HAITI RECONSTRUCTION FUND
PROJECT DOCUMENT

UN Organization Beneficiaries: UNDP, UN-Habitat & ILO	**Priority Field/Sector:** Rubble Management
Program Focal Point: **Name:** Jessica Faieta, Senior country Director, UNDP **Address:** Zone 5, Logbase, MINUSTAH **Telephone:** +509 3484 2026 **Email:**Jessica.faieta@undp.org	**Main Ministry of other national entity:** Ministry of Public Works, Transport and Communication (MTPTC) **In collaboration with:** MPCE, Municipalities from the Metropolitan area, , Community Based Organizations, NGOs
Program # Award ID: 60216 Project ID: TBD	**Program Duration:**18 months **Estimated Starting date:**May 1st, 2011
Program Name: Debris Management in support to the return home of populations affected by the earthquake in Port-au-Prince	**Area(s) covered by the Program:** Areas recommended by the MTPTC and the municipalities of the Port-au-Prince metropolitan area including Bolosse, Turgeau, Gros Morne, Nerette and others in accordance to needs and complementarities with other partners and ongoing initiatives.
Program Description: The project contributes to the rehabilitation of urban areas of Port-au-Prince affected by the earthquake, through the implementation of an system of debris recycling, removal and processing. While contributing to the reactivation of local economies, the project will manage debris from targeted areas, emphasizing on reuse and recycling options in situ and arranging transportation to areas of landfill and debris processing to reduce the risks associated with uncontrolled discharge of debris. The project addresses the main priorities identified by the Interim Commission for the Reconstruction of Haiti, the removal of debris being a pre-requisite for most recovery and reconstruction activities.	**Total cost of Program:** USD 25,000,000 **HRF:** USD 25,000,000 **Matching contribution of the Government:** **Others:** **TOTAL:** USD 25,000,000

Results and Key Activities:

Overall objective:

Support the safe return of displaced families through the rehabilitation of affected neighbourhoods. The implementation will adopt an integrated and participatory approach (social mobilization) that will contribute to the reactivation of local economies (job creation) particularly through debris removal activities (debris removal).

Immediate objectives:

The immediate objectives of this project include:

- Social mobilization (UN-Habitat) of affected communities for the participatory definition of debris removal plans for their neighbourhoods;
- Debris Management (UNDP): demolition of unsafe structures (red houses), the management of debris in areas of intervention;
- Job Creation (ILO): Employment opportunities for affected communitiesby the reuse of recyclable debris and reactivation of social economies through the creation and support to small and micro enterprises.

Expected results:

1. Community participation, social cohesion and capacity development of local institutions.
2. More than 7,000 structurally damaged building (tagged as red houses) will be safely demolished.
3. Over 625,000 m3 of debris will be removed and managed.
4. At least 300,000 m3 of debris will be recycled.
5. A minimum of 3,000 people will be benefit from the income generating activities (HIMO) and support to small and micro-enterprises
6. Local economies will be revitalized thanks the direct and indirect benefits of the project

On behalf of:	***Signature***	***Date***	***Name/Title***
National authority	_____	_____	Jean-Max Bellerive, Premier Ministre,
UN Organization Beneficiary	_____	_____	Jessica Faieta UNDP Country Director
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SITUATION ANALYSIS AND CONTEXT

The earthquake of January 12, 2010, caused serious damage to Port-a-Prince and other communities located in the southern part of the metropolitan area, as well as a Léogâne, Petit-Goâve, Grand-Goâve, Gressier and Jacmel. The destruction of buildings and infrastructure created extremely large amounts of debris/rubble which must be removed before reconstruction works can begin.

The vast majority of the population living in tents and transitional shelters are from vulnerable and precarious areas. Before the earthquake these areas sheltered some 80% of the population. Because of the high density of these areas, affected populations were forced to seek refuge in the surrounding streets and public spaces in their neighbourhood. These areas have never been provided with adequate state support. Consequently, communities have organized themselves and together seek ways to ensure provision of basic services in the neighbourhoods. This results in the creation of community base organizations that are the main force of informal neighbourhoods. Every neighbourhood has its own economic dynamic and structure, most often linked to opportunities for access to income generating activities outside the neighbourhood; these opportunities have been significantly reduced in the aftermath of the earthquake.

Supporting the return of the displaced population to their former homes has been defined as a priority to address the problem of camps and the occupation of public spaces/places. This approach was initially promoted by President René Préval, with the pilot operation of the Champs de Mars aiming at supporting the return of occupants to the neighbourhood of Fort National. This initiative has shown the importance and complexity of debris management and laid the foundation on which build this project to extend the 'safe return home' strategy to other neighbourhoods.

Currently, there are no facilities in Port-au-Prince capable of receiving and processing the high quantities of debris estimated at 10 million m^3 for all Haiti. Given the lack of an officially approved Debris Management strategy in Haitiand despite of the coordinating efforts of the Debris Management Working Group (part of the Early Recovery cluster), Government, some military contingents and NGOs have initiated actions for debris removal, systematic consideration of the debris/rubble issue requires the mobilization of excavation equipment adapted to neighbourhoods, High intensive labor (HIMO) and identification by the authorities of sites for removal, processing and permanent dumping.

Debris removal cost is estimated at more than $400 million according to the Debris Management Working Group and will require about than three (3) years of work, as per estimate from the same group. Although there is a first interesting demonstration UN joint programme in Carrefour Feuille jointly implemented by UNDP, ILO and UN-Habitat, for the moment there is no strategy

to recycle and reuse debris in situ (inside neighbourhoods). According to available studies, a substantial part of it can be processed and reused for structures of risk mitigation (flood control, stabilization of slopes), paving blocks, filling or improvement of roads. Studies are also underway to investigate the possibilities of recycling of debris in the manufacture of construction materials and establishing quality standards and controls by competent authorities to ensure the proper use of recycled materials. These initiatives of reusing debris would considerably help reduce the volume of debris to be removed and by the same token reduce rehabilitation/improvement costs of infrastructure and overall reconstruction.

