

Haiti Strategy 2015 – 2020



**- Building Resilience
in Haitian Communities -**

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Acronyms

ACT:	Action by Churches Together
AMR:	Annual Monitoring Reports
CAID:	Christian Aid
CARICOM:	Caribbean Community
CBO:	Community Based Organization
CBTPA:	Caribbean Basin Trade Preference Agreement
CCO:	Comité de Coordination des ONG (NGO Coordination Committee)
CLIO:	Cadre de Liaison Inter-ONG (Inter-NGO Platform)
CNSA:	Coordination Nationale de la Sécurité Alimentaire (Food Security National Coordination)
CODAB:	Coordination des Organisations De l'Arrondissement de Belle -Anse
COPP:	Country Operational Program Plan
CR:	Country Representative
CS:	Country Strategy
CSO:	Country Strategic Outline
DPC:	Délégation de la Protection Civile (Civil Protection Delegation)
DR:	Dominican Republic
DRR:	Disaster Risk Reduction
DWS:	Department of World Service
ELCA:	Evangelical Lutheran Church of America
EMMUS:	Enquête sur la Mortalité, la Morbidité et l'Utilisation des Services (Survey on Mortality, Morbidity and Utilization of Services)
EU:	European Union
FCA:	Finn Church Aid
FNGA:	Fondation Nouvelle Grand'Anse
GDP:	Gross Domestic Product
HAP:	Humanitarian Accountability Partnership
HELP:	Haiti Economic Lift Program
HOPE:	Hemispheric Opportunity through Partnership Agreement
HQ:	Headquarters
HO:	Head Office
HUB:	Focal point, seat
IGA:	Income Generating Activities
IGO:	Intergovernmental Organization
INGO:	International Non-Governmental Organization
LWF:	Lutheran World Federation
LWF/DWS:	Lutheran World Federation/ Department of World Service

LWR:	Lutheran World Relief
MoU :	Memory of Understanding
MINUSTAH:	Mission des Nations Unies pour la Stabilisation en Haïti (United Nations Stabilization Mission in Haiti)
NCA:	Norwegian Church Aid
NGO:	Non-Governmental Organization
NORAD:	Norwegian Agency for Development Cooperation
PD:	Project Document
PME:	Program Monitoring & Evaluation
QMR:	Quarterly Monitoring Report
RBA:	Rights Based Approach
RODEP:	Réseau des Organisations pour le Développement des Palmes
RSFP:	Réseau pour la Sauvegarde de la Forêt des Pins
ToC:	Theory of Change
UN:	United Nations
UNDP:	United Nations Development Program
USA:	United States of America
USAID:	United States Agency for International Development

Referential Documentation

- World Service Global Strategy 2013-2018
- Country Strategy Haiti and the Caribbean Program, 2009-2014
- LWF/DWS Haiti & Caribbean Country Strategy 2009-2014 External Evaluation
- Plan Stratégique de Développement d'Haïti – Pays Emergent en 2030
- Cadre Stratégique Intégré des Nations Unies pour Haïti 2013-2016

Photo cover page: Ksenia Novikova / Caroline Enge

SECTION 1: BACKGROUND AND JUSTIFICATION

1.1 PROGRAM CONTEXT

1.1.1 General Background

Haiti is a free market economy that enjoys the advantages of low labor costs and tariff-free access to the US for many of its exports. Two-fifths of all Haitians depend on the agriculture sector, mainly small-scale subsistence farming, and remain vulnerable to damage from frequent natural disasters, exacerbated by the country's widespread deforestation. Beside these factors, poverty, corruption, and low levels of education for much of the population are among Haiti's most serious impediments to economic growth¹.

A macroeconomic program implemented in 2005 with the support of the International Monetary Fund helped the economy grow to 1,8% in 2006, the highest growth rate since 1999. Haiti suffers from higher inflation than similar low-income countries, a lack of investment (increasing however under the recent presidency), and a severe trade deficit. The government relies on formal international economic assistance for fiscal sustainability. Haiti's economy was severely impacted by the 2010 Haiti earthquake which occurred on 12 January 2010.

In 2011, the Haitian economy began recovering from the earthquake. However, two hurricanes adversely affected agricultural output and the low public capital spending slowed the recovery in 2012². Haiti suffers from a lack of investment, partly because of weak infrastructure such as access to electricity³. Haiti's outstanding external debt was cancelled by donor countries following the 2010 earthquake, but has since risen to \$1.1 billion as of December 2013⁴.

In 2013, the GDP growth rate was of 4.3% against an inflation of 4.5%. The unemployment rate is approximately 60%.

Tax revenues are too low, 10%, which means that it is quite impossible for the GoH to finance a social system: there is no free education or

¹ <https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html>

² US economic engagement under the Caribbean Basin Trade Preference Agreement (CBTPA) and the 2008 Haitian Hemispheric Opportunity through Partnership Encouragement (HOPE II) Act helped increase apparel exports and investment by providing duty-free access to the US. Congress voted in 2010 to extend the CBTPA and HOPE II until 2020 under the Haiti Economic Lift Program (HELP) Act; the apparel sector accounts for about 90% of Haitian exports and nearly one-twentieth of GDP.

³ According to the Global Energy Architecture Performance Index Report 2014, Haiti is 116 out of 124 (worse of the region).

⁴ http://en.wikipedia.org/wiki/Economy_of_Haiti

healthcare. Households' consumption is increasing, around 8% but mainly because of products from DR importations.

The state has the responsibility to respect, promote and fulfill Human Rights but is too weakened to meet its obligations. 1/3 of the population is in a poverty situation and more than 1 million people in extreme poverty, all basic products being expensive: 1 US\$ or 45 gourdes is just enough to buy 2 small breads with mamba (peanut butter), water to drink (appr. 1 ½ liter) and for domestic use (approx. 19 liters) for the day (the price depends on the district), one small banana, some flour to make gruel and one candle for the night.

Poor people in urban and rural areas may not eat every day. Children are used to go to school with an empty stomach. Children and women are most impacted by lack of social services and infrastructure. There are many inequalities in education and healthcare. There is lack of female empowerment: levels of literacy among women are lower than with men, women are not targeted by most entrepreneurship activities in the communities, and they have poor access to technical vocational training. Women remain in less dynamic economic sectors and do not leave their neighborhood. They are also more burdened with household and childcare responsibilities. Men are the ones supposed to make a living for the whole family.

In Haiti, people mainly rely on family or community solidarity to eat or to start small businesses. Really small businesses can be started with approx. 10 euro. Mostly women participate in this kind of business, selling candies, chewing gum or crisps on the streets. Also, in urban areas, men sell their labour daily to carry water, help in construction or do any kind of tasks to get some money. Women work as housekeepers for about 50-60 euro per month.

In rural areas, people depend on market days to sell the little production they have and participate in plantations or other agricultural daily work. Livestock and cattle are sold during back to school periods to pay children's school fees. The minimum daily income in the agriculture sector is of 225 gourdes (May 1, 2014)⁵.

There is a "great economic insecurity in the majority of the population, which is closely related to the entrenched weakness of the institutions... and by successive natural disasters and fatalities that make it even more difficult to guarantee rights at present and in future."⁶

⁵ <http://www.haitilibre.com/article-10972-haiti-economie-tout-ce-qu-il-faut-savoir-sur-le-nouveau-salaire-minimum.html>

⁶ Report of the independent expert on the situation of human rights in Haiti, Gustavo Gallón, February 7, 2014, http://ap.ohchr.org/documents/dpage_e.aspx?si=A/HRC/25/71

The MARTELLY administration in 2011 launched a campaign aimed at drawing foreign investment into Haiti as a means for sustainable development. In 2012, private investment exceeded donor assistance for the first time since the 2010 earthquake. A 25% increase was observed in the framework of foreign direct investment⁷.

1.1.2 Political Situation

Enduring political stability is the key to strengthening the country's governance institutions, promoting socio-economic development, and attracting foreign investment. However, the Politics of Haiti have often been defined by conflict when powerful men have taken over the government. Only within the later part of the twentieth century, has normal political activity been established. The present government has been criticized because of delayed elections and its failure to respect human rights. On the other side however, there have been support and positive reactions from CARICOM, EU and USA for the efforts made to rectify errors, to stimulate investments and to struggle against insecurity.

The current political situation in Haiti is characterized by a stabilization process (*thanks to MINUSTAH and Haitian government coordinated efforts*) that, although fragile, shows promise and must be nurtured⁸. While the UN is in the country to ensure political stability, Haitians are presently suing the U.N. in Brooklyn federal court over a cholera epidemic, seeking compensation for deaths and illnesses and funding for clean water in Haiti⁹.

The relationship with the Dominican Republic is still problematic. The recent months have involved trade conflict, forced and brutal eviction of Haitians in the DR, and a decision from the Dominican Republic to end citizenship for Haitian-descended residents¹⁰.

1.1.3 Regional Context

Haiti is the only Francophone independent nation in the Caribbean. Thus, it is difficult for Haiti to emerge as a leading nation in the region.

When it comes to the *Millennium Development Goals*, the Caribbean region still has much to do, especially in issues of the environment and alleviation of extreme poverty. According to the EMMUS V (Enquête de Mortalité, Morbidité et Utilisation des Services 5), progress in regard to

⁷ <http://radiovision2000haiti.net/public/investissements-directs-etrangers-2013-dans-leconomie-haitienne-doit-on-attendre-le-dernier-rapport-de-la-cepal/>

⁸ <http://www.onu-haiti.org/wp-content/uploads/2013/01/un-factsheets-en-web.pdf>

⁹ http://www.washingtonpost.com/national/health-science/haitians-sue-un-over-cholera-epidemic/2014/03/11/9296ecc0-a940-11e3-8a7b-c1c684e2671f_story.html

¹⁰ Source: NBC Latino

these goals are limited to education, maternal and infant health and the HIV/AIDS fight. In addition:

- Violence and political instability impact men, women and children in different ways.
- Women's empowerment needs to be addressed.
- Haiti's environment is among the most fragile in the hemisphere. No legal tool is available to counter the charcoal trade which is the major cause of deforestation in the country.
- There is no real policy in the domain of psychosocial support.
- Hunger is becoming very common in some departments in Haiti, according to National Council for Food Security (CNSA, French acronym). These areas are mainly, the Northwest, Centre and Artibonite.
- Emigration, forced repatriation and the diplomatic clash with the Dominican Republic remain issues that show the failure of the Haitian establishment to build pride and engaged citizenship among the population.

1.1.4 Main Challenges for Development

Political Instability

No significant security related incidents happened lately or are expected in the immediate future. The major upcoming events that could bring some political instability within the country are the elections, both municipal and legislative (to renew 2/3¹¹ of the Senate and the Chamber of Deputies).

Violence, organized crime, and drug trafficking

The security situation in Haiti is, in overall, stable at this time.

Haiti has one of the lowest of intentional homicide rates in the Caribbean and Central America¹². Kidnappings and rapes have also declined in comparison to recent years¹³.

However, drug trafficking is becoming an important issue in the region. Its geographical situation makes it a logical platform for cocaine shipments between cocaine provenance countries in South America to the United States and Europe.

¹¹ Since they were no elections in 2012 to renew 1/3 of the Senate, this year elections will be held to renew 2/3 of the Senate.

¹² UNODC Homicide Statistics, <http://www.unodc.org/unodc/en/data-and-analysis/homicide.html>

¹³ UN Haiti, Political analysis, 2013

Militarization

The past October 10, 2014, the UN Security Council decided to extend the MINUSTAH mandate for one more year, till October 15, 2014 under the Chapter VII of the United Nations Charter. However, the Mission's overall force has been reduced from 6,270 to 5,021 troops, and the police maintained to a component of 2,601 personnel.

Food insecurity

According to the national survey on food security and nutrition of August 2013, the number of Haitians facing severe food insecurity declined from 1.5 million in 2012 to 600,000 in mid-2013. Currently, one in every 5 children suffers from chronic malnutrition, 6.5% percent from acute malnutrition, while more than half of women and children suffer from anemia¹⁴.

Corruption

According to the 2013 ranking of Transparency International index of corruption perception around the world, Haiti rose 2 places from 165th place (in 2012) to 163rd out of 177 countries studied, and 10 places since 2011 (175th). In this latest ranking, Haiti finally emerges from the group of five most corrupt countries.¹⁵ Corruption and lack of functioning democracy weaken the accountability by the authorities to the citizens. This affects the realization of economic and social rights of the Haitians: lack of livelihoods, education, health, infrastructures, etc.

1.2 DWS in the region

LWF World Service started its Caribbean program in 1983 as a support to political refugees in 6 countries, in the Caribbean and in the USA. The LWF Haiti Program is registered in Haiti with the Ministry for Planning and External Cooperation since 1995.

In 1996, a Country Strategic Outline (CSO) was developed, which limited the intervention area of the LWF to the Dominican Republic and Haiti. The regional headquarters was based in Haiti and a sub-office was established in the Dominican Republic. Three programs were thus developed: The "Democracy and Civil Society" program, the "Integrated Rural Development Program in Thiotte" (in the South-East Department), and the "Integrated Rural Program in the Dominican Republic", working with Haitian migrants.

The evaluation in 2001 made recommendations to shift the emphasis. The Country Strategy Outline (CSO) 2003-2007 (extended to cover also 2008), was elaborated in the context of the post electoral political crisis, the

¹⁴ <http://www.ccoayiti.org/>

¹⁵ <http://www.haitilibre.com/article-10013-haiti-economie-corruption-haiti-ameliore-son-classement-international.html>

deterioration of the economic environment, inflation and unemployment and influx of Haitian migrants to the US and francophone countries. Together with the Country Operational Program Plan (COPP) covering 2006-2008, the CS supported the strengthening of Haitian community based organizations and their income generating activities and “Human Rights” covering the area of the right to birth certificates of Haitians in Haiti and rights of Haitian migrants in the Dominican Republic. A project on Institutional Development was also included.

The present Country Strategy, stretching from 2009–2014, drew its conclusions from an internal evaluation in 2008. The new emphasis, applied during this period, has been the strengthening of the capacity of local actors, with institutional development of the partners as an important component. The strategy had initially 3 programmatic areas, namely: sustainable livelihoods in environmentally critical areas, sustainable transition and institutional development. The COPP in 2011, covering the period of 2012-2014, made this even clearer, where it was stated that the implementation would be done principally by the local partners.

During the period of this Strategy, LWF has gradually transited from all project work in the Thiotte area, the Dominican Republic and the Vaudreuil area in the capital. LWF Haiti COPP (2012-2014) supports local partners in the vulnerable and remote mountain forests of Macaya/Grande Anse, Forêt de Pins and Palmes region in the following areas:

1. DRR: Reducing the impact of disasters in communities.
2. Sustainable Livelihoods/Climate Change: Enabling environmentally sustainable livelihoods in ecologically critical areas.
3. Human Rights: Facilitating the full enjoyment of rights as citizens, including gender equity.
4. Capacity Building: Building capacity of local partners to be increasingly transparent, accountable, sustainable and effective.

The emergency component has been part of the program on an ad hoc-basis. Several emergencies have struck the country during the 6 year of implementation of the Strategy. The devastating Earthquake in January 2010 meant that human and financial resources had to be channeled to immediate needs. Hurricanes and tropical storms, especially Isaac and Sandy in 2012, have also required immediate emergency interventions.

1.3 Context of operations

The changing context of our operations leads us to focus on what is our specific added-value. We articulate this (see below, section 1.3.2) in terms of **Accountability, Capacity-building and growing partners into sustainability, Emergency-readiness, and International credibility.**

1.3.1 Recommendations from the external evaluation

These features of who we are – and what we must strive to become – have also been informed by the recent External Evaluation¹⁶, the recommendations of which influence the orientation of the present Strategy, as follows:

1.3.1.1 A clear articulation of the Theory of Change (ToC).

The ToC on which our work is based is more clearly articulated in this strategy. More importantly, it will become continually embedded in our self-understanding and implementation through participative exercises for staff, partners and other stakeholders. This will serve as the foundation for both long-term development and for emergency-response.

The Theory of Change shapes the objectives and the interventions needed to reach the goal. In order to understand how the ToC has influenced the logical framework, see below under 1.3.3.

