



USAID | **HAITI**
FROM THE AMERICAN PEOPLE



HAITI RECOVERY INITIATIVE II

FINAL REPORT

Contract No. DOT-I-00-08-00033-00, Task Order 11

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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FRONT COVER: A young woman from Haiti’s Northern Corridor is one of 820 residents who participated in an accelerated training program to ensure a qualified workforce for expected jobs in the Caracol Industrial Park. The training prepared participants to obtain employment in the park or to start their own microenterprise by teaching not only industrial and small-scale technical sewing skills, but also practical life skills such as managing a budget, communication, and hygiene.

BACK COVER: Participants from Bel-Air and Martissant communities celebrate the completion of their training to operate heavy equipment. The training, provided in partnership with the Ministry of Education’s Vocational Training Department, equipped 85 men and women with technical and entrepreneurial skills in anticipation of post-earthquake reconstruction needs.

Unless otherwise noted, all photos are courtesy of HRI II and USAID/OTI.

ACRONYMS

CEBA	<i>Complexe Educatif de Bel-Air</i>
DGI	<i>Direction Générale des Impôts</i>
HTG	gourde
HRI	Haiti Recovery Initiative
IDP	internally displaced person
INDEPCO	National Institute for Sewing Promotion and Development
MFK	Meds & Food for Kids
OTI	Office of Transition Initiatives
TAP	transition activities pool

EXECUTIVE SUMMARY

Haiti Recovery Initiative II (HRI II) shifted USAID’s Office of Transition Initiatives (OTI) investments in Haiti from post-earthquake recovery to preparing local governments and community-based organizations throughout the country for longer-term U.S. government investment. The program started in March 2011.

USAID/OTI began its programming in Haiti in January 2010 as part of the response to the January 12 earthquake. The first iteration of the program (now known as HRI I and co-implemented by Chemonics International Inc. and Development Alternatives, Inc.) supported short- and medium-term activities aimed at increasing community stabilization, enabling the Haitian government to function, and increasing community engagement. In March 2011, OTI awarded Chemonics an 18-month follow-on project to continue work under the program, now known as HRI II. Originally scheduled to end in September 2012, HRI II was extended for a year, allowing it to continue work in Port-au-Prince and Cap-Haitien, with a focus on community-led stabilization initiatives.

HRI II used a fast and flexible transition activities pool (TAP) to implement grants, short-term technical assistance, and procurement in response to changing needs. The project carried out 314 grants, which were implemented in more than 600 locations. Given the fluid nature of Haiti’s political, economic, and environmental landscape, programmatic interventions shifted throughout the life of the program. As with HRI I, HRI II’s work was responsive, rather than sector-specific, allowing the program to effectively address a range of emerging issues relevant to Haiti’s economic growth and stability. All HRI II activities fit in the following broad programmatic areas:

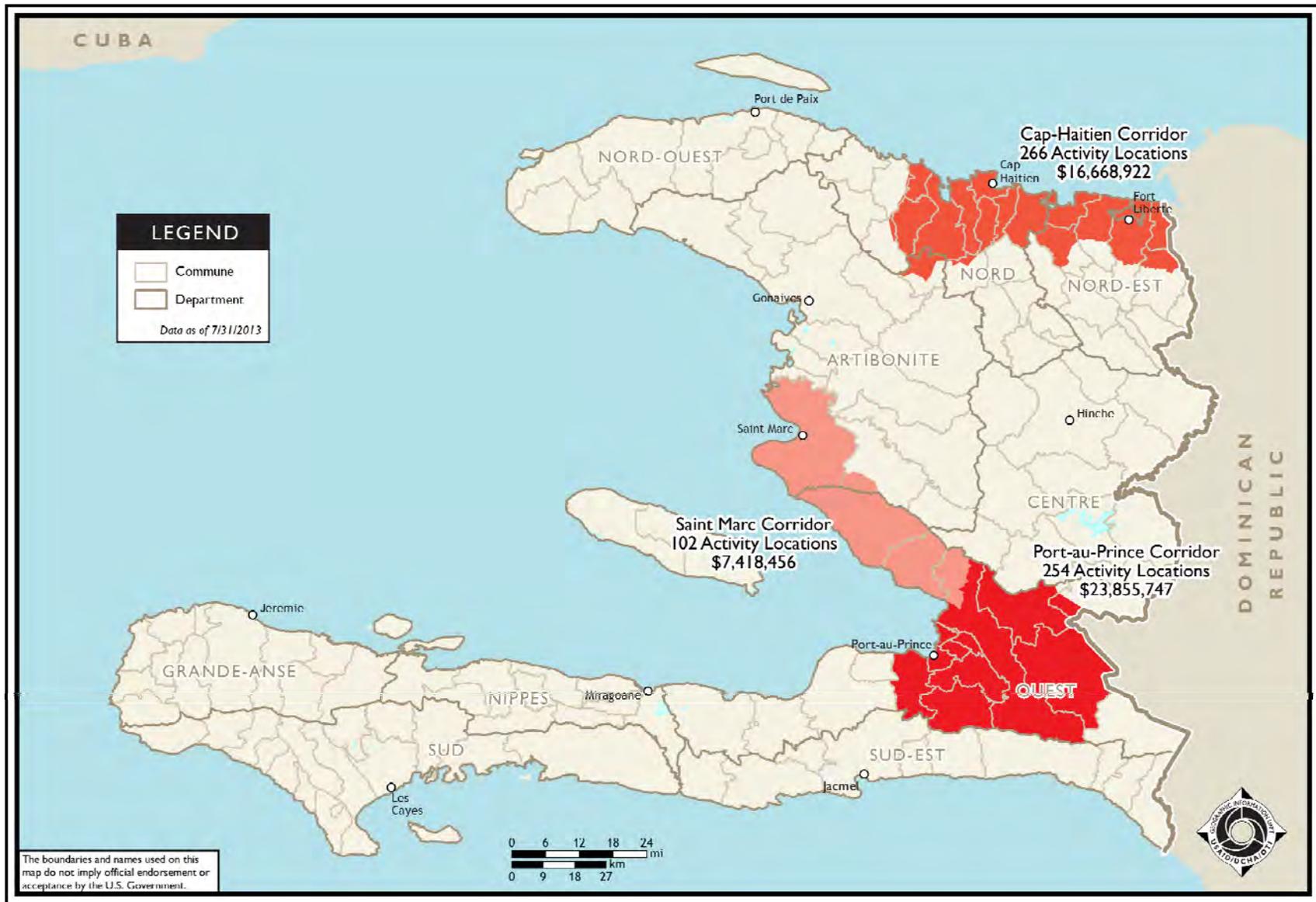
- Community Stabilization
- Enabling the Haitian Government to Function
- Increasing Citizen Engagement

The project began by working in Port-au-Prince, Cap-Haitien, and Saint Marc, implementing community-led projects with a focus on revitalization and stabilization. In the final year, the project narrowed its focus to two key neighborhoods in Port-au-Prince (Martissant and Bel-Air) and communities surrounding the Caracol Industrial Park east of Cap-Haitien. A key priority of the community engagement approach was to enable viable community-based organizations in development corridors to prepare for and better absorb long-term U.S. government assistance.

HRI II by the Numbers

- 314**
Grants awarded
- 116**
Local partners worked with
- 1,626**
Solar lights installed
- 1,091**
People received vocational training
- 8,813**
People employed
- 612,958**
Tree seedlings planted
- 1,856**
Families supported with durable housing solutions
- 128**
Haitian government officials trained

Exhibit 1. HRI II Funding By Development Corridor



CHAPTER ONE

PROJECT CONTEXT: REVIEW OF THE COUNTRY SITUATION

HRI II was launched in a relative period of calm for Haiti: more than a year after the earthquake, at the end of a 2010 cholera outbreak, and during successful and calm presidential elections. Throughout the life of the project, political imperatives, security issues, and economic realities served as the guiding force for development and implementation of technical activities. The project also monitored and responded to potentially destabilizing environmental challenges.

A. POLITICAL SITUATION

The second and final round of voting in presidential elections was held on March 20, 2011, and results were announced peacefully a month later. President Michel Joseph Martelly took office near the start of the project, on May 14, 2011, but it took nearly a year to install a functioning government and several tries to secure an agreement from Parliament on a prime minister (Gary Conille), who was replaced by Laurent Lamothe months later. To address these challenges and to achieve its objective of supporting the Haitian government to function despite this delay in obtaining consistent government leadership, HRI II provided support in the interim to the Office of the President, the Interim Haiti Reconstruction Committee, and other non-ministry offices before installation of a new government. Throughout its life, HRI II supported all branches of government, including central government agencies, such as Haiti's mapping agency, the *Centre National d'Information Géo Spatiale* (National Center of GIS Information), which is part of the *Ministère de la Planification et de la Coopération Externe* (Ministry of Planning and External Cooperation); the tax collection bureau of the *Ministère de L'Economie et des Finances* (Ministry of Economy and Finance), the *Direction Générale des Impôts* (DGI); the *Ministère du Commerce et de l'Industrie* (Ministry of Commerce and Industry) Center for Facilitation of Investments; *Ministère des Affaires Sociales et du Travail* (Ministry of Social Affairs and Labor); and *Ministère de la Santé Publique et de la Population* (Ministry of Public Health and Population), as well as key ministries and municipalities relevant to the Caracol Industrial Park.

Despite successful presidential elections and a peaceful transition of executive power, Haiti faces an electoral crisis that probably will outlast HRI II, because parliamentary and municipal elections scheduled for November 2011 have not yet been held or scheduled. The terms of one-third of the Senate have lapsed, leaving the upper house of the legislature incapacitated. Meanwhile, President Martelly appointed non-elected officials to replace most elected mayors whose terms expired last year. In April 2012, President Martelly established the Transitional College of the Permanent Electoral Council, the first step in paving the way for long overdue elections. Despite the goal of holding elections by the end of 2013, there is widespread skepticism that this is realistic, given the complexity of holding the elections.

B. SECURITY SITUATION

Although the security situation throughout Haiti remained relatively stable during HRI II, it had the potential to deteriorate due to tensions related to the slow pace of recovery, internally displaced person (IDP) resettlement and relocation, and formation of a new government. Occasional tension between former members of Haiti's demobilized army and the national police force created some concern. In addition, environmental threats persisted; the prime minister declared a one-month state of emergency after Hurricane Sandy, which destroyed much of the country's agricultural production and caused significant damage in vulnerable areas.

