



HAITI ONE YEAR LATER: THE PROGRESS TO DATE AND THE PATH FORWARD

A REPORT FROM THE INTERIM HAITI RECOVERY COMMISSION
JANUARY 12, 2011



INTERIM
HAITI
RECOVERY
COMMISSION



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INTRODUCTION



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One year after the earthquake in Haiti, the damage is still fresh. Tent camps and uncleared rubble are reminders of the tremendous reconstruction tasks that remain, and the cholera outbreak and Hurricane Tomas have exposed the fragility of recovery.

Amid these challenges, there are signs of hope and progress. Thousands have returned to their homes. Hundreds of thousands of children, the future of the country, have returned to school. Several new hospitals are under construction, and a recently concluded agreement has paved the way for a new industrial park that is expected to create more than 60,000 new jobs. Building back better is under way.

Much of this progress has been facilitated by the Interim Haiti Recovery Commission (IHRC), a first-of-its-kind institution in a post-disaster environment, established by the Haitian government to bring together all stakeholders in the reconstruction – the government, donors, nongovern-

mental organizations (NGOs), Diaspora, private sector, and civil society – to identify reconstruction priorities, encourage projects to align with Haiti’s priorities, and enhance coordination.

As Haiti marks the anniversary of the January 2010 earthquake, those involved in the reconstruction are taking a thoughtful and objective look at the progress made and the urgent challenges remaining. Moving forward requires drawing lessons from experience and communicating a clear vision for the next phase of rebuilding.

Although the IHRC is not responsible for implementing reconstruction improvements on the ground – its role is to identify priorities and enhance coordination among the implementers – its inclusive nature provides it with a unique perspective on what is working and what could be better. In alignment with its efforts to encourage transparency, the IHRC offers in this report a candid evaluation of the



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reconstruction in relation to three major objectives: ensuring development is in the best interests of the Haitian people, promoting transparency and accountability, and demonstrating a new model for development and cooperation.

The IHRC's findings are applicable to everyone involved in the recovery. Already represented on the IHRC's board and secretariat are the international community of governments, multilateral institutions, and NGOs, as well as the Haitian government, labor unions, civil society, and the private sector. The success of the IHRC will continue to depend on their leadership. The IHRC is committed to building on progress and meeting the challenges that remain.

Recovery in Numbers

SCALE OF DESTRUCTION

| | |
|---|------------|
| LOST LIVES | 220,000 |
| FEDERAL WORK FORCE LIVES LOST | 17% |
| DEBRIS CREATED, CUBIC METERS | 19,000,000 |
| HOMES DESTROYED/ IN NEED OF REPAIR | 190,000 |
| PEOPLE LIVING IN CAMPS 6 MONTHS AFTER EARTHQUAKE | 1,500,000 |
| PEOPLE LIVING IN CAMPS 11 MONTHS AFTER EARTHQUAKE | 1,000,000 |
| HOSPITALS DESTROYED OR SERIOUSLY DAMAGED | 30 |
| SCHOOLS DESTROYED OR SERIOUSLY DAMAGED | 3,978 |

RESPONSE SO FAR

| | |
|--|-------|
| FUNDING PLEDGED FOR 2010 AND 2011 (PUBLIC SECTOR DONORS), \$ MILLION | 5,574 |
| FUNDING DISBURSED AS OF DECEMBER 2010, \$ MILLION | 1,276 |
| PROJECTS APPROVED BY IHRC, NUMBER | 74 |
| PROJECTS APPROVED BY IHRC, TOTAL BUDGET, \$ MILLION | 3,000 |
| PROJECTS APPROVED BY IHRC, TOTAL FUNDING SECURED, \$ MILLION | 1,500 |

TARGETS FOR OCTOBER 2011

| | |
|---|-----------|
| ADDITIONAL PEOPLE WHO HAVE RELOCATED FROM CAMPS TO SAFE HOUSING | 400,000 |
| ADDITIONAL DEBRIS REMOVED SAFELY, CUBIC METERS | 4,000,000 |
| HOSPITALS/CLINICS REBUILT | 10 |
| HOSPITALS/CLINICS UNDER CONSTRUCTION | 30 |
| SHARE OF PEOPLE WITH ACCESS TO POTABLE WATER (2% TODAY) | 50% |
| SHARE OF PEOPLE WITH ACCESS TO SANITATION (27% TODAY) | 50% |
| FUNDING NEEDED TO REACH TARGETS, \$ MILLION | 990 |

SOURCE: GOVERNMENT OF HAITI, UNITED NATIONS – OFFICE OF THE SPECIAL ENVOY, OCHA, IOM – HAITI CAMP COORDINATION CAMP MANAGEMENT CLUSTER, THE NEW YORK TIMES, IHRC

THE CHALLENGE

The Earthquake's Impact and the IHRC's Role in the Recovery

The Earthquake's Impact

The 7.0-magnitude earthquake that struck Haiti on January 12, 2010, launched a humanitarian crisis of unprecedented scale. An estimated 220,000 Haitians were killed, some 300,000 were injured, and six months after the earthquake, 1.5 million were living in camps. The extent of destruction in Port-au-Prince made rescue work difficult, and with many surrounding roads

impassable and airports inoperable, the first shipments of foreign aid could not reach the people who most needed them. Even days after the event, many Haitians lacked adequate food, water, and shelter, and survivors were digging their neighbors out of the rubble of collapsed buildings.

What distinguishes Haiti's tragedy from other recent large-scale disasters – Hurricane Katrina or the 2004 tsunami that

Experiencing the Day of the Earthquake

The general feeling in Haiti at the end of 2009 was one of cautious optimism for the future of the country. I could see it in the more positive press, and I could hear it in my conversations with my friends. Was Haiti finally turning the corner?

Then on January 12, 2010, shortly before 5 p.m., all hell broke loose and all hopes ended.

What started as just another day turned into a nightmare when the earth shook with unimaginable intensity, leading to many buildings collapsing like houses of cards.

I was unfortunate enough to be in one of the buildings that collapsed, trapping me inside its concrete pieces for almost one hour. Yet I was fortunate enough to have been there with one of my very good friends. Not being alone in a situation like that makes a big difference.

It took us a while to grasp the situation and to realize that we were indeed still alive – but for how long? Will we have to endure a slow and painful death while hoping to be rescued? Rescued by whom? It was impossible to reach anyone by phone.

My first thought was to remind God that the one of the few things I have always asked of him is that death for me, whenever it comes, be as quick and as painless as possible. It did not look like He was going to grant me my wish.

The little space that my friend and I shared under the concrete felt like a dust-filled tomb, with the ceiling so low on our heads that we had to remain lying down. Crawling

on our stomachs to find a way out, we realized that had we taken two or three additional steps in either direction, we would have been crushed.

The only source of light that we had was from my friend's cell phone, which is how I realized that the index and middle fingers of my right hand were badly crushed.

We saw a little bit of daylight through a hole, and we worked together to enlarge it and to quickly squeeze our bodies through it before an aftershock closed it on us. Finally, we were outside. I thought, "Oh my God, what a relief. We made it out alive." By then, I was in terrible, excruciating pain.

Then we looked around us and saw, in shock and in awe, the enormity of the disaster. We knew that Haiti had been dealt a blow that could be insurmountable for such a fragile and weak country. Our thoughts went immediately to our family members and friends, worrying and wondering if they were alive.

While I am extremely thankful for not having lost any family members or close friends, I am mourning for my country, for my fellow citizens who went and are still going through so much suffering.

I now know for a fact that anything that does not kill you makes you stronger. Through the IHRC, I will try to do my best to make sure the same applies to Haiti.

MARTINE JEAN-CLAUDE
Chief of Staff, IHRC

struck Indonesia – is the extent to which it damaged Haiti's capacity to rebuild. With 17 percent of the federal work force killed and all but one ministry building destroyed; most hospitals damaged or ruined; and economic losses approaching \$7-8 billion – equivalent to 120 percent of gross domestic product – Haiti lost the resources it needed to respond to the crisis. The earthquake left Haiti's capital city in ruins. It devastated an already weakened infrastructure and set back years of painstaking progress.

The earthquake followed years marked by instability and natural disasters. In August and September 2008 nearly 800 Haitians were killed and hundreds more injured in a series of devastating storms that brought international attention to Haiti's crisis. If tropical storms exposed the poor conditions and construction in Haiti's cities and communities, they also highlighted the country's steady progress. The government's response to the storms restored confidence in its capacity for development and inspired action to help Haiti rebuild.



IFRC

Haiti Has a History of Natural Disasters

- 1770** EARTHQUAKE DEVASTATES PORT-AU-PRINCE
- 1842** EARTHQUAKE DESTROYS CAP-HAITIEN AND OTHER CITIES
- 1935** STORM KILLS 2,000 PEOPLE
- 1946** TSUNAMI KILLS MORE THAN 1,500 PEOPLE
- 1954** HURRICANE HAZEL KILLS HUNDREDS OF PEOPLE
- 1963** HURRICANE FLORA KILLS THOUSANDS OF PEOPLE
- 1994** HURRICANE GORDON KILLS HUNDREDS OF PEOPLE
- 2004** TROPICAL STORM JEANNE CAUSES FLOODING IN THE NORTH, KILLS NEARLY 3,000 PEOPLE
- 2005** HURRICANE DENNIS KILLS MORE THAN 45 PEOPLE
- 2008** 4 STORMS BATTER HAITI, KILLING NEARLY 800 PEOPLE AND CAUSING MORE THAN \$1 BILLION IN DAMAGE
- 2010 JANUARY** 7.0 EARTHQUAKE KILLS MORE THAN 220,000 PEOPLE
- 2010 OCTOBER** FIRST CASES OF CHOLERA IDENTIFIED, CLAIMING MORE THAN 3,500 LIVES AS OF NOW
- 2010 NOVEMBER** HURRICANE TOMAS HITS HAITI, CLAIMING FEW LIVES, BUT CAUSING SEVERE FLOODING

A Conversation with Ray Nagin, Former Mayor of New Orleans

Is there a message for the Haitian people you would like to share?

What happened to New Orleans with Hurricane Katrina was not fair, and what is happening to you right now is not fair. Major help is on the way; it just has to go through too many filters. The fact is the average recovery from a major disaster is extremely hard work and normally takes 10 to 15 years.

This is a new beginning. Haiti will recover because great places always reinvent themselves. Better days are ahead for you if you stay focused on your future, which is yours to shape.

Is there a message for the people working on the recovery effort that you would like to share?

To the donors, thank you for helping this country to recover. The Haitian people desperately need your support to have a solid chance at full recovery. Trust the established process to deliver a transparent, fully recovered Haiti that you will be proud of.

To the workers on the ground, you are doing God's work. In New Orleans, workers and volunteers helped to jump-start our recovery, as actual recovery dollars were also slow to hit devastated areas.

To the Haitian government and the IHRC, your sacrifices will never be fully appreciated. Plan well, stay focused, and ignore critics. Your good works will be understood better later.

After one year, what did the situation feel like and what were the key challenges you faced ahead of you? How did you address them?

The first year was very frustrating. In New Orleans, recovery dollars from the U.S. federal government barely moved, and citizen expectations did not match this reality. We lobbied constantly for resources, encouraged volunteers to work on housing, and used every communication tool we had to try to get more support and our message out.