Map 1: Location of the 10m3 of debris

Zones :	A	B	C	D	E	F	G	H	I	J	Total:
Signalisat	14673	6732	3447	8789	26066	3350	3231	11244	7719	6166	121417
No tag	73	20	291	25	160	14	10	59	13	72	737

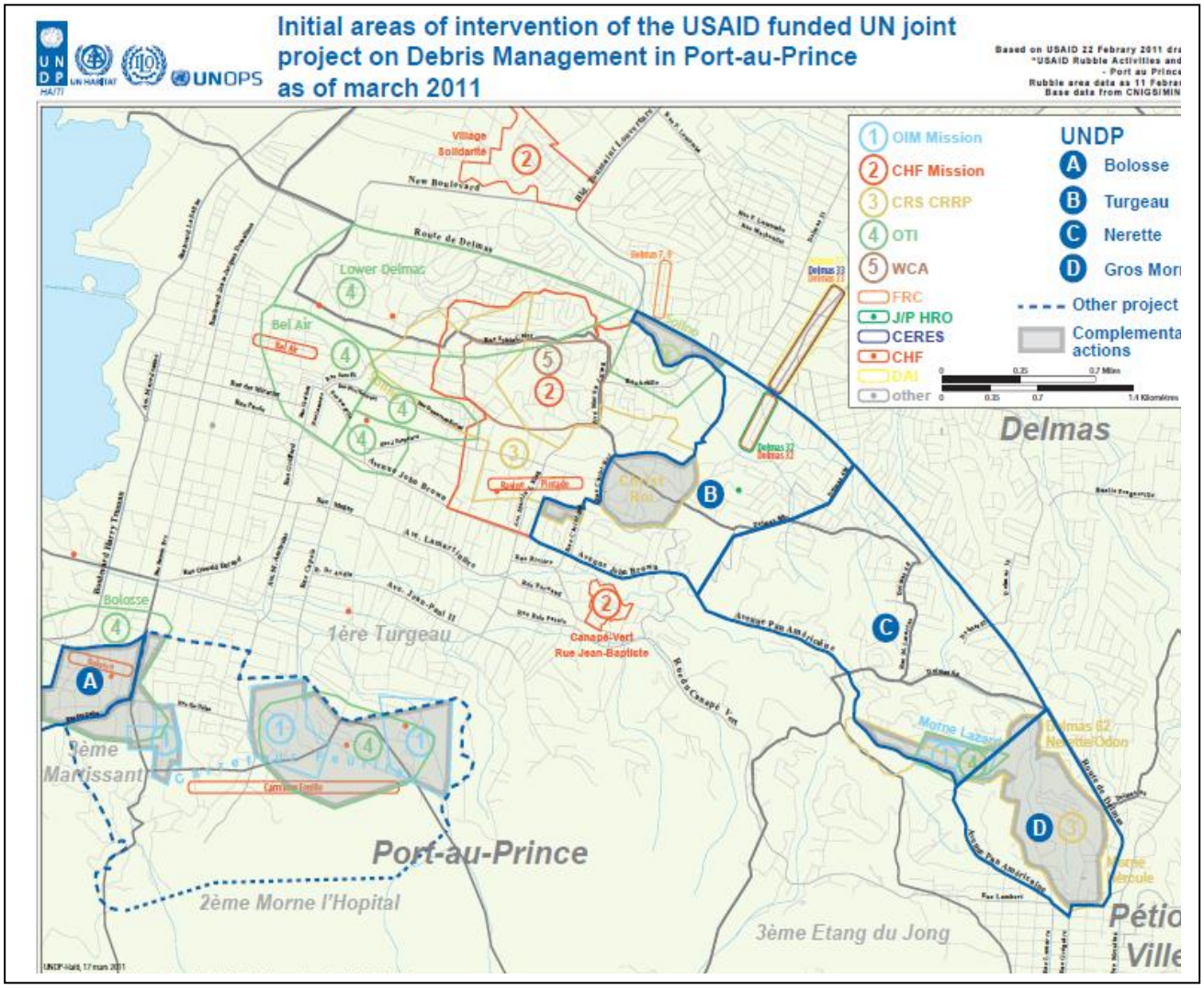
Accumulated construction debris does not consist only of concrete. They also contain several other materials, such as damaged appliance pieces, oil products and hazardous materials such as asbestos, bleach, and domestic gas, hospital garbage, etc. Uncontrolled landfills can cause environmental damage and hazard to public health.

Positive experiences and lessons learned from other initiatives (a.i. UNDP project in Leogane, USAID/CHF in Nazon and project information from the Debris Management Working Group partners, etc.) will be incorporated in this programme. The importance of involving the community in the debris management plan, combining manual labour with heavy machinery or registering land and housing tenure through participatory enumeration processes are some of the lessons learned that will be applied to this initiative.

The area of intervention of this particular project has been identified thanks to open discussions on priority areas with the Ministry of Public Works (MTPTC) the Municipalities of Port-au-Prince, partner agencies (UN-Habitat, ILO and support from UNOPS) and other organizations engaged in debris removal activities, particularly those participating in the Debris Management Working Group (DMWG) and those directly funded by USAID.

Selection criteria include:
1) Areas where there are very few debris removal ongoing activities,
2) Huge level of devastation and high number of structurally damaged houses
3) Project implementation feasibility given the number of actors ready to work in the area,
4) Poor neighbourhoods,
5) Possibility of using a combined approach of manual labour and heavy equipment,
6) Zones where ongoing dynamics such as community participation and existing needs require project intervention

Map 2: Initial project areas for intervention



2. PROGRAM JUSTIFICATION, RATIONALE & APPROACH

The removal of debris is a pre-requisite for the rebuilding of neighbourhoods. When this activity is based on a community planning exercise that defines the future of the neighbourhood, debris management can be instrumental to lay the ground and contribute to neighbourhood improvement projects. Once removal of debris is completed, displaced persons will be able to access secure transitional shelter or rebuilt houses and to leave the temporary camps.

Storage and recycling sites will be installed in the neighbourhoods. Recycling of debris in the neighbourhoods will produce materials to be used in the implementation of mitigation measures and reconstruction. These activities will decrease significantly the volume of debris to be removed.

Given the topography and access condition of destroyed neighbourhoods, the project will use different site gears/equipment (crushers, debris sorters etc.) installed in the vicinity of the building. The size and capacity of these devices will be adapting to the nature of sites to be cleaned combining High intensity labour from the community with small and big machinery as needed. The project will evaluate the costs/benefits of rental or purchase of such gears/equipment.

Due to the characteristics of the terrain in the areas of intervention, the nature of the settlements and urban arrangements as well as the typology of houses and buildings, the project will put in place a mixed approach that will combine manual labour and heavy machinery. Experts and skilled workers will demolish red houses in a safe manner. Community workers will then be employed to transport the debris from the land plots to the roads and accessible areas for trucks and heavy equipment. Recyclable debris will be handled on the spot by small and micro enterprises (also supported by the project) while the non recyclable/resusable rubble will be transported (and monitored and tracked) to environmentally certified dump sites. This combined methodology will allow the community to be a driving force in the reconstruction of their neighbourhood at the same time that will inject cash directly in the community thanks to the employment of local workers for the transportation of debris.