HRI II concentrated programming in strategic communities that were seen to have the potential to derail recovery and development efforts if left unaddressed. Raids by the police and international peacekeepers seeking prison escapees and criminals in HRI's target neighborhood of Martissant made operation in some areas of this neighborhood difficult. In addition, gang activity in target neighborhoods like Bel-Air made HRI II's programming in Port-au-Prince to provide at-risk populations with alternative income-generation solutions even more timely.

Despite gains made in combating cholera since the epidemic began in 2010, the disease remained a concern in Haiti, particularly during rainy seasons. The cholera outbreak affected security in the Artibonite and Central Plateau departments, as the populations there responded to a perceived lack of attention/response from the Haitian government.

C. ECONOMIC OUTLOOK

According to the Economic Survey of Latin America and the Caribbean released by the U.N. Economic Commission for Latin America and the Caribbean in October 2012, Haiti's economy was predicted to grow 6 percent in 2012 and 7.5 percent in 2013. The expected growth rates were the highest projected rates in the Caribbean.

These estimates were made before the twin shocks of Tropical Storm Isaac and Hurricane Sandy, which caused more than 50 deaths and severe damage in vulnerable areas of Haiti by flooding several neighborhoods, washing out large expanses of agricultural land and livestock, and destroying homes and businesses. The government estimated losses from these storms at \$254 million. This was a considerable setback for the country at a time when the cost of living was beginning to stabilize and the economy was starting to grow. The United Nations estimated that 90 percent of Haiti's agricultural land was damaged in some way.

Preparing for the Storms

HRI II helped vulnerable communities mitigate potentially catastrophic effects from Tropical Storm Isaac and Hurricane Sandy during the deadly storm season of 2012. A series of pre-hurricane interventions in Port-au-Prince and Saint Marc meant that many families and communities were prepared for the storms and weathered them safely. The program:

- Moved 480 families in the at-risk Port-au-Prince neighborhoods of Martissant and Bel-Air out of tents and into more sturdy temporary shelters
- Trained families on how to secure their homes during a hurricane
- Formed communications committees in partnership with the Haitian *Direction de la Protection Civile* to spread emergency messages to remote areas
- Used communications towers with solar lamps installed to quickly inform communities of coming danger
- Repaired roads and canals to prevent flooding on the main road into Saint Marc

In late 2012, in an effort to mitigate the looming food crisis, President Martelly and Prime Minister Lamothe secured food aid from Japan and Vietnam, which included 20,000 tons of rice and rice seed. The seed was distributed via street merchants to avoid a situation similar to that which led to food riots in 2008. Nonetheless, due to the effects of Isaac, Sandy, and other weather events, the price of food staples continued to rise, putting further financial pressure on Haitian families. This means that 6.7 million Haitians face food insecurity in 2013, with 1.5 million facing severe food insecurity. Meanwhile, humanitarian funding in 2013 was reportedly only sufficient to cover 22 percent of the need. This impact on the cost of living and general insecurity further confirmed the importance of HRI II as a quick response mechanism to provide technical training and economic opportunities in development corridors.

SNAPSHOT

When a Light is More than a Light

HRI II installed 1,626 solar lamps in Saint Marc, Port-au-Prince, and Cap-Haitien. The lamps primarily helped local governments provide safe spaces for nighttime activities, often providing the only illumination over dark swaths of roads or towns. However, residents saw additional concrete benefits, other than their immediate impact on public safety. Children studied under the light of the lamps, and business and vendors stayed open later. Benches were added underneath, creating safe, nighttime recreational areas. Residents were outside later in the night, making connections and sharing information. The lamps changed habits in the communities and increased citizens' perceptions of security.

Bony Oreste, a merchant from Nerette, noted how different things were after the solar lights were installed, "Before, people went back to the houses when it got dark. Now, when it is nighttime, the streets are full of people. Merchants who used to close their businesses before it got dark are now staying later because more people are outside during later hours of the evening."



Schoolchildren in Caracol study late at night under a solar lamp in their neighborhood. As an item the project could provide quickly to a community and one that could have the greatest impact, the lamps were an important way to establish trust and collaboration early in the engagement process.

PHOTO CREDIT: KENDRA HELMER

CHAPTER TWO

MAJOR PROGRAM ACTIVITIES: HIGHLIGHTS AND ACHIEVEMENTS

A. PROJECT PURPOSE AND EVOLVING SCOPE

Although HRI I focused on short- and medium-term activities aimed at stabilizing Haiti through support for community revitalization, improved governance, and increased access to economic opportunity, HRI II deliberately shifted to more community-based programming focused on transitioning from post-earthquake recovery to long-term development.

Building on the substantial achievements of HRI I, the follow-on project started with offices in three locations: Port-au-Prince, Cap-Haitien, and Saint Marc. Plans to phase out the Saint Marc office by the end of the first year meant the project would then direct its focus exclusively on target communities in Cap-Haitien and Port-au-Prince.

Program teams developed creative ways to engage HRI II's communities to leverage resources and achieve impact through smaller, more targeted grants. A hallmark of the project was its focus on community engagement, through a process of collaboration and inclusiveness that was enhanced and improved over the life of the project.

The need to closely engage with communities led to a mid-course staffing adjustment that combined the roles of grants manager and program development officer into one position: program officer. This meant that communities worked with the same project representative from start to finish on an activity, resulting in closer connections and engagement by all sides.

In addition, in the extension year, the program adopted a more in-depth approach to community engagement and narrowed its activities more directly through development of mission statements and goals for the Port-au-Prince and Cap-Haitien teams. To facilitate understanding of their target communities, program officers for Martissant and Bel-Air developed a comprehensive profile of both areas, seeking to thoroughly understand the key players,

Port-au-Prince Mission Statement

To promote stabilization in Martissant and Bel-Air by improving the perception of security in the community, facilitating an improved relationship between communities and government, and empowering communities to play an active role in responding to community-identified needs

Cap-Haitien Mission Statement

To prepare the Northern Corridor for significant investment by increasing access to and communication within the community and government institutions, increasing perceptions that collective action is an effective way to solve problems, and increasing awareness of how to access economic opportunity

issues, and opportunities. Similar in-depth profiles guided activities for other HRI II communities as well.

In the north and in Port-au-Prince target neighborhoods, the community engagement process allowed activity development to be driven by community members. A kick-off meeting introduced the project to a diverse pool of actors in the community; then, the HRI II team and community partners guided them through a process of establishing priorities and selecting potential projects.

Additionally, the project collaborated with the U.S. embassy to implement strategic activities in the health and security sectors. These activities, guided by U.S. government goals and objectives, often complemented ongoing activities through the community engagement process.

THE GRANTS CYCLE: THE KEY TO IMPLEMENTATION

The HRI II approach to grants and other TAP-supported activities emphasized speed and flexibility; a hand-in-hand approach that stressed coordination among HRI II staff, OTI, and grantees, and Haitian government officials where appropriate; a high level of capacity building support from program staff to potential beneficiaries; and processes that can be easily understood by the grantee. This approach resulted in high-quality, rapidly implemented activities that supported program objectives.

TAP activities were intended to provide rapid support that capitalized on windows of opportunity. Recipients ranged from newly emerging community groups to well-established organizations with a long history of implementing USAID-funded programs. The project's policies and procedures were designed to award grants and support other activities in a flexible, rapid, and fully compliant fashion and to be appropriately targeted to meet project objectives and respond to locally identified priorities. Regardless of the programmatic vehicle used, TAP procedures emphasized simplicity, accountability, transparency, speed of implementation, and flexibility.

A menu of TAP programmatic vehicles minimized the level of risk to USAID and ensured efficient and effective implementation. For maximum flexibility, the project used three programmatic vehicles: grants under contract, short-term technical assistance, and direct distribution of goods and services. For grants under contract, project staff could select one of six grant-making approaches: in-kind grants, simplified grants, fixed-obligation grants, standard grants, limited-scope grant agreements, and grants to public international organizations.

A key implementation tool, the OTI activity database tracked and managed programmatic interventions. All TAP activities, including grants under contract, short-term technical assistance, and direct distribution of goods and services, were recorded in the database. Given the

HRI II Spending by the Numbers

HRI II carried out 314 small grant, procurement, and short-term technical assistance activities in more than 600 locations totaling \$39,845,182. Community Stabilization was the largest component, with more than 76 percent of program funding; followed by Enabling the Haitian Government to Function, with almost 14 percent; and Increasing Citizen Engagement, with slightly more than 9 percent.

prevalence of in-kind grants, as well as the use of direct distribution of goods and services as a programming vehicle, procurement needs were extensive under HRI II.

HRI II recognized that for a grant activity to be successful, the grantee not only must sign the grant agreement and accompanying certifications, but also understand the requirements and expectations of all parties, as outlined in grant agreements and documents. This required a hand-in-hand management approach that emphasized a high degree of collaboration between project staff and recipients throughout the activity cycle, a key element of the community engagement approach described later in this report.

B. PORT-AU-PRINCE ACTIVITIES

Activities in Port-au-Prince started with a focus in Petionville to respond to the IDP crisis and in the communities of Martissant and Bel-Air, as well as strategic support to the Haitian government. In Petionville, as individuals relocated from tent camps, the communities where they settled received support. Throughout the life of HRI II, activities in Port-au-Prince became more narrowly focused on smaller, strategic community stabilization activities in Martissant and Bel-Air. Program development teams developed creative ways to engage communities to leverage resources and achieve impact through more targeted community stabilization grants.

Temporary solutions for IDPs. When HRI II began, about 700,000 individuals were still living in IDP sites, vulnerable to hazards related to the rainy season, the ongoing cholera epidemic, crime, and gender-based violence. Moving families out of these temporary camps was a priority of the Haitian government. In one of the project's largest grants, HRI II collaborated with the International Organization for Migration to relocate 1,364 families living in Place St. Pierre and Place Boyer in Petionville. This activity was implemented in collaboration with the Municipality of Petionville and the Haitian *Direction de la Protection Civile*.