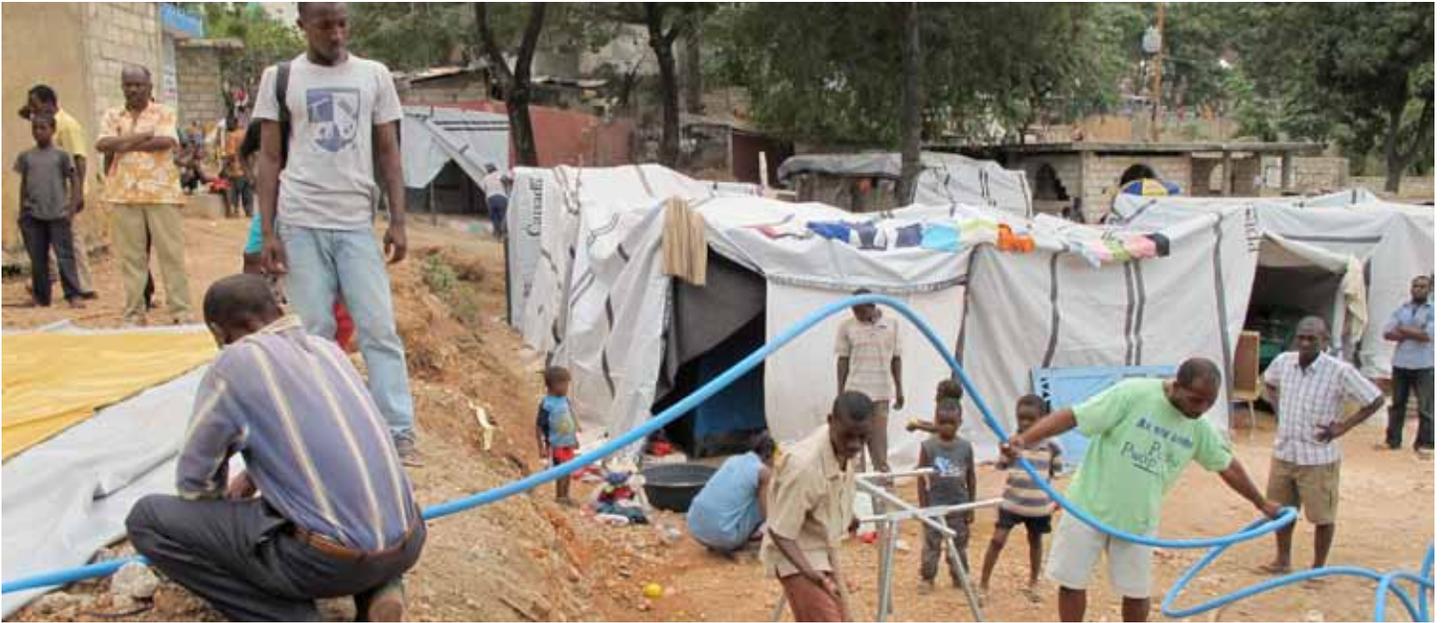
How would you communicate what has been and still needs to be done in the recovery? How would you keep people motivated?

The Haitian leaders and the IHRC must communicate consistently to both internal and external stakeholders. It is extremely critical that the affected Haitian people feel like they are involved and heard. Town-hall meetings, radio, and TV are good vehicles. Consistent, honest communication motivates people and gives them hope. A very effective tool for us was to set up a comprehensive website so that external people could track our progress in real time.

2009 was then a year of hope and progress. The government worked with donors to come up with a plan for long-term economic development. Paul Collier, working for the U.N., wrote a report highlighting Haiti's high potential for growth. "If the international community cannot succeed here, it is hard to see it succeeding elsewhere," he wrote. With Haiti having attained the "Completion Point" under the Highly-indebted Poor Countries (HIPC) initiative, the World Bank, the Inter-American Development Bank (IDB), and other debtors relieved more than 80 percent of Haiti's public debt, laying the groundwork for long-term growth. Foreign investment in Haitian businesses grew to \$400 million from only \$100 million three years before, fueling an economic renewal. In 2009,

there were newspaper headlines about Haiti's potential, not just Haiti's plight. That Haiti was on a path of remarkable progress by 2010 makes January's disaster all the more devastating. But the earthquake – and the global action it has inspired – also provides an opportunity to help Haitians build their country back better than it was before the disaster. In March 2010 donors pledged more than \$11 billion to the long-term reconstruction of Haiti. This commitment was an important first step toward putting Haiti on the path to sustainable development by creating the conditions necessary to attract further investment in Haiti's future.

But significant challenges remain. The recent cholera outbreak has shifted resources toward containing the crisis and preventing



Cautious Optimism in 2009



“After years of upheaval and reversals, Haiti is making significant progress: Its streets are safer, politics is more stable and business is growing.”

SOUTH FLORIDA SUN-SENTINEL, *December 20, 2009*

The Miami Herald

“Haiti and Guyana are the two countries in the Caribbean that are expected to post positive growth this year, despite a global economic crisis.”

THE MIAMI HERALD, *November 10, 2009*

“[Haiti] has won the respect of the fund, the IMF, as a country that has serious long-term economic policies.”

THE MIAMI HERALD, *November 10, 2009*



“[R]ebuilding the country seems plausible this time, after years of false starts.”

REUTERS, *October 2, 2009*

The New York Times

“Investors insisted that money-making opportunities were everywhere in Haiti.”

THE NEW YORK TIMES, *October 5, 2009*



“Investors start to see Haiti in a new light.”

CARIBBEAN360.COM, *October 2, 2009*

Pledges at New York Conference, Top 24 Donors

\$ MILLION FOR 2010 AND 2011, INCLUDING DEBT RELIEF

| | |
|--------------|----------------|
| VENEZUELA | 1,336 |
| USA | 1,152 |
| IDB | 544 |
| IMF | 420 |
| CANADA | 325 |
| EC | 294 |
| FRANCE | 273 |
| SPAIN | 258 |
| WORLD BANK | 227 |
| BRAZIL | 164 |
| NORWAY | 107 |
| JAPAN | 100 |
| ITALY | 53 |
| GERMANY | 52 |
| OAS | 36 |
| CDB | 35 |
| SWITZERLAND | 25 |
| SWEDEN | 20 |
| QATAR | 20 |
| ARGENTINA | 18 |
| IRELAND | 17 |
| AUSTRALIA | 12 |
| FINLAND | 10 |
| KUWAIT | 10 |
| OTHERS | 67 |
| TOTAL | \$5,574 |

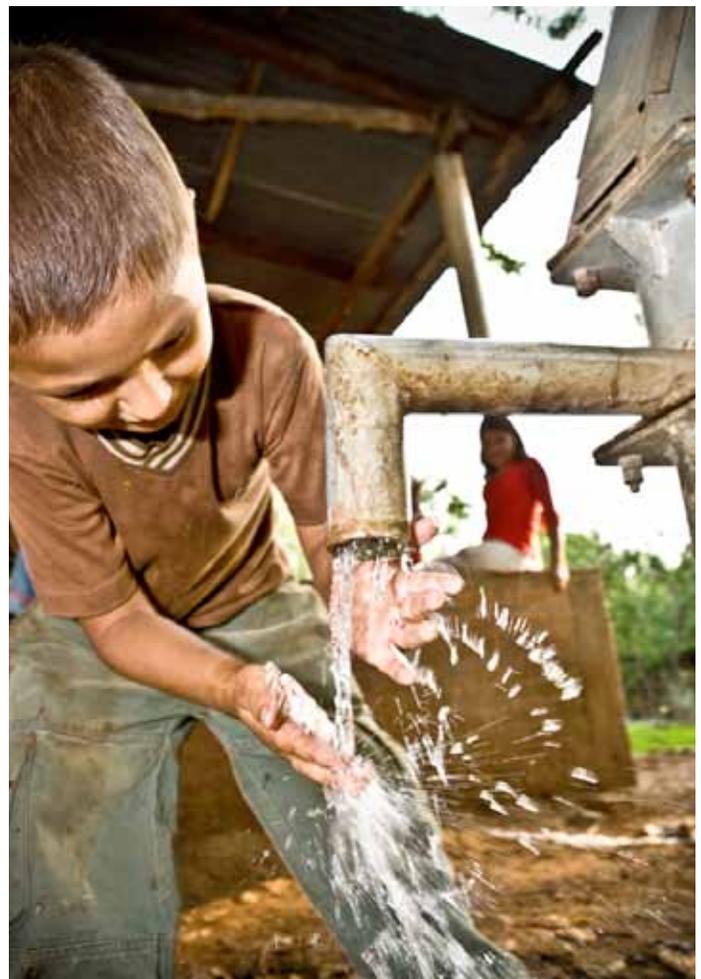
SOURCE: UNITED NATIONS – OFFICE OF THE SPECIAL ENVOY FOR HAITI,
DATA AS OF DECEMBER 2010

future outbreaks. The transition from emergency relief to sustainable recovery and growth has revealed even more work to be done. And the overwhelming show of support for Haiti in the form of funding, supplies, and projects, while remarkable and admirable, means that there is an even greater need for efficient coordination of recovery efforts and for transparent governance.

To help meet these needs and expedite the recovery, the IHRC was created as a coordinator of the recovery effort for 18 months until the Haitian Development Agency could be built by Haitians to lead the recovery through its full term.

The IHRC's Role in the Recovery

In the days and weeks after the quake, the global response to Haiti's tragedy was extraordinary. Governments, individuals, and relief organizations – some of them formed in the wake of the crisis – channeled millions of dollars in aid, which



directly funded essentials like food, water, and temporary shelters, as well as medical supplies and volunteers. Because of this quick and unparalleled response, lives were saved, and the predicted health crises were initially largely avoided.

But as the emergency began to subside, a new category of need arose. The large scale of the destruction on Haiti's government and infrastructure hampered the ability to start long-term rebuilding.

On the other hand, the extent of destruction also means that the possibilities for recovery are far reaching. Today, Haitians have the opportunity to build back better and create the country they deserve. But recovery efforts often share common obstacles including the urgent need to clearly define goals and targets; overlapping or conflicting efforts among donors and implementers; lack of monitoring mechanisms to measure outcomes and efficiency; bypassing of government; absence of a forum for

reconciling conflicting goals or efforts or for creating an overall strategy; and a lack of transparency.

The IHRC was formed to overcome these challenges. With an overarching goal of building a better Haiti, the IHRC works to meet the following major objectives:

- **Ensuring that the work of recovery is in line with the best interests of the people of Haiti;**
- **Increasing transparency and accountability;**
- **Showcasing a new model for aid and development.**

The IHRC *prioritizes the needs of the Haitian people* by ensuring planning is inclusive and led by Haitians, coordinating the international community, and communicating clear outputs desired by the government for recovery. The IHRC requests bilateral and multilateral donors, civil-society organizations, and private efforts to submit their projects, and the IHRC then



A Message From the Co-Chairs

When we were asked to co-chair the Interim Haiti Recovery Commission in April 2010, it wasn't a question of if we would do it but how quickly we could get started. Three months after the earthquake, it was clear how much work was needed to help the people of Haiti rebuild their communities and their lives. Equally apparent was the need for a centralized body to coordinate the reconstruction efforts from donors, NGOs, the private sector, and the Haitian government itself to reduce duplication, ensure transparency, and align projects with the priorities the Haitian people have envisioned for themselves.

This is the mission and the mandate of the IHRC, modeled after the successful approach after the tsunami in South Asia and progressing at a similar pace. The board itself is a remarkable compilation of Haitians from all backgrounds, representation from the government, and donors worldwide working together rather than as separate entities. Since August, the board has approved \$3 billion in projects that will improve more than 1 million lives through job creation, improved education and health care services, housing and infrastructure construction, and community enhancements.

We've made progress despite the setbacks of a threatening hurricane season and a devastating cholera outbreak. But we know that in many ways, the true work has just begun. As we approach the one-year anniversary of the earthquake, donors have yet to fulfill all of their pledges. Rubble removal and housing remain top priorities for the millions still living in shelters. People need and desire jobs to help them support their families and build a better life.

But the opportunities in Haiti's reconstruction are just as pressing as the challenges, and the IHRC is focusing on seven sectors that are particularly important to long-term recovery, including job creation, housing, education, health care, and debris removal. We have shifted our strategy to emphasize these areas that will make the biggest impact in the lives of the Haitian people, and quickly.

At the end of our mandate, the success of the IHRC will be determined not by how many projects we review or how many pledges donors fulfill. These are important, but even more critical are the improvements on the ground and the number of



people who can see tangible results in their own lives.

No one expected Haiti to recover overnight from the recent tragedy and the 200 years of oppression, poverty, and neglect that came before it. But we should expect things to get better day by day, project by project. We should expect that projects will be held accountable to their donors and the international community. We should expect that people will make good on their promises and not turn their backs at a critical moment in Haiti's future.

The IHRC is here to oversee that these things that the Haitians expect and downright deserve take place. And we stand by this mission as strongly as we did the day we accepted our roles as co-chairs. We are proud to work alongside staff, volunteers, NGOs, private businesses, members of the Haitian Diaspora, and Haitian ministers who are as dedicated to fulfilling this mission as we are, who work every day in the midst of difficult circumstances.

After 18 months, the IHRC will transition into whatever the Haitians would like it to be. But until then, it will be up to each of us, from the IHRC board to the project implementers, to ensure that we are working as efficiently, transparently, and urgently as possible to help the people of Haiti build a nation that truly reflects their dreams and desires and realizes the enormous promise and potential the country holds.

