

Quarterly Project Report Narrative

FY 2016: October 2015 – December 2015



Summary, Part B

B1. Project Information

| | | | |
|--------------------------------|---|-----------------------------|-----------------|
| Project Name: | Canaan Upgrading and Community Development (CUCD) | | |
| Location: | Port-au-Prince, Haiti | Grant # or ID: | |
| Project Sector: | Infrastructure & Housing | Program Manager: | |
| Project Sub-Sector (s): | Livelihoods | ARC Field Delegate: | |
| | | ARC Program Officer: | |
| Project Start Date: | June 19, 2015 | Project End Date: | June 18, 2017 |
| Total Budget Amount: | \$14,643,251.00 | AP Code: | |
| ARC-Funded: | | | |
| Cost-Share: | \$941,660.00 | Report Prepared by: | Sinan Al Najjar |
| LOP Beneficiaries: | | Date: | January 2016 |
| # Direct: | | | |
| # Indirect: | | | |

B2. Current Quarter in Review

Current Accomplishments

- Community understanding of program activities and success in expectations management.
- Completion of Canaan Center Strategy Report that identified and validated Canaan Center projects for the purpose of implementation.
- Completion of the livelihoods RFA (Integrated Business development and Employment Creation) technical aspect and Canaan market value chains study (market assessment).
- Understanding of roles and responsibilities, and cooperating with other implementers in Canaan such as Habitat for Humanity, Mercy Corps, UN Habitat, IOM, etc.
- Completion of Quick Impact Projects identification, designs, and tenders in close cooperation with ARC and the communities.
- Continuation and strengthening the excellent collaboration with ARC community mobilization team.

Current Challenges

The main challenge during this quarter was a letter received from NABATEC in December suggesting they would take legal action against any entity that would pursue unauthorized activities on their presumed land, which referred to Global Communities' Quick Impact projects tenders. By the end of the quarter, Global Communities had requested UCLBP's support in responding officially to this letter before Global Communities would authorize continued construction work. As of writing this QPR in January, UCLBP had officially responded to NABATEC and to USAID to reconfirm that the land is public and that UCLBP would like the support of USAID

and its partners in the zone. While Global Communities has officially restarted work in January, a few weeks of delay in construction activities has consequently been accrued.

Plan of Action

Working with UCLBP, USAID and ARC to resolve challenge and implement projects according to the work plan.

American Red Cross Action Needed

USAID and ARC support was required to support UCLBP to resolve the NABATEC letter issue mentioned above.

B3. Project Overview

The Canaan Upgrading and Community Development (CUCD) program goal is to support the Government of Haiti's (GoH) vision to promote equitable and resilient urban development in the Canaan zone.

CUCD harnesses the energy and investments of Canaan's residents and set the northern expansion of metropolitan Port-au-Prince on a path of inclusive planned growth. CUCD will Canaan will improve physical and social connections to the rest of the Port-au-Prince urban fabric, transforming the economic and cultural life of its residents. Life for Canaan residents will significantly improve through a comprehensive set of interventions they will identify and prioritize through participatory planning processes.

Global Communities is responsible for Pillar II (Livelihoods) and Pillar III (Physical Renewal) while America Red Cross is responsible for Pillar I (Community Mobilization).

Pillar 2 encourages the growth of both the informal and formal sectors in Canaan which will be critical to advancing livelihoods while building on viable value chains. This is done through providing access to finance (formal bank and SME credit), improving micro-enterprises business skills, VSLAs, vocational training, mobile money, solar charging stations, micro-franchising project, and business linkages.

Pillar 3 foundations are laid by an urban study that will provide Canaan-Center (formerly Pilot Zone) Neighborhood Upgrading Strategy Report and Plan and the Canaan-Wide Strategy Report and Development Plan. While providing necessary services (water and electricity) to the Canaan-Wide area, the program plans to implement more infrastructure interventions (main road, market, transportation/tap-tap station, bank, public place, etc.) in the Canaan-Center area in order to create a model/show-case to the GOH and donors for future development in the rest of Canaan.

