



## Project Document

Project Title	SUSTAINABLE SOLUTIONS FOR THE INTERNALLY DISPLACED PERSONS (IDPS) IN THE LOCALITY OF LAHAIE, COMMUNE OF DAME MARIE, GRAND ANSE DEPARTMENT	
Executing Organization	PNUD Haïti   UNDP Haiti #14, Rue Reimbold, Bourdon, Port-au-Prince, Haïti. Martine Therer, Deputy <a href="mailto:martine.therer@undp.org">martine.therer@undp.org</a> +50948916610	Director
Date of Submission	11/08/2017	

Target Country	Haiti
Project Location	Locality of Lahaie, commune of Dame Marie, Grand Anse department
Beneficiaries	Direct beneficiaries: 500 persons benefit from a sustainable housing solution (100 households) 20 micro-businesses and 5 productive associations benefit from economic recovery activities Indirect beneficiaries: 5638 persons (approximate number of inhabitants from Lahaie and Petite Rivière)
Project Period	October 2017 – October 2019 (2 years)
Project Goal	<p>The goal of the project is to support affected communities in longer-term recovery efforts, ensuring greater resilience to economic shocks, climate and disaster risk.</p> <p><u>Indicators:</u> Changes in the % of households vulnerable to economic shocks, climate and disaster risks</p> <p>This project will contribute to the following SDGs:</p> <ul style="list-style-type: none"> <li>• Goal 1. End poverty in all its forms everywhere</li> <li>• Goal 5. Achieve gender equality and empower all women and girls</li> <li>• Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</li> <li>• Goal 10. Reduce inequality within and among countries</li> <li>• Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable</li> <li>• Goal 13. Take urgent action to combat climate change and its impacts*</li> <li>• Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</li> </ul>

<p>Justification for Intervention</p>	<p>During its violent passage in Haiti on October 2016, Hurricane Matthew produced global damage and loss of US \$ 2.778 billion (183,639.27 HTG). Almost three-quarters of the effects are considered "private", which means directly affecting the population. The sector most affected by the hurricane is housing, given the large number of homes destroyed. Total damages and losses were estimated at US \$ 856.28 million. The latest data collected by National Risk and Disaster Management System (SNGRD) through the Department of Civil Protection (DPC) reported 103,907 houses destroyed, 99,975 severely damaged, 11,500 slightly damaged and 21,500 flooded.</p> <p>These damages were recorded in several departments: Sud, Grand'Anse, Nippes, Sud-Est. More than 2,000,000 people were affected, 1,346,363 of them directly, including 678,969 women, of which 106,180 female heads of household. These devastating effects are explained by the fact that most of the housing construction has been done in an anarchic way by a large segment of the Haitian population in areas at risk, without considering urban planning and environmental protection.</p> <p>The second sector most affected is agriculture, which accounted for US \$ 573.53 million in damages and losses. The productive sectors, including agriculture (including fisheries and livestock), trade and tourism suffer major losses due to the nature of these sectors. Yet it is important to note, especially in the trade sector, that the prevalence of informal activities leads to an under-valuation of the effects of Hurricane Matthew, in terms of both loss and damage. The sectoral assessment shows damages and losses estimated at 573.3 million US dollars due to the cyclone; this represents about 7% of GDP or 31% of agricultural GDP. Small-scale farmers are particularly vulnerable and have very limited capacity to resume their operations.</p> <p>The city of Dame Marie was chosen for the implementation of the project for the following reasons:</p> <ul style="list-style-type: none"> <li>• Dame Marie was one of the most affected city, with the eye of the hurricane having crossed the locality</li> <li>• The high numbers of internally displaced persons in the commune of Dame Marie following the hurricane</li> <li>• Previous projects have been developed in the commune of Dame Marie on which UNDP and KOICA can built on: <ul style="list-style-type: none"> <li>- The renovation of National Highway 2 linking the Department of West and Grande Anse with the Korean contingent of MINUSTAH</li> <li>- Multi-hazard mapping and recovery plans developed in Grand Anse and specifically in Dame Marie</li> <li>- Cash for work activities – UNDP</li> <li>- Pilote recycling project – UNDP</li> </ul> </li> <li>• The management and planning capacities of the Town Hall of Dame Marie were strengthened during the UNDP cash-for-work interventions and will allow the project to be more easily implemented than in other areas</li> </ul>
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	<ul style="list-style-type: none"> <li>• Relations of trust between the City Council and UNDP have been developed for almost 2 years</li> <li>• The community has significant tourism potential and the project could have a lot of visibility and considerable economic impact</li> <li>• President's "change caravan" will start its activities in Grand Anse at the same time as the IDPs project and the priority is the commune of Dame Marie</li> <li>• The project emanates from the will of the locality which is ready to contribute to the construction works</li> <li>• The preliminary risk exposure analysis shows that the identified relocation site is safe</li> </ul>
<p>Expected Outcomes and Indicators</p>	<p><b>Outcome 1.</b> The residents of Lahaie who were affected by hurricane Matthew benefit from improved living conditions both physical and economic</p> <p><b>Indicator 1:</b> Proportion of community of Lahaie benefiting from better physical and economic living conditions.</p> <p>This will be measured as follows: out of the Lahaie households affected by the hurricane Matthew, (i) changes in the % of households living in durable housing; (ii) changes in the % of households having access to basic infrastructure; (iii) changes in the % of households having a source of reliable income above the local poverty line.</p>
<p>Expected Outputs and Indicators</p>	<p><b>Output 1.</b> Legal, technical &amp; administrative preparation of the project is completed</p> <p><u>Indicator 1.</u> The level of project stakeholders' satisfaction on the mechanisms (Target: 85%)</p> <p><b>Output 2.</b> Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.</p> <p><u>Indicator 1a.</u> Number of households benefiting from a sustainable housing solution and basic services (ex: drainage, sanitation, drinking water and solar lighting)</p> <p><u>Indicator 1b.</u> Number of community infrastructure rehabilitated considering risk mapping in consultation with the civil society groups (including women's groups/networks)</p> <p><u>Indicator 2.</u> Number of straw huts for income generation activity of Lahaie residents constructed</p> <p><b>Output 3.</b> Lahaie and Petite Rivière's income-generating activities are created or reinforced</p> <p><u>Indicator 3.</u> Total number of micro-businesses benefiting from technical, financial and in-kind support (disaggregated by sex of owner)</p>

<p>Intended Activities</p>	<p><b>Activity 1.1.</b> Transparent and accountable mechanisms for land management and beneficiaries' selection are set up for the relocation  <u>Indicator 1.1.</u> Existence of land management plan approved by the community.</p> <p><i>Sub-activity 1.1.1. Legal accompaniment for the purchase of land</i>  <i>Sub-activity 1.1.2. Definition of land status</i>  <i>Sub-activity 1.1.3. Definition of land management arrangements between city council and beneficiaries</i>  <i>Sub-activity 1.1.4. Support City council accountability for the land management activities</i></p> <p><i>These activities will concern both the relocating site and the original seashore area</i></p> <p><b>Activity 1.2.</b> Census on the IDPs (affected residents) in Lahaie and baseline survey is conducted  <u>Indicator 1.2.</u> Existence of a list of beneficiaries established with the City Council</p> <p><i>Sub-activity 1.2.1. Census of beneficiaries and baseline survey</i></p> <p><b>Activity 1.3.</b> Risk mitigation actions in relocation site are defined based on soil and topographic studies  <u>Indicator 1.3.</u> Ratio of the mitigation measures established against the risks analyzed (Target: 100%)</p> <p><i>Sub-activity 1.3.1. Soil study of the relocating area</i>  <i>Sub-activity 1.3.2. Topographic study of the relocating area</i>  <i>Sub-activity 1.3.3. Mitigation measures identified on the basis of soil and topographic studies</i>  <i>Sub-activity 1.3.3. Development plan of Lahaie- including land use plan, basic services infrastructures, etc.</i>  <i>Sub-activity 1.3.4. Plot plan of the relocating area</i></p> <p><b>Activity 2.1.</b> The construction work is completed in the relocating area including site development, risk mitigation actions, construction of housing units and basic service infrastructures.  <u>Indicator 2.1.a.</u> Number of housing units constructed  <u>Indicator 2.1.b.</u> Number of households having access to basic services infrastructures  Indicator 2.1.c. Number of community infrastructures rehabilitated and reconstructed</p> <p><i>(Optional Sub-activity 2.1.0. Coordination with the housing construction Unit (UCLBP) for the land and-or road preparation by the presidential caravan)</i>  <i>Sub-activity 2.1.1. Establishment of participatory mechanisms for the implementation of development plan measures such as settlement layout,</i></p>
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	<p><i>housing models, basic services, etc.</i></p> <p><i>Sub-activity 2.1.2. Call for proposals from local companies for construction materials and work</i></p> <p><i>Sub-activity 2.1.3. Workshops and training in risk management and resistant housing construction</i></p> <p><i>Sub-activity 2.1.4. Start of construction work</i></p> <p><b>Activity 2.2.</b> The construction of straw huts for catering, selling and storage is completed in the community of Lahaie (seashore area)</p> <p><u>Indicator 2.2.</u> Number of straw huts constructed</p> <p><i>Sub-activity 2.2.1. Identification of recipients for the straw huts construction.</i></p> <p><i>Sub-activity 2.2.2. Establishment of participatory mechanisms for straw huts construction choices</i></p> <p><i>Sub-activity 2.2.3. Call for proposals from local companies for construction materials and work</i></p> <p><i>Sub-activity 2.2.4. Start of construction work</i></p> <p><i>Sub-activity 2.2.5. Final Ceremony for the project</i></p> <p><b>Activity 3.1.</b> A territorial diagnostic listing main productive activities, micro businesses existence and potential new activities and market is done.</p> <p><u>Indicator 3.1.</u> Existence of the territorial diagnostic</p> <p><i>Sub-activity 3.1.1. Diagnostic of the territory made by a consultant certified by UNDP to identify the current and potential production and current and potential market.</i></p> <p><i>Sub-activity 3.1.2. Selection of the productive organizations and micro businesses to support.</i></p> <p><i>Sub-activity 3.1.3 Identification of new potential economic activities to develop</i></p> <p><b>Activity 3.2.</b> Integral technical assistance is provided to producers and entrepreneurs to improve their financial, administrative and production conditions.</p> <p><u>Indicator 3.2.</u> Number of economic activities supported with technical assistance.</p> <p><i>Sub-activity 3.2.1. Technical assistance to improve management skills</i></p> <p><i>Sub-activity 3.2.2. Specific training to develop new economic activities of recycling waste and organic debris.</i></p> <p><i>Sub-activity 3.2.3. Linkage of the supply with the demand</i></p> <p><b>Activity 3.3.</b> Productive organizations and micro businesses receive equipment to restart the economic activities and to maximize the results given by technical assistance.</p> <p><u>Indicator 3.3.</u> Number of beneficiaries receiving equipment.</p> <p><i>Sub-activity 3.3.1 Purchase of the equipment based on an identification made by the entrepreneurs or the productive association advised by the consultant</i></p>
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	<p><i>Sub-activity 3.3.2 Deliver of the equipment to maximize the results of the technical assistance.</i></p> <p><i>Sub-activity 3.3.4. Lessons learned report of the project</i></p>
<p>Cross-cutting Issues Consideration</p>	<p><b><u>Gender mainstreaming:</u></b> The promotion of gender equality and the empowerment of women is intrinsic to UNDP's development approach. Particular attention has been paid to ensure that each of the activities of this project contributes to these objectives. The gender mainstreaming will be guaranty through all the stages of the project, by ensuring an equal representation of male and female beneficiaries, taking into account women needs in the development of the project, increasing women's participation, decision-making and leadership in project activities; improving women's access to and control over resources and project benefits; and improving the mechanisms through which women and girls can make their voices heard.</p> <p><b><u>Local economic development</u></b> will also be guaranteed with a systematic inclusion of local businesses and labor in the execution of the work.</p> <p>The project will aim both to raise public awareness on <b><u>risks and disasters management</u></b> and to provide the community with a sustainable and safe housing solution.</p> <p><b><u>Cultural habits and traditions</u></b> will be taken into account to guarantee the ownership and sustainability of the project. For example, the architecture of the houses and huts, as well as spatial layout will reflect cultural norms.</p>
<p>Arrangement</p>	<p>This project will be implemented and managed by the UNDP country office in Haiti in cooperation with Ministry of Planning and External cooperation, the Unit of housing and public buildings construction and the Municipality of Dame Marie based on a Direct Implementation modality and contributing to Output 3 of the UNDP Post Matthew Recovery Programme: <i>Communities are supported in longer-term recovery efforts through improved resilience to economic, climate and disaster risks.</i></p> <p><b>Contributing Outcome:</b>  UNDP Country Programme Document Outcome 3: National, regional and local institutions and civil society improve the management of rural and urban areas, agriculture and the environment, and mechanisms for preventing and reducing risks in order to improve the resilience of the population to natural disasters and to climate change.</p> <p>Indicative Output(s):  UNDP Country Programme Document Output 3.1: National actors have the knowledge, capacities and necessary tools to improve natural resources management and risk reduction and management.</p>