Individuals received choices through the program. First, they could choose to enroll in the program or not. Individuals who enrolled were offered a choice of three housing solutions: repair of their "yellow house" (meaning their home had been deemed repairable after the earthquake), installation of a temporary shelter on a site they owned, or a rental assistance subsidy paid directly to their landlord to cover one year of rent. The International Organization for Migration used communication tools such as leaflets, information booths, and public meetings to ensure camp residents understood the options. Most of the families settled in Morne Lazare, Morne Hercule, Nerette, and Jalousie, and as a result, additional HRI II activities in Petionville targeted these communities to support reintegration and maintain community stability. Once the public spaces

A Model for Others

Although HRI II's approach to relocation caused some to doubt whether giving families a choice would work, the model was key to empowering families as they moved from the IDP sites. The approach was based on two key concepts: information and choice. After Place St. Pierre and Place Boyer were cleared, other donors began to replicate the HRI II approach. The Canadian International Development Agency used it to relocate those living on the Champs de Mars in Port-au-Prince, adapting the model to meet specific needs of those individuals. In follow-up monitoring visits to the families who moved from Place St. Pierre and Place Boyer, 99.92 percent said they were "satisfied with their present situation."

were cleared, HRI II awarded three grants to rehabilitate Place St. Pierre and prepare it to be a welcoming public gathering space.

Enhancing the ability of the media to inform the public. HRI II funded Internews, an international media NGO, to strengthen the capacity of 15 local media outlets in the three target corridors. It also supported the daily radio news program, *Enfomasyon Nou Dwe Konnen*, which was launched with OTI support under HRI I. The grant supported collection of actionable audience research to inform programming and built the capacity of local media outlets' managers and journalists to produce programming similar to the *Enfomasyon Nou Dwe Konnen* program. As a result of this activity, 15 partner media outlets received training and equipment to produce programming aimed at expanding citizen participation in Haiti's recovery and reconstruction. In addition, Internews' research unit, BRESI, has developed into a viable commercial entity supporting media outlets throughout the country.

Providing income-generating opportunities. HRI II invested heavily in piloting vocational and life skills training designed to reduce instability by providing participants with the potential for income generation. Included were training on sewing; heavy equipment; hospitality; masonry; renewable energy systems; life skills, held in conjunction with the YWCA; and entrepreneurship. A noteworthy example was a partnership of HRI II, the Haiti Hospitality Management School, and the *Ministère de Tourisme* (Ministry of Tourism) to provide the school with equipment needed to reopen after it was damaged in the earthquake. This specialized hospitality training equipment allowed 250 students to resume classes and obtain a diploma in hospitality management. The school also provided scholarships to seven women from earthquake-affected areas.

Support to the Office of the President. As part of its effort to support the Haitian government, HRI II installed three free-standing modular buildings on the grounds of the destroyed National Palace, creating 7,480 square feet of administrative space; and one free-standing modular building measuring about 3,050 square feet for the *Salle de Conseil* (Council of Ministers) for news conferences and meetings. These temporary structures are expected to last at least five years and have accommodated an estimated 80 civil servants who had been working out of tents. These spaces are essential to the functioning of the executive branch, as the presidential palace was destroyed by the earthquake and is not likely to be rebuilt for years.

Giving technical support to Haitian government institutions. HRI II provided critical technical assistance to government offices in the form of experienced international consultants. They provided expertise to the Office of the President on judicial reform, planning and budgeting, and to the Ministry of Public Health and Population on national health reform. More in-depth support was provided to Haiti's national tax agency, the DGI, through technical support for a two-month national tax compliance communications campaign. Before the official launch of the campaign in June 2012, HRI II provided a communications consultant for four months to support the DGI's Strategic Communications Department. HRI II then provided in-kind support for execution of the campaign through a subcontract with a Haitian public relations firm. The campaign included billboards, radio spots, and fiscal calendar distribution and focused on encouraging voluntary compliance and publicizing the steps the DGI had taken to modernize its operations. A true

testament to the effectiveness of the support was that the DGI replicated some of the materials designed with HRI II funding the following year, at its own expense. HRI II also supported modernization of the DGI by equipping its newly constructed training center with laptop computers, tables, chairs, printers, a multimedia projector screen, and critical tax software. Following the equipment delivery, the DGI immediately began training sessions for staff, and the center is in near-constant use. These activities have supported the DGI's efforts to increase Haitian government revenues through more efficient tax collection.

“(HRI II) activities directly contribute to the strategic plan for 2012 to 2017 that was developed by the DGI to modernize ourselves. They have helped us move forward on priorities that we already had in focus.”

*— Jean-Baptiste Clarck Neptune,
Director General of DGI*

Support to the Haitian Parliament. For the first time since the earthquake destroyed their space, both houses of Parliament were able to conduct government business under the same roof by the end of 2011, thanks to installation of three two-story temporary buildings to house members of Parliament and their staffs. The project also did the landscaping, procured two 500-kilowatt generators for backup power, and provided smaller equipment such as outdoor lighting units, smoke detectors, fire extinguishers, and a memorial honoring those who lost their lives in the former Parliament building during the earthquake. The building is currently in use by members of Parliament.

Rehabilitating a unique indoor gymnasium. As the only indoor gymnasium in Haiti, the Gymnasium Vincent was a key facility for communities in downtown Port-au-Prince near the national public square (*Champ de Mars*) and the Haitian National Palace. HRI II rehabilitated the space by strengthening the roof, reinforcing the foundation and walls, and repairing the mechanical, electrical, and plumbing systems. The rehabilitation helped to revitalize the area while providing a much-needed venue for sporting events, large meetings, and shelter space during natural disasters.



Gymnasium Vincent was inaugurated in May 2012 — marking President Martelly's first year in office and the appointment of his full Cabinet — with an exhibition basketball game between the Haitian National Police and Haitian bank Sogebank. An enthusiastic crowd, including Martelly, the first lady, the newly inaugurated prime minister, and the Cabinet, attended.

Engaging communities in reconstruction of their neighborhoods. HRI partnered with the *Ministère des Travaux Publics, Transports, Communications et Energies* (Ministry of Public Works, Transport, Communication and Energy) and community-based organizations to rehabilitate community-identified sidewalks and gutters in Bel-Air and Martissant. These sidewalks represented a serious safety and security issue for residents, who were often forced to walk in the street, endangering their lives and slowing down

traffic. Community members were hired through the cash-for-work mechanism to demolish selected sidewalks and remove associated debris from the streets. Some masonry work was done by community members who had received training through the project's support of vocational training in para-seismic masonry. Solon Denolus, of Bel-Air, participated in the masonry training and recently found work on one of the neighborhood sidewalk projects. He said that thanks to the training and the work, he now feels like he has a profession. Through these activities, HRI II not only rehabilitated community infrastructure in Bel-Air and Martissant, but also enabled community members to effect positive change in their neighborhoods.

Safe Walkways and Some Income

In Port-au-Prince, HRI II employed 1,544 people to work on sidewalks. Together, they provided 5,115 kilometers of safe walkways for communities. One worker, Dessieux Bennette, articulated clearly the importance of the work: "the sidewalks are important because they give many people jobs and they help people walk safely and avoid the cars." As one of four women on a cash-for-work crew, Ms. Bennette said that even though it was a temporary job, the money she earned has been important to helping her support her children.

Building a community platform in Martissant. With more than 600 community groups operating in HRI II's target neighborhood of Martissant, conflicts (and even gang wars) often arose when some groups were selected to receive donor and Haitian government support, and others were not. To reduce these conflicts, HRI II facilitated participatory meetings of community members in Martissant to form a "platform" that represented all interests and sectors in the community. With the consensus of Martissant community leaders, the 100 most active organizations were selected to be included in the platform. To build their capacities as leaders in their communities and managers of projects in their neighborhoods, HRI II provided training to platform members on budget preparation, leadership, management, and conflict resolution. The platform actively supported several project activities in Martissant, including rehabilitation of a vocational training school, football field, basketball court, soccer field, and community sidewalks. The platform played a key leadership role on these projects by assisting with selection, recruitment, and training of skilled and unskilled labor. Moreover, the platform mitigated opportunities for

"The goal of the platform is to improve the lives of the people of Martissant. We're changing the conditions in which they live so that we can stabilize. We don't want to be the 'red zone.' We want to change the image of Martissant, improve the conditions, and integrate the community. We want the citizens to participate, and we want to give opportunities to young people so they will avoid crime.

"The community is aware of our efforts and sees the change. Thanks to the help of USAID, violence is down. We are changing direction. What's important now is not the individual, it's the community and how people can see the improvements.

"Our goal is that the platform will be strong and lasting and serve the community for a long time."

— *Darant Bickenson, a member of the Martissant platform*

conflict by managing expectations of community members who were not selected to work on the projects. The project provided support to other community platforms in the Petionville neighborhoods of Morne Hercule, Nerette, Jalousie, and Morne Lazare.

Providing Bel-Air with a community library. In addition to rehabilitating Bel-Air's only accredited vocational education school, *Complexe Educatif de Bel-Air* (CEBA), HRI II partnered with the Ministry of Social Affairs and Labor to support creation of a community library, which included installation of bookshelves and delivery of 1,410 books covering a wide range of topics, from Haitian history to physics. The library, housed in CEBA, was rehabilitated under a 2012 HRI II grant. Under supervision of the ministry, a professional librarian will manage the facility, which will be open to all students and residents of Bel-Air. A minimal fee of 100 Haitian gourdes (HTG) per year will be charged for a library card, which will support operational expenses. The community library provides a safe space for students to read and study while serving as a vital community meeting and exchange point.

Bringing music to Martissant youth. In Martissant, HRI II rehabilitated two floors of the Compas Direct Music School, an initiative of the Nemours Jean-Baptiste Foundation, named after a famous saxophonist and bandleader from Martissant who is credited with creating Haiti's famous compas music genre. The project not only made the school space usable, it also procured a generator, instruments, and other equipment for use at the school. As part of its contribution, the Compas Direct Music School provided free music lessons to vulnerable children and adults from Martissant, while the Ministry of Social Affairs paid salaries of teachers for the first six months. After being open for only one month, the school already had 219 students enrolled. On a recent visit, a class of 25 students (young women and men) were using recorders to learn the basics of musical composition. They said they were happy to be learning and were interested in becoming musicians, with one student adding that the school gave them something to do and a way to focus on something positive.

SNAPSHOT

Families Move from Tents to Stable Housing

Almost two years after the devastating earthquake, Petionville Mayor Lydie Parent looked out her office window at Place St. Pierre and saw hundreds of families living in makeshift tents. She wondered how she could help the families relocate to better living situations and re-establish the public square as the symbolic and administrative center of a bustling neighborhood and economic hub in Petionville, on the edge of greater Port-au-Prince. The situation a few blocks away on Place Boyer, another well-known square of historical importance, was no better and closely resembled Place St. Pierre. In total, 1,364 families lived in impromptu tent camps in the parks, which sprang up after the earthquake and had become unsanitary and unsafe.

