



# UN/USAID Project Management Coordination Cell Support Project

## 90-Day Transition Plan

September 13, 2010

Title: 90-DAY TRANSITION PLAN  
Project Name: Project Management Coordination Cell Support Project  
Sponsoring Office: USAID-Haiti  
Contract Number: EDH-I-00-08-00026-00  
Task Order Number: EDH-I-01-08-00026-00  
Contractor: Parsons Global Services, Inc.

## Introduction

The Coordination Support Committee (CSC) created the Project Management Coordination Cell (PMCC) in March of 2010 to coordinate relief and reconstruction efforts resulting from the January 12 earthquake. The CSC is an international partnership consisting of the Government of Haiti (GoH), the United Nations (UN), the primary donors, and the major military commands operating in Haiti. The PMCC was initially comprised of UN and United States (US) forces personnel, working under the guidance of the CSC. Later, on May 26, following the withdrawal of US Forces from Haiti, the United States Agency for International Development (USAID) executed a Task Order to provide technical and professional personnel to support the activities of the PMCC.

Initially, the CSC tasked the PMCC to support the GoH and the humanitarian response community by focusing on debris removal projects. Later, CSC revised the PMCC's role to include at-risk settlement mitigation efforts and construction of peri-urban transitional settlement sites (e.g., Corail). The objective of the CSC has always been to support the GoH by transitioning the PMCC to an appropriate ministry or agency to build project management capacity and broader project management capabilities within Haiti.

This transitional plan, as required by USAID Task Order EDH I 01 08 00026 00, provides a strategy for transferring the work and capacity from the PMCC to the GoH. This proposal suggests that the Ministry of Public Works (MTPTC) is the appropriate place within the GoH for the PMCC to be situated. Three primary areas of focus (i.e., coordination of at-risk settlement mitigation efforts, consolidation of debris removal and road-way maintenance efforts, and assistance of Interim Haiti Reconstruction Commission (IHRC) with technical reviews of submitted proposals) are presented as recovery projects that should be managed under MTPTC and are the primary areas of technical expertise that the PMCC is best suited to provide. To be effective and to build capacity, it is anticipated that the transition of the PMCC to the GoH will require 12 to 18 months, with tangible results emerging in the spring of 2011.

## Situation

In determining options for transition, the PMCC has consulted with various elements of the GoH, the UN Deputy Special Representative of the Secretary General/Humanitarian Coordinator/Resident Coordinator (DSRSG/HC/RC), USAID, World Bank, the Office for the Coordination of Humanitarian Affairs (OCHA), and others. Additionally, the PMCC reviewed previous approaches to how the GoH in partnership with the international community coordinated initial response efforts.

Humanitarian assistance will continue in parallel with reconstruction efforts. Coordination continues to pose a challenge both in the implementation of humanitarian response and in disaster preparedness. The latter is of particular concern as we are in midst of the hurricane season.

The earthquake-affected area contains over 1,300 separate temporary settlements housing approximately 1.2 million internally displaced persons (IDPs). Overcrowding in these settlements, flash flooding, and landslide risks remain a primary concern to the humanitarian community. Since May, OCHA has assumed a strong coordination role of these efforts. However, OCHA is in need of technical expertise to assist in the technical management of these issues.

The continued presence of large amounts of debris is a major factor preventing the resettlement of IDPs. The MTPTC has been identified as the appropriate GoH body to manage

debris removal and street maintenance efforts. The existence of large amounts of debris and the deterioration of streets combined with the commencement of the new school year continues to tie up traffic, restricting the movement of humanitarian operations as well as security operations. More importantly, the debris will continue to prevent the return of IDPs to their neighbourhoods of origin, causing them to remain in unacceptable settlement conditions.

The mandate of the IHRC is to manage influx of funds in line with the GoH established priorities and approves projects and programmes. The IHRC is in need of expert technical resources to evaluate the projects presented to it.

The PMCC recommends the following three areas of focus as it transitions to the GoH:

- Focus Area 1: Continue to assist OCHA with day-to-day project management related to at-risk settlement mitigation and construction of peri-urban sites.
- Focus Area 2: On behalf of the MTPTC, consolidate debris removal and roadway maintenance programs with the intent of building sustainable capacity within the MTPTC following the elections.
- Focus Area 3: Assist the IHRC with technical reviews of submitted projects and performance analysis of those chosen for implementation.