Implementation Structure	The monitoring mechanism will be provided by a Project Committee, co-chaired by UNDP Resident Representative in Haiti and a representative of the Government of Haiti. All key stakeholders will be invited to the Project Committee meetings. Project staff and the support team will report to the Deputy Director of UNDP, who in turn will facilitate interaction with the Project Committee on Strategic Directions and Advice to ensure that the project complies with Government policies and is implemented properly in accordance with the program proposal.
Project Budget	<p>Total Cost: \$ 2,953,378.82 USD</p> <ul style="list-style-type: none"> <li>• KOICA Contribution: \$ 2,480,578.82 USD</li> <li>• UNDP Contribution: \$ 322,800.00 USD</li> <li>• UCLBP Contribution: \$ 150,000.00 USD</li> </ul>
Plan for Monitoring and Evaluation	In accordance with UNDP programming policies and procedures, project monitoring will be carried out through monitoring and evaluation plans presented in the document.
Plan for Reporting to KOICA	<ul style="list-style-type: none"> <li>• A biannual report</li> <li>• An annual narrative and financial report as at 31 December of each year. The report will be presented by 15 February of the following year.</li> <li>• A synthesis report at the end of the project</li> </ul>

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# 1. Situation Analysis

## 1.1. Context of the Project

On October 4, 2016, Hurricane Matthew, a category 4 storm with sustained winds of 235 km / h, violently hit Haiti and caused the greatest humanitarian emergency since the 2010 earthquake. The hurricane caused floods and landslides, damage to roads and buildings, and shortages of electricity and water. The most affected departments are Grand'Anse, Sud, Nippes and Sud-Est. The western and northwestern departments are also affected. As of October 31, Matthew's official record was 546 deaths, 438 blessings, 2.1 million affected (12% of the Haitian population), 806,000 people potentially affected by extreme food insecurity, and 1.4 million people Humanitarian aid. Matthew's impact has been devastating due to pre-existing vulnerabilities, including natural hazards (physical vulnerability), socio-economic fragility and political instability.

### 1.1.1. Map of target country and project site

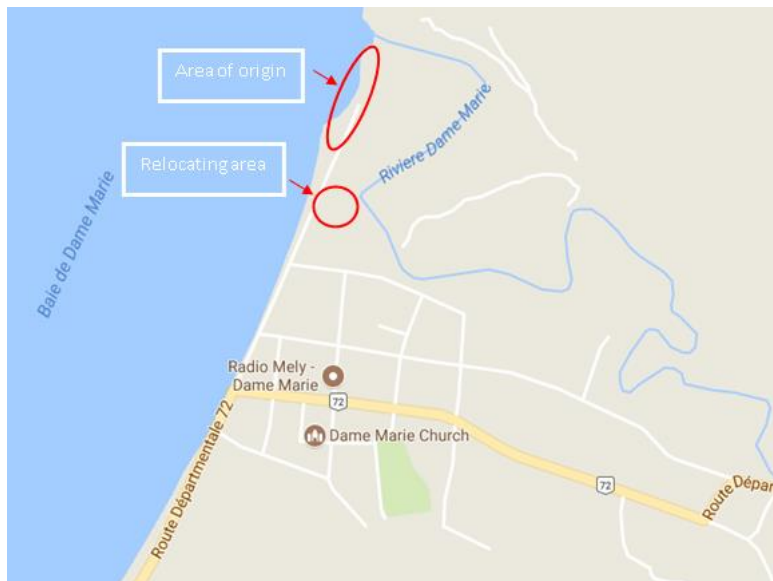
#### - Map of Haiti



- Map of Grande Anse Department



- Map of the project site



**1.1.2. Country context**

Despite its potential, Haiti remains a very impoverished country, with a monetary poverty index estimated at 58.6% in 2012. The departments furthest away from the capital Port-au-Prince are the poorest.

With a per capita GDP of 814,55 US \$ and an unemployment rate of 40%, Haiti remains a country affected by mass poverty. The Human Development Index (HDI) for Haiti was 0.493 in 2015 placing the country 163rd out of 188 countries, that is, in the category of countries with low human development. Haiti is also one of the most unequal countries in the world. The Inequality-adjusted Human Development Index (IHDI) is 0.298, down 7 ranks compared to the unadjusted index showing the “loss” in potential human development due to the weight of inequalities.

Haiti's vulnerability tends to increase with climate change, environmental degradation and the irrational use of space, especially in cities. Exacerbating the country's extreme vulnerability to natural hazards, environmental degradation is characterized in rural areas by deforestation, drainage of watercourses, soil erosion and degradation of watersheds. This degradation particularly affects vulnerable households.

Of all the Caribbean countries, Haiti is the country with the largest number of disasters per square kilometer. The available historical data generally leads to the conclusion that weather-related disasters would have resulted in losses and losses estimated at approximately 2% of GDP from 1975 to 2016. In 2008, tropical storms and cyclones Losses estimated at 15% of GDP. The earthquake of January 12, 2010 killed 220,000 people, forced the displacement of 1.5 million people and caused destruction equivalent to 120 percent of GDP.

More recently, Hurricane Matthew highlighted the vulnerabilities of Haiti in comparison with neighboring countries. The human assessment following the disaster, was very heavy with 546 dead, 128 missing and 439 wounded due to the fragility of the population, the poor quality of infrastructure, the environmental degradation and the inadequate level of preparation for the whole country to respond to natural disasters.<sup>1</sup>

### **1.1.3. Overview of the current situation**

According to the last “Hurricane Matthew situation report”, humanitarian partners reached over 1,000,000 people with humanitarian assistance in the most affected regions of Grand’Anse, Sud and Nippes as of March 2017, allowing 101,124 people to receive food assistance, 788,815 people to receive tarpaulins and emergency shelter kits, 396,000 people to benefit from hygiene services and 833,583 health care assistance.

As of 10 February 2017, the situation of displaced persons was still a matter of concern with 47 collective centers still opened and hosting an estimated 7,015 internally displaced persons in the three most affected regions: Grand’Anse, Sud, and Nippes. The report highlighted that 66.1% of those registered displaced households had their home destroyed and 26.1% had their home severely damaged by the hurricane.

The situation report also stated that gaps and constraints remain, especially regarding the support “of families remaining in the 47 collective centers to ensure their safe and dignified return, particularly for those whose houses were destroyed.”

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<sup>1</sup> Ministry of Planning and External Cooperation, 2017. Post disaster need assessment

The report also highlighted the need for rapid recovery actions. Almost 500,000 people affected, especially women, still need to recover their livelihoods, access credit and help rebuild the local economy.<sup>2</sup>

The department of Grande Anse and the coastal town of Dame Marie were particularly affected by Matthew. According to the report on humanitarian response and priority needs in Grande Anse at the end of May 2017; 488 households remained displaced in 12 sites, of which 6 are evacuation centers and 7 are spontaneous camps.

Families still living in camps seven months after the hurricane are in a situation of extreme vulnerability due to the decline of their resilience to natural disasters, especially displaced people who live in makeshift shelters in unplanned refugee camps.

## **1.2. General Information on Executing Organization**

### **1.2.1. Overview of organization (strategic plan, program, expertise, operations, etc.)**

UNDP is the global development network of the United Nations system. It advocates change, and links countries with the knowledge, experiences and resources that their people need to improve their lives.

UNDP forges partnerships at all levels of society to help build resilient nations to achieve growth that improves the quality of life for all. Present in 177 countries and territories, UNDP offer a global perspective and local knowledge at the service of peoples and nations.

In Haiti, UNDP's primary mission is to accompany the Government of Haiti and strengthen the capacity of national institutions, the local private sector, civil society and communities in Haiti to better prepare the country's future and build a nation Strong and resilient.

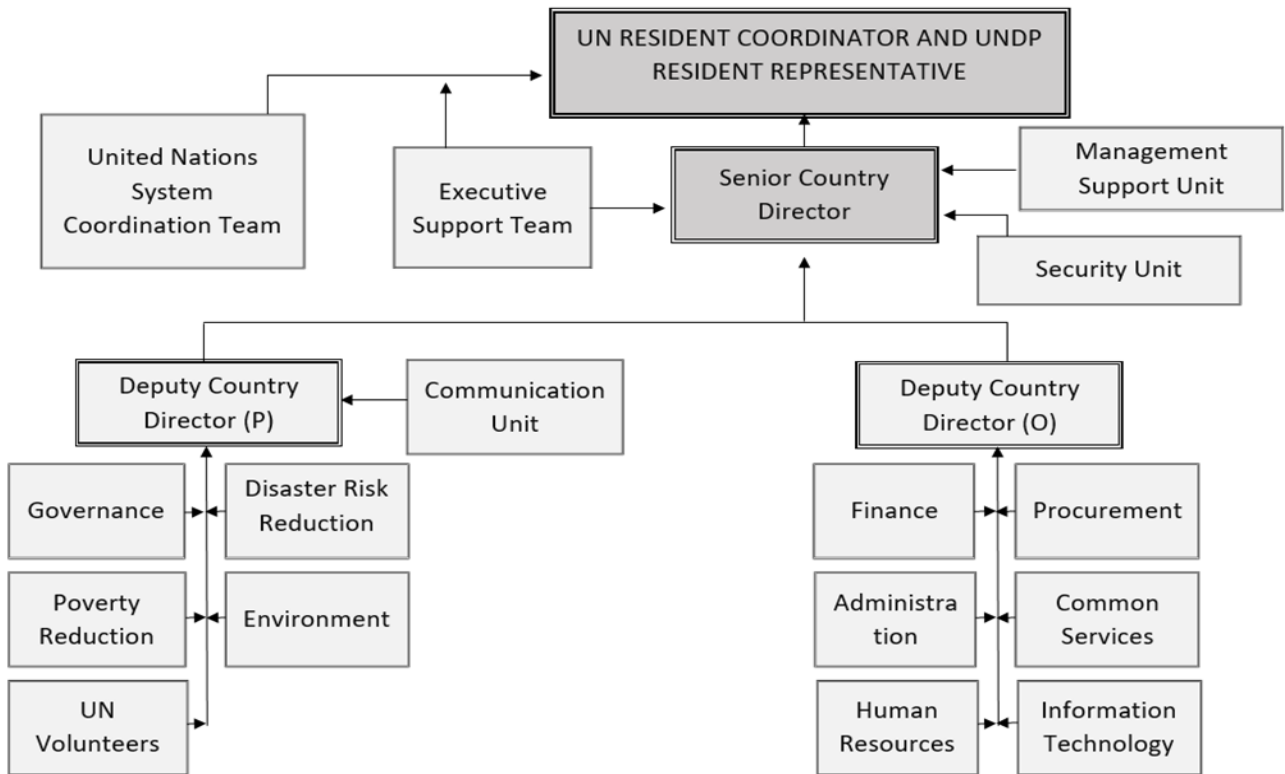
UNDP projects and initiatives in Haiti are designed and implemented in consultation with national stakeholders and contribute directly to the Haitian Government's development plan. UNDP is aligned with the national priorities set out in the 2012-2030 national strategic development plan, the United Nations Framework for Sustainable Development 2017-2021 and the UNDP Strategic Plan 2014-2017.

UNDP seeks to support the Government in its long-term approach to sustainable development and stresses the need for rapid progress towards achieving national targets for SDG 16 in order to provide levers for progress toward other SDGs. In 2017, UNDP Haiti will launch a new five-year cooperation program that will focus on three main areas of cooperation: (i) democratic governance and the rule of law; (ii) poverty reduction; and (iii) reducing vulnerabilities and enhancing resilience. Recovery of areas affected by Cyclone Matthew will also be a priority for the office.

