



FINAL PROGRAMME¹ NARRATIVE REPORT

Programme Title & Project Number
<ul style="list-style-type: none"> Programme Title: Programme Title: <u>Recovery through Employment generation, environmental rehabilitation and disaster mitigation</u> Programme Number (if applicable): PBF/IRF-17 MPTF Office Project Reference Number: <u>00074422</u>

Country, Locality(s), Thematic Area(s) ²
<p><i>Gonaïve, Port au Prince, Haiti, Latin America and the Caribbean</i></p>
<p><i>Thematic/Priority</i></p> <p>PBF Priority Area 3: Revitalize the economy and provide Immediate Peace Dividends</p> <p>PBF Outcome Area 9: Support job creation programmes and sustainable employment generation, e.g. through promotion of partnerships with private sector</p>

Participating Organization(s)
<ul style="list-style-type: none"> UNDP

Implementing Partners
<ul style="list-style-type: none"> ILO, WFP, Ministry of Planning, Ministry of Environment, Ministry of Agriculture, Viva Rio (International NGO), CBOs

Programme/Project Cost (US\$)	
MDTF Fund Contribution:	
<ul style="list-style-type: none"> UNDP: \$3,000,000 	
Agency Contribution	
<ul style="list-style-type: none"> WFP: \$1,423,610 (\$1.02 million in kind) UNDP: \$566,088 (other funds) 	
Government Contribution (\$0)	
TOTAL: \$4,989,698.00	

Programme Duration (months)	
Overall Duration:	21 months
<i>Start Date</i> ³	8 March 2010
End Date or Revised End Date, (if applicable)	31 December 2011
Operational Closure Date ⁴	31 December 2011
Expected Financial Closure Date	30 April 2012

Final Programme/ Project Evaluation	
Evaluation Completed	Yes
Date:	September 2011
Evaluation Report - Attached	Yes

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¹ The term "programme" is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

FINAL PROGRAMME REPORT

I. PURPOSE

The project seeks to contribute to peace and stability by improving livelihoods and creating jobs in two key areas:

1. Recover, protect and manage a critical watershed around Gonaives by engaging local population in creating and supporting sustainable livelihoods
2. Improve sanitation in Port-au-Prince by recycling garbage into cooking briquettes and compost.

Specific objectives include:

- Watershed Management: Rehabilitation / construction of stonework for protection against flooding
- Reduction of soil erosion in key agricultural areas resulting in sustained land management and disaster mitigation
- Increase access to water in rural areas and improved sanitation
- Sustainable revenues for families in Gonaïve and Port au Prince

This programme seeks to contribute to two key priorities of the Peacebuilding Fund in the area of economic revitalization and employment creation. This initiative is also in line with the priorities outlined in the UN Integrated Strategic Framework, in particular the Economic and Territorial Rebuilding pillars.

The programme has taken advantage of existing synergies and partnerships in order to carry out pertinent and effective interventions which have contributed to peace and stability in both zones. In Gonaives, the project was implemented in coordination with ILO who has already been working in watershed management and agricultural cooperatives in the area for some time and helped to link the ongoing work of the National community based organizations to support from Government (Ministries of Environment and Agriculture) and international organizations. As in many other intervention zones where the high intensity labour modality was used, UNDP partnered with WFP to ensure remuneration for the community members who provided labour during the project. WFP's contribution allowed the workers' salaries to be paid proportionally in cash and in food, allowing families to ensure basic food security for their families while being able to use the cash for other family necessities.

In Port au Prince, the project was implemented in coordination with Viva Rio, an International ONG with a consolidated presence in Haiti who works closely with the community in the marginal neighbourhood of BelAir in order to promote peace and increase stability by improving sanitation and job opportunities in the area and increasing income for the community. In particular, Viva Rio works closely with the community on many peace building issues including violence reduction and recreation programmes for youth and conflict resolution training for community leaders. This economic income segment helped to complete the comprehensive approach. Again, a strong partnership was built with WFP who currently buy the cooking briquettes for their school feeding

programme which provides rice and beans to vulnerable children in many schools across the country. Since 2010, this WFP programme has been using environmentally friendly ovens to cook the food in order to reduce CO2 emissions – the current preferred model uses cooking briquettes made from paper and cardboard which were originally produced by another UNDP funded programme in Carrefour Feuilles.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

a. OUTPUTS ACHIEVED

Gonaive

Output 1: Watershed Management: Rehabilitation / construction of stonework for protection against flooding