Bellerive
JEAN-MAX BELLERIVE

Bill Clinton
WILLIAM J. CLINTON

Co-Chairs of the Interim Haiti Recovery Commission

reviews projects to ensure that efforts are not duplicated and that investments meet government-established priorities. Effective coordination of projects also requires that rebuilding efforts not only replace damaged infrastructure and services but also focus on Haiti's long-term development. By working closely with government institutions, the IHRC aims to ensure that the projects it approves will have a lasting positive impact on Haiti's future. And by working with the government to identify its goals for development, the IHRC ensures that Haiti gains the capacity to manage and improve its own infrastructure and address future crises – thereby reducing Haiti's dependence on foreign aid.

To *increase transparency and accountability*, the IHRC aims to be a one-stop shop for information about the recovery projects and maintains a website with information on all approved recovery projects. Transparency in all activities improves coordination and implementation by ensuring that open communication channels exist for all stakeholders and that all parties involved can collect and share information about ongoing and planned projects. Moreover, the IHRC is establishing a Performance and Anti-Corruption Office that will rigorously monitor recovery resources to ensure accountability to the people and government of Haiti, as well as to donors and the larger public.

By its very existence, the IHRC is implementing and showcasing a new model for effective aid and development so other countries and regions might benefit from Haiti's process and progress. In Haiti, the IHRC is a unique – and unprecedented – forum for donors and Haitian representatives to work collaboratively, create priorities, and enhance coordination, all

Key Dates in IHRC's Brief History

| | |
|-----------|--|
| 21-APR-10 | PRESIDENTIAL DECREE CREATES THE IHRC |
| 26-MAY-10 | LETTERS SENT TO DONORS ASKING THEM TO NOMINATE BOARD MEMBERS TO THE IHRC |
| 31-MAY-10 | IHRC WEBSITE GOES LIVE |
| 1-JUN-10 | INITIAL BRIEFING FOR THE IHRC BOARD |
| 7-JUN-10 | IHRC BUILDING OPENS FOR BUSINESS IN PORT-AU-PRINCE |
| 17-JUN-10 | FIRST BOARD MEETING ESTABLISHES BYLAWS AND CODES OF CONDUCT |
| 22-JUL-10 | GABRIEL VERRET APPOINTED EXECUTIVE DIRECTOR |
| 17-AUG-10 | SECOND BOARD MEETING SETS HIGH-LEVEL PRIORITIES AND APPROVES \$1.7 BILLION IN PROJECTS |
| 6-OCT-10 | THIRD BOARD MEETING APPROVES \$777 MILLION IN PROJECTS AND PERFORMANCE AND ANTI-CORRUPTION OFFICE |
| 11-NOV-10 | IHRC LAUNCHES IMPROVED WEBSITE |
| 12-NOV-10 | JOINT TWO-DAY WORKSHOP BETWEEN MINISTRIES AND IHRC STAFF |
| 14-DEC-10 | FOURTH BOARD MEETING LAUNCHES STRATEGIC PLAN FOR REMAINDER OF THE MANDATE AND APPROVES \$431 MILLION IN PROJECTS |



What does the IHRC do?

ENSURE DEVELOPMENT IS IN THE BEST INTEREST OF HAITIAN PEOPLE

- Set out clear priorities
- Review all projects based on defined criteria (including select private-sector efforts)
- Coordinate projects to avoid overlap
- Improve project concepts together with implementers

PROVIDE TRANSPARENCY AND ACCOUNTABILITY

- Collect and share information on projects and pledges in a single location
- Monitor high-level progress of projects
- Ensure performance and anti-corruption through the PAO
- Hold public meetings of the board

SHOWCASE A NEW MODEL FOR AID AND DEVELOPMENT

- Bring together donors, government, and Haitian civil society
- Conduct proactive outreach to stakeholders

What does the IHRC not do?

- Direct government, donor, or NGO activities operationally
- Create large technical capacity within IHRC, duplicating existing mechanisms
- Replace the financial tracking functions and responsibilities of implementing agencies and donors
- Act as a bottleneck and prevent urgently needed projects from being launched
- Fund projects directly
- Implement projects

in ways that uplift longer-term Haitian capacity. By actively promoting cross-sector partnerships, the IHRC improves the effectiveness of projects, resolves conflicts or duplications of effort, and leverages stakeholder resources. The IHRC also tracks the disbursement of pledges and coordinates with funding resources to encourage the urgent advancement of projects that are approved. Moreover, the IHRC continually works with the Haitian government, its ministries, and senior officials to enhance the sustainability of coordination efforts.

Put simply, by facilitating and monitoring recovery projects in line with Haitians' priorities, the IHRC seeks to maximize the impact and sustainability of donor, NGO, and private-sector efforts and to ensure the best possible recovery for Haiti. The subsequent implementation of reconstruction projects that are approved by the IHRC – and the real-world impact of projects in the lives of Haitians – depends on the funding committed by donors, the capacities of the implementing organizations, and the ability of the Haitian government to facilitate progress.

Why I Work at the IHRC



“My motivation for working for the IHRC is my desire to participate in the reconstruction of my country by putting at its service my expertise and knowledge.”

RACHEL COUPAUD

IHRC Project Review and Standards Setting Officer



“When the earthquake happened, I believed that reconstruction in Haiti would be an opportunity to make a sustainable change in the quality of people’s housing and their communities, so when I was offered the opportunity to contribute to making that happen, I had to say yes!”

PRISCILLA PHELPS

Housing Sector Lead

Messages from Donors on Why the IHRC Fills an Important Role in the Recovery

BRAZIL

The challenges faced by the Brazilian government during the recovery efforts in Haiti are related to our relatively new role as an international donor and to the depth of our engagement in Haiti. There have been four main challenges: 1) finding the appropriate institutional and budgetary mechanisms to enable a continuous and significant flow of disbursements; 2)



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providing incentives to a deeper engagement of the domestic civil society (NGOs, private sector) in the recovery efforts; 3) overcoming local difficulties during project implementation (for example, provision of land titles for the construction of health units); and 4) finding partners to co-finance sizable projects (for example, the Artibonite 4C dam and hydroelectric power).

The IHRC can help overcome these sorts of challenges. Being at the same time comprehensive and representative, its board contributes to the level of political engagement in the recovery efforts, raising the profile of that issue in the international and domestic agendas. On the other hand, its structural features – presence of a board and of a secretariat, periodic convening of regular meetings – help establish and consolidate more direct channels among bilateral donors, the government of Haiti, international organizations, and civil-society organizations.

AMBASSADOR ANTONIO SIMÕES

Representative of Brazil to the IHRC

INTER-AMERICAN DEVELOPMENT BANK

One important side effect of the January 12 earthquake is the global attention focused on Haiti, not only from the traditional donors such as multilateral and bilateral agencies but also NGOs as well as big corporations. All are keen either to strengthen or to initiate their engagement with the country. However, building and maintaining coordination and partnerships between international and local actors is both difficult and costly and requires dedicated institutions and organizations in place to proceed efficiently and effectively. This is a critical role that the IHRC has played and will hopefully continue to play until its work ends in October 2011.

Another consequence of the earthquake is that the capabilities of the state to plan and to administer the influx of foreign aid were seriously denuded. The volume and complexity of interactions have been increasing at a time when the physical and human capital available to the government has been at its weakest in the recent past. The IHRC has contributed to ensuring that the proposed actions of the international actors are aligned with national priorities identified in the Action Plan for the Recovery and Development of Haiti.

Finally, the life of the IHRC straddles the end of one administration and the first months of a new one. Government transitions are always difficult, not least in periods of recovery from a natural disaster. In this regard, the IHRC plays a continuity role, establishing criteria for the evaluation of priority projects as well as sector policies in key areas of housing, debris removal, job creation, and welfare provision. These actions provide the policy platform for the international community to undertake with confidence the financing of programs and projects focused on generating beneficial impacts for the Haitian population at large and particularly those most affected by the earthquake.

HAITI RESPONSE GROUP

Inter-American Development Bank

PROGRESS TO DATE

What Is Working and Next Steps

The First Nine Months – From Vision to Recovery

In March 2010, just two months after the earthquake, the government of Haiti presented its Action Plan for National Recovery and Development of Haiti (PARDN). The plan set an ambitious vision for the country to build back better from the earthquake.

Based on this, the international community pledged approximately \$5 billion over the next 18 months to Haiti's recovery and development in addition to \$1 billion in debt relief. And in June the IHRC began the work of coordinating Haiti's vision and donors' promises.

This section outlines some of the IHRC's accomplishments and the road ahead.

Defining a Practical Plan for Recovery in the Best Interests of the Haitian People

At the start of the recovery, donors and the government voiced the critical need to focus efforts where help is needed the most. The IHRC responded. In August, following consultations with government ministries, donors, and other key stakeholders, it presented three-month priorities based on or aligned with Haitian priorities in key sectors that needed funding. In December, following additional consultations, the IHRC followed up with a more comprehensive cross-sector plan for Haiti's recovery through the end of the IHRC's mandate in October 2011.

The plan provides a clear road map for how donors can commit their pledges from nine months ago to projects that will



Building Strong Partnerships – MSPP and IHRC Health Team

With the IHRC, a new space was created: an open forum for exchanges about better coordination, improved planning, and greater alignment. Using our government's national plan, existing documents, and our interim goals, we worked with the IHRC Health Team on quarterly priorities and on setting clear 2011 targets to ensure that the IHRC can best contribute to the overall reconstruction.

Dr. Pierre, as a physician, senior adviser, and sector lead, brings just the right combination of health and policy expertise and interpersonal skills to enact this mandate. She consistently and gracefully bridges the worlds of public and private, national and community, donor and implementer – ensuring, always, that the government's leadership includes the perspectives of all stakeholders – and, ultimately, guides

all key decisions in the sector. The IHRC Health Team is hardworking. They have thoughtfully studied approaches to improving the system overall, engaging MSPP staff across levels and leveraging their expertise. Working with the IHRC Health Team has been a true pleasure.

Overall, the IHRC-MSPP relationship has been a place of true partnership toward a better health system, setting biases aside to reach joint decisions that will respond to true needs. A new public sector approach is needed. The IHRC-MSPP partnership represents a first step toward rebuilding trust in Public Health. We look forward to our continued work, to touching lives, and to working together under a solid health plan able to provide safe and high-quality health care for all.

MINISTRE ALEX LARSEN, MD

Ministère de la Santé Publique et de la Population

The 2010 earthquake had a severe impact on Haiti's fragile health care system. Local volunteers, members of the Diaspora, and international partners responded within hours and continued their support over months. However, many have struggled with how to contribute over the long term.

To ensure alignment of the many interested in contributing to Haiti's recovery, the IHRC Health Team first worked on understanding the Ministry of Health's priorities and on encouraging coordination with the government. This began by studying the current Ministry of Health's plan and developing a close relationship with the Minister of Health, the Ministry's liaison to the IHRC, and other key departments at the Ministry.

The strength and dedication of the Ministry of Health

staff –working with significantly fewer resources than their international counterparts under the most difficult conditions imaginable – are just remarkable. In every department,

people who had been directly impacted by the earthquake continued to work daily and graciously engaged with the IHRC Health Team, accepting feedback and making nuanced recommendations. The Minister of Health's commitment to a better future is palpable. He quickly welcomed the IHRC Health Team, including us in major conversations, openly sharing the history and social impact of key programs, and joining us in drafting and discussing the IHRC's 2011 health-sector targets.

It is an honor to work with our ever more committed partners: donors, academics, NGOs, members of the private sector, and the Ministry of Health. Together we will build a better public health care system for Haiti.

CLAIRE-CECILE PIERRE, MD

Senior Health Advisor – Health Sector Lead, IHRC



Examples of Donors Who Have Provided Funds to Approved Projects

| DONOR(S) | PROJECT | CONTRIBUTION |
|--------------------------|--|--|
| UNITED STATES, FRANCE | <i>Reconstruct the State University Hospital of Haiti in Port-au-Prince</i> | \$25 million each |
| CANADA | <i>National School Feeding Programs and Support Water and Sanitary Equipment in Schools</i> | \$20 million |
| CANADA | <i>Reconstruction and Strengthening of Integrated Reproductive Health Services for Women and Children Affected by the Earthquake</i> | \$4.5 million (soon to be formalized) |
| EUROPEAN UNION | <i>Evaluation of Public Administration in 10 Departmental Chefs-Lieux</i> | \$1 million (soon to be formalized) |

SOURCE: UNITED NATIONS

benefit Haitians the most now. It also identifies priority sectors for the next nine months, sets targets based on what is achievable, and outlines the specific projects and programs needed, and the funding required, to meet those targets.

