

Norwegian Church Aid Haiti Strategy

2016-2020



NORWEGIAN CHURCH AID
actalliance

Updated 25.09.2015

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List of abbreviations

ACT Alliance	Action by Churches Together
AHAAMES	Association Haïtienne d'Assistance Agricole, Médicale, Educative et Sociale
CAEPA	Potable Water Supply and Sanitation Committee
CASEC	Conseil d'Administration de la Section Communale
CC	Climate Change
CCHD	Haitian-Dominican Concertation Commission
CCR	Climate Change Resilience
CCPC	Comite Comunale de Protection Civile
CLPC	Comite Locale de Protection Civile
CO	Country Office
CSO	Civil Society Organisation
DINEPA	National Directorate of Potable Water and Sanitation of Haiti
DPC	Direction de la Protection Civile
DR	Dominican Republic
DRR	Disaster Risk Reduction
EE	Economic Empowerment
EU	European Union
FGH	Future Generation Haiti
GARR	Support Group for Repatriates and Refugees
GBV	Gender-Based Violence
HAP	Humanitarian Accountability Partnership
HO	Head Office
INGO	International Non-Governmental Organisation
LWF	Lutheran World Federation
M&E	Monitoring & Evaluation
MARNDR	Ministry of Natural Resources, Agriculture and Rural Development of Haiti
MCI	Ministry of Commerce and Industry of Haiti
MFA	Ministry of Foreign Affairs of Norway
MINUSTAH	United Nations Stabilization Mission in Haiti
MISSEH	Mission Sociale des Eglises Haïtiennes
MUDHA	Movimiento de Mujeres Dominicano-Haitianas
NCA	Norwegian Church Aid
NGO	Non-Governmental Organisation
NOK	Norwegian Kroner
NORAD	Norwegian Agency for International Development

OBMICA	Observatory on Migration and Development
ODA	Official Development Assistance
OREPA	Offices Régionaux de l'Eau Potable et de l'Assainissement
PMER	Planning, Monitoring, Evaluation and Reporting
PNRE	National Plan for the Registration of Foreigners
RBA	Rights-Based Approach
RH	Right Holder
SCH	Haiti Christian Service
SNGRD	Système National de Gestion des Risques et des Désastres
SSID	Social Service of Dominican Churches
UMCOR	United Methodist Committee on Relief
UN	United Nations
UNDP	United Nations Development Programme
US(A)	United States (of America)
USAID	United States Agency for International Development
WASH	Water and Sanitation and Hygiene

Executive summary

Haiti has for decades been categorized as the poorest country in the western hemisphere. According to the World Bank, in 2012, 59 % of Haitians were identified as poor and 24 % as living in extreme poverty. In practical terms this means that almost 6.3 million Haitians out of a total population of 10.656 million could not meet their basic needs and 2.5 million did not even have enough to meet basic nutritional needs. Food security levels are negatively influenced by Haiti's vulnerability to drought, heavy rains and hurricanes, and the situation is further exasperated by a lack of basic service provision, such as water and sanitation. Children, youth and women are particularly affected by poverty with women facing greater inequity in the job market and youth becoming more disaffected with little or no access to relevant education or subsequent job markets.

Different factors collude to explain Haiti's poverty, but many, in some way or another, point to challenges in governance and a lack of social contract in Haiti. Observers question the Haitian government's capacity to confront the many challenges Haiti is facing, but at the same time question the role of external actors like foreign governments, international institutions and INGOs in setting priorities for Haiti. Haiti's future development is also seen to partially depend on the relation its neighbor, the Dominican Republic. However, the human rights situation of Haitian migrants and their descendants in the Dominican Republic is continuing to create tension in this relation.

To address these challenges, NCA will strengthen and focus its geographic and programmatic reach, in order to meet the needs of the populations with the greatest degree of vulnerability. We will work synergistically across four programmes: Economic Empowerment (EE), Climate Change, Resilience (CCR), WASH and binational work, engaging both right holders and duty bearers to effectively address the pressing needs of water and sanitation, decent income, climate resilience, and human rights protection. In order to achieve this NCA will work with a cadre of well-established local partners who are rooted in the communities where they work and able to facilitate changes at both individual and community level in conflict sensitive ways. Our faith based partners represent large constituencies and have a considerable sphere of influence both at the grass roots and in political circles. Furthermore, our experience and technical expertise in WASH, our good working relationship with DINEPA, in addition to our capacity to respond to emergencies, are key to our added value in Haiti. NCA Haiti also has a long experience from binational work and a broad network on both sides of the border, in addition to a close collaboration with ACT sister organisations in both countries.