In addition to that, more revenues will stay in the community thanks to the creation and support of debris related enterprises and the indirect benefits (food vendors, street merchants, drivers, fuel vendors, etc.) that the project will bring to the whole community. As project activities develop, debris recycling activities can lead to other sort of income generating activities such as waste management or heavy equipment operations. In this sense, rapid assessments on new income generating opportunities will be developed together with small vocational training programmes for the beneficiaries, including both men and women. Additionally, support to

micro and small enterprises, not necessarily debris related, could be considered in support to the reactivation of local economies.

Debris that cannot be recycled and reused in the neighbourhoods –about 32.5% of the total according to the Debris Management Working Group estimations- will be evacuated to central sites. These central storage and debris processing sites will be considered focal points for landfill in authorized sites, thereby discouraging the wild spill of debris in non-appropriate areas. These facilities will aim at facilitating the reuse of debris and provide part of the raw materials needed for the reconstruction / repair filling of roads.

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The project also aims at reviving economic activities within targeted areas with the creation of income generating activities (creation of micro-businesses). On one hand, and taking into account lessons learnt and experiences of similar experience with debris management in Leogane, the project will require the work of approximately 10,000 man/days from the communities that will help to move debris from collapsed houses to ravines and roads. This will provide about 800-1,000 short term employment opportunities to men and women (at least 40%) working in brigades of 23 people during two weeks (12 working days) having positive direct impact in approximately 4,000-5,000 people.Should feasible, elderly capable and willing to work and other disadvantage people will participate in the debris brigades as well when pertinent. On the other hand, debris recycling is a substantial component of the project. The International Labour Organization (ILO) pillar will provide technical and financial support for the creation of small and micro enterprises in the community which will aim to create income generating opportunities for 2,000 workers (women and men).

The third income generation opportunity will be linked to the possibility of quality processing and safe trading of recycled debris. As permanent housing and house repairs initiatives gradually increase, along with the reconstruction of affected neighbourhoods, the demand for processed debris for backfilling, paving blocks and other non-structural purposes will also grow. Agreements with the Municipalities and national institutions such as MTPTC will be pursued for establishing solid partnerships where national institutions could use crushed debris for infrastructures works such as roads and canals. This will most likely lead to an additional source of income generating activity for project beneficiaries. The possibility of making bricks out of recycled debris is still under consideration and the Debris Management Working Group technical team is currently seeing different experiences, approaches and studies. In the meantime, UN joint project will ensure that recycled material are resistant enough and sufficiently tested and certified by a competent authority before allowing the commercialization of the products and its use for structural purposes.

Alongside these concrete emergency actions, the project will strengthen ongoing dialogue with the Haitian Government authorities to lead to an overall strategy of debris/rubble processing and

removal. This strategy will determine the course regarding the property of debris and by-products (for example: gravel, steel and large/big aggregates) that will be generated on transformation sites, which are useful elements for reconstruction and have a marketable value.

The issue of debris removal, though a priority, very visible and involving large regions/areas of the Republic of Haiti, faces challenges like: a lack of practical experience framework policy, information management and sharing, financial support and institutional response which needs to be strengthened.

In addition to community planning exercises, currently, the Government is preparing a strategic urban plan for the reconstruction of Port-au-Prince led by the MPCE with the support of UNDP and UN-Habitat. This project will be articulated through this plan. The MTPTC and MPCE will ensure the interface of this project and joint activities in the global plan.

The overall objective of this project is to contribute to the rehabilitation of urban areas of Port-au-Prince affected by the earthquake, through the implementation of an overall system of debris recycling, removal and processing. Debris management will be organised to contribute to priority actions aiming at improving the living condition in the neighbourhoods. The project aims at managing debris from targeted areas, emphasizing on reuse and recycling options in situ and arranging transportation to areas of landfill and debris processing to preserve the public interest by reducing the risks associated with uncontrolled discharge of debris.

The project will ensure that the gender aspect is reflected and taken into account at the level of all project activities.

It will be necessary for the MPTPC to ensure proper coordination and interface between the Government and the municipalities for any matter which relates to the strategic urban plan and the reconstruction of the regions. It is also essential that municipalities be ready to accompany the process of implementation of the project throughout its lifetime.

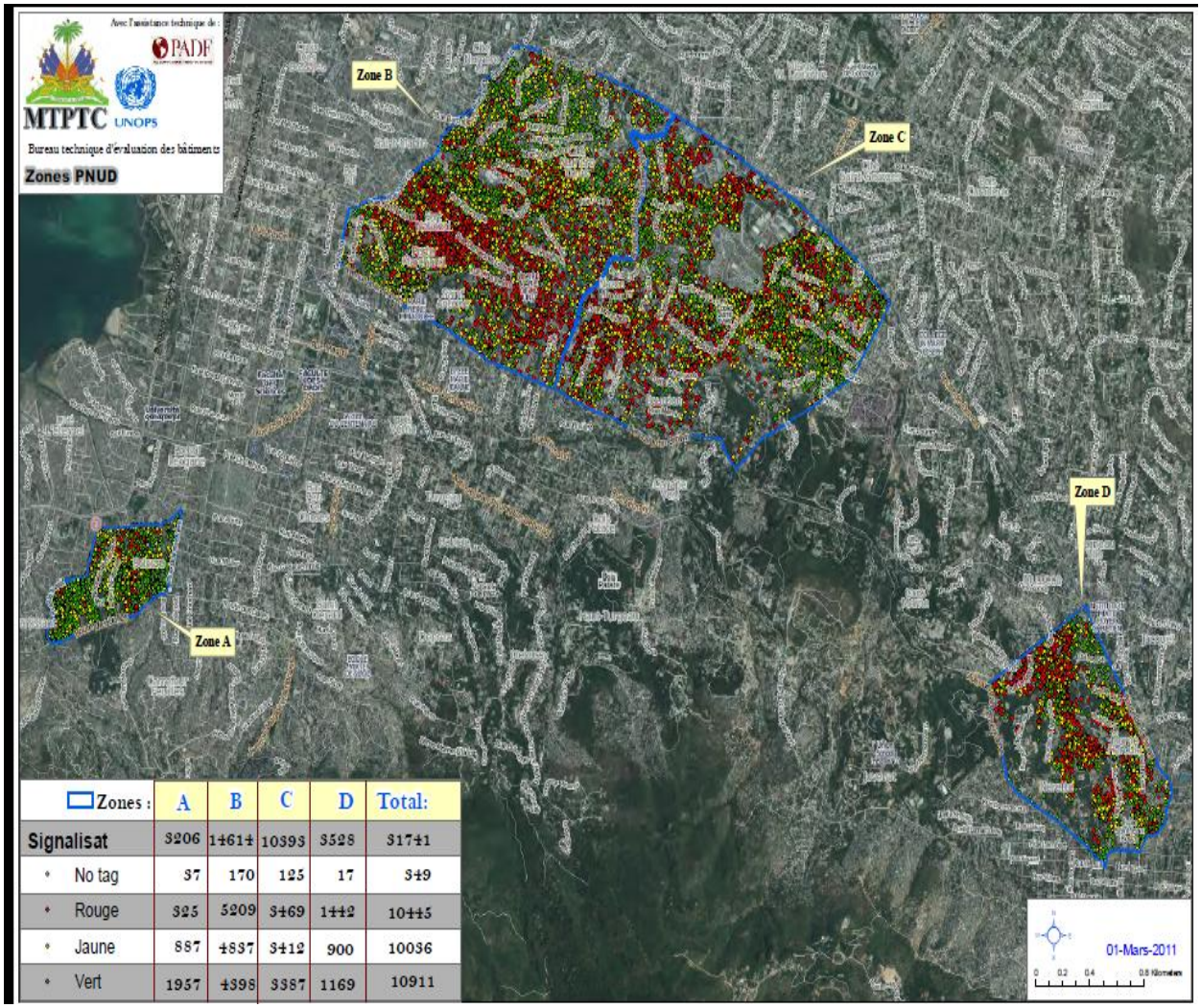
In addition to the project implementation, priority will be given to the consolidation of the methodology that will focus in particular on the following:

