
Final Program Report

September 16, 2013 – February 28, 2015

Konbit Kont Risk Ak Desas – Latibonit

(Together Against Risk and Disaster – Artibonite)



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Acronyms

ACF – Action Against Hunger

COUN – National Emergency Operation Center

CCPC – Commune Civil Protection

CDGRD - Departmental Disaster Risk Reduction Committee

COUC – Communal Operational Centers

COUD – Departmental Operational Centers

CLPC – Local Civil Protection Committees

CRS – Catholic Relief Services

CTD – Technical Coordinators

DDR – Disaster Risk Reduction

DPC - Directorate of Civil Protection

EOC – Emergency Operations Center

IOM – International Organization of Migration

KAP – Knowledge, Attitudes, and Practices (survey)

KKRD - Konbit Kont Risk Ak Desas (Together Against Risk and Disaster)

OFDA – Office of US Foreign Disaster Assistance

RRM – Rapid Response Mechanism

SIMEX – Simulation Exercises

I. Executive Summary

In September 2013, USAID/OFDA funded the Konbit Kont Risk Ak Desas – Latibonit (Together Against Risk and Disaster – Artibonite [KKRD]) program with the overall objective to strengthen the capacity of the Directorate of Civil Protection (Direction de la Protection Civile [DPC]), the lead entity responsible for the management of risks and disasters throughout Haiti. The OFDA program identified and filled a gap in department-level disaster risk management capacity by supporting the leadership and development of Artibonite's DPC members. Program activities fell under five major outputs including: 1) capacity building of DPC members to manage emergency response; 2) strengthening Early Warning Systems (EWS); 3) increased public awareness on EWS; 4) implementation of mitigation projects; and 5) rapid response mechanisms.

Program implementation began in November 2013, approximately six weeks behind schedule due to delays in recruiting the project team. A program extension and budget modification was granted in June 2014, which extended the program end date to February 28, 2015 and an additional \$90,000 in funds was provided to conduct additional program activities, taking into account originally unplanned priority activities identified during the training needs assessment and during discussions with CDGRD representatives. All program activities concluded in January 2015.

Performance Summary – Sub-sector 1: Capacity Building and Training

CDGRD/CCPC/CLPC Trainings: Over the course of the project, a total of 18 training sessions were held, reaching 308 committee members (65 women; 242 men) from the CDGRD, CCPC and CLPC in the Artibonite Department. Overall, female participation in the training activities was 21%. Training topics covered included: rapid assessment, shelter management, first-aid, stock and warehouse management, mitigation project development and management, and communications during emergencies.

Mitigation Work: After some delay and change to the scope of the mitigation work originally proposed, Mercy Corps, in collaboration with the District Office of the Ministry of Public Works and the CDGRD, implemented one large mitigation project to rehabilitate the Petit Rivere canal in Saint Marc. The project was completed over the course of 2.5 months. A total of 180 m³ of debris was cleared from the canal, with 308 m² of masonry work conducted to repair portions of the canal's walls. The project benefitted a total of 5,000 individuals living along the canal.

Rapid Response Mechanism: The rapid response mechanism (RRM) was activated once over the course of the program to respond to flooding in the K-Soleil neighborhood of Gonaives that occurred on August 7, 2014. Mercy Corps supported the CCPC of Gonaives to respond to affected households. In total all 470 hygiene kits were successfully distributed, benefiting approximately 2,870 people (1,579 females; 1,291 males).

Performance Summary – Sub-sector 2: Building Community Awareness and Mobilization

Simulation Exercises (SIMEX): A total of four communes were supported to conduct SIMEXs in the department: Gros Morne and Ennery (upper Artibonite); Marchand Dessalines and Desdunes (lower Artibonite). The SIMEX process was led by an external consultant and spanned over the course of two months. For each of the four communes, workshops were held to update the communal emergency plans prior to conducting each SIMEX. A total of 127 commune committee members participated in the SIMEX activities.

Radio messaging: Radio broadcasting began in Gonaives on August 1 and in Saint Marc on September 1 and continued through the month of November. Message spots were broadcast four times during each main news hour daily (for a total of 28 message spots broadcast by each station per week). Over the course of the project, 196 message spots were broadcast.

Awareness-raising activities in individual communes: Over the course of the program, five CCPC were supported to implement awareness-raising activities in their communes. In addition to the general awareness-raising activities in communes, a targeted campaign was conducted in Saint Marc to compliment the mitigation work on the Petit Riviere canal. In total, 16,245 women and 12,238 men participated in awareness raising activities.

Key Program Achievements:

- 36,788 beneficiaries were reached, which exceeded the initial target of 30,145 people.
- Community members demonstrated increased knowledge on EWS. There was a 30% increase in the percentage of community members who could correctly explain EWS and its importance from baseline to endline.
- DPC members are more active in communities with sharing alert information. 87% of community members had received an alert message at the end of the program (compared to 80% at the program baseline). Of those who received a message, 64% indicated the information source as a DPC volunteer, compared to the baseline of only 30% at baseline.
- Program targets were exceeded for number of community members reached via awareness-raising activities, with over 28,500 people participating in activities compared to 24,000 targeted.
- The total number of DPC members trained largely exceeded initial targets. Overall, 308 individuals were trained, compared to the initial program target of 145.

Challenges/Lessons Learned/Recommendations:

Trainings: The main lessons learned and recommendations for trainings included: 1) to prioritize extended length trainings for CLPC and CCPC members; 2) reactivate additional CLPCs in high-risk areas of the department; 3) prioritize future trainings for CLPC and CCPC on themes of basic DRR notions, emergency assessments, emergency shelter management, and communications in emergency situations. One of the major program challenges included engaging CDGRD members to attend trainings and in general CDGRD member participation in monthly activities. The priority training needs in the future for CDGRD members include were emergency operation center (EOC) management and communication in emergency situations. Female participation across DPC structures was low (only 20%). A recommendation for future programming is to explore adding on and training a number of new female members to each committee, rather than renewing the entire committee.

Mitigation Works: The major challenge encountered with the mitigation work were the delays in project implementation, due to the change in methodology to implement the work and the discontent of the CDGRD to implement small projects more focused on capacity-building of CCPC members. Another cause of delay was the CDGRD leadership's inability to meet project deadlines. The major recommendation for future mitigation work is that capacity building work be carefully considered for future interventions. If a capacity-building approach is proposed, it is likely that implementing partners will encounter major push-back from departmental level leadership, even if this approach is more likely to help CCPC members build their project management capacity. Without significant support and backing from national-level leadership and buy-in from the departmental level leadership, the capacity building approach is likely to be unsuccessful.

RRM: Overall, having a fund reserved for rapid response activities was deemed both important and beneficial by interviewed CCPC and CDGRD members and it was recommended that future interventions have a similar fund reserved in case of disaster-related events. The main challenges in the RRM activity included: delays in scheduling the distribution due to lack of planning by CCPC and lack of direction by CTDs/CDGRD; challenges mobilizing the CTD and/or members of the CDGRD to assist the committee with the planning and actual distribution. Future distributions should be organized as soon as possible. More direct supervision is needed by CDGRD and/or CTD to verify beneficiary lists, help the committee organize/plan the distribution, and on the actual distribution day. Mercy Corps also recommends that more practical exercises (such as shorter simulation exercises) be integrated into trainings on how to conduct a distribution and be included in future programs, both for CCPC and CLCP capacity building efforts. A final recommendation is that donors consider supporting the development of a NFI distribution curriculum, as one does not currently exist.

SIMEX: The major conclusions and recommendations from the SIMEX include:

- Despite certain issues observed in the organization of the SIMEX, the SIMEX were successful in that they allowed for the evaluation of each communes' ability to prepare for and respond during an emergency scenario. Committee members demonstrated their engagement and knowledge of many emergency management procedures.
- The majority of communes had strong participation from members that represented state institutions during SIMEXs, which demonstrated that CCPCs recognize (and realize) the importance of state actors to ensure an effective and coordinated emergency response. Representation of mayors was disappointing with only one Mayor present during the SIMEXs. Future training and capacity building efforts must target not only coordinators, but more importantly the individuals that often fill-in for the Mayors' role as committee coordinators.
- Very few members of the CCPCs used the tools in their emergency plans, indicating a lack of ownership and familiarity with the emergency plans despite the effort spent reviewing plans prior to each SIMEX. This demonstrates the low level of CCPC member capacity and highlights the continued need to conduct more practical exercises and capacity building sessions with CCPC members. It also indicates that the template of the emergency plan used by the DPC is too burdensome and lengthy. Future interventions should support the development of an improved template at the national level.
- The SIMEX process was the first time for many CCPC members to receive in-depth capacity building support over a period of time. Future capacity building initiatives should consider using more of the in-depth support, coaching and practical exercises in parallel to theoretic trainings.

Radio messaging: Radio messaging was successful in increasing awareness of the general population on DRR-related themes in the department. It is recommended that radio messaging continue to be used as a means for community preparedness prior to and during the cyclone season.

Targeted awareness-raising campaigns: Targeted campaigns served as an opportunity to both raise awareness on DRR-related themes in local communities and to build the capacity of CCPCs to plan, budget and implement awareness-raising activities. CCPCs noted they felt more knowledgeable and comfortable designing small-scale awareness-raising projects following this support, and highlighted this as a tangible impact of the program.

II. Program Overview

The KKRD program goal was to increase the capacity of DPC members at the department, commune and sub-commune level in the Artibonite Department – one of the most hazard prone departments in Haiti – with the expected outcome that DPC members demonstrate ability to carry out timely, appropriate and effective responses that meet the different needs of community members in Artibonite. The expected outcome of the project was supported through five outputs:

- **Output 1:** DPC members at all levels (department, commune and sub-commune) are qualified to manage emergency response.
- **Output 2:** Department and commune level DPC members can effectively operate the Early Warning System (EWS) and communicate during a crisis.
- **Output 3:** Increased public awareness of EWS triggers appropriate public responses.
- **Output 4:** DPC members at the department level and selected communal level DPCs learn-by-doing to effectively select, plan, implement, monitor and evaluate communal mitigation projects.
- **Output 5:** DPC members trained to activate a rapid response mechanism.



The program aimed to reach an estimated 30,145 people, including members of the department level and commune level DPC, and community members living in communities that benefit from communal mitigation projects. Indirectly, the program aimed to reach approximately 527,750 beneficiaries, representing an estimated 30% of the population of the Artibonite Department who will receive improved assistance coordinated by the DPC, and have greater awareness of emergency response systems.