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<sup>2</sup> OCHA, 2017. Inondations dans le Sud – Rapport de situation

## Organization chart



### **1.2.2. Strategies and activities for responding to the problem**

To help the population, territories and institutions recover from the disaster, UNDP has developed a Post-Matthew Recovery Programme (3-year duration) that aims to work hand in hand with the Government of Haiti to:

- Strengthen national and local capacities for planning and coordination of the immediate response and implementation of recovery efforts. Reconstruction processes need to be driven by national actors, in a participatory manner, and local structures need to be empowered with the necessary technical expertise.
- Revitalize livelihoods of affected communities and diversify income-generating opportunities in the long-run, through emergency employment aimed at restarting productive activities. Under this area of work, UNDP implements “cash for work” projects focusing on debris removal and rehabilitation of community infrastructure. The creation of short term jobs not only aims to provide income for vulnerable populations but also kick-start the broader economic recovery of affected areas.
- Prepare communities to better respond to future risks. In line with the commitments of the World Humanitarian Summit and the Sendai Framework for Disaster Risk Reduction. The response to the hurricane should be taken as an opportunity to build back better and promote sustainable development. The reconstruction process must be risk-informed and ensure critical environmental protection needs.

### **1.2.3. Organization's capacity on implementing the Project**

Drawing on the lessons of the 2010's earthquake, UNDP's vision is that the post-Matthew response is to be elaborated and implemented in close partnership with national and local authorities, working with ministries, local mayors and its extensive network of development partners on the ground.

UNDP has supported the government in conducting the Post-Disaster Needs Assessment to best address the crisis and ongoing recovery. UNDP has also worked with local executives to elaborate Departmental/Municipal Recovery Strategies for each of the affected areas. Such strategies provided a guiding framework for the formulation of local recovery plans, integrating the results of multi-hazard risk mapping and social and economic analysis.

UNDP also provided support to the Ministry of Planning and External Cooperation (MPCE) to manage the "Early Recovery and Livelihoods" working group. This group aims to coordinate multi-sectorial efforts of various partners, to avoid duplication and ensure value for money in early recovery, cash for work, local governance and urban planning projects, addressing underlying vulnerabilities from the onset of the crisis. We also provide support to the Ministry of Interior and Local Authorities, the Ministry of Environment, and the Civil Protection Directorate as part of the response.

Risk and disaster management is at the heart of the UNDP response that enhanced the early-warning systems to improve response to future events, using the first guide on urban risk management designed by UNDP and adopted by the Government of Haiti. UNDP's objective is to build local communities' ability to collect data on climate and natural hazard risks and support social and economic revitalization strategies that are climate and disaster risk-informed.

As of May 2017, UNDP has deployed experts on the ground and allocated \$1m of its own resources to kick-start the recovery. Thanks to its partners (such as Japan, Mauritius, New Zealand, Switzerland, IFAD and IDB and the Haitian government), UNDP has created more than 480,000 daily jobs in 19 of the most affected cities, given 25 tons of seeds to the most affected communities, and collected 40,800 m<sup>3</sup> of scrap and waste. Three thousand masons and engineers were also trained in sustainable building techniques and helped repair the damaged houses.

## **2. Justification**

The department of Grande Anse and the coastal town of Dame Marie were particularly affected by Matthew. According to the report on humanitarian response and priority needs in Grande Anse at the end of May 2017; 488 households remained displaced in 12 sites, of which 6 are evacuation centers and 7 are spontaneous camps.

Families still living in camps seven months after the hurricane are in a situation of extreme vulnerability due to the decline of their resilience to natural disasters, especially displaced people who live in makeshift shelters in unplanned refugee camps.

The humanitarian response still faces many challenges to address the needs of this highly vulnerable population. Among other issues, the report on humanitarian response and priority needs in Grande Anse highlighted that the lack of resources available for the recovery phase would not allow humanitarian and development partners to address all the population needs. There are insufficient resources to support committed and planned programming for rehabilitation and reconstruction.

The lack of resources is particularly salient for the Haitian partners who have so far played a critical role in the provision of emergency assistance. Ongoing projects provide significant support to the rapid recovery process through self-repair and support activities. These activities are extremely important in terms of strengthening community resilience for the upcoming hurricane season. In addition, sector partners are implementing technical support, rent support, training and awareness-raising on safer reconstruction. However, so far, very limited resources are being mobilized for the construction of new housing for the most vulnerable.

The risk mapping results highlighted that a large part of the population still lives in extremely precarious conditions in houses vulnerable to risks and disasters. To address this issue, the Government, through the Ministry of Planning and the Housing and Public Building Unit, has developed a conceptual framework to guide and direct housing construction work to ensure regulatory standards for housing construction.<sup>3</sup> This framework aims to guide both national and international construction actors by proposing suitable habitat models and approaches adapted to the socio-economic and socio-cultural contexts of Haiti that will help to achieve tangible and lasting results in order to move gradually from recovery to reconstruction and land-use planning by building more resilient houses for the benefit of the affected population. This project, will be considered a pilot in the implementation of this conceptual framework. It will both implement the recommendations made by the government and draw lessons learned from the results. This project will aim to be replicated on a larger scale.

This project proposal was designed with the local authorities of Lahaie and with the government to insure its full alignment with local planning (Dame Marie recovery plan) and national planning (Recommendations for the Post disaster need assessment, President's caravan plan)

The city of Dame Marie was chosen for the implementation of the relocation project with the approval of the government for the following reasons:

- Dame Marie was one of the most affected city, with the eye of the hurricane having crossed the locality
- The high numbers of internally displaced persons in the commune of Dame Marie following the hurricane (about 60% of the remaining IDPs)
- The preliminary risk exposure analysis shows that the identified relocation site is safe
- Previous projects have been developed in the commune of Dame Marie on which UNDP and KOICA can build on:

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<sup>3</sup> Its first draft was developed in April 2017, and the approval of the Prime Minister is under the process as of August 2017. The framework was developed with the technical support of UNDP.



- The renovation of National Highway 2 linking the Department of West and Grande Anse with the Korean contingent of MINUSTAH
- Multi-hazard mapping and recovery plans developed in Grand Anse and specifically in Dame Marie
- Cash for work activities - UNDP
- Pilote recycling project – UNDP
- The management and planning capacities of the Town Hall of Dame Marie were strengthened during the UNDP cash-for-work interventions and will allow the project to be more easily implemented than in other areas
- Relations of trust between the City Council and UNDP have been developed for almost 2 years
- The community has significant tourism potential and the project could have a lot of visibility and considerable economic impact
- President's “change caravan” will start its activities in Grand Anse at the same time as the IDPs project and the priority is the commune of Dame Marie
- The project emanates from the will of the locality which is ready to contribute to the construction works

## 2.1. Problem Statement

### 2.1.1. In-depth situation analysis at the project site

The lack of data in Haiti prevents to have a precise number of affected households in Dame Marie locality. The first output of the project will be dedicated to providing those data with many in depth studies and a census of the targeted population and a baseline survey allowing the adequacy and review of the indicators and targets in the logical framework as necessary.

Current available information shows that Lahaie community is confronted with the following issues: the destruction of houses and the loss of livelihoods.

The pictures below show some examples of housing condition in Lahaie, where 80 percent of housing were destroyed by the hurricane, forcing people to reach shelters, or living in unsafe homes in high-risk areas:



In terms of livelihoods, the agricultural households of Lahaie suffered from the following constraints:

- Spring crops were hit by torrential rains in May 2017, particularly bean crops which were in the maturing stage with the risk of germination on feet;
- Many plots are still encumbered by trees felled during Hurricane Matthew;
- 42 percent of farm households have not received seed.

Prior to Hurricane Households living from fishery have been subject to the following constraints:

- The loss of fishing tools (boats, nets, etc.)
- At sea, loss of fish aggregating devices
- Loss of demand for fish due to widespread loss of subsistence for the entire community
- Absence of materials to repair fishing boats and tools

### **2.1.2. Assistance from other organizations to the project site**

Currently, no organizations are involved in Lahaie. In the past, the community has received support from IOM and Plan International on two projects:

- The first dedicated to distributing non-food items kits to inhabitants who lost their houses;
- The second was a training program on disaster and risks management targeting children.

A Catholic mission (Brothers of the Christian Institution) is going to invest in the area on a vocational school project.

In the Grand Anse Department, the Korean contingent from the MINUSTAH, renovated the main road leading the Ouest Department to the Grand Anse Department. Koreans are well known and appreciated in the area. UNDP also worked in Grand Anse Department, specifically with the City of Dame Marie on three components: the risk mapping analysis, the recovery plan definition, cash for work activities and trees recycling and transformation. This past experience will be an asset for the project implementation.

## **2.2. Needs Assessment**

### **2.2.1. Description of target group (beneficiaries) and stakeholders**

The beneficiaries of the project will be composed of inhabitants of Lahaie who have lost part or all of their houses. The total population of Lahaie, include around 5 000 inhabitants according to the last population estimation. Within this population, a primary list of 267 families living directly on the seashore area has been identified. Those families are highly vulnerable and will be the target of the intervention. A selection will be made from the community to select the 100 most vulnerable households based on the criteria defined by the Haiti Shelter and non-food items (NFI) working group for the construction of permanent house and 20 for the economic recovery activities with a percentage of at least 50% of women.

The targeted households' criteria for permanent housing construction projects are the following:

- Whose house has been destroyed or is beyond repair.
- Who have not managed to progress far along the path to reconstruction on their own.
- Who are the most vulnerable according to the following vulnerability criteria:
  - Single female-headed household
  - Single male-headed household
  - Elderly - headed household (60+)
  - Caring for a separated, unaccompanied or orphaned child
  - Caring for more than one separated, unaccompanied or orphaned child
  - Family with five or more members
  - Family with a pregnant or lactating mother
  - Household with more than one pregnant and/or lactating mother
  - Contains at least a person with disabilities, chronic illness or special needs (physical, mental, sensory, behavioral, cognitive or emotional impairment or limit conditions)
  - Household who can contribute to the land purchasing

### **2.2.2. Needs of beneficiaries**

According to the meetings between the UNDP teams and the beneficiaries, the most urgent needs are: the income generating activities specially the resumption of the agricultural and fishery's activities, the provision of sustainable housing solutions, support for the restoration of livelihoods in sectors of fishery and agricultures, the provision of basic services and increased knowledge on resistant housing.

### **2.2.3. Justification for intervention**

UNDP has gained considerable expertise in housing construction in the aftermath of the 2010 earthquake as part of the 16-6 relocation project.

UNDP started to work with the community of Dame Marie before and after the hurricane Matthew. This collaboration on the development of risk mapping and the recovery plan of Dame Marie has allowed saving lives during the hurricane.

More recently the work of UNDP in the city of Dame Marie, for the creation of temporary jobs has allowed the organization to develop bonds of trust with the local authorities.

The good knowledge of the commune and the risk mapping developed with the municipality has allowed UNDP to identify the problematic of the locality and the precarious living conditions and the situation of extreme vulnerability of the community of Lahaie but also the community's commitment to finding a sustainable relocation solution. This project is part of a broader and integrated Post-Matthew recovery strategy developed by UNDP in the South of the country and is considered as a housing construction pilot which can be replicated on a larger scale. It will both implement the recommendations made by the government and draw lessons learned from the results. This project also comes from a direct request from the government to operationalize its housing construction framework and test the guidelines given in this document.

## **2.3. Feasibility of the Project**

### **2.3.1. Relevance**

The project relevance was insured by its alignment to the national and local plans and strategies.

At the national level, the project contributes to the vision of the Haitian government to transform Haiti in an emerging country by 2030. More specifically this project contributes to 3 of the 4 main pillars of the national strategic plan (PSDH) namely: the territorial rebuilding, the economic rebuilding and the social rebuilding. Concerning the territorial rebuilding, the project will support government's vision of the management and land development. The economic rebuilding will be tackled with activities to strengthen and modernize agriculture, fishery, services and tourism. Finally, the social rebuilding will be addressed by increasing the access of vulnerable population to housing and basic services.

This project is also aligned with the Post Disaster Need Assessment that was conducted by the government on the aftermath of the hurricane, and was designed to follow its recovery strategy. The recommended recovery strategy is based on the three pillars of sustainable development, namely the environmental, social and economic dimensions, together with a fourth aspect essential to the definition and implementation of policies and actions: territorial governance. The strategy aims to:

- Promote economic recovery in productive sectors and recreate economic opportunities by taking advantage of reconstruction to promote job creation and short-term income growth.
- Reduce food insecurity by strengthening agricultural production and securing income in rural areas.
- Stabilize infrastructure, watersheds and fragile ecosystems.
- Restore and facilitate access to essential services (water, sanitation, electricity, telecommunications, transport), key to economic and social recovery.
- Rehabilitate basic services (health, education, housing) and other community services to enhance the resilience of the population and local communities.
- Strengthen the capacity of communities and local authorities to participate and support sustainable recovery in a progressive process of decentralization and modernization.
- Ensure that recovery efforts reduce risks. The aim will be to promote a land use planning approach and an approach based on watersheds and coastal zones that are highly vulnerable to hazards.

