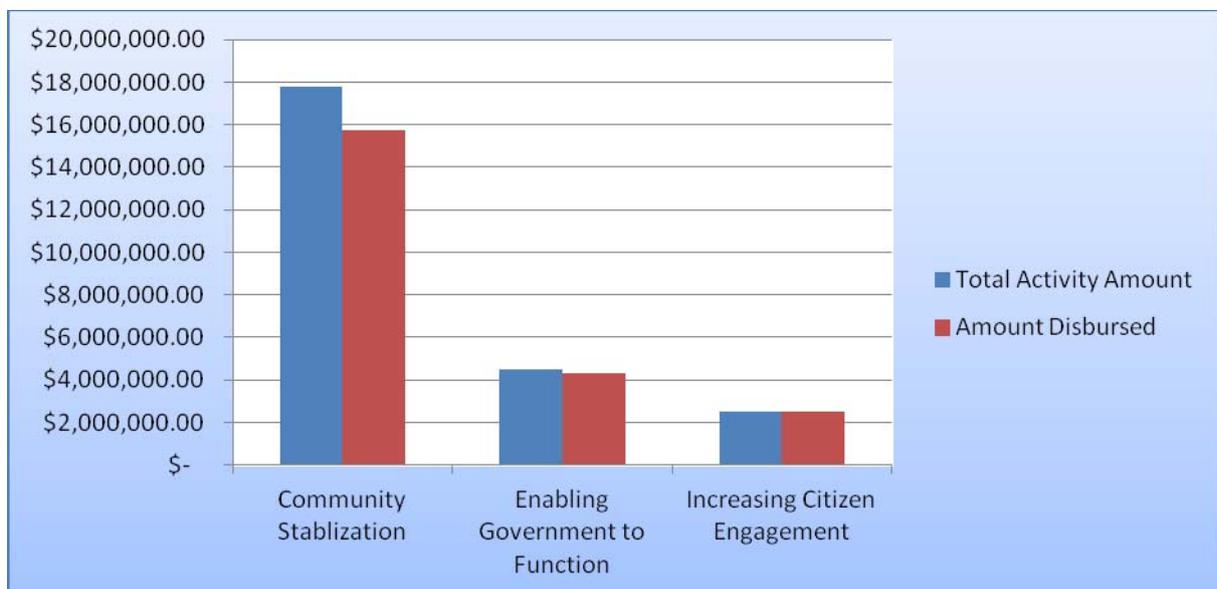
**Security Situation** – The security situation throughout Haiti remained relatively stable but had the potential to deteriorate at any given time throughout the year due to tensions related to the slow pace of recovery, internally displaced persons (IDP) resettlement and relocation, and the formation of a new government. A notable security-related development in the last quarter was the illegal mobilization of former members of the Haitian Army, who were demanding that the government restore the military as they felt the military was unconstitutionally dissolved. This movement has created tension between the former military soldiers and the Haitian Government. For the moment the demonstrations by the former military are peaceful, but there is fear that any potential confrontation with the Haitian National Police (PNH) could jeopardize the stability currently in place. HRI continues to develop and implement integrated programming in strategic communities which have the potential to derail the recovery effort if left unaddressed.

## II. HRI HIGHLIGHTS

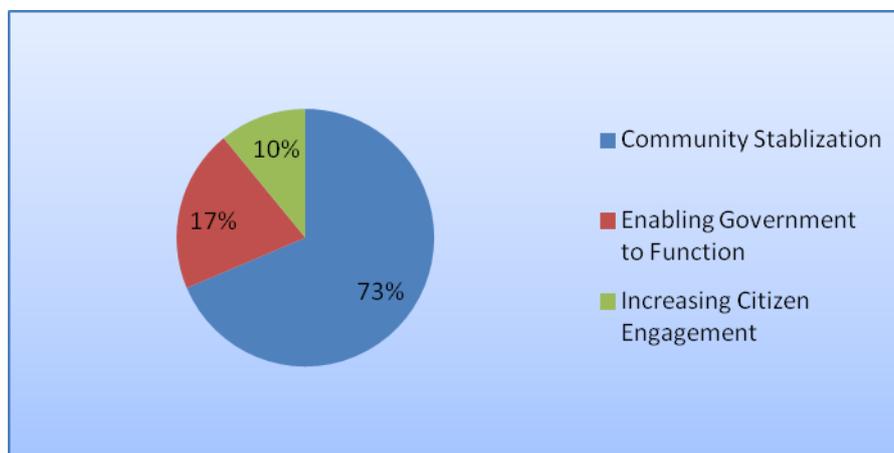
### A. HRI Grant Activity Summary

As of March 13, 2012, HRI committed funds for 156 activities under the Transition Activities Pool (TAP), totaling \$24,726,233 – 127 activities were grants under contract (GUC), 7 short term technical assistance (STTA), and 22 activities were direct disposition of goods and services (DDGS). HRI has distributed \$22,520,495 of these committed funds, with \$15,724,932 going to “Community Stabilization,” \$4,316,660 for “Enabling the GOH to Function,” and \$2,478,903 for “Increasing Citizen Engagement” (see Graph 1). Of these activities, “Community Stabilization” continues to be HRI’s largest component with approximately 73 percent of all program funding for 107 number of activities being earmarked for this component, followed by “Enabling the GOH to Function” with almost 17 percent of committed funds for 32 number of activities, and “Increasing Citizen Engagement” with slightly over 10 percent funding for 17 number of activities (see Graph 2).