Program implementation began in November 2013, approximately six weeks behind schedule due to delays in recruiting the project team. The program was officially launched at the national level kick-off workshop, hosted by OFDA, where key representatives from the Artibonite and the South Departments, including Mercy Corps, Catholic Relief Services (CRS) and DPC representatives from the departmental and regional level were present. In January 2014, upon the arrival of Mercy Corps' Program Manager, the program was officially launched at the monthly Departmental Disaster Risk Reduction Committee (CDGRD) meeting.

A program extension and budget modification was granted in June 2014, which extended the program end date to February 28, 2015 and an additional \$90,000 in funds was provided to conduct additional program activities, taking into account originally unplanned priority activities identified during the training needs assessment and discussions with CDGRD representatives.

All program activities concluded in January 2015.

III. Description of Assessments/Surveillance Data Used to Measure Results

A variety of mechanisms were used to measure program results. The program had a dedicated performance monitoring and implementation plan that was updated on an on-going basis. At program start, a database was created to manage information on all training participants, including their attendance records, pre and post-test scores, and the general training evaluations. Narrative training reports were submitted following each of the trainings by trainers hired by the project. The consultant hired to lead the simulation exercises also submitted a final narrative report. This database was maintained by the program officers and updated regularly following each training session. In addition, a monitoring tool was created and used at awareness-raising activities, in order to document the activity and beneficiaries reached.

A final internal evaluation was carried out from December 2014 – January 2015. The purpose of the final evaluation was to assess the relevance, effectiveness, and to a lesser degree, the impacts of the KKRD program components. The final evaluation tools included:

- A survey questionnaire on household knowledge, attitudes and practices (the same tool used during the baseline program assessment described later in this report) conducted in two communities in the Artibonite. A total of 100 surveys were conducted in the communities of Ennery and Saint Marc by external data collection agents.
- Discussion groups with 5-10 members of all 15 CCPC, 5 CLCP and the CDGRD, led by Mercy Corps program staff.
- A lessons learned workshop held with 2-3 representatives of all 15 CCPC, CTD representation and 5 members of the CDGRD in January 2015. The workshop was led by the CTDs and results of initial discussion groups were shared and discussed.
- A national-level lessons learned workshop held in late January in Port-au-Prince with DPC members from the Artibonite and South Departments, national-level DPC leadership, Mercy Corps, CRS and OFDA.

IV. The combination of these key resources was used to assess program progress towards targets and tracking program indicators. The results of the final program evaluation have been integrated into this report. Performance Summary

A. Sub-sector 1: Capacity Building and Training

Output 1: DPC members at all levels (department, commune and sub-commune) capacitated to manage emergency response

1. Needs Assessment:

In collaboration with the Technical Coordinators (CTDs) of the Upper and Lower Artibonite, needs assessment planning and development of assessment tools was completed in early February 2014. The assessment tools included a focus group questionnaire, a survey questionnaire on household

knowledge, attitudes and practices (KAP survey), and a training needs assessment tool for commune committees and a slightly modified questionnaire for the departmental committee.

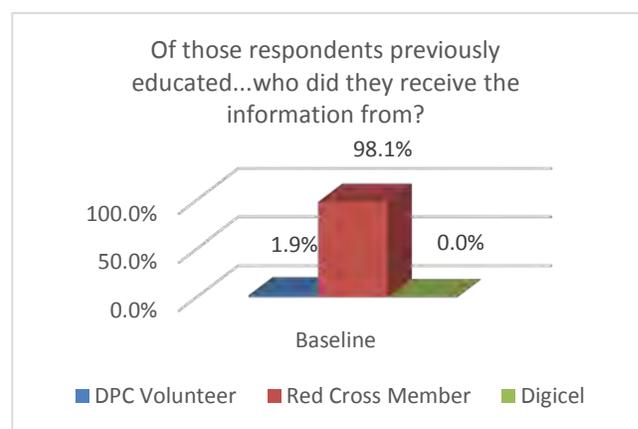
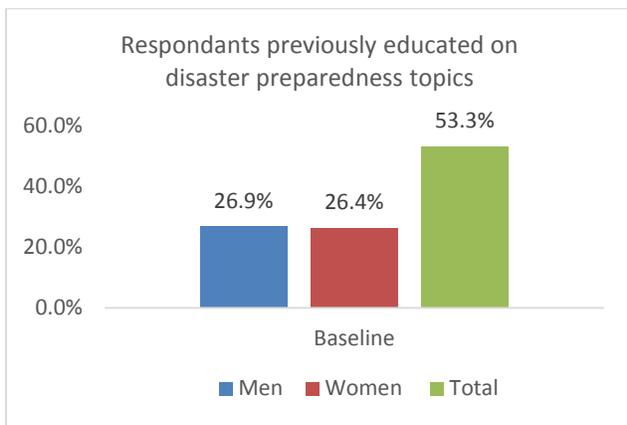
Following the validation workshop, a training session was held on February 17, 2014 for 8 local surveyors (from Gonaives and St. Marc) on the administration of the KAP household survey. The KAP surveys were conducted from February 18-21, reaching a total of 200 households in four different communities. The administration of these surveys was supervised by the Assistant CTD in the lower Artibonite and a representative of the CTD in the Upper Artibonite, as well as by Mercy Corps staff.

Simultaneously, a team of Mercy Corps staff conducted a total of eight focus group discussions and 15 interviews with members of commune committees (CCPC) and department committees (CDGRD) from February 18-21. Separate male and female focus groups were held to better understand the gender specific functionality of the early warning systems. Interviews with committees were held to assess the training needs of each individual committee.

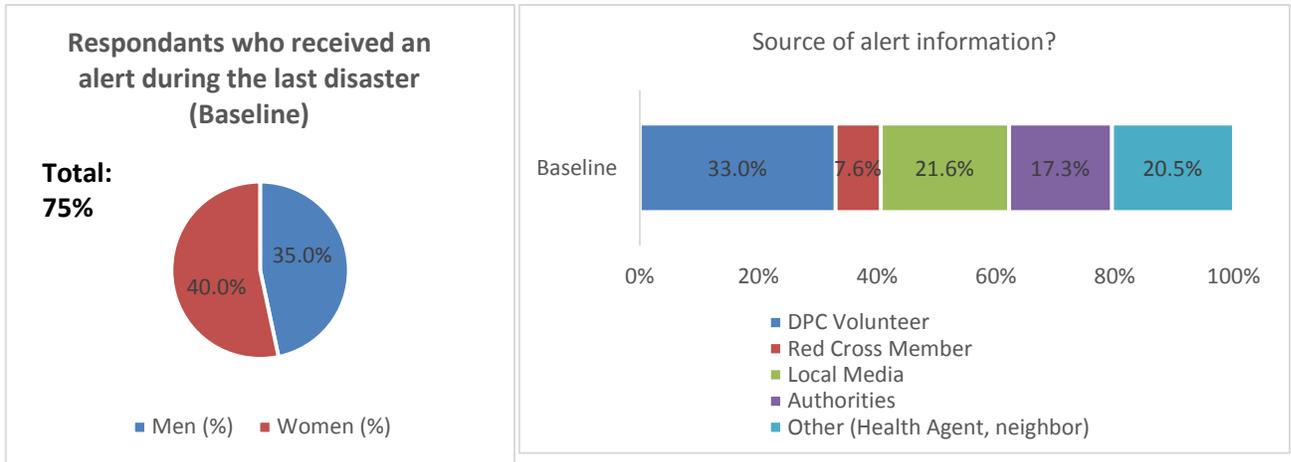
The assessment findings revealed the following:

Knowledge, Attitudes and Practices – Communities in the Artibonite:

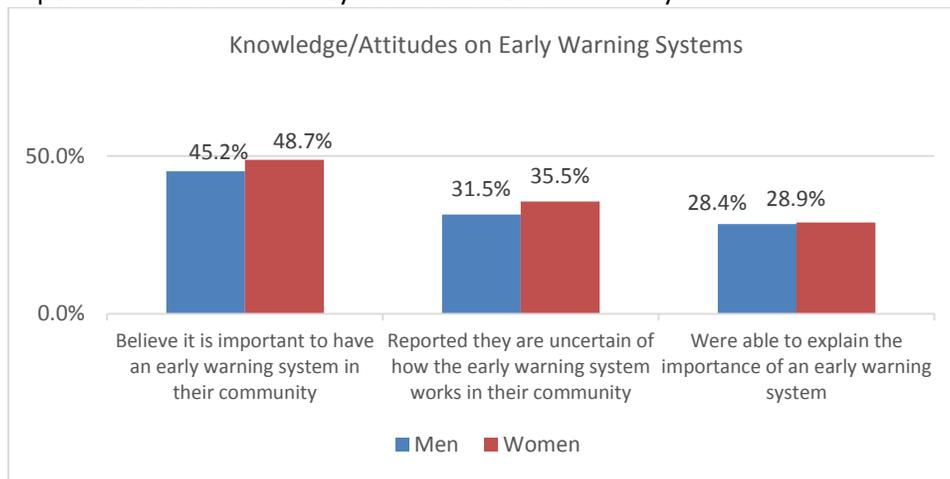
- Only about half of community members received prior educational outreach on disaster preparedness topics and the main source of information was from Red Cross volunteers. ***DPC volunteers (committees) need additional support to raise awareness on disaster preparedness topics and conduct more effective outreach in their communities.***



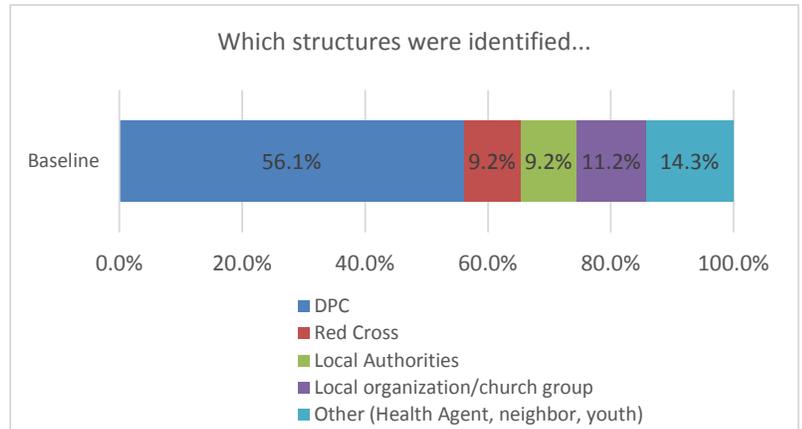
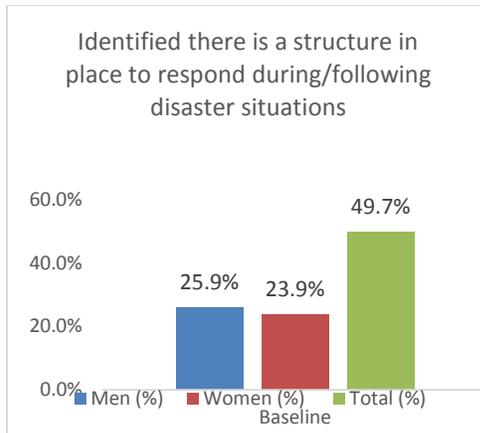
- A total of 75% of community members received or heard an alert during the last disaster event in their community. However, over 60% of those individuals received the alert from a source other than the DPC volunteers or committees, highlighting that committees are not effectively reaching their communities with alert messaging. ***DPC committees need additional support on effective communication and outreach of alerts to local communities.***



- More outreach is needed to ensure community members understand how early warning systems (EWS) work.** While the majority of community members believe that EWS are important to their communities, only about 65% of community members could clearly explain the importance and functionality of EWS in their community.