1.3.1.2 Best practice in accountability

The need for LWF/DWS Haiti to maximize its added-value in modeling best-practice in accountability (to all stakeholders)

1.3.1.3 Strategy of Capacity-building of Local partners

More emphasis has been put on a clear strategy of capacity-building of Local partners, and of enabling them to grow into sustainability.

1.3.1.4 Resilience – a key notion

Resilience¹⁷ will be much more emphasized as the “key” to work with DRR, sustainable livelihoods and environmental questions. It is a key concept linking long-term development efforts and **emergency-readiness**. Among all definitions available, we accept the one of UNISDR, which defines resilience as:

“the ability of a system, community or a society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions”¹⁸

Resilience can thus *both* be to take advantage of a community’s own capacity but *also* sharing knowledge coming from outside. In that way, the community can for example develop resilient ecosystems by improving ecosystem management and biodiversity.

¹⁶ LWF/DWS Haiti & Caribbean Country Strategy 2009-2014 – External Evaluation, Jock Baker-Ammcise Apply, March 2014

¹⁷ The ability to “resile from” or “spring back from” a shock

¹⁸ <http://www.unisdr.org/we/inform/terminology#letter-r>

1.3.1.5 Make use of our international credibility

Make use of the value-added of LWF as an international NGO working in Haiti. We strongly believe there is still relevance in the international credibility of an actor like LWF/DWS in Haiti.

1.3.2 Other contextual factors

The program has in previous strategies been described as a “Caribbean” program, mostly because of historical factors. In the 2009-2014 Strategy, LWF/DWS Haiti still had some activities among Haitian refugees in the Dominican Republic. However, as there are no such plans at present, but more of a concentration on Haiti, we do not consider that it is a “Caribbean” program any longer.

What are the current challenges that LWF/DWS Haiti is facing during the next six-year period? There are three areas that are outstanding in Haitian Society and that also will remain in focus for LWF/DWS Haiti:

- Because of the continual risk of disasters, Disaster Risk Reduction will remain a high priority. This emphasis will be strengthened and broadened by environmental and resilience aspects;
- The vulnerability of people, and underlying poverty. Emphasis must be put on livelihoods, microcredits, IGAs, training and empowering as a means to attain a life of dignity. There will be advocacy on the rights of the most vulnerable, especially women and children;
- Emergency-preparedness will be necessary, due to the high probability of new disasters. LWF/DWS Haiti will aim to maintain capacity, complementing the LWF/DWS main capacity to respond to disasters at a regional level.

We respond to these features of the current operational context through the thematic emphases of our strategic objectives (see section 2.1) which use the concept of resilience as a focus.

1. Emergency-preparedness and response
2. Sustainable livelihoods
3. Human Rights

1.3.3 Theory of Change

A Theory of Change defines long-term goals and then maps backward to identify necessary preconditions. Moreover, a ToC describes clearly what are the dynamics of a particular context, and therefore what kind of interventions are appropriate to bring about the particular change which is being targeted. *“A TOC creates an honest picture of the steps required to reach a goal. It provides an opportunity for stakeholders to assess what they can influence,*

what impact they can have, and whether it is realistic to expect to reach their goal with the time and resources they have available.” (Erin Harris) The mapping of a ToC will be a valuable exercise to begin with but also to repeat during the application of the Strategy ¹⁹

The Theory of Change²⁰ of LWF/DWS Haiti’s new strategy is the Human Rights-based approach. A Rights-based approach (RBA)²¹ is fundamental to our program: its attitudes, actions and methodology. A culturally sensitive, gender-responsive human rights-based approach will help us to promote the human rights of individuals. The equal value and dignity of each individual will be manifested in our policies and their implementation. The defence of human rights will be central to relationships with authorities. LWF/DWS Haiti is ready to advocate for the rights of beneficiaries and communities in a society where there is still much to do regarding transparency and equal rights.

Key features of this Rights-based approach include:

Community based empowerment

Empowerment is an essential element. Empowerment is mainly focused on the community as a whole, and on individuals as part of the community. It builds the resilience of communities to recover, to become strong and to take initiatives for their own development. It means also that vulnerable groups will be included in determining their own future. Empowerment also implies gender equality.

Accountability

Human rights²² help to frame the relationship between individuals and groups with claims (**rights-holders**) and State and non-State actors with corresponding obligations (**duty-bearers**). By supporting rights-holders claims for accountability on the part of duty-bearers at every level in Haitian society, we want to challenge the structures and priorities that create and tolerate poverty in the country and particularly among the communities where we are intervening. Adherence to the Declaration of Human Rights should oblige duty-bearers to do certain things and should also prevent them from doing others. The government’s obligation is to respect, protect and fulfil the rights of the

¹⁹ See for example *Theory of Change: A practical Tool for Action, Results and Learning* (Organizational Research Services), p 19 for such a map.

²⁰ A good introduction to the Theory of Change is found at the sparksforchange blog by dr Will Allen: <http://learningforsustainability.net/sparksforchange/using-a-theory-of-change-to-better-understand-your-program/> . This blog is a complement to the [Learning for Sustainability Site](#) . The Theory of Change crates a good Theory “by identifying a clear ultimate goal and working backward to establish preconditions for reaching the goal”.

²¹ See the HRBA Manual of UNFPA, <http://www.unfpa.org/public/op/preview/home/publications/pid/4919>

²² <http://www.un.org/Overview/rights.html>

Haitian people. As long as there are vulnerable groups of rights-holders that are not able to defend their rights, a priority for LWF/DWS Haiti will be to advocate for their rights and to accompany them in the claim for their rights. The goal is to increase the capacity of target groups to claim their own rights.

Equity/non-discrimination

In the realization of the rights of those we are working with, we work for freedom from discrimination, especially for key vulnerable or marginalized people in society. Non-discrimination implies that rights and benefits are available to all on an equitable basis.

Participation

Development has to be based on a participative process. Communities, local partners and authorities have to be integrated in conception, planning execution and follow-up. The participation from the target group has to reflect gender and age throughout the project cycle. Without the inclusion of active beneficiaries in the process, there will be no sustainable progress, and no fundamental legitimacy to the intervention. Participation will lead to increased responsibility and local ownership. Participation implies having a clearly-defined exit strategy, with steps on the road to independence.

Cooperation

In a context with many actors, LWF/DWS Haiti has to search for and promote ways of cooperation. Coordinated interventions enable improved results. This means also that resources can be saved. Common platforms create confidence and open new possibilities. Cooperation with other NGOs, international and national/local, is of course important. More and more, organizations will have to coordinate in order not to duplicate their actions and also to become more efficient. This is very important in the Haitian context, given the high presence of NGOs. There is also a need to improve when it comes to coordinating with local authorities, government institutions and international organizations such as the UN.

Cross-cutting issues

It is important to consider not only project activities but also the mainstreaming of certain components that should flow through the entire program and its activities, for example: environment, DRR, psychosocial aspects etc. The Human Rights based approach (HRBA) has to influence all activities in the program but human rights are also something we give explicit attention to as a strategic objective. A Gender-balanced strategy is a natural component of the HRBA but has nevertheless to be stressed by itself. We want to integrate a clear

gender strategy throughout the program and actualize gender aspects as important and natural components at every level of the program's activities. The psychosocial approach has since long been an important element of our program. We want however to develop it as a cross-cutting issue and see how it can reinforce for example the resilience aspect.

Implementation of the Theory of Change

Based on the principles outlined above, we have shaped our objectives to include features such as delivering results both through visible improvements at community level, AND through structural changes in Haitian society; we have also ensured that key cross-cutting issues (RBA, gender) are explicit throughout in such a way that we can hold ourselves accountable for delivery on these.

1.3.4 Comparative advantage of LWF/DWS Haiti

The changing context enables us, in this strategy, to present clearly what it is that we have to offer, and how we see ourselves working alongside other actors. In Appendix 2 (Stakeholder Analysis), we have tried to describe present and future stakeholders to LWF/DWS Haiti. There is also a description of how we relate to each other and in what way we can collaborate.

Such an analysis helps us to highlight 4 key features of our 'added-value', what we can contribute with as our "trade-mark":

Added Value of LWF-DWS Haiti:

- Accountability
- Capacity-building and intentional growing of partners into sustainability
- Emergency-readiness
- International profile and credibility

See section 2.2.1 on how this relates to the Theory of Change

In a time of decreasing Donor interest for Haiti, the competition over existing funds is more than ever evident. Many donors have focused on more compelling priorities in other parts of the world. Others prefer to fund local

organisations directly. A project or a program managed by an international NGO can be perceived as more costly.

We believe that an INGO such as LWF/DWS Haiti continues to have significant added-value and a crucial role as an actor in the Haitian context, working with and / or through local partners, and in collaboration with other agencies and actors.

The **four major features of our added-value** are highlighted in the text box above. Building our strategy around these will make our on-going role highly relevant, and the case for funding us compelling.

1. The fact that LWF/DWS Haiti is HAP certified and guided by the accountability framework of HAP standards²³, makes it possible to maintain quality and transparency towards funders and beneficiaries. At the same time, the centralized system of regulations and procedures from the HQ in Geneva, with regular evaluations and audits guarantees that the resources are managed in an efficient way. LWF/DWS can make excellence in accountability (our own, and that of partners) into one of our key selling-points.

2. LWF/DWS Haiti already works through building the capacity of local partners, many of whom are in need of capacity-building in areas regarding programming, finance management, reporting and accountability, organizational structure, advocacy and human rights. We share the aim of related agencies to work with these partners and see them emerge as the true, sustainable actors in development, with LWF/DWS Haiti removing itself from the process. We will make this intentional growing of partners into sustainability a key feature of our methodology in the new strategy.

3. Haiti is a vulnerable country, prone to environmental and natural disasters²⁴. There is a high degree of probability that the country and its people will suffer from more calamities in the future, and we need to be ready. LWF/DWS Haiti – as an internationally credible INGO - has the capacity to maintain this emergency-readiness on behalf of ACT and other actors. This means we need to keep our infrastructure and organization in good shape, and our on-going, long-term work (based on RBA, community empowerment) consistent with being ready to spring into emergency response. We believe that the case for funding this is evident.

²³ <http://www.hapinternational.org/what-we-do/hap-standard.aspx> . The purpose of the HAP standard is to help organizations to strive for accountable programs.

²⁴ This is described in many different works, see for example http://scholarworks.umb.edu/masters_theses/32/ . There are many reasons for this vulnerability but the over-exploitation of natural resources is an important factor.

4. International NGO profile. Department of World Service²⁵ is present in 33 countries (in Africa, Asia, Latin-America and the Caribbean) with Disaster preparedness and Response, Sustainable Livelihoods and Community-led action for justice and peace. It is working through strategic partnerships and networks that are guided by internationally recognized codes, principles and guidelines in humanitarian assistance and international development. Our involvement gives credibility to others, something which is highly valuable in the Haitian context. That significant profile and international stature is something we will leverage.

In addition:

5. The fact that the organization has worked in the region since 1983 and is present in the country since 1996 has generated a great experience, a lot of competence and an important network. These are valuable resources facing new challenges in this country. The capital of confidence in LWF from government institutions, local authorities, local organizations, the population and International Organizations, is a potential that has been capitalized during many years of reliable and fruitful work. Such a positive image takes a long time to build up.

6. LWF/DWS is also a faith based organization. While assisting vulnerable people in need, regardless of race, sex and religion, we believe nevertheless that the values of LWF make it possible to better defend human rights and also to apply a holistic view with regards to the needs of both communities and individuals. The mother organization is LWF (Lutheran World Federation), a global communion of 142 Churches, representing over 70 million Christians in 79 countries²⁶ The local ACT²⁷ Forum is a powerful expression of 16 faith-based organizations that are coming together, mobilizing their resources to meet urgent needs but also supporting development projects and working on Climate Change.

1.3.5 Justification for continued presence.

The justification for our continued presence is based on the added-value summarised above, notably the four key features around which our strategy is based. The presence of LWF/DWS is no goal in itself but has to be assessed constantly. The important factors that justify a continued presence in Haiti are therefore.

²⁵ <http://www.lutheranworld.org/content/department-world-service>

²⁶ <http://www.lutheranworld.org/>

²⁷ Action for Churches Together, <http://www.actalliance.org/>, is a coalition of more than 140 churches and affiliated organizations working together in over 130 countries. It is working in three targeted areas: emergencies, development and advocacy.

Accountability. This core value of DWS signifies that we are accountable towards the communities we are working with, and the Haitian people. It also means practising the highest standards of reporting and accountability towards donors and other actors. It involves strengthening our partners in accountability. Accountability is a much sought-after commodity in the international development and humanitarian sector.

Capacity-building. LWF/DWS Haiti has a rich experience supporting the organizations it has been working with and enabling them to grow. Through examples like CODAB²⁸ in Thiotte and FNGA²⁹ in Jérémie, LWF/DWS Haiti has shown a clear, strategic objective to build up the competence of local partners and to contribute to their independence. The objective is to support the communities in their own development. This will be a focus even more for the years to come. In a more systematic way, the orientation of LWF/DWS Haiti will be to work with local partners that need support and capacity building, designing and implementing an exit plan, and ensuring they can grow into sustainability. The length of this exit period will depend on the capacity of the partner but also on conclusions from a dialogue between LWF and its partners. This plan has to be accompanied by the support of LWF, as a guarantor of quality and accountability. See the exit strategy described under section 5.

Resilience and emergency intervention. Haiti has repeatedly been struck by disasters. This environmental vulnerability means that there is a high probability of emergencies of any kind. In this situation, LWF/DWS Haiti has an important role to play as an actor to strengthen communities, authorities and local partners in disaster preparedness. This has for many years been an important element in its work and it will be a focus for years to come. By working close to people and recognizing their resilient capacity, LWF/DWS Haiti has the ability to empower people not only to face the disaster but also to prevent shocks hitting, or to reduce the disastrous effects on individuals, communities or the environment. LWF/DWS Haiti has had the capacity to respond quickly to disasters in the past, because of its presence in the country and its emergency strategy. Through the Regional HUB in Central America, this capacity has been reinforced, by resources and specialists in several areas. LWF/DWS Haiti is one of those organizations that are working both in humanitarian and in development work. This gives the organization an excellent opportunity to occupy a leading role in emergencies. This strength is emphasized by its role as a leading member of the ACT Forum.

International credibility. As the external evaluation of the 6-year Strategy 2009-2014 revealed³⁰, LWF/DWS Haiti has a good reputation

²⁸ Coordination des Organisations pour le Développement de l'Arrondissement de Belle-Anse

²⁹ Fondation Nouvelle Grand Anse

³⁰ Jock Baker and Ammcise Apply, January 2014

among International Organizations and International NGOs. During the 2010 earthquake as well as in other emergencies that have hit the country, the interventions of LWF always demonstrate a high quality and efficiency. This is also confirmed by the leading role that LWF has taken in the ACT Forum during emergencies. In an international environment, this is a confidence that we should capitalize on. Belonging to a much bigger platform through LWF/DWS Geneva, also gives us enormous capital in forms of competence and a network of specialists and other actors on the international field. In the Haitian context with many challenges, this means that we still have a place to fill and that our intervention is needed and appreciated in this country.

Other notable aspects of the context in which we work and which justify our ongoing presence, include:

Consolidate the results of the 2009-2014 Strategy. LWF/DWS Haiti is working to reinforce local partners and to make them strong enough to take their own responsibility and develop in an independent way. However, consideration must be taken with regard to the local partner's organizational capacity and no decision should be taken without a participative dialogue and the consent of all parties. A responsible way to work implies that we do not rush away from a project that was initiated by us. Even where the time is appropriate to leave, this must follow a well-planned exit strategy.

The environmental challenge. Even if local organizations are growing in their capacity to manage projects without any intermediate support, the challenge in the environmental area is so huge that assistance will be needed in the future to prevent recurrent disasters. There is a need for external expertise, external resources and interventions from organizations that are willing to support efforts to prevent escalating environmental destruction. This is in line with the LWF/DWS Global Strategy³¹ and it has also been one of the domains where LWF/DWS Haiti has intervened for many years. Through its support to Forest Protection, DRR activities, Livelihoods, and by promoting increased knowledge on the effects of environmental degradation, LWF/DWS Haiti has ensured that communities in sensitive areas are more and more capable to mobilize and to integrate environmentally-friendly ways of working and earning their living³².

