

United Nations Development Programme



HAITI

PROGRAMME DOCUMENT

Project Title: Cash for Work for Early Recovery and Stabilization

UNDAF Outcome(s): *Improve livelihoods of populations vulnerable to crisis (Amélioration des conditions de vies des populations vulnérables aux crises) (UNDAF result 3)*

Expected Outcome(s): *Immediate and sustainable improvement of livelihoods of vulnerable populations hit by natural disaster*

Executing Entity: UNDP, International partners and NGOs

The proposed programme focuses on creating immediate temporary employment opportunities for critically affected households through cash for work, as a first step towards stabilizing people's livelihoods and restarting local economies. The project will directly support and build upon the immediate emergency response. Up to 400,000 critically affected households will be provided with a one month job opportunity, which will benefit a total population of 2 million. Special attention will be given to women, youth and disabled members of directly and indirectly affected communities.

The programme will focus on affected areas in the metropolitan area of Port-au-Prince, Leogane and Crassier, where up to 90% of buildings have been destroyed in some places, as well as Jacmel, Martissant, and areas impacted directly and indirectly by the earthquake. The project will apply similar mechanisms to those used successfully in the implementation of watershed management and other early recovery projects after the 2008 hurricanes.

The programme will also build foundations for community-driven recovery by developing capacities of CSOs, local NGOs, and key government departments involved in planning and public works programmes.

To achieve the planned results, a total of USD 80.25 million is required for a period of twelve months. Of this, US\$32 million has already been contributed.

Programme Period:

Programme Component:

Project Code:

Project Duration: Jan 2010 to December 2010

Management arrangements: DIM and NGO execution

*Total resources required	\$80,250,000
*Total Allocated Resources :	\$92,036,406
Regular (TRAC 1 & 3, \$US):	\$5,500,000
Other : (\$US)	
ERRF (Saudi Arabia)	\$7,000,000
Peace Building Fund	\$9,000,000
Brazil	\$3,000,000
Norway	\$2,564,103
Dem. Rep. of Congo	\$2,499,945
Australia	\$2,206,531
Spain (reallocated funds)	\$1,356,000
CERF	\$1,000,000
Japan	\$1,000,000
Italy	\$738,552
Benfica Foundation	\$630,252
China	\$500,000
World Food Programme	\$400,000
Burkina Faso	\$200,000
Korea-American Association	\$193,876
Far East Broadcast Company	\$100,000
Liechtenstein	\$93,147
UN Foundation	\$30,000
*Unfunded Budget (\$US)	\$48,213,594

Agreed by UNDP (Country Director)

30/1/2010

I. SITUATION ANALYSIS

Haiti is the poorest and least developed country in the Western Hemisphere, and one of the world's most food-insecure. Data from 2007 indicate that 76% of the population survived making less than \$2 a day and 56% of those lived in extreme poverty making less than \$1 a day. With food prices increasing from 6.4% to 20% in 2009, many were unable to meet daily subsistence needs, let alone improve their living standards. The 30% unemployment rate reinforced the need to quickly seek ways of generating employment for people living in crisis and to prevent natural disasters, such as the 2008 hurricanes, to evolve into widespread conflict.

On 12 January 2010, the strongest earthquake in more than 200 years, measuring 7.0 on the Richter scale, struck Haiti. The earthquake centrally affected Ouest Province, with an epicentre 17km south-west of Haiti's capital, Port-au-Prince, causing extensive damage. The nearby cities of Carrefour and Jacmel and other areas to the west and south of Port-au-Prince were also affected, with the town of Léogâne reported to be 80% destroyed. According to the Civil Protection Directorate (Direction de la Protection Civile [DPC]) 217,366 Haitians lost their lives, 300,572 were wounded and 383 are still missing. An estimated 1,215,790 are living in spontaneous settlements in/around Port-au-Prince with a further 511,405 people in such settlements outside of Port-au-Prince. Initial estimates indicate that an excess of 97,000 houses were destroyed in addition to damage to 188,000 shelters. In all, the GoH estimates that three million people have been affected, of whom an estimated 1.9 million people have lost access to their homes.

The first priority has been the search and rescue effort and the provision of humanitarian relief to meet the urgent needs of those who were injured and lacking food, water or shelter. Maintaining public order and security has also been critical. At the same time, Haitians are impatient to start on the long road to recovery and have articulated an immediate need for work. Strategic, early and time-critical recovery assistance, particularly in support of creating jobs and stabilizing urban and rural livelihoods is urgently needed.

In this context, the Secretary-General of the United Nations has declared the reconstruction of the Haitian economy an immediate priority. A \$570 million Flash Appeal launched on 15 January 2010 calls for \$41 million for early recovery, including cash for work programmes to jump-start the local economy through removal of rubble and rehabilitation of essential social infrastructure. The goal is to create some 200,000 jobs which will directly and indirectly benefit at least a million people, providing opportunities for Haitians to begin to rebuild their lives as soon as possible. Other early recovery priorities include the restoration of national and local government capacities so that Haitians can exert stewardship over the recovery effort as soon as possible; addressing transitional shelter needs; immediate agricultural support to farmers in anticipation of the March 2010 planting season; emergency solid waste collection in urban areas; and disaster waste management support. An overriding priority is to ensure a Haitian-led relief, reconstruction and recovery effort, supported by the UN and other partners. It is imperative that immediate response activities contribute to the nation's long-term development goals, including the Millennium Development Goals.

The need for an expanded humanitarian response remains extensive. A Revised Flash Appeal/Consolidated Appeal (CAP) was launched on 18 February 2010 requesting an additional \$1.44 billion over a 12 month period ending February 2011. Of note, this total does not reflect the full extent of humanitarian needs in Haiti but rather is a reflection of the limitations of the government and humanitarian actors to programme resources. As a result of weak absorptive capacity, individuals, host families and communities are bearing much of the burden of supporting displaced people, and therefore require a range of direct and indirect assistance and other support strategies. Although much spontaneous economic recovery has been undertaken by resilient Haitians, the livelihoods of the majority of the affected population remain severely affected by the earthquake and are at extreme risk of exposure to hazards including seismic events, floods, hurricanes and landslides.

The humanitarian appeals focus on re-establishing existing (or establishing temporary) physical and social infrastructure and services for three million earthquake-affected people in Haiti and the Dominican Republic, including health, water, sanitation, hygiene, shelter, food security, economic livelihoods support, education, community infrastructure and community groups. The Early Recovery components of Appeals further focus on increasing self-reliance, coping, resiliency and recovery capacity of critically-affected households (including displaced and host communities) through the immediate creation of employment and livelihood opportunities through:

- Large-scale Cash for Work programmes to restore livelihoods and inject cash into the economy through rubble removal and drainage clearance to facilitate aid, trade, and disaster risk reduction;
- Large-scale provision of self-help micro-grants to restart micro and small enterprises that were destroyed/disrupted by the January 2010 earthquake;
- Emergency provision of safety net opportunities to the most vulnerable segments of the affected communities, with particular focus on women-headed households, the disabled and the elderly.