- Less than half of all community members have knowledge of the community structures which have a mandate to respond to disasters. **DPC structures need to continue raising their visibility in their local communities.**



- Over 80% of community members did not believe that disaster response structures had provided adequate support during the last disaster in their community. ***DPC committees need continued support to strengthen response efforts and improve communication during response with local communities.***

DPC Capacity Building Needs:

- Most pressing training needs were at the commune and local committee level***, not the department level. The CDGRD requested that the program efforts target commune committee members to the extent possible. A wide range of training topics were identified including: basic notions, rapid assessments, first-aid, emergency shelter management, warehouse management (for those communes with emergency operation centers) and communication.
- CDGRD training needs focused on communications, emergency operational center management and warehouse/stock management.*** These three themes were identified as the priority trainings for select CDGRD members.
- All committees, in particular the local and commune committees, identified material support as a pressing need.*** Specific material needs expressed by committees included: uniforms for all volunteer committee members, transportation (motor bikes), awareness-raising tools including printed materials and additional megaphones and batteries.

2. Creation of Training Plan:

In late March 2014, Mercy Corps, in collaboration with the CTDs, developed a training and capacity building plan for commune committees and the department committee, based on the findings from the baseline assessment. It is important to note that the training plan was adapted to fit within the program budget available for trainings – the needs identified in the assessment vastly exceeded the budget available. After consultation and discussion with the CTDs and CDGRD leadership, trainings were prioritized as the most pressing needs. It's also important to note that based on the needs assessment findings and consultation with the CTDs, the program strategy for trainings was slightly shifted to target CCPC members and select CDGRD members. The initial plan targeted a total of 250 committee members to be trained, which exceeded the initial program target of 140. The training plan was validated in late-April after a coordination meeting was held with the CTD and the vice-coordinator of the CDGRD. A brief overview of the training plan was also presented at the April 2014 CDGRD meeting.

In May, a modification request was submitted to add additional trainings specifically targeting five local civil protection committees (CLPCs) in the department in need of refresher trainings. The request and additional funds were granted in June and the training plan modified to include CLPCs.

3. CDGRD/CCPC Trainings:

The CDGRD and all 15 of the CCPCs in the department had members participate in trainings on three topics: the warehouse and NFI stock management, mitigation project management, and first aid. In total, 119 men and 24 women participated in these trainings for **a total of 143 individuals trained**.

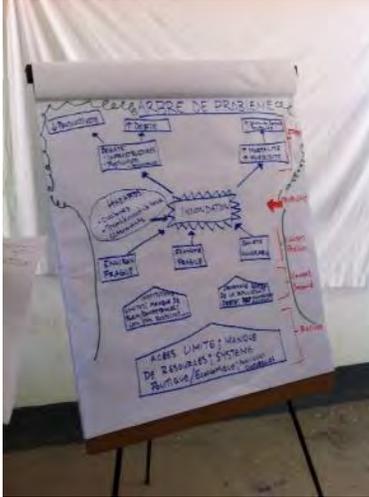


Warehouse and Stock Management: In May, a total of 20 people (15 men, 5 women) participated in the training on warehouse and stock management in Port-au-Prince. Training participants included representatives involved in logistics functions from commune committees in locations with communal emergency operations centers (COUC) (including Saint Marc, Gonaives, L'Estere, Marchand Dessalines, Saint Michel, and Gros Morne). Also involved were a total of five representatives from the CDGRD who support logistical functions of the department emergency operations center (COUD). To lead the training, Mercy Corps enlisted the expertise of the International Organization for Migration (IOM), who provided trainers and a venue at their warehouse, utilized for the practical exercises. The information covered at the training included: Warehouse Management, NFI Process Flow, and Reporting.

Training on First-Aid: The first-aid training was broken into separate sessions for the Upper and one for the Lower Artibonite. Two trainers were identified by the DPC, including a DPC first-aid trainer (who is also an active volunteer firefighter) and a first-aid trainer from the Haitian Red Cross. Trainings were conducted from June-July, 2014 and included representatives from all 15 CCPCs and four members of the CDGRD. The training offered participants an introduction to emergency and standard first-aid with three main objectives: preserving life, preventing further harm or danger of injury, and promoting recovery. Participants learned about first-aid standards and definitions and practiced first-aid techniques throughout the training. Additional specific topics included: choking and performing the Heimlich maneuver; recovery position for conscious but unresponsive people; CPR for adults, children and babies; wounds and burns; fractures, dislocations and sprains; basic bandages and tourniquets; and simple patient transport and casualty transport.

Project Design and Management: The training on mitigation project design and management was held in May 2014. A total of 29 people (27 men, 2 women) were trained, representing all 15 commune committees and the CDGRD. The training content was developed by Mercy Corps program staff, who also led the training session. The training content on project design and management was adapted from Mercy Corps' Minimum Standards for Project Management internal agency training manual. Training content on overview of mitigation activities was adapted from the DPC's national training curriculum. The training was led by the Mercy Corps Program Manager, who is trained and certified on Program Management and Mercy Corps' Minimum Standards, and the CDTs and Mercy Corps Program Officers also assisted throughout the training. The main topics covered at the training included: overview of mitigation activities in relation to present risks, definitions and guidance on proposal components including context, needs/problem assessment, SWOT analysis, problem and solutions trees, goal,

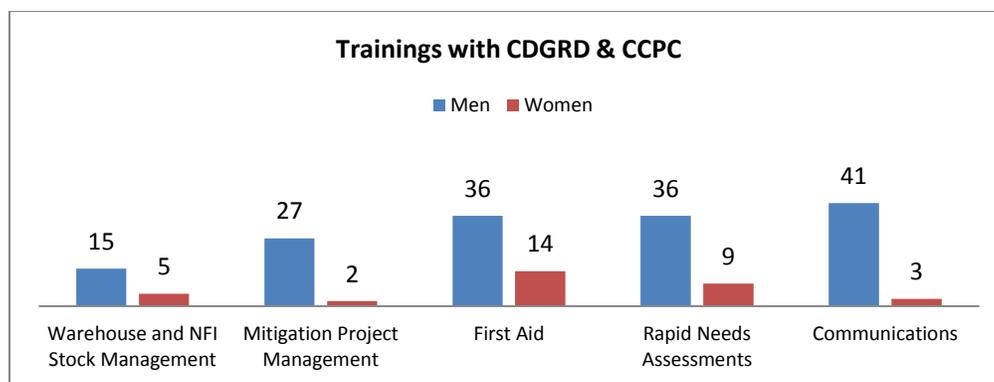
objectives, results, target groups, implementation methodology, indicators, work plan, budget, program life-cycle, planning for monitoring and evaluation, and general tips for program management.



Photos: At the training, participants learned how to use a problem tree as part of the program identification phase (left). Program participants received completion certificates on the final day of the training workshop (right). Mercy Corps.

Communication During a Crisis: The communications trainings were held in September 2014 by two national-level trainers. Trainings were conducted over a two-day period in each zone. In total, 44 CCPC members were trained. A total of 5 mayors (all male) attended the trainings, and the rest of the participants were CCPC members responsible for communication and transferring messages. Two main topics were covered during the session: understanding the early warning system and alert messages of the DPC and how to manage information during emergency situations (including disseminating information to the appropriate parties).

Rapid Needs Assessment: Two trainings were held for CCPC members from the lower and upper Artibonite with the overall goal of providing the knowledge and skills of how to conduct a rapid needs and damages assessment following a disaster event and how to identify priority actions for response efforts. The three-day training covered the following topics: understanding the characteristics of the six-most common adverse events in Haiti; understand data collection minimum standards and procedures in Haiti; practice data collection and filling out data collection forms; how to estimate damages and determine needs based on data collected; how to determine priority needs and propose action points; and finally how to present assessment findings in the standard report format. At each training session, practical group exercises were conducted so that participants could gain experience filling out the data collection forms and create a group report based on the data collected. The trainers also provided real-time feedback and recommendations to participants to help them refine their data collection skills. A total of 45 CCPC members were trained across the department.



4. CLPC Trainings:

Following the confirmation of the project extension and addition of activities, five active local committees in need of additional support and revitalization were identified (based on the recommendation of the CTDs) to participate in a series of in-depth trainings. Three CLPCs were selected from the upper Artibonite: Gros Mornes, Source Chaud and Saint Michel. Two CLPCs were selected from the lower Artibonite: Liancourt and Montrouis. Each CLPC's specific training needs were determined through initial program activities and in collaboration with the CTDs. Given that some of the CLPC members who had been originally trained were no longer active members or had moved from the area, new members were identified and it was determined important to include basic notions on risks and disaster management for all five of the CLPC's, in addition to the other specific themes: rapid assessments, first aid and emergency shelter management. Trainings of all five CLPCs began September 2014 and concluded in October 2014.