After unsuccessful attempts on her own to relocate families from the squares, Mayor Parent turned to USAID and the International Organization for Migration for help. Both organizations had experience moving IDPs from camps and strong relationships with the Civil Protection Directorate, the Haitian government body responsible for disaster response.

Mayor Parent, the Civil Protection Directorate, USAID, and the International Organization for Migration met at least 45 times from July 2011 to January 2012 to coordinate the project and devise solutions to address challenges encountered during implementation. With USAID support, the group offered families three options:

- Assistance repairing their home if they had one that was damaged in the earthquake and determined to be repairable
- Construction of a transitional shelter on land the family owned or made available by a third party
- Cash grant, up to \$500 per year, in support of rental housing in a neighborhood of their choosing and a relocation allowance of \$125 per family



After those living in Place Pierre found new housing, the park was rehabilitated. When it reopened, the community welcomed it as a key meeting and gathering place.

Most families selected the third option. Mayor Parent and the partners followed up with each family during the last two months of the effort to ensure that they had found suitable and sustainable housing. She played an active role throughout the process, often reviewing registration lists, overseeing camp clearance, and addressing community needs.

Media reports praised the program and suggested it should be replicated in other areas of Port-au-Prince. Other donors and organizations adopted the approach to relocate families from other camps in areas like Champ de Mars, surrounding the National Palace.

SNAPSHOT

Vocational Training Gets a Boost in Bel-Air

“I want to be a successful fashion designer and I will work hard to achieve my dream,” said Christelle Mirta Lacrete, a student at the *Complexe Educatif de Bel-Air*. Christelle was one of about 350 men and women studying a professional trade at CEBA following completion of high school. She is from Bel-Air and was thrilled about the opportunity and proud to have been accepted. She worked hard to complete the cosmetology program, which she plans to follow with a sewing course, so she can achieve her professional goals.

To help Christelle and other Bel-Air residents pursue career opportunities, USAID renovated the CEBA building and donated materials, tools, and light equipment for the trades that CEBA teaches. Thanks to USAID’s investment, CEBA is able to provide improved practical training in information technology, culinary arts, cosmetology, and electricity. CEBA, which is managed by Haiti’s Ministry of Social Affairs, is the only vocational school in Bel-Air, one of the most unstable neighborhoods in the greater Port-au-Prince area. HRI II also provided a fully outfitted community library.

According to Nicole Guirand, school director, the capacity and quality of training at CEBA has improved as a result of the technical materials and renovations provided by USAID. The building’s new configuration allows the school to accept twice as many students, who can develop their skills through hands-on learning. To attract students and build a stronger relationship with the neighborhood, the ministry offered 25 scholarships to students from Bel-Air based on their high school performance.

Relative calm followed the earthquake, but violence and insecurity resurfaced in Port-au-Prince, particularly in Bel-Air. Gang clashes disrupted daily activities and caused panic in the area. Despite the tenuous security situation, students remain eager to attend CEBA. “We go to school with our high heel shoes and we also have our sandals in case we have to run,” said one student.

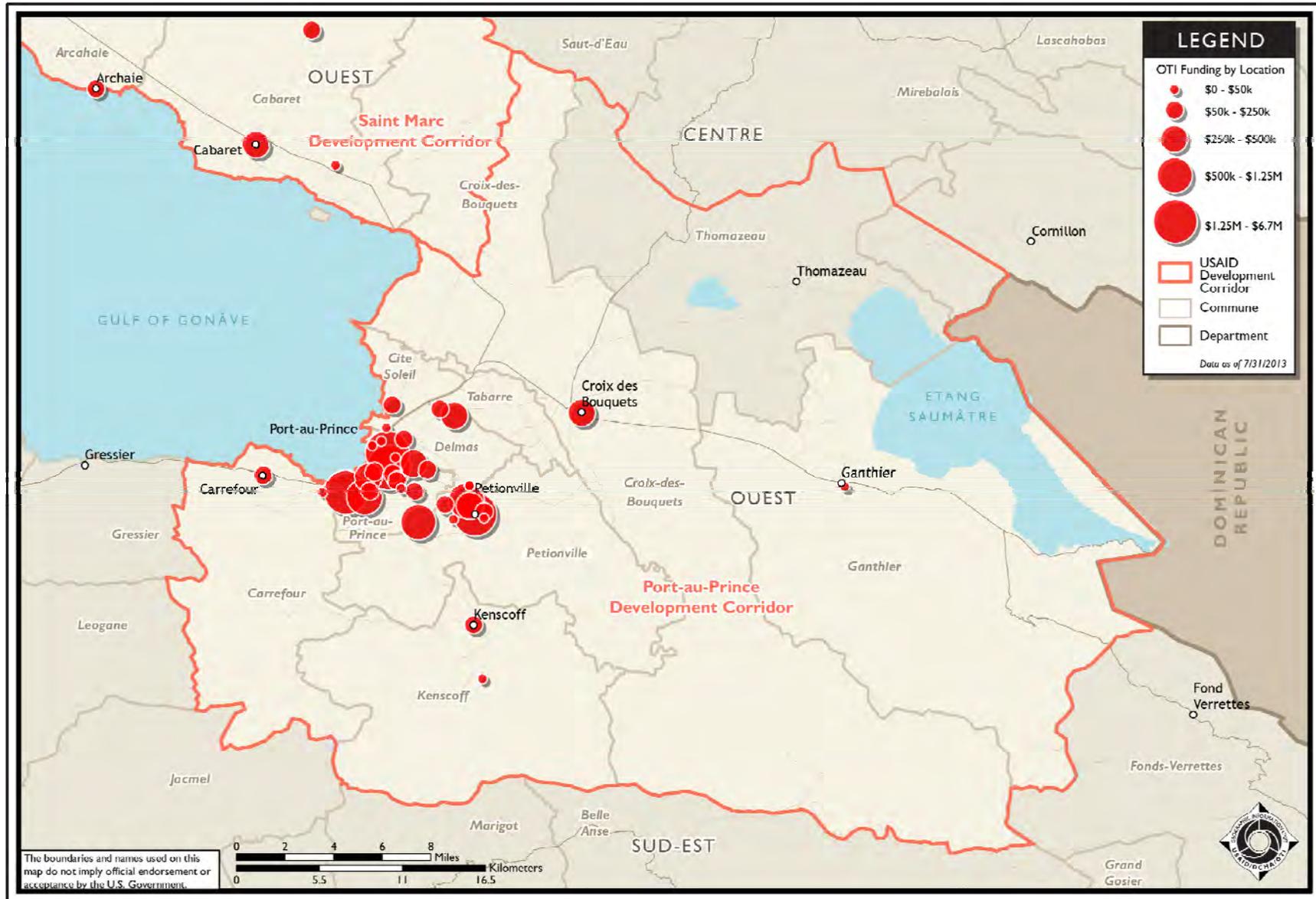
With a smile, Christelle added, “We are not going to pass up this opportunity, because at the end of the session, we will receive a diploma from the Haitian government.”

Many students and community members see a CEBA diploma as a big step toward a better future in Bel-Air.



The new information technology lab offers students practical skills training. Located in the Bel-Air neighborhood of Port-au-Prince, the school offers critical vocational education and job opportunities to residents.

Exhibit 2. HRI II Activities in the Port-au-Prince Development Corridor



C. SAINT MARC ACTIVITIES

Operations in Saint Marc ran from the beginning of HRI II until October 2012, when most activities were completed, in advance of the project’s final year. Activities in Saint Marc struck a balance between urban renewal and revitalization to make the city an attractive alternative to Port-au-Prince, while strengthening nearby rural areas so that residents had adequate access to services in these communities as well, reducing the strain on downtown Saint Marc and tensions between urban and rural populations in the corridor. Some key achievements are presented in this section.

Training community mappers. Through a grant to *Communauté OpenStreetMap Team*, HRI II supported three months of training of 30 young people on geo-spatial data collection (also known as mapping). Through the training, the young people developed high-quality, detailed maps of the Saint Marc urban area and surrounding communities. These maps are useful to public officials and development organizations seeking to identify the best locations for investment. Additionally, the process of identifying streets, landmarks, and boundaries — defining a map of Saint Marc for the first time — generated a genuine sense of community pride among the mappers and those they engaged with to complete their work. Additionally, the mappers now have a cutting-edge professional skill, already in demand from *Centre National d’Information Géographique*, which coordinated with the project in Port-au-Prince to develop a national mapping system.



Young mappers produced this detailed map of the Saint Marc community, a first for the area. The map, which shows neighborhoods, churches, hospitals, roads, and boundaries, helps government officials plan and development organizations allocate their resources.

Improving road safety and signage. HRI II engaged in several activities to increase the safety of roads and information available to drivers and pedestrians in the Saint Marc Corridor, including installing 700 street signs in Saint Marc’s downtown area. Large signs were also placed at the entrance of the city’s major neighborhoods. A substantial road safety and equipment distribution campaign reached 5,000 motorcycle taxi drivers and provided safety equipment for school crossing guards responsible for monitoring the 60 primary schools along the 80-kilometer stretch of National Road #1 between Saint Marc and Port-au-Prince. A public safety awareness communications campaign implemented in partnership with the Inter-American Development Bank, complemented these activities. Local police and civil society organizations, such as the moto-taxi syndicate, were active partners in these activities.

Protecting the environment to mitigate instability. In Saint Marc, HRI II engaged in several activities to address environmental issues that were historically linked with instability in target areas.

- In the Frécycneau neighborhood, during the rainy season, flooding from runoff from nearby mountains routinely caused unrest. HRI II worked in partnership with the mayor’s office to fund a Saint Marc-based subcontractor to install retaining walls along the Tête-à-Tête ravine at the southern entrance to Saint Marc. The area, which has suffered environmental degradation, was also at risk of damaging the main road into Saint Marc if left untreated. In addition to the retaining walls, residents planted seedlings purchased locally by the project to help retain the soil.

- In the mountainous Goyavier section of Saint Marc, water access had been recently linked with instability, because the area suffered from topsoil runoff and lacked coordinated systems for holding soil in place and catching water for use during drier months. The lack of water caused frustration and safety risks for residents who had to travel long distances through mountainous terrain in search of water, which threatened the community’s stability. To address this issue, HRI II hired local engineers to construct three 55,000-gallon water catchment basins and rehabilitate one colonial-era basin for use by the community and to provide irrigation for citrus crops. The four water catchment basins now provide a consistent source of water for the 592 families in the Goyavier area.