Lastly, the government-led Post-Disaster Needs Assessment and Recovery Framework (PDNA) commenced on 18 February and will continue through the end of March 2010. The PDNA will estimate the extent of damages, losses and related needs for recovery and reconstruction arising out of the direct and indirect consequences of the earthquake.

In line with the CAP, the proposed project aims to support spontaneous but well-coordinated initiatives by affected communities to rebuild their lives, supply temporary jobs to 400,000 Haitians seeking work, and rehabilitate essential economic and social infrastructure. The programme will follow the same mechanism successfully used in the implementation of watershed management projects after the 2008 hurricanes. The cash for work schemes under this project will focus first on cleaning streets and rubble removal in Port-au-Prince and other main affected areas. Moreover, cash and cash/food for work schemes shall be considered on case by case basis.

UNDP's initial post-earthquake Cash for Work Programme commenced on 20 January 2010, eight days after the earthquake, employing 385 people to remove debris from the streets in Carrefour-Feuilles, one of the most heavily affected and poorest neighbourhoods in Port au Prince. By 26 January, 5,500 people were employed in Carrefour-Feuilles and Martissant. With shovels, sledgehammers, wheelbarrows and trucks to haul the debris to landfill sites, neighbourhood populations cleared various streets where traffic now flows more easily and economic activity is resuming. Preparations for expansion into other adjacent neighbourhoods are already underway. By mid-February 2010, the programme became operational in all critically affected localities such as Leogane, Jacmel, Gressier and Petit Goave.

II. STRATEGY

The post-earthquake context in Haiti is well-suited to cash for work given the urgent need to inject cash into communities and provide rapid sources of income to start stabilizing livelihoods. Also, the rubble and debris are obstructing transportation networks and hence relief efforts and impeding reconstruction and recovery initiatives and the resumption of economic activity. Rubble and debris present public health hazards (dust, glass, metal, unstable structures, tetanus, etc.) that needs to be urgently addressed.

The main objective of this programme is to provide vulnerable communities with immediate employment opportunities and start stabilizing livelihoods through community-based labour intensive cash for work.

The focus of the work teams principally will be on removing and transporting debris. At a later stage, the project will tackle crushing, sorting and treating waste and debris in an environmentally

appropriate manner. Other planned cash for work activities include cleaning roads, re-greening (e.g., planting timber and fruit trees), rehabilitation of basic social, productive and public infrastructure, light construction repairs such as markets, support to nursing women, etc. As such, the programme will lay the foundation for medium- to long-term national employment programmes to be incorporated in subsequent National Development and Recovery Plans.

The programme will contribute to the UNDP Strategic Plan CPR Outcome 9: *Crisis and post crisis socio-economic infrastructure rehabilitated, economy revived, employment generated, and crisis affected groups returned and reintegrated*. As such, the CFW programme comprises one part of a larger sustainable recovery initiative that will be supported by UNDP and partners which will focus on key areas of support in the short- to long-term in Haiti: a) Stabilizing livelihoods of affected populations through emergency job creation; b) Promoting the recovery of local economies for employment creation; and, c) Supporting efforts for sustainable employment and inclusive, broad-based and equitable economic growth. Efforts will be made to ensure that CFW projects translate into medium- to long-term jobs, principally through linkages with complementary UNDP initiatives and collaborations with other UN agencies that support to micro, small and medium enterprises, microfinance, labour and employment. Consistent with this approach, the programme aims to create new jobs over a twelve month timeframe in the rehabilitation and maintenance of viable, productive economic and social infrastructure through community-based employment-intensive approaches.

While the programme will complement humanitarian assistance activities, it will also support spontaneous recovery processes. Institutional capacity to implement labour-intensive infrastructure rehabilitation works will be enhanced early in the recovery process as a means of increasing Government investment and community infrastructure at local levels.

The programme will build on UNDP's experience in labour intensive cash for work interventions in Haiti, in particular the watershed management projects implemented after the 2008 hurricanes and its current waste management project. Although cognisant of the need for rapid results and to quickly channel assistance to affected communities, the following principles will guide the programme:

- Undertaking rapid feasibility of the CFW programme based on the situation on the ground. This will include monitoring the risk of unintended consequences such as gender-based or other forms of violence, inflation, artificially elevated labour demand and related displacement of private sector employment, and potential capture of the project by "intermediaries".
- Ensuring that beneficiaries are carefully chosen for CFW projects. Proper sensitivity will be given to gender, age and ability when selecting and working with beneficiaries; Participants will be drawn from all segments of the population with particular attention to women and youth, aiming for an ideal benchmark of at least 40% female participation in CFW activities. UNDP and its implementing partners will not favour any ethnic or religious group or political party as all are aware that inappropriate bias could compromise the program and community stability.
- Continued monitoring to ensure that markets can adapt to increased demand caused by cash distributions without undue shortages or inflation.
- Ensuring that the rapid infusions of cash and related increased demands for goods will not (re-)ignite conflicts. Sensitivity to the local context will ensure appropriate distribution of project benefits in all project areas.
- Ensuring that rubble clearance, disposal and reuse are conducted in an environmentally sound manner, that reconstruction strives to "build back better" and that sustainable linkages are built between CFW activities longer-term programmes.
- Fostering transparency, community participation and national and local ownership; The project will formulate a clear communication strategy to safeguard transparency and knowledge sharing with all stakeholders;
- Enabling a human-rights based approach, where the programme will ensure that target communities/groups will have access to prioritized essential social and basic needs;

- Implementing project activities in a decentralized manner to respond to the various urgent needs in a dynamic environment in an efficient, and disaster risk- and conflict-sensitive manner.

The strategy will ensure that CFW interventions are not overly narrow in their ambition, e.g., that in addition to manual work they equip participants with appropriate skills that will facilitate integration into the job market over the longer-term. Consequently, these programmes will reflect long-term labour market needs (to the extent possible), with beneficiaries able to develop skills that will be in continued demand in their communities or in or outside of Port-au-Prince. To this end, UNDP will encourage the government of Haiti to establish labour offices across the country to track unemployment and registration, secure employment opportunities, protect rights of workers, and ensure adoption of gender balanced strategies.

The following main interventions will be supported:

- i) Temporary employment for critically-affected households to stabilize livelihoods, restart local economies, and promote community-driven recovery through a) Developing community capacities for recovery; b) Rehabilitating critical disaster resilient infrastructure through CFW to facilitate livelihoods stabilization (e.g., footpaths, small scale access roads and bridges, water and sanitation facilities, kindergartens, schools, clinics); c) Protecting environment and ecosystem management for natural disaster prevention, safeguarding of living conditions and reforestation; d) Rehabilitation of agricultural assets; and, e) Promoting mother and child-friendly environments for nursing mothers to prevent infant malnutrition;
- ii) Time-critical and safe removal of debris in an environmentally sustainable and manner from key earthquake affected areas based on strategic assessments (including gender and sex disaggregated needs assessment) followed by sorting and treatment of debris at operational sites;
- iii) Programme management capacity enhanced/developed for enhanced performance and improved monitoring and evaluation of programme activities and reporting on impacts and results, an intervention made all the more important in light of extensive earthquake-related losses of human, physical, and social resources.