CLPC	Training topics	Males	Females	Total
Montrouis	Rapid Assessment, Emergency Shelter Management and First Aid	31	4	35
Liancourt	Rapid Assessment, Emergency Shelter Management and First Aid	23	12	35
Bas de Saut	Basic Notions, Emergency Assessment, and First Aid	26	7	33
Source Chaud	Basic Notions, Emergency Assessment, and First Aid	24	7	31
Ravine Gros Morne	Basic Notions, Emergency Assessment, and First Aid	26	5	31
TOTAL		129	35	165

Over the course of the project, **a total of 18 training sessions were held, reaching a total of 308 committee members (65 women; 242 men) from the CDGRD, CCPC and CLPC in the Artibonite Department.** Overall, female participation in the training activities was 21%.

5. Support EOC to be Fully Operational:

During the needs assessment, information was collected on that status of the COUC in each of the 5 communes that have operational centers (COUC) and the departmental operational center (COUD). Overall, it was noted that the COUC are barely operational, with many of the structures foundations cracking and much of the original equipment, such as solar panels and office furniture having been

stolen from the centers. At the departmental level, the COUD was officially inaugurated in February 2014. Having been newly constructed, the COUD was in much better shape than the COUCs.

It was noted at project start that for all of the operational centers in the department, the DPC rarely used the spaces. For the COUC, it was largely because equipment and materials were either insufficient or had been stolen, and then the centers were nearly empty except for the COUC in Gonaives. For the COUD, the non-use of the center was due in part to the general sentiment by the local DPC representatives that the center equipment and material needed to be “maintained and preserved” in the best condition possible. Throughout the program, it was observed that the COUD was typically only used as a meeting or work space for the Delegué, with a few rare exceptions for important activities.

Mercy Corps encouraged the CTDs and the CDGRD to use the COUD and COUC in Gonaives as a venue for trainings and other workshops. The majority of the program trainings for committees located in the Upper Aritbonite were held at the COUC, excluding the training on communication which was held at the COUD in addition to the final lessons learned workshop with the CCPC members and CTDs.

The other major activity identified during the needs assessment in collaboration with the CTD and CDGRD was to train more individuals of the CDGRD on warehouse and stock management, as the needs assessment revealed the warehouse was in disarray with food and material stocks not properly organized. A total of five CDGRD members involved in logistics, including the Logistician for the CDGRD, all participated in the training conducted by IOM (as detailed in training section).

Output 4: DPC members at the department level and selected communal level DPCs learn by doing to effectively select, plan, implement, monitor and evaluate communal mitigation projects.

6. Mitigation Works:

The implementation strategy for the mitigation project drastically shifted from what had been originally planned in the program proposal. Notably, instead of implementing a select number of small mitigation projects with the primary objective to build the project management capacity of the CCPC, one larger infrastructure mitigation project was implemented. A summary of the events that led to this shift can be found below, including additional details of changes:

April 2014: Program staff held a number of meetings with the CTDs and the Assistant Coordinator of the CDGRD to explain the mitigation project methodology proposed by the program and to discuss topics to be covered at the mitigation trainings. In addition, the mitigation project plans were shared with the CDGRD members at both January and March meetings. At meetings, some hesitation was expressed by various DPC members that only three mitigation projects would be selected, and also that the amount available (approximately \$32,000 for three projects) was insufficient. Despite these reservations, Mercy Corps received the “go-ahead” to conduct trainings for CCPC representatives (as described in the training section). However, on the final day of the mitigation project training, an emergency meeting was requested by the CTDs and the Assistant Coordinator to discuss the aforementioned reservations. It was strongly recommended to Mercy Corps that the methodology be changed so that communes were not competing against each other to have their mitigation projects funded. Following this meeting and during the closing ceremony at the training, the training participants also made this recommendation.

May 2014: Mercy Corps informed OFDA contacts of the situation and discussed the potential to revise the activity, to which OFDA was supportive. In mid-May, Mercy Corps sent a formal request to the Coordinator of the CDGRD, requesting that the CDGRD provide a clear recommendation for moving forward with the mitigation activities, including the number of projects they recommended be implemented, the size of the project(s), and a prioritized list of mitigation activities/sites.

June 2014 – August 2014: In early June, the CDGRD identified an initial project site for mitigation work in the Blockhaus neighborhood of Saint Marc town. Despite having a fixed and agreed upon deadline for end of June to submit the technical project site analysis and a detailed project proposal/budget, the CDGRD missed the deadline. To facilitate the process, Mercy Corps organized a coordination meeting and field visit to the proposed project site where representatives of the CDGRD, the Ministry of Planning and the Ministry of Public Works (MTPTC) convened and conducted a technical visit to the Blockhaus neighborhood in late July. Following the site visit, however, it was determined that the funds available through Mercy Corps' program were not sufficient to implement a mitigation project that would have a significant impact in the zone. Mercy Corps requested the CDGRD identified another priority site for the mitigation work.

September 2014 – Finally in September, a new site for the mitigation work was identified at the Petite Riviere canal in Saint Marc, a project proposal and budget submitted, and the change in project site was validated by the CDGRD at the end of the month of September. Based on a recommendation made by the CDGRD, Mercy Corps decided to solicit the technical expertise of the Regional Direction of the MTPTC during the implementation of the mitigation work. Notably, it was decided that the MTPTC would provide technical supervision and oversight of the mitigation work, and provide certain equipment for use during the project (such as dump trucks to be used when clearing the debris from the canal).

October 2014 - Mercy Corps worked closely with the Saint Marc District Office of the Ministry of Planning and Public Works (BDSM-MTPTC) to finalize the detailed mitigation project proposal, workplan and budget for the canal rehabilitation on the Petit Riviere canal in Saint Marc. The proposed works were first validated by the Mayor of Saint Marc, then by the CDGRD at the October 2014 meeting. A partnership agreement was signed between Mercy Corps and the BDSM-MTPTC in early November 2014. To implement the works, it was agreed upon that the BDSM-MTPTC be responsible for the technical implementation of the mitigation work and Mercy Corps provide overall supervision of the works. The BDSM-MTPTC hired both skilled and unskilled laborers (50 people in total) from the local community in order to conduct the works.

November 2014 to January 2015 - The project began in early November with awareness-raising in the community surrounding the Petit Riviere canal to inform and prepare the local community prior to the start of the construction work. During this same period, laborers conducted initial debris clearing work specifically for the sections where the canal walls were to be reconstructed, demolition of the three wall segments to be reconstructed and excavation of the worksite in preparation for the new walls to be constructed.

Actual wall construction work started on November 7 and construction works were completed on December 23, 2014. Three wall segments (technical specifications outlined in table below) were constructed during this time. The walls were grouted and topped off with a concrete screed. Once each wall segment was constructed, the BDSM-MTPTC proceeded with compacting earth for the canal embankment behind the wall sections.

Following the completion of the construction work, canal clearing work began on December 26, 2014 and finished on January 21, 2014. The canal clearing activities took longer than initially anticipated, as it was originally anticipated all work on the project would be completed by December 29, 2014. However, given the level of debris in the canal and the difficulty accessing parts of the canal with machines for debris removal, more manual labor was required which in return took longer to remove the debris from the canal.

Mitigation Work Summary:

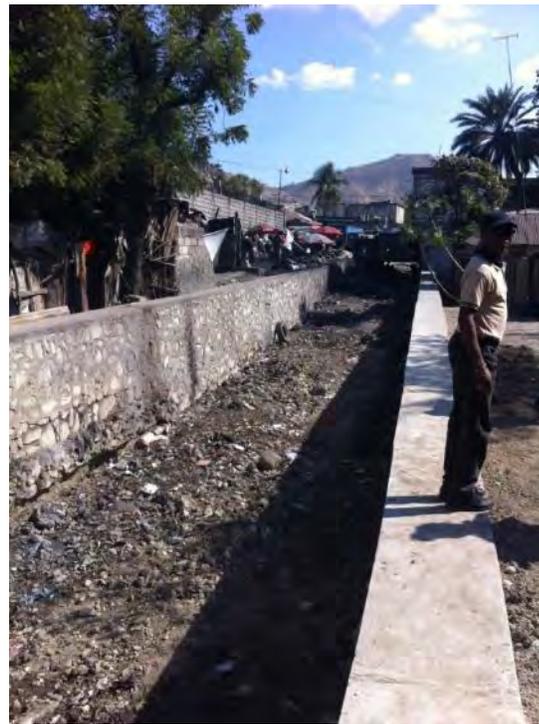
ACTIVITES	QUANTITES
Canal clearing	180m ³ of debris cleared
Excavation	151.20m ³
Masonry	308m ³ (Section : 2.2m ² and Length : 140m)
Grout	280m ² (Height : 2m and Length : 140m)
Concrete screed	8.40m ³ (Height : 10cm, Width : 60cm and Length : 140m)

BEFORE: Petit Riviere Canal



Photos: Mercy Corps

AFTER: Petit Riviere Canal



Output 5: DPC members capacitated to activate a rapid response mechanism.

7. Rapid response mechanism:

At the coordination meeting held between Mercy Corps, CRS and OFDA in late March, OFDA provided the parameters on the activation of the rapid response mechanism. Following this meeting, Mercy Corps shared the criteria and parameters with the both CTDs, in addition to the Vice Coordinator of the CDGRD.

The rapid response mechanism (RRM) was activated to respond to flooding in the K-Soleil neighborhood of Gonaives that occurred on August 7, affecting a total of 492 households. This was the only time the mechanism was activated during the course of the project. In support of response efforts, Mercy Corps activated the RRM in order to procure 470 hygiene kits from IOM's storage facility in Port-au-Prince and transport the kits to Gonaives for distribution to affected households. Action Against Hunger - France (ACF) also supported response efforts, providing 470 cholera kits and the Red Cross with 22 shelter and hygiene/cholera kits to those households displaced by the floods.

The 470 hygiene kits procured by the RRM were distributed in a joint-distribution led by the CCPC and local firefighters of Gonaives on August 25, in collaboration with Mercy Corps and ACF. The CCPC delayed the initial distribution due to the need for the committee to verify the list of affected households and identify an appropriate distribution site. Mercy Corps' role in the distribution was facilitative, with the CCPC and local firefighters leading the actual distribution activities. In total all 470 hygiene kits were successfully distributed, benefiting approximately 2,870 people (1,291 male; 1,579 female).



Photo: Beneficiaries wait to exit the distribution area with their hygiene kits. Mercy Corps

B. Sub-sector 2: Building Community Awareness/Mobilization

Output 2: Department and commune level DPC members can effectively operate the EWS and communicate during a crisis

1. Early Warning Systems (EWS) Strengthening:

In May - June 2014, Mercy Corps worked with the CTDs and the Communication's Officer for the CDGRD to identify the key action points to upgrade the EWS for the Artibonite. From these discussions, the following actions were prioritized:

- Radio messaging to inform local populations of alert classification¹
- Conduct simulation exercises (SIMEX) at commune level to test and refine 'traditional' EWS

¹ Radio messaging was also identified as a tool for awareness-raising campaigns. This activity is described under Output 3.