Community members take pride in their catchment basins, which provide a steady supply of water high up in the mountains. The basins are an important tool in helping the communities avoid conflict over water access issues.

- In the rural, mountainous Gilbert neighborhood of Saint Marc, HRI II collaborated with the local water and sanitation authority, *Société des Eaux et Assainissement de Saint Marc*, to increase access to water and address conflicts over water resource management. Prior to the activity, water collected from the mountain spring was routed directly to Saint Marc’s city center by the authority, which left the Gilbert community without water access. Through development of 700 linear meters of primary irrigation canals and construction of a retention wall to retain and capture water for the canals, residents of Gilbert have increased access to water. Additionally, to mitigate the conflict in Gilbert over access to water, HRI II conducted conflict resolution training and brought communities together to plant seedlings, employing local community members through a cash-for-work mechanism. The planting of seedlings served to protect their new water source from environmental degradation, build community engagement around the irrigation canals, and provide short-term employment opportunities to community members.



This ceramic tile mosaic mural welcomes visitors to Saint Marc and features the work of youth who participated in project-led training designed to give local artists income-generating skills and opportunities. The mosaic, which features a lion as the community mascot, is a permanent symbol of the importance of art and community in Saint Marc.

Promoting livability through the repair of a major road. HRI II’s work on this major thoroughfare to connect Saint Marc to rural communities was a continuation of rehabilitation work under HRI I. Under this activity, HRI II worked with local subcontractors to repair or install more than 4,500 meters of drainage canals along the La Garenne Road. In partnership with the Ministry of Public Works, Transport, Communication and Energy, HRI II repaired and constructed masonry on drainage canals alongside three sections of the road. These drainage canals divert rain and water from the road and provide passages and culverts for foot and vehicular traffic. Through these activities, HRI II developed a strong partnership with the local ministry office, which actively participated in weekly meetings, engaged with communities along La Garenne, and even lent heavy equipment to the local subcontractor free of charge. To protect this investment, HRI II donated basic equipment to seven maintenance committees to conduct routine maintenance along the road, such as shovels to clear debris from canals or fill small holes. The ministry will continue to support the committees by providing them with a safe space to store the donated equipment. Together, these interventions have extended the durability of La Garenne Road and enhanced the quality of life in its neighboring communities.

SNAPSHOT

Improvements at High School Revitalize Neighborhood

The Sténio Vincent High School is in the neighborhood of Portail-des-Guepes, an underserved community in Saint Marc. The neighborhood, known for its instability, is home to gangs, disgruntled citizens, youth, and local organizations who take to the streets to express their frustration and block traffic along the major road linking Port-au-Prince and the northern provinces. The standoffs can turn violent between protesters and law enforcement agencies from the Haitian National Police and the United Nations.

“Sometimes there are conflicts between gangs that want to establish their supremacy in the area, and that prevents us from studying, especially when we hear gunfire. This is our reality,” said a student at the high school.

In an effort to provide neighborhood youth with a safe place to engage in recreational activities, USAID repaired the basketball court, bleachers, and sanitation blocks. The rehabilitated outdoor area is managed jointly by the school and a community-based organization, which uses it as gathering space to promote dialogue among residents on social and community issues. Such dialogue will help reduce violent protests. The first event on the newly rehabilitated court was a community-sponsored basketball game between youth and the police, a testament to both parties’ commitment to a safer and more stable community.

“This is a great day for us to see the new basketball court inaugurated and the perimeter wall of the *Lycée Stenio Vincent* rehabilitated,” said Willy Exumé, head teacher at the school. The mayor of Saint Marc, a representative from USAID, a cheerful crowd from the community, and enthusiastic students from the high school attended the inauguration of this long-awaited project.

In addition to the court, USAID repaired and raised the perimeter wall around the school, preventing neighbors from dumping trash on school grounds. This fresh start for Portail-des-Guepes builds on USAID’s prior investments in the greater Saint Marc region. According to Willy Exumé, these improvements will contribute to a safer and healthier environment for all students and neighborhood youth.



The new basketball court at Stenio Vincent High School offers local youth and vendors a safe place to gather. HRI supported rehabilitation of the court, which was identified as a priority by the community.

Exhibit 3. HRI II Activities in the Saint Marc Development Corridor



D. CAP-HAITIEN ACTIVITIES

HRI II activities in the north played an important role in advancing the U.S. government’s post-earthquake Haiti strategy, including increasing the livability in “growth corridor” communities around the Caracol Industrial Park by providing complementary investments in infrastructure and basic services. This included the communities of Cap-Haitien, Caracol, Fort Liberté, Limonade, Terrier Rouge, Quartier Morin, Ouanaminthe, and Trou de Nord. The project also enabled viable community-based organizations to prepare for and better absorb long-term U.S. government investment. In addition, activities increased confidence in local authorities, built community collaboration, and facilitated access to economic opportunities.

Supporting the Haitian government to communicate about development of the Caracol Industrial Park.

As the first grant in the north, HRI II supported the Ministry of Economy’s *Unité Technique d’Exécution* (Technical Implementation Unit) in developing and implementing a communications campaign to facilitate a two-way flow of information about the benefits of the industrial park in terms of job creation, infrastructure, and economic growth with the communities around the park. With the expectation that the park will provide 65,000 jobs when fully developed, surrounding communities expressed worries about the influx of people and the impact on their communities (whether through potential increased crime or a drain on public services). Northeastern communities also expressed concern that their voices were not being heard as part of the process of the park’s development.



A man reflects on one of the billboards developed through the communications campaign to educate and promote awareness of the coming Caracol Industrial Park. The billboard, which highlights expected job opportunities, ensured that the communities surrounding the park understood the benefits it would bring.

The campaign, which was supported with a series of in-kind grants, shared accurate information about the park and its benefits with audiences such as local community members, potential foreign investors, national and municipal government officials, and local business leaders. A Haitian public relations firm supported the Technical Implementation Unit in engaging local communities in a two-way flow of information about the park’s development and helped the unit obtain feedback from communities on the park’s development. Campaign efforts included town hall meetings and community fairs led by the unit, kiosks in each target community staffed with communications officers, billboards, brochures, radio and TV spots, news releases, a website, and information booklets. Additionally, information kiosks in surrounding communities were staffed by knowledgeable residents who could answer questions and provide information about the park and the hiring process to interested citizens. As the campaign evolved, initial feedback indicated the messages were not reaching women as desired, who were not participating in meetings. As a result, the project sought to understand why women were not participating. Messaging was adjusted, and a concerted effort to include women resulted.

A *Bureau de Recherche Économique et Sociale Intégrée* (Office of Economic Research and Social Integration) evaluation of the campaign surveyed citizens in the campaign's target zones and showed that 87 percent of those asked thought the Caracol Park was a good idea. Of those, 75 percent said it would create a lot of jobs, one of the campaign's key messaging elements. This independent evaluation also identified the campaign's strengths and weaknesses, contributing to OTI's — and the wider USAID mission's — understanding of how best to implement similar campaigns in Haiti.

Supporting communities around the Caracol Industrial Park. HRI II partnered with municipalities in the North and Northeast departments to rehabilitate public spaces, plazas, and government buildings. Each target community participated in a process of discussion and engagement with HRI II staff that resulted in a list of community priorities. HRI II determined which were feasible and offered to each community a suite of activities designed to meet needs and make the cities more livable. Interventions included rehabilitating community centers and soccer fields, improving public areas like plazas and parks, and rehabilitating government offices. All of the public spaces were designed to emphasize the idea that collective action can bring about meaningful change and improvements and that development in the area would bring tangible benefits to local communities. In Limonade, for example, the cultural center received a major upgrade through a new roof, electrical and sound system, latrines, chairs, and a generator. The project also installed computers and a photocopier and printer to create a small service center that generates funds to maintain the center. The rehabilitated community center is now used for town hall meetings, allowing for productive exchanges between citizens, organized groups, and local authorities. Also in Limonade, HRI II rehabilitated the central plaza by installing a fountain and pump, paving internal pathways at the park, restoring the podium, and installing lamp posts and electricity. This support to the municipality created a safe communal space for social and cultural interactions and encouraged community participation in other community interactions and events related to the park. It also strengthened the credibility of local officials as community leaders and helped public support for the industrial park. Similar activities were implemented in the other target municipalities around the park, customized to respond to their unique needs.



Deep community engagement led efforts to meet community-identified needs ranging from improved parks to solar lights and community centers and soccer fields. Community parks will be managed by community committees, charged with ensuring the park is maintained and available for community use.

Empowering citizens through garment sewing training. The project collaborated with Haitian partners to ensure a qualified workforce in the area by providing a training program that prepared citizens to obtain employment in the park or to start their own microenterprise. HRI II brought to the north a proven training model used by the *Institut National Pour Le Développement et La Promotion De La Couture*, a Haitian non-profit sewing training organization with the largest

network of garment micro-entrepreneurs in the country. The organization's model is unique in that it teaches students not only industrial and small-scale technical sewing skills, but also practical life skills such as managing a budget, communication, and hygiene. In all, 820 residents of the Northern departments were trained with project support, providing real opportunities to obtain and keep jobs. Of those trained, 279 went to work in the park. To create safe spaces for training, HRI II rehabilitated a building in Trou de Nord, which provided space for 120 students to be trained at once and a space in the park that accommodated 180 sewing machines and trainees.

Collaboration between government and civil society through coconut planting. To support environmental protection and planting of trees of economic value, HRI II partnered with the *Ministère de l'Agriculture des Ressources Naturelles et du Développement Rural* (Ministry of Agriculture, Natural Resources and Rural Development) to distribute 17,000 coconut seedlings to households in the target communities. As an activity partner, the ministry provided land for the nursery. Community organizations and elected community leaders mobilized the community, distributed the seedlings to selected households, and organized planting days.

One farmer interviewed by the project's monitoring and evaluation team said there was "much demand for mature coconut fruit, which sells on the market for 5 HTG per unit, or 20 to 25 HTG when dried. The money we make selling coconuts will help us to prepare to send our children back to school, and many other things. We can buy school uniforms, supplies, clothing, and even shoes for our children with these funds." This relatively simple activity encouraged collaboration in the ministry at the departmental, communal, and community levels in advance of the large-scale USAID/Haiti Feed the Future North project that started in June 2013.