1) Replication of the experiences learned;
2) Contributing to implementing priority projects identified through community planning aiming at improving the living conditions of the targeted population;
3) Increased efforts in order to contribute to the creation of productive and sustainable jobs; and
4) Consolidation of efforts made related to the creation/development of small and medium enterprises and socio-economic revival of communities affected by the disaster.

The **Specific Objectives** of this program are as follows:

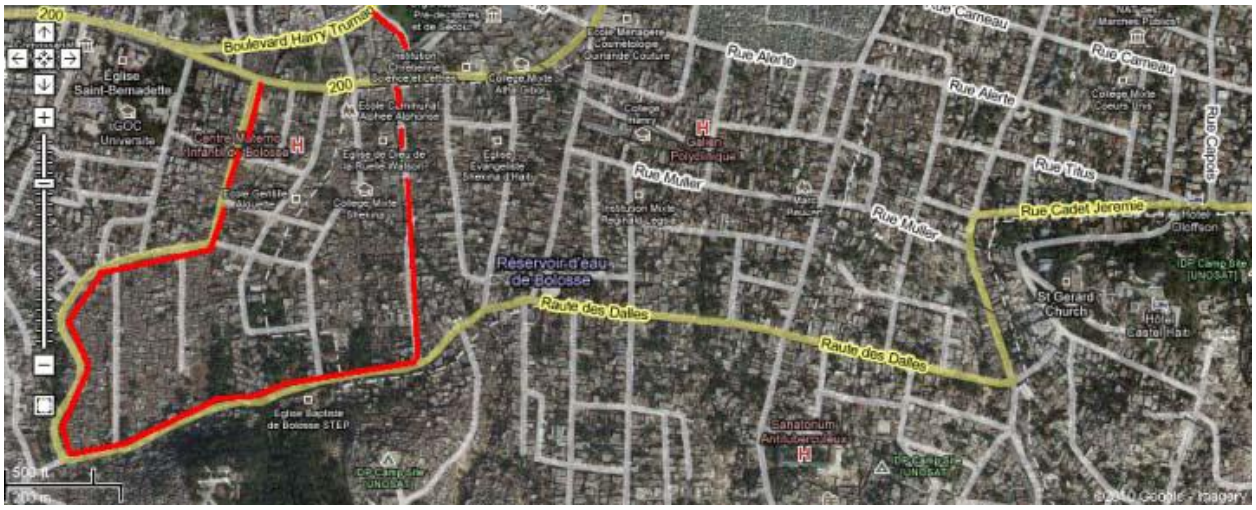
- Social mobilization (UN-Habitat) of affected communities for the participatory definition of debris removal plans for their neighbourhoods based on community planning exercises;
- Debris Management (UNDP): demolition of unsafe structures (red houses) and the management of debris in areas of intervention;
- Job Creation (ILO): Employment opportunities for affected communities, reuse of recyclable debris and reactivation of social economies through the creation and support to small and micro enterprises.

Localization: Areas recommended by the MTPTC and the municipalities of the Port-au-Prince metropolitan area including Bolosse, Turgeau, Gros Morne and Nerette and others in accordance to needs and complementarities with other partners and ongoing initiatives.



Zones :	A	B	C	D	Total:
Signalisat	3206	14614	10393	3528	31741
• No tag	37	170	125	17	349
• Rouge	325	5209	3469	1442	10445
• Jaune	887	4837	3412	900	10036
• Vert	1957	4398	3387	1169	10911

Bolosse: Area between Boulevard. Jean-Jacques Dessalines and Str. Des Dalles and StMonseigneur Guilloux, Str Sainte Bernadette and Str Malet.



Nerette (Petionville): Area between Highway Delmas 60, Str. Delmas, Str. Rue Pavée, Str. John Brown Avenue, Str. C.

Nerette Neighborhood

Replication: This project is the second phase of an innovative demonstration project in Carrefour Feuille. Hence, this initiative builds on existing experiences and lessons learned that, with the implementation of this project, will be systematized and contribute to the definition of strategies and policies. These actions will benefit from previous experiences on community planning, recycling and reuse options, the technical means to implement, the cost of debris removal and storage, the creation of income generating activities, the challenges facing legal and institutional constraints and how to overcome them, best practices etc. Based on lessons learned from previous demonstration activities, it will thereby be possible to develop an overall strategy for debris management and replicate these activities throughout the affected areas.

Project activities will support:

i) Social mobilisation in order to conduct community planning exercises identifying priority actions aiming at improving the leaving conditions of the targeted population;
ii) Debris pick-up, sorting, processing and reuse in demonstrationneighbourhoods that will be determined by reconstruction and town planning plans for each zone;
iii) The creation of micro-enterprises, including the option of supporting a small business;
iv) The removal of debris that cannot be recycled and/or used for reconstruction purposes, toward controlled sites and landfills;
v) The preparation of sites, including the implementation of security and environmental measures necessary to manage debris processing. Recyclable materials will be sent to processing sites and those that are not, will be sent to landfill with consideration of sites already identified by the Government and partners – as the World Bank has for Truitier;
vi) Detailed operational procedures to be developed to deal with every possibility or contingency and guide all stakeholders towards the most efficient management and better debris processing;
vii) Capacity Building and Vocational Training in trades related to recycling, construction of houses and community infrastructure and other related income generating activities if pertinent.