This project cross-cuts various UNDP development programmes-from environment to governance to poverty alleviation-while building on prevailing humanitarian assistance interventions and strategies. Even as it supports immediate livelihood recovery and contributes to economic revival, the programme will also enhance government capacity to design public works programmes and demonstrate best practices for environmentally sound reconstruction activities. The size and nature of this initiative will build national capacities for project monitoring and supervision and can serve as an important catalyst for policy changes to anchor public works programmes as key to poverty alleviation in Haiti.

Beneficiary Selection Criteria and Other Considerations:

The programme aims at providing short-term employment opportunities and access to subsistence means for critically-affected populations. Priority is given to (i) female headed households; (ii) heads of households; (iii) households with destroyed/damaged housing; (iv) households with deceased family member(s); (v) households with disabled members; and, (vi) households with lactating mothers. Remuneration for unskilled labourers is 180 gourdes/day. Based on market and wage analysis and government policy, the daily rate may change and/or the composition of remuneration may be altered, e.g., either on a strictly cash basis or a package of cash and food . Depending on the situation, workers will be paid every two weeks or four weeks based on the number of days worked.

All UNDP CFW engagements will use locally available labour and will ensure that there is an appropriate representation of women, men, youth and handicapped as beneficiaries of the project. It is critical that affected populations not only be engaged in the process of earning wages and

jump starting local economies but also to their ensure ownership (and thus attain sustainability) of the recovery initiatives in their communities.

Implementation Modalities:

Following a detailed review of programmatic requirements and operational challenges, UNDP has decided to partner with international and national NGOs to manage cash for work activities through an NGO execution modality. NGOs will be selected according to applicable UNDP procedures based on a request for proposals and a review and evaluation process that includes an evaluation of NGO capacities. UNDP will engage selected NGOs through a project cooperation agreement that includes a detailed budget and work plan.

To reduce transaction costs and to facilitate management, monitoring and reporting, UNDP will establish one project appraisal and one steering committee to oversee all NGO executed projects. The project appraisal and steering committees will approve both the cash for work programme document as well as each of the NGO projects and the work plan for the directly executed activities.

Additional activities, especially those focusing on institutional strengthening of governmental structures, will be implemented by UNDP in areas not sufficiently or suitably through the NGO execution modality. UNDP will engage municipalities to implement cash for work activities (including rubble removal) under DINEPA coordination. UNDP will engage municipalities through letters of agreement (LOAs) and will support them to enhance capacities for effective and efficient service delivery. UNDP will work with line ministries (e.g., the Ministry of Environment and Ministry of Agriculture) under the coordination of the Ministry of Planning through LOAs for land degradation and soil erosion control measures (e.g., reforestation/re-greening, construction of gabions using rubble, and gully and hillside stabilization).

Community-based organizations will be engaged by UNDP through micro-capital grants (MCGs).

Partnerships:

UN agencies with technical expertise and ongoing, specialized CFW activities may be potential partnerships on the project include, *inter alia*, ILO, UNEP, UNICEF, FAO, OCHA, UNOPS, WFP, WHO, and UN-Habitat. The scope and modalities of these partnerships will be explored over the life of the project. Where possible, coordination and collaboration will be pursued with a view to enhance effectiveness and contribute to the UN vision in terms of close coordination and "delivering as one". Given the mandates and technical expertise of different agencies and the nature of existing partnerships (such as, for example, the Watershed Management Programme), the many and varied possibilities for collaboration and coordination will be pursued and existing partnerships will be expanded.

Besides the partnership with ILO on employment creation activities as well as measures to ensure a safe working environment, close coordination with WFP is envisioned with respect to labor-intensive food support and general food distribution programs. A collaborative approach with WFP will become increasingly important to ensure that projects are complementary and do not inadvertently work at cross purposes. The CFW programme has potential for collaboration with WFP/UNHAS on the labour intensive maintenance of airstrips. The programme might also benefit from the expertise of UNEP's environmental expertise, especially in urban areas of Port-au-Prince. The Royal Institution of Chartered Surveyors (RICS) has approached UNDP to work together on assessments of the structural soundness of buildings and the controlled demolition of buildings. The RCIS presently has staff in Haiti.

UNDP is partnering with UNICEF on cash for work initiatives for the rehabilitation of water, sanitation, health and education infrastructure as well to support the daily wages (for a limited period of time) of teachers in the non-public sector, psychosocial workers and caretakers of children. In addition, recognizing that breastfeeding in a crisis environment can be very difficult both psychologically and physiologically (i.e., hard work), women participating in breastfeeding programs (e.g., UNICEF- and NGO-managed nursing tents) may be considered for participation in

CFW programs as a means of preventing malnutrition among infants and small children and increasing access to income among a particularly vulnerable group of crisis-affected women.

