

# PROJECT STATUS REPORT (FINAL)

JANUARY 2013 - JUNE 2013

## SECTION 1: PROJECT SUMMARY

**PROJECT NAME:** "Learning by doing" to build back a better Haiti

Project Number: HA-M1032 - Operation Number: ATN/ME-12134-HA

**Result:** Provide training for 500 families that are below the poverty line, using the "learning by doing" methodology to build their dwellings and gain a sustainable income source.

**Country Administrator**  
HAITI

**Beneficiary Country**  
HAITI

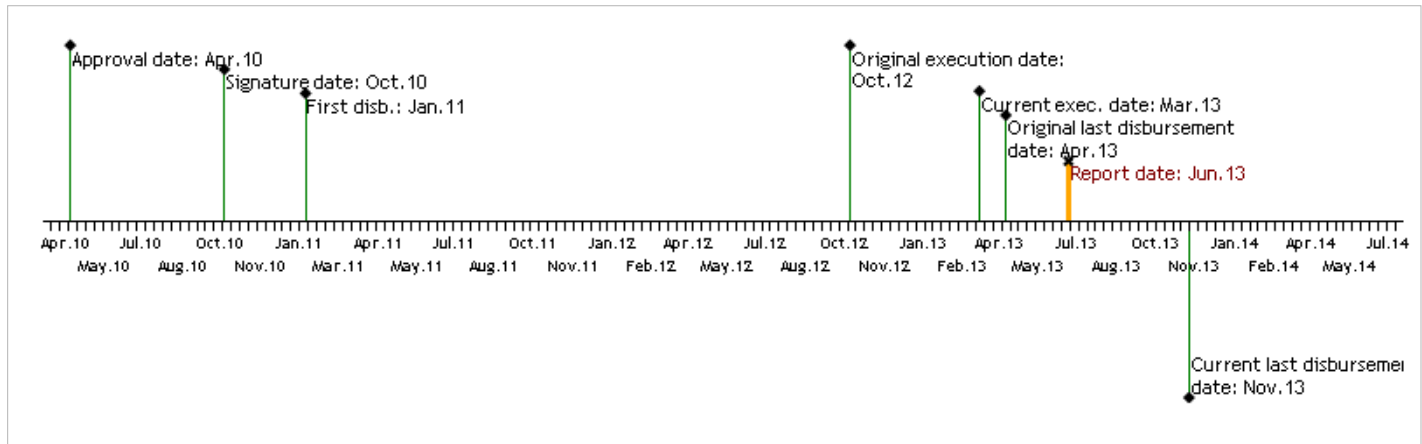
**Group**  
SME - Small and Medium Enterprise  
Development

**Subgroup**  
HMKT - Housing Markets

**Executing Agency:** Habitat for Humanity Haiti

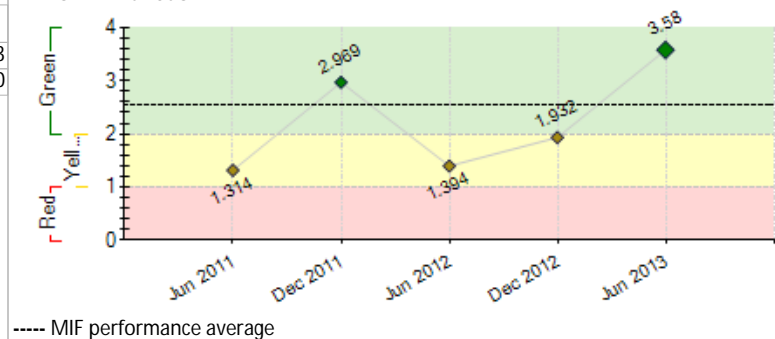
**Design Team Leader:** Saenz-Samper, Maria Victoria  
**Supervision Team Leader:** Fils-Aimé, Jempsey

### TIMELINE



FUNDS	Approved	Cancelled	Disbursed
FOMIN	\$3,011,228.00	\$0.00	\$2,577,201.83
Counterpart	\$2,213,126.00	\$0.00	\$0.00