In the next five years, NCA and partners will **foster the ability of vulnerable communities to improve their economic and social development and increase their resilience to natural disasters and climate change.** We will achieve through:

- Enhancing civil society's capacity to advocate for vulnerable groups and communities' right to protection and access to basic services
- Expanding the existing capacity of faith based organizations and duty bearers to provide direct services to the vulnerable populations they serve
- Supporting communities in reactivating or strengthening their resilience mechanisms, through working with community based partners applying a participatory approach

1. Context analysis

According to the World Bank, in 2012 59 % of Haitians were categorised as poor and 24 % as extremely poor. In practical terms this means that almost 6.3 million Haitians could not meet their basic needs and 2.5 million did not even have enough to meet basic nutritional needs.¹ Different factors collude to explain this situation, but many, in some way or another, point to challenges in governance and a lack of social contract in Haiti. On one hand observers question the Haitian government's capacity to confront the many challenges Haiti is facing. Factors often cited to explain this limitation in capacity are insufficient funds, limited competence, corruption, a mix of infighting and solidarity among the elite, and lack of tradition for including and prioritising the majority poor population in development planning. On the other hand, Haitian authorities' capacity is limited by the influence of external actors like foreign governments, international institutions and INGOs, who through control of funding and other measures set clear frames for Haitian authorities' freedom to design and implement their own solutions. Adding to this is Haiti's extreme vulnerability to natural disasters, which further aggravates the governance challenges due to recurrent shocks to the overall economy and people's livelihoods.

The governance challenges have led to poor oversight over the private sector, which is characterised by high concentration, focus on imports and close connections between the economic and political elite. This contributes to the ineffectiveness of markets in Haiti, impacting production and trade negatively, and contributes to explain why formal employment in Haiti accounts for only 8 % of the labor force, agriculture for 47% and the informal sector for 45%².

Despite these challenges, however, there are also signs of progress. For example, in the period 2000-2012, the percentage of school-age children attending school increased from 78 to 90 %, under age 5 mortality went significantly down and vaccinations of children augmented.³ NCA's experience is also that over the last years, in some sectors state capacity has increased. For example, progress has been made in the WASH sector, where DINEPA, the public entity in charge of regulating this sector, increasingly fills its role and rolls out its structure also at community level. Furthermore, in the 2012 *Strategic development plan*, the Haitian government gives priority to job creation, agricultural development and provision of services, particularly WASH. This indicates a larger commitment not only to development, but development for the rural poor.

Poverty and resilience

Notwithstanding some improvements in health and education, the provision of public services in Haiti tends to be limited and of poor quality, particularly in rural areas, where 41%⁴ of the population lives. Not more than 11% of the rural population has access to electricity, and only 40% of the population has access to roads functioning in all types of weather, which complicates market access, upon which many people depend for their livelihood. Access to clean drinking water also remains a challenge, and diseases affect-

¹ World Bank, 2015. *Haiti. Toward a New Narrative. Systematic Country Diagnosis*. http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2015/09/10/090224b0830cb6a9/1_0/Rendered/PDF/Haiti000Toward0cCountry0diagnostic.pdf

² MCI & PNUD, 2014. *Produits typiques d'Haïti, Les potentialités économiques* http://reliefweb.int/sites/reliefweb.int/files/resources/UNDP-HT-Livelihoods-Produits_typiques-20141016.pdf

³ World Bank, 2015. *Ibid.*

⁴ UNICEF & WHO, 2015. *Progress on sanitation and drinking water – 2015 update and MDG assessment*: http://www.wssinfo.org/fileadmin/user_upload/resources/JMP-Update-report-2015_English.pdf

ing the population are often water-borne or result from aquifer pollution.⁵ 48% of the rural population has access to an improved water source, compared to 65% in urban areas, while access to improved sanitation is a very low 19% in rural areas, compared to 34% in urban areas.⁶

Most people in rural areas make their living in agriculture and the informal sector, neither of which has been given priority by successive governments. One of the results of poor investments in agriculture is that the hunger levels in Haiti are categorized as alarming⁷. This tends to disproportionately affect women, who normally are in charge of meeting the family's nutrition needs.⁸ Food security levels are also negatively affected by Haiti's vulnerability to drought, heavy rains and hurricanes. The traditional negligence of rural development has led to low investment in irrigation and poor watershed management, which together with environmental degradation further feeds into this vulnerability. Extreme poverty in rural areas is 38%, while in urban and metropolitan areas extreme poverty has decreased to 12% and 5% respectively in the period 2000-2012.⁹