Other potential important partnerships that will be considered include collaborations with FAO for the rehabilitation of irrigation canals and reforestation, including fruit trees plantation UNIFEM /UNFPA for gender, gender-based violence and women's economic empowerment initiatives, WHO for health infrastructure rehabilitation as well as access to CFW labourers to tetanus shots, and UN-HABITAT for the coordination of CFW aspects in the construction of transitional shelters and repair and reconstruction of houses. Both UN-HABITAT and UNDP will support the establishment of a national commission for the reconstruction.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Results and Resource Framework: Improve livelihoods of vulnerable populations to crisis (<i>Amélioration des conditions de vies des populations vulnérables aux crises</i>) (UNDAF result 3)</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework: Immediate and sustainable improvement of livelihoods of vulnerable populations hit by natural disaster</p> <p>Applicable UNDP Strategic Plan Goal: Conflict Prevention and Recovery - To advance and promote sustainable peace and human development by enhancing national and local capacities to prevent, mitigate and recover from the effects of violent conflicts and natural disasters.</p> <p>Applicable CPR Outcome: Post crisis socio-economic infrastructure restored, economy revived, employment created, affected groups returned and reintegrated.</p> <p>Project title and ID (ATLAS Award ID): Safe Rubble Removal & Reuse and Immediate Community Stabilization through Cash for Work in Port-au-Prince and Other Main Disaster Affected Areas – AWARD ID 59200 & 59235</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>Output 1: Create immediate temporary employment opportunities for critically affected households through cash for work</p> <p><i>Baseline:</i> High unemployment rates due to destruction of business and MSMEs, dysfunctional or highly informal public and private sectors. No safe nor environmentally sound debris removal and/or management plans exist</p> <p><i>Indicators:</i> Debris from</p>	<p>Targets (First 3 months)</p> <ul style="list-style-type: none"> - Identification and establishment of operation sites Rehabilitation of social, basic and productive infrastructure - Removal and transport of debris to operational sites - Supporting recycling centers for select types of debris /waste - Formulate a viable and communication strategy <p>Targets (3-9 months)</p>	<p>Activity Result 1.1: Assessment of key issues for CFW:</p> <p>1.1.1 Undertake assessments to identify needs and related program strategies (coping strategies; gender, age and disability analysis; appropriateness of cash and/or cash and food for work; post-crisis changes in household and community dynamics and structures of household labour; availability and prices of key goods and services; labour market opportunities; prevailing wage rates; conflict, hazard and disaster risks that could be exacerbated by project activities; security; delivery mechanisms; recyclable materials, location of debris disposal sites, etc.);</p> <p>1.1.2 Develop and implement strategies for gender-, age-, disability- and conflict-sensitive beneficiary selection and community participation, with assistance from UNIFEM</p> <p>Activity result 1.2: Training and equipment</p> <p>1.2.1. Undertake awareness meetings, training workshops and visibility and communication activities;</p> <p>1.2.2 Purchase required equipment and tools for safe debris removal, disposal and recycling (where possible).</p> <p>1.2.3 Undertake short cycle skills training on basic construction (e.g.,</p>	<p>UNDP / NGOs / International partners for assessment of key issues for CFW;</p> <p>Government institutions including DINEPA for approval of 180-200 gourdes/day for unskilled worker, foremen and supervisors 250-350 gourdes/ day</p>	<p>Assessments: 120,000</p> <p>Training: 50,000</p> <p>Equipment/tools: 2,500,000</p> <p>Operations: 1,200,000</p> <p>Wages: 58,770,000</p> <p>Recycling: 200,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>Port-au-Prince and other affected areas is safely removed; At later stage, tons of debris treated and disposed off, including reuse in other activities;</p> <p>Over 9.6 million work days of emergency jobs created for at least 400,000 earthquake affected Haitians;</p>	<ul style="list-style-type: none"> - Support the removal and transport of debris to operation sites - Sorting and treatment of demolition waste - Involvement of the private sector or public-private partnerships 	<p>carpentry, electricity, plumbing, etc.) and safe debris removal, treatment, disposal and recycling.</p> <p>1.2.4 Identify and engage earthquake-affected communities in cash for work ensuring full participation of women, marginalized groups, youth, disabled, etc.</p> <p>Activity Result 1.3 Debris and Waste Disposal</p> <p>1.3.1 Transportation of debris/waste to landfills appropriate sites</p> <p>1.3.2 Supporting of recycling centers</p> <p>1.3.3 Engagement with affected communities in cash for work</p>		<p>Total Output 1: 62,840,000</p>
<p>Output 2: Community driven emergency recovery strengthened</p> <p><i>Baseline:</i> A number of deaths and general devastation due to earthquake have led to weak human, environmental and physical capacities for spontaneous community driven recovery.</p> <p><i>Indicators:</i> Number of emergency jobs created and viable enterprises with real income earning opportunities</p> <p>Estimated 4000</p>	<p>Targets (6-12 months)</p> <ul style="list-style-type: none"> - An estimated 4000 persons receive short cycle skills training linked to CFW interventions and immediate economic recovery needs; - Critical cottage industries/HH businesses/enterprise supported by end of project - Critical economic infrastructure including kindergartens rehabilitated and used by thousands of children; - Number of critical markets rehabilitated and used by women and men's groups; 	<p>Activity result 2.1.: Community capacity for recovery</p> <p>2.1.1 Support community capacity in local participatory assessments, planning and production through training and extension.</p> <p>2.1.2 Facilitate and support community contracting including work with women's groups;</p> <p>2.1.3 Facilitate training for demand driven skills through short cycle training and placements ensuring full women's participation.</p> <p>2.3.4 Mainstream training and conduct of awareness on disaster 'proofing' and retrofitting in infrastructure design, land use planning and rehabilitation/reconstruction (in partnership with UN-HABITAT) in CFW programmes;</p> <p>2.3.5 Support cottage industries and other key HH businesses for CFW participants including a target for women, youths, disabled, and widow/ers.</p> <p>Activity Result 2.2.: Critical disaster resilient infrastructure (e.g. footpaths, small scale access roads, bridges, water and sanitation facilities, kindergartens, schools, clinics) rehabilitated to facilitate livelihoods stabilization through CFW</p> <p>2.2.1 Based on rapid assessments, facilitate rehabilitation of critical/emergency infrastructure through CFW and community contracting mechanisms.</p> <p>2.2.2 Identify and support women's and the disabled critical infrastructure</p>	<p>UNDP (in collaboration with international partners)</p>	<p>Community contracting and wages: 1,000,000</p> <p>Infrastructure rehabilitation: 5,720,000</p> <p>Household Income generating activities: 1,000,000</p> <p>Critical capacity development: 800,000</p> <p>Environmental management: 1,500,000</p> <p>Total Output 2: 10,020,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
<p>persons are trained; Number of facilities are rehabilitated; Number of</p>	<p>- Key NGOs/Government departments have enhanced capacity to plan and execute recovery interventions</p>	<p>needs; 2.2.3 Establish/strengthen women's and disabled groups to lead community contracts for infrastructure rehabilitation/refurbishment; 2.2.4 Increase access to key infrastructure for disabled populations through construction of handicapped-accessible infrastructure (hand rails, ramps, etc.)</p> <p>Activity result 2.3: Environmental protection/ecosystem management for natural disaster prevention and protection and reforestation; 2.3.1 Capitalizing on on-going initiatives in Les Cayes, Gonaives, Port de Paix and Jacmel, undertake watershed protection (rehabilitation/ construction of stonework and gabions for protection against flooding, pit networks, embankment rehabilitation, etc.); 2.3.2 Facilitate reforestation and agro-forestry for soil-erosion/land degradation prevention coupled with feasibility study on alternative sources of energy and increase agricultural areas for animal fodder production (to protect trees). 2.3.3 Build capacity of women's groups to undertake community and municipal level environmental awareness-raising and training programmes. 2.3.4 Organise and train women in ecosystem services development for creation of green jobs.</p> <p>Activity result 2.4.: Capacity for CSOs/NGOs working on livelihoods/economic recovery strengthened 2.4.1 Undertake rapid capacity assessments; 2.4.2 Support capacity of CSOs, NGOs and key government departments working on public works and land use planning on emergency livelihoods/economic recovery planning, in particular design of public work interventions, and disaster resilient infrastructure designs and retrofitting.</p>		
<p>Output 3: Programme management capacity developed</p>	<p>Targets (12 months)</p> <p>- Programme management staff recruited and working; - Training workshops for</p>	<p>Activity result 3.1: Programme Management staff in place 3.1.1 Set-up project team 3.1.2 Select and contract service providers</p> <p>Activity result 3.2: Enhanced capacity for implementation</p>	<p>UNDP</p>	<p>Project Staff Salaries: 1,800,000 Capacity development: 200,000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
	<ul style="list-style-type: none"> programme staff organised; - Monitoring and evaluation system designed, implemented and used for decision making; 	<p>3.2.1 Undertake training on cash for work, livelihoods and economic recovery;</p> <p>3.2.2 Provide necessary infrastructure/equipment required for improved performance</p> <p>Activity result 3.3: Improved monitoring and evaluation of programme activities and reports on impacts</p> <p>3.3.1 Design and implement a monitoring and evaluation system;</p> <p>3.3.2 Provide periodic reports on progress and programme impacts/results</p>		<p>Monitoring and evaluation: 140,000</p> <p>Total Output 4: 2,140,000</p>
BUDGET TOTAL Excluding GMS at 7%(US\$5,250,000)				75,000,000