Some of the local partners working in these areas do not yet have enough capacity by themselves to maintain a strategy against environmental degradation. They need constant support and assistance, in order to reinforce their capacity, so that they can take the lead. This need for

³¹ http://www.lutheranworld.org/sites/default/files/DWS-StrategicPlan-2013-low_0.pdf

³² See for example 2012 Annual Report, <http://lwf-haiti.org/reports>

support and assistance justifies the presence of LWF/DWS Haiti. On the other hand, we feel that the intervention of LWF/DWS Haiti has to be more inventive, in seeking ways to promote efforts among the population to rescue the remaining 2% of forest and support new type of incomes.

New challenges. Haiti is in a phase of restructuring after the 2010 Earthquake. Several disasters both before and after 2010 mean that the country is still struggling to cope with challenges of different kinds. Even if development goes in the right direction, the government has not yet the capacity to take full responsibility in every domain needed. There are still many areas where external support is a must. This is confirmed by the status of the OMD for Haiti, presented by UNDP³³. There is still a long way to go. LWF/DWS Haiti has a past history in the country, as a reliable organization with capacity to take up new challenges. Its experience and competence in many areas, makes its continued presence relevant. This means that LWF/DWS Haiti is ready to face the new challenges that are lying ahead in today's Haitian society³⁴.

SECTION 2: INTERVENTION STRATEGY

This strategy is based on the LWF/DWS Global Strategy. At the same time, it takes into account the realities in Haiti.

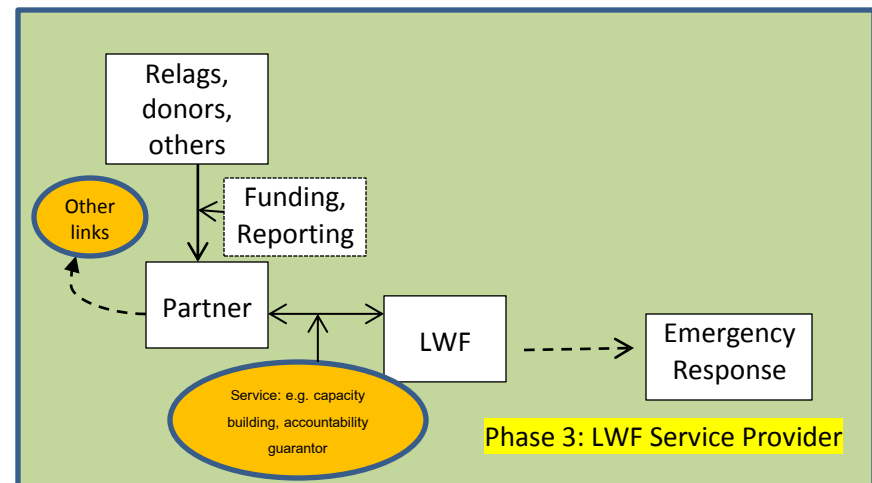
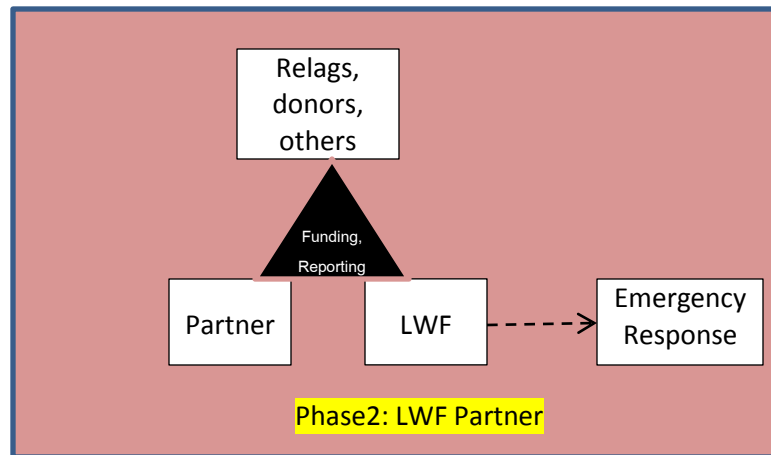
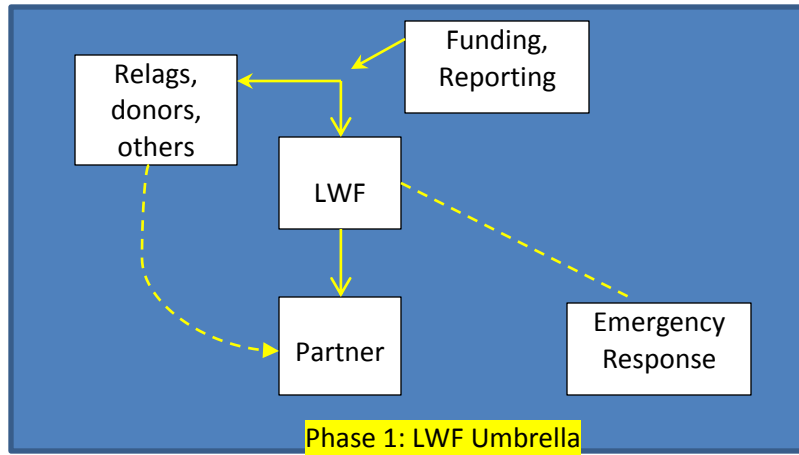
It will seek to put an emphasis in 4 specific areas. Within the given time-frame 2015 -2020, LWF Haiti aims to continue to stand in solidarity with the most vulnerable in Haitian society. This means empowerment of individuals and communities and searching for ways to support the resilience of the people.

When talking about “intervention strategy”, it must be understood that the role of LWF/DWS Haiti will change during time. The following diagram, illustrates how LWF can move from having an “umbrella” role with regards to the local partner, to a second phase where there is more of an equal partnership. In the third phase, the role of LWF is more of a “service provider” to the local partner, supporting its further development when it is seeking its own way (fig.1).

³³ <http://www.ht.undp.org/content/haiti/fr/home/mdgoverview.html>

³⁴ See also The Humanitarian Action Plan for 2014, which states that “critical needs and acute vulnerabilities remain across the country requiring life and livelihood-saving interventions”
<http://reliefweb.int/report/haiti/humanitarian-action-plan-haiti-2014>

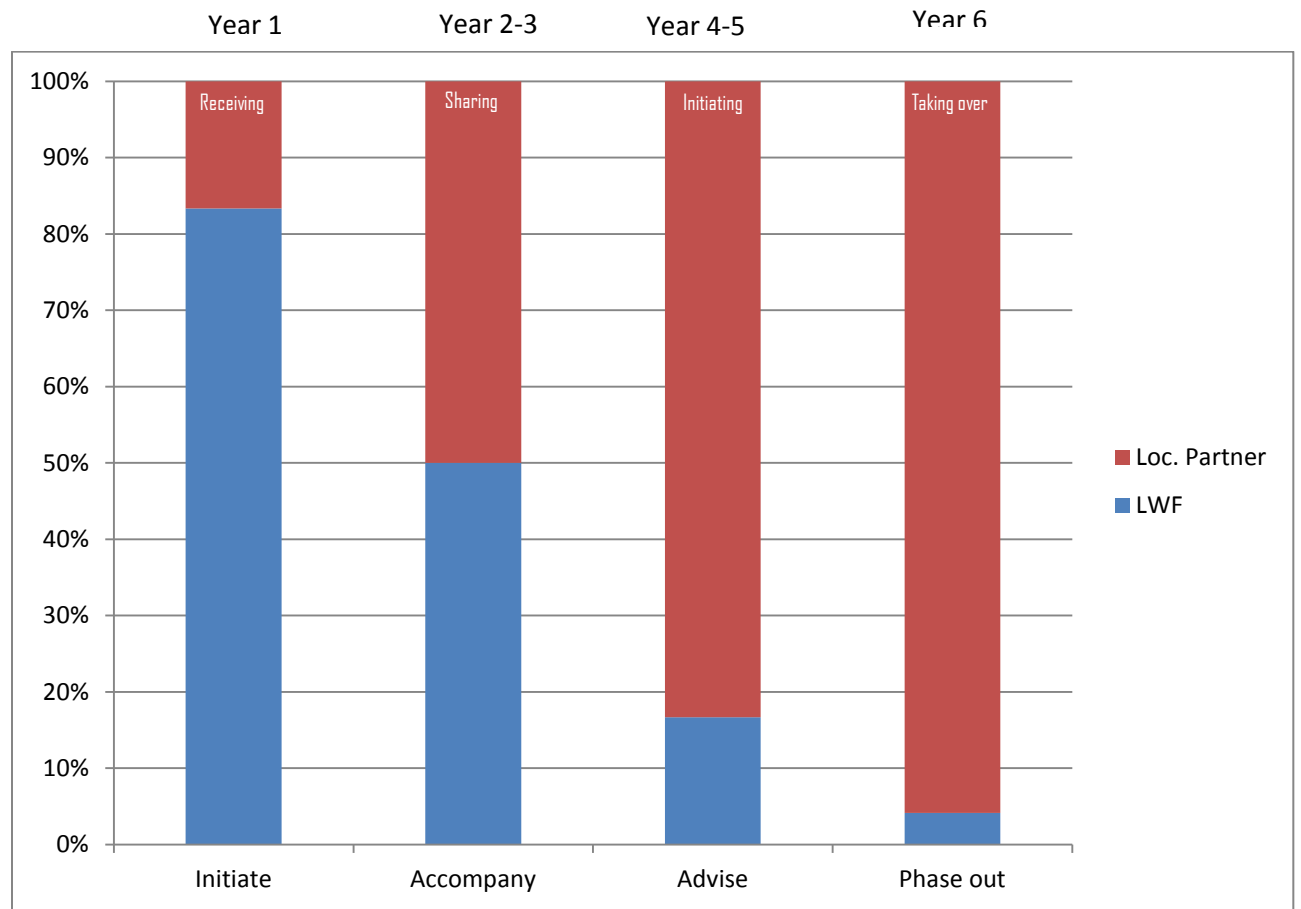
Figure 1: The Changing Role of LWF with regards to the local partners



The following graph describes how roles change - both that of LWF as well as the local partner - over time. The point is not to show the exact level of the assumed responsibility, but to demonstrate what the intention and plan is from the beginning, namely: that the responsibility of LWF is diminishing over time, while the responsibility of the Local partner is increasing:

Figure 2: Changing roles of LWF and local partners over time

How the respective roles of LWF versus Local Partners are distributed over time



Vision

Resilient communities, with sustainable livelihoods, respecting the environment. Dignity and protection for the most vulnerable, in a society with reliable and transparent institutions.

Mission

The Mission of LWF/DWS Haiti is to walk with communities, women and men, and to empower the most vulnerable in their search for a dignified life, to encourage the resilience of communities and to support them in their duty to take care of the fragile environment. The Mission of LWF/DWS Haiti is also to promote the understanding of human rights in all its dimensions and its application at every level in the society.

Core Values

LWF/DWS Haiti subscribes to the values outlined in the LWF/DWS Global Strategy:

- **Dignity and justice**
- **Compassion and commitment**
- **Respect for diversity**
- **Inclusion and participation**
- **Transparency and accountability**

These values need to characterize the work of LWF/DWS Haiti for years to come. Without dignity, the interventions will be pure charity; without compassion there will be no heart; without respect there will be exclusion; without participation people will not grow; without transparency there will be no example to follow.

We want to add a sixth value, that we mean is important in the Haitian context:

Humility and openness. The work of international organizations in today's Haiti has to see its principal task as being to accompany communities in their own growth. In this process we are fellow travellers. We also learn and receive. In this dynamic interchange, there will be mutual development.

2.1 Strategic Objectives

Based on the vision, within the scope of the mission LWF/DWS Haiti will strive to contribute to 4 major Strategic Objectives during the period of 2015 – 2020. These correspond to the 4 major objectives in the LWF/DWS Global Strategy. All of these contribute to the emphasis on Resilience, which is central to this strategy.

- 1. Emergency-preparedness and response**
- 2. Sustainable livelihoods**
- 3. Human Rights**
- 4. Organizational Effectiveness**

2.1.1 General Objective

To accompany vulnerable Haitian Communities towards a more sustainable and safe life, by supporting their resilience, by improving access to their rights and by providing them with the means to realize a positive development in their environment.

2.1.2 Specific Objectives

See the matrix on next page

1. People and communities are better prepared for all types of complex emergencies, and able to respond to them effectively and recover faster from them.	
Expected results	1.1 The resilience of communities is reinforced to prevent, manage and respond to natural disasters and economic or social shocks; 1.2 The laws and policies which guarantee a protection of the environment and the authorities' support to the population in case of disaster are applied;
Lines of intervention	1.1.1 Participatory identification of the communities' own resources and training how to mobilize them 1.1.2 Training of local communities, CBO members and authorities on DRR and climate change; 1.1.2.1 Ensuring full representation of women in all activities, and their possibility to benefit from outcomes 1.1.3 Development of an efficient Early Warning System practical and easily manageable. 1.1.4 Building up of efficient structures for disaster preparedness and interaction with the regional HUB for training and provision; 1.1.5 Strengthening and development of the humanitarian strategy and a well-established plan for how working together with the regional HUB to deliver an effective humanitarian response in case of a disaster; 1.2.1 Advocacy work to sensitize authorities on their role as duty-bearers with obligations to protect the environment and to assist the population as right-holders of a secure environment and in case of disasters; 1.2.2 Information oriented towards external actors on the environmental situation and the need of technical support.
2. Greater numbers of poor and marginalized people achieve adequate livelihoods without compromising the livelihoods of future generations.	
<ul style="list-style-type: none"> In the Haitian context we believe that this objective is strongly associated with the reduction of environmental vulnerabilities and a development of the ecological potentialities by a sustainable management of the natural resources. 	
Expected results	2.1 Targeted vulnerable communities in rural and urban areas where LWF is working have found sustainable sources of income and take action towards environment and resources preservation; 2.2 Authorities are applying their responsibility as duty-bearers by working for food and livelihood security particularly in areas where LWF is intervening
Lines of Intervention	2.1.1 Training in Microcredits and initial help to start IGAs to vulnerable and disadvantaged people, especially women; 2.1.1.1 Training in technical skills and enhancing the beneficiaries knowledge of their role as right-holders; 2.1.1.2 Ensuring full representation of women and their possibility to benefit from the outcome. 2.1.2 Sensitization of communities in environmental management including sustainability of natural resources; 2.1.2.1 Improvement of environmental-friendly agricultural practice in communities where LWF is working 2.1.2.2 Training in and development of entrepreneurship that motivates the protection of the environment 2.1.2.3 Introduction and encouragement of the use of eco-friendly alternatives to sources of energy in communities 2.1.2.4 Sensitization of duty-bearers on their responsibility to encourage and support the introduction of environmental-friendly livelihoods. 2.2.1 Sensitize duty-bearers on their role to support interventions for sustainable livelihoods in the communities