### PERFORMANCE SCORE



## SECTION 2: RESULTS AND ACHIEVEMENTS

### Performance once project is completed

- As agreed, the project achieved its purpose and provided training to 300 families, using the "learning by doing" methodology to build homes and gain a source of income. The purpose (1.1 to 1.5), all milestones and components (C.1 to C.4) have been achieved.
- Principal activities:** A) **Continuous community engagement** was undertaken to mitigate conflict, support a representative council, identify and select beneficiaries transparently, participate in training and select sanitation solutions. B) **Basic and advanced construction training.** Beneficiary families received training as required. Many of the construction workers re-trained became contractors managing teams of workers. Short-term employment was provided to > 400 people in the community. C) **Construction activities** consisted of home construction and site preparation and installation of water points and sanitation. A market place was also constructed with other funds.
- Risks** 1. To cope with increased costs, HFH Haiti raised funds to continue operations and complete this project as approved. 2, 3, 5, and 6. Disruptions continued in 2011 and 2012 impacting the capacity of Haitian agencies to provide public services and manage land tenure issues. Community engagement efforts succeeded to obtain the Mayor's approval and permission for the community council to apply for public services. In addition, the council developed by-laws for the community regarding upkeep of water points and waste management. 7. With their asset, a home, and increased capacity to generate income, beneficiaries may be eligible for micro financing as available.
- Specific actions taken to promote sustainability.** A) Continuous community engagement was crucial to mitigate conflict. With other funds, HFH Haiti initiated a governance project to strengthen the council which has resulted in the council assuming leadership and management of the neighborhood. B) To provide income-generating activities, HFH Haiti initiated programs and worked through partners: 1) HFH Haiti built a local marketplace with remaining materials; 2) IsraAid provided agricultural inputs and training to community members to cultivate large vegetable gardens; 3) GiveLove trained community members on proper use of sanitation units and on maintaining a compost system to benefit the gardens and potentially become a source of income; and 4) The Artisans Business Network provided training in handicrafts to women in the community to generate income.



**Comments from the Supervision Team Leader**

The project achieved its goal of helping 300 low income families to build their houses through the learning by doing methodology. However, it did not help much in creating sustainable sources of income. Therefore, additional activities are needed to sustain the community created by the project. Habitat has started to implement some post projects activities in this regards. Also, it is planning to follow the final evaluation recommendations.

**Final evaluation**

Les principales réalisations du projet sont i) l'établissement, à Santo, d'un petit village de 300 maisons construites sur un terrain fourni par la municipalité de Léogâne ; ii) la mise en place de l'association communautaire SIDEVAS chargée du renforcement communautaire, de la gestion et du développement futur du village, iii).le lancement de quelques activités économiques et le renforcement de capacités des familles bénéficiaires dans les domaines de la construction, de l'artisanat, et de l'agriculture.. Le projet a généré des leçons importantes, ».

**Comments from the Supervision Team Leader**

Agree with the Evaluators comments

En dépit des difficultés rencontrées et des faiblesses constatées pendant l'exécution, HPH a globalement bien exécuté le projet. Dans l'ensemble, les résultats sont positifs. L'atteinte complète de l'objectif est probable si HPH continue avec la mise en œuvre des mesures de suivi post projet qui sont en cours.

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=38133780>

**SECTION 3: INDICATORS**

	Indicators	Baseline	Planned	Achieved	Percentage
<b>Result:</b> Provide training for 500 families that are below the poverty line, using the "learning by doing" methodology to build their dwellings and gain a sustainable income source.  <b>Classification:</b> Satisfactory	<b>P.11</b> Twelve months into the project: At least one hundred fifty families have built their own houses through assisted training.	0	150	155	103 %
	<b>P.12</b> Eighteen months into the project: At least three hundred families built their own houses through assisted living.	0	300	300	100 %
	<b>P.13</b> By the end of the program implementation: At least five hundred families have built their own houses and have acquired risk management skills, thereby improving their quality of life.	0	300	300	100 %
	<b>P.14</b> At least one hundred people have developed the skills needed to obtain jobs in the construction sector.	0	100	200	200 %
	<b>P.15</b> At least one hundred microenterprises or people from the community have had income-generating opportunities in the construction sector as a direct result of the project.	0	100	400	400 %
<b>Component 1:</b> Emergency Support  <b>Weight:</b> 7%  <b>Classification:</b> High Satisfactory	<b>C1.11</b> Three months into the project: At least one thousand families used emergency kits properly, benefiting five thousand people indirectly.	1000	5000	5000	100 %
<b>Component 2:</b> Strengthening of the low-income housing sector  <b>Weight:</b> 23%  <b>Classification:</b> High Satisfactory	<b>C2.11</b> Three months into the project: One HRC set up in Caberet and operating for the benefit of all families receiving training and other stakeholders.	0	1	1	200 %
	<b>C2.12</b> Twelve months into the project: At least two hundred fifty beneficiary family members have received basic training in construction, risk reduction, and environmental protection.	0	250	300	120 %
	<b>C2.13</b> At least forty people from the community have been hired as workers, foremen, carpenters, works supervisors, and other jobs related to the construction sector.	0	40	300	1,000 %
	<b>C2.14</b> At least eighty construction sector workers have been retrained in best construction practices, construction techniques, and provision of materials that involve environmental and disaster risk reduction.	0	80	80	243 %
	<b>C2.15</b> By the end of the project: At least five hundred beneficiary family members have received basic training in construction, risk reduction, environmental protection, and financial education.	0	300	300	100 %
	<b>C2.16</b> At least one hundred people from the community have been hired as workers, foremen, carpenters, works supervisors, and other jobs related to the construction sector.	0	100	300	400 %
	<b>C2.17</b> At least two hundred construction sector workers have been retrained in best construction practices, construction techniques, and provision of materials that involve disaster risk reduction.	0	200	200	100 %
<b>Component 3:</b> Community construction  <b>Weight:</b> 68%  <b>Classification:</b> Satisfactory	<b>C3.11</b> Twelve months into the project: At least one hundred fifty families have built their own houses, benefiting seven hundred fifty persons.	0	150	155	103 %
	<b>C3.12</b> By the end of the project: At least three hundred fifty additional families have built their own houses, benefiting one thousand seven hundred fifty persons.	0	350	300	86 %
	<b>C3.13</b> The five hundred beneficiary families have learned: a.Basic construction techniques b.Techniques to reduce disaster risk c.Management of community affairs d.Environmental protection e.Use of elements to protect workers and beneficiaries during construction	0	300	300	100 %
<b>Component 4:</b> Knowledge management  <b>Weight:</b> 2%  <b>Classification:</b> Satisfactory	<b>C4.11</b> By the end of the project: The lessons learned have been disseminated in Haitian and in the region through workshops with the beneficiaries, using participatory methodologies.	0	1	1	100 %