Communication: Given the fact that the project aimed at consolidating a change in behaviour and definition of best practices, it will be of high importance to develop a specific communication strategy. A community engagement strategy and a specific schedule for joint communications from authorities and stakeholders towards target populations will help to influence the behaviour of those communities. Regular and precise documentation and consolidation of specific lessons learned will facilitate the replication of the project in other areas.

Execution modality: This project will be jointly implemented by UNDP,UN-Habitat and the International Labor Office (ILO) with support from UNOPS, which will ensure the mobilization of technical assistance (national and international), necessary equipment, by promoting the involvement of NGOs already working in target areas and strengthening the capacity of women entrepreneurs, local labour and communities.

Support to the priorities and strategies of the Haitian Government and SNU

The project has been identified as one of the first five (5) priority actions that are to be implemented in the initial period following the earthquake. Removal of debris being one of the pre-requisite for most rehabilitation and reconstruction efforts, this activity is part of the primary priorities identified by the Interim Commission for the Reconstruction of Haiti (ICRH).

The system of the United Nations in Haiti developed an 'Integrated Strategic Framework (ISF)' for the 2010-2011 period. This tool will alleviate the fact that the Development Plan framework (UNDAF) was developed before the emergence of the challenges resulting from the earthquake. The ISF under the "Territorial Development" pillar therefore includes support to debris management (as per priority 4.1.1.1), cleansing and processing, included in the National Plan of Action for the Rehabilitation and Development of Haiti (PNARDH). This project directly addresses this priority.

It is important to note that the project also directly contributes to the overall strategy of the Haitian Government for the management of debris, which is currently being developed, with the support of the Debris Management Working Group and the Early Recovery cluster. This project will coordinate its activities and transfer its experiences to other government officials, representatives of the United Nations and private entrepreneurs who will be involved in the implementation of the Strategy.

LOGFRAME

Objectives	Indicators Objectively Verifiable	Verification Means	Main Assumptions
Overall objective: The removal of debris will contribute to the rehabilitation and economic revival, as well as the reinforcement of livelihoods in affected urban areas of Port-au-Prince. This strategy will rely on the capacities/skills of organizational/ corporate structures working in those areas, especially local and international NGOs with strong experience in project implementation patterns within urban deprived environments	1) At least 625,000 m^3 of debris are removed & reused as a result of project activities, within the project areas in Port-au-Prince. 2) At least 3,000 persons in communities affected by the earthquake have access to jobs through the implementation of the project (HIMO and support to small and micro enterprises) for the rehabilitation of their neighbourhood	**Sources:** 1. Official data on debris removal 2. Project documentation 3. Interviews with community members 4. Project reports issued by UNDP, UN-Habitat& ILO 5. Project reports issued by the Government 6. Government Statistics	1. The Government has the capacity to lead the process of immediate recovery 2. Necessary political support provided 3. Local communities organized 4. No other disasters occurring in area 5. Stable security in project area 6. Involvement of area committees and NGOs 7. Availability of equipment to process debris (heavy equipment, stone crusher, etc) 8. Availability of sites for ongoing debris & waste removal 9. Infrastructure works launched in Port-au-Prince 10. Customs offices

Immediate objectives: 1) Social mobilization (UN-Habitat) of affected communities for the participatory definition of debris removal plans for their neighbourhoods based on community planning exercises; 2) Debris Management (UNDP): demolition of unsafe structures (red houses) and the management of debris in areas of intervention; 3) Job Creation (ILO): Employment opportunities for affected communities reuse of recyclable debris and reactivation of social economies through the creation and support to small and micro enterprises.	1. Debris removal & management are aligned with areas restructuring plans 2. At least 80% of debris is removed in the areas of intervention, 18 months after project start-up. 1. 25% of people employed received a training certificate 2. Income of families employed by the project increases by 10% at least.	**Sources:** 1. Official data on debris removal 2. Project documentation 3. Interviews with community members 4. Project reports issued by UNDP, UN-Habitat& ILO 5. Project reports issued by the Government 6. Government Statistics	operating properly 11. MTPTC assumes its role of coordination & interface between the Government and the municipality regarding the master plan & reconstruction activities 12. Municipalities are ready to accompany the process of project implementation 13. Local & international NGOs are well integrated in project activities

Expected Results: **Social mobilization and neighbourhood planning (UN HABITAT)** **1. Community plans are developed and validated by the community and project key partners especially the communes**	**1. Local communities & municipalities are supporting debris removal within project areas** **2. Agreements signed with local communities**	**Methods:** **1. Interview with key partners** **2. Ongoing follow-up / monitoring** **3. Project evaluation** **Sources:** **1. Official data on debris removal** **2. Project documentation** **3. Interviews with community members** **4. Project reports issued by UNDP, UN-Habitat& ILO** **5. Project reports issued by the Government** **6. Government Statistics**	**1. Local communities organized** **2. Political support** **3. Stable political situation** **4. No other disasters occurring in project area** **5. Stable security in project area** **6. Involvement of area committees and necessary INGOs.**

Activities (UN-Habitat) 1.1 Build/Develop capacities of communes and community base organisations within the project areas	1. Community Resource centres established within project areas 2. Community Resource Centres are able to manage local teams		
Activities (UN-Habitat): 1.2 Diagnostic for all project areas:	1. Profiles include information about: a. Target population /census of beneficiaries b. List of partners c. Assessment of economic recovery capacity d. Land tenure situation e. Estimated volume of debris f. Estimated needs for houses construction g. Environment impact evaluation h. Identification of risks & mitigation measures	1. Neighbourhood profiles of project area	

Activities (UN Habitat) 1.3 Enumeration process through community participation	1. Management plans for areas take into account at least 80% of issues identified through assessments		
Activities (UN-Habitat) 1.4 Community agreements	1. Community agreements include: a. Neighbourhood restructuring plan b. Temporary sites for waste & debris sorting c. Sites for the storage & production of building materials and facilities for waste management d. Creation of spaces/ places for social services (education & health) e. Recovery/creation of public spaces/places f. Spaces/places to facilitate public/private interaction for the creation of economic activities	1. Plans for debris management are aligned with areas restructuring plans	

Activities (UN-HABITAT): 1.5 Develop a communication plan at the community level	1. Local communities and central government participated in the design of the communication plan and approval process		
Activities (UN-HABITAT): 1.6 Organize sharing experiences	1. Project experience is shared with partners & other institutions		
Activities (UN-HABITAT): 1.7 Mobilize media, public and community means for mass communication	1. Key media identified 2. Key messages developed for communication thru the media.		
Activities (UN-HABITAT): 1.8 Key messages and relevant information on project broadcasting	1. All partners received regularly updated info on project. 2. Project info shared with media.		
Activities (UN-HABITAT): 1.9 Assessment of the populations' understanding & acceptation of messages	1. Questionnaires for interviews developed 2. Interviews outcomes shared with the populations 3. Evaluation reports issued.		