**Graph 1: Amount Disbursed vs. Total Activity Amount**



**Graph 2: TAP Committed by Component\***



As the country was no longer in an immediate post-earthquake environment, the program goals shifted with HRI to a focus on the four pillars<sup>1</sup> of the USG Haiti Strategy toward renewal and economic opportunity. Furthermore, a new stable government was in place in May 2011 with plans for change and for private and public sector investments into the economic and social development of the country. The programmatic focus remained on community stabilization activities with a concentration on neighborhood renewal and return of IDPs in target neighborhoods, as well as peri-urban upgrading, light infrastructure work and economic livelihoods in all three US government corridors. The HRI program also continued to place an emphasis on supporting local and central government entities to govern effectively by building their capacity in decentralization, urban planning, economic growth and improved communication with citizens.

## B. HRI Grant Activity Highlights

### 1) Enabling the Government of Haiti to Function

**Supporting the Office of the President and other national GoH entities-** As part of its programming to enable the government of Haiti to function, HRI is supporting the office of the President and other national GoH entities with infrastructure support, short-term technical assistance, and communications capacity-building. During this reporting period, HRI supported the Office of the President through the rehabilitation of the Palace Wall (PAP042), the installation of temporary facilities on the grounds of the destroyed national palace (PAP037), and the rehabilitation of Gymnasium Vincent (PAP033), the only indoor public sports facility in Haiti, and an early priority of the Martelly administration. The rehabilitation of the National Palace wall was completed on March 1 and contributed to promoting qualitative change in the National Palace's work environment. As a result of this work, the president, his advisors, administrative staff, and other government representatives were able to work within adequately secured premises. Work on the palace facilities included three new free-standing modular buildings for a total of approximately 7,480 square feet of administrative space and one free-standing modular building measuring about 3,050 square feet which will be used as the Salle des Conseils (Council of Ministers), for press conferences and meetings. The rehabilitation work on the Gymnasium includes strengthening and bracing the roof, reinforcing the foundation, columns, beams, and walls, and repairing the mechanical, electrical, and plumbing systems. The work on both projects is advancing rapidly, and the President recently complimented HRI on the advancement of both projects. The estimated completion date for the Gymnasium is late May, and for the palace facilities is early June.



Palace Modular Building

**Technical Assistance to the President's Technical Council-** HRI is also providing support to national entities of the GoH in the form of technical assistance. HRI is providing Haiti's Office of the President with three presidential advisors (PAP043, 044 and 061) for assignments of six months each in the areas of judicial reform, health policy and strategy development, and national budget planning. These consultants provided critical input to the president and the Presidential Technical Council (CTP) that shaped national strategies in their respective sectors. HRI is supporting Haiti's tax office, the Direction Generale des Impots (DGI), with a five-month consultancy in order to support the DGI's efforts to boost fiscal revenue by effectively communicating with taxpayers, as well as a local expert and communications firm responsible for developing a comprehensive communications campaign (PAP038). These strategic short-term consultancies are designed to address critical gaps in technical expertise during the government's transitional phase, and will focus on transferring knowledge and capacity to the Government to undertake key tasks in these areas.

<sup>1</sup> : A-Infrastructure and Energy, B-Food and economic security, C-Health and Other basic services, D-governance and rule of law.

**Support to the Haitian parliament** - The HRI program provided critical infrastructure support to the Haitian Legislature through the installation of 22,000 square feet of temporary structures by the Port-au-Prince bay, composed of three two-story buildings (PAP006). The site includes a chamber where the entire parliament can meet, and includes landscaping, two 500-kilowatt generators for backup power, and smaller equipment such as outdoor lighting units, smoke detectors, fire extinguishers. HRI completed the installation of the temporary structures with the addition of plants on the parliament grounds, the installation of benches and the rehabilitation of the sidewalks around the building (PAP053). The



**President and Prime Minister at Parliament Inauguration**

official inauguration of the parliament structures, in the presence of President Martelly, US Ambassador Merten, Prime Minister Conille and the Presidents of both chambers took place on November 21, 2011. Both chambers of the Parliament were expected to move to their new quarters rapidly. However, at the end of this reporting period, they had still not moved into the new facilities due to several delays, including concerns about the number of private bathrooms, and a desire to connect additional structures to building's plumbing system. When the Parliament moves, it will mark the first time that both houses (senators and deputies) will be able to conduct government business under the same roof since the January 2010 earthquake destroyed their former locale.