While exercising this leadership, the IHRC has continually invited collaboration and input. It has coordinated with government ministries to define practical plans for key recovery sectors, such as housing, debris removal, health, and water and sanitation, while refining and updating others.

The IHRC continues to deliver on its mandate to identify priorities that best serve the needs and interests of Haitians. Although it does not implement projects, it encourages all implementing organizations to accelerate their work to match the scale and urgency of the needs of the Haitian people. Given its unique position in the reconstruction effort, the IHRC has observed two key challenges that, if addressed, could dramatically expand improvements in the lives of the Haitian people.

The first challenge is funding. Reconstruction plans must be funded in order to be implemented, and in Haiti much of the funding that was pledged by donors remains to be disbursed.

Further, in order to be most effective, funding must be channeled to the most urgent needs on the ground.

Of the \$5 billion the international community pledged to Haiti for 2010 and 2011, \$2 billion was programmed for 2010, and of this, only \$1.2 billion (63 percent) had been disbursed by November. This is an improvement from the 19 percent that had been disbursed as of early July, and reflects the co-chairs' continuing outreach to the highest levels of donor governments, but the IHRC has approved more than \$1 billion in projects that remain unfunded.

At present, the funds that have begun to materialize are insufficient to address Haiti's most pressing needs, and have been balanced in a way that doesn't necessarily reflect the Haitians' priorities. For example, a combined \$500 million is committed to education and transportation infrastructure, far more than the roughly \$350 million committed to debris removal, housing, and health, combined. As context, the IHRC estimates that Haiti needs \$160 million to clear 40 percent of the remaining debris from Port-au-Prince by October 2011. The IHRC continues to encourage donors to urgently provide support for projects they have approved via the IHRC, so that implementation can begin as soon as possible.

¹ PLEDGES FROM THE TOP 24 DONORS AT THE NEW YORK CITY DONORS CONFERENCE IN MARCH 2010



OXFAM INTERNATIONAL

The second challenge and opportunity is that there remain key policy decisions that government can make to expedite the recovery.

To help address this issue, the IHRC has compiled in the strategic plan a list of the most pressing policy decisions. Issues of land ownership, land tenure security, financial assistance to displaced persons, and demolition of structurally unrecoverable (“red”) houses have delayed reconstruction efforts in critical sectors such as debris removal and housing. The IHRC, the relevant sector ministries, and government commissions have discussed responses to these policy questions, and the IHRC remains committed to continue to work together to identify the choices that can expedite the recovery.

Promoting Effective Coordination Toward Recovery Objectives

The IHRC has approved and coordinated more than \$3 billion in projects advancing Haiti’s own stated development goals. It has intervened in several cases to reduce duplication of efforts and instead encourage partnership. In one such case, the government and the U.N. separately proposed to remove debris in the same area of downtown Port au Prince – and through the IHRC, they agreed to work together.

The IHRC also has helped to better align projects to government recovery strategies. All project proponents receive written feedback from the IHRC, and many take the opportunity to consult with relevant sector teams. This collaboration has already produced results. The U.N. and Norway agreed to revise a key element of one of their agriculture project proposals – a subsidy for farmers – to ensure its alignment with the Ministry of Agriculture’s policies. In another case, the U.S. worked closely with the IHRC to ensure that its housing projects aligned with the housing-sector framework the IHRC had helped to create.

The IHRC has matured, collecting more data on the recovery efforts and making connections with key stakeholders, it has been able to help increase collaboration among different groups whose efforts could be complementary. For instance, the IHRC connected a project proposing an agricultural credit facility to the relevant officials in the Ministry of Agriculture and referred another project proposing a micro-lending facility to World Bank, Inter-American Development Bank (IDB), and Bank of the Republic of Haiti officials already working on similar projects.

There are several ways in which the IHRC will continue to improve coordination.

Beginning to Build the IHRC Secretariat



The implementation of the IHRC's secretariat was a very challenging endeavor. Since the Commission was starting from scratch, we had to quickly establish and rank the priorities. In this dramatic context and urgent situation,

the focus was originally put on the project review and approval activities at the expense of some other functions or initiatives. During the first seven months of its existence, the IHRC has approved 74 projects coming from a broad spectrum of sectors and in line with the recovery strategy of the government of Haiti.

At the same time, it had to put in place its administrative structure without having direct access to the financial capacity necessary to pay operational expenses. Without reinventing the wheel, the IHRC had to innovate on a constant basis. The working days were often long, self-sacrifice being the norm. We can probably be proud of that, but above all, we owed that to the people of Haiti.

SYLVAIN CÔTÉ

Director of Shared Services

A great many partners are working on critical aspects of Haiti's recovery and development. The IHRC is eager to add to its group of sector experts in order to gain the full benefit of cooperation with these partners. By inviting such involvement, the IHRC seeks to build more relationships with stakeholders working in each sector and further shape the project pipeline on the front end: suggesting project concepts, understanding and filling funding gaps, and working with project proponents early to provide advice as they develop new proposals.

The number of projects submitted to the IHRC has been extraordinary. There have been more than 350 projects submitted into the IHRC's electronic system and the IHRC receives tens, if not hundreds, of inquiries every week from people asking how they can help. The IHRC invites such participation and will continue to respond to these inquiries.

The IHRC also will continue to encourage more project implementers – including NGOs – to submit their projects to be coordinated with the overall reconstruction effort. The co-chairs have led several outreach efforts to engage a wide array of implementers, however it appears there are many projects underway that have not been submitted to the IHRC. This has made it more difficult for the IHRC to accurately identify recovery activities and key gaps. The effectiveness of the IHRC in coordinating efforts will continue to rest on the participation of the reconstruction actors.

Ensuring Transparency and Accountability

The IHRC's work has substantially increased transparency. That this report could be written at all, providing a candid perspective on the overall progress of the recovery, is an example of this increased transparency.

The work of the recovery is public. IHRC board meetings have been open to the press, and these public discussions have covered topics like the design of important Commission functions, projects recommended for approval, sector strategies, and the IHRC's operations. The IHRC also has conducted outreach meetings with government officials, the NGO community, the Haitian private sector, and international donors. These meetings provide stakeholders with an important window into the progress of the recovery and help keep the IHRC and its partners accountable to the Haitian people they serve.



The IHRC's redesigned website shows summaries of all approved development projects, information about the IHRC's operations, and the targets and plan for the recovery. In the past, this information would have been scattered across different places in different formats. Now it is easily accessible to the public, and the value of the information collected will only increase over time. Furthermore, the IHRC plans to launch a database and an analytics engine to help make it easier to track the progress of the recovery.

To hold projects accountable for fulfilling promises, the IHRC has begun to collect and share information on the approved projects' progress and challenges. At its October 6 board meeting, the IHRC provided an update on the progress achieved by all approved projects. At its December 14 board meeting, it presented impacts that projects are having on the ground. As projects progress further and more receive approval, this function will increase in importance.

Finally, a critical tool for transparency and accountability, the Performance and Anti-Corruption Office, was approved by the board at its meeting on October 6, and now is being staffed. The IHRC hopes this unit will continue its work long after the IHRC's mandate transitions to the Haitian development entity envisioned in Haitian law.

The IHRC will continue to expand its work on monitoring projects and encouraging transparency.



IHRC WEBSITE

The IHRC has begun to put in place the structures and personnel to keep the public informed on a more regular basis by increasing outreach efforts, updating its website more frequently, and making it easier to contact relevant staff with questions.

The IHRC also will continue to encourage partners to help provide transparency and accountability. The IHRC does not have the capacity to perform day-to-day field monitoring of every project. When the IHRC requests information for its reporting or auditing, it is therefore critical that donors and project proponents be ready to respond quickly and accurately to keep their actions transparent. The IHRC also encourages a more sustainable model wherein donors and implementers provide regular reports on their progress and challenges.

Building Strong Partnerships and Increasing Engagement

The IHRC represents a new model for cooperation. Never before have the international community and a disaster-struck country like Haiti agreed to work so closely together – supporting the development priorities of the country through a common forum.

The IHRC has demonstrated the value of its model through four board meetings, which have brought together donors with representatives of the Haitian government and civil society to work together to direct the recovery. The IHRC has demonstrated that it can make meaningful ties with the government and work with ministries to get things done. And it has demonstrated that it can help bring stakeholders together and encourage partnerships where there could have been overlapping or conflicting efforts.

What follows is an assessment of how the IHRC has been able to work with each of the major stakeholder groups in the recovery.

The IHRC's board brings together representatives of the major donors and Haitian society. Together they have discussed recovery priorities, submitted to each other their projects for review and approval, held each other accountable, and candidly aired concerns.

The IHRC is eager to more fully capture the potential of engaging with its board. A more engaged board cognizant of the challenges that the IHRC faces can be an invaluable resource. For

In-Kind Support to the IHRC

| DONOR | NATURE OF IN-KIND CONTRIBUTION |
|--|---|
| CANADA | <i>5 staff members, IHRC office facilities and maintenance</i> |
| USAID | <i>8 staff members</i> |
| IDB | <i>7 staff members, short-term technical assistance (most devote 20% of their time)</i> |
| UNDP | <i>4 staff members, short-term technical assistance</i> |
| WORLD BANK | <i>Telecommunications equipment for meetings, short-term technical assistance, 1 staff member</i> |
| DIGICEL | <i>Telecommunications equipment for board meetings</i> |
| CLINTON FOUNDATION | <i>Logistical, production, and operations support</i> |
| ACCENTURE, BURSON-MARSTELLER, HOGAN LOVELLS, KORN/FERRY INTERNATIONAL, NEWLINK, PRICEWATERHOUSE- COOPERS, MCKINSEY & COMPANY | <i>Pro bono professional services</i> |

NUMBER OF STAFF MEMBERS CONTRIBUTED REPRESENTS TOTAL CONTRIBUTION OVER TIME FOR ANY LENGTH OF TIME; NOT ALL STAFF MEMBERS LISTED ARE CURRENTLY WORKING WITH THE IHRC. SOURCE: IHRC

instance, upon learning what sector teams need to be effective, a representative of an international donor on the IHRC's board, agreed to provide information on the early-stage projects they are working on. To date, the IHRC has substantively engaged the board through its four meetings, and it continues to explore additional structured channels – such as participation in sector committees and involvement in stakeholder outreach initiatives -- to get the board more involved.

The government and the IHRC have begun to build strong ties. In November the IHRC held a two-day working session with ministry representatives that focused on making the partnership more productive. This cooperation quickly bore fruit – ministries were instrumental in shaping the IHRC's cross-sector recovery plan, presented to the board in December, and have played a far-more active role in evaluating projects put forward for approval. All projects approved by the IHRC will continue to be reviewed by representatives of the relevant government ministries.

There are additional opportunities for collaboration and capacity building that the IHRC will continue to encourage. One important opportunity that the IHRC has identified is bringing ministry staff into the IHRC as secondees. The seconded staff would create additional meaningful links between ministries and the IHRC, and gain a deeper knowledge of the work being done in their sector. They would also help clear obstacles by providing someone in-house at the IHRC who could help projects dealing with various obstacles.

Donors and the IHRC also have worked together productively. The IHRC would not be functional today if it were not for the generous support of donors. In particular, Canada, IDB, the U.N., the United States, and the World Bank have provided the IHRC with the secondees who have been a valuable addition to the staff. In fact, some, such as the United Nations, have hired people specifically requested by the Commission in order to second them immediately. Donors also have provided critical short-term support to the IHRC's operations when asked.

One example is the IHRC's peer-review panel, which comprises officials from the IDB, United Nations, and World Bank who work together and in consultation with government ministries to assist the IHRC with technical evaluations of projects. Cooperation like this is important not just because it helps to link the IHRC with donors but also because it fosters ties among staff



from different organizations, creating an opportunity for them to harmonize priorities and learn from each other.

The IHRC will continue to invite donors (multinational as well as national) to provide support to the IHRC by providing secondees to fill open positions, technical staff to give short-term support, or funding for the IHRC's operations.

The private sector remains essential in making Haiti's recovery sustainable. Meaningful job growth depends on a healthy private sector, as do the continuation of public services now paid for by the international community.

The private sector also needs the public sector to make the conditions right for increased investment. The IHRC can help. It can shape projects to maximally stimulate the local economy, and this is an important criterion for project approval. It also can approve projects creating outputs that will make Haiti more open to investment in the long term.