Expected Results (UNDP): **2. Demolition of unsafe structures (red houses) and the management of debris in areas of intervention;**	**1. Local strategy for debris management is shared with all partners** **2. Communities agree with scheduled activities for debris removal, sorting and transportation.** **3. Measures implemented to mitigate environmental impact.**		**1. The Government has the capacity to lead the process of immediate recovery** **2. Availability of equipment for debris processing (stone crusher & heavy equipment)** **3. Availability of locations to permanently store debris and waste** **4. Launching infrastructure works** **5. Customs offices operating effectively**
Activities (UNDP) 2.1 Steering Committee for ongoing projects	1. Project is implemented in an efficient way & according to work plan.	1. ToRs of the Steering Committee	1 Engagement and regular participation from all relevant parties is ensured
Activities (UNDP) 2.2 Process validation and community engagement initiatives	1. Communities in zones of interventions agree and participate in project activities	1. Agreements with community	1. Results relay on the result of the social mobilization process 2. Complementarities with other initiatives are reinforced
Activities (UNDP): 2.1 Sites identification for: a. infrastructure works to facilitate debris	1. Sites for permanent storage of debris are selected with the help of the Government	1. Site maps 2. Site assessments and reports	1. Project manages to find adequate land sites for the debris management activities 2. Local authorities

transportation. b. Identification of areas for permanent storage of debris.	2. Agreements signed with partners for the use of debris in infrastructure works.		allow the project the use of identified land sites
Activities (UNDP): 2.2 Establishment and management of landfill and debris processing sites	1. Identification of sites on the basis of environmental impact studies and the relevance of locations in terms of transportation 2. Sites are prepared, taking into account security measures, environmental impact mitigation and access ways 3. Operational procedures for sites are established, including processing, quality control and certification of recycled products.		
Activities (UNDP): 2.3Debris management plans and sites identification for: a. infrastructure works to facilitate debris	1. Sites for permanent storage of debris are selected with the help of the Government 2. Agreements signed with partners for the use of debris in		

transportation. b. Identification of areas for permanent storage of debris.	infrastructure works.		
Activities (UNDP): 2.4 Demolition and Removal planning combining HIMO and heavy equipment	1. Feasible and environmentally friendly demolition plans prepared 2. Feasible and environmentally friendly Debris removal plans	1. Demolition plans 2. Debris removal plans	
Activities (UNDP): 2.5 Demolition implementation with heavy equipment	1. At least 80% of structurally damaged houses are demolished in a safe manner 2. More than 6,000 houses will be demolished	1. Demolition reports 2. Demolition maps	1. House owners and land properties issues are solved through enumeration process and social mobilization 2. House owners private interests don't prevent the project from demolishing the majority of red houses
Activities (UNDP): 2.6 Debris removal implementation with heavy equipment	1. At least 80% of debris in areas of intervention is removed according to the plans 2. About 300,000 m3 of non recyclable rubble will be disposed	1. Project reports 2. Information from debris tracking system	1. House demolition activities are implemented according to the plan

Activities (UNDP): 2.7 Establishment and management of landfill and debris processing sites	1. Identification of sites on the basis of environmental impact studies and the relevance of locations in terms of transportation 2. Sites are prepared, taking into account security measures, environmental impact mitigation and access ways 3. Operational procedures for sites are established, including processing, quality control and certification of recycled products.		
Activities (UNDP): 2.8 Develop a schedule and work plan for the reuse of debris, where the responsibilities of each partner are defined	1. The program of debris removal is approved by the communities and the government.		
Activities (UNDP): 2.9 Short term employment for community affected families for the debris	1. About 10,000 person/days employments will be created	1. Payrolls to brigade workers 2. Training	

removal through Manual Labour (HIMO)	2. Almost 1,000 workers, both men and women, will be employed in the brigades (1 brigade = 23 people)	certificates	
Activities (UNDP): 2.10Equipment for debris management through HIMO	1. All short term workers are properly equipped to undertake their job in a safe and efficient manner	1. List of equipment distributed to workers	1. Equipment will be purchased locally when possible 2. Importing procedures don't hinder project implementation
Activities (UNDP): 2.11 Capacity development for MTPTC and national authorities according to their needs	1. A capacity development and assistance plan is developed with the participation of MTPTC partners. 2. Technical assistance is offered to reinforce national capacities for the debris management and recycling		
Activities (UNDP): 2.12 Publication of lessons learnt and relevant information	1. Relevant project information will be published	1. Published materials	

Expected Results: 3. Job Creation (ILO): Employment opportunities for affected communities by the reuse of recyclable debris and reactivation of social economies through the creation and support to small and micro enterprises.	1. Income of families employed by the project increase at least by 10% 2. 80% of debris is removed within project implementation areas, after 12 months of project implementation 3. About 1,000 persons employed per area, for debris removal, recycling works and other initiatives when pertinent 4. 25% of people employed by the project received a training certificate 5. 300.000 m^3 of debris processed, recycled or reuse		1. The Government has the capacity to lead the process of immediate recovery 2. Availability of equipment for debris processing (stone crusher & heavy equipment) 3. Availability of permanent storage locations 4. Launching infrastructure works 5. Customs offices operating in an effective way. 6. Local communities organized & capable to make consensual decisions 7. Institution and partners show interest for this experience 8. The process of populations returning home is monitored in project areas
Activities (ILO): 3.1 Job creation opportunities assessment in project areas	1. Job creation opportunities, gaps and risks in areas of intervention will identified	1. Job creation opportunities assessment for project areas	9. Community workers continue to support project through the duration of the project.