SIMEX: In October 2014, an external consultant was recruited by Mercy Corps to lead the simulation exercises (SIMEX) process planned under the project, a process that also included updating commune emergency plans and preparing CCPCs prior to the actual day of simulation. Mercy Corps worked closely with the consultant, as well as the CTDs in the department to plan and prepare for the SIMEX. A total of four communes were selected to undergo a SIMEX: Gros Morne and Ennery (upper Artibonite); Marchand Dessalines and Desdunes (lower Artibonite).

The SIMEX process included the following key activities:

a) Field workshops to update and validate commune emergency plans

In late October and early November, a one-day field workshop was held with members of each commune committee in order to go over in detail the existing commune emergency plans and identify all information to update in plans, using a participatory process. Following the workshop, the consultant worked to incorporate the updated information into the emergency plan documents and a second half-day validation workshop was held with each committee to present and validate the final updated plans.

b) Preparation sessions with commune committees

From November 11-14, each commune participated in a one-day preparation session, where the Mercy Corps' Program Officer, the consultant and CCPC members reviewed the SIMEX, how exercises work, roles of each actor, the evaluation criteria process, and expectations for the day of the SIMEX.

c) Preparation sessions with evaluators and observers

To assist with the SIMEX, evaluators and observers were identified in each department with the assistance of the CTDs. Briefing sessions were held with the evaluators and observers to review the evaluation and observation forms and discuss the specific roles of each prior to the actual SIMEX. A total of 6 evaluators and 4 observers were identified and represented the following:

- Upper Artibonite: IOM, ACF, Care, and two members of the CCPC of Terre Neuve
- Lower Artibonite: Oxfam, Helvetas, Assistant to the CTD of the lower Artibonite, members of the St Marc and Estere CCPC

d) Conduct simulation exercises

Based on discussions and recommendations with the CTDs and the consultant, it was decided to organize the SIMEXs simultaneously for the upper and the lower Artibonite. Two SIMEX controllers were identified – the consultant served as the controller in the lower Artibonite and Mr. Jean-Big Boy Rivage, another individual with 10+ years' experience with DRR in Haiti and experience acting as a controller for other SIMEXs, served as the controller for the upper Artibonite. The theme of the SIMEX was commune emergency center operation leading up to and during an emergency situation. The table below highlights the number of participants and date for each SIMEX.



Photo: Sector authorities, including representatives of the Ministry of Health and the National Police, actively participated in SIMEX activities in Marchand Dessalines. /Mercy Corps

Commune	Date	Participants			
		CCPC Members	Controller	Evaluators	Observers
Gros Morne	Nov 26	35	1	3	2
Ennery	Nov 27	35	1	3	2
Marchand Dessalines	Nov 26	26	1	3	2
Desdunes	Nov 27	31	1	2	2
TOTAL		127	2	6	4

e) Final report and feedback to committees

A final cumulative report was submitted by the consultant following the completion of the SIMEXs in December 2014. Copies of the recommendations for each CCPC and the final versions of their emergency plans were shared with each of the four CCPC in January 2015. The key findings and conclusions of the final report on the SIMEXs are outlined below in Section VI of this report.



Photos: The coordination units for the CCPC of Desdunes (left) and Marchand Dessalines (right) demonstrated active participation and engagement throughout the SIMEX activities. Mercy Corps.

Output 3: Increased public awareness of EWS triggers and appropriate public responses

2. Train communication officials to communicate during a crisis:

Please refer to the training section of this report to find information on the communication trainings.

3. Implement a public awareness campaign:

During this quarter, public awareness raising activities continued across the department in order to raise awareness among local populations, not only on the types of alerts, but also on preparation for the hurricane season and on the mitigation work. The main activities included:

Radio messaging: A contract was signed with two radio stations that have full coverage of the department – Tete à Tete Radio based in Saint Marc and Radio Vision in Gonaives. Mercy Corps staff worked with the CTDs, as well as the Departmental Communications Officer for the DPC to select the

messages (developed at the national level) to be broadcast by each radio station. Radio broadcasting began in Gonaives on August 1 and in Saint Marc on September 1² and continued through the month of November. Message spots were broadcast four times during each main news hour daily (for a total of 28 message spots broadcast by each station per week). Over the course of the project, 196 message spots were broadcast.

Awareness-raising activities in individual communes:

Over the course of the program, five CCPC were supported to implement awareness-raising activities in their communes. Supported CCPCs first submitted a scope of work and budget for their proposed activities. The table below summarizes the activities conducted in each commune:

Commune	Date of Activity	Type of Activity	Beneficiaries Reached
Saint Marc	June 2	Launch of hurricane season: Public march, sound trucks, press conference	300
Anse Rouge	August 15-16	Mass awareness raising with sound-trucks and megaphones during the "Fete Patronale" (city's annual cultural festival)	7,000 (3,800 males; 3,200 females)
Ennery	September 8-9	Door-to-door awareness raising and information sharing	1,140 (528 males; 612 females)
Terre Neuve	September 7	Mass awareness raising with sound-trucks and megaphones during the "Fete Patronale"	5,000 (2,300 males; 2,700 females)
L'Estere	September 7	Mass awareness raising with sound-trucks and megaphones during the "Fete Patronale"	611 (268 males; 343 females)

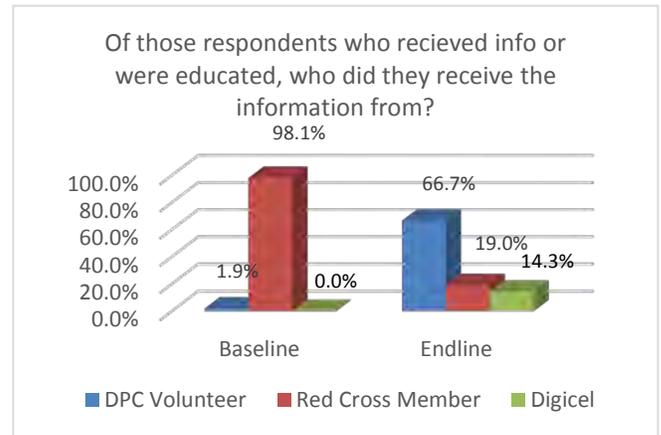
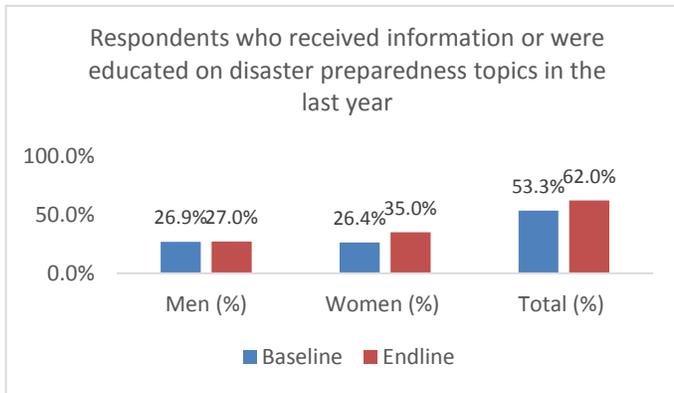
In addition to the general awareness-raising activities in communes, a targeted campaign was conducted in Saint Marc to compliment the mitigation work on the Petit Riviere canal. Mercy Corps supported the CCPC of Saint Marc to develop an awareness-raising campaign that would educate communities near the Petit Riviere canal (and in the greater Saint Marc area) of the mitigation underway, the risks associated with constructing too closely to the canal and using the canal as a waste dump, and how to preserve the works underway. Radio messaging on these themes was broadcast in December on the department station Tete à Tete and on 5 local radio stations in Saint Marc. A total of 20 CCPC members led an 8-day door-to-door awareness raising campaign in the neighborhoods along the Petit Riviere canal during the period of December 13-22, 2014. During this same period, messages were passed using megaphones in the market area and other public spaces that border the Petit Riviere canal. In total, 11,431 people were reached with these key messages.

Changes in Knowledge, Attitudes and Practices – Communities in the Artibonite:

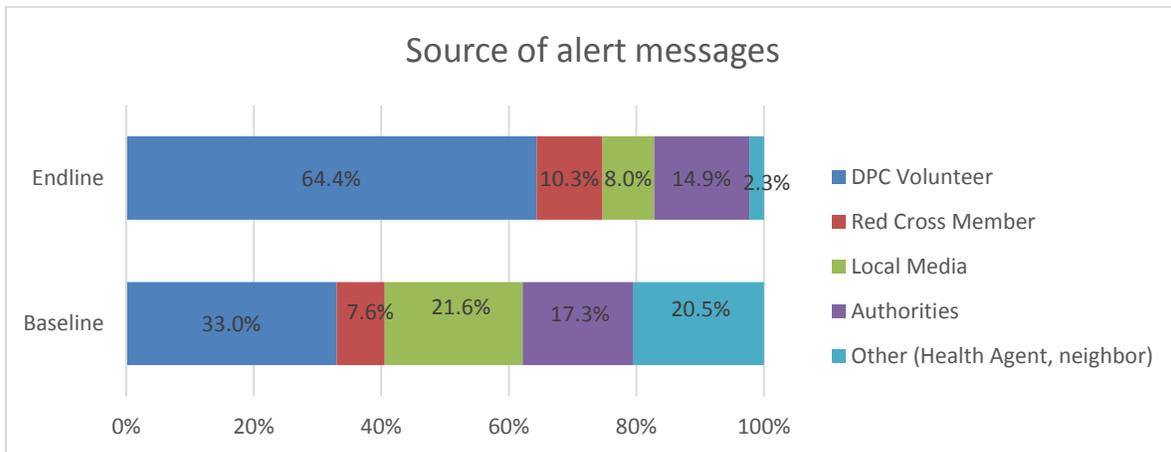
- There has been an increase in the percentage of community members who received information or were educated on disaster preparedness topics in the last year (53% at baseline; 62% at endline).

² Note that the French Red Cross had a previously established contract with the radio station in Saint Marc for DRR awareness messaging under their DIPECHO program, which ended on August 30. Mercy Corps agreed to continue messaging with the same radio station through the end of the current cyclone season as to avoid duplication (and not start programming before).