Milestones	Planned	Due Date	Achieved	Date achieved	Status
<b>M2</b> [*] Present the environmental and social assessment and the Analysis of deficiencies in the Cabaret construction value chain	1	Feb 2011	1	Apr 2011	Achieved late
<b>M1</b> Previous Conditions	1	Apr 2011	1	Apr 2011	Achieved
<b>M9</b> Launch and operate Habitat Resource Centers (HRCs)	1	Oct 2011	1	Jul 2011	Achieved
<b>M4</b> First batch of 125 beneficiaries trained and building a house	1	Nov 2011	1	Nov 2011	Achieved
<b>M5</b> [*] Second batch of 125 beneficiaries trained and building their houses	1	Mar 2012	1	Dec 2012	Achieved late
<b>M6</b> [*] Third batch of 125 beneficiaries trained and building their houses plus first group pf beneficiaries visiting other similar programs	1	Sep 2012	1	Dec 2012	Achieved late
<b>M10</b> Cumulative number of People from the community hired by the project as workers, foremen,	100	Oct 2012	300	Nov 2011	Achieved



carpenters, works supervisors, and other jobs related to the construction sector					
--	--	--	--	--	--

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

[X] Borrower/executing agency commitments
[X] Delays in fulfilling the contract terms
[X] Political changes of the executing agency

**SECTION 4: RISKS****CRITICAL RISKS MANAGED DURING IMPLEMENTATION**

1. The risk of new natural disasters of different magnitudes and types

**Level:** Low**Responsible:** Project Guest**Status:** In effect**Comments:** Haiti is prone to natural disasters. To date, the site has experienced tropical storms and hurricanes with minimal impact on the homes constructed.

2. Risk of unprofessional management of contaminated land, building materials, of potential health and safety impacts, inappropriate waste management of construction waste

**Level:** Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** As a result of the Phase I pilot, HFH Haiti has determined the need for additional community engagement to assist them to develop by-laws and other procedures for solid waste management, hygiene and sanitation. The representative council received permission to apply for public services which may improve waste management.

3. The beneficiaries are not able to get microloans for productive activities and housing microfinance

**Level:** Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** HFH focuses on improving housing. The beneficiaries' homes become a tangible asset to facilitate access to microfinance, depending on the requirements of microfinance institutions. All families have received construction training which increases their potential capacity to generate sustainable sources of income.

4. Unstable economic conditions

**Level:** Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** As witnessed in Phase I of this project, the significant underestimation of operational costs combined with the effects of the global economic crises (a fact supported by Shelter Cluster members) has resulted in increased costs to do business in Haiti, especially within the environment of Léogâne.

5. Institutional framework or "rules of the game" are unstable due to the difficulties of the country after the earthquake

**Level:** Low**Responsible:** Project Guest**Status:** In effect**Comments:** While following the approved Haitian process to claim land, HFH Haiti encountered difficulties due to the need for the government to work with local residents regarding land issues.

6. Lack of support by relevant public sector entities

**Level:** Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** Public sector support was not available for water supply, sanitation, solid waste management. The mayor has authorized the community council to apply for some public services.**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 7 **IN EFFECT RISKS:** 6 **NOT IN EFFECT RISKS:** 1 **MITIGATED RISKS:** 0**SECTION 5: SUSTAINABILITY****Likelihood of project sustainability after project completion:** P - Probable

Additional activities are needed to sustain the community created by the project. Habitat has started to implement some post projects activities in this regards. Also, it is planning to follow the final evaluation recommendations.