Engaging youth to map the Northern Corridor. To attract investment and help donors more strategically identify opportunities for economic growth, HRI II partnered with the Humanitarian OpenStreetMap Team and *Communauté OpenStreetMap d'Haiti Team* to map public and private assets in Northern Corridor communities. Building on lessons learned from a similar activity in Saint Marc, the activity trained 60 young people on geographic information systems and supported them in mapping areas and details according to priorities of local municipal officials, USAID, and other donors. To ensure sustainability of this activity, the project hired an organizational management consultant to establish *Communauté OpenStreetMap d'Haiti – Nord/Nordest*, a dedicated group of mappers who will manage equipment and continue mapping efforts in the North. The University of Limonade provided workspace for the team

Women Focus on Networking

In March 2012, HRI II collaborated with Haiti's first lady, Sophia Martelly, to host a three-day women's conference in Cap-Haitien, attended by 130 women's organizations in the north. The conference was the first of its kind in the north and sought to foster collaboration among women's organizations in the region as a mechanism to strengthen a protection network that can respond to sexual and gender-based violence issues. Guest speakers included representatives of Oxfam International, Plan International, UNICEF, the United Nations, and the Haitian government. Panel discussions focused on subjects such as funding, effective networking, and conflict resolution.

HRI II compiled information from participants, event and discussion notes, and conference speakers into a booklet that was distributed in an effort to encourage continued networking and information-sharing among the organizations and the women.

during implementation of the mapping activity and committed to ensuring access to trained mappers beyond the project's end date to encourage continual mapping of local assets.

Connecting students to technology in Trou du Nord. Although the Haitian government has made education a priority by providing free education to all children, students and teachers continue to lack access to modern technology for educational purposes, which is hindering the students' ability to compete for jobs after graduation. In response to this need, HRI II supported the *Lycée Henri Christophe* with a fully functional computer lab, including 20 computers, a multifunction printer, a solar-powered energy system, a generator, tables, and chairs. According to a baseline survey at the school, 70 percent of high school seniors had never used a computer, so the project also provided information technology instructors to help teachers and students capitalize on the investment in the computer lab, and better integrate information technology into its curriculum.

SNAPSHOT

Skills Training Provides Second Chance for Caracol Resident

The Haitian government, in collaboration with the international community, is working to increase employment opportunities in northern Haiti. In particular, the Caracol Industrial Park, the principal employment project in the north, is expected to provide more than 20,000 jobs in the garment sector. Those jobs require area residents to have basic skills in the use of industrial sewing machines. In an effort to equip the local population with these skills, USAID partnered with the Haitian National Institute for Sewing Promotion and Development (INDEPCO) to provide training on industrial sewing and workforce readiness.

Hansy Louis Charles, 29, of Caracol, is one local resident who benefited from INDEPCO's training program. After seeing the opportunities that INDEPCO's training provided for others in his community, Hansy decided it was time to begin a new life and applied to INDEPCO during its second round of training. He was accepted into the program, but many of his peers were skeptical and doubted he would succeed. "I was the notorious unruly guy of Caracol...and there was no order in my life," he said.

With the help of his trainer, Hansy developed his sewing skills and improved his attitude and behavior toward his life and work. He became so successful with his new skills that upon graduation, he was immediately selected for employment by the park's anchor tenant, South Korean company SAE-A Trading Company, Ltd.

"On July 2, 2012, I began to work as production controller in the Caracol Industrial Park for SAE-A," Hansy said. As a result of his success, he has been able to improve his reputation and become a star in his community.

The high-quality USAID-funded training provided by INDEPCO helped to ensure that residents in the communities surrounding the park have a chance to obtain the skills needed to find sustainable jobs, grow their incomes, and improve their quality of life. By taking a chance at a new life, Hansy's productive future is just beginning, along with hundreds of other INDEPCO trainees hired by SAE-A.



Hansy Louis Charles' life changed through his training and employment in the industrial park. As one of the hundreds trained on sewing and life skills, Hansy has an opportunity to earn a living that he didn't have before.

SNAPSHOT

Peanut Processing Equipment Boosts Livelihoods and Saves Lives

“With the monumental success of moving our machinery into the new facility, we will be able to expand our reach and save even more lives every year,” said the spokesperson for Meds & Food for Kids (MFK), a U.S.-based non-profit organization working in Cap-Haitien. The organization provides innovative solutions to the country’s malnourished children through the production of ready-to-use therapeutic foods.

MFK’s new state-of-the-art factory processes peanuts into high-calorie, vitamin-enriched products for distribution at hospitals and clinics throughout Haiti. USAID provided heavy processing equipment to MFK for harvesting and threshing, post-harvest sorting, roasting, cooling, and blanching for the factory’s peanut processing operation, allowing it to increase its production capacity significantly, growing the market for the area’s peanut farmers. A complementary activity provided support to farmers to increase production and ensure the quality that MFK requires.

According to MFK’s Project Coordinator Wendy Prével, “This year alone, we have sourced peanuts from 300 local farmers and look to expand to 400 or 500.” Currently, MFK produces 10,000 to 15,000 kilograms of vitamin-enriched products per week. According to Ms. Prével, the organization expects to double or triple that production with the new equipment.

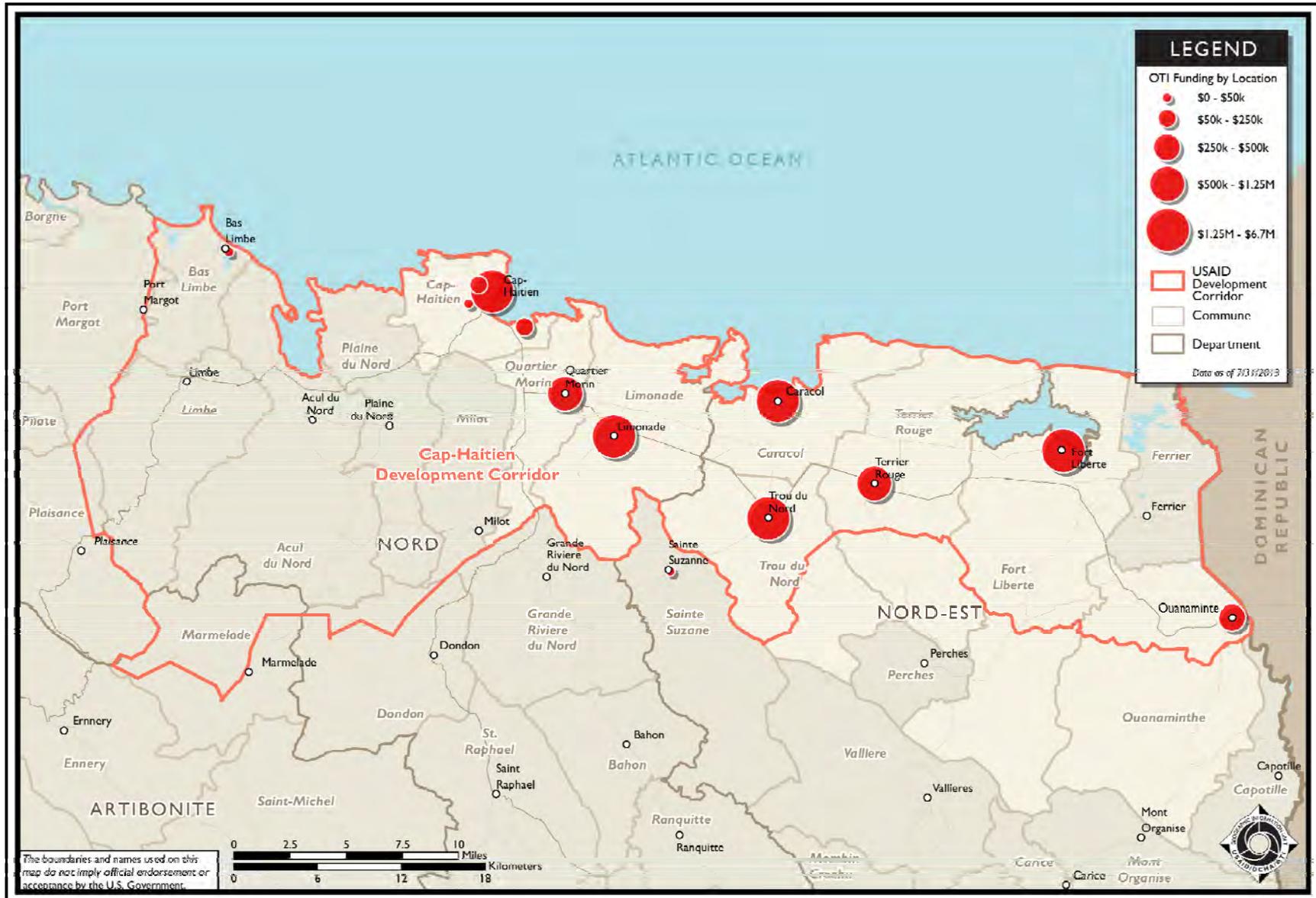
MFK is not only boosting economic development through sourcing locally grown peanuts, it is also saving lives. Rosimène Gustave, 22, an unemployed mother of four children, was happy to hear that MFK had installed its new equipment.

“If this equipment will allow our children to receive more peanut butter medicine, it’s a great, great relief. More children will be saved,” said Rosimène, who was accompanied by Sherlanda, her youngest child. Sherlanda, age 4, benefited last year from MFK’s flagship product *medika mamba* (peanut butter medicine in Haitian Creole), a peanut-based treatment for malnutrition. “You can see how my child is healthy. Now she weighs 31 pounds, I can’t tell you how bad she was before,” said Rosimène.



Peanut farmers put their new equipment to use. The equipment, provided by HRI II, offers farmers new technologies to increase output and boost their incomes by selling more peanuts to MFK. In addition, the increased peanut production allows MFK to produce more nutritional supplements for children throughout the country.

Exhibit 4. HRI II Activities in the Cap-Haitien Development Corridor



E. SUPPORT TO THE HEALTH SECTOR

Consistent with the Haitian government's post-earthquake plan, HRI II made catalytic investments in the health sector to address a wide range of needs, with a focus on health infrastructure in the development corridors of Port-au-Prince, Cap-Haitien, and Saint Marc. As part of this effort, HRI II carried out activities to strengthen the health system referral network at the communal and department levels through rehabilitating and upgrading facilities, as well as procurement and delivery of critical health equipment. The health activities represented 8 percent of HRI II program spending, or \$3,328,584 million. Some key accomplishments include:

Infrastructure support to the Ministry of Public Health and Population. The ministry's offices in the Turgeau neighborhood of Port-au-Prince collapsed in the earthquake. When the ministry needed to move from its temporary office site to a new one, HRI II installed water and sanitation facilities at the new space in Mais-Gaté near the international airport. Complementing the United Nations Stabilization Mission in Haiti's installation of pre-fabricated modular office space, HRI II installed elevated water storage tanks, a septic system, and lavatory buildings. The improved space will accommodate 300 staff, enabling the ministry to normalize its operations so that it can better manage and administer the national health care system. The relocation of ministry staff also allows rehabilitation to proceed on the University Hospital space they were using.