## Current PMCC Transition Activities

On September 2, Mr. Fisher identified the following specific guidelines for the PMCC for the next twelve months.

1. The primary focus of the PMCC is to remain on debris removal. The DSRSG/HC/RC has agreed to discuss:
  - a. transition of the PMCC to MTPTC as a capacity building and support function with GoH partners, specifically the Prime Minister and Minister of Public Works;
  - b. debris removal strategies with the Prime Minister;
  - c. plans for transition of the PMCC with the Head of USAID; and
  - d. a methodology to bring the top five donors (ambassadors) together to discuss debris removal strategies and to determine if it is possible to get the reconstruction community united, and then take debris removal programs to the GoH.
2. The DSRSG/HC/RC has agreed to discuss with representatives of the IHRC if the IHRC would benefit from the PMCC's technical assistance in the evaluation of submitted Project Concept Notes (PCNs).
3. Provide support in the following areas:
  - a. manage the continued construction of Corail; and
  - b. provide project control functions in response to OCHA's request to review "mitigation work completed" to determine if the work performed meets the original scope of work statement and acceptable standards of workmanship.

## Review of Transition Options

Option	Pro's	Con's	Feasibility
Consolidate debris removal with the MTPTC, administered through the PMCC until the new government is in place.	Current administration expected to be replaced at the end of November 2010. PMCC retains history and forms knowledge bridge to new administration.	Requires agreement from GoH and reconstruction community. Transition of work and capacity will require extension of USAID's PMU contract.	High Mr. Fisher to approach Prime Minister and top five donors to obtain their agreement.
Provide project control functions to OCHA's coordination activities.	Allows OCHA to concentrate on overall program management and coordination issues, delegates technical issues to PMCC.	Limits OCHA to project management functions.	High Mr. Center has approached OCHA to determine if they want to perform project controls in-house or through PMCC.
Supplement the IHRC's technical staff in the evaluation of PNCs.	Allows IHRC to evaluate PNCs in timely manner, reduces delay in implementing desirable projects.	Uses non-IHRC organization to perform IHRC activity.	High Mr. Fisher to speak with Mr. Verret, Executive Director of IHRC to determine if IHRC requires technical assistance.

## Conclusions

The PMCC is aligning its current projects in accordance with this transition plan. The PMCC continues to oversee the on-going construction of the Corail peri-urban site. OCHA continues coordinating the at-risk settlement mitigation task force and has asked that the PMCC provide third party review of works completed by implementing partners. The PMCC remains ready to re-engage in the day-to-day management of the overall process, if required. The PMCC continues to assist Mr. Nigel Fisher, the DSRSG/HC/RC, in developing debris removal strategies and stands ready to provide technical assistance to the IHRC.

Various issues may impede the transition of the PMCC to the GoH. Firstly, the current USAID Task Order Term expires in November 2010, coincidentally, with the upcoming national elections. The UN has budgeted to provide its staff to the PMCC for an additional 12 months. However, the loss of the USAID assistance prior to the spring of 2011 would cripple the effectiveness of the PMCC.

Capacity building is a long-term engagement. The PMCC has the potential to be a highly effective tool to improve the GoH's ability to respond to reconstruction and recovery requirements by providing technical expertise. However, it has not yet been in place long enough to take root. At the same time, the PMCC requires support from not only the DSRSG/HC/RC but also from major donors. Support from a small group, much like the CSC, of the DSRSG, top five donors, the World Bank, and the Inter-American Development Bank, will greatly assist the PMCC in its transition to the GoH and the government's acceptance of it. However, the PMCC must be here for the medium term to gain the confidence of its government partners. The constant rotation within the humanitarian community during the emergency

response has made building relationships with government partners difficult, both at national and especially local level.

Because of these factors, the UN/USAID needs to commit support for the continuation of the PMCC for the next 12 to 18 months to build confidence with its local partners. Additionally, the “international community” must agree to coordinate the implementation of their reconstruction efforts through the PMCC. If the international community supports the PMCC with this confidence, it will greatly assist the PMCC in gaining the confidence of the GoH.