On the local level, the project is also aligned with Dame Marie Recovery Plan and was designed to support the housing interventions prioritized on medium-long term:

- Identify relocating sites for IDPs:
  - Identify available and risk free areas that could be use by the city council to relocate households
  - Develop those sites based on a participatory approach by including beneficiaries and surrounding households to avoid conflicts
  - Establish a strategy corresponding to the beneficiaries' profile

- Establish transparency management mechanisms of those site with the communities and the city council
- Train the local government and population on regulations and technics of resistant houses.

On an economic perspective, the recovery plan also mentions the following aspects that are taken into account in the project:

- Restoring the agricultural value chains
- Restoring the fishery activities
- Rehabilitate touristic area, including beaches with an integrated approach
- Develop a vision for touristic development aligned with the commune identity

Finally, the project is coordinated with the rest of the development and emergency interventions in the area. Currently, no permanent housing construction projects are taking place in Haiti for targeting IDPs. Others partners focused their interventions so far in emergency responses that consisted in distributing nonfood kits items, cash for rent and temporary housing solutions. In order to initiate the recovery process and reach the development phase, the government defined a framework that gives specific guidelines for the construction of permanent houses. This project was requested by the government to be a pilot project of this framework.

### **2.3.2. Effectiveness**

The integrated approach used to design the project aims to insure its effectiveness. The use of space will be optimized in order to find an alternative use of the originating area (beach space). This space will be transformed in a touristic area to ensure that the population will no longer live in the at-risk area. The area identified for the relocation is compliant with the risk analysis and will be safe for the population.

Long term economic activities will also be developed to guaranty a full appropriation of the area and create better living conditions for the community.

Finally, the community and the local authorities will be included in the decision making to increase local governance capacity and ensure sustainable management mechanisms. The project will also seek to create some long-term economic benefits for the whole region, with the touristic development and high number of beneficiaries.

### **2.3.3. Efficiency**

The project seeks to align with existing intervention in the area to maximize its impact. A synergy with the President “change caravan” could help the project to benefit from road preparation. The project is also developed in an area were the local community is willing to contribute by buying the relocating area. The project is designed and aims to responds to the immediate needs identified and prioritized by the affected populations and is built on previous risk mapping and disaster management work led by UNDP.

#### **2.3.4. Impact**

The project will contribute to results at three levels:

- Better living condition: Project will contribute to improve the population living conditions by giving access to 500 persons to sustainable housing solutions and basic services.
- Local economy: the local economy will be restored by an accompaniment and a strengthening of 20 micro businesses and associations involved in fishery, agriculture, selling and transformation. Results of the project (500 persons benefit from housing solutions + 20 micro businesses supported + touristic development of the area)
- Tourism: by developing the originating area in touristic site, with the construction of 20 straw huts the project will create long term economic impact in the community

#### **2.3.5. Sustainability**

The project will be sustainable because the housing construction will follow the risk mapping results and resistant building methods. Local economy will be restored to ensure a long-term improvement of the population conditions of living. The local governance will be strengthened to create a sustainable and community approved management mechanism of the land. The implementation strategy is to promote the ownership of the project by the community. The community is involved in all the processes of the project since the planning until the evaluation of the projects results in order to create this appropriation and insure the sustainability of the results. The Municipality is also very involved in the project and some mechanisms will be put in place in order to allow the community to continue and maintain the benefits of the project.

#### **2.3.6. Cross-cutting issues (environment, gender, ICT, human rights)**

The promotion of gender equality and the empowerment of women is intrinsic to UNDP's development approach. Particular attention has been paid to ensure that each of the activities of this project contributes to these objectives. The gender mainstreaming will be guaranty through all the stages of the project, by ensuring an equal representation of male and female beneficiaries, taking into account women needs in the development of the project, increasing women's participation, decision-making and leadership in project activities; improving women's access to and control over resources and project benefits; and improving the mechanisms through which women and girls can make their voices heard.

Local economic development will also be guaranteed with a systematic inclusion of local businesses and labor in the execution of the work.

The project will aim both to raise public awareness on risks and disasters management and to provide the community with a sustainable and safe housing solution.

### **3. Project Description**

#### **3.1. Goal and Objective**

The goal of the project is to support affected communities in longer-term recovery efforts, ensuring greater resilience to economic shocks, climate and disaster risk. The targeted community is the locality of Lahaie in the 4th communal section named Petite -Rivière

(Commune of Dame Marie in Grand'Anse Department strongly affected by Hurricane Matthew).

The rehabilitation will be based on the multi-hazard analysis of the area and will aim to i) evacuate the most dangerous areas and ii) accompany the physical and economic construction for Internally displaced persons originating from the targeted area.

## **3.2. Expected Results**

### **3.2.1. Logical framework of the project**

Cf. Appendix 1: Problem and Solution Tree Diagram

Cf. appendix 2: Logical Framework

### **3.2.2. Expected outcomes and indicators**

The main goal of the project is to support affected communities in longer-term recovery efforts, ensuring greater resilience to economic shocks, climate and disaster risk. The targeted community is the locality of Lahaie in the 4th communal section named Petite -Rivière (Commune of Dame Marie in Grand'Anse Department strongly affected by Hurricane Matthew).

The project is developed in an integrated way to maximize the chances of a sustainable return of populations, receiving both local government support, recovery of livelihoods and access to housing. To sustain the project, building techniques based on risk management and disaster reduction will be promoted.

Ongoing discussions with the Housing and Public Buildings Unit (UCLBP) might lead to a partnership with the government to have them finance and carry out the rehabilitation work on the road leading to the relocation site and preparing the land.

This project will be achieved through one outcome and three main outputs:

#### **Outcome 1. The residents of Lahaie who were affected by hurricane Matthew benefit from improved living conditions both physical and economic**

Indicator 1: Proportion of community of Lahaie benefiting from better physical and economic living conditions.

This will be measured as follows: out of the Lahaie households affected by the hurricane Matthew, (i) changes in the % of households living in durable housing; (ii) changes in the % of households having access to basic infrastructure; (iii) changes in the % of households having a source of reliable income above the local poverty line.

- **Output 1.** Legal, technical & administrative preparation of the project is completed

The first output implies the strengthening of local authorities' capacities for the identification of displaced persons and the carrying out of studies necessary for regional planning

- **Output 2.** Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.

The second output aims at providing sustainable solutions for the relocation of displaced people in Lahaie and necessary infrastructures for ensuring the availability of basic services and for the resumption of income-generating activities.

- **Output 3.** Income-generating activities for Lahaie and Petite Rivière inhabitants are created or reinforced

Based on a territorial diagnostic, the third output objective is to create new economic opportunities, and to reinforce local production with a linkage with local and national market in order to increase communities' income.

### 3.3. Project Activities

<p><b>Output 1.</b> Legal, technical &amp; administrative preparation of the project is completed</p>	<p><b>Activity 1.1.</b> Technical support is given to the city council to define the land tenure status, implement fair management mechanisms with the community and enhance accountability and transparency.</p> <p><i>Sub-activity 1.1.1. Legal accompaniment for the purchase of land</i></p> <p><i>Sub-activity 1.1.2. Definition of land status</i></p> <p><i>Sub-activity 1.1.3. Definition of land management arrangements between city council and beneficiaries</i></p> <p><i>Sub-activity 1.1.4. Support City council accountability for the land management activities</i></p> <p><i>*These activities will concern both the relocating site and the original seashore area</i></p>	<p><b>Indicator 1.1.</b> Existence of land management plan approved by the community.</p>
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The problem of land tenure in Haiti is characterized by the scarcity of land resources, the absence of legal instruments for the management of the territory, which has led to abusive occupations in the domain of the State and private property and the systematic use of expropriation for public utility as the only land policy tool.<sup>4</sup>

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<sup>4</sup> CIAT, 2017. <http://ciat.gouv.ht/projets/s%C3%A9curisation-fonci%C3%A8re-et-cadastre>



In order to reduce the risks associated with acquiring the relocation site, the project will support the town hall of Dame Marie and the beneficiaries of the project in order to identify the best way to proceed with this transaction, guarantee an equitable distribution of the plot and implement fair management mechanisms of the area.

<p><b>Output 1.</b> Legal, technical &amp; administrative preparation of the project is completed</p>	<p><b>Activity 1.2.</b> A census of internally displaced persons originating from Lahaie and a baseline survey is conducted</p> <p><i>Sub-activity 1.2.1. Census of beneficiaries and baseline survey</i></p>	<p><b>Indicator 1.2.</b> Existence of a list of beneficiaries established with the City Council</p>
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UNDP experience with IDP after the earthquake has shown the importance of collecting reliable data on people targeted with relocation measures. Without the initial census, many people could want to register for activities and claim to come from targeted areas to benefit and participate on the program. This survey will also collect data on the social and economic profile of the targeted persons and allow the monitoring and evaluation of the activities. The census will include a baseline survey to determine the project reference situation according to the expected results and indicators against which the project will be monitored and evaluated. This baseline survey will also allow the adequacy and review of the indicators and targets in the logical framework as necessary.

After the census, there will be an advocacy stage to insure the beneficiaries' appropriation of the project.

<p><b>Output 1.</b> Legal, technical &amp; administrative preparation of the project is completed</p>	<p><b>Activity 1.3.</b> Risk mitigation actions in relocation site are defined based on soil and topographic studies.</p> <p><i>Sub-activity 1.3.1. Soil study of the relocating area</i></p> <p><i>Sub-activity 1.3.2. Topographic study of the relocating area</i></p> <p><i>Sub-activity 1.3.3. Mitigation measures identified on the basis of soil and topographic studies</i></p> <p><i>Sub-activity 1.3.3. Development plan of Lahaie including land use plan, basic services infrastructures, etc.</i></p> <p><i>Sub-activity 1.3.4. Plot plan of the relocating area</i></p>	<p><b>Indicator 1.3.</b> Ratio of the mitigation measures established against the risks analyzed (Target: 100%)</p>
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A technical study will be conducted by a private local firm (civil engineering) to evaluate the quality of the soil (geological / geotechnical profile). This assessment will define whether the relocation site is suitable for construction and the "maximal weight" of the building the soil can afford. The study will take into account the recommendations of the Risk Reduction Plan and the related technical information provided.

In addition to the soil analysis, a topographical study will be conducted by a private local firm (civil engineering) to assess the percentage of slope. This technical assessment will define the number / localization of the retaining walls for the relocation site.

The land management / urbanization plan for the whole Lahaie will be carried out through a participatory methodology, involving the community consultation mechanism set up within the frame-work of the project. Technical consultative sessions (access to basic services / infrastructures; public spaces, economic opportunities, waste management, mobility, land tenure security etc.) will aim to identify priorities for the community. A private local firm (urban planning / architecture) will conduct this exercise as well the activity 1.3.

In the frame of the activity 1.3.3, a specific land management / subdivision plan will be conducted for the relocation site in order to specify the individual land plots size (houses and agricultural land), the land dedicated to the collective / private services (water, sanitation, public spaces etc.) and the mobility (road).

This exercise conducted by a private local firm (involved in the activity 1.3.3) will follow the government guidelines on “site and services”. This activity will involve only the beneficiaries of the “individual houses” provided par by project.

<p><b>Output 2.</b> Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.</p>	<p><b>Activity 2.1.</b> The construction work is completed in the relocating area including site development, mitigation actions, construction of housing units and basic services infrastructures.</p> <p><i>(Optional Sub-activity 2.1.0. Coordination with the housing construction Unit (UCLBP) for the land and-or road preparation by the presidential caravan)</i></p> <p><i>Sub-activity 2.1.1. Establishment of participatory mechanisms for the implementation of development plan measures such as settlement layout, housing models, basic services, etc.</i></p> <p><i>Sub-activity 2.1.2. Call for proposals from local companies for construction materials and work</i></p> <p><i>Sub-activity 2.1.3. Workshops and training in risk management and resistant housing construction</i></p> <p><i>Sub-activity 2.1.4. Start of construction work</i></p>	<p><b>Indicator 2.1.a.</b> Number housing units constructed</p> <p><b>Indicator 2.1.b.</b> Number of households having access to basic services infrastructures</p>
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Ongoing discussions with the Housing and Public Construction Unit (UCLBP) could allow the project to receive support for the development of the road leading to the land, and the preparation of the construction area.