	<p>2.2.1.1 Support to Income Generating Activities to fight Food Insecurity in areas where LWF is working</p> <p>2.2.1.2 Ensure gender balance in the supporting activities.</p>
<p>3. People are able to fully exercise and access their human rights, participate in decisions affecting them and advocate for and build a strong civil society.</p> <p>- In the Haitian context: Empowerment of local partners and communities, including women, to work for a more just, equal and transparent society. Support to vulnerable people, as children, youth and disabled persons to advocate for their rights.</p>	
Expected results	<p>3.1 In compliance with a well-defined process which is agreed upon, local partners of LWF have grown into independence with their institutional, operational and technical capacity reinforced and are enabled to advocate for their rights;</p> <p>3.2 Human rights are promoted by local authorities and there is a positive impact in communities, especially through women's empowerment and children's education.</p>
Lines of Intervention	<p>3.1.1. Follow a well-defined exit plan to accompany the local partners in the process towards independent and self-supporting organizations ;</p> <p>3.1.1.1 Enable the graduating of partners into self-governance by a training and monitoring program</p> <p>3.1.1.2 Define a time-table for the pulling back of LWF from its umbrella role to an advising role</p> <p>3.1.2 Strengthen the partners in their understanding of themselves as right-bearers;</p> <p>3.2.1 Implement LWF/DWS Haiti's Gender Strategy at the institutional and operational levels in LWF's program in Haiti</p> <p>3.2.1.1 Assess continually progress made in attitudes and behavior regarding gender issues</p> <p>3.2.1.2 Accompany women towards awareness of their rights and train them in advocacy claiming the accountability of the authorities;</p> <p>3.2.2 Through HRBA, train communities on Human Rights; and on bodies and mechanisms for HR protection in society;</p> <p>3.2.3 Accompany the communities in their work to make authorities understand their responsibility as duty-bearers.</p> <p>3.2.3 Support human rights of disadvantaged women, children and disabled persons by assisting them to a dignified life</p>
<p>4. LWF/DWS Haiti improves constantly the quality of its work, increases the visibility and understanding of its Program and enhances partner relations and fund-raising.</p>	
Expected results	<p>4.1 LWF/DWS Haiti has managed to make its Program known and understood in governmental institutions, International Organizations and among local partners</p> <p>4.2 LWF/DWS Haiti has managed to mobilize funds for new projects in compliance with its strategy and the exit plan</p> <p>4.3 LWF/DWS Haiti is a learning organization with a reputation of high quality and accountability in its procedures</p> <p>4.4 LWF/DWS has achieved a model of collaboration with Related agencies and other actors which maximizes the respective added-values, and ensures a sustainable role for LWF Haiti as a key actor.</p>
Lines of Intervention	<p>4.1.1 An intentional work to diffuse and to update information on LWF/DWS Haiti in media and in personal and public meetings</p> <p>4.2.1 In a systematic way, LWF/DWS Haiti is following a resource mobilization plan, to raise funds to ongoing and to new projects</p> <p>4.3.1 Development of the staff by a functional continual learning and program staff is trained according to a quality improvement plan, with benchmarking, theoretical knowledge and practice</p>

	<p>4.3.2 Use of the Theory of Change as a means to constantly monitoring and evaluating the program's activities and its orientation.</p> <p>4.3.2.1 The HRBA is mainstreamed across the entire program and is taken into account in the planning and implementation of every activity.</p> <p>4.3.2.2 The gender strategy is mainstreamed across the entire program and is taken into account in the planning and implementation of every activity.</p> <p>4.3.3 Punctuality and quality in report writing in conformity with the requirements of LWF HO and the donors.</p> <p>4.4.1 Partnership roundtable meetings with related agencies on a regular basis, where agencies can define their respective roles and where consensus will be reached around each ones contribution to the reinforcement of local partners.</p>
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Map 1: Present and Future areas of intervention



2.2 Geographical areas of Focus

LWF/DWS Haiti has until now worked in three regions: Forêt-de-Pins in the commune of Fonds Verrettes – Ganthier, West Department (with RSFP³⁵ from 2012) and the region of Palmes also in the West (with RODEP³⁶ since 2011) and in the Department of Grand Anse with FNGA since 2005, with interventions in all the communes of the Department. In the commune of Gressier, West Department, LWF/DWS is since 2011 an implementing actor in a reconstruction project, called the “Model Village”³⁷.

While LWF/DWS Haiti is planning to be present in the West, through its local organizations in Forêt-de-Pins and Palmes, the form of partnership with FNGA in the Department of Grand Anse will gradually change. With the growing capacity of FNGA, we find it important to re-evaluate our future engagement vis-à-vis the intentions expressed in the new Strategy. The Theory of Change - with Human Rights at its center – is behind these three options for future engagements:

- Staying in the same geographical areas while searching for new partnerships;
- Moving from Grand Anse and concentrating on the two other geographical areas where LWF is presently working;
- Moving from Grand Anse and search for new partners in other geographical areas.

There are a number of factors that will guide us in determining the geographical areas of intervention:

- Our emphasis of enabling partners to grow into independence;
- Building our scale in line with strategic intentions (EUR 2.3m to 3.5m nationally) and budget by following funding opportunities;
- Going where the needs are greatest;
- Not over-reaching and sacrificing quality for breadth;
- Being open to exploring new opportunities so as to have a flexible, innovative and enterprising approach.

1. There are strong arguments in favor of the option to continue to work in the same areas where LWF is working at present. Macaya, through its local partner FNGA, is a very vulnerable region with a poor population. LWF knows well this geographical area and has built up a network. Different mappings confirm the weak presence of NGOs.^{38 39 40} However, the Grand Anse is a

³⁵ Réseau de Sauvetage de Forêt de Pins

³⁶ Le Réseau des Organisations pour le Développement des Palmes (The Network of Organizations for the Development of Palmes)

³⁷ Fondation Nouvelle Grand Anse (The New Foundation of Grand Anse)

³⁸ <https://haiti.humanitarianresponse.info/visuals/haiti-presence-humanitarian-partners-who-what-where-march-2014>

remote area, which until now has required a locally-based Project Coordinator. Also, the villages where LWF operates are not easy accessible from Jérémie.

2. The other option, namely to concentrate on the two areas in the West, Forêt-de-Pins and Palmes, can be defended in the same way as the first option. The most convincing argument is that RSFP and RODEP still need support, even if the exit strategy must become much more structured. However, reducing to just two areas would reduce our national footprint and profile, and not open up new opportunities for growth.

3. The third option means that LWF is moving its activities from Grand Anse to another part of the Country. There are three arguments which can support such a re-orientation:

a. The degree of vulnerability of the region: there are convincing arguments that the need of interventions is more compelling in this area than elsewhere in the country. The corridor that consists of High Artibonite and Lower Northwest is known for its aridity to the point that is called Far west. According to the drought map of Haiti⁴¹, this area is struck by an acute drought every year which increases food insecurity with hunger and malnutrition as immediate consequences.

b. The presence of other NGOs in the region. There are areas where very few organizations are present (see UNDP and CLIO map). Such “abandoned” regions should be in focus if LWF want to start up activities there.

c. The possibilities of funding from international donors: the region has been neglected also in terms of funding. It seems however that the time has come for international humanitarian and development actors to turn their eyes toward this region⁴².



MAPPING CLIO 2013
06 28.kmz

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⁴⁰ <http://reliefweb.int/map/haiti/les-organisations-non-gouvernementales-ong-actives-dans-la-gestion-des-risques-et-des>

⁴¹ See drought map: page 31 or go to the link of OCHA:

https://haiti.humanitarianresponse.info/sites/haiti.humanitarianresponse.info/files/Multi_Hazard_A1.pdf

⁴² Recent examples are American Red Cross: <http://reliefweb.int/job/651556/call-expression-interest-eoi-livelihoods>; DFID: <https://www.gov.uk/government/organisations/departement-for-international-development/about> and European Commission:

http://eeas.europa.eu/delegations/haiti/documents/cooperation_2013_valide_fr.pdf (see grants promised for Rural Development and Food Security and also Human Rights).



Map 2: Drought Map

The proposal of a second new geographical area of intervention, in one of the suburbs of Port-au-Prince, also harmonizes with the two points mentioned above. Even if a number of organizations are operating in the capital, we think that there are still many vulnerable and marginalized groups, that have not yet been reached by these interventions and whose basic human rights are being neglected.

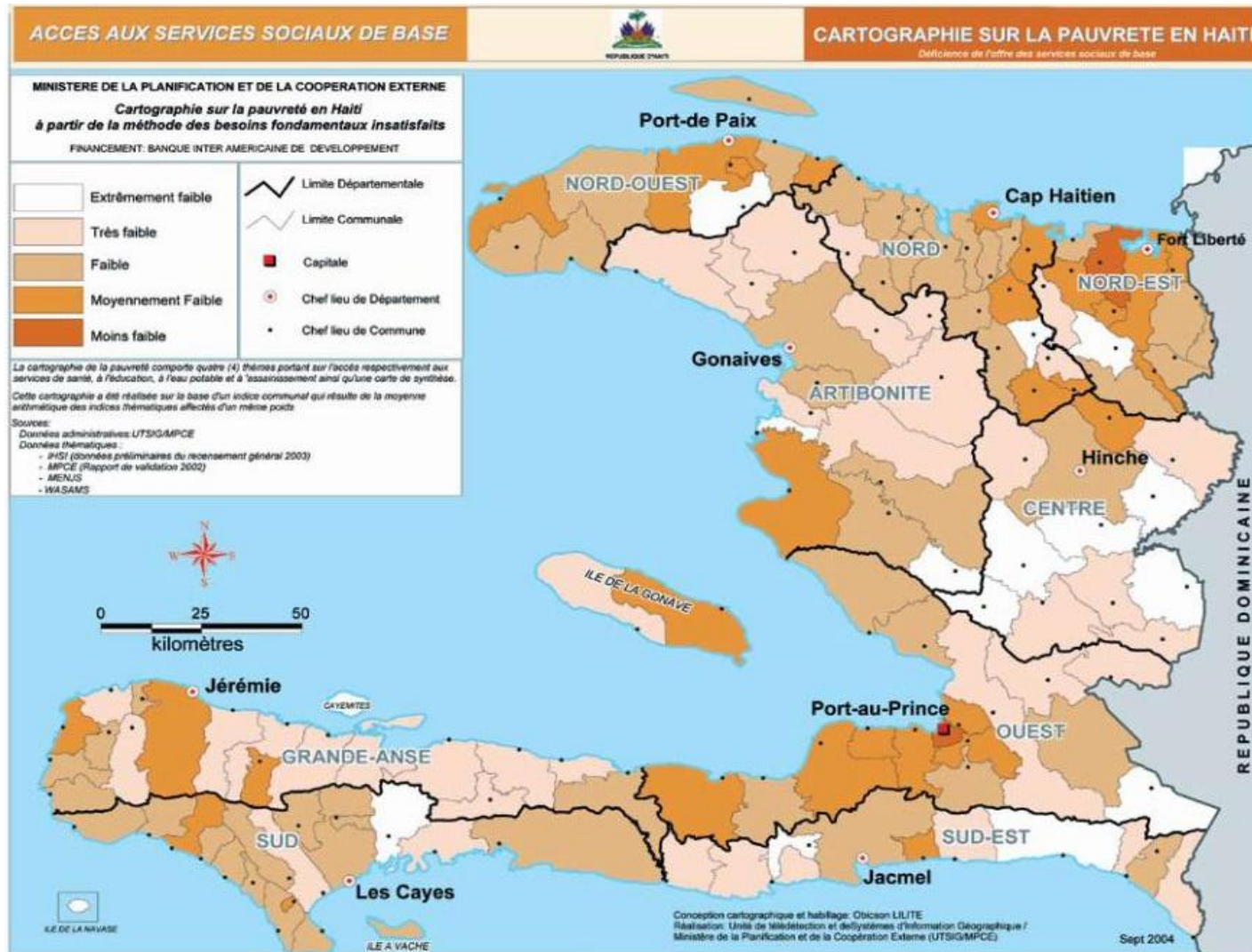
Both the second and the third option correspond to our expressed intention to reinforce weak but viable local organizations. The first option is only defensible if we are searching for a new local partner in Grand Anse.

In response to these options, we plan to take a measured approach, as follows:

- We wish to shift our geographical focus somewhat, whilst remaining flexible; we indicate here the 'direction in which we intend to travel' but will continue to consult with partners, related agencies and others, and will do further research so as to justify this course. We will remain open to correcting it should that seem appropriate. We expect change to be gradual, rather than a sudden exit or entry.

- Given the maturity of FNGA, we believe we should allow this local partner to grow into independence;
- In order to give FNGA the space to operate in Grand Anse we should reduce our presence in that area over three years, and adjust our role vis à vis FNGA to one of accompaniment;
- We will nevertheless remain flexible and not drop projects which are not at a mature point;
- We will reduce our organizational infrastructure and commitment of financial overheads in Grand Anse;
- We will seek opportunities to enter into the North West through pilot project(s), and then assess our impressions before taking a decision;
- We will work with a partner with experience in the region (CWS) rather than go it alone;
- We will be led by the securing of project funding from external sources, as a test of viability;
- We will focus initially on offering what we do best and will not allow our activities to spread too widely - i.e. we will focus on a specific product/activity (MUSOs) rather than undertake the full range of activities which we have been used to doing elsewhere: better to do one thing well, than to overcommit in terms of breadth of activity in a new and difficult context;
- We will not establish a costly organizational base in a challenging operational area, but will work initially from a hospitable base (e.g. Gonaives); we will not overcommit core-funding from Related Agencies to a costly organizational presence with little initial impact;
- We will take a similar exploratory approach to opportunities in the urban context.

We believe that the course outlined above represents a measured and responsible approach to the challenges we are facing, and to the key features of our added-value and strategic approach.



Map 3:
Poverty
Map

2.3 Target Populations

Target groups that will be in focus for the LWF/DWS Haiti during the next strategy are:

- Vulnerable groups of people, for example poor rural populations, disabled people, women without education, youth and children with no access to education. The poverty profile indicates that rural areas account for a higher level of extreme poverty. The situation of street children and orphans is precarious and their cycle of poverty extends often from one generation to the next. The incidence of extreme poverty is much higher in households where a female is the main wage earner.⁴³ This indicates that LWF/DWS Haiti is reaching the most vulnerable and the poorest in the society.
- We will also focus on the communities where we are working through our local partners, where the strategic emphasis on **resilience** (as expressed through our strategic objectives) is applicable.
- We have until now worked among a population with about 42000 individuals. In this strategy, the number will roughly remain the same.
- Local authorities will be important stakeholders where our local partners are implementing projects supported by LWF. Advocacy for human rights, capacity-building and interchange will be crucial aspects of our collaboration.
- Local organizations that need support to grow into independent partners. We are searching for partners with a clear vision of what they want to do and in what domains they want to work. They need to be willing to be governed by a Rights-Based Approach in what they are doing. In their activities, these implementing partners should be oriented towards one of the areas described above (Section 2.1, p 16). However, they are not strong enough to take the lead to begin with, but are in need of support and capacity building.

2.4 Strategic alliances

Important stakeholders, alliances and actors are mentioned on the map (above) and in the appendix. The relationship with the Related Agencies (see below) will still in the future play an important role for LWF/DWS Haiti. The ACT Forum is a meeting point for the members of the ACT family and represents many resources that are powerful when put together. LWF wants to be engaged in this Forum and contribute with our resources in case of emergencies.

While retaining its role in the ACT-Haiti Forum, in CLIO⁴⁴ and in CCO⁴⁵, in this new strategy 2015-2020, increased synergy and collaboration with other

⁴³ IMF Country Report No 08/115, p. 21-22

⁴⁴ Cadre de Liaison Inter-ONG

IGOs and INGOs will be a priority. Representation in sectorial meetings and regular interchange with for example UNDP, OCHA and ECHO will be part of our strategy.

LWF/DWS also intends to strengthen relationships with other INGOs or NGOs operating in the same areas it intervenes. This collaboration can be developed both by formal MoUs and informal coalitions. In practice, it could mean we share each other's competencies and experiences. It can also signify that we are making proposals together and working together for the implementation of projects.

Working alongside and in alliances with these other international actors, LWF/DWS Haiti will seek to maximize its added-value, profile and leverage as a highly credible international NGO.

2.4.1 Partnerships related to program substance

LWF/DWS Haiti intends to strengthen relationships with partners operating in the same areas in which it intervenes. We will seek increased synergy and collaboration with other international NGOs and a strategic reinforcement of our local partners (see above) in the Palmes area RODEP (department of the West), RSFP in Forêt des Pins (department of the West) and FNGA in Grand Anse (with a gradual phasing out). A dynamic will be developed by strong criteria to establish collaboration with at least one partner before the implementation of the strategy in the new area of intervention, the hallway upper Artibonite-lower North West called "Farwest", and in an urban area from the list of potential organizations⁴⁶.

- LWF wants to continue to accompany the relatively weak local organizations RSFP and RODEP. However, there will be a focus on sustainable livelihoods, with a close connection to environmental questions.
- In Macaya, the local partner FNGA has a strong capacity to stand as an independent local organization. It has successfully secured project funding and is currently cooperating with partners in Cuba and Latin and Central America. NORAD has also granted direct subsidies to FNGA, as an implementing organization.
- As LWF/DWS Haiti has worked successfully with FNGA since 2005 and has contributed to its growth as an independent partner, LWF does not see the need to continue to manage projects through FNGA. An exit plan will begin to be implemented in the first quarter of 2014 and full withdrawal will probably be achieved in 2-3 years.
- LWF/DWS Haiti is currently evaluating new partners to collaborate with. There will probably be one local partner in the Department of

⁴⁵ Comité de Coordination des ONG

⁴⁶ See appendix. Legal recognition; having an administration with a minimum of staff; having an office; experiences of project management in the domains of intervention; having been audited etc, are all important criteria.