**Support to the Northern Growth Corridor-** In addition to providing support to national GoH entities in Port-au-Prince, HRI also provided strategic assistance to municipalities in HRI's target areas in the Northern Corridor, the five communes most affected by the Industrial park. This support has included the rehabilitation of the Limonade Cultural Center (CAP003) through the provision of a roof, a podium, the painting of the walls, the installation of the electrical and sound system (including speakers and microphones), the provision of latrines, 300 chairs, four fans, and a generator. In addition, HRI procured a multifunction photocopier and printer, and four computers (with Internet connection) for the library to serve as a small service center. This equipment will allow the center to generate future revenue to maintain the sustainability of the site. The center's importance stems from the fact that it will allow for the organization of town hall meetings, which have shown to be the best mechanism to inform the population about the Caracol Industrial Park (CIP) and allow for productive exchanges between citizens, organized groups, local authorities, and the project's promoters. It has also sent a tangible message to the local population that positive changes are coming along with the park.



**A community meeting being held at the completed Limonade cultural center**

Additionally, HRI is providing for the rehabilitation of Limonade's central plaza (CAP004), by installing a fountain and pump, paving internal pathways at the park, restoring the podium, and installing lamp posts and electricity. This support to the Municipality of Limonade is designed to create a safe communal space for social and cultural interactions, and to encourage community participation in other community interactions and events related to the park. These rehabilitation efforts also strengthen the credibility of local authorities of the North as the leaders of decentralization efforts, foster public support, help build momentum around the CIP, and improve the perception of and trust in local government to provide services and opportunities in the area. Similar activities are being planned in the other four target municipalities around the Park.

**Supporting GoH municipalities in HRI target areas around Cap Haitien-** In Northern Haiti, HRI worked to support municipalities around the CIP with critical support in administrative capacity

building and communications strategy support. Five administrative support specialists began their six-month assignments in February of 2012; one each in Caracol, Trou du Nord, Limonade, Fort Liberte, and Terrier Rouge (CAP031 to CAP035). The premise of the administrative assistance is to support mayors as they transition from working on day-to-day issues associated with small towns to participating in critical decisions that will affect long-term development in their region with the arrival of the CIP. HRI received a glowing letter of appreciation from the mayor of Limonade for the administrative support provided to the municipality.

## **2) Community Stabilization**

**Supporting sewing training opportunities in preparation of the opening of the Caracol Industrial Park-** Two activities began during this reporting period, which are critical to stabilizing communities through increasing workforce readiness and access to economic opportunities for the opening of the Caracol Industrial Park in late 2012. The first is the rehabilitation of a building in Trou du Nord which will serve as a training center for garment manufacturing and industrial workforce environment training (CAP050). HRI is rehabilitating the 446 square-meter, two floor building owned by the Parish of St Jean Baptiste to be used by the Institut National pour le Développement et la Promotion de la Couture (INDEPCO), a Haitian sewing organization. Once complete, the building will be available to conduct trainings for 120 students at a time. In collaboration with the Unite Technique d'Execution (UTE), the second important activity is HRI's provision of a three month training program, commencing in March 2012 (PAP058), for sewing jobs with a focus on future opportunities at the Industrial Park.

**Providing Solar lighting to stabilize communities-** HRI supported the procurement and installation of solar lamps throughout HRI's three development corridors. In Cap Haitien, HRI is installing 33 solar street lamps along the city's boulevard to reduce insecurity and theft, increase commercial activity and enhance the Boulevard's nighttime image (CAP029). HRI is placing 334 highway lamps along the National road #6, from Limonade to Fort Liberté, in order to reduce traffic accidents and to improve the overall safety of the road (CAP020/021). In Trou du Nord HRI is placing 33 solar lamps at strategic intersections to reduce the risk of gender-based violence and insecurity through the municipality (CAP022). Installation of lights has begun in all three locations.

In St Marc, HRI is partnering with the municipality and community-based organizations to install 80 solar powered lamps at key intersections as a key tool against nighttime insecurity for the 260,000 residents of the city (STM029). Crimes against women, motorcycle taxi drivers and merchants are common occurrences during darkness hours in St Marc and the solar lamps will combat these risks. In addition, it is expected that these lamps will provide places for students to study and for merchants to conduct business at night thus improving the economy of these various neighborhoods. As of this reporting period, installation had not yet begun in Saint Marc and was scheduled to begin in June of 2012.