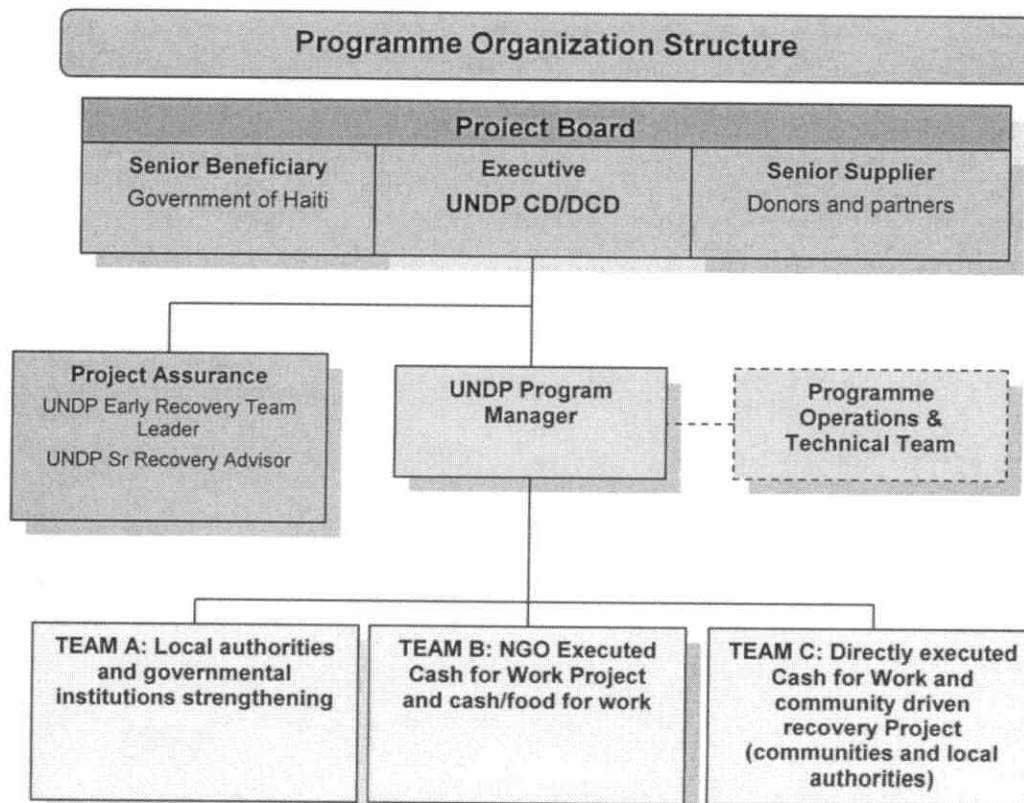
IV. MANAGEMENT ARRANGEMENTS

i. Execution Modality

Following a detailed review of programmatic requirements and operational challenges, and considering there are different implementation partners for this programme, UNDP has decided to call for 2 implementation modalities: direct implementation and NGO implementation (under one programmatic framework that will be separated in different AWP). This will allow engagement with all relevant actors, notably public authorities, community associations and NGOs through required contractual modalities in the most appropriate and efficient manner while preserving programmatic coherence. To reduce transaction costs and to facilitate management, monitoring and reporting, UNDP will establish one project appraisal and one steering committee that will oversee all NGO executed projects. The Project appraisal and steering committees will approve both the cash for work programme document as well as each of the NGO projects.

NGOs will be selected according to applicable UNDP procedures based on a request for proposals and a review and evaluation process that includes an assessment of NGO capacities for managing CFW programs at an acceptable standard of technical and financial rigor. UNDP will engage with selected NGOs through a project cooperation agreement that includes a detailed budget and work plan. Additional activities, especially those related to institutional strengthening of governmental structures, will complement the NGO activities in the framework of another project, directly executed by UNDP.

For the day-to-day management of the project, UNDP will establish a Project Management Unit (PMU) consisting of an International Project Manager supported by a national project manager, M&E Specialist, ICT, and a project support team (finance, procurement, activities monitoring). Technical specialists will be recruited and support field coordinators based in the project areas in and outside Port-au-Prince. The PMU will work under the direct supervision of the Deputy Country Director. Both UNDP and DPC will be responsible for the safety and security of the UNDP PMU.



UNDP will monitor the progress towards intended results, and will ensure high-quality managerial, technical and financial implementation of the project, and will be responsible for monitoring and ensuring proper use of administrated funds to the assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. Furthermore, the procurement of goods and services and the recruitment of personnel shall be provided in accordance with UNDP guidelines, procedures and regulations (fast tracking).

ii) UNDP Support Services

In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery namely UNDP

General Management Support (GMS) recovered with a flat rate of 7% and includes the following services:

- Project identification, formulation, and appraisal
- Determination of execution modality and local capacity assessment
- Briefing and de-briefing of project staff and consultants
- General oversight and monitoring, including participation in project reviews
- Receipt, allocation and reporting to the donor of financial resources
- Thematic and technical backstopping through Bureaus
- Systems, IT infrastructure, branding, knowledge transfer

iii) Assets and Equipment:

UNDP will keep separate records for equipment and vehicles purchased for the purposes of the recovery projects. As per UNDP rules and regulations, equipment purchased with project funds will remain UNDP property until formally transferred or otherwise disposed of at the end of the project.

iv) Audit

The audit of DEX projects is made through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Investigations).

NGOs Audit shall be carried out in line with UNDP rules and procedures as well as in line with donor requirements.

v) Visibility

UNDP will ensure that respective donors to the project will receive the maximum visibility possible, including the display of all logos on all equipment purchased in this project and on all sign boards in the project sites. UNDP will be responsible for determining when its name and logo are to be displayed and prior written authorisation must be granted by the UNDP Resident Representative on a case by case basis. However, in the event where logos are determined by any implementing partner to present a security risk, the use of logos will not be required.

V. MONITORING FRAMEWORK AND EVALUATION

i) Overall Monitoring Framework

The cash for work project is monitored at various levels by the project management team composed of one head of unit, one project manager, and four support staff will monitor against agreed work plan, output indicators, and standardized progress reports. In addition, UNDP will hire consultancy firm that will monitor the work on daily basis in the various locations of the project. The consultancy firm will verify results, number of workers, minimum safety standards, and machinery hired, and will report on weekly basis to UNDP management. In addition, UNDP will establish an interactive database that will allow daily monitoring of progress. This database will be password and user name protected and will allow donors, UN agencies and governmental institution to access it and download reports. Additional levels of monitoring will be the local authorities, media, and neighbourhood committees.