Artibonite/Northwest, focusing on Sustainable Livelihood, DRR and Environment. Another probable local partner will be searched for in the capital, focusing on marginalized, vulnerable groups and human rights.

- There is an exit plan for withdrawal as an implementing partner in the Model Village in the Commune of Gressier, by 31st of December 2014. LWF/DWS Haiti will still be supporting after that date with separate activities but the full responsibility will then be handed over to the Syndic of the Model Village.

2.4.2 How we will work together with other actors: Innovation

The profile or “niche” of LWF/DWS in Haiti⁴⁷ will determine the scope and the nature of our collaboration with other actors. We will only enter in cooperation where we can contribute with an added-value and where we more or less agree on the intention behind the process that has been sketched in the diagram above (see fig 1, p. 12).

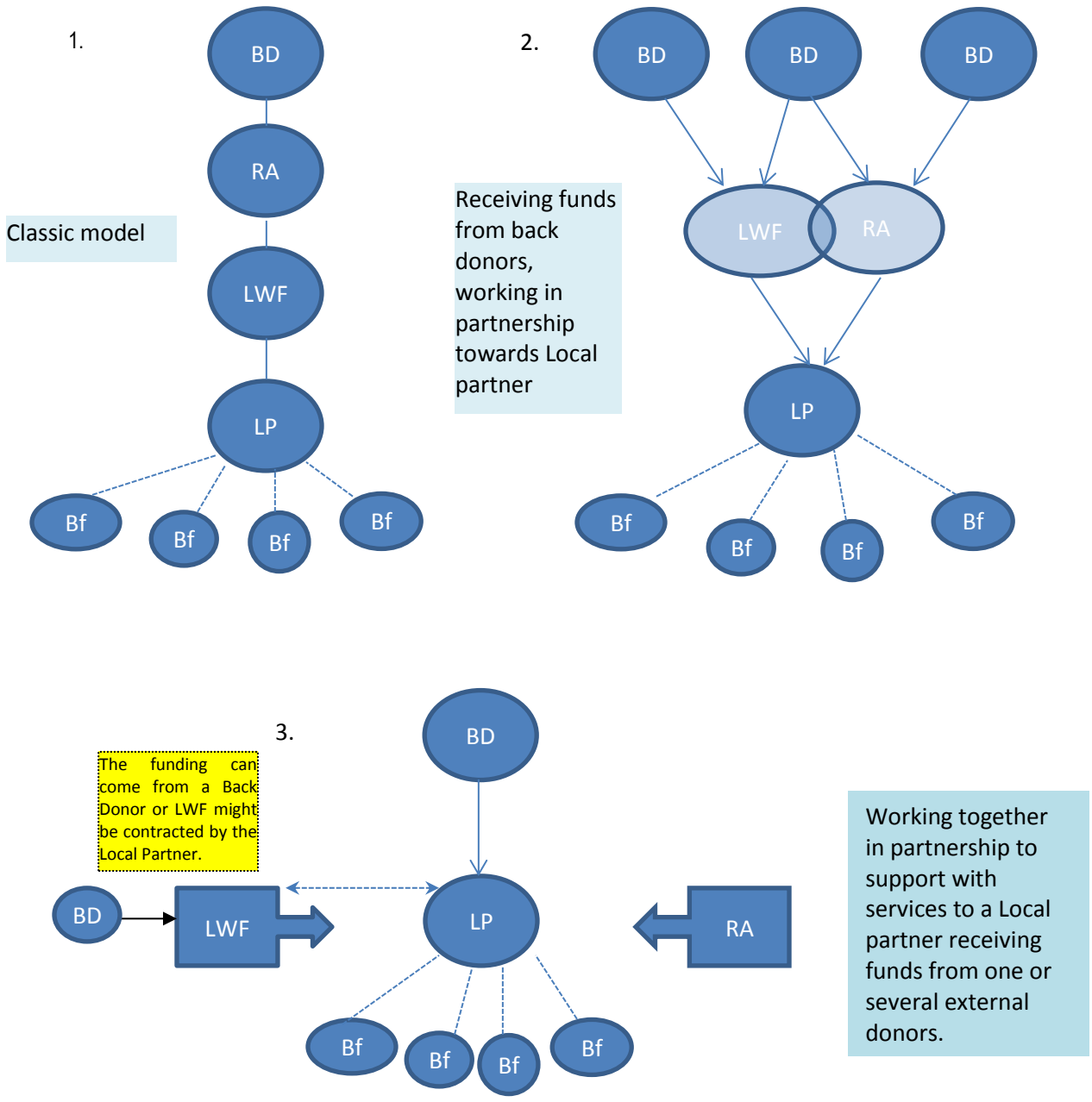
In the new strategy, we are searching for more diversified ways to work with related agencies. From the start, there should be a dialogue on *how to act together*, considering the situation of the beneficiaries and the capacity of the local partner.

Central to this is an openness to **innovation**. We will seek for new collaborations in creative ways, building on and diversifying from the ‘classic’ model of collaboration with Related agencies and other actors. The different models can be described in the following way:

⁴⁷ See page 4

Figure 3: Models of Collaboration

D = Back Donor
RA= Related Agency
LP= Local partner
B= Beneficiary



2.5 Time Frame

This new country strategy will be implemented during the next six (6) year period, stretching from 2015 to 2020. It will consist of two planning periods (3+3 years, with a mid-term evaluation).

In a context where we will be open to understanding the role of LWF/DWS Haiti in new ways, this means that the program will be responsive to new opportunities, to adjusting its orientation, to diversification. Such diversification may also influence the funding of the LWF/DWS Haiti program. SoN⁴⁸ projects have until now been at the core of our program and defined its shape. We hope to continue a close relationship with Related Agencies and are confident that SoN will constitute an essential part of the program even the coming 6 year. We are however making efforts to attain more diversified funding. This means that we are aiming to develop collaboration with new partners in relevant areas and to raise funds from new donors. New ways of funding can also influence the time-frame. Donors have different requirements which mean different time frames for reporting, evaluation etc.

2.6 Sustainability

The four features of the added-value of LWF/DWS Haiti (1.3.2): Accountability, Capacity-building and intentional growing of partners into sustainability, Emergency-readiness and International profile and credibility will be the four pillars of our strategic role, and decisive for the sustainability of the work of LWF in Haiti. Focusing on these will make clear what it is that we offer, and why that is worth continuing to fund.

Another factor crucial to the sustainability of LWF/DWS Haiti will be its ability to perform in its organizational effectiveness and efficiency. The organization has been considerably reduced after the emergencies associated with the January 2010 Earthquake. National staff has taken over more and more of the responsibility. Because of the risks of unpredictable disasters, but also in case of external funding for new projects, the organization has to keep its flexibility and elastic capacity depending on external challenges. However, it is important to combine an effective organization with stability and the capacity to carry on institutional memory regardless of the situation. One of the characteristics of LWF/DWS Haiti's success will be its capacity to retain staff who are well qualified and motivated for the task. This will be attained by developing the characteristics of a learning organization and by promoting the theory of change in its development.

No organization can survive without financial stability and this will also be a major challenge for LWF/DWS Haiti during the coming strategy. Funding depends on confidence in our added-value, and the relevance of our activities. Both these factors will prove the added value of LWF/DWS Haiti with regards to related agencies and make possible a renewed engagement

⁴⁸SON: Statement of Needs, a program where the funds are more or less guaranteed from the related agencies during a period of three years.

for the next 6-year period. A resource mobilization strategy will be developed, where new donors will be identified and the capacity to respond to proposals will be enhanced. In implementing this strategy, new partnerships will be developed, both in the request for funds and in the implementation phase.

SECTION 3: RESOURCES

3.1 Requirements

3.1.1 Personnel

The size and the composition of LWF/DWS Haiti's staff requires constant flexibility to adjust to shifting opportunities, needs and resources.

The expatriate staff has already been reduced to one (1) person (the CR) and we think it should be possible to maintain this level if there is no major disaster. In order to ensure the highest standards of accountability and international credibility, it may also be necessary to employ a second expatriate. The basic need in the organization, in order to have the capacity to manage a program should be:

- Country Representative
- Program Coordinator
- Fin Manager and adequate staffing in the Finance department
- Quality and Accountability Coordinator
- Project Coordinators, according to the size of the programs
- DRR and Emergency Response Officer
- Communications Officer
- Logistics / Procurement
- Administration / HR
- Drivers
- Housekeepers and guardians.

The program currently has a staff of 30 persons. This level is appropriate to current activities, having been significantly trimmed over recent years. The numbers will continue to be re-evaluated according to the emerging needs and resources of the new Strategy. The organization has to be lean, effective and efficient. It is however important not to strain the staff over its capacity, and to avoid excessive stress, and staff turnover.

Achieving an equal gender balance in the composition of staff will be a focus of future recruitments.

3.1.2 Infrastructure

The LWF/DWS Haiti program has one main office in the capital and a minor office in Léogane. Both offices are on hired compounds, with several years remaining on the contracts.

The Offices are fully equipped and we are also at present renting some space and services to two other organizations (LWR and Root Capital in the Office of Pétionville with renewal of contract on an annual basis) and to FCA in the Léogane base (contract until June 2014).

As for the office in Léogane, it has a strategic position as long as we have activities both in Palmes and Jérémie. It has served as the Sub HUB for the LWF/DWS Regional HUB in case of emergencies. Funding for that as part of the HUB system will no longer be available, but the Léogane base is an important resource. We will seek to maintain it as an important part of our emergency-readiness on behalf of ACT partners and other NGOs, and will seek collaboration and funding-sources together with them.

We will be open to exploring new and effective sharing of infrastructure - especially with Related agencies – in ways that maximize efficiency, synergy and collaboration.

3.1.3 Equipment

LWF/DWS Haiti has also a number of cars that are used for transport to and from the field. Some of the cars in the fleet will need to be replaced in due course.

The Office in Pétionville is well equipped and should not need more than continual replacement for worn material. However, the premises are old and will in due course be in need of renovation.

We will not need to make any major improvements in the equipment in the office of Léogane before the contract expires.

3.1.4 Financial Framework⁴⁹

The future funding of the LWF/DWS Haiti is not secured. The figures in the table below are partly based on the present budget (SoN, Women's Bank), partly on hypothetical and hoped-for funding (new projects). The rationale for these projects is presented in this strategy.

It is true that we cannot begin any new projects without funding. On the other hand, stretching out in the direction where we want to go, by defining new projects means also that we are motivated to work for the realization of these projects. A resource mobilization strategy (see below) will increase the probabilities for a more diversified funding.

The MV budget for 2015 must be agreed on by donors. In the background is that during year 2014 several important activities had to be moved to 2015.

⁴⁹ The figures in the table show funding expected by the LWF Caribbean Haiti.

Proj.nr	Proj.title	New/ongoing	Amounts in Euro					
			Year					
			2015	2016	2017	2018	2019	2020
18-4215	SoN	Ongoing	1 450 000	1 450 000	1 450 000	1 450 000	1 450 000	1 450 000
18-4642	Women's Bank	Ongoing	100 000	100 000	100 000			
18-46xx	Model Village 4	Ongoing/New	400 000	-	-	-	-	-
18-46xx	Microcredit urban project to vulnerable women	New	50 000	100 000	100 000	200 000	100 000	100 000
18-46xx	Building the resilience for communities to recover: IGAs in vulnerable area	New	50 000	100 000	100 000	200 000	100 000	100 000
18-46xx	Building the resilience for communities to recover: Children's right to a future: urban	New	100 000	100 000	100 000	100 000	100 000	100 000
18-46xx	Green Forest: Echo friendly area	New	0	50 000	250 000	250 000	250 000	250 000
18-46xx	Renewable Energy: introducing energy-efficient stoves in house-holds. Solar panel for lighting: village	New	-	50 000	-	-	-	-
18-46xx	Training children in Climate change	New	100 000	100 000	100 000			
	Other projects (to be developed during the Strategy) ⁵⁰	Punctual projects	50 000	50 000	50 000	50 000	450 000	450 000
		Multi-annual projects		200 000	1 000 000	1 000 000	1 000 000	1 000 000
TOTAL			2,300,000	2,300,000	3,450,000	3,450,000	3,450,000	3,450,000

⁵⁰ With the support of LWF Caribbean Haiti's Related Agencies and other donors (international and National)

3.2 Resourcing Plan

Resource mobilization does not merely mean collecting money. Thus, apart from seeking funding, we will also:

- Raise support from volunteers
- Receive material donations for LFW/DWS Haiti from the government
- Get in-kind contributions from individuals
- Develop joint programs with other NGOs to benefit from expertise and funding network and/or forums
- Establish strategic liaisons with universities for win-win partnerships
- Sell expertise that exists in LWF to other NGOs present in the country.

The intention with the mobilizing of financial resources is that funding will be more diversified than before.

- Our wish is that Related Agencies will still have the capacity and desire to engage in a stable, long term engagement through the SoN projects. Until now, these Agencies have been represented by: Finnish Church Aid, Church of Sweden ELCA and Norwegian Church Aid. In a changing context, where also LWF/DWS Haiti is searching to take on new challenges, the SoN will not be the only factor which defines the program.
- LWF/DWS Haiti has to search for cooperation with other international organizations, from inside the ACT family or other international NGO, representing one or several of the prioritized sectors in the LWF Strategy. This could mean taking advantage of each other's experience and capacity but also open the way for new possibilities of searching funding from a common donor. Key to this will be creativity and openness to innovation and new ways of working together.
- Resource mobilization from other donors like EU, USAID, and the Haitian government will be a key priority of the new strategy. This must however be done in parallel with the application of a communication strategy, through which LWF will make itself visible in the community of International Organizations. LWF has professional competencies that could be attractive as a task force in establishing a "bank of proposal" to submit to other donors.
- The LWF Web Site has to be an interface where people easily can be updated on new opportunities of funding and exciting projects in the pipeline. Success stories from the learning system will be a means to attract funding for diverse projects. Regularly updated factsheets on the website and the Facebook page can keep potential donors informed on the what, where and how of actual needs. A system to give directly at the Web Site should be developed, in agreement with the HO in Geneva.

- New innovative ways of giving. LWF/DWS Haiti has to be more inventive and work actively through its communication officer, to broaden donations through, for example, popular campaigns. There is a great potential for such initiatives.

SECTION 4: MANAGEMENT ISSUES

4.1 Risks and Assumptions

	<u>Risks</u>	<u>Assumptions</u>	<u>Mitigation</u>
Internal risks: are related to the implementation of activities: LWF has the capacity to influence their realization.	Staff turnover. The competition for competent and well trained staff is a challenge. The system of short term contracts influences the possibilities to retain staff.	LWF/DWS Haiti can find new ways to retain its staff.	LWF/DWS Haiti will develop a system to attract and develop talented people and to include emerging leaders. The evaluation of "employee satisfaction" will guide managers.
	Accountability: There is a risk that the accountability aspect is neglected or underestimated in the implementation of our program, because of lack of cultural understanding in the application of it in the Haitian context.	We can find ways to contextualize the accountability aspect in the communities where we are intervening.	According to the last strategy evaluation, LWF-Haiti has to transform the complaint system into "complaints AND feedback" system and channel relevant feedback and suggestions into monitoring and evaluation systems.
	Closing-down of the Sub-HUB Haiti. This risk is coming up because of lack of means to keep it operational. This will influence our capacity to prepare for and respond to disasters in Haiti.	Financial means will be found to keep the emergency-preparedness of the Haiti program	Develop a dynamic plan to seek partners to share facilities and costs.