UNDP will accompany the City Council for the allocation of land to beneficiaries and for the parcel delimitation (plots) and use the services of local construction companies which will be trained in building new and more resilient homes. The use of products derived from the transformation of the organic debris (fallen trees) should be considered. UNDP will follow guidelines produced by the Ministry of Planning on reconstruction standards.

The housing models will be selected through the consultation with the community. More than 2 models of earthquake and wind resistant houses, ideally 3 models will be shared with the community, and the plan of housing unit will be consulted with the beneficiaries.

Also, as part of this component, the project will carry out workshops and training to increasing communities and local authorities' knowledge on how to improve ordinary practices of housing construction in Lahaie and in Dame Marie in general, and thus build earthquake and wind resistant house with minimum changes in the current construction practices. These workshops will target not only the direct beneficiaries, but more importantly other residents who are expected to build their house individually and will take into account the experience made in other countries and in Haiti in safe and resilient housing construction models.

For a better management of the project, (i) the ownership of the houses will belong to Dame Marie council for the first few years (at least 5 years according to the Government requirements and the financial capacities of the community to pay the annual charges) (ii) the beneficiaries will pay for the land and houses (reduced by the amount already paid for the land purchasing) in the determined period in an annual basis, thus showing their accountability; (iii) the ownership of the houses will be gradually transferred from the Municipality to the residents after a given period (at least 5 years according to the Government requirements and the financial capacities of the community to pay the annual charges) and (iv) the residents are also responsible to pay taxes for the provision of basic services by the city council such as waste collection and utility facilities.

The construction component also includes the construction or rehabilitation of community infrastructures based on a participatory approach which will help a prioritization of the needs of the target population.

<p><b>Output 2.</b> Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.</p>	<p><b>Activity 2.2.</b> The construction of straw huts for catering, selling and storage is completed in the community of Lahaie (seashore area)</p> <p><i>Sub-activity 2.2.1. Identification of recipients for the straw huts construction.</i></p> <p><i>Sub-activity 2.2.2. Establishment of participatory mechanisms for straw huts construction choices</i></p> <p><i>Sub-activity 2.2.3. Call for proposals from local companies for construction materials and work</i></p> <p><i>Sub-activity 2.2.4. Start of construction work</i></p> <p><i>Sub-activity 2.2.5. Final Ceremony for the project</i></p>	<p><b>Indicator 2.2.</b> Number of persons benefiting from a straw hut.</p>
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The initial seaside area will be transformed in economic and touristic zone with the construction of sales and storage huts. UNDP will accompany the City Council for the development of the coastal zone and for the parcel delimitation.

UNDP will use the services of local construction companies which will be trained in building new and more resilient infrastructures. The use of products derived from the transformation of the organic debris (fallen trees) should be considered.

The straw huts will be owned by the City Council, which will rent them to the beneficiaries. The use of straw huts will be conditional upon payment of regular taxes to the city council. The objective is also to reinforce the local authorities' capacities and help them supplement the resources necessary for better management during and after the project, in order to provide adequate basic services to the community and thus to contribute to the sustainability of the project.

<p><b>Output 3.</b> Income-generating activities for Lahaie and Petite Rivière inhabitants are created or reinforced</p>	<p><b>Activity 3.1.</b> A territorial diagnostic listing main productive activities, micro businesses existence and potential new activities and market is done.</p> <p><i>Sub-activity 3.1.1. Diagnostic of the territory made by a consultant certified by UNDP to identify the current and potential production and current and potential market.</i></p> <p><i>Sub-activity 3.1.2. Selection of the productive organizations and micro businesses to support.</i></p> <p><i>Sub-activity 3.1.3 Identification of new potential economic activities to develop</i></p>	<p><b>Indicator 3.1.</b> Existence of the territorial diagnostic</p>
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Applying the diagnostic tool of the international methodology "Growing with your business", a diagnostic will allow to have a deep knowledge about the economic vocation of the territory, the current and potential economic activities lead by the community and the current and potential market. The diagnostic will consider the transformation in economic and touristic zone and new opportunities will be created by the construction of sales and storage huts.

<p><b>Output 3.</b> Income-generating activities for Lahaie and Petite Rivière inhabitants are created or reinforced</p>	<p><b>Activity 3.2.</b> Integral technical assistance is provided to producers and entrepreneurs to improve their financial, administrative and production conditions</p> <p><i>Sub-activity 3.2.1. Technical assistance to improve management skills</i></p> <p><i>Sub-activity 3.2.2. Specific training to develop new economic activities of recycling waste and organic debris.</i></p> <p><i>Sub-activity 3.2.3. Linkage of the supply with the demand</i></p>	<p><b>Indicator 3.2.</b> Number of economic activities supported with technical assistance.</p>
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The integral technical assistance will be provided by certified consultants applying international methodologies based on UNDP experience. Its purpose is to bring business to a level where they can establish long term supply relationships, with other formal and informal market, ensuring sustainability and profitability.

Specific training will be organized to create new economic activities, based on recycling organic debris and waste.

<p><b>Output 3.</b> Income-generating activities for Lahaie and Petite Rivière inhabitants are created or reinforced</p>	<p><b>Activity 3.3.</b> Productive organizations and micro businesses receive equipment to restart the economic activities and to maximize the results given by technical assistance.</p> <p><i>Sub-activity 3.3.1 Purchase of the equipment based on an identification made by the entrepreneurs or the productive association advised by the consultant</i></p> <p><i>Sub-activity 3.3.2 Deliver of the equipment to maximize the results of the technical assistance.</i></p> <p><i>Sub-activity 3.3.4. Lessons learned report of the project</i></p>	<p><b>Indicator 3.3.</b> Number of beneficiaries receiving equipment.</p>
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Productive associations and micro businesses will receive equipment so that they can produce more, and efficiently.

The equipment is selected based on the needs that were identified during the process of technical assistance.

### 3.4. Project Implementation

#### 3.4.1. Implementation structure

The project will be subject to a direct implementation modality, implemented by the UNDP country office in Haiti.

The monitoring mechanism will be provided by a Project Committee, co-chaired by the UNDP Resident Representative in Haiti and a representative of the Government of Haiti. All key stakeholders will be invited to the Project Committee meetings. Project staff and the support team will report to the Deputy Director of UNDP, who in turn will facilitate interaction with the Project Committee on Strategic Directions and Advice to ensure that the project complies with Government policies and is implemented properly in accordance with the program proposal.

### Project organizational structure

#### Project Committee (Governance Mechanism)

Primary Beneficiaries	Senior Country Director of	Main Supplier
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### **3.4.2. Legal status of participating organizations**

- **UNDP**

The United Nations Development Programme (UNDP) is the United Nations' global development network.

Headquartered in New York City, UNDP advocates for change and connects countries to knowledge, experience and resources to help people build a better life. It provides expert advice, training and grants support to developing countries, with increasing emphasis on assistance to the least developed countries.

The status of UNDP is that of an executive board within the United Nations General Assembly. The UNDP Administrator is the third highest-ranking official of the United Nations after the United Nations Secretary-General and Deputy Secretary-General.

- **Commune of Dame Marie**

The Haitian communes have administrative and financial autonomy. Each of them is administered by a council of three members elected by universal suffrage, called "municipal council".

- **UCLBP**

The Public Housing and Building Construction Unit (UCLBP) is a state agency attached to the Primature.

A steering committee defines the strategic orientations of UCLBP in its main sectors of

intervention. This committee is composed of the Prime Minister, President; the Minister of Economy and Finance, 1st Vice-President; The Minister of Public Works, Transport and Communications, 2nd Vice-President; The Minister of the Interior and Local Government, member; The Minister of Planning and External Cooperation, member; The Representative of the Presidency, member and the Governor of the Central Bank.

### **3.4.3. Responsibilities of cooperating organizations**

#### **a. Management Structure: Project Committee**

The project will receive policy guidance from a Project Committee. It will be responsible for overseeing the project as well as providing high-level strategic advice for the project to achieve its stated objectives throughout its lifecycle by providing quality products that will contribute to higher level effects. The Project Committee makes management decisions related to a project at the request of the Project Manager when advice is required or project tolerances have been exceeded.

On the basis of the approved annual work plan, the Project Committee reviews and approves the project's milestones and allows any major deviations from the agreed milestones. The Project Committee is the authority that decides on the completion of each stage plan and authorizes the start of the plan for the next stage. It ensures that the required resources are mobilized, arbitrates potential conflicts and negotiates a solution to any problem that may arise between the project and the external agencies.

In order to ensure the ultimate responsibility of UNDP for project results, the decisions of the Project Committee will be established in accordance with the standards that will ensure the management of development results, best value for money, equity, Integrity, transparency and effective international competition. Gender equality must be guaranteed in the Project Committee to facilitate the assessment of gender equality results. In the event that consensus cannot be reached within the Project Committee, the final decision rests with UNDP.

The members of the Project Committee are identified in the figure above. The Project Committee has four distinct roles:

- Executive direction: the entity assuming ownership of the project that chairs the group. For this project, the UNDP country office in Haiti will assume this role.
- Development Partners / Primary Supplier: Individual or group representing the interests of the parties who fund specific cost-sharing projects and / or provide technical expertise for the project. The main function of the Committee is to advise on the technical feasibility of the project. Donors who fund the project will assume this role.
- Representative of beneficiaries: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The main function of the Council is to ensure that project results are achieved from the point of view of the beneficiaries of the project. The Ministry of Planning and External Cooperation will serve on the Project Committee.
- Project insurance: this is the responsibility of each member of the Project Committee, but may be delegated.
- The project assurance role performs project monitoring and follow-up functions in an

objective and independent manner, independently of the project manager, ensuring that the appropriate stages of project management are processed and completed. The UNDP office in Haiti or its agent will carry out quality assurance. UNDP units within the UNDP Regional Center may be invited to provide technical assistance, policy advice or operational support.

The Project Committee will meet annually to review progress under the project, approve annual work plans and address any issues it deems important.

#### **b. Project Management Team**

This project will be carried out by UNDP in Haiti within the framework of the UNDP Direct Implementation modality. UNDP in Haiti will be responsible for the overall management of the project and the teams. UNDP in Haiti will be responsible and accountable for the day-to-day management of the project, including monitoring and evaluation of project interventions, realization of project outputs and effective use of resources.

The funds allocated to the project will be transferred to the project account and allocated to the product identifiers in ATLAS according to the multi-year work plan. Funds will be made available to the country office, which is responsible for financial disbursements and the provision of administrative and operational support for the implementation of the project. Drawing on project staff and associated technical experts, UNDP in Haiti will facilitate liaison with key government actors and liaise with other national or rehabilitation projects in the affected area to maximize the impact of the interventions and to ensure the long-term viability of the results (see appendix).

Project staffing and recruitment will include:

##### **Duty station : Port-au-Prince**

- Programme Coordinator (utilizing a UNDP staff currently employed, partial engagement)
- Urban specialist (current staff, part time)
- M&E (current staff, part time)
- Risk management specialist (current staff, UNDP's in-kind contribution to the project)
- Liaison officer (new recruitment, part time)

##### **Duty station: project field office in Dame Marie**

- Project Manager (new recruitment, full time engagement)
- 2 Community mobilizers (current staff, full time)
- 1 Engineer (new recruitment, full time)
- 1 Project assistant (current staff, full time)
- 2 Drivers (current ones, full time)
- 1 Economic recovery coordinator (current one, part time)

Gender equality capacity should be ensured for all project staff and recruitment procedures should include consideration of gender competencies.

The project staff based in Port-au-Prince will be required to carry out frequent field visits,



depending on the requirements for monitoring, thematic intervention and technical assistance. The project will also benefit from technical support from the international staff assigned to the UNDP Regional Center in Panama.

**Project Leader:** UNDP will appoint a full-time project manager based in UNDP in Haiti to administer the day-to-day implementation of the project. The Project Manager will report to the Post Matthew Program Coordinator which will report to the Deputy Country Director of UNDP, who will coordinate with existing program teams, the Project Committee, UNDP Haiti leadership, National Government actors, other United Nations agencies and donors.

The main responsibility of the Project Manager under the guidance of the Programme coordinator, is to ensure that the project produces the results specified in the project document according to the required quality standards and the time and cost constraints required. An important task of the project manager will be to work closely with the project team, technical staff and short-term consultants to determine how best to use project funds to achieve maximum impact. These parties shall be directly accountable to the UNDP in Haiti in accordance with the terms of the agreement or contract to be established for that purpose. Responsible parties will be identified, evaluated and selected according to the terms of reference, based on their experience, expertise and capabilities in the core areas covered by the project. In addition, NGOs, CBOs or private sector companies will be involved in some cases. These entities will be selected on the basis of a strategic and competitive procurement process undertaken by UNDP in Haiti.