Monitoring will be a continuous and systematic process review of the various activities and will be intended to

- Measure input, output, and performance indicators;
- Provide regular and up-to-date information on the progress towards meeting the overall Project Objectives;
- Alert the implementing partners with problems in implementation, and provide basis on which performance may be improved, and
- Determine whether the relevant stakeholders are responding as expected.

ii) Annual cycle monitoring and evaluation

Overall, in accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- ✓ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- ✓ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- ✓ Based on the initial risk analysis submitted (*see Risk Log*), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- ✓ Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- ✓ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- ✓ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- ✓ **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum

requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- ✓ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

iii) Quality Management for Project Activity Results

Below is a preliminary Quality Management table for the project. This table shall be further refined during the initiation phase of the project.

OUTPUT 1: Create immediate temporary employment opportunities for critically affected households through cash for work		
Activity Result 1.1	Assessment of key issues for CFW	Start Date: Jan 2010 End Date: July 2010
Purpose	To gather information about potential project sites, local needs, participant preferences and concerns, markets and security for better guidance to cash for-work project.	
Description	<ul style="list-style-type: none"> - Undertake assessments - Develop a strategy for beneficiary selection, and implement 	
Quality Criteria	Quality Method	Date of Assessment
Adequate information available for decision making	Informed and correct decisions taken	First Quarter
Sex and age disaggregated data available	Gender needs identified and addressed	First Quarter and shall continue
Conflict and disaster risk sensitivity mainstreamed in program design	Social cohesion enhanced amongst project beneficiaries;	Continuous 2010
Activity Result 1.2	Training and equipment	Start Date: Jan 2010 End date: December 2010
Description	<ul style="list-style-type: none"> - Training and awareness - Purchase of equipment - Short cycle skills training and placement 	
Quality Criteria	Quality Method	Date of Assessment
Awareness on recovery process	Increased communication on programme impacts; Increased awareness by beneficiaries	Continuous 2010
Equipment procured	Durable and quality equipment procured	Continuous 2010
Number of trained persons	Number of people trained with successful placement	Continuous 2010;
Number of affected people participating in CFW initiatives	Number of jobs created; and enterprises developed	Continuous 2010;
Activity Result 1.3	Debris and Waste Disposal	Start Date: Jan 2010 End Date: December 2010 and shall continue pending funding
Purpose	Ensure the environmental sound disposal of the different waste streams and the reuse to the maximum extent possible of all debris	
Description	<ul style="list-style-type: none"> - transportation to landfills or other sites as needed - Set up recycling centers - Engage affected communities in cash for work 	
Quality Criteria	Quality Method	Date of Assessment
Disposal of all waste types	Waste assessment	Last quarter
Recycling centers in place	Number of jobs created/ Affected people have income to purchase food and other needs	June 2010; Dec 2010

OUTPUT 2: Community driven emergency economic recovery strengthened with links to long term recovery process

Activity Result 2.1	Community capacity for recovery	Start Date: Jan 2010 End Date: Dec 2010
Purpose	To ensure community participation in and ownership of recovery process	
Description	<ul style="list-style-type: none"> - Support community capacity in local participatory assessments, - Support community contracting including work with women's groups; - Facilitate training for demand driven skills through short cycle training and placements ensuring full women participation. - Mainstream disaster and conflict risk planning; - Support cottage industries and other key HH businesses; 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Community involved in planning and assessments	Community /government records	June 2010; Dec 2010
Affected communities engaged in enterprise development, and contracting	Field monitoring	June 2010; Dec 2010
High purchasing power by affected communities	Number of communities with jobs and having 3 meals a day	June 2010; Dec 2010
Activity Result 2.2	Critical disaster resilient infrastructure rehabilitated	Start Date: Jan 2010 End date: December 2010 and continues
Purpose	Facilitate emergency economic recovery in affected areas	
Description	<ul style="list-style-type: none"> - Facilitate rehabilitation of critical /emergency infrastructure - Identify and support women's critical infrastructure needs; - Establish /strengthen women's groups to lead community contracts 	
Quality Criteria	Quality Method	Date of Assessment
Resilient emergency infrastructure	Disaster resilience assessment	June 2010; December 2010
Improved marketing of goods and services	Household economic recovery assessments	June 2010; December 2010
Women's groups with economic power	Observation and field monitoring of number of women in employment/IGA	June 2010; December 2010
Activity Result 2.3	Environmental protection/ecosystem management for natural disaster prevention, safeguarding of living conditions and reforestation	Start Date: Jan 2010 End Date: December 2010
Purpose	<i>Ensure environmental management interventions focus on disaster risk management and creation of green jobs for affected people</i>	
Description	<ul style="list-style-type: none"> - Undertake watershed protection - Facilitate reforestation and agro-forestry for soil-erosion prevention; - Build capacity of women's groups to undertake community and municipal level environmental awareness-raising and training programmes. - Organise and train women in ecosystem services development for creation of green jobs 	
Quality Criteria	Quality Method	Date of Assessment
Ecosystem management plans	Community records	June 2010; December 2010
Visible soil erosion interventions	Field visits and photos	June 2010; December 2010
Number of women with green jobs	Household income sources assessment	June 2010; December 2010
Activity Result 2.4	Capacity for CSOs/NGOs/CBOs working on livelihoods/ economic recovery strengthened	Start Date: Jan 2010 End Date: December 2010
Purpose	To strengthen capacity of national counterparts in livelihoods and economic recovery in Haiti	
Description	<ul style="list-style-type: none"> - Undertake quick capacity needs assessments; - Provide capacity to CSOs, NGOs, CBOs and key government departments working on public works and land use sort waste into different stream 	
Quality Criteria	Quality Method	Date of Assessment
Capacity needs assessment methodology developed and implemented	Capacity assessment reports	Last quarter
Government and national counterparts	Government reports/ NGO progress reports	Last quarter

leading sound recovery planning and implementation		
Output 3: Programme management capacity developed		
Activity Result 3.1	<i>Project Management</i>	Start Date: Jan 2010 End Date: December 2010
Purpose	<i>Ensure the smooth technical and operational management of the project and build capacity of stakeholders on the project objectives</i>	
Description	<ul style="list-style-type: none"> - set-up project team - select and contract service providers - Monitoring and evaluation 	
Quality Criteria	Quality Method	Date of Assessment
Qualified personnel recruited	Positive evaluation of project team	End of first quarter
Tender launched and contracts issued	Qualified contractors selected	During offer evaluation
Capacity of stakeholders built	Stakeholder questionnaires	Last quarter
Enhanced project impacts/results	Field assessments/ beneficiary feedback	December 2010

VI. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Haiti and the United Nations Development Programme, signed by the parties on 28 June 1973.