	Lack of capacity with Local partners: Risks that the local partners will not be ready to take over when LWF is leaving.	The “capacity gap” will be bridged before the end of the exit strategy.	Reinforcement of the capacity building plan, with the goal to improve the capacity of the local partners to implement activities
	Resource mobilization: Lack of funding will affect the capacity to implement this strategy efficiently	New ways of funding will open during the next 6-year strategy.	Active work on a resource mobilization plan, and on new proposals, in order to gain the attention of new funders and to raise new funds for coming projects.
	Negative effects and conflicts: Could arise from the activities, including gender based violence when working with empowerment of women.	We will be able to avoid major negative effects.	Do No Harm Analysis before the projects start and as an ongoing instrument.
	Corruption: The risk that management of project funds and equipment will be misappropriated by staff.	The audits will confirm that there are no cases of corruption in the organization	Transparency in procedures; rigorous internal control.

External Risks: Risks coming from outside. LWF does not have the capacity to influence the realization.	Political instability: The political situation with delayed elections may cause a climate of insecurity characterized by violence (as has been experienced in the past).	The political process will go forward in a democratic way and find constructive solutions to disagreements.	LWF/DWS Haiti will accompany the communities, contributing with an open but respectful climate in discussions, ensuring safety. Supporting participation in elections.
	The vulnerability of country: With less than 2% of remaining forests and massive pollution, there are enormous environmental risks; seismic activity and climatic change with risks for natural disasters;	We assume that the country: its population, government, authorities and international organizations, will find a way to reduce its	LWF/DWS will intensify its work to sensitize communities on environmental issues, supporting sustainable

	there is also a poor and vulnerable population threatened by pandemics and other shocks in the society.	vulnerability.	environmental projects. Support their capacity of resilience and promote DRR activities, linking with DPC ⁵¹ .
	Discriminatory law of Dominican Republic: the economic situation could be affected by the TC-168-13 law of the Dominican Republic (DR), which could make 2500 Dominicans with Haitian origin statesless.	Ongoing negotiations between the Dominican Republic and Haiti and international pressure will give positive results.	Mitigation procedures have been prepared by ACT members working in the DR: CAID and NCA.
	Economic situation: The inflation and the rate of exchange will affect the finances of this strategy	There will be enough flexibility to adapt to any financial situation.	We will diversify our funding base as per the resource mobilization strategy.

4.2 PME System

The LWF/DWS Haiti Program follows the global PMER system (under review):

- Project Documents (PDs) will be presented for a three-year term.
- Annual operating plans will adjust the goals described in the PDs to the changing needs of the countries and areas of work, as well as the opportunities for funding. (Work Plans and Working Budgets).
- Baselines: The LWF Haiti will resort to baselines at different stages of projects' implementation to have a good overview of the situation and a relevant compilation of data. These baselines will fully integrate the Theory of Change, particularly focusing on the outcomes and impacts of the interventions. Furthermore, the baselines will help to monitor the different values added of the LWF Haiti namely, Accountability, Capacity-building and intentional growing of partners into sustainability, Emergency-readiness, International profile and credibility. Baselines should as far as possible, be quite holistic and pave the way for economic, programmatic, outcome/impact and process evaluation.

The reports presented include:

⁵¹ DPC: Direction of Civil Protection

- Monthly financial reports
- Quarterly narrative and financial reports (QMR)
- Annual audits and monitoring reports (AMR)
- Every three years, an evaluation and three-year progress report

Annual plans will be drafted to include goals and indicators that are appropriate for indirect and partner-based implementation.

The program has an internal monitoring and auditing system:

Monitoring has four main functions. The monitoring system provides:

- Oversight and self-supervision for each program head, in terms of the level of progress toward objectives, outcomes, and activities;
- An instrument for internal management and operative decision-making;
- Learning from concrete experiences from among program officers, implementing organizations, and the participating population;
- A communications and decision-making tool for engagement with the LWF headquarters in Geneva and cooperating agencies.

In the end of each year, program evaluations are conducted with participation from the strategic partners, representatives from grassroots organizations and other actors. A mid-term evaluation will be conducted after three years, and a strategy evaluation will be conducted at the close of the strategic period.

During this implementation term, a management review, covering the effectiveness of organizational structure and processes, will also be performed.

4.3 Management Structure

The LWF/DWS Haiti program has its head Office in Pétionville. A smaller Office is located in Léogane (the Léogane Base), from where the Project Coordinator for the Model Village is administrating the diverse activities in this Project. The Base also hosts the Sub-HUB, under the regional HUB in El Salvador, with store houses and logistical capacity. The meaning is that the Sub HUB will enable a quick response to disasters. The future is however uncertain, due to the lack of funding. There is also one Office in the Model Village, from where the Syndic and the Community Mobilizers are administrating their activities.

The organization contains the following levels:

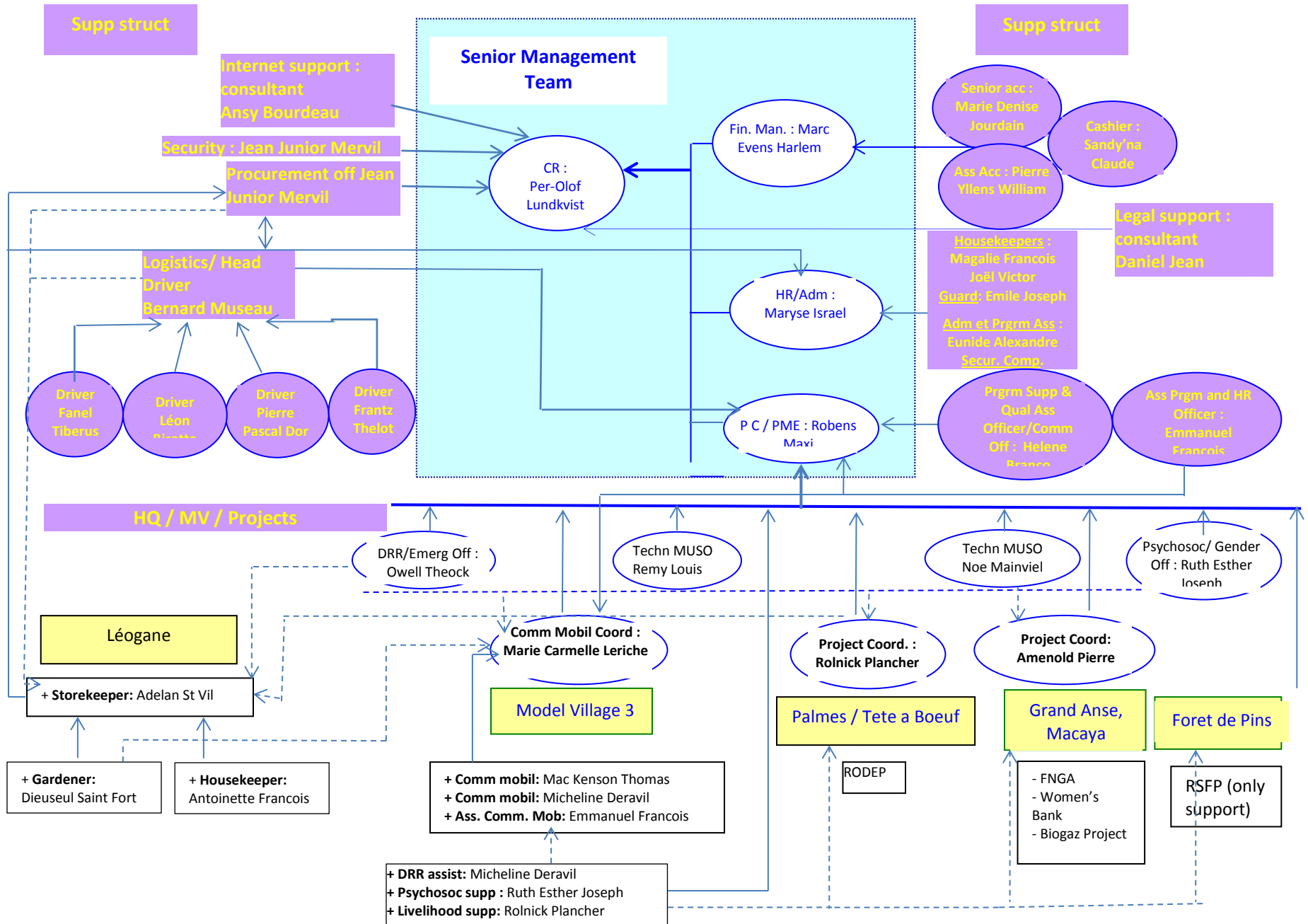
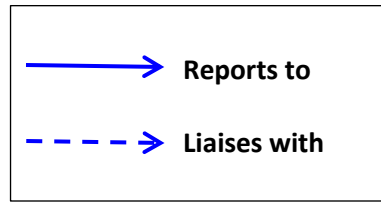
- Management
- Finance
- Program
- Administration and HR
- Logistics and Procurement

- Support structures

The program is headed by a Country Representative. Most of the important decisions are however taken in a participative way in the Senior Management Team.

For a more detailed description, see Organization Chart in Annex.

APPENDIX 1 Organization chart



APPENDIX 2 Stakeholders LWF Haiti

<p>Local Partners</p>	<p>Ongoing partners: (from 2009-2014 CS) Fondation Nouvelle Grand’Anse (FNGA) : Livelihood, Agriculture, MUSO, DRR Réseau des Organisations pour le Développement des Palmes (RODEP) : Livelihood, MUSO, DRR Réseau pour la Sauvegarde de la Forêt des Pins (RSFP) : Livelihood, MUSO, DRR, Environment New partners : (from 2015-2020 CS) Will be soon identified</p>
<p>Peer Organizations</p>	<p>ACT Alliance: Mission Sociale des Eglises Haïtiennes (MISSEH) Service chrétien d’Haïti (SCH) Christian Aid (CA) Church World Service (CWS) Finn Church Aid (FCA) Lutheran World Relief (LWR) Norwegian Church Aid (NCA) Presbyterian Disaster Assistance (PDA) United Methodist Committee on Relief (UMCOR) Diakonie Katastrophenhilfe (DKH) World Renew (CRWRC) Etc. Other INGOs in Haiti</p>
<p>Local Authorities</p>	<p>Assemblées des Sections Communales (ASEC) Conseil d’Administration des Sections Communales (CASEC) Town Halls Territorial Collectivities Ministries National and Regional Delegations: Délégation de la Protection Civile (DPC) Parliament (Chamber of deputies & Senate) Government Police</p>
<p>NGO Coordination Platforms</p>	<p>Cadre de Liaison Inter-ONG (CLIO) Comité de Coordination des ONG (CCO) Humanitarian Country Team (HCT) Humanitarian Clusters, Workgroups (“Tables Sectorielles”) of the Government of Haiti in Education, Agriculture and Environment, and Health.</p>
<p>Donors & International Agencies (actual & potential)</p>	<p>Finn Church Aid (FCA) Norwegian Church Aid (NCA) Lutheran World Relief (LWR) Canadian Lutheran World Relief (CLWR) Evangelical Lutheran Church of America (ELCA) Church of Sweden (CoS) United Nations, Office of Coordination of Humanitarian Affairs (OCHA) European Union, European Commission Humanitarian Office (ECHO), EuropeAid Regional Agencies: Inter-American Development Bank (IDB)</p>

	<p>Development Agencies: Department For International development (DFID), Agence Française de Développement (AFD), Canadian International Development agency (CIDA), United States Agency for International Development (USAID), etc.</p> <p>Embassies</p> <p>Foundations</p>
<p>Occasional partners</p>	<p>Technical collaboration</p> <p>Réseau National pour la Défense des Droits de l’Homme (RNDDH)</p> <p>Conseil National de Financement populaire – Konsèy Nasyonal Finansman Popilè (KNFP)</p> <p>Community Based Organizations (CBOs)</p> <p>Areas of interventions related technical partners</p> <p>Microfinance Institutions for Livelihoods activities</p> <p>Suppliers</p>

Niche of the main LWF Haiti related organizations:

Act Alliance members:

Name	Niche	Potential Technical Cooperation	Potential Funding	Advocacy	International Profile
FCA	Education	X	X	Climate Change / DRR Human Rights CBO networking	Sub-Saharan Africa South Asia LAC Middle-East
NCA	WASH	X	X	Human Rights Environment responsible management Empowerment of the poor	Worldwide
UMCOR	Livelihoods	X		Refugees IDPs Healthcare access	Afghanistan Armenia DRC Georgia Haiti South Sudan Sri Lanka Sudan Zimbabwe
CA	Migration & Resilience	X		Climate Change Tax Justice Poverty alleviation	LAC South America Middle East Africa Asia
LWR	Livelihoods	X	X	Climate Change Food security Basic needs Fight against malaria Human Rights	LAC Middle East Africa Asia
CWS	Livelihoods	X		Poverty alleviation	Worldwide

	Vulnerable Children			Food security Social Justice	
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NGOs Coordination Platforms & Donors:

Name	Niche	Potential Technical cooperation	Potential Funding	Advocacy	International Profile
CCO	IDPs Cholera Food Insecurity	X		Draft law on NGOs* IDPs Housing & camps resettlement Cholera* Food Security* DR Constitutional Court Judgment on denaturalization of Dominicans with Haitian origins*	Platform for INGOs in Haiti (focus on emergency)
HCT/OCHA	IDPs Cholera Food Insecurity Camps resettlement	X	X	Support to NGOs and UN Agencies advocacy OCHA Clusters: - Protection (sub-cluster on GBV) - Nutrition - Logistics - CCCM/shelter - Health (emergencies & epidemics) - Agriculture - WASH	Worldwide
CLIO	Agriculture & Environment Health Education	X		Draft law on NGOs* Cholera* Food Security* DR Constitutional Court Judgment on denaturalization of Dominicans with Haitian origins* Health (policies, infrastructures,	Platform for local NGOs & INGOs in Haiti (development)

				health staff benefits, etc.) Education	
ECHO	IDPs, Food Insecurity, Cholera		X	Cholera IDPs Food Security	Worldwide
UN Agencies	All	X	X	All (depending on agencies)	Worldwide

APPENDIX 3 Criterias for Selecting Local Partners

CRITERES DE SELECTION DES ORGANISATIONS PARTENAIRES POTENTIELLES DE LA FLM

CRITERES DE SELECTION DES ORGANISATIONS POUR ETABLIR DES PARTENARIATS	NOTES	COMMENTAIRES
Valeurs et gouvernance de l'organisation :		
L'organisation a une vision du monde et du développement, des valeurs et des finalités en accord avec celles de la FLM.		
L'organisation promeut la parité hommes/femmes dans son personnel et dans ses instances dirigeantes.		
L'organisation applique un principe de non-discrimination.		
La gouvernance de l'organisation se fait selon des principes d'efficacité et de qualité.		
L'organisation agit en toute transparence (reddition de comptes).		
Les structures décisionnelles de l'organisation sont représentatives de la diversité culturelle de la société et leurs membres sont désignés selon des processus démocratiques.		
La structure hiérarchique de l'organisation permet une prise de décision rapide.		
Reconnaissance légale :		

L'organisation a une reconnaissance légale.		
L'organisation est capable de fournir les documents certifiant ladite reconnaissance légale.		
Zone d'intervention :		
L'organisation opère dans les zones d'intervention de la FLM depuis au moins deux ans.		
L'organisation a déjà mené des projets d'urgence et/ou de développement dans sa zone d'intervention.		
Domaines d'intervention :		
L'association a exécuté avec succès dans le passé des projets dans les principaux secteurs d'intervention de la FLM, à savoir la Réduction de Risques et des Désastres et l'environnement, les Moyens de Subsistance, le Psychosocial, les Droits Humains, la Promotion de la Santé et des Pratiques d'Hygiène.		
Méthodologie d'implémentation des activités :		
L'organisation utilise des outils de planification opérationnelle.		
L'organisation privilégie l'approche participative dans l'implémentation de ses activités.		
Les projets de l'organisation sont implémentés de manière efficiente.		

L'organisation veille à la préservation des ressources et à la protection de l'environnement à chaque phase de l'implémentation de ses activités.		
Les impacts des activités sont pris en compte par l'organisation. Elle s'efforce de renforcer les impacts positifs et de réduire les impacts négatifs.		
La durabilité des actions est au centre de l'élaboration des activités et des projets.		
Ressources humaines :		
L'organisation montre des processus de sélection de personnel transparents et basés sur des critères clairs et précis.		
Les ressources humaines sont gérées avec respect pour le droit des personnes.		
L'organisation permet à son personnel de participer à des formations.		
L'organisation prévoit des ressources pour le développement du personnel.		
Capacités :		
L'organisation a des bureaux et les moyens humains, administratifs, techniques et logistiques suffisants à l'implémentation des projets de la FLM.		
L'organisation peut communiquer et écrire dans les deux langues officielles haïtiennes, le français et le créole.		
L'organisation a des comptes bancaires sur le territoire et la capacité de gérer les fonds qui seront alloués pour chaque projet.		