Project Progress to Date

Global Communities' team achieved 35 stakeholder engagement events. The events were:

- Community wide meetings (achieved with the support of American Red Cross' mobilization team) to explain the program to beneficiaries,
- Meetings with beneficiaries of the Quick Impact Projects (QUIPs) to vet project ideas followed by meetings to obtain their input on the projects designs,
- Meetings with the Croix des Bouquets mayor's office to discuss updates on the capacity building of the Canaan Community Resources Center (CRC),
- Meetings to select the participants of the Canaan Center's Strategy Report (implemented by our subcontractor SODADE) forums followed by implementing the forums and a validation session,
- Coordination meetings with International Organization of Migration (IOM) who will be potentially implementing labor intensive projects in Canaan,
- Participation in an American Red Cross' livelihoods workshop,
- Participation in UN Habitat's Canaan urban planning charrette,
- Presentation of CUCD to UCLBP's new director of re-localization and rehabilitation (Canaan's point of contact) and participating in Canaan's partners meeting organized by UCLBP,
- Coordination meetings with Habitat for Humanity's Canaan program team to coordinate safe construction promotion (sensitization) activities,
- Coordination meetings with Mercy Corp's Canaan livelihoods team to coordinate the handover of their winding down Village Savings Loan Associations (VSLA) activities. Global communities hired one of the lead staff to lead CUCD's VSLA activities through a competitive process,
- Coordination meeting with the Ministry of Public works to align safe construction activities with their standards and curriculum,

- Meeting with PADF's Leveraging Effective Application of Direct investments (LEAD) program which provides matching grants to businesses in Haiti. During the meeting, the program COP shared their lessons learned for the purpose of developing CUCD's SME business matching grants activity,
- Presentation of Canaan Center's Strategy Report (prepared by SODADE) and Upgrading Plan at the UCLBP which was deemed acceptable and satisfactory.

The community wide meetings were focused on explaining CUCD activities to a wider and grassroots level audience in Canaan extended neighborhoods. The meetings were coordinated with American Red Cross mobilization team and other partners working under USAID and ARC funding participated in them.

Several meetings were held with the community leaders to identify ideas for the Quick Impact Projects (requested by USAID and American Red Cross in the past quarter). The criteria for selecting the projects to implement was: the project average cost around \$20,000, the period to implement no longer than 3 months, does not include: substantial construction or introduce adverse health or environmental effects, and distributed evenly (as much as possible) over Canaan Wide neighborhoods.. The selected projects with a scope of work, initial design, maps, and location were presented to USAID and American Red Cross. Comments and adjustment were incorporated and presented to the communities and their feedback were incorporated in the final projects design. Engineering designs, bill of quantities and tenders were prepared and the tenders for the first two QUIPs were published December 7, 2015.

On December 9, 2015 Global Communities received a letter from NABATEC (a corporation representing a consortium of land owners claiming ownership of the Canaan zone land) addressed to UCLBP. NABATEC claims that the supposed owners were never properly compensated after the Canaan land was declared a Public Domain by the Government of Haiti in a presidential decree published on December 6, 2012. NABATEC threatened legal action against any entity that would pursue unauthorized activities on their lands (referring to Global Communities' Quick Impact projects tenders). Global Communities immediately contacted and consulted UCLBP, USAID and the American Red Cross. Global Communities Haiti legal counsel advised that a hard copy letter from UCLBP authorizing us to move ahead with program activities be obtained before further action. Global Communities requested this letter from UCLBP and did not get a response during the reporting period (until December 31, 2015). However, by the time of writing this QPR in January, UCLBP had written on January 8, 2016 to NABATEC and on January 14, 2016 to USAID reconfirming that Canaan is state land and that UCLBP would like support of USAID and its partners in the zone. After discussion with Global Communities' and USAID Haiti legal counsel regarding the letters, Global Communities resumed work in late January that was delayed by the NABATEC letter, notably the Quick Impact Projects.