The UNDP Resident Representative in Haiti is authorized to effect in writing the following types of revisions to the Project Document, after consultation with the project partners:

- Revision of, or addition to, any of the annexes to the Project Document;
- Revisions which do not involve significant changes to the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation;
- Mandatory annual revisions which re-phase the delivery of agreed project outputs or increased expert or other costs due to inflation, or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments

VII. RISK ANALYSIS (HIGH LEVEL)

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	Delay in mobilisation of required funds by UNDP	Project initiation date	Financial	This would substantially delay the initiation of project activities P = 2 I = 5	The tender process for the procurement of services for, transport, crushing and sorting of waste will be launched by UNDP before securing the entire funding, however, a contract cannot be signed with any service provider before all the funds are secured and received	UNDP			
2	Existence of toxic/dangerous materials within the rubble	Project initiation date	Operational	If dangerous materials are anticipated within the rubble, this will delay initiation of work, prices offered from work and time P = 2 I = 4	An assessment of rubble must be undertaken and all dangerous substances found must be cleared by skilled and trained workers	UNDP			
3	Delay in granting access to the different sites of clearance by government	Project initiation date	Operational	If authority is not granted for UNDP to start the CFW, none of the project activities can be initiated P = 2 I = 5	Coordination with government, UNMIH and authorities has commenced as of today	UNDP			
4	Approval of procurement process	Project initiation date	Operational	Offers received are not of good price and quality and that the evaluation process is delayed (ACP approval) P = 4 I = 5	ACP and UNDP HQ to be informed about the project and procurement process from the initial stage	UNDP			
5	Political instability and security situation in the country	Project initiation date	Political	Political or security changes can hinder project implementation P = 4 I = 5	Continuous analysis of the security and political situation, engagement and dialogue with government on this situation on the ground.	UNDP			
6	Required permits/exemptions for land-filling, operation of a crushing plant, EIAs, etc. are not obtained	Project initiation date	Regulatory	If permits/exemption for certain activities are not granted, work on different sites cannot be initiated P = 3 I = 5	Coordination with concerned ministries and national authorities initiated immediately	UNDP			
7	Another potentially devastating hazard strikes Haiti including after shocks	Project initiation date	Environmental	This will delay and complicate project start and implementation P = 2 I = 4	Undertake continuous risk assessments, and institute EW and preparedness measures. Ensure all structures rehabilitated/built are disaster resilient.	UNDP			

2: Detailed project risk assessment

The following risk management matrix complements the more general risk assessment included in the project document.¹ It is specific to the implementation to the "Cash for Work" component of the early recovery and community stabilization programme implemented partly by NGOs and partly by UNDP through direct execution in collaboration with local authorities and community associations.

It is to be noted that UNDP launched basic CFW activities immediately after the earthquake in order to stabilize the situation, allow the most vulnerable to have access to a basic income and to contribute to mitigating the raise of criminal activities. This immediate response was required and has within 2 weeks employed over 30,000 vulnerable populations. Aware of involved risks, however, UNDP simultaneously developed a management strategy summarized in the below matrix. This strategy will accompany the transition for immediate crisis response (first 2 – 3 weeks) to the more comprehensive Early Recovery and Community Stabilization programme. The implementation of this strategy will be monitored through the project board.

→ Operational & Financial Risks

Area	Risk	Immediate action	Medium-term mitigation
Funding			
Availability of funds	<ul style="list-style-type: none"> • CFW programme expansion limited. • Momentum lost / UNDP capacity to deliver questioned / compromised 	<ul style="list-style-type: none"> - Presentation of programme to donors locally and at HQ level, building on the revised flash appeal and the results of the PDNA - Formulation of a resource mobilization strategy & presentation to the donor conference to be held in March/April - Involvement of Partnership Bureau, BCPR and RBLAC: RM Task Force - Communication strategy to be developed at the CO level 	<ul style="list-style-type: none"> - Integration of programme activities in recovery & reconstruction programme following PNDA
Receipt of funds	<ul style="list-style-type: none"> • Activities are delayed because funds are not received in time 	<ul style="list-style-type: none"> - UNDP advances TRAC resources based on donors' firm pledges 	<ul style="list-style-type: none"> - HQ follow-up on pledges
Reporting	<ul style="list-style-type: none"> • Inappropriate / delayed reporting due to a variety of sources, reporting requirements and implementation partners 	<ul style="list-style-type: none"> - Centralization of funds through BCPR CPR TTF, reporting coordinated at HQ level - HQ to provide a clear reporting schedule so that the CO can organize itself to comply 	<ul style="list-style-type: none"> - Negotiation with all contributing partners regarding unified reporting format and requirements

¹ Critical risks that require immediate actions are identified in "bold".

Area	Risk	Immediate action	Medium-term mitigation
Financial management			
Financial transactions	<ul style="list-style-type: none"> • Delayed payments due to scope and magnitude of financial transactions of the DIM component 	<ul style="list-style-type: none"> - Reporting capacity to be included in project (surge) team and added to the ER cluster - Using FT procedures, identify and hire a financial institution to effect payments to workers. (Status: done) (contract signed with Fonkozi, a local financial institution) - Strengthening of CO finance team through Surge and detailed assignments of national staff working for projects that have been re-programmed. (Status: on-going) 	<ul style="list-style-type: none"> - Long-term strengthening of finance team (1 NOB position)
Security payments during	<ul style="list-style-type: none"> • Part of the cash payments does not reach beneficiaries (embezzlement) 	<ul style="list-style-type: none"> - Detailed review of all payments done so far and of existing reporting documentation (Status: continuous) - Preparation of SOPs for implementing partners detailing payment and oversight requirements (Status: partially done) 	<ul style="list-style-type: none"> - Financial oversight capacity to be included in project team; - Contracting of an external financial oversight company
Security payments	<ul style="list-style-type: none"> • Part of cash will be stolen during payment of wages • Riots/protests/unrest during wages payment 	<ul style="list-style-type: none"> - Hire a financial institution to take care of the wages and minimize security risk (Status: done) - Cooperation with local police, community associations and, if needed, MINUSTAH to organize and protect payments (Status: on-going) 	<ul style="list-style-type: none"> - Cooperation with local police and community associations to organize and protect payments
Financial reporting	<ul style="list-style-type: none"> • Insufficient reporting documentation and tracking 	<ul style="list-style-type: none"> - Preparation of SOPs for financial reporting (Status: drafted) 	<ul style="list-style-type: none"> - Establishment of a centralized tracking and reporting system
Procurement & logistics			
Availability	<ul style="list-style-type: none"> • Insufficient or unacceptable quality tools / equipment available on local markets: a. equipment for light rubble removal (gloves, shovels, wheelbarrows, etc.); b. equipment for heavy rubble removal (Cranes, bulldozers, fuel, etc.) 	<ul style="list-style-type: none"> - Piggyback on existing/on-going assessment of overall equipment needs - Rapid market assessment - Explore private sector availability (Status: planned) - Explore Dominican Republic and other regional markets (Status: on-going) 	<ul style="list-style-type: none"> - Launch of international procurement as required
Delays	<ul style="list-style-type: none"> • Delays in procurement of equipment 	<ul style="list-style-type: none"> - Fast-track in place for procurement (Status: done) - Significant part "outsourced" to implementing partners (Status: done) 	<ul style="list-style-type: none"> - Establishment of a comprehensive procurement plan for UNDP and international launch through PSO
Logistics Bottlenecks	<ul style="list-style-type: none"> • Government imposes restrictions on imports 	<ul style="list-style-type: none"> - Explore local markets capacity as priority to support traders 	<ul style="list-style-type: none"> - Capacity building to the GoH - Import exemptions required