Access to basic services is in general better in urban areas, as are access to jobs, but the level of inequality is striking and the extreme poor in urban areas report a food security rate of only 34%.¹⁰ NCA's conflict analysis from 2013¹¹ illustrates many of the challenges poor areas of the capital face: Poverty, but particularly inequality and exclusion, drives conflict, and the political elite often pays groups in these poor areas to protest and create unrest. Urban slums are also affected by a breakdown of social bonds, partly as a consequence of large scale migration to urban areas, but also as a consequence of the acute poverty, particularly in the post-earthquake phase. Youth in these urban areas have few opportunities to prosper given limited education possibilities, low number of available jobs, and a general mismatch between the competence the education system gives and the skills needed in the labour market¹². These challenges make youth vulnerable to recruitment into gangs, crime and politically motivated violence, all of which feeds into a cycle where instability limits investments, which again limits the employment opportunities of youth, creating even more instability.¹³ Women are disproportionately affected by this vicious cycle: They are 20 percentage points more likely than men to be unemployed and their wages are 32 percent lower than wages among men, with research indicating that these differences are at least partly due to gender based discrimination.¹⁴ Furthermore, women are affected by urban violence, both as victims of GBV in the street and in the home, but also as merchants: In periods of high levels of insecurity, their access to markets is limited.

However, despite rampant poverty, the picture is not all bleak. The combination of malfunctioning governance and recurrent natural disasters has also contributed to create resilience, because families and communities have been left to fend for themselves and

⁵ Water.org, country webpage Haiti: <http://water.org/country/haiti/> ; The Water Project, 'Spotlight Haiti': <http://thewaterproject.org/water-in-crisis-haiti> Both accessed 20.05.2015

⁶ UNICEF & WHO, 2015. Ibid

⁷ 2014 Global Hunger Index: <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/128367/filename/128578.pdf>

⁸ Vansteenkiste, J. (2014). *Considering the ecohealth approach: Shaping Haitian women's participation in urban agricultural projects*. Development in Practice: Vol 42, no 1, 18-29.

⁹ World Bank, 2015. Ibid

¹⁰ Ibid

¹¹ Kielland A (2015). *Education in Haiti. Situation, Challenges and Recommendations. With a Special Focus on the Sud Department*. FAFO report.

¹² Norwegian Church Aid (2015). *Exploiting Inequalities: Conflict and Power Relations in Bel Air*.

¹³ World Bank, 2015. Ibid

¹⁴ Ibid

have found ways to cope. Particularly in rural areas, but also in urban, an array of resilience mechanisms exists: Solidarity lending, systems for managing conflict, collaboration around community tasks etc.¹⁵ Our partners have successfully drawn upon these traditions in their projects, for example through work with saving and loan groups. In many cases these resilience capacities are overstretched, weakened by extreme poverty and aid dependency, and therefore do not manage fully to provide protection for individuals and communities. Still, they do constitute an important basis to build upon, and we see significant potential in doing so more systematically.

Migration, human rights and conflict

The many resilience mechanisms in Haitian society have not been able to stem migration. Given the poverty many Haitians face, migration – either to urban areas or abroad - is one of the few opportunities people see to prosper. Many Haitians have over the years migrated to neighbouring Dominican Republic, leaving the country with a Haitian migrant population of 458 233, in addition to 209 912 Dominicans of Haitian descent, according to the 2012 national immigration survey.¹⁶ The majority of these migrants is young men and originate from the Ouest department in Haiti. For more than 75% of migrants, their prime motivation is to improve living conditions or seek employment, primarily in agriculture, construction, tourism and the informal sector. Apart from their contributions to the Dominican economy, these migrants also send remittances to Haiti, the majority of which are destined to the poorest households in rural zones in Haiti.¹⁷ In fact, Haiti's development on a range of issues partially depends on its relation to the Dominican Republic, given the fact that the two countries are among each others' most important trade partners, face common environmental challenges and problems related to trans-border organized crime.¹⁸

Still, the two countries struggle in building good relations and effective mechanisms for addressing conflicts and joint challenges. The human rights situation of Haitian migrants and their descendants in the Dominican Republic is currently the most thorny issue in the relation between the two countries. There are strong economic interests on both sides of the border, but particularly in the Dominican Republic, to keep up the flow of cheap, docile migrant labour. However, Haitian migration is a highly sensitive issue in the Dominican Republic. In parts of the population deep-rooted prejudices against Haitians persist, which has been exploited by ultra-nationalist forces.