A process to select SODADE's Canaan Center Strategy Report four thematic forums members was implemented in coordination among CUCD's, ARC's and SODADE's mobilization teams. The forums members selection criteria included a gender, age (including children), and education level balanced group of the area inhabitants and was performed in coordination with American Red Cross mobilization team. The members included university students, mayor's office representative, radio/press representative, construction sector, health professionals, education and religious sector, commercial sector, CBOs and women organizations representatives, and transportation sector professionals. The forums themes were:

- Urban services:
 - o Basic services: water, electricity, health and security,
 - o Local services: local market, urban market, cemetery, and commercial (tertiary),
 - o Sanitary services: solid waste, wastewater, landfills and wastewater treatment.
- Facilities and services:
 - o Public facilities: municipality, court, and civil status office,
 - o Collective facilities: public places, sport field, playgrounds and parks,

- Socio-communitarian facilities: public schools, and day care, cultural, recreational and community centers,
- Worship places: churches and voodoo temples.
- Transportation and mobility:
 - Existing road networks,
 - Road conditions and other networks (electricity distribution, water distribution, etc.),
 - Types of roads: vehicles and pedestrians,
 - Mode of transportation: cars, motorcycles, pedestrians, animals,
 - Existing stations and routes.
- Environmental risks and disaster:
 - Pollution,
 - Floodable zones,
 - Flooded zones,
 - Landslide zones,
 - Erosion and deforestation.

The attendants of the forums were divided into groups of 5-6 persons and each group prepared their view on each of the above aspects. The last session was a common validation session where all groups' ideas were presented, validated by the other groups and prioritized. The next step was SODADE submitting the Canaan Center Strategy Report which included:

- Presentation of the outcomes of thematic forums and strategic planning workshops for Canaan Center,
- Maps,
- Narrative description,
- Draft design of planned interventions,
- Preliminary budgets estimates for proposed upgrading projects.

The Report was presented in a meeting at UCLBP, the invited participants to the meeting were USAID, American Red Cross and UN Habitat. Comments and edits were requested from different participant but he report as a whole was deemed acceptable and satisfactory by UCLBP. The report updated version that incorporates the requested edits will be submitted in the fourth week of January 2016.

Our AOR introduced IOM's USAID-funded Port-au-Prince Northern Expansion Zone Community Revitalization Program team, Canaan falls within their area of intervention. Few meetings were held to introduce each program activities to the other, discuss potential synergies, coordinate to avoid duplication and perform joint field visits. Both sides agreed to have other coordination meetings in the next quarter.

CUCD team participated in an American Red Cross coordinated livelihoods workshop. The workshop included lessons learned from their LAMIKA program experience. Presentations and discussions from other ARC livelihood partners and interested organizations.

After hiring a training engineer (with experience in safe construction promotion and training), coordination meetings with:

- The Ministry of Public Works MTPTC to introduce the new staff and get their updated promotion materials and their training curriculum.
- Habitat for Humanity Canaan COP to coordinate our activities with the similar safe construction activities they implement.

Several site visits were performed in Canaan to assess the ongoing construction issue to assess construction topology, materials, plans, experience of house owners and foremen.

After this a safe construction promotion (sensitization) plan was prepared for launching the activities in the next quarter.

CUCD team participated in UN Habitat’s first urban planning charrette. The purpose of the plan is to work in coordination with GoH entities is to at the institutional level for the future of Canaan, linkages with surrounding cities, markets, provide UCLBP with support on the knowledge and M&E aspects and analyze futuristic growth of Canaan.

A coordination meeting with Mercy Corps (MC) Canaan livelihoods team was held. MC has started VSLA activities in Canaan for the last year. The purpose of the meeting was to get information on the VSLA groups trained by, lessons learned, etc. One of MC staff (whose contract was ending in December 31, 2015) was selected and will be hired upon the MC contract termination. This will help keep the accumulated experience and knowledge and grow it further through CUCD.

The technical terms of the livelihoods (called now: Integrated Business Development Services and Employment Creation) RFA was completed after several rounds of edits and feedback with ARC’s livelihood specialist. It was sent to Global Communities headquarters to complete the contractual and legal aspect for launching it.