In Port au Prince, in addition to the 50 lamps installed in Martissant and Bel Air (PAP031), HRI is installing 50 lamps in each of HRI's target Pétion Ville neighborhoods of Nerette and Morne Hercule to promote public safety (PAP058/059). These solar street lights will enhance existing HRI investment in these areas and promote the attractiveness and functionality of these neighborhoods, providing incentives for the return of internally displaced people (IDPs). As of this reporting period, installation had not yet begun in the Pétion Ville neighborhoods and was scheduled to begin in June of 2012.

Using a blanket purchase agreement (BPA) with a local energy company, HRI used its purchasing power to save on the costs of solar lamps and installation across the three growth corridors.

**Supporting urban renewal and functionality in Saint Marc-** A major component of HRI's St Marc strategy is to address a broad range of urban renewal issues in order to improve the city's overall image and functionality and create conditions that will encourage economic growth. One such

initiative was HRI's support of the procurement and installation of 700 street signs in Saint Marc's downtown area (STM021). Large signs will also be placed in front of the city's major neighborhoods. HRI is also engaged in a public safety campaign in partnership with the Inter-American Bank (IDB) which involves training and providing safety equipment for crossing guards who will be responsible for monitoring the 60 primary schools along the 80km stretch of National road # 1 between St Marc and Port au Prince (STM025). HRI is also providing a training course for 5,000 motorcycle taxi drivers who, upon completion of the training receive their license and a safety helmet designed for tropical weather. Additionally, HRI is supporting the IDB's existing advertising campaign by funding billboards and 150,000 copies of a safety-focused issue of the comic strip newspaper "Chimen Lakay". Both activities are expected to be completed in July.

In partnership with Communaute OpenStreetMap Haiti (COSMHA), during the year HRI started a three-month Geographic Information Systems (GIS) training for 30 youth which will result in the creation of high-quality detailed maps of the corridor and the city of St Marc (STM020). Engaging young people from St Marc and mapping the area will make the development corridor more easily accessible for upcoming longer term development initiatives. COSMHA also assisted in creating a chapter of OpenStreetMap in the St Marc area to continue with the mapping activities as new demands arise.

**IDP Relocation-** Partnering with IOM, HRI has facilitated the relocation of over 1,300 IDP families that were living in the Place St Pierre and Place Boyer tent camps in Pétion-Ville. This project was the first large scale, successful IDP relocation effort in the country, and served as a model for the government's national program. With leadership from the municipality of Pétion Ville, the relocations were achieved through providing choices to the IDPs of rental assistance, yellow house repair, or installation of a transitional shelter (PAP010). IOM



**The head of a household on Place Saint Pierre dismantling their tent**

continues to pursue monitoring visits in the different relocation zones to ensure that the IDPs actually returned to their respective locations; and obtain their perception of the relocation process, so that this information may be used on future programming. Out of all families who were living in the two camps, 96% of IDP families selected the rental grant option, while 3% selected the T-shelter option, and 1% selected the yellow house repair option. While monitoring visits to verify whether families are residing in their new residences are still ongoing, as of January 31, 2012 a total of 1,202 families out of 1,304 total monitoring visits conducted were verified to be living in their new residences in a host community. HRI has also started rehabilitating Place St Pierre (PAP069), one of the two plazas, following the relocation, a key sign in showing the population that life is returning to normal after the earthquake.

**Providing temporary shelters to vulnerable families in Martissant and Bel Air (PAP064) -**

During the year, HRI implemented a large-scale initiative to provide temporary shelter for 480 displaced families of HRI's target neighborhoods of Martissant and Bel Air, in partnership with Premiere Urgence - Aide Medicale Internationale (PU-AMI). PU-AMI is expected to complete the assembly and installation of 480 shelters, and 58 latrines in the target areas. HRI is conducting close engineering and environmental oversight to ensure the quality of the work completed by PU-AMI.

**Empowering Young Women -** In Port-au-Prince, in partnership with the Young Womens' Christian Association (YWCA/Haiti), HRI completed a series of 8 workshops for 75 women from HRI's target neighborhoods of Pétionville- Morne Lazare, Morne Hercule, and Nerette, and is currently completing a second series of eight workshops (PAP063). These workshops focused on womens' empowerment issues such as leadership, entrepreneurship, human rights, and sexual and gender-based violence. They sought to engage young women who were victims of the earthquake in an uplifting activity,

empowering them by raising their awareness of their rights and available resources, motivate them to actively engage in their community's recovery, and how to contribute to their financial independence.

**Creating Livelihood Opportunities in Corridors-** In the commune of St Marc, HRI is supporting the Bureau Agricole Communal (BAC) with the revitalization of an area in the fourth section of Saint Marc called Bois Leta, through an intensive reforestation and community awareness campaign (STM012). Bois Leta is a source of significant agricultural output into the city of St. Marc where there is a population influx as economic opportunities outside the city diminish. Through training area farmers on up-to-date irrigation techniques, reforestation, and a community awareness campaign, this activity is unlocking greater employment options in the area. The project's reforestation goals have already been surpassed, and the intervention is expected to increase livelihood opportunities in the commune through improved yield of agricultural crops- an important goal of USAID's economic development strategy- as well as through strengthening the local BAC government entity.