The 2013 ruling in the Dominican Constitutional court must be understood in this light. This ruling, which had retroactive effect back to 1929, left generations of Dominicans of Haitian descent in risk of statelessness, despite their constitutional right to Dominican citizenship. Dominican authorities' answer was to implement processes aiming to provide both Haitian migrants and their Dominican born descendants with a path to legal residency, naturalisation or full citizenship. This was lauded by international actors and civil society organizations alike, as an important step in finding solutions to a situation which

¹⁵ See for example Hauge, W., Doucet, R. & Gilles, A. (2015) *Buidling peace form below – the potential of local models of conflict prevention in Haiti*. Conflict, Security & Development: Vol 15, no 3, 259-282; Merilus, JY. (2015). *Rural development: The Economic Potentials of Haiti's "Lakou" System*. Focus on Geography: Vol 58, no 1, 36-45

¹⁶ Oficina Nacional de Estadísticas (2013): *Primera Encuesta Nacional de Inmigrantes en la República Dominicana. ENI-2012. Informe General*. <http://countryoffice.unfpa.org/dominicanrepublic/drive/informeENI-2012-General.pdf>

¹⁷ World Bank, 2012. *Haití, República Dominicana: Más de que la suma de las partes. Un estudio sobre las relaciones bilaterales*. <http://www.worldbank.org/content/dam/Worldbank/document/HAITI-RD.pdf>

¹⁸ See for example International Crisis Group, 2008: *Reforming Haiti's Security Sector*: http://www.crisisgroup.org/~media/Files/latin-america/haiti/28_reforming_haiti_s_security_sector.pdf ; Antonini, B. (2012). *Relations between Haiti and the Dominican Republic*. Oslo: NOREF, Norwegian Peacbuilding Resource Centre

has been characterised by irregularity and lack of proper governance for decades. However, local civil society actors claim the processes failed due to a combination of complicated and costly requirements, lack of awareness among the target groups, slow response on Haitian side and discrimination and inadequate infrastructure on Dominican side. Women were disproportionately affected, as they work in the informal sector or as domestic servants with few documents, like contracts etc, regulating their work. Today uncertainty still abounds on the future status of most Haitian migrants and their descendants, and more than 70 000¹⁹ Haitian migrants have since June returned to Haiti or been deported.

Civil society

Referring to Haiti as the "Republic of NGOs" is quite common, and the criticism of both INGOs and local NGOs abound: INGOs have been criticised of substituting the government, causing brain drain from public entities, operating outside government oversight, creating aid dependency etc. Furthermore, the legitimacy of many local NGOs has been questioned.²⁰ In NCA's perspective, given Haiti's history of recurrent political crisis, authoritarian regimes and widespread poverty, it is not surprising that Haitian civil society can be characterised as both weak and strong at the same time: It is affected by the same challenges as the rest of Haitian society, related to corruption, nepotism, concentration of power in the hands of strong personalities etc.

However, the importance of NGOs in providing basic services to the Haitian population has been recognised²¹, and the image of local civil society as profit-driven needs to be balanced by the documentation of grass roots movements' community based organisations' role in building resilience and transforming Haitian society.²² NCA also finds that key Haitian civil society institutions play important roles at national level in monitoring the government and international community, seeking to keep popular concerns on the political agenda and to uncover power abuse. FBOs, and in particular the churches, are civil society actors with a presence both on grass root and national level. 85% of the Haitian population participates in religious organisations²³, and over 80% of the population is Christian, which gives the churches an important reach and potential role in facilitating social change and influencing national policies.

NCA's approach

In line with the analysis above, NCA and partners will in the period 2015-20 focus on working together with vulnerable urban and rural communities to strengthen their resilience. This will be done through the implementation of four programmes: Economic Empowerment; Climate Resilience; Water, Sanitation and Hygiene; and Binational work; with a cross cutting focus on gender equality and conflict sensitivity. Focusing on resilience implies not only working on tangible, material change for right holders and communities, but also strengthening individuals' sense of dignity, communities' social bonds, duty bearers' capacity and civil society's ability to hold them responsible.

¹⁹ Latin American Regional Report - Caribbean & Central America - September 2015:

http://www.latinnews.com/index.php?option=com_k2&view=item&id=66271&uid=13369&acc=1&Itemid=6&cat_id=799063

²⁰ See for example United States Institute of Peace (2010): *Haiti: A Republic of NGOs?*

<http://www.usip.org/sites/default/files/PB%2023%20Haiti%20a%20Republic%20of%20NGOs.pdf>

²¹ Ibid

²² See for example Schuller, M. (2012). *Genetically Modified Organisations? Understanding and Supporting Civil Society in Urban Haiti*. The Journal of Haitian Studies, vol 18, no 1. ; Bell, B. (2013). *Fault Lines. Views across Haiti's Divide*. New York: Cornell University Press.