Ensuring appropriate equipment in facilities. The project procured new medical equipment and supplies for a number of health care facilities in the ministry's network. For example, HRI II purchased cribs, mattresses, incubators, monitors, and other equipment to support newborn care at the pediatrics ward of Justinien Hospital in Cap-Haitien. For St. Nicolas Hospital in Saint Marc, the project provided medical equipment for treating pre- and post-natal women and their children as part of rehabilitation of the maternity ward. In Port-au-Prince, the project provided equipment to the newly rehabilitated Portail Leogane Health Center, responding to a Martissant community request to provide health services. Badly damaged in the earthquake, the University Hospital in Port-au-Prince benefited from materials and new equipment to improve its emergency room and maternity ward.

Increasing access to primary health care in Port-au-Prince. To address limited access to primary health care in target neighborhoods, HRI II rehabilitated the Bethanie Health Center in Martissant. As a public health center, Bethanie offers low-cost, basic health care to vulnerable citizens who cannot afford to seek treatment at private clinics. In addition to providing a comprehensive package of primary health care services, the center offers support services, including nutrition education, care coordination, and outreach activities to help find the most vulnerable patients. Rehabilitation work included repairing plumbing lines and toilets, installing ceiling fans and lights, adding drywall partitions on metal frames, and painting with antibacterial epoxy coating. The renovation and rehabilitation of the health center improved the facility and increased its capacity to serve the community.

Ensuring access to services in the north. In the north, HRI II focused on building health service capacity in key communities surrounding the Caracol Industrial Park in anticipation of the surge in population that is expected as the park expands. As a result, HRI II carried out several activities:

- **Justinien University Hospital.** Built in the early 1900s, the hospital had not had a holistic rehabilitation since the 1930s. HRI II addressed critical electrical issues that inhibited the hospital's ability to provide adequate care. Specifically, the project rehabilitated electrical and lighting systems in two priority buildings, including the maternity ward, and made important improvements to the Ministry of Public Health's office space, the hospital's emergency room and critical care unit, the hazardous material incinerator, and the hospital's depot. As a result, the hospital has improved sanitary and safety conditions, permitting it to better serve the 200 patients it sees each day and to increase its capacity to serve expected population growth in the region.
- **Ouanaminthe Health Center.** Two main public hospitals serve the entire population of the northeast, one in Ouanaminthe and another in Fort Liberté. Prior to the rehabilitation in Ouanaminthe, most people in the northeast received health services in Fort Liberté, until one of its buildings collapsed, seriously limiting its ability to provide care. In response, HRI II rehabilitated the health center in Ouanaminthe to alleviate some of the pressure from the Fort Liberté hospital and to expand access to health services. The rehabilitation included replacing part of the metal roofing, cleaning and waterproofing the concrete roofs, painting the ceiling and walls of multiple buildings, tiling the floor of the maternity building, and rehabilitating the sterilization room. These repairs increased the hospital's capacity to serve the community while making the space cleaner and more welcoming for patients. To amplify the results of the activity, HRI II worked with hospital administrators to organize an inaugural celebration, attended by representatives from the Ministry of Public Health, the U.S. ambassador, and the news media. The event highlighted the fact that Ouanaminthe now has a health care facility capable of supporting the needs of the growing population.
- **Fort Saint Michel Hospital.** HRI II covered the costs of waterproofing the main building, completing drainage work, and providing an inverter and battery bank. The activity complemented a larger rehabilitation effort, led by grantee *Konbit Santé* with support from the United Nations Stabilization Mission in Haiti, to increase the size of the tuberculosis, pre-natal, and pediatric clinics and provided more meeting and office space.
- **Caracol Dispensary.** HRI II's rehabilitation improved on-site water and sanitation management, installed an electrical system with a generator and inverter, built a new perimeter fence, and provided a new coat of paint. The improvements enhanced the ability of the dispensary to provide basic health services to the community closest to the park. With the inauguration and opening of the park, the role and importance of this dispensary has only increased.

Expanding access to health services in Saint Marc. HRI II rehabilitated St. Nicolas Hospital, the largest public hospital in the Saint Marc Corridor, with a focus on the new maternity ward and the hospital grounds. The rehabilitation increased the capacity of the maternity ward and improved the quality of care for women and children in Saint Marc. HRI also procured medical equipment for the maternity ward, and in coordination with the U.S. Centers for Disease Control and Prevention, training was provided for maternal health workers on use of the new equipment. Because it is the largest public hospital in the Saint Marc Corridor, the improvements at St.

Nicolas have strengthened the Ministry of Public Health's referral network by making investments in high-quality pre- and post-natal care.

HRI II also worked at the Bercy Community Hospital in Cabaret to upgrade the electrical system and make basic repairs to increase the viability of this hospital as a full referral hospital for residents of Cabaret in the Saint Marc Corridor. As with the other health activities, HRI II coordinated with the Centers for Disease Control and the USAID Health Pillar on these renovations.

SNAPSHOT

A Fresh Look for Saint Nicolas Hospital in Saint Marc

Saint Nicolas Hospital is the largest public hospital in the Artibonite Department, providing services to an estimated population of 263,000 in Saint Marc, 60 miles northwest of Port-au-Prince. After the influx of IDPs from Port-au-Prince to Saint Marc after the earthquake, it was clear that the hospital was in need of a rehabilitation to expand its facilities and increase patient comfort. Patients were forced to sit under the hot sun or on ragged metal backless benches while waiting several hours for appointments or to visit patients. Gravel pathways also hindered the movement of disabled patients.

“After the 2010 earthquake, the population of Saint Marc increased, and we did not have the infrastructure at the hospital to support it,” said Joseph Lunique Jean-Baptiste, administrator and facility manager of the hospital.

In response to requests from the hospital’s administration, USAID provided covered waiting areas for patients and their families, paved the dirt parking lot, renovated the guard station at the main entrance, installed paved sidewalks to facilitate movement of disabled patients, and repaired drainage canals and the water pump station to improve the facility’s functionality and sanitation. The hospital is now able to better serve Saint Marc’s growing population.

“This is an extraordinary improvement to the hospital’s infrastructure. This will help us to provide more services to patients in more pleasant surroundings,” said Mr. Jean-Baptiste. “Right now, we can offer good-quality service at the hospital in a nice environment. All the patients feel more comfortable.”

Mr. Jean-Baptiste said, “A sense of pride fills the population of Saint Marc as well as me. The population is really satisfied, especially when waiting under the covered area. This is a great change.”



The rehabilitated waiting area of Saint Nicolas Hospital demonstrates the importance of efforts led by HRI II with the Ministry of Public Health. The space is more inviting and hospitable to patients who often travel long distances to seek care.

F. PARTNERSHIP WITH INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT

Late in 2012, HRI II began a partnership with the International Narcotics and Law Enforcement section of the U.S. embassy to develop programming focused on increasing stability through increased security and rule of law. Subsequent HRI II activities focused on public safety and increasing communication and trust between the community and local law enforcement officials. The International Narcotics and Law Enforcement activities represented 5 percent of overall HRI II program spending, or \$2,099,468 million. Some of the key accomplishments include:

- *Contributing to traffic safety.* HRI II installed solar-powered traffic lights at one of the deadliest intersections in the Northern Corridor, near Quartier Morin, in an action designed to help local government actors increase public safety on roadways. Carrefour la Mort (Intersection of Death) is the main intersection between Cap-Haitien and the northeast region of Haiti. The opening of the Caracol Industrial Park, reachable only by passing through Carrefour la Mort, has resulted in increased traffic and accidents around this intersection. In response, HRI II initiated a communications campaign to raise awareness about the newly installed lights and to help local police inform the population about their use and rules.
- *Securing the Cap-Haitien airport.* A coordinated effort between the U.S. government and other donors sought to improve the safety and security of the Cap-Haitien international airport to meet international aviation standards. HRI II installed 260 solar lamps at strategic points around the airport to provide adequate nighttime lighting. Project staff sought input from the airport director, Ministry of Public Works, Transport, Communication and Energy staff, and representatives from the Transportation and Safety Administration to determine the best placement for the lights. These efforts to improve the safety and security of the airport allowed the Haitian government to lobby for direct flights to Cap-Haitien by large international air carriers, thereby increasing possibilities for direct foreign investment and tourism in the Northern Corridor.
- *Enhancing community-government relations.* A long-standing request of HRI II's target communities has been rehabilitation of municipal soccer fields. In January 2013, these activities were kicked off in five municipalities. International Narcotics and Law Enforcement program funds provided for rehabilitation of the fields in two municipalities — Fort Liberté and Caracol — to provide safe spaces for recreation. These activities included a complete overhaul of the fields, as well as provision of spectator stands, solar lights, and changing rooms for players. During the rehabilitation process, the project worked with the communities to plan for soccer tournaments to bring together civilians and representatives from the local government and security sector to foster increased community cohesion and dialogue.
- *Strengthening the justice sector in northern Haiti.* To increase the functionality of the justice sector, HRI II engaged local construction firms to rehabilitate several key courthouses in northern Haiti. These included the *Tribunal de Paix-Section Sud* and the *Tribunal de Première Instance* in Cap-Haitien, as well as the *Tribunal de Paix* in Caracol. Developed in partnership with the USAID PROJUSTICE project, these projects ranged from a major

overhaul, as in the case of the *Tribunal de Paix-Section Sud*, to minor security improvements and additional storage rooms at the *Tribunal de Paix* in Caracol. These projects are expected to increase the capacity of Haiti's justice sector in the north to respond to an increased case load that may result as the population grows. To complement the infrastructure improvements, HRI II also provided the justice facilities with basic materials and equipment, such as chairs, desks, filing cabinets, and office supplies, to help them meet a growing demand for services.

Pride and Professionalism in Caracol

In a tour of the Caracol Tribunal, Principal Judge Jackson Sejour pointed out highlights of the rehabilitation that was underway. He said the finished product would give the people of the commune a professional court, with a large air-conditioned courtroom, a secure safe for evidence, and offices for judges and staff. Clearly proud of the renovations, Judge Sejour gave credit to USAID for the work, which included putting up a new barrier around the building, and thanked it for its support.