CUCD was supposed to launch a Canaan market assessment. Mercy Corps kindly shared a market assessment implemented in Canaan through their own funding. Consequently, the terms of reference of the assessment were amended towards a more in-depth Canaan market value chains study. The terms of reference were reviewed by ARC and MC and the study will be launched early next quarter.

A consultant was hired to provide a technical study on reforestation and creation of a value chain in Canaan. The draft was received and discussed with the consultant and will be updated towards developing a business model that could work in Canaan. The study will be shared with USAID and American Red Cross upon completion.

Global Communities finalized the design and tender documents below but as of the end of the quarter had not launched them waiting for a resolution on the NABATEC aforementioned issue.

1. Construction of the Citizen Services Center and Bank/MFI building.
2. Four QUIPs for the rehabilitation of four public places in Canaan.

Global Communities submitted its M&E plan and Work Plan to USAID for approval.

B4. Financial

Financial Status as of

| Type of Budget | Quarter Forecast | Current Period Expenses | % Variance | FY Budget | FY Expenses to date | % FY Spent | Life of Project Budget | LOP Expenses to date | % LOP Spent |
|---|------------------|-------------------------|-------------|--------------------|---------------------|--------------|------------------------|----------------------|-------------|
| Total Program Budget | \$428,563 | \$390,507 | 8.9% | \$1,130,667 | \$390,507 | 34.5% | \$13,701,593 | \$689,649.61 | 5% |
| Other Non-ARC Cost Share <i>if applicable</i> | | | | | | | | | |

Other comments on financial figures: The quarter expenses are 8.9% lower than expected, mainly due to delays preventing launching the planned Quick Impact Projects. The projects were not launched on time as the validation process with the communities and ARC took a bit longer than expected and the NABATEC letter issue mentioned in the challenges section of B2.

Quarter Details

B5. Project Staffing¹

| Personnel Type | Personnel Requirements | Positions Currently Filled | Comments |
|-------------------------|-------------------------------|-----------------------------------|-----------------|
| Expatriate Staff | 1 | 1 | |
| Local Staff | 27 | 18 | |
| Volunteers | 0 | 0 | |

General Staffing Issues

As program implementation activities augment, Global Communities will hire the remaining staff gradually. This increase is planned to happen in Q3. There are currently several positions (finance, contracts, administration and drivers) shared with other programs working for CUCD not included in the table above.

B6. Analysis

General Overview

CUCD started working out of its Canaan office early in Q2. The collaboration and coordination between ARC mobilization team and Global Communities continued smoothly through this quarter and was a key factor in avoiding issues or friction with the community. The continuous community wide meeting are showing results in the form of better community understanding of the program and expectations management.

Quick impact projects ideas were developed with the community, designs were prepared and reviewed by ARC and community feedback incorporated, and tenders for two QUIPs were launched. As mentioned earlier, a letter from NABATEC was received after launching the tenders that threatened legal action against any entity that would pursue unauthorized activities on their presumed lands (referring to Global Communities' projects tenders). Consequently the tenders were put on hold and other tenders were postponed awaiting UCLBPs advice on the proper course of action; as also stated earlier, this hold was lifted upon receipt of UCLBP letters of response in January and the tenders have since moved forward.

The first deliverable delineating Canaan-Wide and Canaan-Center, submitted in the previous quarter Q1, was updated according to the comments received from UCLBP, USAID and ARC. The second deliverable Canaan-Center Neighborhood Upgrading Strategy Report and Plan was submitted, discussed and approved by the UCLBP, USAID and ARC in December 2015. An updated version of the second deliverable, including review edits and comments, will be submitted in January 2016. The third deliverable, Canaan-Wide Strategy Report and Development Plan, is slated for submission early next quarter Q3.

¹ Put all paid positions in full-time equivalent; Count as a volunteer any person recruited specifically for the tasks under the project who work greater than 4 hours per year.