To date, the IHRC has engaged with the private sector via outreach meetings. Going forward, the IHRC aims to work with the private sector to highlight ways in which the private sector can further assist the overall recovery effort.

NGOs and the IHRC have had a productive relationship, and there is potential for even more effective partnerships. The contributions of NGOs such as Partners in Health have

been invaluable in Haiti. NGOs have provided staff and other technical expertise to help the IHRC with strategy development and project evaluation.

Given the large size of the NGO community in Haiti, the IHRC invites more NGOs to collaborate their efforts with the overall reconstruction priorities, via the IHRC. The IHRC is committed to continuing to expand its own outreach efforts to the NGO community, to answer questions and help NGOs to improve project design and to refer them to like-minded partners and donors. The IHRC also encourages NGOs to share perspectives from the field, including to



identify key gaps in the recovery or successful approaches and examples of innovative solutions.

Lives Impacted by Approved Projects

Amid all of the IHRC's accomplishments and challenges, its people never lose sight of the one thing that really matters – improving the lives of as many Haitians as possible.

The IHRC's strategic choices for the remainder of its mandate are designed to improve as many lives as possible, as quickly as possible.

And when they are completed, IHRC-approved projects will impact millions. For example, an industrial park in the north of Haiti will create at least 60,000 direct jobs; 250,000 children will receive school subsidies; and 50,000 households will receive new water connections.

Projects are beginning to make tangible improvements on the ground. IHRC staff members have visited several projects and have seen the potential for tremendous progress as more and more projects begin to do their work. You can read some of the stories of those affected in the boxes to the right.

Yet, there are a number of obstacles that projects face as they work toward improving lives. The list below is based on monitoring conversations with a majority of the projects approved by the IHRC. The IHRC is releasing a more detailed report to accompany this section. It will be available at www.cirh.ht.

Funding – Many projects are still waiting for funding. More than \$1.3 billion of projects are unfunded. The international community has disbursed approximately 63 percent of the funds they pledged for the 2010 fiscal year, and we commend them for that. But, all unfunded projects cannot start without funding. So, we cannot settle for anything less than 100 percent disbursement rate.

Donor processes – Many projects are ambitious long-term development efforts aimed at building back better. They require approval from their organizations' internal boards. They must draw up detailed operations manuals and program documentation before being permitted to proceed, and this has taken some projects more than four months. Organizations can help deliver impact sooner by phasing projects so the most urgent

Impact on the Ground

HOUSE REPAIR PROJECT

Danielle Antoine was in her house with her five children when the earthquake hit. Her family escaped harm, but surviving the immediate danger was only the beginning of their worries. The violent shaking severely damaged her house.

"A wall had partially collapsed, and there were many cracks in the ceiling," she recalls. "They prevented us from living there safely."

So Ms. Antoine and her family joined more than 1 million other displaced people looking for a place to live safely. Like many in their neighborhood, they moved to a camp nearby.

But today, Ms. Antoine and her family are back in their home. A project approved by IHRC and implemented through USAID helped her repair her home so that it is safe to live in again.

"This fills me with joy," she says. "We can begin to live again and hope for better days. That they have rebuilt my house is the greatest service that the IHRC could have done for me."

Ms. Antoine is not the only one to benefit from the



ANDG

repairs. Her house was fixed by local workers who have learned safer techniques for building. Not only will Ms. Antoine and her family be safer, but many other Haitians will return to stronger, more resilient homes.

Knowing her house is safer now than ever brings Ms. Antoine comfort. "I feel that the misfortunes we have experi-

rienced are a thing of the past,” she says.

But Ms. Antoine also recognizes she is among the fortunate. Six months after the earthquake, there were 1.5 million people in camps. Since then, the number has declined by 500,000. But 1 million people – 10 percent of the population – are still waiting.

“It is a great service they bring for the Haitian people,” she says, referring to the housing projects, “but if all the people could benefit, it certainly would bring big changes and a better future.”

NEIGHBORHOOD DEBRIS REMOVAL PROJECT

Marie-Mireille Jean has lived in Leogane all her life. As long as she can remember, so has her family. But the earthquake destroyed almost the entire city, including her house – “a legacy of my father.”

She was determined to rebuild on the site where her family had lived, where her father had built their house. No other place felt like home. But like many, she struggled to find a way to rebuild on her own. Even removing the wreckage of her house proved difficult.

“I was discouraged because it was impossible to repair my house, and we had to destroy it completely. It required money, which I did not have.”

But a project to help neighborhoods rebuild, working with local authorities, provided assistance. The local government designated Ms. Jean to be a team leader for debris removal, and the project hired 50 local employees to help.

“It provides jobs to local residents, and it will allow us not only to rebuild my house but the entire city of Leogane,” she says, looking toward the future.

House by house, neighborhood by neighborhood, projects like the one that helped Ms. Jean can help Haitians rebuild. The IHRC’s strategy calls for many more projects like this, which work with local authorities to help people return to their old neighborhoods. And by the end of its mandate, the IHRC hopes that many thousands more people will be repeating Ms. Jean’s story.

ARTISAN PROJECT, HAITIAN EXPORTS

Magalie Dresse is the owner of Caribbean Crafts, a company that makes handmade items from metal and papier-mâché for export. On January 12, 2010, Ms. Dresse, like many in Haiti, lost everything her company had in the earthquake.

She was determined to rebuild while also helping other people who lost everything.



Caribbean Crafts now employs nearly 700 people, most of them still homeless. They are working on a special project to make bracelets for export. Her company now trains people to make bracelets and other goods and provides those who are able to work alone with materials to bring back to the camps where they live.

With the help of buyers in the U.S. and Europe, Ms. Dresse has also started a daily meals program for her employees. Not only are her employees earning a steady stream of income, but they are also earning food security.

“This is why we can speak of a bright future in the middle of these tough times for everyone,” she says. “Buyers are able to see that despite all the disasters, we can achieve our goals, making them feel that they are making a safe investment.”

The IHRC hopes to replicate Ms. Dresse’s experience many times over. Exporting Haitian products to nearby markets has the potential to create many thousands of jobs, and already the IHRC has approved projects that will create hundreds of thousands of jobs. Soon, despite the disaster, the world may realize, as Ms. Dresse’s buyers have, that Haiti can achieve its goals. It is certainly ready for investment.

Value of Approved Projects (\$ MILLION)

FUNDED / TOTAL: \$1,613 **NOT FUNDED / TOTAL: \$1,379**

| Category | Funded | Not Funded | TOTAL |
|---------------------------------|--------|------------|-------|
| Education | 308 | 369 | 677 |
| Agriculture | 256 | 51 | 307 |
| Transport/Infrastructure | 223 | 397 | 620 |
| Job Creation | 176 | 65 | 241 |
| Health | 145 | 57 | 202 |
| Finance/Investment | 123 | 12 | 135 |
| Water/Sanitation | 115 | 85 | 200 |
| Housing | 106 | 86 | 192 |
| Budget Support | 55 | | 55 |
| Debris Removal | 27 | 25 | 52 |
| Disaster Preparedness | 27 | 15 | 42 |
| Energy | 197 | 14 | 211 |
| Humanitarian | 14 | 3 | 17 |
| Women and Children | 10 | 9 | 19 |
| Capacity Building | | 8 | 8 |
| Cross-Sector | 6 | 8 | 14 |
| Environment | | 1 | 1 |

SOURCE: IHRC

priorities, such as those listed in the IHRC’s plans, are planned and started first. And they can also utilize expedited procedures for priority projects, much like the World Bank did for its cholera-response project.

Policy questions – Some projects are waiting for policy questions to be answered before they are able to start working at full capacity. The IHRC will continue to work with and encourage the Haitian government, the international and NGO communities, and everyone involved in the reconstruction efforts to develop the necessarily guidelines and make key decisions in order to make this a successful effort.

Coordinating with partners – Projects starting up must constantly coordinate with other partners. They might have to wait to sign memoranda of understanding or comply with partners’ procedures before receiving the support they need. Projects may also have to find implementing partners like NGOs or put out a request for proposals for providers, which takes time. Sometimes partners in a project need to find a mutually selected arbiter to resolve funding disputes that arise



EARTHSPARK INTERNATIONAL

during the project implementation. Occasionally, projects must negotiate with government agencies or state companies such as Electricité d’Haïti (EDH) to discuss how the necessary infrastructure for projects will be provided and to arrange funding. The IHRC, as a coordination forum, can help solve many of these issues, but it will need stakeholders to agree to regularly work through these issues with the IHRC and proactively seek its help.

Learning From Others

At this inflection point in its mandate, the IHRC must consider the key elements that need to be in place for it to continue to be successful in some areas and improve in others. In addition to analyzing its performance so far, the IHRC also looked to the experience of others to see how recovery challenges evolve over time and what it needs to do to make sure it is ready to tackle them. The following section describes some further lessons from Aceh, Indonesia, about what the recovery will continue to require in the coming year.

The Disaster in Aceh, Indonesia

Haiti is not the first case in recent years where a country has had to rebuild in the aftermath of a catastrophic natural disaster. Between 2004 and 2009, Indonesia worked with the international community to rebuild after a massive tsunami struck 800 km (500 miles) of coastline in the Aceh and Nias regions. The effects were tragic. The waves killed more than 120,000 people and displaced another 500,000 people. Another 93,000 people were missing. Entire communities were wiped out. More than 750,000 people lost their livelihoods.

Fortunately, Aceh is today not seen as a story of just tragedy or continued misery. It is an inspiring example of how a region can rebuild. The destruction was massive – 140,000 houses, 100,000 small- and medium-sized enterprises, and 74,000 hectares (183,000 acres) of agricultural land were destroyed. But four years later, 140,000 houses had been rebuilt, 200,000 small- and medium-sized enterprises had received assistance, and 70,000 hectares (173,000 acres) of agricultural land had been reclaimed.

On the anniversary of Haiti’s earthquake, Aceh’s recovery offers important lessons and hope. It reminds us that recoveries are not instantaneous and smooth. They can face various obstacles. Above

Impact of Approved Projects on Lives

- **30,000** farmers will receive training in sustainable agriculture practices, and **100,000** farmers will be given access to enhanced agricultural inputs and services
- More than **50,000** new water connections and **300** new sanitation systems will be created
- More than **60,000** direct jobs will be created by a new industrial park
- **1,000** health agents and **500** health workers will receive training
- **50,000** people in poor neighborhoods in Port-au-Prince will have their homes secured and improved, and **2,000** local workers will be employed
- A state-of-the-art hospital that will serve up to **500** people a day will be constructed

SOURCE: SUBMITTED PROJECT CONCEPTS, IHRC

Common Project Roadblocks

- Not enough **funding** to get started
- **Donor processes** for project management and approval take time
- **Coordinating with partners** to agree on key implementation questions and resolve disputes takes time

all, they can be frustrating for everyone, because help can never reach people in need too quickly. Kuntoro Mangkusubroto, the director of Indonesia's executing agency for reconstruction (BRR), used to tell his people in the face of constant criticism to "stay relaxed, continue working. What else can you do? [The] performance will tell."

The BRR's performance certainly did tell. In the end, 93 percent of funds that were pledged by the international community to Indonesia were disbursed. By that measure, Haiti still has a long journey

ahead of it. But the IHRC is determined to keep working for as long as it takes in order to achieve real, lasting change in the lives of the Haitian people.

Lessons From Aceh for the IHRC

The IHRC has made good progress relative to the BRR's achievements in a similar amount of time. At the one-year anniversary of the tsunami, the BRR had put strategic plans in place

A Conversation with Kuntoro Mangkusubroto

Kuntoro Mangkusubroto was the Head of Executing Agency for the Rehabilitation and Reconstruction of Aceh and Nias (BRR), the agency charged with rebuilding the Aceh and Nias regions of Indonesia after a devastating tsunami in December 2004. When the tsunami struck, Aceh had experienced three decades of conflict. The isolated province was the fourth poorest province in the country. The challenge to rebuild the destroyed area was immense.

Mr. Kuntoro led the agency from when it was established in April 2005 until its mandate ended in April 2009. His leadership of the organization drew praise both from his employees and the international community and built trust and confidence in the Indonesian government. "What keeps me here is a firm belief in our leadership," said one staff member in 2009. As the BRR finished its mandate, a director at USAID reflected, "One of the strong positives coming out of this tragedy is that the government is doing things right."