- There was a significant increase (from 2% to 66.7%) in the percentage of community members that were educated or received disaster preparedness information from a DPC volunteer. This suggests that **DPC volunteers were more active and more effective in the last year at raising awareness on DRR topics in their local communities** as a result of the support received from the program.
- Although the increase in men was incremental (less than 1%), the increase in women being reach with this information was just under 9%. **This finding suggests that DPC members were more effective in reaching women in particular through the awareness-raising activities.**

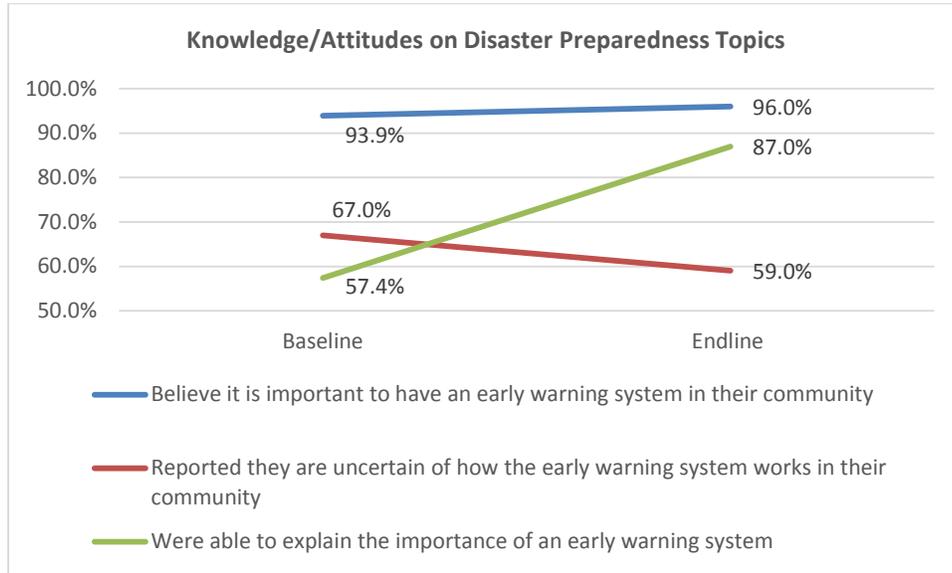


- From baseline to endline there was a significant shift from 33% to 64% in the percentage of respondents who received alert messages from a DPC volunteer as the first source of information prior to a disaster occurring. This finding suggests that the DPC volunteers have been more proactive with communicating and sharing alert messages in their communities over the last year.

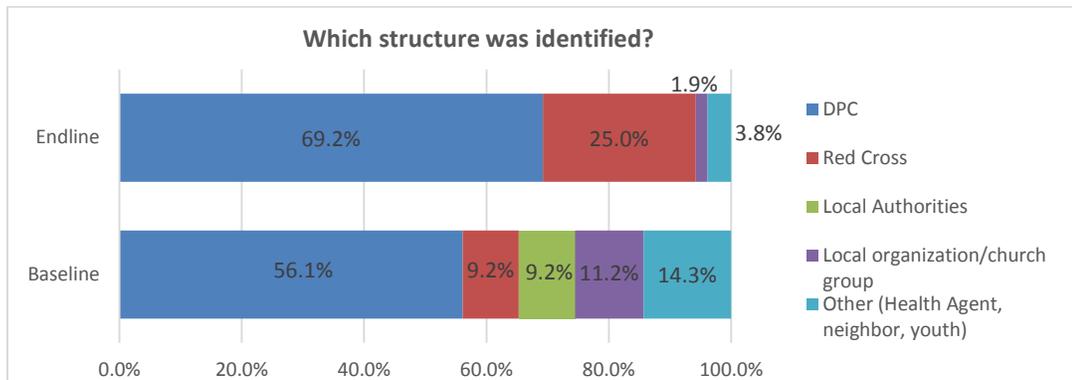
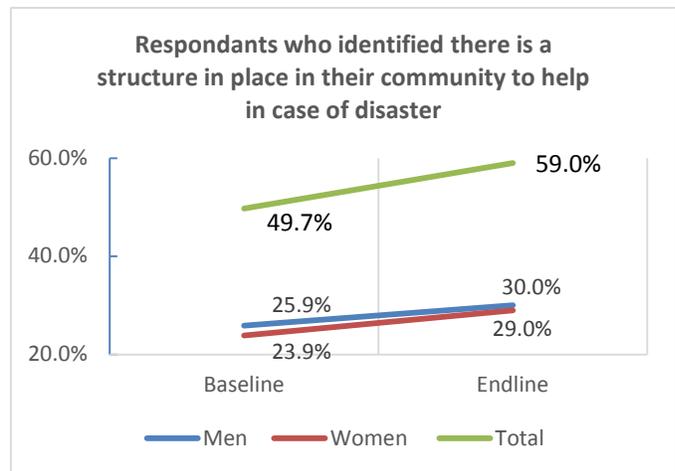


- Community members’ knowledge and attitudes about the importance of EWS have changed from baseline to endline. More community members not only believe that having an EWS in place is important, but **more people are confident they know how the EWS works in their community and can correctly explain how the EWS works.** This result may be attributed to the

awareness-raising activities of both the CCPCs and on the radio specific to the types of alerts and importance of the EWS that were conducted under the KKRD program.

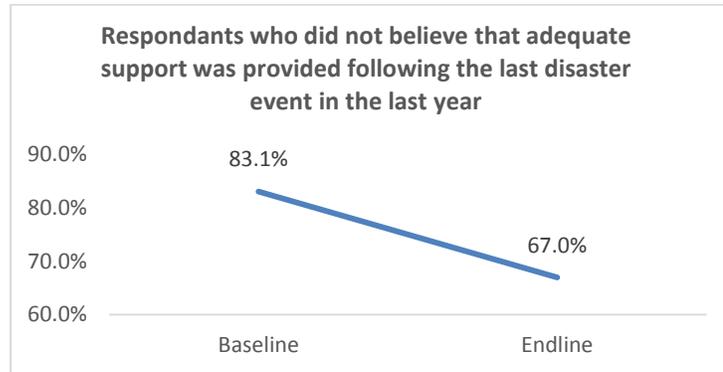


- From baseline to endline, there was an **increase in the percentage of community members who identified that there was a structure in place in their community to assist in case of a disaster**. Moreover, there was an increase in those community members that identified DPC volunteers as the structure in place, which again suggests that **DPC committees are more active and visible in their communities at the end of the program**.



- Community members reported that there has been an improvement in the support provided by the DPC committees following the last disaster-related event in the past year. Specifically, there

was a reduction in the percentage of community members that feel support provided was inadequate, which suggests that **community satisfaction has improved for the work of the DPC committees**. This improvement is likely attributed to the increased activeness and visibility of committees in their local communities over the last year.



4. Cost Modification Activities

The program cost modification was issued in June 2014. The progress of these activities is outlined below.

Organization of 3 additional Simulation Exercises: In the original program agreement, one SIMEX was budgeted and planned. Based on the results of the needs assessment identified at the beginning of the program and priority needs identified, 3 additional SIMEXs were budgeted, for a total of 4 SIMEXs to be conducted by the program. These activities were accomplished and are described in detail under the “SIMEX” section of this report.

Reinforce the capacity of 5 inactive CLGRD: The cost modification allowed Mercy Corps to support the DPC in order to reactivate a total of 5 inactive CLPCs - Gros Mornes, Source Chaud and Saint Michel (Upper Artibonite); Liancourt and Montrouis (Lower Artibonite). These trainings were held and are described in detail under the “Training” section of this report.



Photos: All five CLPCs received training in first-aid. The training was participatory and enabled CLPC members to practice basic first aid techniques, including safe transport of victims and how to secure various types of fractures. Mercy Corps.

Provision of shirts to supported CCGRD and CLGRD members: One of the biggest requests from the CTDs and from committee members was for DPC t-shirts so that committee members would have a way to identify themselves during emergency situations. Through the cost modification, Mercy Corps

procured a total of 650 t-shirts. All 650 t-shirts were distributed from November 2014 – January 2015, benefitting all 15 CCPCs, all 5 supported CLPCs, and the CDGRD in the department.

Repair 2 DPC motorbikes for the Lower Artibonite: The repair work on the two DPC motorbikes in the Lower Artibonite was not conducted, despite it being budgeted and included in the cost modification. In August, Mercy Corps was informed that one of the motorbikes had been stolen and that the other motorbike could not be located. Therefore, the activity was not conducted and the funds for this activity were reallocated towards the SIMEX activities.

Coordination meeting between CCGRD, CDGRD and CTDs: The one-day coordination and lessons learned workshop was held on January 20, 2015 in Gonaives. Present at the workshop were 2-3 representatives of each CCGRD, the CTD of the Upper Artibonite and Assistant to the CTD of the Lower Artibonite, and approximately 5 members of the CDGRD. The meeting served as a good opportunity for information sharing, discussion of lessons learned and problems encountered, as well as a discussion on annual planning for the 2015 cyclone season. The major lessons learned and recommendations identified at this training by participants included:

- Participants reminded Mercy Corps that for all training activities, it is important to identify a venue that has adequate lodging opportunities available. They noted that the first training venue for the project management training in Ennery did not have adequate lodging opportunities, but applauded Mercy Corps for ensuring no other trainings were held at that venue.
- Unanimously, all CCPC members cited “equipment and materials” as an unmet need and a priority for future capacity building interventions. They noted items included motorbikes, megaphones and batteries, general office supplies, and adequate meeting spaces as materials that are needed in order for CCPCs to fulfill their responsibilities.
- Overwhelmingly, the feedback on the training activities was positive and CCPC leaders indicated that their members had an increased understanding of their roles and responsibilities within the committee (the final evaluation results confirm this increased understanding based on the results of the discussions with CCPC members). They requested continued and more-regular support in the future.
- The experience of the four CCPC that participated in the SIMEXs was shared with the other CCPCs and again the feedback was extremely positive. They indicated that the experience was one that helped them better understand their roles and responsibilities and what to do in an emergency situation. They recommended that these activities be included in future programs ensuring that all of the communes in the department have the opportunity to participate in a SIMEX.
- On the mitigation work, all CCPC representatives, aside from the Saint Marc committee, expressed disappointment in the outcome of the mitigation project process and wanted more clarity on the decision to change approaches to the implementation of mitigation work. They recommended that in the future, no mitigation work be implemented unless the organization has enough funds to support projects in each of the 15 communes. They were favorable however to the idea of having projects focused on capacity building, but mentioned that a budget figure of \$10,000-15,000 for the mitigation work would have a great impact in their local communities.