In the Northern Corridor, HRI is providing farmers with a sustainable solution to increase their capacity to support themselves and their families, working with the Centre Technique d'Entreprenariat Agricole et de Développement (CTEAD), a local agricultural organization based in Cap Haitien (CAP027). This activity served as a pilot project to provide a three-month training to 75 students and to foster the development of at least 50 micro farms in the northern development corridor towns of Caracol, Fort Liberté, Trou du Nord, and Limonade. While the training was still ongoing as of the current reporting period, the activity has already resulted in increased agricultural production in the north, as the trainees have begun incorporating the proper techniques for irrigation, soil preparation and cultivation learned during the trainings. These interventions will help the area keep up with the new demands on food supply related to the impending Caracol Industrial Park.



CTEAD Agricultural Training

**Vocational Training Programs** – HRI also partnered with “Institut Nationale de la Formation Professionnelle” (INFP) to provide vocational and entrepreneurial training in Heavy Equipment to 85 women and men (46 women) (PAP034). The training equipped students with technical skills which are and will continue to be in high demand as major reconstruction efforts get underway. All participants successfully completed the course and received their certificates on January 30<sup>th</sup>. In addition to the opportunities available for the participants, this will also allow the Heavy Equipment Industry in Haiti increased opportunity to recruit locally, as opposed to having to bring qualified applicants from the Dominican Republic to fill available jobs.

At a time when there is a resurgence in the construction of new hotels in Haiti, as evidenced by the fact that 763 new hotel rooms are scheduled to be operational by 2014, HRI supported the GoH by providing equipment and materials needed for the re-opening of the Hospitality Management school, which will allow 131 students to resume their classes and graduate (PAP032). In appreciation for the work, the institution agreed to provide seven scholarships to students from HRI targeted neighborhoods of Martissant and Belair, thus providing new skills in a growing industry. The school has



agreements with several local hotels and restaurants for internships for their students and is working on establishing a placement program with hotels such as the soon to open Oasis. The official launch of the school was held on January 31st.

HRI also developed an activity with the Centre de Formation Professionnelle de la Reforme (CFPR), a vocational training institute recognized by the Ministry of Education, to provide training in Para seismic masonry to 200 vulnerable men and women from Bel Air and Martissant (PAP065). This training will significantly improve their quality of life by equipping them with a specific job skill set, basic literacy and the opportunity to earn a steady income. In addition to receiving a certificate upon completion of the three month course, CFPR would assist trainees with job placement services. The kick-off meeting for this activity was held in February, and recruitment efforts were underway to select beneficiaries.

**Human rights and sexual/gender-based violence (SGBV) prevention** - HRI continues to promote human rights and gender-based violence prevention in Port-au-Prince and USAID growth corridors. For example, HRI is providing continued support for *SGBV prevention* efforts for women and girls living in the St. Marc community by assisting the Women's Federation of Bas Artibonite (FEFBA) Women's Shelter program to continue assisting women and girls who are victims of sexual violence and to support the organization's awareness raising efforts (STM003).



A female beneficiary receives counseling and legal support from FEFBA

**Sports activities and civil protection training for vulnerable youth-** In Cap Haitien, HRI supported 20 days of sports activities and civil protection and first aid training, in partnership with the Direction de la Protection Civile (DPC), the Haitian National Protection Agency. The activity engaged 720 vulnerable youth participants from three key communities in the North in a 20-day sports activity, human rights and first aid training program (CAP016). The program received extremely positive press from the local media and local communities.

**Development of a Bio-fuel Value Chain and Agricultural by Products in St. Marc** – As a follow-on to two previous activities under the first phase of HRI to establish a nursery for 700,000 *Jatropha Curcas* seedlings and prepare marginal lands for planting, HRI is working in partnership with the Center for Research on Bio-energy and Sustainable Agriculture (CHIBAS) to create economic opportunities for the development of this crop in St. Marc and the Lower Artibonite area (STM005). *Jatropha Curcas* is a multi-purpose crop that can contribute to environmental rehabilitation (including reforestation and soil conservation) and the extension of agriculture to deforested marginal lands, in addition to providing an alternative source of energy. Specifically, this activity employed 1,502 individuals (including 50% from the IDP community) to finish the land preparation and plant the 700,000 seedlings procured under a previous activity on 520 hectares in the Lower Gros Morne area of the commune of St Marc. Support to CHIBAS and the Municipality of St. Marc is expected not only to provide temporary employment opportunities and to help revitalize agriculture in St. Marc, but also to contribute to developing a value chain for bio-fuels and agricultural by-products in order to meet Haiti's growing energy needs and support its long-term development.