The IHRC's leadership team spoke with Mr. Kuntoro about his experience in late December. Here are some of the thoughts he shared.

ON THE IMPORTANCE OF BUILDING TRUST AND ACCOUNTABILITY

Different types of disasters need different approaches. But one thing is the same: trust. When there is no trust, the money will stop ... Everyone from around the world must be able to watch you and the progress – what is built where and who is using it. This is important.

ON THE IMPORTANCE OF POLITICAL SUPPORT

The first thing I requested was total political support from the president and the central government ... When I started

in the beginning, I did not know what I would face. But one thing I knew for sure is that I didn't want to be restricted and slowed down by bureaucracy.

ON BUILDING A STRONG ORGANIZATION

I selected the first 50-100 people myself. My requirements were: They must be totally committed. They must move to Aceh and they must live there. They have to be competent and professional. The most important thing was that I had to fully trust them. They were going to make decisions. They were going to be implementing on my behalf.

ON ACTING FAST, ACCEPTING MISTAKES AND DOING BETTER NEXT TIME

Don't wait until you have your perfect plan. No textbook can tell you what to do. Just do. But be prepared to face mistakes. Once you have made mistakes, you rectify them. Then you act again.

ON HIS THOUGHTS ON THE FIRST ANNIVERSARY OF THE TSUNAMI

One year is still far away from the finish. After the first year, we were nervous and stressed. We had done something on the ground – 10,000 houses were built. But we were very nervous whether we could do it better in the next year, and the pressure was fairly high. I was really worried we would fail.

ON LOOKING FORWARD

We reached "cruising speed" 18 months after we built the organization. That is when we hit our stride. But even then, we kept changing the structure and learning new processes.

HIS MESSAGE TO THE IHRC

Stay healthy, highly spirited, and motivated. Everyone here feels that [the BRR and IHRC] are brothers. We have both been given the honor of helping our countries.

to direct the recovery, created a system to approve projects, and achieved initial success on the ground. For example, 10,000 units of housing had been rebuilt, many resulting from projects that had started before the BRR had been created. To monitor these projects, the BRR established its anti-corruption unit, which is similar to the one IHRC board recently approved.

The BRR's experience calls out two things as important conditions for keeping the momentum going: strong political leadership and a robust organization that can meet the extraordinary demands of the recovery effort. Neither can happen without conscious effort and constant attention.

Leadership is paramount.

In Aceh, Mr. Kuntoro understood that his organization required the right conditions to be successful, and he fought hard for them. He said, "I'll be the one in Banda Aceh putting my neck on the table. I will be putting up everything: my reputation. If I make a small mistake, I'll be finished. And that mistake could be because of the constraints and conditions, not me." It became clear over time that the BRR had the strong backing of Indonesia's president, and this was crucial for clearing roadblocks and expediting the recovery process.

The new president of Haiti and his or her administration will inherit the work of building Haiti back better. To operate successfully, the IHRC will continue to need strong support from the leadership of the country – a continuation of the mandate alone will not be sufficient for success.

Active leadership would help the IHRC make the recovery stronger. Leadership at the highest level must ensure that crucial policy decisions are made in a timely manner and that ministries continue to work productively with the IHRC to flesh out plans and review projects.

Mr. Kuntoro built a first-class organization in Aceh by pushing hard to attract and retain the best talent from all sources. So when the recovery started to get off the ground, the BRR was ready to keep the momentum going.

When Mr. Kuntoro arrived in Aceh, he brought with him his executive team of eight deputies. Recruiting began in earnest immediately afterward, and within eight months of its establishment, the BRR had about 300 staff members. This

included at least 18 in the sector team for infrastructure, housing and spatial planning, 17 focused on planning and programming, and 15 in a department to liaise with donors and other stakeholders. Each unit had a clear leader and, in most cases, at least one deputy. Today the IHRC has much less capacity.

The IHRC's accomplishments over the past seven months are remarkable considering that it was designed and launched, created a strategy, approved \$3 billion in projects and held four board meetings, all while continuing to build its organization.

In order to face the challenges ahead and fulfill its aspirations, the IHRC is actively working to add further human resources to address priority areas, such as sector expertise and project monitoring.



ALLISON SHELLEY

MOVING FORWARD

A Plan to Get Help Where It Is Needed Most

Nine months ago, the huge scope of the challenge ahead was clear, but the way to meet it was not. Today there are still many challenges ahead, but there is also a plan for how to address them working together. The recovery has direction and is building momentum.

The IHRC will continue to work hard to get these things in place, but it will also need the help of Haiti's leaders, as well as those in every economic sector, and the leaders of the international community.

In addition to getting the conditions for success in place, the IHRC has set for itself several strategic imperatives for the remainder of its

mandate. It will continue to direct the recovery and send help to the Haitians who need it most by executing its cross-sector strategy. It will also build on the work it has done to increase transparency and accountability, focusing on overseeing projects through its recently approved Performance and Anti-Corruption Office, increasing the frequency of communication, and unveiling tools that will help everyone learn more about the progress of the recovery. And it will build on one of its most unique assets – creating strong partnerships among all involved in the recovery – to help accomplish tasks quicker and more effectively. This section outlines what the IHRC expects to do to achieve these objectives.



Promoting Development in the Best Interests of the Haitian People

In December 2010 the IHRC introduced a comprehensive cross-sector plan for recovery and development efforts in Haiti through October 2011, the end of the Commission's current mandate. The IHRC's focus now will be to execute the plan in order to impact as many lives as possible.

This section provides an introduction to the plan, which will be made available in full at www.cirh.ht.

The plan identifies seven sectors as the focus areas for the recovery in 2011: housing, debris removal, energy, health, job creation, water, and sanitation. Furthermore, ensuring the government of Haiti has the capacity to continue to lead Haiti's recovery is an overarching imperative. The table to the right lays out the targets for each sector.

The IHRC, together with the government, identified these priority sectors and targets for 2011 based on four principles:

- Prioritize sectors **directly affected by the earthquake**, where the vulnerability of the people can be reduced, notably through a "build back better" approach;
- Create **tangible improvements** in people's lives, with particular focus on the most vulnerable;
- Achieve significant, **measurable progress** within the mandate of the Commission;
- Lay the foundation for **longer-term development**.

The plan also provides for each sector an outline for how to achieve the targets by laying out the following:

- **Projects required**
- **Funding needs for the required projects**
- **Policy decisions and institutional enablers that will help projects to start or achieve results faster**

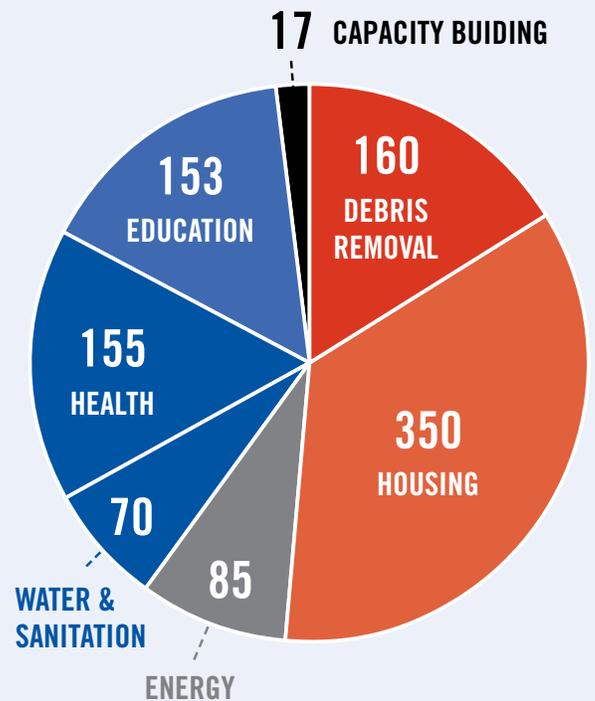
Examples of *projects* and programs include the need to set up 24 debris-removal operations with 15 trucks each, repair 25 percent of "yellow" houses (homes that are currently uninhabitable but can be made safe again) in certain neighborhoods, and install in-home chlorination solutions that provide safe drink-

ing water. Donors and implementers have been called upon to plan their role in these projects. The IHRC stands ready to work with them to help design projects that meet urgent needs and are well coordinated with the rest of the recovery effort.

The *funding* required is significant. Overall, the IHRC estimates that approximately \$990 million will be needed in addition to the funds already allocated to approved projects if the objectives set for the eight priority sectors are to be achieved. This is not an impossible target to reach. Based on the pledges made so far by the 24 largest donors, there is currently \$400 million

Additional Funding Needed to Reach Targets in Strategic Plan

\$ MILLION THROUGH OCTOBER 2011 (PRELIMINARY ESTIMATE)



TOTAL: \$989 MILLION

| | |
|----------------------------|-------------------------|
| ■ DEBRIS REMOVAL: 160 | ■ HEALTH: 155 |
| ■ HOUSING: 350 | ■ EDUCATION: 153 |
| ■ ENERGY: 85 | ■ CAPACITY BUILDING: 17 |
| ■ WATER AND SANITATION: 70 | |

THE GAP IS ESTIMATED BASED ON THE COST AS DEFINED BY IHRC COSTINGS FOR RECOVERY IN THESE SECTORS IN STRATEGIC PLAN AND INFORMATION CURRENTLY AVAILABLE ON FUNDING IN PLACE

in unallocated funds from 2010 and \$2.5 billion pledged for 2011. The IHRC is calling on donors to direct their funding to these priorities. Further, the IHRC asks that donors put half of their unallocated funds in the HRF, from which money can be directed flexibly to fill the biggest gaps.

In many areas, *policy decisions* or *institutional enablers* are needed. The IHRC is ready and eager to work with the government of Haiti to develop these solutions. It welcomes the assistance of donor and NGO experts and members of Haitian civil society and the Diaspora in this work.

Finally, one overarching enabler for the plan is having a competitive contracting capability to put out requests for proposals to fill gaps.

It is important to recognize that the plan is not set in stone and will necessarily need to be refined over time. The IHRC staff is already working to add further details to the plan and will continue to do so over the coming months with donors, implementing partners, the government, and others who want to contribute.

Promoting Effective Coordination Toward Recovery Objectives

Executing the plan will require efficient coordination of a multitude of different stakeholders. The IHRC will focus on improving two aspects of its coordination efforts to facilitate the effective implementation of its plan.

As the IHRC continues to increase its number of experts working on priority sectors, they will increase outreach to the affected communities and all the relevant stakeholders in their sector. They will also take a more active role in shaping important projects earlier in their development to make sure they align with targets and can be implemented quickly.

The IHRC will also add more resources to communication and project review to help ease the process for project proponents. It will work to make the project-submission system less confusing and provide better technical support.

Of course, coordination can only happen if all the stakeholders involved are willing to work together. Project proponents



can help coordination by alerting the IHRC to their plans at an early stage. Donors and project implementers can also help by registering with the IHRC all of their ongoing or planned projects, including those that were started before the IHRC was created.

Ensuring Transparency and Accountability

The IHRC recognizes that bringing transparency and accountability to the recovery is necessary to maintain the credibility of the recovery effort and maximize the support provided by international donors.

There are several key initiatives that the IHRC has created to increase transparency and accountability.

The IHRC is currently staffing the Performance and Anti-

What I Want to Achieve With the IHRC

During the next 11 months, I would like to contribute mainly to a better articulation between the IHRC and the sector-tables mechanism in the prospect of an effective aid management under Haitian government leadership.

EMMANUEL CALIXTE

IHRC Project Review and Standard Setting Officer

Imagine a day in the life of the IHRC where a staff full of energy, creativity, enthusiasm, and vision is hard at work under the tent and in meetings throughout Haiti. The goal: a Haitian-led and Haitian-centric approach to lead Haiti to a place when she can be, once again, the Pearl of the Antilles.

KYSSELINE CHÉRESTAL

HR Consultant



Working at IHRC will hopefully fulfill my hunger to actively participate in Haiti's recovery process. I would like to be able, at the end, to shout out loud that I was present and have worked to guarantee that our fellow citizens have access to health care, decent housing, education, security, justice, and infrastructure, that they have gained back their dignity as human beings and no longer consider eating three times a day and having electricity 24/7 to be a luxury.

I would like to be able to prove that in Haiti, we can still have some quality life; that we can go out without fearing violent protests or kidnappings; and that our children can be raised in a favorable environment and are not forced to abandon their dreams.