Other activities include:

- Close coordination and collaboration with donors (USAID and ARC), existing implementers in Canaan (Habitat for Humanity, UN Habitat, Mercy Corps, Inter New, etc.), and a new implementer (IOM).
- Coordination with GOH relevant entities (UCLBP, MTPTC, and DINEPA).
- Preparation of livelihoods RFA, and technical studies focused on reforestation and potential impact of Canaan water system on Croix des Bouquet aquifer.

Outcome 1: A Better Functioning & More Resilient Urban Area Created Through Carefully Planned Neighborhood Upgrading and Urban Management Initiatives

Please refer to Annex 1 for the Indicator Tracking Table (ITT).

Progress on Previous Quarter's Plan of Action

All activities detailed in the above Progress to Date section of B3 are be considered progress because the previous quarter was focused on the program startup.

Key Accomplishments

Key Challenges

Plan of Action

Outcome 2: A More Dynamic & Equitable Livelihoods Sector Fostered Through Efforts to Reduce Barriers, Inefficiencies & Stimulate New Economic Opportunities

Please refer to Annex 1 for the Indicator Tracking Table.

Progress on Previous Quarter's Plan of Action

The progress in the livelihoods activities is:

- The completion of the technical aspect the livelihoods RFA (named now Integrated Business development and Employment Creation RFA)
- Completion of Canaan market value chains study (previously called Market Assessment).

Key Accomplishments

NA, still in the planning and preparation phase.

Key Challenges

NA

Plan of Action

- The Integrated Business development and Employment Creation RFA and Canaan market value chains study will be launched.
- The launching of the remainder livelihoods activities according to the work plan.

B7. Work Plan for Next Quarter

Please see Annex 2 CUCD work plan for details.

Comments on Work Plan for Next Quarter:

Next quarter activities focus on launching the engineering studies and tenders for Canaan Center projects and the start of implementing livelihoods activities per the work plan.

B8. Cross-Cutting Themes

Global Communities infrastructure will positively impact women and children after completion. Roads will provide improved and safer access to households. The national school construction will benefit children. Global Communities will work with contractors to encourage the hiring of women. A complete activity comprising the provision of 40 solar charging and lighting stations will be dedicated to women entrepreneurs.

Global Communities is ensuring that its public spaces are able to offer safe sites for all community members. An integral part of its interventions is the lighting of public spaces and roads. Global Communities has required that all its technical designs integrate sufficient lighting.

Environmental protection remains at the core of Global Communities' construction activities. For each project, Global Communities submits a detailed Environmental Monitoring and Mitigation Plan to USAID. This incorporates environmental mitigation measures which are followed by the contractors and monitored by Global Communities staff.

Global Communities is working hand in hand to implement ARC's Accountability to Beneficiaries (AtB) Strategy in its team. All Global Communities mobilization team members attended ARC AtB training. Global Communities will continue to support the ARC-established joint Feedback and Response Mechanism (FRM). Global Communities provides responses to inquiries provided to ARC from zone residents.

Global Communities will work with ARC's team to identify DRR interventions for the local disaster response teams that will be created by ARC.

B9. Transition Strategy

While early in the program, Global Communities will pattern its transition strategy on similar projects carried out in Haiti. Global Communities will sign MOUs with the Ministry of Public Works (MTPTC), the national water authority (OREPA) and the national electricity network (EDH). Global Communities develops its technical designs with the stakeholder or institution eventually responsible for operating and maintaining a specific infrastructure. For example, the MTPTC will approve the technical design for the construction of roads, and will provide a technical team for supervising the works in conjunction with Global Communities, and as the responsible for this sector, will approve the construction works at the end of the project. Global Communities will develop and sign a transfer document with MTPTC, DINEPA and EDH for any infrastructure under their purview.

For community centers, Global Communities will work with community structures and ARC mobilization team staff for these beneficiaries to assume responsibility for maintaining these facilities. Global Communities will deliver infrastructure specific training to these community groups.

At an administrative level, for close-out, Global Communities will develop and submit to USAID a disposition of its assets.

B10. Annexes

- 1** Indicator Tracking Table
- 2** Workplan
- 3** Implementation Plan