Lessons learned/end of project review: The cost modification initially included a program meeting and lessons learned workshop that was to be held in the Artibonite Department and include representatives from OFDA, CRS, Mercy Corps and key program stakeholders from each department. The activity was

planned to be held prior to the national level meeting over a two-day period. However, after discussions with OFDA and CRS towards the end of both programs, it was decided that this activity would not be necessary and that the national level lessons learned workshop would be the best outlet to discuss lessons learned. The funds originally budgeted for this activity were allocated towards other program activities.

National level meeting to present lessons learned: In collaboration with OFDA and CRS, Mercy Corps organized a one-day national level stakeholders meeting on January 27 at the COUN in order to share lessons learned from both departments. This meeting was attended by the CTDs from each department, representatives of each CDGRD, select CCPC of each department, members from the DPC at the national level, as well as representatives from OFDA, CRS and Mercy Corps. At the meeting, each partner presented an overview of the major accomplishments and project results from the South and Artibonite departments. Clarifying questions were asked to each partner, followed by a more general discussion of lessons learned. A summary of these discussions, as specifically relevant to the Mercy Corps program, is outlined below:

- Targeted questions were asked on the nature of the involvement of the local DPC actors in the KKRD program, and the CTDs from the Artibonite both confirmed that the CDGRD played an important role in Mercy Corps' program. They were actively consulted throughout implementation and Mercy Corps respected the procedures and requests of the CDGRD. All of the work implemented by the project was supported by the CDGRD, including the SIMEXs, the mitigation work and the trainings. The CDGRD members contributed significantly to these activities. CTDs commended Mercy Corps for their active participation in CDGRD monthly meetings and said that "Mercy Corps passed the test". The CCPC members also confirmed their satisfaction with being involved in the program.
- A request was made to both Mercy Corps and CRS to share program documents with the local DPC leadership. Following the workshop, Mercy Corps shared program reports and data with the CTDs.
- It was recommended that future programs have a longer duration, with a minimum of 18 months and a preference for two years in order to provide capacity building support over two cyclone seasons to have a longer term impact.
- It was noted that in order to have a greater impact, more funding is necessary to implement more in-depth capacity building activities and respond to the needs of the CDGRD, CCPC and CLPC in each department.
- It was recommended that partners re-evaluate transport, lodging and other cost reimbursements for training participants.
- Future trainings should emphasize practical training more and theoretical training less. This could be in the form of SIMEX or shorter half day exercises, but held more frequently.
- Support all of the CCPCs in each department to update their annual emergency plans.
- Support CCPCs with materials for future projects, in particular communication devices and logistical support (motorbikes).
- Implement mitigation work in each commune, instead of prioritizing a few communes in each department, with a minimum amount of \$30,000 budgeted for each project.

V. Progress Against Indicators

Beneficiaries Targeted	Cumulative Beneficiaries Reached through the life of the project	Description of Progress
30145	36788	Beneficiary targets were exceeded by 22%.

Sector: Risk Management Policy and Practice

Subsector	Indicator	September 2013 - February 2015						Description of Progress
		*Reporting Period Targeted			*Cumulative Reached			
Building Community Awareness/Mobilization	Early warning system in targeted community is in place for all major hazards with appropriate outreach to communities (Y/N)	Yes			Yes			EWS was in place at program start, though knowledge on EWS by community members was low. There was a 30% increase in the percentage of surveyed community members who could explain the importance of EWS.
Building Community Awareness/Mobilization	Number of people participating in training, by sex	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	15	40	0	3	41	0	The target for number of people trained on communications was not achieved (44 trained vs. 55 targeted). This was due to the fact that only 2 out of a scheduled 3 trainings were conducted. The training scheduled for CDGRD members was not held due to availability constraints for CDGRD members, despite multiple rescheduling attempts by the program team.
Building Community Awareness/Mobilization	Percentage of attendees at joint planning meetings who are from the local community	60%			NA			Note that this indicator was not applicable as the program did not conduct any joint

								planning activities in local communities.
Building Community Awareness/Mobilization	Percentage of community members who received at least one early warning message from at least one source prior to a disaster occurring	80%			87%			Target exceeded by 7%. Community members reported an increase in DPC members as the first source of the message, from 30% at baseline to 64% at endline.
Building Community Awareness/Mobilization	Percentage of people trained who retain skills and knowledge after two months in Building Community Awareness/Mobilization	80%			82%			Target slightly exceeded. A total of 36 participants in the communications training out of 44 total trained passed the knowledge test two months after the initial training.
Building Community Awareness/Mobilization	Number of people participating in awareness raising, by sex	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	12000	12000	0	16245	12238	0	Targets exceeded by 18% for number of beneficiaries participating in awareness raising sessions.
Building Community Awareness/Mobilization	Number of people benefitting from Mitigation Work, by sex**	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	2912	2911	0	2500	2500	0	Target not met for direct beneficiaries of mitigation work. However, it should be noted the final figures for males/females reached were population estimates provided by the Mayor's office, so figures are not exact.
Building Community Awareness/Mobilization	Number of people benefitting from RRM, by sex**	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	0	0	0	1579	1291	0	Note that no specific targets were set at the start of the program, given the

								nature of the RRM as it would only be used if a disaster-related event occurred during the program implementation period.
Capacity Building and Training	Number of people passing final exams or receiving certificates, by sex	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	23	93	0	47	170	0	Target for number of people passing final exams exceeded, due mainly to the fact that the overall target for number of people trained was largely exceeded.
Capacity Building and Training	Number of people trained in disaster preparedness, mitigation, and management, by sex	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	29	116	0	62	202	0	Target for number of people trained in disaster preparedness, mitigation and management was exceeded by 82%.
Capacity Building and Training	Number of trainings conducted	10			18			Target exceeded. An additional 8 trainings were held than the ones originally targeted.
Capacity Building and Training	Percentage of people trained who retain skills and knowledge after two months	80%			82%			Target slightly exceeded for the percentage of trained people who passed knowledge test two months after training.
Capacity Building and Training	Number of people participating in SIMEX, by sex**	Female	Male	Other	Female	Male	Other	
	IDP	0	0	0	0	0	0	
	non IDP	24	96	0	27	100	0	Target was exceeded by 6%.

VI. Challenges/Lessons Learned/Recommendations

A. Trainings

Prioritize extended length trainings for CLPC and CCPC members: The feedback from the trainers that led the CLPC trainings was overwhelmingly positive. It was observed by Mercy Corps, the trainers and the CTDs alike that the vast majority of CLPC members, many who have not received training or direct support since 2010, were highly participative and engaged during the training sessions. Interviews with CLPC members during the final internal evaluation also highlighted the satisfaction by supported CLPC members, which was due largely in part to the way the trainings were organized. Holding three rounds of training sessions over an extended period, rather than one-off, shorter trainings, gave participants more opportunity to hone their knowledge and skills in the presence of qualified trainers and allowed more time for individual capacity building. With the length of the training, trainers had time to adjust the content or facilitation style based on the learning needs of participants. It is recommended that this type of training approach be used in future interventions, both for CLPC trainings and CCPC trainings, as it is an approach that is more likely to have a longer impact for capacity building efforts.

Reactivate CLPCs in high-risk areas: During interviews with CLPC members, it was highlighted that for future interventions, the same type of in-depth training support be extended to other CLPCs in the department. Mercy Corps agrees with this recommendation – CLPC members overall showed much more motivation and eagerness for training support than CCPC or CDGRD members, while they also demonstrated the greatest need (weakest capacity). Over half of the CLPCs in the department are no longer functional, leaving major gaps in the disaster preparedness and response capacity of the Artibonite department. Reactivating at least a portion of these committees, especially those that are the most disaster-prone, is crucial to reinforcing emergency preparedness and response efforts.

Priority training themes for CLPC and CCPC: Priority training themes for future interventions should include: basic notions on DRR, emergency assessments with emphasis on practicing conducting the assessment, emergency shelter management, and communications in emergency situations. These areas should be prioritized if possible ahead of other training topics such as first-aid, given that most CLPC members have very little knowledge of the first four training topics mentioned, which are essential components of the scope of work for committees. It should be noted, however, that the CTDs consistently noted first-aid training as a priority before all other topics for both CLPC and CCPC. Support from national-level DPC leaders may be required in order to address the priority needs first, followed by other training topics.

Challenges with training CDGRD members: A major challenge encountered by Mercy Corps during program implementation was engaging CDGRD members to attend trainings. For many CDGRD members, the demands of their day jobs made it difficult for them to take off time to attend training sessions. It was also noted that on average, there were about 10-15 active members who attended monthly meetings and were engaged in CDGRD activities.

The two priority themes for CDGRD members identified in the initial program assessment were emergency operation center (EOC) management and communication in emergency situations. Unfortunately, due to scheduling constraints with the OFDA-identified trainer, the EOC training was not conducted over the course of the project. This training garnered by far the most interest by CDGRD members, who expressed deep disappointment when the activity was canceled.

On multiple occasions, Mercy Corps worked with the CTDs to organize training dates for the communications training that would benefit all CDGRD members, and twice the training was canceled last minute due to the unavailability of CDGRD members. A few CDGRD members did attend the communications training with the CCPC in the upper Artibonite, but unfortunately most could not. Following the positive feedback from those CDGRD members who did attend, other members expressed interest in the training; however it was not possible to organize the activity prior to project close-out given the availability of the trainer.

Therefore, it is recommend that future capacity building efforts prioritize these two trainings and, if possible, ensure the trainings are included in the department's annual plan to ensure accountability for CDGRD members to participate in training activities.

It is also recommended that future DPC capacity building efforts at the national level consider identifying and training additional trainers in communications and EOC management.

Female participation: For training activities, female participation by CLPC and CCPC members was approximately 20%. Given that most committees in the department have between 15-20% female members, it was expected that the majority of training participants would be male. Adding additional CCPC/CLPC members or forming new committees was out of the scope of the current project, but is important to consider for future capacity building interventions in order to engage women in the DPC activities at the departmental, communal and local level. Any change in composition or addition of new members to committees will likely require support from the national-level DPC leadership, as Mercy Corps detected some reservation on this when discussing this issue with CTDs and CDGRD members. One recommendation would be to explore adding on and training a number of new female members to each committee, rather than renewing the entire committee. This could apply at the CLPC and CCPC levels, as well as the CDGRD level as female participation and engagement in CDGRD activities was extremely low and at times the Mercy Corps Program Manager was the only female participant in CDGRD meetings.