Results: Over 600 hectares of watersheds were protected against hydro-erosion by constructing stone walls thus increasing prevention against flooding in future rainy/hurricane seasons. In order to contribute to the sustainability of the initiative and ensure that quality work can continue on the rest of the watersheds in the area, 11 collectives of agricultural workers were trained in the construction of anti-erosive nets for watersheds. The project tapped into the local knowledge on where most flooding occurred in the area and provided specialized support to target the areas which should be protected. Over 200 people received training in this area. The training of local organizations and workers in quality watershed management procedures increases sustainability and provides lasting support to the community, improving livelihood possibilities in the future.

Output 2: Reduction of soil erosion in key agricultural areas resulting in sustained land management and disaster mitigation

Results: In order to manage the river flow and reduce soil erosion, 824,794m of ditches have been prepared. Reforestation and replanting has also been carried out in order to protect 29 ravines in the area from overflowing and soil erosion. 550 construction workers were trained on how to prevent soil erosion and 44 people were trained on how to monitor and evaluate soil erosion work. Again, these techniques to reduce soil erosion have been used by the construction workers to increase their income once the project has finalized. It is hoped that the improved agricultural techniques learned in the context of the project will lead to increased agricultural productivity in the following years.

Output 3: Increase access to water in rural areas and improved sanitation

Results: 423 water basins have been created in order to retain around 36,920m³ of water. Given the improvement in the overall watershed management, the water systems have an increased storage capacity thus improving access to water for the community. The community is also more aware of the importance of managing their precious water resources. Training was also carried out on water retention techniques and this will again be used in the future by the community to improve the access to clean water.

Output 4: Sustainable revenues for families

Results: In Gonaive, this initiative created employment for 7420 high intensity labor workers (40% women) all of whom were employed for more than a month. As the general length of cash for work employment is two weeks, this is equivalent to 14,840 short term jobs. This secure income allowed families to better plan the family income during the time they were employed by the programme.

At the institutional level, this project helped to strengthen the relationship between the community-based organizations (CBOs) working in the area and the Departmental Representatives of the line Ministries (Environment and Agriculture). The Ministries were impressed by the progress made by

the CBOs and their commitment to improving the living conditions in the area. This collaboration has continued beyond the closure of the project.

A behavioral change among the CBOs and the community was also perceived, the community was genuinely made aware of the importance of preserving and managing the watersheds which surround their communities and the impact that an efficient management system can have on reducing the risk of floods and increasing agricultural productivity.

Port au Prince

The income generation and sanitation initiative carried out in Port au Prince helped to promote a community based system for waste collection and recycling in an area of high tension and social violence. Community efforts to carry out a regular waste collection service around the Bel Air zone, through labor intensive work have been supported and improved in order to provide a recycling facility for some of the waste products namely paper, cardboard, plastic and solid waste.

In order to demonstrate the commitment of the local government to improving waste management in the area, the Municipal authority of Cite de Soleil donated land to the community under the custody of Viva Rio in order to create a Green Island, where various recycling facilities will be installed over the next two years to increase waste management options in the zone. There is currently only one dump site for solid waste in the Port au Prince, transport alone to the site is costly and garbage collection by the state is limited, especially in informal communities such as Bel Air.

The Green Island will provide community run facilities to transform paper and cardboard into cooking briquettes which will soon be sold to WFP for use in the School Feeding programme. The profits from this sale will help to maintain the functioning of the briquette centre and pay salaries for local employees. At this time, the infrastructure for the briquette centre is currently being finalized. The equipment necessary to make the briquettes has been imported and is ready to install as soon as the infrastructure is finalized at the end of April.

As a result of previous collaboration in the production of briquettes, both UNDP and WFP have developed a strong technical experience in this area. An evaluation of the first briquette production experience in Carrefour Feuilles has been recently carried out and the lessons learned of this model have been shared and applied to this new intervention. The specific modifications to the previous model are related to the production techniques (quality and quantity of production) and the sustainability of the centre. While the experience in Carrefour Feuilles produced relatively little (40,000 briquettes per month), this new intervention will drastically increase production to 100,000 per month.