### 3) Increasing Citizen Engagement

**Internews Support to ENDK Programming, Audience Research and Media Capacity Building** - This activity, which is scheduled to end in mid-May, 2012, strengthened local media in providing news and information which responded to the needs of the earthquake-affected Haitian population, by funding Internews' media assistance programming in Haiti for a period of ten months (PAP022).

Specifically, HRI funded the continued production of the established daily radio news program “Enfomasyon Nou Dwe Konen” (ENDK), the collection of actionable audience research to inform programming, and build the capacity of local media outlets’ management and journalists to produce programming similar to Internews’ ENDK program. By the end of March, this activity resulted in the production of media programming similar to ENDK by five (5) partner stations, which represents a significant success in changing the landscape of media programming in Haiti. This activity increased the capacity of 15 local media outlets to produce higher quality news programming and supported the transition of Internews’ research unit into a viable commercial entity which is now registered as an independent company in Haiti. Internews will transition all ENDK programming to local entities in June of 2012.

**Initiative of Civil Society: Monitoring of the Laws of Finance and Budget Advocacy for a Focus on Results-** As the new Martelly government is striving to put in place a new budget, HRI has engaged the Initiative of Civil Society (ICS), which has a history of demanding government accountability on budget issues, to facilitate dialogue on the strengths and weaknesses of the National Budget for 2011-2012, and to disseminate information on current GoH spending to the media and citizens. To this end, they are currently engaging in a 6-month project with the aim of promoting dialogue to achieve a more rational, more rigorous and effective national budget in order to increase citizen involvement in the reconstruction by improving GoH transparency, and to increase the public’s knowledge of how public funds are being used (PAP068). HRI is providing logistical and communication support to ICS, and procuring materials for the dialogue sessions. As a result of this activity, citizens and journalists will be better informed about public finances, and the government will have access to information which will better allocate its resources toward basic services, reconstruction, reducing inequalities and promoting growth and employment.

**Communications Training** - In order to enhance the capacity of community organizations and improve relationships between the private, community and public sectors, HRI is holding discussion sessions in Fort Liberté, Caracol, Limonade and Trou du Nord for six months, in order to forge positive relationships and collaborate on innovative project ideas (CAP018). This activity is designed to demonstrate the value in soliciting diverse perspectives in order to mitigate conflicts and address major changes in the region that will come with the Caracol Industrial Park. The program is already beginning to facilitate dialogue between community groups and the municipalities, and is helping participants become effective participants in the reconstruction effort. Through discussions, the communities produce innovative ideas for the development of their communities, develop a sense of accountability and responsibility, and learn to lead their own Circle of Change groups in their communities in order to directly impact the development of northern corridor towns.



**Circle of Change Training  
in Caracol**

**Focus Groups/ Baseline Surveys** - In St Marc, Cap Haitien, and Port-au-Prince, during the current reporting period HRI began conducting baseline surveys and focus groups which are providing quantitative and qualitative data to help inform both HRI’s programming, and the Haiti USAID Mission’s future activities. In Saint Marc, HRI engaged the Haitian firm Dagmar to conduct a quantitative survey in four communal sections of Saint Marc. In Cap Haitien, HRI engaged the Haitian firm BRIDES to conduct a similar survey in both Cap Haitien and HRI’s five target municipalities outside of Cap Haitien; the survey report was being finalized as of the end of this reporting period. In Port-au-Prince, HRI engaged the Haitian organization New Haiti Institute to conduct focus groups in HRI’s target neighborhoods of Martissant and Bel Air. The final report from the Port-au-Prince focus groups was submitted during this reporting period, and a presentation was conducted by the New Haiti Institute at the HRI office in Port-au-Prince. These surveys are already helping to shape future HRI programming.

### **Support to Sustainable development in the North -**

During the current reporting period HRI continued to support a GoH-driven communications campaign in partnership with the Ministry of Finance's Unité Technique d'Exécution (UTE) around the development of the CIP in the commune of Caracol in northeast Haiti (CAP001/013). The goal of this campaign is to provide the population that will be affected by the park with crucial information on what to expect in the near future, and how they can take advantage of this new economic opportunity. The communications campaign ramped up during the August-October reporting period, as numerous communications products were produced, including a website, Creole language leaflets, park brochures (in Creole, French, and English), radio spots, billboards, and information kiosks located in the communities of Caracol, Limonade, and Terrier Rouge, staffed with local community representatives. With HRI support, UTE also held four town hall meetings in northern communities to inform and engage local populations about the development of the park. A new activity was just launched with the UTE at the beginning of March for the production and dissemination of additional communication tools such as videos, billboards, radio spots and media events addressing pressing issues as well as important milestones related to the development of the CIP. HRI also supported the USG in urban planning efforts, involving local communities, to help the region prepare for the upcoming changes (CAP046) These efforts will assist the GoH in managing expectations of citizens in terms of job opportunities, actions to mitigate negative environmental impact and attracting potential investors.