I still have faith. I still believe in a better future for Haiti, and I am grateful to the Canadian International Development Agency for giving me this opportunity.

ALEXANDRA DORCÉAN

Senior Administrative Assistant

Corruption Office (PAO), which was approved by the board at its meeting of October 6, 2010. The PAO will play a major role in monitoring projects approved by the IHRC, ensuring they follow good business practices and deliver what they promised. It will help prevent potential corruption through risk assessment and monitoring and intervene when fraud is detected. And its monitoring of projects' progress will provide the information the IHRC needs to update the public on how help is reaching people in need. The IHRC expects for the PAO to be operational within the next month.

The IHRC is also implementing a communications plan in order to inform the Haitian people and the international community about what the Commission is doing and how the recovery is progressing. This will involve increasing substantially the frequency with which documents, updates, details of approved projects, and point-of-contact information will be presented to the Haitian public. Recognizing the different ways in which

people access information, the IHRC will try to reach the broadest audience possible through radio, print, and the web.

Finally, the IHRC's information technology group has been hard at work making a database of recovery and development activities in Haiti available to the public and donors online. The tool will provide valuable project output, sector, and budget information, enabling anyone to follow on-the-ground progress and providing actionable information to enable donors and implementers to assess needs and avoid duplicating efforts.

Building Strong Partnerships and Increasing Engagement

In the next year, the IHRC will work to expand and strengthen its unique position as a convening body for everyone involved in the recovery.



The IHRC will expand its outreach to stakeholder groups, creating more frequent forums to discuss candidly how cooperation can improve. The IHRC will use its workshop model, which helped to markedly increase the productivity of cooperation between the IHRC and ministries, to work with other vital partners in the NGO community and the private sector.

Outreach is just the first step. Increasing the effectiveness of partnership also means increasing the capacity of partners. A priority for the IHRC in the next year will be to help the Haitian government build its capacity so it is as equipped as possible to lead the recovery effort after the IHRC's mandate ends.

The IHRC, together with the government, will build the government's planning capacity by helping ministries lead sector tables and establish supporting secretariats composed of ministry staff. The IHRC will also help build capacity for project management and implementation. For example, in debris removal, the IHRC can help the Ministry of Public Works, Transport and Communications (MTPTC) train its employees to oversee the day-to-day management of projects. The IHRC will also continue to encourage and approve important capacity-building projects submitted by donors.

As mentioned, the IHRC is requesting that the government second ministry employees to the IHRC, where they will sit side by side with IHRC sector teams to work on strategy and project review. Through this close collaboration, IHRC and ministry staff will forge stronger ties and learn from each other, boosting everyone's capacity to get things done.

Finally, the IHRC secretariat will strive for closer collaboration with the IHRC's board members. It will continue to increase the frequency of contact between board meetings in order to make it easier for board members to provide help and guidance and oversight. It will also seek to support the board as it increases cooperation among members. The secretariat will, at the board's request, help to organize and support working groups on important issues such as private-sector growth.

Transitioning to the Haitian Development Agency at the End of the IHRC's Mandate

The IHRC was created as a steward to oversee the beginning of the recovery and help direct resources to urgent recovery

The IHRC's Path Forward: A Message From the Executive Director

Some three months after the earthquake of January 12, the Haitian Parliament voted into law the Emergency Powers Act that, *inter alia*, created the Interim Haiti Recovery Commission (IHRC) “to carry out the Development Plan” against which the international community had just pledged some U.S. \$11 billion over the next five years of which \$6 billion was to come over the next 18 months. In late April, President Préval and the government of Haiti published the Executive Order (*Arrêté*) delimiting the scope of action and defining its powers. The IHRC held its inaugural board meeting on June 17, approving one small shelter project and channeling U.S. \$55 million in urgently needed budget support to the Public Treasury. Since then, the IHRC has approved projects ranging from the reconstruction of the State University Hospital to the development of an industrial park that could provide 60,000 new jobs in northern Haiti in the near future; from debris removal to new agricultural credit mechanisms; from transitional shelters to new roads; from short-term job creation to an additional U.S. \$150 million in budget support to the national budget.

Those are the visible results. Removed from the untrained eye, however, but perhaps even more critical to the reconstruction of Haiti are the strategies that the IHRC, working in collaboration with the sector ministries of the government of Haiti, as well as the international community and national stakeholders, has begun to put in place for

each of the areas identified as critical to the reconstruction effort and the longer-term development of Haiti. Already, strategies have been advanced for debris removal and housing in addition to the sector strategies already developed by the government for education, health and agriculture.

Such strategies are critical if the IHRC is to induce the international partners (including NGOs) whose funding and human resources are being relied upon to launch the reconstruction to channel those resources first and foremost into the defined priorities of the government. But agreement is by definition a two-way street, which is why such strategies must also challenge the government to address long-neglected policy constraints: housing financing processes, land titling and the devolution of public lands, lack of access to public education, and laws and procedures antithetical to investment and sustained job creation, to name but a few.

The Secretariat of the IHRC has worked tirelessly, with the support of the Co-chairs of the Commission and the entire board of the IHRC, since its establishment barely seven months ago to put in place the strategies, structures and personnel required for the achievement of its mission and one would hope, the transfer of its accumulated resources and capabilities to a fully national entity that will have to be defined by Haiti's leadership over the course of 2011.

The work has only begun: the challenge is enormous, the opportunity is greater still.

GABRIEL VERRET
Executive Director

priorities. The agency responsible for Haiti's recovery and development in the long term is the Haitian Development Agency (HDA), which does not yet exist.

Planning now for the long term is essential. The recovery was never expected to last only 18 months. Recoveries from disasters of a similar scale took much longer.

Whatever the Haitian government decides, the IHRC will do

all it can to ensure a smooth transition. It will transfer the systems, tools, and processes that it created and piloted. It will also help build the capabilities of those who will take on the functions of the IHRC and ensure its experiences are catalogued so that Haitians and the international community can benefit from the lessons it has learned.

HOW EVERYONE CAN HELP

What the Recovery Needs to Succeed

The previous sections of this report demonstrate the IHRC's high aspirations for itself. The IHRC's staff will work tirelessly to do whatever it can with the resources it has to accomplish the IHRC's goals and targets. The Haitian people deserve nothing less.

But the IHRC is not alone in working for the Haitian people. There are many groups working toward the same goal – donors, project implementers, the government, investors, private enterprises, and individual citizens. All have a vital role to play in Haiti's recovery.

There are three areas in particular where the IHRC needs additional help: addressing urgent recovery needs, providing funding for priority projects, and identifying additional staff support to scale up its operations.

What Donors, Investors, and Implementers Can Do Now

- Expedite implementation of existing projects
- Develop new projects in line with strategic targets
- Fund existing projects that are not fully funded
- Fund new, strategic projects and contribute to the HRF
- Provide staff and technical expertise



A Call to Action From the Co-Chairs

The challenges Haiti faces are immense and require an unprecedented, coordinated effort from donors, NGOs, the private sector, the Diaspora, and the Haitian government. There are several ways everyone can work with the IHRC to move the recovery process forward quickly and successfully.

- **STRATEGIC PLAN.** The IHRC has developed a strategic plan to guide efforts on specific priorities that make the most immediate and critical difference in the lives of the Haitian people. In order to be successful, this plan requires broad input and constant refinement. We hope that stakeholders will work quickly with the IHRC to provide feedback on the plan and help chart specific, thoughtful next steps. In addition, we hope that any organization proposing a project to the IHRC or making investments will do so in alignment with this plan and its targets. Finally, the prime minister will continue to encourage ministries to be committed to make quickly the policy decisions necessary to help move the implementation of the plan forward.
- **FUNDING.** \$990 million is urgently needed to carry out the projects required to complete the IHRC's strategic plan. Donors can help fill this gap by directing funding to the targets identified in the strategic plan and by providing unrestricted funds to the Haiti Reconstruction Fund. As announced at the December 14 board meeting, if donors were to contribute half of their unallocated funds, it would result in another \$750 million that the IHRC could put to work to accelerate and execute recovery plans.
- **STAFFING.** The IHRC will need to reinforce its capacity in certain areas, particularly with regards to sector experts. We ask that donors, NGOs, and government ministries that have the capacity to do so loan us qualified staff who can help address the challenges that lie ahead. We also would welcome the participation of the Haitian Diaspora and the private sector to identify and recruit qualified candidates for these positions.

- **EXPERTISE.** All partners have valuable skills, resources, and capacities that can continue to contribute to the recovery process. We hope that partners with specific expertise, particularly within the strategic target areas, will provide short-term guidance to specific projects, support IHRC board working groups, and support the sector tables that help expand the capacity of the Haitian government.
- **CONTINUED ENGAGEMENT.** As the groundwork for reconstruction continues to be laid, and as the emergency passes, it's important that everyone continue to stay involved with the IHRC. For example, board members can engage in working groups and serve as the IHRC's ambassadors to their organizations and networks to apprise them of the IHRC's efforts and goals. Donors and NGOs can continue to submit projects and work with the IHRC to maintain transparency and accountability on the ground. The private sector can work with the IHRC to define ways to grow the private sector in Haiti. And the government can continue to work alongside the IHRC to create the policies and conditions necessary to expedite the recovery process and transition the IHRC's responsibilities to the government at the end of the IHRC's mandate.

As always, we appreciate your collaboration and assistance and look forward to working together over the weeks and months ahead.



JEAN-MAX BELLERIVE



WILLIAM J. CLINTON

Co-Chairs of the Interim Haiti Recovery Commission

Addressing Urgent Recovery Needs

To achieve the targets in the IHRC's cross-sector plan, the IHRC needs donors and project implementers to develop specific programs and projects that align with the targets, and ensure their timely implementation.

Further, donors and implementers of already approved projects need to do whatever they can to achieve results on the ground as quickly as possible; for example, by using emergency or expedited procedures.

In many cases, the success of a project or program is dependent on a given policy decision being made (such as designation of dump sites for debris) or an institutional enabler being put in place (such as the provision of land title). Many stakeholders, government among them, can help to inform these issues.

For these topics, the natural points of contact will be the IHRC's team of sector leads. If you wish to contact a sector team lead, please send an email to info@cirh.ht with a description of your inquiry or suggestion, and it will be forwarded to the appropriate person.

Message From Norway on the Role of the IHRC

The Interim Haiti Recovery Commission – the IHRC – is clearly the most innovative creation in the international community's response to the devastating earthquake in Haiti in January 2010. In short, it is the coordination body for the recovery efforts in Haiti and as such represents an ambitious partnership between Haitian and foreign actors.

Before the earthquake, Norway was never among the main donors in Haiti. After the earthquake, when we wanted to make a substantial contribution, we saw a potential in this new Commission and were keen to have a seat on it. Other donors may similarly have seen the IHRC as a better provider of coordination between donors and recipients and thus have been more willing to contribute financially. The IHRC has thus probably contributed to increased international financial support to Haiti.

This is good, but in my view, there are two other aspects that are even more crucial.

First, transparency. The IHRC is the embodiment of a more transparent way to organize international development cooperation. By declaring that all development projects must be approved by the Commission and by making all the documents and Acts of the Commission publicly accessible on the Internet, the people of Haiti (as well as donors, journalists, and others) can easily look into what is going on. Some-

time down the road, they may hold the IHRC to account by comparing its input with its output. This is really unique.

Second, legitimacy. An intriguing characteristic of the IHRC is the broad participation on the Haitian side. To ensure true Haitian ownership, it was decided that the number of Haitians should be equal to that of foreign members. New groups therefore have an important voice in organizing the development of their country, notably national NGOs, civil society, businesses, and the Haitian diaspora, to mention some. Experience from many countries tells us that such groups have important contributions to make. The fact that they now have a seat on the Commission is therefore very good news indeed, provided all members of the IHRC have sufficient facilities and support in order to fulfill their mandates and communicate with their respective constituencies. Should they lack such facilities, they must be provided for by the Commission.

To sum up, the IHRC represents an innovative approach to complex, large-scale reconstruction and development efforts. It is also an opportunity for usually under-represented groups in Haitian society to make their voices heard. That – in my view – is why the IHRC is critical to the continued recovery efforts in Haiti.

AMBASSADOR ESPEN RIKTER-SVENDSEN
Norwegian Special Envoy to Haiti

Providing Funding for Priority Projects

Haiti needs considerable resources to meet the challenges ahead. Realizing the targets in the Strategic Plan for the Remainder of the IHRC's Mandate will alone require approximately \$1 billion beyond current commitments. This cost is considerable, but it represents only a fraction of the more than \$5 billion (not including debt relief) pledged at the New York City donors conference in March 2010 and the \$1.5 billion of those pledges that is still unallocated for 2010 and 2011 (as of November).