B. Mitigation project

Delays in mitigation project implementation: The mitigation project experienced huge delays in implementation, due in large-part to the change in methodology to implement the work and the discontent of the CDGRD to implement small projects more focused on capacity-building of CCPC members.

Another cause of the delay was the CDGRD leadership themselves. Despite Mercy Corps efforts to make the process as participatory as possible and CDGRD-initiated, there was a lack of initiative by CDGRD leadership to meet deadlines for moving forward with implementation. Follow-up was constant by Mercy Corps, but communication from CDGRD leadership was limited and inconsistent, causing nearly 2.5 months of additional delays even after the decision to change the approach and size of the mitigation project. The Delegee, who also served as the Coordinator of the CDGRD and ultimate decision making authority, was often absent or unavailable. The other members, including the CTDs and Assistant Coordinator, would involve themselves up to a point but refrain from moving the process forward without instructions from the Delegee. This operating environment made it difficult to move forward in a timely and participatory fashion and is a challenge that future interventions may ultimately face.

Future implementation of mitigation work: Despite the capacity building approach that is now being favored at the national level by the DPC, department level authorities favor the approach of implementing larger infrastructure projects with potential for big impact, worth a minimum \$25,000. The question of implementing mitigation work should be carefully considered for future interventions. If a capacity-building approach is favored, it is likely that implementing partners will encounter major push-back from departmental level leadership, even if this approach is more likely to help CCPC members build their project management capacity. Without significant support and backing from national-level leadership and buy-in from the departmental level leadership, the capacity building approach is likely to be unsuccessful.

If larger infrastructure projects are prioritized for future interventions, it is important to thoroughly consider the types of project and sustainability of mitigation work after the project intervention. Many larger infrastructure projects in Haiti are currently related to waste management (canal clearing, canal construction/rehabilitation, drainage system work, etc.), similar to the mitigation work implemented under this project. A challenge related to the canal clearing and the awareness-raising activities in relation to the durability of the mitigation work is the lack of a city waste management system. The reality is that people use drainage canals to evacuate waste because there are no alternative waste disposal options available. In the case of the Mercy Corps intervention, the CDGRD, the CCPC and even the mayor pledged their commitment to advocating for regular waste removal from the local market that borders the canal, waste management is a major issue country-wide. Without waste management services available to local populations, it's likely they will continue to throw waste into the canal and mitigation works will have minimal efficacy as long-term sustainable solutions.

C. Rapid Response Mechanism

General reflections on RRM: Overall, having a fund reserved for rapid response activities was deemed both important and beneficial by interviewed CCPC and CDGRD members and it was recommended that future interventions have a similar fund reserved in case of disaster-related events.

Challenges and recommendations for distributions: The main challenges include: delays in scheduling the distribution due to lack of planning by CCPC and lack of direction by CTDs/CDGRD; the beneficiary verification process on the day of the distribution took much longer than anticipated – partially through the day, Mercy Corps and implementing partner for distribution activities ACF had to provide direct assistance to help them move more quickly through the verification process so beneficiaries didn't have to wait so long. No direct supervision or support was provided by CTD on the day of the distribution. MC and ACF found it very challenging to mobilize the CTD and/or members of the CDGRD to assist overall the committee with the planning and actual distribution. NGO partners tried to help guide the activity without taking over ownership of the entire process, but it proved difficult without the support of DPC leadership.

Future distributions should be organized as soon as possible and more direct supervision is needed by CDGRD and/or CTD to verify beneficiary lists, help the committee organize/plan the distribution and on the actual distribution day. Mercy Corps also recommends that more practical exercises (such as shorter simulation exercises) be integrated into trainings on how to conduct a distribution and be including in future programs, both for CCPC and CLCP capacity building efforts. It is Mercy Corps' understanding that such a training curriculum does not currently exist at the national level, so a final recommendation is that OFDA consider supporting this type of curriculum development in the future.

D. SIMEX

Emergency plan updates - areas of strength:

- Strong participation of brigadiers in all four communes
- CTD of the lower Artibonite was present for all of the workshops in Marchand Dessalines and Desdunes, which was motivating for the CCPC members and demonstrated the importance of these activities. CCPC members expressed that they felt supported and his inputs were very helpful and useful when updating the plans.
- In general, CCPC members who attended the workshops were engaged and provided valuable input into revising the plans.

Emergency plan updates - areas of improvement for future updates:

- Although both the consultant and Mercy Corps tried to ensure the presence of the CTD in the upper Artibonite, he was not present for the workshops (note the CTD originally confirmed he would participate, but it was unclear in the end why he did not participate). It is highly recommended that future sessions be conducted with the participation of the CTD, which not only places weight on the activity, but also can be motivating for CCPC members.
- In general, CCPC members had very little knowledge of the existing emergency plans (all of which had last been updated prior to 2011). This lack of knowledge was in part due to turnover of CCPC members, but also likely in part to the fact that most CCPCs did not have “ownership” of their plans. In some cases, only a few members were originally consulted to develop the first plans; in other cases the process was slightly more participatory but nothing was done with the plans once they were developed to create the ownership and help CCPC’s practice using them.
- Prior to these activities, participation of state institutions and actors (health, national police, justice, education, agriculture, mayors, etc.) in the monthly CCPC meetings was sporadic, at best, so many of the state actors did not know or fully understand their role and the activities expected of the CCPC in an actual emergency situation. More time was spent than originally anticipated to review these roles with all CCPC members, prior to working on updating the plans.

Major conclusions and recommendations observed during the four SIMEX:

- Despite certain issues observed in the organization of the SIMEX - committee members showing up late, last minute change of venue the morning of the SIMEX by the CCPC, uncertainty of participants of their roles at the start of SIMEX despite the preparation days and workshops – the SIMEX were successful in that they allowed for the evaluation of each communes’ ability to prepare for and respond during an emergency scenario. Overall, committee members demonstrated their engagement and knowledge of many emergency management procedures, even if there was room for improvement. CCPC members showed that they could do what was needed and were able to assume their coordination function for certain emergency operations. With more regular practice via similar practical exercises, it’s likely they will become even better at managing emergency scenarios and more prepared for real-life emergencies.
- Regarding participation of state institutions, all communes except for Gros Morne had strong participation from members that represented state institutions (police, health, education, agriculture sectors), who assumed their specific roles during the SIMEX. During the debriefing sessions, CCPC members themselves identified this as a strength, recognizing the importance of state actors to ensure an effective and coordinated emergency response. However, the representation of the mayors, who also serve as the official Coordinators of each committee, was disappointing – only the Coordinator of Gros Morne was present during the SIMEX, and the

Deputy-Coordinators present in the other communes. This is a reality of the current structure of the commune-level (and department-level) committees – the committee leaders are often absent, and other members assume leadership roles. Given this fact, it is very important that training and capacity building efforts for emergency response management target not only coordinators but also the individuals that often fill-in for the coordinators.

- Very few members of the CCPCs consulted or used the tools that had been updated in their emergency plans, such as the contact list, organizational diagrams, risk maps, etc. This indicates a lack of ownership and familiarity with the emergency plans despite the time and efforts spent with each committee to ensure members understood their plans and updated the information in their plans prior to the actual SIMEX activity. This demonstrates the low level of capacity for many of the members and highlights the continued need to conduct not only trainings but more practical exercises and capacity building sessions with CCPC members. In doing so, this will help improve the ownership of the emergency plans and build the capacity of CCPC members to better manage emergency situations. That said, it also may indicate that the template of the emergency plan used by the DPC is too burdensome and lengthy – there is so much information, tools, and annexes that the document is no longer practical for use in an emergency situation. Future capacity building interventions that target the central DPC leadership could support the development of a more user-friendly template.
- The CTD of the Upper Artibonite, despite his initial confirmation to assist and participate during the SIMEX, only participated by phone. The CTD of the lower Artibonite participated in both exercises. As mentioned above, the presence of CTDs at activities with CCPC tend to place weight and importance on capacity building activities, and seems to make CCPC members feel connected to the greater DPC system. In the future, having the active participation from both CTDs during any type of SIMEX is essential to ensure the success and follow-up of capacity building activities after the exercise.
- The SIMEX process, although lengthy, was the first time for many CCPC members to receive in-depth capacity building support over a period of time, as most members participate in theoretical, less practical training sessions with little other support. Feedback from CCPC members confirmed that they liked the practical exercise approach and the repeated support over the month-long preparation process. Future capacity building initiatives should consider using more of the in-depth support, coaching and practical exercises in parallel to theoretic trainings. This more in-depth approach requires human resources and much more time for one-on-one capacity building.

E. Awareness-Raising

Radio messaging: Radio messaging was successful in increasing awareness of the general population on DRR-related themes in the department. It is recommended that radio messaging continue to be used as a means for community preparedness prior to and during the cyclone season.

Targeted awareness-raising campaigns: Targeted campaigns served as an opportunity to both raise awareness on DRR-related themes in local communities and to build the capacity of CCPCs to plan, budget and implement awareness-raising activities. Though the awareness raising campaigns were not frequent enough to have a long-lasting impact on behavior change around DRR concepts, the capacity building support to individual CCPCs had lasting impacts, as reported by supported committees during the project evaluation. For some, this was the first opportunity they had to develop a project from start to finish with support on budgeting, work planning, and report writing. Mercy Corps staff spent a lot of time coaching and mentoring individual CCPCs in the development of the targeted awareness-raising campaigns. CCPCs noted they felt more knowledgeable and comfortable designing small-scale

awareness-raising projects following this support, and highlighted this as a tangible impact of the program.

VII. Conclusion

Through the KKRD program, Mercy Corps, in direct collaboration with the DPC in the Artibonite, reached a total of 36,788 beneficiaries. The program successfully contributed towards advancing disaster risk reduction and preparations in the department during the 2014 hurricane season. Knowledge of early warning systems by members in targeted communities improved from before the program to after, likely as a result of the awareness-raising activities conducted under the program. Overall, 308 DPC volunteers were trained by the program, which more than doubled the initial program targets. By the end of the program, DPC members in the Artibonite were more active in their communities with spreading key messages on alert information. This demonstrates the impact of the trainings supported by the programs in that DPC members are now putting into action some of the key themes they learned during the trainings.