The **Project Manager** under the guidance of the Programme Coordinator, will develop the annual work plan, review quarterly, annual and final reports and project revisions and request the transfer of donor funds for approval by UNDP in Haiti.

At the end of the project, the project leader will develop a proposal for the transfer of assets acquired in collaboration with project resources.

He / she will be responsible under the guidance of the Programme Coordinator, for the overall technical supervision, management, implementation and monitoring of project outputs, in close coordination with team leaders on the following themes: Democratic Governance and the Rule of Law, Poverty Reduction, Vulnerability Reduction and Strengthening Resilience. He / she will be responsible for the preparation of quarterly and annual work plans and reports, and will review and comment on technical reports submitted by technical staff, consultants and NGOs / CBOs. He / she will participate in the evaluation panels and committees for the purchase of goods and services, ensuring that the documentation complies with the technical specifications and objectives of the project. He / she will supervise and evaluate the work of the consultants, coordinate the activities and manage the technical, logistical and administrative procedures in order to ensure the realization of the products of the project.

He / she will oversee the formulation of terms of reference to establish contracts with natural persons and / or CBOs / NGOs or private sector entities engaged in the project and prepare the technical specifications for the goods and services to be procured.

The **Project assistant** will report to the Project Manager. Its role is to provide analytical

support to project planning and implementation as well as support for monitoring, evaluation and reporting with the community mobilizers. It will be required to participate in project administration and deployment in accordance with the ATLAS program processes and procedures, applying the principles of results-based management to project achievements. It will participate in knowledge management and coordination of partnerships in accordance with the guidelines. His / her duties also include providing effective administrative and logistical support, scheduling meetings and drafting their provisional minutes. Assistance will be required in financial management tasks and project procurement processes as well as in the preparation of project reports, data and document management, and dissemination of knowledge-based products.

**Monitoring and Evaluation specialist:** He / she will also be responsible for the development and implementation of the project monitoring and evaluation strategy and plan, ensuring the quality of the performance indicators and their collection in a timely manner.

**Community Mobilizers:** He/she will be responsible for coordinating of the social and mobilization activities, organizing and participating in community meetings and activities; supporting in the verification and updating of project databases; and supporting local authorities in the process of local consultations process

**UNDP communication unit:** UNDP communications unit is responsible to developing and disseminating the communication strategy of the project via social media and in audiovisual and written media. UNDP communications unit will be responsible for ensuring the visibility of the project to local and national stakeholders, to the UNDP office in Haiti and to the headquarters of the organization. This unit will support systematization and knowledge capture throughout the project, in collaboration with the M&E Specialist.

#### **3.4.4. Communications plan among all stakeholders**

The communication plan among stake holders will be the same as the steering committee. A liaison officer will be part of the project and ensure information sharing with KOICA.

The social mobilizers and project coordinator will ensure communication with beneficiaries and local authorities.

The program coordinator will ensure liaison with national counterparts from Ministry of Planning and Unit of public housing construction. They will also ensure communication with other development partners by taking part in the camp management cluster in Port-au-Prince.

#### **3.4.5. Budget plan (evidence-based)**

Cf. Appendix 4 for detailed budget

### **3.5. Result Management Plan**

#### **3.5.1. Risk management plan**

Cf. Appendix 5 for the risk journal

### **3.5.2. Knowledge management plan**

Cf. Appendix 6 for UNDP guidelines on lessons learned reports

### 3.5.3. Monitoring and evaluation plan

#### Monitoring plan

Follow-up Activity	Objective	Frequency	Planned Action
<b>Monitor progress</b>	Collect and analyze progress data against targets set at the level of outcome indicators in the Results and Resource Allocation Framework to assess project progress in achieving outputs.	Quarterly report	Monitoring of indicators, field visits; Slower progress than anticipated will be addressed by project management.
<b>Monitor and manage risks</b>	Identify specific risks that may jeopardize the achievement of expected results. Identify and monitor actions for risk management using a risk log. This includes measures and follow-up plans that would have been required in accordance with UNDP social and environmental standards and its gender equality marker. The audits are carried out in accordance with the UNDP audit policy on financial risk management.	Quarterly report	Quarterly risk inventories are kept and updated. Risks are identified through project management and measures are taken to manage risks.
<b>Learn</b>	Knowledge, good practice and lessons learned will be regularly incorporated into the project.	Annual Report	Field visits and consultations; The relevant lessons are taken into account and used by the project team to inform management decisions. Lessons learned will be produced and finalized.
<b>Annual quality assurance review of the project</b>	Project quality will be assessed against UNDP quality standards to identify project strengths and weaknesses and to inform management decisions to improve the project.	Annual Report	Strengths and weaknesses will be reviewed by project management and used to inform decisions to improve project performance
<b>Mid-term review and corrections</b>	Internal review of data and evidence from all follow-up actions to inform decision-making.	Annual Report (at least)	Performance data, risks, lessons and quality review will be discussed by the project committee and used to make mid-term corrections.

<b>Project Report</b>	A progress report will be presented to the Project Committee and key stakeholders.	Annual report and final report	Compilation of results against annual production targets, summary of quality assessments, updated risk log and any assessment or review report during the period.
<b>Examen du projet (Comité de projet)</b>	The project committee will conduct an annual review of the project to assess its performance and to review the multi-year work plan. The Project Committee will conduct an end-of-project review to identify lessons learned and discuss opportunities for scale-up and socialization of results and lessons learned with relevant audiences.	Annual report	Meetings, travel where appropriate Review of quality issues or slower progress than anticipated and discussions on management actions to be taken to resolve identified problems.

### Evaluation Plan

<b>Evaluation Title</b>	<b>Partners (if joint project)</b>	<b>Expected Completion Date</b>	<b>Key Evaluation Participants</b>	<b>Cost and Source of Funding (in USD)</b>
Final Evaluation	NA	Oct. 2019	Commune of Dame Marie UCLBP	50 000

### 3.5.4. Transition or Exit strategy

The transition or exit strategy will be ensured through a partnership with local authorities that will conduct to the definition and implementation of the relocation area and beach area management mechanism.

This management mechanism will ensure that the beneficiaries receive regular basic services, and provide the means to transfer the ownership of the land after a certain period of time.

#### Measures for ensuring sustainability of the project results

Possibilities of reducing sustainability	level	Measures
<p><b>1. Policy/attitude changes of the Dame Marie council due to a new election and/or changes in its members</b></p> <p>- The project tentatively plans to transfer land ownership to beneficiaries after the council manages the land for few years. When a change in political environment happens, the ownership transaction may become unsmooth and a conflict amongst stakeholders may happen</p>	Medium	<ul style="list-style-type: none"> <li>• Ensure the beneficiary group's (or Lahaie community's) right in decision making on land management and monitoring the Dame Marie Council when the project design the mechanism for land management and ownership transaction.</li> </ul>
<p><b>2. Provided housing units are not used</b></p> <p>- The provided housing model and unit layout do not reflect enough the beneficiaries' demands, and thus their ownership level becomes lower and move to other housing after a certain period</p> <p>- In the current scheme, the beneficiaries invest in land, but receive houses in free. The motivation of the beneficiaries to live in the provided house in the longer term can be lower.</p>	Medium	<ul style="list-style-type: none"> <li>• Make sure the flexibility in housing model selection and unit layout design and conduct the participatory design process with the beneficiaries</li> <li>• Make sure to present two housing models (ideally three) to the beneficiaries, and let them have choices</li> </ul>
<p><b>3. The earthquake and wind resistant housing construction is not expanded in Lahaie</b></p> <p>- The housing model being considered costs 6,000~8,000USD while it is observed that the self-building houses in Lahaie cost about 1,500~2,000USD. The housing model introduced to the community through this project may be difficult to be replicated in the area.</p>	High	<ul style="list-style-type: none"> <li>• Adding to the direct support for new house construction in the relocation site, the project includes the training workshops on how to build a safe house with minimum interventions to the current practices.</li> </ul>

<p><b>4. Development of relocation site may increase disaster risks in the surrounding area or negatively influence on the nature and environment on/near the site.</b></p> <p>- The relocation site is currently covered by diverse plants and some trees. When the project conduct site clearance work, it may cause adverse impact on environment or expose the surrounding area to risks of, such as, strong wind and soil erosion.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Include the environment impact assessment in the soil and topology studies in the component 1</li> <li>• Make sure to minimize the intervention to the current environment when the project develops the relocation settlement plan (layout plan)</li> </ul>
<p><b>5. Continued prevalence of poverty in Lahaie due the limitation of tourism industry</b></p> <p>- The locality of Lahaie has good resources for tourism (e.g. beach, caves, annual festival in Dame Marie), but the level of tourism infrastructure and accessibility is low yet. It requires gradual investment and improvement on them.</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• In the Component 3 supporting income generation activities, the Project places the priority at recovering existing economic activities in Lahaie, and consider the support for tourism business as subsidiary</li> </ul>
<p><b>6. Maintenance of solar energy facility</b></p> <p>- The project plans to provide solar energy facility (panels, battery etc) as electricity grid does not reach to Lahaie. Some equipments like batteries require regular maintenance and changes in every 2-3 years</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Conduct training on basic maintenance knowledge</li> <li>• Inform the beneficiaries about the estimated cost for maintenance and battery replacement, and thus help them with developing a financial plan (e.g. define budget, promote regular deposits etc)</li> </ul>
<p><b>7. Maintenance of straw huts/storages along the beach</b></p> <p>- Dame Marie will take ownership and be responsible for maintenance, but, given the capacity of Dame Marie council, the maintenance work can become unsustainable</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Support the council and Lahaie community to estimate budget for maintenance and to develop concrete plan/mechanism of maintenance (including the occasions of damages by disasters)</li> </ul>

### 3.6. Partnership with Donors

#### 3.6.1. Meetings with KOICA country office in *Target Country*

Meetings between KOICA and UNDP country office will take place through the steering committee meetings. The liaison officer will also provide support in the communication between the two offices. Finally, meetings can occur upon request from either side.

### **3.6.2. Plan for Reporting, meeting, ceremony (and etc.)**

The plans for reporting will follow KOICA reporting standards, namely:

- A biannual report
- An annual narrative and financial report as at 31 December of each year. The report will be presented by 15 February of the following year.
- A synthesis report at the end of the project

### **3.6.3. Visibility and public relations plan**

UNDP communication team will ensure KOICA visibility through the following actions:

- An official ceremony with the press and local authorities to inaugurate the beach and the houses
- At least an article in national press with beneficiaries explaining the impact of the project on their economic activities
- KOICA logo on materials distributed to the beneficiaries from economic recovery activities
- KOICA logo on the lessons learned report
- Mentions to KOICA and KOICA logo during interviews with medias



### Appendix 1. Problem and Solution Tree Diagram

Causes	Causal consequences	Problems to be solved	Activities to solve defined problems	Outputs	Outcomes	Objectives	Goal
Lack of decentralization	Lack of funding	Limited technical capacity of local planning authorities.	Activity 1.1. Technical support is given to the city council to define the land tenure status, implement fair management mechanisms with the community and enhance accountability and transparency.	Output 1. Legal, technical & administrative preparation of the project is completed	<b>Outcome 1.</b> The residents of Lahaie who were affected by hurricane Matthew benefit from improved living conditions both physical and economic	Develop tourism in the Grand Anse Department	Improve Dame Marie inhabitants living conditions
low involvement of local government in development programs		Absence of basic services and infrastructures in rural area	Activity 1.2. A census of internally displaced persons originating from Lahaie and a baseline survey is conducted				
Lack of regulation on land property and use	Lack of knowledge and high costs of risk prevention measures	Weak consideration of risk and disaster management in construction projects	Activity 1.3. The soil studies including mitigation actions recommendations, development plan and parcel plan are carried out in partnership with the communities.			Provide sustainable housing solutions to the population	