²³ Latin American Public Opinion Project 2010 survey: <http://www.vanderbilt.edu/lapop/haiti/2010-Haiti-in-Distress-English.pdf>

2. Lessons learned

1) **A more systematic approach to conflict sensitivity is warranted.** In urban areas we experienced that the involvement at an early stage of former and current *baz* (ethnologically defined informal group) and gang leaders with a criminal record, in some cases contributed to legitimise these leaders and deter other influential figures from involving in the programme. NCA learnt that we have an important role in assuring that partners' interventions are based on updated conflict analyses. In order to ensure this, it is beneficial to have several partners working in the same or nearby geographic areas, because they tend to have different networks and represent distinct perspectives on both the conflict and on what constitutes effective interventions. NCA can have an important added value in bringing these different perspectives together.

2) **Capitalising on our added value as a faith based organisation requires a more focused and better tailored approach.** While we have reached important results in collaboration with FBOs and religious leaders, we have learnt that in order to strengthen and increase the collaboration with these actors, we need to further deepen our understanding of the religious and FBO landscape in Haiti, and explore approaches for collaboration which better capitalises and expands upon our shared faith identity.

3) **NCA's programme should follow a more balanced integrated approach, including awareness raising, service delivery and advocacy.** In the post-earthquake phase, service delivery and awareness raising were the main approaches in many NCA supported interventions, as this allowed us to address immediate needs. However, towards the end of the strategy period, a shift in focus was warranted in order to better address root causes of poverty and conflict. We learnt that in order to achieve this, we need to focus on building the local partners' advocacy skills, so that they can reinforce the capacity of the rights holders to claim their rights.

4) **For our WASH programme to be sustainable, DINEPA must be engaged at all levels.** The urgency of the cholera-plagued, post earthquake period was marked by the absence of state actors. This resulted in NCA and other WASH actors proceeding without sufficient state input into the emergency response. For instance, water sources installed by NCA proved to be a lifesaver at the height of the cholera epidemic, but they were not built as water kiosks that would have allowed local water officials to charge for the service and ensure its sustainability. NCA now stresses that new WASH projects must involve DINEPA representation from the very beginning in both emergency and long-term development projects, and ensure adherence to DINEPA's new national standards.

3. Geographic focus

NCA's geographic focus areas

In the period 2016-2020, the NCA Haiti will focus our programmes in two departments in Haiti, and three provinces in the Dominican Republic²⁴. In Haiti, the interventions will be concentrated in the Ouest and Centre departments. In the Ouest department we will be focussing on the following municipalities: Port-au-Prince and Cité Soleil, which are both urban areas, and Gressier, Léogane, Grand Goave and Petit-Goave, which are semi-urban and rural areas in the Les Palmes region. In the Centre department, targeted areas include three rural and semi-rural municipalities in the border area: Belladère, Lascahobas and Thomassique. In addition, we will have a limited collaboration in rural Seguin in the Sud-Est department. In the Dominican Republic, we will concentrate our work in urban, semi-urban and rural areas in the provinces of Monte Plata, Santo Domingo and Elias Piña, the latter bordering to the Centre department in Haiti.

NCA implemented projects or supported partners' work in these geographic focus areas also in the past strategy period. We have however chosen to reduce the total number and geographic spread of intervention areas. This will allow us to strengthen cross-border coordination, intensify accompaniment of targeted groups in the focus areas, develop programmatic synergies, and scale up.

Criteria used for geographic selection

The following selection criteria were key to determining our geographic focus:

1. Severity of needs of the population
2. Presence and strength of partners, in particular FBOs, in the locations
3. Potential for synergies between programs
4. Potential synergies with ACT-sister organizations
5. Government priorities
6. Opportunities to capitalize on past results and scaling up

For our binational programme, two additional criterias were introduced:

7. Potential for working coordinated on both sides of the border
8. Concentration of Haitian migrants and Dominican of Haitian descents in the DR

²⁴ Please see appendix 1 for a map of the Island with the areas identified.

4. Theory of Change for NCA Haiti

The overall goal of NCA's programme in Haiti and Dominican Republic is that **by 2020, vulnerable communities have improved their economic and social development and increased their resilience to natural disasters and climate change.** Resilience refers to strong communities that are increasingly empowered and self-reliant, where economic, social and environmental rights are respected, and where rights holders are protected. In order to reach this goal, we believe the following main **preconditions** need to be in place:

1. Right holders have access to basic services
2. Empowered and self-reliant right holders contribute to community development
3. Food security is ensured
4. Reduced disturbance from natural or man-made disasters
5. The relation between Haiti and the Dominican Republic has improved
6. Public institutions are accountable
7. Environmental and climate issues are managed efficiently
8. Destructive conflicts are prevented and transformed
9. Right holders know and claim respect for their rights

In the Haitian context, **access to basic services** is essential for development. One of the major challenges is the lack of access to clean drinking water and sanitation facilities. This has led to cholera epidemics, which decreases the capacity to participate meaningfully in working life or other society activities²⁵. NCA Haiti strives to address this issue by targeting poor communities in urban and sub-urban areas, in close cooperation and coordination with DINEPA, the public institution in charge of WASH in Haiti.