**A communications kiosk in Caracol, Northern Haiti**

**Increasing communication between employers and job-seekers** - On September 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup>, 2011, HRI supported the organization of the first annual “Jobs and Training Fair” in Haiti, bringing Haitian companies together with the work force and the local community (PAP017). Approximately 3,000 potential job seekers attended the fair, which allowed companies to communicate with the job-seeking population to present the set of skills and qualifications they were seeking in potential employees, and allowed job-seekers to ask questions and to directly apply for relevant job openings. The event also featured key training sessions on vocational training and career orientation, such as CV-writing and interview skills. Feedback received from participants confirmed that the event gave hope to thousands of young Haitian professionals and students frustrated by the lack of local job opportunities.



**Participants visiting various booths at the First Annual Haiti Job Fair**

### **C. Progress towards Objectives**

The second phase of HRI began just as the USG was changing the focus of its efforts in Haiti from preventing a post-disaster descent into chaos and collapse, to laying the foundation for future growth and development. In January 2011, the new Post-Earthquake USG Haiti Strategy, “Toward Renewal and Economic Opportunity”, was published with the objectives of catalyzing economic growth along three growth corridors and ensuring long-term stability through investments in public institutions. Given that many USAID projects were not online at project start-up, HRI was tasked with the crucial role of “tip of the spear” for the USG’s strategy, using its three project components to fill crucial and emerging needs while laying the foundation for long-term success. This required HRI to remain flexible enough to respond to urgent priorities across USG pillars, pilot new and innovative approaches in the post-earthquake environment, and form strong partnerships with local organizations designed to form the basis of future USG investment. As described with specific examples elsewhere in this report, HRI was successful in taking on these significant challenges.

As part of an effort to promote stability, HRI capitalized on momentum stemming from a peaceful election and transition of power by providing critical support to the new Martelly administration. The project supported several early signature projects, designed to demonstrate to the population that progress was underway. Activities include the highly visible Gymnasium Vincent rehabilitation, IDP relocation and the rehabilitation of former tent camps, and provision of temporary structures at the National Palace and to the Parliament. In addition, HRI provided key human resources to the new president, including renowned experts in health policy, judicial reform, and national budget planning, as part of an advisory council. These efforts were key to helping the USG establish a strong working relationship with the new Haitian government and to helping the new government show the population that the country's situation was beginning to improve.

As part of an effort to promote future economic development, HRI implemented a wide variety of activities across all three development corridors to catalyze growth and help communities begin to help themselves. These efforts included vocational training for vulnerable community members in heavy equipment operation, garment production, hospitality and agriculture, as well as rehabilitation of key public infrastructure, such as public plazas, lighting, and roads. The project also played a key role in one of the signature post-recovery investment initiatives, the Caracol Industrial Park. HRI supported local mayors and their towns in the areas surrounding the park and urban planners from the American Institute of Architects to help the national government capitalize on this new multi-million dollar investment.

The activities mentioned above represent only a small percentage of the 156 activities that began in the first project year of this second phase of HRI. This sampling of activities demonstrates that the OTI small grants mechanism and approach have proven to be crucial in a post-disaster environment where conditions change rapidly. A flexible program such as HRI has shown to be essential to facilitate the transition. While much work is left to be done, the project has proven its value in responding rapidly to urgent needs of the USG, the Government of Haiti, and the communities in which HRI is active.

### III. ACTIVITY IMPLEMENTATION AND PROBLEMS ENCOUNTERED

#### A. Summary of Activity Implementation and Appraisal

In June 2011, the program held a strategic review session to assess the current project and the future areas of focus for the project. The team identified four major themes, listed below:

1. Celebrate and build on successes of the HRI over the past several months;
2. Discuss the GOH's 100-day plan, the long-term USG strategy and the draft OTI strategy for Haiti;
3. Build the new HRI II team, integrating new members and strengthening the links between the three offices;
4. Propose ideas for neighborhood selection in the Port-au-Prince corridor and for OTI contributions to more effective local governance and citizen participation in St Marc and Cap Haïtien.

The participants recognized the successes of HRI I but also expressed the desire to be more strategic and intentional in planning activities, whereas HRI I activities tended to be quick responses to emergency needs. Regarding the 100-day plan, HRI and OTI identified several areas of collaboration with the GoH, including IDP resettlement, neighborhood renewal, decentralization, strategic communication, and support to basic services. The participants also acknowledged the increased team size from HRI I to HRI II, so this meeting included teambuilding activities and discussion of the OTI "Four Corners" management model.