Construction of housing in risk areas	Partial or complete destruction of housings and income generating infrastructures	Prevalence of internally displaced persons awaiting sustainable housing solutions	Activity 2.1. The construction work is completed in the relocating area including site development, mitigation actions, construction of housing units and basic services infrastructures.	Output 2. Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.			
Ignorance of the principles of risk and disaster management Vulnerability to natural disasters	Loss of equipment caused by the Hurricane Matthew	Loss of income generating activities	Activity 2.2. The construction of straw huts for catering, selling and storage is completed in the community of Lahaie (seashore area)		Implement in a pilot project the national framework for housing construction for a replication		
Lack of economic opportunities	Food insecurity and social vulnerability	Loss of income generating activities	Activity 3.1. A territorial diagnostic listing main productive activities, micro businesses existence and potential new activities and market is done.	Output 3. Lahaie and Petite Rivière's income-generating activities are created or			
Prevalence of poverty			Activity 3.2. Integral technical assistance is provided to producers and entrepreneurs to improve their financial, administrative and production conditions.			Restore population income generating activities	

			Activity 3.3. Productive organizations and micro businesses receive equipment to restart the economic activities and to maximize the results given by technical assistance.				
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## Appendix 2. Logical Framework

Outcome 1	Indicator 1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Planned activities
The residents of Lahaie who were affected by hurricane Matthew benefit from improved living conditions both physical and economic	<p>Indicator 1: Proportion of community of Lahaie benefiting from better physical and economic living conditions.</p> <p>This will be measured as follows: out of the Lahaie households affected by the hurricane Matthew, (i) changes in the % of households living in durable housing; (ii) changes in the % of households having access to basic infrastructure; (iii) changes in the % of households having a source of reliable income above the local poverty line.</p>	TBD	60%	Census of the population and baseline survey		Once at the end of the project	<p>Activity 1.1. Technical support is given to the city council to define the land tenure status, implement fair management mechanisms with the community and enhance accountability and transparency.</p> <p>Activity 1.2. A census of internally displaced persons originating from Lahaie and a baseline survey is conducted</p> <p>Activity 1.3. The soil studies including mitigation actions recommendations, development plan and parcel plan are carried out in partnership with the communities.</p> <p>Activity 2.1. The construction work is completed in the relocating area including site development, mitigation actions, construction of housing units and basic services infrastructures.</p> <p>Activity 2.2. The construction of straw huts for catering, selling and storage is completed in the community of Lahaie (seashore area)</p> <p>Activity 3.1. A territorial diagnostic listing main productive activities, micro businesses existence and potential new activities and market is done.</p> <p>Activity 3.2. Integral technical assistance is provided to producers and entrepreneurs to improve their financial, administrative and production conditions.</p> <p>Activity 3.3. Productive organizations and micro businesses receive equipment to restart the economic activities and to maximize the results given by technical assistance.</p>

Output 1	Indicator 1.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.1	Responsible Party	Planned Target (2017-2019)	Planned Target (2019)
Legal, technical & administrative preparation of the project is completed	The level of project stakeholders' satisfaction on the mechanism (Target: 85%)	0%	85%	Internal report	Internal report	Once at the end of the first output	Technical support is given to the city council to define the land tenure status, implement fair management mechanisms with the community and enhance accountability and transparency.	UNDP		
	Indicator 1.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.2	Responsible Party	Planned Target (2017-2019)	Planned Target (2019)
	Existence of a list of beneficiaries established with the City Council	0	1	Internal report	Internal report	Once at the end of the first output	A census of internally displaced persons originating from Lahaie and a baseline survey is conducted	UNDP		
	Indicator 1.3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 1.3	Responsible Party	Planned Target (2017-2019)	Planned Target (2019)
	Ratio of the mitigation measures established against the risks analyzed (Target: 100%)	0%	100%	Internal report	Internal report	Once at the end of the first output	The soil studies including mitigation actions recommendations, development plan and parcel plan are carried out in partnership with the communities.	UNDP		

Output 2	Indicator 2.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.1	Responsible Party	Planned Target (2017-2019)	Planned Target (2019)
Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.	Number of households benefiting from a sustainable housing solution.	0	100	List of beneficiaries receiving a housing unit	City council report	At the end of the project	The construction work is completed in the relocating area including site development, mitigation actions, construction of housing units and basic services infrastructures.	UNDP		
	Indicator 2.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 2.2	Responsible Party	Planned Target (2017-2019)	Planned Target (2019)
	Number of persons benefiting from a straw hut.	0	20	List of beneficiaries renting a straw hut unit	City council report	At the end of the project	The construction of straw huts for catering, selling and storage is completed in the community of Lahaie (seashore area)	UNDP		
Output 3	Indicator 3.1	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.1	Responsible Party	Planned Target (2017-2019)	Planned Target (2019)
Lahaie and Petite Rivière's income-generating activities are created or reinforced	Total # of micro-businesses benefiting from technical, financial and in-kind support	0	5 productive association	Table of results based on the	Table of results based on the	At the end of the activities	A territorial diagnostic listing main productive activities, micro businesses existence and potential new activities and market is done.	UNDP		

	(disaggregated by sex of owner)		20 micro businesses	baseline	baseline					
	Indicator 3.2	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.2	Responsible Party	Planned Target (2014-2017)	Planned Target (2014)
	Number of economic activities supported with technical assistance.	0	20 micro businesses and 5 productive associations	Internal report	Internal report	At the end of activities	Technical assistance to improve management skills	UNDP		
	Indicator 3.3	Baseline	Target	Means of Verification	Source of data	Frequency of data collection	Activity 3.3	Responsible Party	Planned Target (2014-2017)	Planned Target (2014)
	Number of microbusinesses and productive associations receiving equipments	0	25	Internal report	Internal report	At the end of activities	Productive organizations and micro businesses receive equipment to restart the economic activities and to maximize the results given by technical assistance.	UNDP		

**Appendix 3-1. Work Plan and Time Table (as a whole)**

Work Plan and Time Table (as a whole)												
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
2017									Activity 1.1	Activity 1.2	Activity 1.3	
											Activity 3.1	
2018	Activity 1.3	Activity 2.1										
		Activity 2.2										
	Activity 3.2						Activity 3.3					
2019	Activity 2.1											

**Appendix 3-2. Work Plan and Time Table (Detailed)**

Outputs	Activities	2017				2018				2019			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Output 1	Activity 1.1				X								
	Activity 1.2				X								
	Activity 1.3				X	X							
Output 2	Activity 2.1					X	X	X	X	X	X	X	
	Activity 2.2					X	X	X	X				
Output 3	Activity 3.1				X								
	Activity 3.2					X	X	X					
	Activity 3.3								X				



Outputs/Activities	Quantity/Type	Participants	Beneficiaries	Remarks
<b>Output 1:</b> Legal, technical & administrative preparation of the project is completed				
<b>Activity 1.1:</b> Technical support is given to the city council to define the land tenure status, implement fair management mechanisms with the community and enhance accountability and transparency.	Support to the city council to finalize the purchase of the land	City Council – Tax authorities	City council – IDPs (100 households)	
<b>Activity 1.2:</b> A census of internally displaced persons originating from Lahaie and a baseline survey is conducted	1 Data base	City council – IDPs	City council – IDPs (100 households)	
<b>Activity 1.3:</b> The soil studies including mitigation actions recommendations, development plan and parcel plan are carried out in partnership with the communities.	4 studies / documents	City council – IDPs	City council – IDPs (100 households)	
<b>Output 2:</b> Physical rehabilitation of sites is completed with the involvement of local companies and in consultation with the local community.				
<b>Activity 2.1:</b> The construction work is completed in the relocating area including site development, mitigation actions, construction of housing units and basic services infrastructures.	100 housing units	City council – IDPs	IDPs (100 households)	
<b>Activity 2.2:</b> The construction of straw huts for catering, selling and storage is completed in the community of Lahaie (seashore area)	20 straw huts	City council – IDPs	IDPs (20 beneficiaries)	
<b>Output 3:</b> Lahaie and Petite Rivière's income-generating activities are created or reinforced				
<b>Activity 3.1:</b> A territorial diagnostic listing main productive activities, micro businesses existence and potential new activities and market is done.	1 document	City council – IDPs	IDPs	
<b>Activity 3.2:</b> Technical assistance to improve management skills	20 trained and supported microbusinesses and 5 productive associations	City council - IDPs	20 microbusinesses and 5 associations	
<b>Activity 3.3:</b> Productive organizations and micro businesses receive equipment to restart	20 microbusinesses and 5 productive associations receive equipments	City council - IDPs	20 microbusinesses and 5 associations	

the economic activities and to maximize the results given by technical assistance.				
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#### Appendix 4. Budget Allocation

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			UNDP Budget accounts	Budget Description	KOICA Contribution	UNDP Contribution	UCLBP Contribution
		Y1	Y2						
<b>Output 1. Legal, technical &amp; administrative preparation of the project is completed</b>	<i>Activity 1.1. Technical support will be given to the city council to define the land tenure status, implement fair management mechanisms with the community and enhance accountability and transparency. (2 months)</i>	<b>X</b>			71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$6,000.00	\$-00
	Activity 1.1.1. Legal accompaniment for the purchase of land				71200	International Consultant (Urbanist specialist) (100%)	\$10,000.00	\$4,000.00	\$-00
	Activity 1.1.2. Definition of land status				71400	National Staff Costs (2 community mobilisers) (100%)	\$8,000.00	\$-00	\$-00
	Activity 1.1.3. definition of land management arrangements between city council and Beneficiaries				71400	National Staff (Driver and Assistant) (100%)	\$6,000.00	\$-00	\$-00
	Activity 1.1.4. Support City council accountability for the land management activities				71200	International Consultant (Liaison officer) (50%)	\$5,000.00	\$-00	\$-00
					61300 ; 61100	International Staff (Monitoring and evaluation officer) 50%	\$-00	\$6,000.00	\$-00

				71400	National Staff Costs (Project manager) (100%)	\$5,000.00	\$-00	\$-00
				71600	Daily subsistence allowances (Perdiem)	\$4,860.00		
<b>Activity 1.1. Subtotal</b>						<b>\$38,860.00</b>	<b>\$16,000.00</b>	<b>\$-00</b>
<b>Activity 1.2. A census of internally displaced persons originating from Lahaie will be conduct (1 month)</b>	<b>X</b>			71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$3,000.00	\$-00
Activity 1.2.1. Census of beneficiaries (including baseline survey)				71200	International Consultant (Urbanist specialist) (100%)	\$5,000.00	\$2,000.00	\$-00
				71400	National Staff Costs (2 community mobilisers) (100%)	\$4,000.00	\$-00	\$-00
				71400	National Staff (Driver and Assistant) (100%)	\$3,000.00	\$-00	\$-00
				71200	International Consultant (Liaison officer) (50%)	\$2,500.00	\$-00	\$-00
				71400	National Staff Costs (Project manager) (100%)	\$2,500.00	\$-00	\$-00
				61300 ; 61100	International Staff (Monitoring and evaluation officer) 50%	\$-00	\$3,000.00	\$-00
				71600	Baseline survey	\$50,000.00		
				71600	Daily subsistence allowances (Perdiem)	\$3,240.00		
<b>Activity 1.2. Subtotal</b>						<b>\$70,240.00</b>	<b>\$8,000.00</b>	<b>\$-00</b>
<b>Activity 1.3. The soil studies, development plan and parcel plan will be carried out in partnership with the communities. (2 months)</b>	<b>X</b>			72100	Soil study of the relocating area - call for proposal for an external firm	\$30,000.00	\$-00	\$-00

	Activity 1.3.1. Soil study of the relocating area			72100	Topographic study of the relocation area - call for proposal for an external firm	\$30,000.00	\$-00	\$-00
	Activity 1.3.2. Topographic study of the relocation area			72100	Development plan of Lahaie - call for proposal for an external firm	\$30,000.00	\$-00	\$-00
	Activity 1.3.3. Development plan of Lahaie			72100	Plot plan of Lahaie - call for proposal for an external firm	\$30,000.00	\$-00	\$-00
	Activity 1.3.4. Plot plan of Lahaie			71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$6,000.00	\$-00
				71200	International Consultant (Urbanist specialist) (100%)	\$10,000.00	\$4,000.00	\$-00
				71400	National Staff Costs (2 community mobilisers) (100%)	\$8,000.00	\$-00	\$-00
				71400	National Staff (Driver and Assistant) (100%)	\$6,000.00	\$-00	\$-00
				71400	National Staff (Engineer) (100%)	\$6,000.00	\$-00	\$-00
				71200	International Consultant (Liaison officer) (50%)	\$5,000.00	\$-00	\$-00
				71400	National Staff Costs (Project manager) (100%)	\$5,000.00	\$-00	\$-00
				61300 ; 61100	International Staff (Monitoring and evaluation officer) 50%	\$-00	\$6,000.00	\$-00
				71600	Daily subsistence allowances (Perdiem)	\$5,670.00		
	<b>Activity 1.3. Subtotal</b>					<b>\$165,670.00</b>	<b>\$16,000.00</b>	<b>\$-00</b>
	<b>Output 1 Subtotal</b>					<b>\$274,770.00</b>	<b>\$40,000.00</b>	<b>\$-00</b>