L'organisation procède à des audits réguliers.		
Respect des normes et utilisation des outils de la FLM :		
L'organisation s'engage à respecter et à utiliser les outils comptables, les procédures d'achat et de gestion financière et le Code de conduite de la FLM.		
L'organisation a la capacité nécessaire pour élaborer des documents de programmation, budget et des indicateurs de suivi/moyens de vérification.		
L'organisation a la capacité de concevoir et d'envoyer à la FLM des rapports narratifs et financiers, mensuels, trimestriels et annuels de bonne qualité.		
L'organisation a la capacité de tenir des livres comptables et des comptes séparés pour les fonds en provenance de la FLM.		
Ressources financières :		
Les capacités et les performances financières de l'organisation ont été approuvées après l'évaluation conduite par la FLM.		
Les ressources financières sont gérées de manière efficiente, transparente et responsable.		
L'organisation possède des fonds propres qu'elle peut mobiliser si nécessaire.		
L'organisation dispose d'un réseau de bailleurs de fonds disposé à l'appuyer en cas de besoin.		

Représentation et collaborations :		
L'organisation a consolidé un réseau d'influence au niveau local, régional ou national.		
L'organisation rend régulièrement des comptes aux autorités compétentes.		
L'organisation contribue de manière active et de façon coordonnée avec d'autres acteurs aux dynamiques sociales locales.		
Communication et capitalisation :		
L'organisation communique sur ses projets de manière efficace.		
L'organisation fait sa promotion et la promotion de ses activités par les médias : journaux, tv, internet, réseaux sociaux, etc.		
L'organisation produit des documents de capitalisation pour ses projets.		
L'organisation procède à des échanges de pratique réguliers.		

Tout à fait vrai	+2	Légende pour répondre à la grille d'évaluation des critères de sélection des organisations partenaires potentielles
Partiellement vrai	+1	
Non	0	
N/A	N/A	
Manque d'information	-	

APPENDIX 4 Summary of discussions with LWF Staff and Local Partners

What kind of themes do we want to see in the new strategy?

- Education / enfants
- WASH
- RRD
- Renforcement des communautés
- Livelihood
- Environnement
- Construction
- Droits humains, genre, psychosocial
- D'autres bailleurs,

D'autres regions **Orientations souhaitées pour la stratégie-pays 2015-2020**

- **WASH** (Water Sanitation and Hygiene),
- **RRD** (Réduction de Risques et de Désastres),
- **Education** (formation des maitres et érection d'infrastructures scolaires, éducation sexuelle des enfants en milieu scolaire),
- **Moyen d'existence** (livelihood),
- **Habitat (construction de),**

Droits humains, genre et psychosocial seront des thematiques transversales à tous les autres domaines d'intervention.

APPENDIX 5 SWOT FNGA

Forces	Faiblesses	Opportunités	Menaces
Gouvernance			
<ul style="list-style-type: none"> - La bonne relation de la FNGA avec les autorités locales, les organisations communautaires, les bureaux déconcentrés de l'Etat, etc. - Longues Expériences de travail avec les communautés au niveau du parc macaya, et ailleurs - Appropriation par la communauté des activités développées par la FNGA - Diversité des activités de la FNGA - Coopération avec d'autres institutions nationales tant internationales - Capacité des Organisations locales renforcée 	<ul style="list-style-type: none"> - Manque de synergie entre les acteurs locaux qui interviennent au niveau de la zone Tampon au Parc Macaya - Manque de leadership des autorités locales au niveau des communautés - Forte propension à l'individualisme au niveau des communautés, des OCB, etc. - Pas de services sociaux de proximité de base au niveau des localités d'intervention (Etat civil, ONI, etc) - Manque de réseautage au niveau des organisations de base 	<ul style="list-style-type: none"> - Un certain intérêt pour le Parc Macaya que ce soit pour la réhabilitation de la biodiversité dégradée par les communautés, également pour les ressources naturelles existantes (minières, etc.) - Développement de compétences locales - Construction de la route reliant Léon à Castillon en perspective - Existence d'un plan de développement pour la 2^e section Haute Voldroque. - Plan de résilience départemental en cours 	<ul style="list-style-type: none"> - Roulement possible des autorités locales avec lesquelles nous avons eu de bonnes relations ; - Mouvement des populations (instabilité des populations) - Repli de certaines personnalités à des renommées douteuses au niveau de Macaya - Accès difficile du parc Macaya
Economie, environnement et agriculture			
<ul style="list-style-type: none"> - Climat propice à la production maraichère et à la production caféière - Production de la banane, de fruits ; - Marché local pour la vente des produits locaux - Production biologique - Potentialités pour l'élevage de bovins, ovins, caprins, etc. - Développement d'Activités de microcrédit avec l'appui de la 	<ul style="list-style-type: none"> - Sol érodé et majoritairement pentu - Accès difficile pour atteindre le marché local et ceux des environs - Faiblesse de la production accompagnée de la faiblesse des moyens de production - Pas d'accompagnement de l'Etat - Pas de circulation d'argent dans les communautés - Faiblesse du pouvoir d'achat de communautés - Intrants non disponibles au niveau des 	<ul style="list-style-type: none"> - Développement de projets de moyens de subsistance dans les communautés - Mise en Réseau d'un ensemble d'organisations pour la protection du Parc - Possibilités d'excursions touristiques, peut permettre le développement de l'agrotourisme - Cartes de risques existantes 	<ul style="list-style-type: none"> - Destruction des ressources naturelles - Communautés très vulnérables face aux risques de désastres (éboulement de terrain, inondation, forts vents, etc.)

<p>FNGA/FLM</p> <ul style="list-style-type: none"> - Communautés formées et renforcées sur le plan de la gestion des risques et désastres - Existence d'un comité local de protection Civile - Un système d'Alerte Précoce mis en place 	<p>communautés</p>		<ul style="list-style-type: none"> - La production continue de charbon de bois - Les « Scieurs de longs » (bûcherons) du Parc Macaya - La production du haricot - Raréfaction de l'eau des sources
Education, social et culture			
<ul style="list-style-type: none"> - Programme de sensibilisation contre le cholera, sur l'hygiène publique etc. FNGA/FLM - Programme alphabétisation pour les adultes par la FNGA/FLM - Présence de la mission de l'Eglise Méthodiste D'Haiti : ont construit des écoles bien équipées et professeurs assez qualifiés - Présence de la Haiti Health Foundation pour les soins materno-infantiles - Programme de prise en charge d'enfants démunis par la RESCUE 	<ul style="list-style-type: none"> - Pas d'infrastructures adéquates pour les établissements scolaires, l'Etat est totalement absent dans l'offre d'éducation dans la zone - Enseignant de faible capacité - Absence d'infrastructures de loisirs - Pas d'infrastructures de santé 	<ul style="list-style-type: none"> - Programme de scolarisation universelle, gratuite et obligatoire (PSUGO) 	<ul style="list-style-type: none"> - Existence de la situation de "Reste Avec" surtout pour les petites filles - Augmentation du nombre de grossesses précoces chez les jeunes filles ayant laissé leurs parents pour aller étudier à Jérémie ou Port-au-Prince
Infrastructures, logistique et transports			
<ul style="list-style-type: none"> - Couverture téléphonique existante au niveau de certains points de Macaya - Bonne couverture de radio - Internet existant mais faible débit - Projet de construction de la route 	<ul style="list-style-type: none"> - Pas d'électricité - Routes et sentiers en terres battues en très mauvais état. 	<ul style="list-style-type: none"> - Présence d'asphalte à Massanga et Pousseline 	<ul style="list-style-type: none"> - Accident s récurrents sur les motocyclettes

Leon-Castillon -Accès à moto dans certains points			
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Réfléchir à une stratégie de sortie de la FLM : que faudrait-il à la FNGA pour qu'elle soit complètement autonome dans son travail ?

- Une équipe formée sur les différents champs d'interventions de la FNGA (DRR, Genre et psycho-social, MuSo, Suivi et évaluation, logistique)
- Un renforcement des moyens logistiques de la FNGA (immeubles, flotte de véhicules, etc.)
- Un renforcement des moyens financiers de la FNGA et de sa capacité de gestion financière (automatisation)
- Renforcement de son système de communication

APPENDIX 6 SWOT RODEP

La FLM est intervenue dans la région des Palmes en réponse au séisme du 12 janvier 2010, dans un contexte d'extrême urgence. L'évaluation à mi-parcours de la FLM en 2011 a donné la possibilité d'intégrer la région des Palmes dans un programme de développement, une fois la période et les interventions d'urgence révolues.

Forces	Faiblesses	Opportunités	Menaces
Gouvernance			
<p>Groupement des communes en région : les Palmes :</p> <ul style="list-style-type: none"> - Partage, réseautage des municipalités, partage d'expérience et formations, - Facilite et augmente le processus décisionnel : plus de poids devant autorités nationales, - Facilite les diagnostics (problèmes environnementaux), développement de synergie, - Augmente la visibilité dans les médias et la représentation (même au niveau parlementaire). 	<ul style="list-style-type: none"> - Partisanerie et jeux d'influence pour renforcer le poids de certains hommes politiques, - Absence d'une autorité effective pour coordonner le réseautage. - Manque de leadership et d'unité pour gérer la région. - Création de conflits entre députés et mairie à cause du fait que les députés touchent de l'argent pour mettre en place des projets alors que cela revient normalement à la mairie. - Absence de capacités et de moyens des autorités élues. Népotisme, favoritisme et oligarchie. Corruption des politiques. - Absence de partis politiques structurés. Problème de délimitation des sections communales. - Absence de commissariats, de tribunaux de paix et de bureaux d'état civil dans les sections communales, les populations doivent se rendre en ville. 	<ul style="list-style-type: none"> - Plan de développement régional commun, développement de relations internationales fortes, jumelages avec des communes (en Europe surtout), - Création de la région administrative : les Palmes (11^e département d'Haïti). (opportunités créées avec le Tremblement de terre : création de la région des Palmes, financement, partenariats nationaux et internationaux, renforcement des partenaires, OCB, formation et renforcement de capacités) 	<p>(échelle nationale : source d'instabilité, conflits entre députés et magistrats notamment à cause du vote des budgets dans les régions ; projet de loi sur les ONG)</p> <ul style="list-style-type: none"> - Problème de délimitation des sections communales pour le travail des ONG au niveau des autorisations. - Insécurité et criminalité de la zone. Instabilité politique de la zone, a déjà contraint la FLM à quitter une zone d'intervention dans le passé (2011).

Economie, environnement et agriculture

- Pêche, agriculture : banane plantain, canne à sucre, arbre véritable, élevage : caprins, bovins, gallinacées...
- Possibilité de se rendre aux marchés de Port au prince pour vendre la production agricole.
- Installation post-tremblement de terre d'entreprises de construction et industrie, création d'emploi et réhabilitation de la zone.
- Existence de mines et de carrières.

- Absence de cadastre et de gestion foncière. Attributions de terrains peuvent être facilement cassées, pas de cadre de gestion sur la durée.
- Politique agraire instable et dépendante des décisions et hommes politiques au pouvoir.
- Absence de banques de semences, de centres de recherche, de banques de crédit agricole. Manque de financements.
- Agriculture périodique : dépend de la quantité des pluies. Manque d'outillages : agriculture non-mécanisée mais même moyens d'agriculture traditionnelle très précaires.
- Inexistence de plateformes de regroupement d'agriculteurs.
- Manque de transformation des produits agricoles, pas de valeur ajoutée dans la vente.
- Pas de valorisation de la production par l'Etat, pas de campagne de production.

- Produits locaux et pâtisserie et sucrerie : carnaval Douce Makoss tous les ans, Coquignole, pommequette. Réhabilitation du port Petit Goâve, douane, business de produits d'occasion (produits en provenance des Etats-Unis).
- Développement de l'agriculture biologique.
- Préparation du Plan communal de développement, Direction Administrative et Technique de l'Intercommunalité des Palmes, DATIP.

- Exacerbation du secteur informel.
- Changement climatique et environnement.
- Insécurité, aspect culturel : pratiques mystiques maléfiques
- Economie de la région dépend de l'agriculture et donc de l'instabilité et du changement climatiques : sécheresse, cyclones, pluies torrentielles, inondations, glissements de terrain, éboulement dus à l'érosion.
- Insectes et autres parasites des parcelles agricoles.
- Compétitivité par rapport aux produits importés.
- Exploitation non-régulée des mines de sable (insécurité :

			accidents de travailleurs).
Education, social et culture			
<ul style="list-style-type: none"> - Proximité avec Port au Prince permettant l'accès à de nombreuses universités. - Importance du football : trois équipes en première division (Léogâne 2, Petit Goâve 1), quatre en deuxième division (Léogâne 1, Grand Goâve 2, Petit Goâve 1). Renommée de l'équipe de Volley Ball. 	<ul style="list-style-type: none"> - Manque de qualité dans l'éducation et la formation. La population est mal formée et peu qualifiée. - Pas d'université publique dans la région. Très faible niveau des professeurs dans les zones rurales. Les centres de santé sont presque inexistantes au niveau communal. - Existence d'un seul centre culturel à petit Goâve mais faible programmation et aucune autre structure dans les autres villes de la région. - Peu d'écoles secondaires au niveau des sections communales. 	<ul style="list-style-type: none"> - Organisation de festivals de musique « rara » très réputés dans le pays. - Nouvelle école technique pour la formation professionnelle : sciences infirmières, carrelage, etc. mais manque de ressources humaines qualifiées parce que manque de fonds pour faire venir des professeurs de renom. - PSUGO pour l'intégration des enfants très défavorisés dans l'école publique et gratuite. - A Petit Goâve : développement d'un centre de formation pour les sportifs pour le football. Importance du volley ball et du tennis. Participation des sportifs de la zone à des compétitions à l'étranger. 	<ul style="list-style-type: none"> - Risque d'acculturation avec l'arrivée massive de la culture étrangère et surtout américaine. - Augmentation du nombre de manifestations musicales et sportives non-encadrées ni protégées et qui augmentent la délinquance juvénile et les relations sexuelles non-protégées (propagation MST, grossesses précoces).
Infrastructures, logistiques et transports			
<ul style="list-style-type: none"> - Proximité de la capitale : Gressier à 45 minutes de Port au Prince, Petit Goâve à 1h30 de Port au Prince. 	<ul style="list-style-type: none"> - Absence de routes asphaltées en dehors des villes. Très peu de routes agricoles dans les zones rurales. Absence de signalisation sur les routes. - Fréquentes coupures du courant public dans les villes. Absence totale de 	<ul style="list-style-type: none"> - Pont de Grand Goâve, Pont de Fauché pour faciliter les connexions routières. - Construction de la Gare du Sud à Gressier pour les transports en commun interurbains. - Installation des entreprises peut 	<ul style="list-style-type: none"> - Trop de circulation empêchant la réhabilitation et l'entretien réguliers des routes qui sont

	<p>connexions à EdH dans les zones rurales ni même d'accès à l'électricité.</p> <ul style="list-style-type: none">- Aucun autre mode de transport que le transport routier n'est développé.- La circulation est coupée à chaque grosse pluie (inondations).	<p>développer le tissu des négoce locaux, tout comme la présence des ONG et le développement du tourisme qui peuvent renforcer la région et augmenter ses revenus.</p>	<p>en très mauvais état , ce qui augmente considérablement le nombre d'accidents graves.</p>
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APPENDIX 7 SWOT RSFP

La FLM est partenaire du RSFP depuis 2012. La Forêt des Pins est située dans la commune de Fonds Verrettes – Ganthier.