In terms of the models for a sustainable employment strategy to run the facility, UNDP and Viva Rio have worked closely with WFP, local authorities and other partners to develop a model that takes into consideration various factors based on lessons learned from major cash for work interventions.

Although briquettes have been used in Haiti for a few years now, the demand remains more or less limited to WFP's school feeding programme. Given the high demand of this programme and the lack of other competitive contenders, once the factory is up and running, it will have guaranteed sales of all of the monthly production to WFP. Nevertheless, and in order to diversify the market, the project has been in touch with other actors who use industrial ovens in order to widen the options for commercialization. Bakeries have been among the interested actors.

In terms of behavior changes, both the community and the local authorities have realized the importance of treating garbage as an asset and not just a problem. More and more, the community has realized that recycling some garbage items can provide them with a steady income. The local authorities are also aware of the importance of keeping their neighborhoods clean. These efforts are being coordinated with other similar projects and National policies in order to work towards a efficient waste management system.

b. CONTRIBUTION TO UN STRATEGIC FRAMEWORK

TERRITORIAL REBUILDING:

Result 2: Strengthened capacity of local institutions for disaster risk management through reinforcing policies and tools and ensuring their inclusion across sectors and into local development plans, including through early warning systems.

Result 6: Enhanced capacity of central and local authorities to plan, implement and manage the reconstruction and territorial development strategies and to deliver basic services in all departments

The project made a substantial contribution to both of these results by carrying out substantial disaster risk reduction and mitigation works in the area of Gonaives. The watershed management work carried out with the local and departmental authorities, has helped to integrate disaster risk reduction, mitigation and preparedness measures into the local planning exercises. The solid waste management efforts in Port au Prince have also helped to mitigate future floods by regularly clearing canals and streets of garbage as well as prevent the transmission of infectious diseases such as cholera. The development of a more sustainable waste management strategy in coordination with the local authorities has been pursued.

ECONOMIC REBUILDING

Result 1: Promote short term job creation

Result 4: Increase in agricultural production, the creation of agricultural cooperatives and increased access to employment in the agricultural sector

As explained above, this project has made a substantial contribution to temporary job creation in both Gonaives and Port au Prince. Rural community organizations have been trained and given the possibility to further develop their skills. Among the short term workers, some of the beneficiaries have been able to find longer term jobs thanks to the training they received.

Specific contribution to Peace Building and Stabilization (from the project evaluation):

The project's interventions have helped to revitalize the local economy and have contributed to the establishment of a safer environment in the areas of intervention. As already mentioned, the project has contributed to the creation of employment opportunities for young men and women and has supported activities that empower communities and promote a culture of peaceful co-existence.

In order to empower community groups this project has enhanced the organizational and technical capacity of community-based organizations and social tissue has been reinforced. Under the leadership of local authorities and the project team, fourteen federations are currently operational and have managed at least one site of micro-watershed protection. The engagement of community organization has been instrumental during the beneficiary's selection process, which has proved to be extremely beneficial to promote dialogue in the communities and minimize the tension in the zones of intervention.

By doing so, the project has empowered these local organizations enabling the communities to develop their potential and take active part in the decision making processes. In this sense, one of the most interesting results of the project is clearly shown during the working sessions with the community groups, formed by the local authorities and community representatives (town halls, political leader, religious leaders, representatives from the private sector, women, etc.). This dynamic generated by the project has certainly contributed to create a peace building and stabilization process in the zones of intervention.

c. KEY PARTNERSHIPS

In line with UNDP's strategy, the programme has built upon existing partnerships and catalyzed synergies in order to achieve the most effective results. In particular, UNDP has sought to strengthen partnerships with partner UN Agencies such as ILO and WFP in order to take advantage of the added value of each agency. The programme has also provided a particular opportunity to work closely with the local government and the local community and to link their concerns and needs to the National development strategies.

d. BENEFICIARY ENGAGEMENT

Both initiatives have fostered the participation and leadership of the local community. The level of resilience and organizational capacity of Haitian communities are crucial triggers for the provision of support to affected families in the early stages of the reconstruction phase. Experience has shown that fully incorporating social mobilization and community participation into recovery initiatives helps to ensure a swift and orchestrated response from all stakeholders while setting solid foundations for a recovery process.