Important Projects That Are Still Not Fully Funded

- **Project to expand the water and sanitation network in Port-au-Prince and create additional coverage is missing more than \$80 million out of a \$200 million budget**
- **Reconstruction of the Sanatorium of Sigueneau in Leogane to treat lung-related illness needs additional \$8 million in funding**
- **Project to construct school buildings needs \$10 million out of a \$25 million budget**



A Message From the Representative of the Haitian Business Community on the Board of the IHRC

The IHRC plays a major role in the reconstruction of Haiti. The broadly encompassing composition of its board reflects a necessity to involve the Haitian people in the decision-making process for the actions and activities that are to be selected and financed.

The future of IHRC will be bright as long as a communication strategy and action plan is laid out in a manner that increases the transparency over projects approved and the implementation of the activities. It is crucial that the Haitian population, to whom the IHRC is accountable, has access to adequate information about the achievements of the commission and how the projects being implemented will affect their lives.

To accomplish this, it is imperative that the IHRC quickly release its planned dashboard that will list all projects financed, the geographical area to be covered, the population to benefit from them, the activities implemented to date, the results achieved, and the impact expected and obtained.

Transparency is a critical issue in the success of the Commission. Donors and the IHRC, through its Performance and Anti-Corruption Office, must work very hard together to show exactly where money flows and that it is being used to benefit the population. This is an absolute must in our quest to ensure that the IHRC is seen as a beacon of anti-corruption by a population that has become suspicious about development activities that in the past rarely changed their lives but mostly benefited others.

This is an urgent call to action to the IHRC secretariat, my fellow board members, donors, and implementers.

REGINALD BOULOS, M.D.

Donors should accelerate their disbursements to already approved projects in alignment with the strategic plan. Further, donors should channel future contributions to projects that focus on achieving the targets outlined in the plan. This requires that donors directly fund projects that are explicitly targeted toward priority outcomes or provide money to the HRF.

The HRF is and will continue to be an essential source of funding for the strategic development priorities of the IHRC and the government of Haiti. To that end, the co-chairs are requesting that donors allocate at least half of their unallocated funds to the HRF. This could raise \$750 million that can be directed to projects that will help reach vital recovery targets.

For funding topics, the IHRC's projects team is the appropriate group to contact. They can be reached at projects@cirh.ht. For HRF-specific inquiries, please email inquiries@haitireconstructionfund.org.

Staff and Technical Support

The IHRC is encouraging donors, NGOs, ministries, and private firms to provide second skilled people to the IHRC for the remainder of its mandate. The IHRC would also appreciate the help of the Diaspora and private sector in identifying and recruiting good candidates. Additionally, targeted technical expertise for specific, time-bound projects can prove valuable.

If you wish to discuss contributions of staff and technical assistance, please write to info@cirh.ht, and your email will be forwarded to the appropriate manager.

The needs in Haiti are great, but there are also many people and organizations that have the motivation, expertise, and resources to make a positive impact on many lives and help Haitians create a bright future for their country. Through the IHRC, a mechanism exists to direct help, in whatever form it comes, to where it is needed most. Anyone interested in helping Haiti rebuild is encouraged to contact the IHRC to find out how they can contribute.



APPENDIX

2010 Recovery Activities and Results for 10 Largest Donors

| DONOR | PLEDGES 2010 AND 2011 (\$ MILLION) | | 2010 RECOVERY ACTIVITIES | |
|---------------|---------------------------------------|--------------------------------|---|--|
| | PLEDGED | CASH DISBURSED ¹ | ACTIVITIES | HIGHLIGHTS OF ACHIEVEMENTS FROM GRANTS |
| BRAZIL | 163.6 | 95.0 | <ul style="list-style-type: none"> Disbursed \$55 million to the Haiti Reconstruction Fund in May from its New York pledge, including \$15 million in budget support for the Government of Haiti. Initiated a health program totalling \$94.5 million, from which it has disbursed \$40 million from its New York pledge. Supported over \$14 million in technical assistance across 9 sectors, including agriculture, food relief, health, job creation, justice, transport and water and sanitation. | <ul style="list-style-type: none"> Commenced training of 58 health workers, and signed five agreements in preparation for implementation of the health program in 2011. |
| CANADA | 325.0 | 89.2 | <ul style="list-style-type: none"> Disbursed \$31.3 million to the Haiti Reconstruction Fund from its New York pledge. Disbursed over \$24 million and committed an additional \$107.8 million to grants from its New York pledge. Funds were disbursed to the agriculture and education sectors. Disbursed \$33.9 million in debt relief as part of New York pledge. Disbursed an additional \$55 million and committed \$226 million from other funding sources for the recovery efforts. | <p><i>No information on results was available at the time of printing. Please see the website of the Office of the Special Envoy for new information on achievements. The projects funded are expected to show results in the areas of school feeding, agriculture and food security.</i></p> |
| EC | 294.3 | 97.2 | <ul style="list-style-type: none"> Disbursed over \$76 million in budget support to the Government of Haiti from its New York pledge. Disbursed over \$21 million and committed an additional \$352 million to grants from its New York pledge. Funds were disbursed to grants in democratic institutions, disaster management and prevention, education and job creation. Disbursed an additional \$49.7 million from other funding sources for the recovery efforts. | <ul style="list-style-type: none"> As one of the highest contributors to budget support in 2010, the EC helped restore the vital functions of the state and ensure its economic and fiscal stability. |
| FRANCE | 272.2 | 121.5 | <ul style="list-style-type: none"> Disbursed \$26.3 million in budget support to the Government of Haiti, including \$6 million through the Haiti Reconstruction Fund from its New York pledge. Disbursed \$19.6 million and committed an additional \$44 million to grants for the recovery efforts from its New York pledge. Funds were disbursed to grants in the following sectors: agriculture, democratic institutions, economic rebuilding, education, national planning and local development, regional hubs and urban development and strengthening the administration. Finalized \$75.6 million in debt relief from its New York pledge. | <ul style="list-style-type: none"> Initiated planning for the reconstruction of the State University Hospital (co-financed with the US). Initiated support to land surveying and reform in five sites to set up a system to secure land rights. Funded training initiatives in the agriculture, health and justice sectors, trained an additional 100 public servants and provided scholarships to 10 public servants in French universities. Awarded scholarships for 350 Haitian students in French Universities, and supported e-learning programs in 12 Haitian universities. Provided technical assistance to the Ministry of Education, including for teacher training. |
| IDB | 544.0 | 176.1 | <ul style="list-style-type: none"> Disbursed \$50 million in budget support to the government from its New York pledge. Disbursed \$126 million in grants to recovery activities from its New York pledge. Funds were disbursed to the following sectors: agriculture, education, disaster management and prevention, finance, health, housing, reconstruction, strengthening the government, transport and water and sanitation. | <ul style="list-style-type: none"> Built and equipped 700 provisional classrooms in 50 schools, and provided training to 350 engineers and architects in earthquake and hurricane-proofing. Financed the expansion of the water distribution network in Saint Marc as well as the installation of home meters. Service has increased from 9 hours per week to 9 hours per day, the highest in all urban zones in Haiti. Helped the state company EDH to restore service to 80% of the pre-earthquake level. Established the Partial Credit Guarantee Fund. |

CONTINUED ON NEXT PAGE

| | PLEGGED | CASH DISBURSED ¹ | ACTIVITIES | HIGHLIGHTS OF ACHIEVEMENTS FROM GRANTS |
|-------------------|---------|-----------------------------|---|--|
| NORWAY | 107.0 | 57.0 | <ul style="list-style-type: none"> ■ Disbursed \$32 million to the Haiti Reconstruction Fund from its New York pledge, including \$15 million in budget support for the Government of Haiti. ■ Disbursed an additional \$18 million in grants from its New York pledge. ■ Disbursed an additional \$7 million in debt relief from its New York pledge. | <p><i>No information on results was available at the time of printing. Please see the website of the Office of the Special Envoy for new information on sector allocations and achievements.</i></p> |
| SPAIN | 258.2 | 141.9 | <ul style="list-style-type: none"> ■ Disbursed \$141.9 million and committed an additional \$20.6 million in grants to support the recovery efforts from its New York pledge. Funds were disbursed to the following sectors: education, housing, reconstruction and water and sanitation. ■ Disbursed \$15 million in grants and \$36.6 million in debt relief from other funding sources in support of recovery efforts. | <p><i>No information on results was available at the time of printing. Please see the website of the Office of the Special Envoy for new information on achievements. The projects funded are expected to show results in the areas of housing, reconstruction and water and sanitation.</i></p> |
| USA | 1,151.8 | 324.0 | <ul style="list-style-type: none"> ■ Disbursed \$120 million to the Haiti Reconstruction Fund in November from its New York pledge. ■ Disbursed \$204 million in debt relief in November from its New York pledge. ■ Obligated an additional \$405 million from other sources of funding for the recovery efforts. | <ul style="list-style-type: none"> ■ Employed over 350,000 people through cash-for-work jobs, injecting \$19 million into the economy. ■ Cleared 1.2 million cubic meters of rubble. ■ Invested more than \$63 million to build more than 12,000 transitional shelters—half of the total number built to date. ■ Provided primary health care to 4.8 million; trained 2,200 health care workers; immunized 1 million; provided anti-retrovirals for 27,900 HIV+ individuals; signed MOU with France and Haiti to rebuild primary University Hospital in Port-au-Prince. ■ Cleared rubble from 65 school sites, constructed 322 primary school classrooms, and distributed 144,900 textbooks to enable 80% of children to return to school. ■ Increased agriculture production by 75% in USG supported corridors by providing fertilizers, seeds, tools, technical assistance; repairing 95 km of irrigation canals; building 40 km of roads; and planting 1 million trees. ■ Initiated plans for 2 industrial parks with 20,000 jobs; opened the Haiti Apparel Center to train over 3,000 people/year in garment fabrication; launched the Commercial Registry with Commerce Registry, which already resulted in a reduction from 195 to 105 days required to start a business. ■ Built space for the President, Prime Minister, Parliament, and three key ministries. |
| VENEZUELA | 1,335.5 | 523.2 | <ul style="list-style-type: none"> ■ Disbursed \$117.7 million in grants from its New York pledge. Funds were disbursed to: disaster management and prevention, education, energy, health, regional hubs and urban development, and strengthening the government. ■ Provided \$405.5 million in debt relief from New York pledge. | <ul style="list-style-type: none"> ■ Built 10 diagnostic centres and provided energy to health clinics. ■ Supported the remodelling of the Cap Haitien airport. ■ Supported efforts to increase the efficiency of rice production. |
| WORLD BANK | 227.2 | 128.6 | <ul style="list-style-type: none"> ■ Disbursed over \$42.5 million in budget support to the Government of Haiti from its New York pledge. ■ Disbursed over \$86.1 million and committed an additional \$184 million to grants from its New York pledge. Funds were disbursed to grants in the following sectors: agriculture, disaster management and prevention, economic rebuilding, education, energy, transport, strengthening the administration and water and sanitation. | <p><i>No information on results was available at the time of printing on achievements to date. Please see the website of the Office of the Special Envoy for new information on achievements. The projects funded are expected to show results in the areas of agriculture, disaster management and prevention, economic rebuilding, education, energy, transport, strengthening the administration and water and sanitation.</i></p> |

¹ DISBURSED FUNDS ARE THOSE THAT HAVE BEEN TRANSFERRED TO AN IMPLEMENTING PARTNER (E.G., THE GOVERNMENT OF HAITI, AN NGO OR OTHER NON-STATE SERVICE PROVIDER).

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**INTERIM
HAITI
RECOVERY
COMMISSION**

The Interim Haiti Recovery Commission (IHRC) was created by Haitian presidential decree on April 21, 2010, in the wake of the devastating earthquake that struck Haiti on January 12, 2010. The mission of the IHRC is to undertake the expeditious planning and coordination of development projects and priorities, including reviewing and approving projects and programs funded by bilateral and multilateral donors, NGOs, and the private sector. The IHRC is co-chaired by Haitian Prime Minister Jean-Max Bellerive and President Bill Clinton and is guided by a board, which includes Haitian and non-Haitian stakeholders in reconstruction efforts.