CHAPTER THREE

PROBLEMS ENCOUNTERED: SOLUTIONS AND LESSONS LEARNED

A. CHALLENGES AND METHODS FOR ADDRESSING THEM

The Haitian operating environment presents challenges for any sort of development project, in particular one engaging directly with communities and implementing a high volume of short-term activities like HRI II. This section highlights some of the most significant challenges the project faced, along with some of the actions taken to overcome them.

Land titling. Community development activities often encountered challenges obtaining adequate land title documentation, particularly for infrastructure activities. Land titling was a sensitive issue that needed to be adequately documented to mitigate competing claims for the land on which the improved infrastructure sits. HRI II was able to engage a Haitian lawyer to identify ways to mitigate delays associated with obtaining the rigorous documentation required. In cases where land was previously used for the purpose the activity envisioned (for example, providing rehabilitation to an existing community center) or for public spaces such as public squares, the project relied on social verification measures that included letters from community leaders. Where land was being used for a new purpose and the title could not be verified, the project went through the formal process of asking the DGI team to survey the land and provide a new title. In a limited number of cases, obtaining proper land title documentation was too lengthy of an endeavor to engage in during the lifetime of HRI II, and projects had to be shifted to a new location (as in the case of the Caracol training center) or cancelled.

Subcontractor capacity. A dearth of qualified subcontractors, particularly construction firms in Cap-Haitien and Saint Marc, meant that experienced and reliable subcontractors were often awarded multiple projects that stretched their ability to meet deliverables. The project team took subcontracting firms' ability to manage multiple projects into account when making selections and included penalties in the contract for missed deadlines that resulted in the subcontractor losing money if the schedule was not met. However, the project was forced to cancel several subcontracts and recompetes to produce high-quality work in the timeframe allowed. Despite these challenges, many small, local contractors that worked with the project learned from the process, strengthened their businesses, and enhanced their capacity to respond to opportunities and support similar programs.

Grantee capacity. Although not a frequent occurrence, project staff occasionally began a grant activity, developed the plans, and then discovered that the grantee was not prepared to receive

the assistance. The project mitigated this risk by embedding community liaisons in mayors' offices in the north to serve as a bridge between the community and the project and to help ensure interventions were appropriate. This also serves as a lesson for future programs, to ensure that the local community is properly prepared for the assistance being offered.

Community politics. Project staff put their diplomatic skills to work as they collaborated with community leaders, who are by nature political figures. This required clear, consistent communications by the staff, who worked hard to avoid manipulation for political gain. Because many mayors were accustomed to receiving financial assistance and distributing it themselves, the project staff had to introduce carefully and with finesse the in-kind approach to grant-making. And throughout the process, they maintained close communication with the communities to ensure expectations were managed.

Haitian government turnover. Regular turnover at the highest levels of government created difficulty for the project in terms of establishing and maintaining productive relationships. This turnover led the project to focus on building relationships at lower levels of government. To further complicate the local context, because of long-overdue elections, the Martelly government replaced some mayors whose terms had expired with “interim” mayors, who were not always perceived as legitimate by the municipalities they served. In these instances HRI II worked one level down, with community-level elected leaders who were not appointed by the Martelly government and therefore had established more legitimacy in the community, making them effective partners. Additionally, where possible, the program sought to develop relationships with non-political entities.

B. LESSONS LEARNED FOR FUTURE PROGRAMS

HRI II benefited from the lessons of HRI I and developed its own, which can be applied to future programs, particularly those focused on community engagement. This subsection describes some of those lessons.

Engaging the community works. Project staff saw example after example of where community participation made the difference in getting an activity done or ensuring the work was maintained; from Saint Marc, where community members raised money on their own to complement a road improvement activity; to Cap-Haitien, where committees managing community centers are renting out newly rehabilitated space and generating funds to maintain it. Although time-consuming and sometimes challenging, community engagement takes the long view. It requires setting clear expectations in the beginning and maintaining good communications throughout so community members understand why things are being done a certain way. In the words of one of the project's program officers, “community engagement means constantly adapting and changing.” Although the project did not follow a particular model of community engagement, over the course of the project — particularly in the last year when the engagement focus was strengthened — some key steps to effective engagement emerged. They are presented here.

Exhibit 5. Steps to Effective Community Engagement

1	<p>Identify Local Authorities and Key Community Members Local leaders from all levels of government, business leaders, religious leaders, leaders from local community-based organizations, etc. Look for young people and women who could be valuable contributors.</p>
2	<p>Present Project Objectives to Local Leadership and Identify Community Priorities Meet with all local leaders from government and the community to present project objectives and scope and gather their input about community needs.</p>
3	<p>Establish Priority Projects In consultation with the program team, identify projects that align with program objectives and are within the scope of available resources and time.</p>
4	<p>Engage Community in Activity Development Once projects are identified, work with leaders to fully develop activities, leverage resources, and identify grantees. Particularly on infrastructure projects, incorporate community input into the design. This requires collaboration between program officers and engineers. Document meetings and conversations so there is a complete record of the activity, particularly given the turnover in municipalities and community groups.</p>
5	<p>Organize Kick-Off Meeting with Community Introduce activity to broader community with support from local leadership and partners and articulate the process for communication with the project team about suggestions and challenges throughout implementation. For infrastructure projects, stress that community labor will be used only at the discretion of the contractor and invite the community to develop a list of skilled laborers who may be eligible for employment if needed. Speak their language!</p>
6	<p>Maintain Constant, Consistent Communication with Community During project implementation, ensure that community expectations are managed in terms of project objectives, participation, etc. Use community liaisons as appropriate to support local government capacity and serve as a bridge from community to project.</p>
7	<p>Establish Community Structure to Maintain Project Develop committee or other mechanism with responsibility for ongoing supervision and maintenance of the activity.</p>
8	<p>Complete Activities and Transfer to Community Congratulate community on participation, ensure members are satisfied and understand the project is completed. Introduce opportunities for continued support with other USAID projects or donors.</p>

Covering the full grants cycle. In the project’s second year, the separate roles of grants manager and program development officer were combined into one program officer role, which meant that the same project representative worked with a grantee from start to finish. This dual role was challenging; the development and implementation process was more time-consuming and meant that some program officers needed to enhance their skills to cover the full range of responsibilities. The project came to realize that some staff needed more support to fully execute their new roles.

Full-team approach to infrastructure. The team learned that infrastructure projects require significant coordination to fully realize the project’s objective and goals. Engineers must coordinate with program officers. This means the project required a robust engineering and infrastructure team. At its height, HRI II had a 12-person team consisting of a senior engineer, project engineers, field engineers, an architect, and several foremen. The effort of working across project units meant that fast-moving activities could be properly supervised and delivered. It also allowed for effective community engagement in the design of the project.

Transparency in beneficiary selection processes. The project worked to avoid issues when it came to selecting participants for training programs or other roles on activities by having clearly established requirements and qualifications so the selection would be objective and not favor a particular person. Often, issues were avoided by allowing the participating community organization or local authorities to establish the criteria and play a role in the selection of participants, thus avoiding any appearance of favoritism by project staff.

Engaging communities protects investments. The project learned that when communities are involved in selecting the locations of solar lamps, they are more likely to protect them and ensure they are maintained. For example, HRI II placed 334 solar lamps along the Route National 6 highway between Limonade and Fort Liberté east of Cap-Haitien, to reduce traffic accidents and risk of violence along the main road. Twenty-one of these lamps were stolen or vandalized from unpopulated areas along the road from Limonade to Caracol. To address these thefts, the project relocated the rest of the lamps in this area to communities where they were better protected. HRI II also conducted a communications/community engagement activity to support local authorities in leading outreach activities to communicate a coordinated message on the importance of protecting the solar lamps. After the relocation of these lamps and the community engagement efforts, as of the date of submission of this final report, no further thefts had occurred. Lamps placed in communities in Martissant and Bel-Air in Port-au-Prince, which had community committees identified to maintain them, were successful at preventing theft and vandalism. For example, when a car crashed into one of the lamps, community members who had been engaged in the activity protected the light and battery and held them in a community location until repairs could be made.

Managing subcontracts. The project learned many lessons about effectively contracting with local and international organizations, particularly the need to have robust and well-trained staff to manage the subcontracting which is a labor-intensive process. Approaches that made a difference include making early payments (of 10 percent to 15 percent of contract value) to local subcontractors in need of liquidity for initial (soft) deliverables such as a kick-off meeting or submission of an implementation plan. The risk of early payment is mitigated by retention of a certain amount of money from further deliverables to cover the costs of rebidding the work should the subcontractor fail to deliver. Additionally, the TAP gave the project a full suite of contracting mechanisms it could deploy depending on the activity requirements.

Integrating monitoring and evaluation into grants. As the project advanced, it began to include monitoring and evaluation support services costs in grants, which made them a standard element and required process. It also required the team to clearly define objectives and what would be measured at the start of the activity. Establishment of a fully resourced monitoring and evaluation team also allowed the project to have a somewhat independent unit to verify and validate that activities were meeting their objectives. It also allowed the project to efficiently use resources by outsourcing some monitoring tasks (for example, paying students to count cars as part of a public safety survey).

CHAPTER FOUR

THE ROAD AHEAD

From enthusiastic, young community mappers in Saint Marc and factory workers with new skills in Cap-Haitien to communities with fresh soccer fields and sidewalks, HRI II delivered a far-reaching range of activities that touched nearly all facets of Haitian culture and life. Primarily focused at the community level, the project made deep connections with its target communities. Activities at all levels of government continued to provide needed support to build the credibility of officials and increase citizen trust.

Although USAID's OTI program concludes in Haiti, U.S. government investment will continue through a rich roster of USAID programming, some of it in process, and some expected in the coming months. Programs like Feed the Future North will build on community engagement practices that laid the groundwork for the team's outreach; LOKAL+ and Local Enterprise and Value Chain Enhancement will also benefit from the foundation of strong community engagement. Improvements to public health facilities throughout the corridors set the stage for further strengthening of referral networks and support of local health officials. Improvements to tribunals and courts prepare for interventions from the PROJUSTICE project.

And as a result of HRI II, dozens of community organizations are prepared to seek and obtain funding from USAID and other donors. Likewise, thanks to training in leadership and conflict mitigation, community leaders are better prepared to direct donor and government activities in their communities.



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