Another precondition to achieve this goal is that **women and men are empowered and self-reliant, and contribute to their community.** Given the history of Haiti, with frequent conflict and an increasing dependence on external aid and the NGO community, in some areas the social fabric has changed and the sense of community is weak. In order to strengthen resilience and a sense of ownership, women and men must have the opportunity to gain a decent income, which will both contribute to their own empowerment and self-reliance, and to spurring further economic development in the community. Building upon existing resilience mechanisms, this must be accompanied by voluntary participation in community work and organisations, in order to foster the creation of a community with strong social bonds where human dignity valued.

While income contributes to community development, people must have access to food. **Ensuring food security is vital**, as the stability will give room for more economic activity, improve health and **reduce the disturbance of natural or man-made disasters** on normal life. The combination of increased food security and income generation opportunities, and more tightly knit communities is also likely to reduce people's motivation to migrate to the Dominican Republic, and increased resilience will better enable communities to welcome returned and deported migrants from the Dominican Republic. The explicit focus on reducing migration will also make it easier to influence migration and citizenship policies in the Dominican Republic. **Improving the relation between Haiti**

²⁵ World Bank, 2013: <http://www.banquemondiale.org/fr/results/2013/11/25/improving-access-to-basic-social-infrastructure-and-livelihood-opportunities-through-community-driven-development-in-urban-areas>

and the Dominican Republic is key to protect Haitian migrants and their descendants in the Dominican Republic, but also for Haiti to better benefit from binational trade, on which many people's livelihoods depend, particularly in the border area.

Haiti's wealth is currently distributed unequally, and as such, **accountable public institutions** are important for a good use and a fair distribution of available resources, which contribute to the social and economic development of the vulnerable communities. This is equally important for job creation, market access and sustainability, as well as management of binational relations, as it ensures the development of strong policies related to trade. Moreover, without accountable public institutions, the coordination of aid and its effectiveness will remain an unreachable dream for Haiti. In Haiti, **the management of the environment and climate related issues** lacks public standards and regulation. The same is valid for **conflict management and resolution**, considering that poor juridical oversight and lack of pro-poor policies often contribute to violent conflict. NCA Haiti's approach to overcoming these challenges is to contribute to a society where **women and men know and claim respect for their rights**, and organised right holders hold duty bearers accountable.

In order to bring the change we hope for to the identified communities, NCA Haiti has chosen to work on **Economic Empowerment, Climate Change Resilience and Water, Sanitation and Hygiene**, combined with a **Binational programme**. NCA and partners' main approach is to empower communities to take charge of their own development, strengthening local civil society through capacity building, technical support and networking, and engaging in advocacy at local, national and binational level, aiming to change the underlying factors driving poverty, marginalisation and conflict. Our long history and experience in Haiti have enabled us to identify strong partners who are rooted in the communities where they work, and able to facilitate changes at both individual and community level in conflict sensitive ways. Our faith based partners represent large constituencies and have a considerable sphere of influence both at the grass roots and in political circles. Furthermore, our experience and technical expertise in WASH, our good working relationship with DINEPA, in addition to our capacity to respond to emergencies, are key to our added value in Haiti. NCA Haiti also has a long experience from binational work and a broad network on both sides of the border, allowing us for example to facilitate a platform of Haitian and Dominican civil society actors. The latter is done in close collaboration with ACT sister organisations, a collaboration which also expands to other thematic fields and represents a significant strength and even larger potential for NCA's work in Haiti and the Dominican Republic.

5. Strengthening civil society

Working strategically with civil society

NCA will work with a range of diverse civil society actors, because we believe they both separately and together contribute to improve right holders' living conditions, advance people's participation and hold duty bearers responsible. In our WASH programme we work directly with grass root civil society groups like parent-teacher associations and local water committees. This contributes to ensure local ownership, culturally adapt design and conflict sensitivity. We also collaborate with partners like Lakou Lape and Future Generations, who are rooted in their communities, build upon Haitian traditions and contribute to strengthen local grass roots organisations like women associations, youth groups etc. Other partners are organisations which have strong legitimacy and broad networks and influence both at community and national level, being perceived as genuinely Haitian/Dominican and representative of their constituencies, like our faith based partners MISSEH, SSID and SCH. For the next period we will aim to strengthen our resource partner portfolio. These partners support other partners in specific fields through providing easy access to relevant research, technical expertise etc, like our partner OBMICA is currently doing in the binational programme. Finally, we seek to strengthen all these actors by facilitating exchange of experiences, coordination and collaboration between them.