Forces	Faiblesses	Opportunités	Menaces
Gouvernance			
<ul style="list-style-type: none"> - Structure bien établie à Fonds Verrettes : Brigade de sécurité, fonctionne bien. Initiative des notables, puis soutenue par les autorités, badge, reconnaissance de la mairie. Issu du jeu politique, pendant les élections. Si un objet volé se trouve en RD, possibilité de récupérer l'objet du larcin. - CASEC : gestion de toute la commune : 30 000 habitants. - Nouveauté : Tribunal de paix à Oriani en plus de celui de la ville, fonctionne un jour par semaine, le jeudi. - Sécurité augmentée par éclairage en commun avec RD - Députés avec mairie s'entendent bien. 	<ul style="list-style-type: none"> - Accès à l'état civil dans la zone, seulement à Fonds Verrettes. Même si les personnes ont des documents, ceux-ci ne sont souvent pas enregistrés dans les archives. Un seul document est photocopié, un seul numéro pour tout le monde. Manque de matériels et de moyens des agents de l'Etat. - ONI : identification mobile mais compliqué, besoin d'une pièce d'identité ou de deux témoins pour faire une carte d'identité nationale. - Police : présente dans la zone, à Fds Verrettes mais seulement trois fonctionnaires pour 35 000 personnes. - Partisannerie, clanisme, jeux de pouvoir. - Députés et mairie ne s'entendent pas avec CASEC. Manque de représentation dans la commune, ne sont pas assez présents. 	<ul style="list-style-type: none"> - Plan de développement communal, en cours de finalisation, Cresfed/ CESAL - Voisinage avec la République Dominicaine, développement de partenariats avec Limon. - Coopération bilatérale pour la protection de la forêt, agents haïtiens payés par la RD. 	<ul style="list-style-type: none"> - Trafic de voitures volées à Port au Prince avec la RD, passent par la zone de la forêt, vol. - Vide juridique vols. - Mésentente politique, conflits internes. - Retour massif de rapatriés dominicains d'origine haïtienne privés de leur nationalité
Economie, environnement et agriculture			
<ul style="list-style-type: none"> - Développement de la vente de produits agricoles avec les Dominicains. Vente de légumes dans la forêt. Culture maraîchère. - Présence de Caritas, soutien dans le don de bétail : bœufs, moutons, etc. - RSFP = 33 organisations : poids 	<ul style="list-style-type: none"> - DGI : matricule valable seulement dans la commune. Pas en dehors de la commune, pas en réseau avec la DGI nationale, NIF. Même chose pour la reconnaissance de RSFP, pas reconnu dans la banque. NIF organisation : 1250g au lieu de 50. - Marché, taxes. Percepteur de taxes, ordre 	<ul style="list-style-type: none"> - Marché public développé avec RD. - Aussi dans business avec RD, achat d'intrants agricoles (plantules, pesticides). - Exportation à la RD et peut-être d'autres pays avec produits comme le café et les avocats. 	<ul style="list-style-type: none"> - Déforestation anarchique et criminelle. - Incendie de forêt - Manque de sécurité - Agriculture va à

<p>dans la protection de l'environnement, par exemple pour ce qui est des campagnes de sensibilisation.</p> <p>Brigade et gardes forestiers très actifs, RSFP sert de conseiller.</p> <ul style="list-style-type: none"> - MUSO, créées par RSFP sont une force et donne de grosses opportunités pour les communautés dans le contexte actuel : pas de banque de crédit agricole. - Bon partenariat entre les communautés et la DINEPA. 2 agents DINEPA font des tests sur les impluviums, une fois par semaine. - Brigade de Gestion de Risques et de Désastres et Brigade Psychosociale déjà formées. - Développement du cheptel ovin. 	<p>de route à avoir quand on achète un animal, autre déclaration au moment de la vente, tjs géré par la DGI.</p> <ul style="list-style-type: none"> -Irrigation impossible : zone montagneuse - Manque d'eau. - Période de sécheresse de 5 à 6 mois. - Absence de boutiques d'intrants (semences améliorées) dans la zone. -Elevage pas amélioré. -Aucune aide ou subvention à l'agriculture. - Activités de replantation pour lutter contre la déforestation mal gérées par le gouvernement. Pas de respect des périodes de pluies et sèches, pas faite de manière durable, activités pas suivies. Agents de la capitale sont employés au détriment des habitants de la zone. - Seulement 7 gardes forestiers, n'ont pas de relation avec la brigade de sécurité - Manque de conciliation entre l'agriculture et la forêt, mauvaise considération du gouvernement. Zone tampon pas déclarée, sa délimitation n'est pas respectée, déforestation abusive. - Agriculture non encadrée, pas de considération pour de développement de système agro-sylvio-pastoral ou agro-écologique. Aucune considération de la productivité. - Anarchie de la plantation et de l'exploitation agricole sans connaissance des méthodes et besoins de la terre. - Problème de latrinisation, manque d'infrastructures d'assainissement et 	<ul style="list-style-type: none"> - valorisation des chalets, développement du tourisme écologique, sports extrêmes, trekking, etc. 	<p>l'encontre de la protection de la forêt, forêt considérée comme un des poumons du pays.</p> <ul style="list-style-type: none"> - Sécheresse, cyclones, glissements de terrain, érosion. - Augmentation du nombre de personnes habitant dans la forêt qui participe à sa disparition. - Incapacité de la population de couper des arbres besoins en bois (assèchent les arbres) pour préparer à manger et se chauffer. Aucune prise en compte de la part de l'Etat. Absence d'alternative énergétique : gaz disponible qu'à Port au Prince.
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	d'hygiène.		
Education, social et culture			
<ul style="list-style-type: none"> - Forêt des Pins = zone touristique : clips vidéos, films, etc. - Présence d'un centre culturel à Oriani -Emancipation des femmes à travers les MUSO. 	<ul style="list-style-type: none"> - Education des élèves de faible niveau. - Seulement quatre écoles publiques dans la zone. Seulement un lycée. Pas d'université. - Pas de possibilité d'aller à l'université en RD sans la nationalité dominicaine ou visa même si les enfants ont fait toute leur scolarité là-bas. - Formation des professeurs de mauvaise qualité. - Ecole trop chère pour que tous les enfants d'un ménage puissent assister aux cours. - Absence de centres de santé. Si un malade est dans un état grave, doit se rendre à Fond parisien, existe qu'une ambulance (mission protestante). - Participation des femmes dans les processus de décision encore faible. 	<ul style="list-style-type: none"> - Elèves haïtiens vont à l'école a St domingue pr profiter des opportunités plus grandes d'éducation de la RD - Présence d'une infrastructure pour une école professionnelle mais pas encore équipée. - Possibilité de profiter du système éducatif de la RD. - Présence d'un local pour un centre de santé public mais besoin de réhabilitation et d'équipements. Mais présence de deux centres de santé privés appartenant à des missions évangéliques. - Valorisation de la forêt et du patrimoine (chalets). - Programme PSUGO a augmenté le nombre d'écoles et va donner un accès à l'école gratuite à de nombreux enfants. 	<ul style="list-style-type: none"> - Difficultés pour sensibiliser de manière efficace des populations non-formées. Ne peuvent pas accéder à des emplois à valeur ajoutée. - Empêche la participation des filles (timidité et honte)
Infrastructures, logistique et transports			
<ul style="list-style-type: none"> - 7 lampadaires dans la zone du marché. -Accès à l'internet 4G même si ne couvre qu'une partie de la forêt -Présence de deux radios communautaires pour la commune 	<ul style="list-style-type: none"> - Réseau téléphonique dans la zone dans certaines parties de la commune, fourni par la RD. - Absence d'électricité, d'accès au gaz. Aucune forme d'énergie autre que les énergies fossiles (essence, charbon) 	<ul style="list-style-type: none"> -Tronçons de routes améliorées - Augmentation de la couverture téléphonique (cellulaire) grâce à l'installation de trois nouvelles antennes 	<ul style="list-style-type: none"> - Très mauvaise qualité des routes agricoles, ravins, accidents graves de voiture et de bus.

Stratégie de sortie : renforcement de capacité, autonomisation, local + énergie, fonds propres disponibles, moyens logistiques (véhicule), augmenter et renforcer les connaissances et compétences des staffs, augmenter le nombre de staffs, autonomisation dans la recherche de financements et dans la mise en place de partenariats, valorisation du travail de l'association et augmentation de la communication, de la visibilité et de la représentation dans les structures de coordination en Haïti.

Sans la FLM, la RSFP est capable de continuer d'implémenter les MUSO, mais toujours besoin de renforcement de capacités, grande crédibilité dans la zone d'intervention et auprès de la communauté et des 33 organisations membres. Pacte direct entre RSFP et les MUSO, bonne gestion pour qu'elles gèrent des fonds propres. Mettre en place une banque populaire pour gérer l'argent au lieu d'avoir les mêmes dêmes déboires que dans le passé avec l'APKAB. Suivi avec brigades de GRD, rencontres.

Besoin d'un terrain appartenant à RSFP, en train d'être négocié avec le Ministère de l'environnement. Chercher un ingénieur pour préparer le plan de construction du local.

APPENDIX 8 Organizational Assessment LWF Haiti 10 March 2014

Mission: 4
Ethics and Accountability: 4
External Environment: 4
Strategic Planning and Management: 5
Organizational Structure: 4
Leadership and Management: 2
Human Resources Management: 3
Internal and External Communications: 4
Financial Management: 5
Evaluation and Performance Management: 3 Information Technology: 5

Your Mission Assessment Feedback:

You checked Yes four times: you are doing slightly better than the typical organization but the mission is not contributing to your organization's effectiveness. Even though your organizational performance may be better than typical now, it is not a great deal better and, with the rapid changes that are characteristic of all organizations today, it may shortly be worse than typical without proper attention from you.

Your Ethics and Accountability Assessment Feedback:

You checked Yes four times: your organization is facing in the right direction but may lack some accountability process. Investigate adding the missing process to complete your ethical strategy.

Your External Environment Assessment Feedback:

You checked Yes four times: some of the affiliations that give your organization access to the external environment may need to be strengthened. When small nonprofit organizations are not as in touch with the external environment as they could be it is usually because they have not formalized or developed a process for tapping into this information.

Your Strategic Planning and Management Assessment Feedback:

You checked Yes five times: your organization has not only developed a strategic plan but is also actively using the mission to evaluate the strategies performed by the organization. The organization has strategies for the delivery of programs as well as functional areas and the appropriate people are involved in the development of the strategies.

Your Organizational Structure Assessment Feedback:

You checked Yes four times: your organizational structure may need adjustment. Although the mission has remained intact, there may have been changes in the organization's external environment or even within the organization itself. Your answers might have been reflection of an organization that is adjusting for change.

Your Leadership and Management Assessment Feedback:

You checked Yes fewer than three times: your organization will have a difficult time reaching success in both new and existing programs. Without effective leadership, whether at the policy or operational level, your organization will not successfully complete programs. Staff will not produce up to their potential when no inspirational, effective, or knowledgeable leader is at the helm.

Your Human Resources Development Assessment Feedback:

You checked Yes three times: conduct a human resource audit to address the absence of effort in the areas checked No and to insure that there aren't other human resource areas that should be developed but are not addressed by the questions.

Your Internal and External Communications Assessment Feedback:

You checked Yes four times: your organization has a solid communication base but needs to tackle what you see as a development opportunity. You should first determine what communication strengths and/or weaknesses you have and then strategize how and by when your organization will correct the problem. Be sure to involve the appropriate people.

Your Financial Management Assessment Feedback:

You checked Yes five times: your organization is in a strong financial management position. You have developed a financial plan, organized your internal resources to carry it out, are providing leadership, and have designed controls so that the organization functions now and in the future with financial stability.

Your Evaluation and Performance Management Assessment Feedback:

You checked Yes three times: a review of your performance management system is in order. Conduct an analysis of your organization to discover if there are additional areas where activities are not measured against goals or where staff, management, the board, volunteers and/or programs don't have specific expectations against which they are measured.

Your Information Technology Assessment Assessment Feedback:

You checked Yes five times: you have crossed the "digital divide" and are increasing your organizational effectiveness by gathering and processing, and distributing information to the appropriate persons inside and outside the organization.

APPENDIX 9 Recommendations Evaluation

Recommendations for the next 6-9 months (the final phase of the current strategy):

1. Develop a transition plan for the current strategy to the new strategy to smooth the transition and ensure adequate exit plans are in place for those activities that are closing
2. Using results from the planned capacity building needs assessment for partners, develop and communicate capacity development strategies to illustrate how partners will strengthen their program management, monitoring and governance while at the same time increasing sustainable (e.g. by decreasing dependence on LWF funding).
3. Strengthen planning, monitoring, evaluation, reporting, and learning systems including:
 - a. Improve information management systems by establishing more user-friendly systems and designate a focal point (and alternate focal point) for internal and external Information Management.
 - b. Systematize use of post-intervention monitoring to assess outcomes.
 - c. Ensure that monitoring and evaluation capacities within LWF and partners are fit for purpose (i.e. adapted to operational requirements).
4. Clarify the Theory of Change for the current strategy to better understand the outcomes expected from the current phase and to use as a foundation for developing a TOC for the next strategy. The TOC should guide:
 - a. Understanding of linkages between different levels (local, regional, national and global) to be able to better measure outcomes and improve the potential for greater impact.
 - b. Prioritization of collaboration and networking efforts (public sector, NGOs, donors) to better support communities and instill a better knowledge of LWF's work amongst external stakeholders.
 - c. Strengthen a gender equity approach to, for example, promote more equitable representation of men and women in CBOs and MUSOs.
 - d. Nominate a focal point for the environment protection component of the strategy to help move this component towards strategic goals.
5. Involve more communities in the planning and monitoring of activities, including transforming the complaint system " complaints AND feedback" and channel relevant feedback and suggestions into monitoring and evaluation systems.
6. Maintain the emergency sub-hub in Haiti, while seeking partners to share facilities and costs.
7. Diversify LWF's funding portfolio while at the same time seeking a "win-win" collaborative consortium approach together with key partners identified through a TOC approach.

8. Carry out a review of human resource capacity and systems to help fill capacity gaps and increase efficiency. A salary and benefits survey⁵² would be a useful support to this process.
9. Carry out a lessons-learned case study on the model village to capture and share relevant learning with the Shelter Center⁵³ and others who could make use of this knowledge.

Recommendations for the medium to long term (next strategy)

1. Keep the Theory of Change at the center of the planning process and engage key partners, community representatives and other key stakeholders during the process to develop a shared vision and what “success” looks like (i.e. objectives and indicators that are known and understood by key stakeholders). Examples of innovations could help support this are a GIS-based database system to support information management and additional technical support for chosen specialist areas (e.g. environment, microcredit, cash transfer systems, etc.).
2. While building on the core strengths of LWF Haiti and their partners, assess and the pros and cons of different funding streams to understand which are best suited to the TOC. Note that “core strengths” may focusing on a small number of sectors and becoming known for this work and adjusting LWF’s capacity and/or partnership model to be able to deliver the required level of technical and programmatic support.
3. Support development and dissemination of LWF Haiti’s strategy with a robust communication strategy. This includes a 1-2 page version of the strategy that can be used as a communication tool for LWF staff, partners, communities and other stakeholders.
4. LWF Haiti’s new strategy should include:
 - a. A clear articulation of the Theory of Change that can be adapted to major disasters or other scenarios that cause a dramatic change in the operating context and makes it easy to demonstrate LWF Haiti’s value added to external stakeholders at higher levels (regional, national and global).
 - b. A specific section in the strategy on partnership that clearly defines capacity building objectives and ways of working.
 - c. A primary emphasis on resilience⁵⁴, rather than climate change, given that resilience is a higher priority in the Haitian context than climate change. This approach should be more attractive to potential donors since resilience is already an accurate description of LWF’s approaches to DRR and development in this context.

⁵² This is often done together with by a consortium of agencies to share costs and facilitate comparisons.

⁵³ <http://www.sheltercentre.org/>

⁵⁴ http://www.un.org/millenniumgoals/pdf/Think%20Pieces/3_disaster_risk_resilience.pdf

- d. Value-added of LWF as an international NGO working in Haiti, including a description of its role in building national capacities, promoting cross-border innovation and quality improvement and assurance.
5. Agree on benchmarks to track progress of partners in terms of capacity development and sustainability. Similar benchmarks should be developed in consultation with CBOs.⁵⁵

⁵⁵ The Associate Program in Cambodia uses a three-tier benchmark system for determining their approach and exit strategies.