**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY****Issue**[X] Lack of a **sustainability plan** or its inadequate implementation**Comments**

There is no real sustainability plan. However, Habitat has been working toward the sustainability of the project.

**Actions related to sustainability which have been implemented:**

Recognizing the need for activities promoting sustainability beyond HFH Haiti's expertise, partner agencies carried out pilot governance, livelihood and agricultural activities for the Santo community using funds from other donors. Governance: A six-month pilot project strengthened the SIDDEVAS representative council; Livelihoods: At the community's request, a marketplace was constructed using remaining materials. SIDDEVAS has initiated vendor selection and fees. A partnership with Artisans Business Network facilitated the training of local women in craft production. Agriculture: GiveLove cultivated acceptability and provided training on using excreta for composting, becoming a critical input to the gardens planted by community members who had been trained and supported with agricultural inputs by IsraAid. Solar lighting, equipped with a communication system for use during disasters, was also erected to protect community members. The governance and livelihood activities of this project should be continued and further expanded, supported by additional resources and the expertise of other organizations to transition this community from a culture of dependency to self-sufficiency.

[Sustainability Plan](#)<http://mif.iadb.org/file.aspx?DOCNUM=>**SECTION 6: KNOWLEDGE**



Lessons learned	Relative to Risk	Author
1. 1) Land issues and controlling the influx of squatters are beyond the scope of non-governmental organizations and donors, necessitating higher level solutions. The lack of these solutions requires ongoing, significant levels of investment of time and operating funds in conflict mitigation, security and community engagement. 2) The limited access to adequate water and sanitation in Haiti requires that projects for new communities must include sufficient resources to provide sanitation within the constraints of the local environment. 3) Many risks identified during project design are beyond control of the executing agency such as economic conditions, risks of additional natural disasters and the availability of microfinance loans for all community members.		Mazzarella, Margaret Callahan
2. HFH Haiti recognizes that new community development of de-capitalized and displaced families requires not only home construction, training and community engagement but also longer term investments beyond its expertise and the scope of the project as designed. Additional investments in governance beyond HFH's community engagement and the six-month project would greatly assist to further strengthen the SIDDEVAS council to manage the community and mitigate conflict. Schools and other infrastructure are also necessary to promote education of children and for the overall well-being of this community. Furthermore, the livelihood programs initiated—employment in construction, marketplace creation, gardens and craft production—are promising beginnings yet additional resources should be dedicated to transition this community from a culture of dependency to self-sufficiency	Sustainability	Mazzarella, Margaret Callahan
3. This project consisted of multiple, interdependent components; any and all delays slowed and complicated the entire project. Also, the large number of displaced, de-capitalized families in Léogâne attracted many humanitarian agencies. The local authorities, responding to the urgent housing needs of this large population, permitted other agencies to build temporary housing on the "Learning by Doing" project site, further complicating efforts to carry out inter-connected project activities. Therefore, intensive, time-consuming community engagement among this displaced population was critical to build the foundation for the entire project. Trust had to be established, leaders had to be elected transparently and beneficiaries had to be identified, vetted and selected prior to the training and construction activities which were the key components of "Learning by Doing." This work has united this community and created a representative council, which has assumed management responsibilities	Implementation	Mazzarella, Margaret Callahan
4. Designed immediately after the earthquake, the project was envisioned to increase the capacity of the de-capitalized population to generate income by building construction skills. However, by linking this capacity building with owner-driven home construction, the following factors impacted the project as designed. 1) Financial and programmatic assumptions made during the design process were not re-evaluated and adjusted prior to implementation. 2) Land tenure must be reinforced by the government. 3) Site preparation and master plans require additional investments of time and funds. 4) Initial home designs must be adjusted to obtain beneficiary approval. 5) Given the lack of sanitation worldwide, sufficient resources must be dedicated to ensure safe access in all projects. 6) The lack of income generating opportunities and threat of conflict after a disaster necessitate large scale temporary employment. 7) Designs for new communities require schools, roads and infrastructure.	Design	Mazzarella, Margaret Callahan

Indicate which are the main products of the project, where they can be found, and how they could be "shared" with other entities or similar projects.

The main products of the project are: the assessment of the houses. There are incorporated in the IDBdoc

#### Main products of the project

*[No related products to display]*

### SECTION 7: DOCUMENTS

01/OCT/2013 [Intermediate Evaluation Report](#)

[<http://www5.iadb.org/mif/file.aspx?DOCNUM=38133815>]

01/OCT/2013 [Final Evaluation Report](#)

[<http://www5.iadb.org/mif/file.aspx?DOCNUM=38133780>]

[Project profile](#)

<http://www5.iadb.org/mif/apps/public/psr/projectprofile.aspx?proj=HA-M1032&lg=EN>