Strengthening civil society through programme work

Work under the different thematic programmes contributes to strengthen civil society in different ways. In our **WASH** programme we work directly with parent-teacher associations in schools, in addition to community WASH committees, strengthening their capacity through training and accompaniment, enabling them to maintain WASH infrastructure and conduct awareness raising work on hygiene. The WASH committees are also linked up to the DINEPA structure, thus being or becoming part of the official WASH sector structure in Haiti, which ensures a minimum of continued training and follow up from DINEPA's regional bodies.

In our **binational** programme, we collaborate directly with MUDHA, a key right holders' organisation representing Dominican-Haitian women. In 2014 NCA also co-facilitated the establishment of the Haitian-Dominican Concertation Commission (CCHD), a local civil society network focussing on binational questions, with members from both Haiti and the Dominican Republic. Strengthening the coordination between Haitian and Dominican civil society actors is particularly important in the current situation, as there has previously been a tendency of INGOs dominating the agenda, especially in regards to advocacy.

The **economic empowerment** programme will target grass root saving and loan groups and livelihood cooperatives, and capacitate these to more effectively improve right holders' livelihoods, but also accompany them in holding local duty bearers responsible, for example for facilitating access to local and binational markets. The perspectives of these grass roots associations will be channelled to partners and networks working at national level with advocacy, particularly related to binational markets and trade, ensuring that the advocacy is based on grass roots needs and concerns.

The **climate resilience** programme will target some of the same groups as the economic empowerment and WASH programmes, in addition to farmers associations and community brigades working on DRR. In this programme, there is a particular focus on collabora-

tion with local authorities and facilitating the development of sustainable community level systems. As part of our Climate Resilience programme, we will also contribute to the Haitian Civil Society Platform for Advocacy on Climate Change, created in the framework of a Joint ACT Alliance programme in 2013. This platform has a strong potential to take forward advocacy related to the management of the impact of climate change on communities.

Finally, the programmes are expected to improve the living conditions of the target groups through facilitating increased food security, improved access to WASH services and increased income. Together with capacity building and awareness raising, this is expected to free up right holders' time and motivate them to take more actively part in civil society.

Capacitating core partners as civil society actors

NCA contributes to strengthen partners in different ways, but four elements are key. First, we emphasise building partners' **financial capacity**. NCA aims to support partners in developing financial systems and routines which make them eligible for funding from a range of other donors. While some partners have or have built this capacity, others are still quite weak and require substantial follow up. Strengthening of partners' capacity in budgeting and financial reporting will therefore continue to be a key focus area of NCA's support, through workshops, regular follow up and on the job training.

A second focus area will be to support partners' routines for securing **accountability** on a wide range of measures, as outlined in Humanitarian Accountability Partnership (HAP) and the new Core Humanitarian Standard (CHS). NCA aims to live up to the same standards, engaging partners in our entire PMER cycle, seeking partners' advice on strategic decisions. All partners will be gathered for training in CHS standards, and in our accompaniment we will focus on partners' routines for involving right holders in planning, monitoring and evaluation, following a self assessment of partner's capacity to follow the standards.

Implementing accountability standards requires strong **organisational structures** and good systems and routines for PMER. This will be a third focus area for NCA Haiti. While all partners are legally registered and have in place a board and a basic PMER system, the strength of the organisational structures varies. Quality of PMER systems and mechanisms for delegation between top and middle management have been identified as areas where many partners face challenges, and NCA will therefore prioritise working on this.

Finally, NCA will in the coming period focus on strengthening partners' **advocacy capacity**. While some of our partners are very strong on advocacy, others are rather weak. NCA will in the coming period focus on enhancing coordination between partners in regards to advocacy, in addition to training on power mapping/analysis, to be followed by development of specific advocacy plan by one of a group of partners.

Some of these efforts will be conducted within the framework of ACT. In the cases where several ACT partners are donors to the same partner, we have set up donor consortiums, with the aim of harmonising requirements and discussing joint challenges and opportunities.