	COMMUNICATION AND MONITORING					\$6,869.25		\$-00
	QUALITY ASSURANCE					\$1,923.39		\$-00
	<b>OUTPUT 1 SUBTOTAL</b>					\$283,562.64	\$40,000.00	\$-00
<b>Output 2. Physical rehabilitation of sites will be initiated with the involvement of local companies and in consultation with local community.</b>	<b>Activity 2.1. The construction work will start in the relocating area including site development, mitigation actions and construction of housing units (9 month)</b>	<b>X</b>	<b>X</b>	72100	Initial land and road preparation	\$-00	\$-00	\$150,000.00
	(Activity 2.1.0. Coordination with the housing construction Unit (UCLBP) for the land and road preparation by partners)			72100	Risk mitigation work (drainpipes installation, retaining walls, gullies correction, etc) - Call for proposals local companies	\$200,000.00	\$-00	\$-00
	Activity 2.1.1. Establishment of participatory mechanisms for housing construction choices			72100	Land development (three removal, leveling and grading the land, delimitation of space, etc)- Call for proposals local companies	\$350,000.00	\$-00	\$-00
	Activity 2.1.1. Call for proposals from local companies for construction materials and work			72100	Unit housing construction - call for proposals NGO and local companies	\$700,000.00	\$-00	\$-00
	Activity 2.1.3. Start of construction work			71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$27,000.00	\$-00
				71400	National Staff Costs (2 community mobilisers) (100%)	\$36,000.00	\$-00	\$-00
				71400	National Staff (Driver and Assistant) (100%)	\$27,000.00	\$-00	\$-00
				71400	National Staff Costs (Project manager) (100%)	\$22,500.00	\$-00	\$-00
				71200	International Consultant (Liaison officer) (50%)	\$22,500.00	\$-00	\$-00

				61300 ; 61100	International Staff (Monitoring and evaluation officer) 50%	\$-00	\$27,000.00	\$-00
				71400	National staff (engineer) (100%)	\$27,000.00	\$-00	\$-00
				71600	Daily subsistence allowances (Perdiem)	\$29,160.00		
<b>Activity 2.1. Subtotal</b>						<b>\$1,414,160.00</b>	<b>\$54,000.00</b>	<b>\$150,000.00</b>
			<b>X</b>	72100	Straw huts construction - call for proposals NGO and local companies	\$40,000.00	\$-00	\$-00
				71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$9,000.00	\$-00
				71400	National Staff Costs (2 community mobilisers) (100%)	\$12,000.00	\$-00	\$-00
				71400	National Staff (Driver and Assistant) (100%)	\$9,000.00	\$-00	\$-00
				71400	National Staff Costs (Project manager) (100%)	\$7,500.00	\$-00	\$-00
				71200	International Consultant (Liaison officer) (50%)	\$7,500.00	\$-00	\$-00
				61300 ; 61100	International Staff (Monitoring and evaluation officer) 50%	\$-00	\$9,000.00	\$-00
				71400	National staff (engineer) (100%)	\$9,000.00	\$-00	\$-00
				71600	Daily subsistence allowances (Perdiem)	\$9,720.00		
<b>Activity 2.2. Subtotal</b>						<b>\$94,720.00</b>	<b>\$18,000.00</b>	<b>\$-00</b>

	<b>Output 2 Subtotal</b>				\$1,508,880.00	\$72,000.00	\$150,000.00		
	COMMUNICATION AND MONITORING				\$37,722.00				
	QUALITY ASSURANCE				\$10,562.16				
	<b>SUBTOTAL</b>				\$1,557,164.16	\$72,000.00	\$150,000.00		
<b>Output 3. Lahaie and Petite Rivière's income-generating activities are created or reinforced</b>	<b>Activity 3.1. A territorial diagnostic in terms of main productive activities, existence of micro businesses, potential new activities and market will be done. (1 month)</b>	<b>X</b>		71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$3,000.00	\$-00	
	Activity 3.1.1. Diagnostic of the territory made by a consultant certified by UNDP to identify the current and potential production and current and potential market.			71300	National Consultant (Diagnostic) (100%)	\$10,000.00	\$-00	\$-00	
	Activity 3.1.2. Selection of the productive organizations and micro businesses to support.			71200	International Consultant (Liaison officer) (50%)	\$2,500.00	\$-00	\$-00	
	Activity 3.1.3 Identification of new potential economic activities to develop			71400	National Staff (Driver and Assistant) (100%)	\$6,000.00	\$-00	\$-00	
				71200	International Staff (Economic recovery coordinator) (100%)	\$-00	\$4,000.00	\$-00	
				71600	Daily subsistence allowances (Perdiem)	\$3,240.00			
	<b>Activity 3.1. Subtotal</b>					\$21,740.00	\$7,000.00	\$-00	

<p><b>Activity 3.2. Integral technical assistance will be provided to producers and entrepreneurs to improve financial, administrative and production conditions by consultants certified by UNDP (5 month)</b></p>	<p><b>X</b></p>		71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$15,000.00	\$-00
			71300	National Consultants (3) (100%)	\$18,000.00	\$-00	\$-00
			71400	National Staff (Driver and Assistant) (100%)	\$15,000.00	\$-00	\$-00
			71200	International Consultant (Liaison officer) (50%)	\$12,500.00	\$-00	\$-00
			71200	International Staff (Economic recovery coordinator) (100%)	\$-00	\$20,000.00	\$-00
			71600	Daily subsistence allowances (Perdiem)	\$16,200.00		
			<b>Activity 3.2. Subtotal</b>				
<p><b>Activity 3.3. Productive organizations and micro businesses will receive equipment to restart the economic activities and to maximize the results given by technical assistance. (1 month)</b></p>	<p><b>X</b></p>		72200	Purchase of the equipment	\$50,000.00	\$-00	\$-00
			71400	National Staff Costs (Programme Coordinator) (50%)	\$-00	\$3,000.00	\$-00
<p>Activity 3.3.1 Purchase of the equipment based on an identification made by the entrepreneurs or the productive association advised by the consultant</p>							



	Activity 3.3.2 Deliver of the equipment to maximize the results of the technical assistance.			71400	National Staff Costs (2 community mobilisers) (100%)	\$4,000.00	\$-00	\$-00
				71400	National Staff (Driver and Assistant) (100%)	\$3,000.00	\$-00	\$-00
				61300 ; 61100	International Staff (Monitoring and evaluation officer)50%	\$-00	\$3,000.00	\$-00
				71200	International Consultant (Liaison officer) (50%)	\$2,500.00	\$-00	\$-00
				71600	Daily subsistence allowances (Perdiem)	\$3,240.00		
	<b>Activity 3.3. Subtotal</b>					\$62,740.00	\$6,000.00	\$-00
	<b>Output 3 Subtotal</b>					\$146,180.00	\$48,000.00	\$-00
	COMMUNICATION AND MONITORING					\$3,654.50		\$-00
	QUALITY ASSURANCE					\$1,023.26		\$-00
	<b>OUTPUT 3 SUBTOTAL</b>					\$150,857.76	\$48,000.00	\$-00
	<b>General expenses through the project</b>	<b>X</b>	<b>X</b>	72400	Consumables phone	\$5,760.00	\$-00	\$-00
				72400	Consumables internet	\$7,200.00	\$-00	\$-00
				72200	Equipment (2 cars)	\$-00	\$70,000.00	\$-00
				73400	Supplies (Office supplies)	\$21,000.00	\$600.00	\$-00
				75000	Contingency funds	\$150,000.00	\$32,200.00	\$-00
				73105	Rent Office	\$14,000.00	\$10,000.00	\$-00
	<b>GE Subtotal</b>					\$197,960.00	\$112,800.00	\$-00
	<b>General Subtotal</b>					\$2,189,544.56	\$272,800.00	\$150,000.00
	<b>AUDIT</b>					\$8,758.18		
	<b>EVALUATION</b>						\$50,000.00	
	<b>GENERAL OPERATING EXPENSES (GOE)</b>					98,529.51		

	<b>SUBTOTAL</b>					\$2,296,832.24	\$322,800.00	\$150,000.00
	<b>GENERAL MANAGEMENT SERVICES</b>					183,746.58	NA	NA
<b>GENERAL TOTAL</b>						\$2,480,578.82	\$322,800.00	\$150,000.00

## Appendix 5. Risk journal

#	Description	Risk category	Impact & Probability	Mitigation measures	Responsible party	Identification date	Risk owner	Status	Last update
1	The results from topographic and soil studies require unbudgeted mitigation measures	Environmental	The development of the relocating area won't be possible. P=2 I= 2	An alternative has been identified by giving support to targeted beneficiaires in auto housing construction	Project manager	August 2017	PNUD		
2	The transfer of the land propriety to the city council is not possible	Legal	The development of the relocating area won't be possible. P=2 I= 2	An alternative has been identified by giving support to targeted beneficiaires in auto housing construction	Project manager	August 2017	PNUD		
3	Difficulty to find commitment from government for the road and-or land preparation.	Political	The road leading to the relocating area won't be novated I=0 P=2.	The renovation of the road is not a critical aspect of the project. Even if it is not done the project can still be done.	Project manager	August 2017	PNUD		

4	Risk that the population make profit by renting the house that are built	Impact	<p>The project won't provide sustainable housing solutions for its beneficiaries</p> <p>P=4 I=4</p>	<p>The selection of beneficiaries with strict targeting criteria will ensure that the most vulnerable population is selected for the project. This risk can also be an opportunity to give flexibility to the beneficiaries to use their houses at their most convenience</p>	Project manager	August 2017	PNUD	Projet en cours	
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## Appendix 6. UNDP Lessons learned guidelines

<b>Title</b>	<b>LESSONS-LEARNED REPORT - DELIVERABLE DESCRIPTION</b>
<b>Responsible Unit</b>	Bureau for Development Policy – Capacity Development Group
<b>Contributor(s)</b>	BOM/CBS Team, BDP/CDG, BDP/KM, Management Practice Team
<b>Date approved</b>	January 2008
<b>Applicability</b>	Applicable to all UNDP-funded projects
<b>Contact</b>	<a href="mailto:dien.le@undp.org">dien.le@undp.org</a> <a href="mailto:patrick.gremillet@undp.org">patrick.gremillet@undp.org</a>
<b>Document Location</b>	Management Practice Document Repository <a href="#">Project Management</a> - Closing - Deliverables
<b>Is part of</b>	UNDP Programme & Operations Policies and Procedures – <a href="#">Project Management</a>

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### Purpose/Description

Project lessons learned should be actively captured to ensure ongoing learning and adaptation within the organisation. Based on the Lessons Learned Log created and updated in previous processes, a final Lessons Learned Report should be prepared at the end of the project ([Closing a Project](#)) to foster the learning process.

The purpose of the report is gathering all relevant information for better planning of later project phases and future projects, improving implementation of new projects, and preventing or minimizing risks for future projects. This should include both substantive and operational aspects of the project.

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### Derivation/Inputs

The final Lessons-Learned report shall be prepared based on the Lessons-Learned logs updated throughout the implementation of the project.

If the logs have been regularly updated, the final report shall consist of a synthesis and analysis of the main lessons-learned already captured. It should also address issues of replicability in answering the following questions:

- What would you recommend to improve future programming or for other similar projects elsewhere?
- What mistakes should be avoided if the initiative were to be replicated?
- How easy would it be to replicate the successes in a different context/county?

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### Format

The Lessons-Learned report shall be prepared using the standard template in MS Word. [Click here](#).

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### Composition

The main elements of the report are as follows:

- Brief description of context
- Brief description of the project
- Key project successes
- Project shortcomings and solutions
- Lessons learned

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**Quality Criteria:**

- Are key significant lessons-learned being documented?
- Does the report provide sufficient information to properly assess the potential use of the lessons for future projects?
- Is the Lessons-Learned Report properly filed?

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**Responsibilities & Accountability:**

- During the process [Closing a Project](#), it will be the responsibility of the Project Manager to prepare the final Lessons-Learned Report.
- The Project Manager shall submit the report to the Project Board along with the documentation required for the Final Project Review.
- The UNDP Project Assurance is responsible for ensuring that final Lessons-Learned report is prepared on time according to standards.