Ensuring engagement of community leaders and active participation of the whole community (women, men, older persons and youth) was especially important.

Coordination with local community organizations and local authorities was paramount to the success of the initiatives. Community participation and consensus proved to be essential for the effective definition of needs, identification of priorities, establishment of partnerships, planning, execution and monitoring and evaluation of programme and will be the key elements which will ensure ownership and appropriation of the public works carried out. Local communities were specifically included in the selection of short term workers beneficiaries and in the monitoring of the initiatives and the selection of priority infrastructure works.

e. Cross-cutting issues

Gender mainstreaming:

The recovery process provides a critical opportunity for all actors to work together to transform the society to promote equality and empowerment of women, as such women and female head of households were specifically targeted to participate. As in most UNDP supported projects, at least 40% of all workers were women.

In the selection process, implementing partners also tried to particularly target beneficiary households with a female head of household. Specific needs and physical abilities of women were taken into account when

distributing the physical tasks between beneficiaries. The participatory process helped to strengthen women's citizenship, participation and leadership and increase their confidence and potential to influence the decisions that directly affect their lives.

Environmental sustainability:

The use of high intensity labor was seen by many stakeholders as an opportunity for them to restore environmental and agricultural systems with a view to making the land more disaster resilient.

Canals in Haiti are constantly overflowing with rubbish and become a real hazard when it rains. After the earthquake the canals of affected areas were filled with debris and became a hazard to people living nearby in the event of heavy rainfall.

Given the mountainous topology of Haiti, there are numerous Watersheds systems in almost all departments of the country. The International Community has long advocated for an improved management of these watershed systems and UNDP took advantage of this programme to prioritize and promote improved watershed management at a National level.

Especially in rural areas, the rehabilitation projects assured that they tapped into local knowledge on how to best rehabilitate agricultural land and river banks. Workers (particularly supervisors) received training on disaster risk reduction, climate change and environmental sustainability in order to build on existing knowledge and develop local capacity for sustainable construction and production practices.

f. Resource Mobilization

Since the January 2010, UNDP has executed almost USD100 million in key areas such as Recovery and Livelihoods and Rule of Law. Given the significant loss of livelihoods, UNDP has put job creation at the centre of all its programmes in the country: jobs to offer new opportunities for economic advancement, to enable Haitians to cover their basic needs and to rehabilitate basic infrastructure. Economic rehabilitation is also part of the strategy to stabilize the community and help them return back to normal life.

Together with the CERF and ERRF funds, the PBF funding was among the first funds to be disbursed after the earthquake. The positive results from these projects helped to mobilize funds from other sources.

In total, UNDP received contributions amounting to USD40.9 million from a wide array of donors including multi-donor trust funds in order to support the recovery of immediate livelihoods in Haiti: Algeria, Australia, Bahrain, Benefica Foundation, Brazil, Burkina Faso, Central Emergency Relief Fund (CERF), Chad, Chinese Private Sector, Democratic Republic of Congo, Emergency Rapid Relief Fund (ERRF), Far East Broadcast Company, Haiti Relief, Italy, Japan, Korea American Association of Greater NY, Kuwait, Liechtenstein, Norway, Mauritius, Peace Building Fund, Spain, United Nations Development Programme (UNDP), UN Foundation. European Union, World Food Programme (WFP)

Thanks to this funding, more than 300,000 short term jobs have been created with UNDP support.

III. EVALUATION & LESSONS LEARNED

- a. Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no evaluation of the programme have been done yet?

A final evaluation of the project has been carried out. The results have been used by UNDP to evaluate our watershed management strategy that is being implemented in various departments in Haiti, we are now applying the lessons learned in Gonaive to other projects.

The lessons learned on the use of economic rebuilding to achieve stabilization and peace has also been applied to our social cohesion and violence reduction initiatives.

As clearly stated in the independent evaluation, the project is fully aligned with national priorities in terms of disaster risk reduction and job creation in a context of social and economical instability with positive results. As the document concludes, the project in Gonaives has contributed to reduce the risk of flooding, benefit the community by the job creation opportunities and a reduction of the violence and delinquency in Gonaive.