During their discussion of Port-au-Prince neighborhood selection, the participants discussed the following criteria: commitment and capacity of the mayor; presence of grassroots organization(s) in the neighborhood with a willingness to work closely with HRI; the neighborhood's vulnerability to natural disasters; its vulnerability to political destabilization and/or insecurity and violence; track record as a neighborhood where HRI has already worked successfully; and potential for having a significant impact, including in adjacent/nearby areas. With these criteria in mind, the priority areas discussed were Carrefour-Feuilles, Bas-Delmas/Mi-Delmas, Fort National, Nerette/Morne Hercule/Morne Lazarre, Maïs Gaté, Ravine Pintade, Solino, Bas Canapé Vert, Nazon, Morne L'Hôpital, Carrefour, Cité Soleil, Croix-des-Bouquets. Bel Air/Martissant had already been identified as a priority area so the team would pick a couple of other areas from the list above.

The team also discussed ideas for activities in Cap Haïtien and St. Marc. Activities in Cap Haïtien included strategic communications around the industrial park, solar powered traffic lights and lamps, and trainings for agro-business, among many others. Suggested St. Marc activities included beautification of St. Marc, communications campaigns about the government, and human rights promotion.

#### B. Problems Encountered and Proposed Remedial Actions

**Land Title Documentation** - During this reporting period, HRI continued to face challenges obtaining adequate land title documentation for many of the infrastructure activities currently underway or under development. Lessons learned from previous HRI activities have proven that land title is a sensitive issue that must be adequately documented in order to mitigate future risk associated with any infrastructure activity. HRI is continuing to engage a local lawyer who reviews documentation submitted, to ensure that documentation is legally sound, and to provide risk assessments based on local law. HRI is also engaging the lawyer to expedite the process of obtaining complex documentation from the Haitian Government, which had previously proven challenging due to the extensive bureaucracy of Haitian land title departments and the unwillingness of the former Minister of Finance to approve further land for use related to the CIP. Furthermore, HRI is working

with an interlocutor identified by the U.S. State Department for obtaining land title documents on the proposed site of the Caracol training center in Northern Haiti.

**Beneficiary Selection** - Beneficiary selection has become a focus of the HRI program, to pilot new strategies which effectively engage vulnerable community members from HRI's target areas. As HRI moves away from cash for work and focuses on more strategic interventions with a more defined target group of beneficiaries, HRI has engaged in several trial methods of beneficiary selection, prioritizing a selection process which often takes as long, if not longer, than the training or activity itself. HRI has gleaned lessons learned from partner organizations such as Premiere Urgence and IOM, and has also learned through trial and error what works and what does not with selecting beneficiaries for training and other activities where beneficiaries stand to gain an economic benefit from participation. HRI's Senior Monitoring and Evaluation Officer has served as the champion of the beneficiary selection process and has led the information sharing process across HRI's three offices.

**Recruitment** – The HRI program continued during the reporting period to face difficulties with recruitment of qualified expatriate and local staff to fill vacancies, which placed a strain on the project's resources. The difficulties with recruitment were primarily due to a limited talent pool available for shorter term projects and the unique skill sets associated with OTI projects. To address these recruitment challenges, HRI re-launched key recruits and intensified recruitment through informal networks in Haiti and abroad, such as reaching out to the Diaspora through trade journals, listservs, Websites, and even Facebook. These additional efforts were successful, as all key positions were filled in all offices at the end of the reporting period.

**Engaging the GoH** – During this reporting period, HRI's efforts to support diverse entities of the Government of Haiti were difficult due to the delay in the installation of a prime minister, which in turn delayed the appointment of many key ministers with whom HRI could work. In order to address these challenges and to achieve its objective of supporting the Government of Haiti to function despite this delay, HRI was able to concentrate support in the interim on the Office of the President, the Interim Haiti Reconstruction Committee (IHRC), and other non-ministry offices of the GoH prior to the installation of a new government. On October 5, 2011, Mr. Gary Conille was approved and installed as Prime Minister by the Haitian Parliament and all Ministers were appointed. This positively affected HRI programming as GoH responsiveness, participation and leadership is essential to HRI's ability to design and implement programming. However, Mr. Conille resigned in February 2012 leaving the government without a Prime Minister for several months. Many of the project's GoH counterparts were not sure of their future status, which made them reluctant to make decisions for several months. In addition, a new Director General was appointed at the head of the Direction Générale des Impôts (DGI) in January. This transition took place with minimal impact to the project.

At the local government level, the end of the mandates of the Mayors in January coupled with delays in organizing elections have led to sudden changes in the leadership of several municipalities as several Mayors were replaced by Presidential decrees. In St Marc, an Interim Mayor was suddenly appointed to replace the former Mayor with whom HRI had developed a collaborative relationship. Working with the new Mayor was a serious challenge as he resented the ousted Mayor and was generally more aggressive and rigid toward the project, almost leading USAID to stop future activities with the Municipality. After several meetings with the Mayor in the presence of USAID representatives, including the Deputy Mission Director, relations with the Municipality improved but still have not reached the targeted level of collaboration for effective work with the Municipality.