Activities (ILO): 3.2 Beneficiary identification and hiring process	1. More than 2,000 people living in zones of intervention will benefit from the support to small and micro enterprises 2. Demolition teams for houses & debris removal are established 3. Teams for debris transportation are established 4. Sorting teams are established 5. Teams responsible for solid waste management are established 6/ Teams for debris recycling are established.		
Activities (ILO): 3.3 Purchase of equipment for debris processing and tools & safety equipment for community workers	1. Each worker is provided with safety equipment 2. All areas are provided with necessary machinery for debris processing & recycling, according to existing plan		
Activities (ILO) 3.4 Hiring & training of controllers responsible for project areas	1. List of trained controllers 2. Training certificates		

Activities (ILO): 3.5 Job creation for recycled debris & reuse of recycled materials	1. Income of families employed by the project increase by at least 10% 2. Agreement reached with community people for job creation.		
Activities (ILO): 3.6 Vocational training in relation with local needs for debris removal & reuse (grants provided for the creation of micro-enterprises & self-employment opportunities)	1. Talks engaged with communities for training opportunities (agreement reached) 2. Agreements signed with local training centres / institutions 3. Vocational training courses held for community people		
Activities (ILO): 3.7 Quick studies on economic support opportunities for the reactivation of local economies	1. Economic opportunities for the reactivation of local economies identified	1. Quick studies on economic support opportunities for the reactivation of local economies	
Activities (ILO): 3.8 Small community micro credit mechanism	1. Community micro-credit mechanism established and functioning	1. ToRs of the micro-credit fund 2. List of beneficiaries	

1. Program Budget

(Budget Table attached)

2. Management and Coordination Processes

UNDP will implement the 'Direct Implementation Modality (DIM)' strategy that will be the selected mechanism of project implementation. The DIM will take into account the institutional capacities, the legal framework and the context of crisis and its development. UNDP Haiti has partnered with the government agencies, civil society, private sector, the international community and the United Nations 'sister' agencies, especially UN-Habitat and the ILO which will bring their specific implementation expertise. The ability of potential implementing partners and contractors will be evaluated by the standard procedures of the UNDP.

UNDP will appoint a Project DirectorDirector who will be responsible for the day-to-day management and ensure the decision-making process for the project. Primary responsibility for the Project Director is to ensure that project produced results targeted in project concept paper, according to the required quality standards, taking into account the constraints of time and cost. In order to successfully implement activities and to continue to monitor progress made, the Project Director will be assisted by a Project Engineer who will be responsible for daily on-site supervision and, by a Liaison Officer. The Project Engineer and Liaison Officer will report directly to the Project Director.

As in previous debris management project in PaP, a Project Steering Committee will be established to ensure project quality control supervision. The Project Steering Committee is a group of persons responsible for the management decision making on a consensual basis or when instructions are requested by the Project Director, including recommendations and approval of project reviews. This includes the selection of areas based on proposal made by the Project Director, taking into account well-defined criteria pre-established. Review of project progress made by the Committee is led according to decision points set during project conception or as needed when required by the Project Director. The Project Directorwill engage talks with the Committee for decisions to make where the limits of the project (in terms of time and budget) have been exceeded. The Steering Committee of the project will, otherwise, meet on a quarterly basis.

The Project Steering Committee comprises the following elements:

- A Director – Government official who is the chairman of the group (representing the Government of Haiti);
- A Main Coordinator – that provides guidelines/directions concerning the technical feasibility of project (UNDP Director);

- A Main Beneficiary that will ensure project achievements for all project beneficiaries(the organizations of the civil society and affected populations)

Project Steering Committee makes decisions on the basis of consensus. Final decision making regarding activities and project accountability rely, however, on UNDP and must abide by its regulations, rules, policies and procedures.

Project quality control will be delegated to the UNDP Program Analyst. Quality control function will support the project Committee through regular, objective and independent project monitoring. Quality control will ensure that all necessary important steps for the management of the project are completed. Furthermore, the project will essentially rely on the participation of communities living and coming from volatile areas. It will, indeed, constitute the cornerstone of the project: management plans for debris at the level of the zones will be prepared with the active participation of communities. They will inform the communities for the planning, implementing, monitoring and evaluating of clearing, removal, storage and recycling activities.

Organizational Chart of Project: see Annex 1 below.

3. Follow-up and Evaluation

• The prioritization of activities will be made by the Steering Committee, including representatives of the Public Works Ministry, Communes, Government technical agencies, civil society as well as relevant international agencies (UNDP, UN-Habitat and ILO). Each agency will establish mechanisms for monitoring and evaluation activities, according to its own procedures and will require regular technical and financial progress reports to cross check with the information collected on the field (ground) by monitoring and evaluation teams.

• The Steering Committee will be responsible for general monitoring of the project and will meet each quarter. Agencies (UNDP, UN-Habitat& ILO) project teams will conduct regular field visits to report on the state of progress and difficulties encountered. Similarly, quarterly progress reports will be issued for the project, based on the technical and monthly financial reports supplied by partners in project implementation. Environmental audits shall be conducted in each neighbourhood. Project reviews will be conducted after three (3) and six (6) months, on the basis of detailed documentation to draw lessons for replication in other areas. A final review will be made for the project, involving all stakeholders. A final financial and technical report will be submitted three (3) months after the closing date of the project.

• The Project Director will develop a communication and monitoring plan (Plan C & S) to support the objectives of the project with details about internal and external monitoring and communication activities. The Project Director will ensure adequate follow-up of all project

activities and will have to rely on the resources of the counterparts to monitor activities, with aim to strengthen their capacities in this area. The contribution of project outcomes towards expected results will be followed by the appointed Program Analyst. Arrangements will be made for the evaluation of projects and the documentation of lessons learned during the implementation. The project Steering Committee should make recommendations for the application of assessment results, as per dialogue with stakeholders.

• Initial consultations include presentations of projects to local and national decision-makers and potentially affected populations.

• In accordance with programming policies and procedures described in the UNDP User Guide, the project will be monitored as follows:

• On a monthly basis, quality assessment will record progress towards the achievement of key results, based on specific criteria and methods of quality measurement, as described in the table below.

• A log will be held to record problems and opportunities and enabled in the UNDP electronic management system and updated by the Project Director to facilitate keeping track of problems, reach potential resolution or enforce requests for change.

• On the basis of the initial Risk Analysis presented above, a risk register will be enabled in the Atlas system and regularly updated by the assessment of the external environment which could affect the implementation of the project.

Based upon information provided above, in the Atlas:

• Project (PPR) progress report is submitted by Project Director to project Committee through the person responsible for quality, using the standard report format in 'executive snapshot'.

• A log is kept for lessons learned, enabled in the system and regularly updated to ensure continuous learning and adjustment, and to facilitate the preparation of the report on lessons learned at the end of the project.