- b. Explain, if relevant, challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources, as well as the actions taken to mitigate, and how such challenges and/or actions impacted on the overall achievement of results.

Delays were experienced in the construction of the briquette centre in Port au Prince due to an extensive delay in receiving the building permit. Although the local authority had agreed to donate the land, the procedures required to pass the land to the implementing partner allowing them to commence building took much longer than expected and was finally resolved at the end of 2011. Despite this delay, all of the machinery and equipment has been purchased and tested and will be used as soon as the centre is finalized at the end of April.

- c. Report key lessons learned that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc.,
 - **Cash for Production.** After the Earthquake, many organizations launched cash for work initiatives to collect garbage from the streets. Although necessary and useful at the time, some of these projects went on for longer than desired and some communities developed a dependency on this mode of income generation. In order to avoid this problem while continuing to develop short term job employment programmes, UNDP dedicated to switch to cash for production methodology where beneficiaries are paid according to the quantity of work carried out and not just paid on a daily rate. This has been successful and is now being used in the ongoing large scale debris management programmes.
 - **National and local ownership of the projects helped to increase accountability and ensure sustainability.** Projects which ensured buy-in and participation from the local authorities by allowing them to lead to selection of public works were more successful. Although in some cases it took time to negotiate with local authorities on the selection of beneficiaries and the selection of public works which lead to delays in the proposed timeframe, once the National and local authority was on board, project implementation was smoother.
 - Where possible, **emergency cash for work initiatives should be compatible with pre-existing government development plans**
 - **High community participation helps to maintain motivation of workers.** Carrying out small community projects with beneficiaries from the community helps to ensure commitment to the job and motivation. Having team leaders from the community to encourage and animate workers also helped to keep up the rhythm. Local youth were particularly implicated in maintaining high morale among workers.
 - **Community Contracts.** The important role played by the community in the economic revitalization has to be recognized, explored and exploited. Strengthening the capacity of community based organizations and helping them to register, open a bank account, manage

funds is an important step to ensure community leadership of the recovery and development process.

- **Investment in training of team leaders and supervisors on theoretical and practical issues helped to increase quality of public works.** Although most public works were small scale interventions, training of supervisory staff on techniques, Disaster Risk Reduction, climate change risks and relevant public policies on environmental management helped to ensure commitment to adequate construction standards.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1: Support job creation programmes and sustainable employment generation							
Output 1.1 Quick employment generation through rehabilitation / construction of stonework for protection against flooding	Indicator 1.1.1		15,350 job created	<p>Protection of 616 hectares of watersheds against hydro-erosion thus increasing prevention against flooding in future rainy/hurricane seasons. 11 collectives of agricultural workers were trained in the construction of anti-erosive nets for watersheds.</p> <p>This initiative created employment for 7420 high intensity labor workers (40% women) were employed for more than a month under this programme giving a total of 14,840 short term jobs (based on 2 weeks period)</p>		Field visits, reports	
Output 1.2 Reduction of soil erosion in key agricultural areas resulting in sustained land management and disaster mitigation	Indicator 1.2.1		1,000 ha of eroded land restored	824,794m ditches have been prepared in order to manage river flow and reduce soil erosion. Reforestation and planting of plants in order to protect 29 Ravines.		Field visits, reports	
Output 1.3 Increase access to water in rural areas and improved sanitation	Indicator 1.3.1		Water systems rehabilitated in targeted areas	423 water basins have been created in order to retain around 36,920m ³ of water. Given the improvement in the overall watershed management, the water systems have an increased		Field visits, reports	

				storage capacity thus improving access to water for the community.			
Output 1.4 Sustainable revenues for 350 families:	Indicator 1.4.1		350 new jobs created	430 jobs have been created in the framework of the garbage collection and recycling process. More than 35 tons a day of garbage is collected to be recycling.		Field visits, reports	
Output 1.5 Community mobilization to raise awareness and sensitize the target population on peace building and conflict resolution	Indicator 1.5.1		Community participation in awareness and sensitization meetings	Community participation in all meetings and community ownership of the project		Field visits, reports	
Output 1.6 Capacities enhanced of community organizations in conflict resolution	Indicator 1.6.1		Trainings to community organizations on conflict resolution methodologies	500 community members trained on conflict resolution methodologies.		Field visits, reports	