Area	Risk	Immediate action	Medium-term mitigation
Procurement	<ul style="list-style-type: none"> Unauthorized procurement orders 	<ul style="list-style-type: none"> Take stock of procures items and review process. Status: initiated Implement procurement SOP (fast track as well as regular) Status: being implemented 	<ul style="list-style-type: none"> Continued monitoring
Inventory Equipment	<ul style="list-style-type: none"> Equipment provided to partners is not returned to its owner. 	<ul style="list-style-type: none"> SOP for equipment distribution and inventory drafted. Status: planned 	
Distribution	<ul style="list-style-type: none"> Equipment does not reach beneficiaries 	<ul style="list-style-type: none"> Outsourcing of distribution to implementing partners (i.e. NGOs) 	<ul style="list-style-type: none"> Specific review of distribution planning and capacities of each implementing partner

→ Programmatic & Technical Risks

Area	Risk	Immediate action	Medium-term mitigation
Development impact			
Inflation	<ul style="list-style-type: none"> Government increases unduly the minimum wages 	<ul style="list-style-type: none"> Advocate for a harmonized position vis-à-vis the payment of minimum wages in CFW schemes. Advocate the GoH for minimum salary review engaging all stakeholders 	<ul style="list-style-type: none"> Formulation of macro-policy
Impact on local markets	<ul style="list-style-type: none"> Payment of wages leads to distortion of local prices, economy 	<ul style="list-style-type: none"> Determination of wage levels based on rapid assessment of price levels 	<ul style="list-style-type: none"> Assessment of market impact after 3 months
	<ul style="list-style-type: none"> Cash injection impact on the private sector 	<ul style="list-style-type: none"> Engage the ER Cluster and the private sector in CFW discussions and its possible negative impact Hire an economist to study impact of existing model 	
Sustainability of results	<ul style="list-style-type: none"> Provision of food to workers has a negative impact on local production (prices of local products go down) and private sector (forced to increase wages and/or provide food too as part of wages) 	<ul style="list-style-type: none"> In partnership with WFP, assessment of market situation and potential impact Work with partners and donors to work on a harmonized approach in terms of food supplements and food distribution. 	<ul style="list-style-type: none"> Adaptation of food strategy according to results of assessment
	<ul style="list-style-type: none"> Short-term employment does not lead to longer-term improvements of livelihoods High expectations of workers hired under CFW 	<ul style="list-style-type: none"> Adopt the UN wide-system socio economic policy aiming at transitioning from CFW schemes to more sustainable livelihoods Use CFW to upgrade local social infrastructure with high socio-economic impact value Formulate a communication campaign aimed at sensitizing workers on the nature of CFW schemes 	<ul style="list-style-type: none"> Transition in work plan to: i) cash grants; ii) development of MSMEs; and iii) skills training Work with the government and partners (ILO and others) to develop an employment strategy

Area	Risk	Immediate action	Medium-term mitigation
Selection of dumping sites	<ul style="list-style-type: none"> Uncontrolled dumping of debris on unauthorized areas 	<ul style="list-style-type: none"> Identify authorized areas Set up a tracking system Disaster waste management assessment implemented (MSB support). 	N/A
<i>National capacities and ownership</i>			
Ownership	<ul style="list-style-type: none"> Local authorities are not sufficiently involved / disempowered 	<ul style="list-style-type: none"> Basic equipment and technical support provided to local authorities 5% capacity building component as a minimum in each of the LOA Advocate national and local ownership of the recovery and reconstruction process vis-à-vis partners. Ensure active participation of stakeholders/beneficiaries all through the project cycle 	<ul style="list-style-type: none"> Inclusion of institutional strengthening component in programme
Coordination	<ul style="list-style-type: none"> Rubble removal and CFW activities are insufficiently coordinated, leading to conflicts, overlaps and delays 	<ul style="list-style-type: none"> Establish under the Government's leadership an inter-cluster, multi-stakeholder, Task Force linking shelter, water sanitation, early recovery, camp management and rubble management. Formulation of a short-term emergency plan (3 months) 	<ul style="list-style-type: none"> TF transition to recovery after 3 months Establishment of a coordination forum led by ministry of planning and inclusion of DINEPA
Capacities / skills of labour	<ul style="list-style-type: none"> Lack of skilled labour for more complex rubble removal and reconstruction 	<ul style="list-style-type: none"> Provision of vocational training as required 	
<i>Working conditions</i>			
Consistency of conditions	<ul style="list-style-type: none"> Differences in working conditions offered (level of wages, food & water, working hours) 	<ul style="list-style-type: none"> Harmonization of working conditions in DINEPA led forum and ER cluster Inclusion of SOP in all agreements to be signed with partners 	- N/A
Security & well-being of workers	<ul style="list-style-type: none"> Insecure environment and existence of toxic /dangerous materials "in the rubble" endangers security and safety of workers 	<ul style="list-style-type: none"> Provision of security and safety equipments to all workers involved in rubble removal operations. 	<ul style="list-style-type: none"> Assessment of heavy rubble removal requirements (equipment, safety)
<i>Legal context</i>			
Land tenure rights	<ul style="list-style-type: none"> Disputes may arise as property rights of plots are not secured (land tenure issues) 	<ul style="list-style-type: none"> Work closely with the authorities 	<ul style="list-style-type: none"> Work with the Government to address "la questionne fonciere"

→ Institutional (Reputational) Risks

Area	Risk	Immediate action	Medium-term mitigation
<i>Project Partners</i>			
Misperceptions	<ul style="list-style-type: none"> • Misperceptions at national, donor and HQ level due to insufficient information about the programme, its strategy and its progress. 	<ul style="list-style-type: none"> - Formulation of a Communication strategy (Status: initiated) 	<ul style="list-style-type: none"> - Continued regular reporting through established mechanisms
Overlaps / conflicts	<ul style="list-style-type: none"> • Programmatic overlaps and different approaches lead to confusion, conflicts and delays 	<ul style="list-style-type: none"> - Consultations with key partners in addition to cluster meetings - Establishment of inter-active monitoring website - Production of regular operational sitrep updates with broad distribution to operational partners 	<ul style="list-style-type: none"> - Strengthening of ER Cluster and Inter-cluster coordination function - Importance of programmatic coordination emphasized in TOR of UNDP cluster representatives
<i>Media & Civil Society</i>			
Protection-related accusations	<ul style="list-style-type: none"> • Accusations by international civil society organizations and media because of perceived protection gaps 	<ul style="list-style-type: none"> - Set up a monitoring system (Status: to be initiated) - Establish partnership with protection programmes (MINUSTAH, UNICEF, etc) (Status: to be initiated) - Press communication regarding the programme strategy, including protection and human rights aspects (Status: to be initiated) - Ensure that basic safety precautions are taken for workers (gloves, tetanus vaccine) - Ensure that no underage workers are employed in the CFW program 	<ul style="list-style-type: none"> - Continued monitoring - Organization of media visits