• Follow-up / Tracking calendar to be enabled in the Atlas system and updated to ensure follow-up of management and key events.

• ***Annual Report*** **–** An annual evaluation report is prepared by the Project Director and results communicated to the Committee. A minimum requirement is that the annual assessment report is made according to standard atlas template (format) for the QPR, covering the whole year with

updated information for each item of the QPR, as well as a summary of the results obtained from pre-set objectives in terms of products/outcomes.

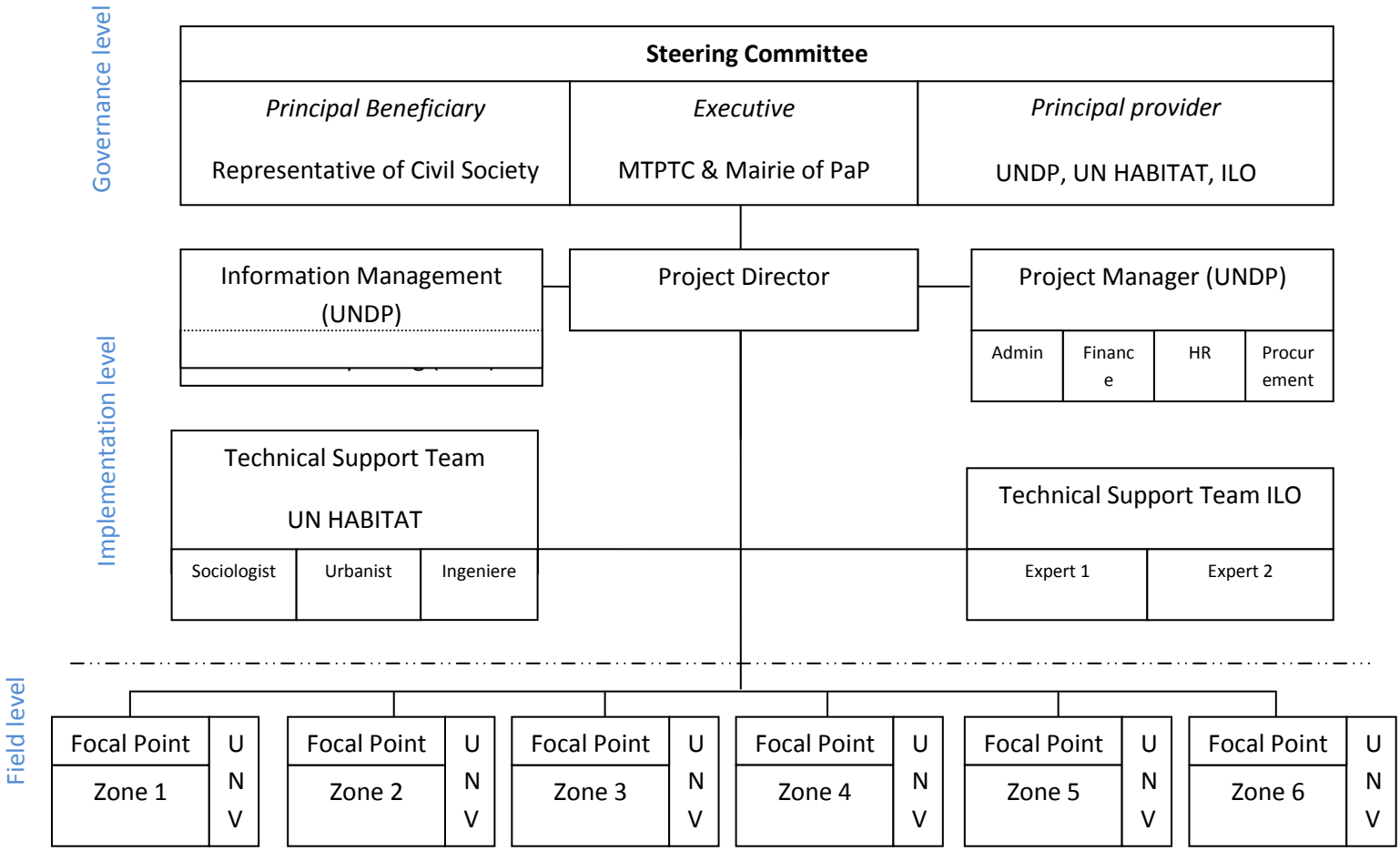
• ***Annual Review*** – On the basis of the above mentioned report, an annual review of the project will be conducted in the fourth quarter of the year or shortly thereafter, to evaluate the performance of the project and assess the annual work plan (AWP) for the following year. For the last year, this review will be a final assessment. This review is conducted by the project Steering Committee and may involve other stakeholders, if deemed desirable. It will focus on the extent to which progress is achieved towards the results, and if they remain aligned to appropriate expected results.

4. Risks Analysis & assumptions

Risk/Obstacle	Organization/Person in charge of addressing the issue
Agreement from Haitian authorities	Ministry of Public Works, Transportation & Communication – facilitate and speed up the process for reaching agreement
Disagreements arise concerning the property of debris, commercialization of recycled products. Quality of recycled products do not allow coverage of operational costs (not cost-effective)	Set up an upstream consensus and follow-up system for quality control; define value & possible reuse of recycling products. Regular participation in working groups on the reuse of debris (Early Recovery/Shelter Cluster) Establish at upstream level, the capacities & conditions for public/private partnership, with the aim to sustain industrial activities after completion of international funding
Mobilization of Resources	Give priority to the funding of this initiative
Private enterprises do not have enough capital/funds to purchase necessary equipment for project implementation	Establish/Secure funding mechanisms for Haitian enterprises

ANNEX 1

Debris management project in PaP. Management structure



1. Steering Committee, formed by head of agencies and representatives from La Mairie and affected communities. To keep the structure light, this Committee would only meet in case substantial changes in the project are needed.
2. Project Director, responsible for adequate project implementation of the three components in alignment with project document and financial resources.
3. Project Support Unit, that through a fast track procedure, can directly and swiftly meet all demands of the 3 components of the project with regard to Admin, Finance, HR and procurement.
4. UN agencies, representatives/technical staff/project coordinator, depending on each agency. This person will ensure alignment with agencies strategies, adequate implementation of the specific component and will be coordinated by the Project Director.
5. Technical Support Teams, composed by a sociologist, engineer, architect and urban planner. Two or three teams depending on surface to cover. They can be composed by members of different organizations/agencies.
6. Focal points in each area of intervention. Interface with Stakeholders at field level and in charge of the information room to be established in each area. S/he will have direct link with technical support teams for daily management issues and with Project Director