6. Programmes

6.1. Global Programme: Water, Sanitation and Hygiene

Needs analysis

The situation in NCA's intervention areas mirrors the overall picture related to WASH services in Haiti. Despite substantial differences from one location to another, both rural and urban intervention areas are characterised by poor coverage of WASH services, high child morbidity due to water related illnesses, and limited capacity of regulatory actors. Data from a 2015 USAID household survey in 23 communes in five departments in Haiti, including the Ouest department, shows that 40 percent of households use an improved drinking water source and 16 percent of households use a non-shared improved sanitation facility, while 6 % of households have cleansing agent and water available at hand-washing station.²⁶ As regards schools, a 2013 assessment of 42 schools, 29 in Petit-Goâve and 13 in Grand-Goâve, found that four of the project schools (9.5%) had a ratio of above 500 students per latrine, 14 schools (33%) had between 100 and 300 students per latrine, all far below any sanitation standards provision. 14 schools had no sanitation facilities at all.²⁷ These findings reflect well NCA's experience from working in WASH in schools over the last period: The baseline situation varies, but is far below standards.

DINEPA has made important steps to regulate the WASH sector; in 2013, DINEPA published the country's first technical specifications to standardise WASH interventions in the country. Furthermore, some key policies have been put in place. Notwithstanding these important steps, actual strategic decision-making on a micro level is still largely absent. Part of the problem is linked to a dearth of Haitian WASH professionals who work in the WASH sector in Haiti, which is crippling the ability of the country to develop its infrastructure. Therefore, building the necessary human capital required in the WASH sector is crucial. Furthermore, research, meaning the collection, analysis, and sharing of data, results, and lessons learned, is lacking in most WASH programs in Haiti. The consequence of the limited, or non-accessible research on WASH, is that many projects repeat the same mistakes, and many lessons go un-documented, and un-learned.²⁸

Programme goal and theory of change

The goal of NCA Haiti's WASH programme is that right holders in vulnerable communities have access to adequate and sustainable WASH services allowing them to lead a healthy life. The following preconditions are considered key to reach this goal:

- a. **Private and public sector provide sustainable water and sanitation infrastructure.** If private and public sector actors provide WASH infrastructure which is resilient to disasters and responds to community defined needs, in addition to respecting national regulations, this will directly increase right holders' access to adequate and sustainable WASH services.
- b. **Accountable public governance of the WASH sector:** If the WASH sector is effectively and accountably governed by DINEPA, and adequately funded by the

²⁶ USAID, 2015. Baseline Study of the Title II Development Food Assistance Program in Haiti. Contract #: AID-OAA-M-13-00022

²⁷ Giardina, D., Prandini, F. & Sorlini, S. (2013). *Integrated Assessment of the Water, Sanitation and Hygiene Situation in Haitian Schools in the Time of Emergency*. Sustainability magazine, August 2013.

²⁸ NCA's research in the field of anaerobic biological digestion for sanitation is one example of where a widely disseminated sanitation technology (a biodigester) was researched, and a research document produced and shared both locally with DINEPA and other local WASH actors, and internationally at an international conference. Please see NCA, 2014: *Lessons Learned from the Dissemination of biodigesters for Sanitation in Haiti, from 2010 to 2013*.

Haitian government, WASH services will follow national standards and regulations which will increase their quality and sustainability.

- c. **Right holders feel ownership of WASH services:** If right holders feel ownership to the WASH services in their community, they will work in better collaboration with the CAEPA's and the OREPA, to use protect and maintain these services.

Programme description

NCA Haiti aims to achieve the following outcomes for the period 2016-20:

1. Right holders demonstrate ownership for community WASH services
2. Duty bearers have included men and women's recommendations on WASH services in their work plans
3. Men and women practice hygiene measures that protect themselves against key public health risks
4. Men and Women access inclusive, adequate and sustainable WASH services in public institutions
5. Men and women access sound, sustainable and at least basic water supply services for domestic and productive purposes

NCA Haiti's main approach to reach the above outlined outcomes is to contribute to enable an environment for change in the Haitian WASH sector, primarily through the following:

1) Implementation of high quality, resilient WASH projects

This is the main emphasis in NCA Haiti's WASH programme and will directly deliver results on the outcomes of the programme, providing sustainable and adequate access to WASH services for targeted populations. The WASH programme is currently operational, but NCA Haiti aims to establish partnerships with local WASH organisations by 2017. Projects will be implemented within two distinct implementation programmes:

A) "WASH in Schools". NCA's programme builds on the WASH in Schools programme implemented in the previous period and will provide both sustainable water and sanitation services, and education of school children. These act as agents of change within their communities, particularly on hygiene practices. The programme will be implemented in a "cluster" of schools in the same geographic area, to maximize efficiency of project implementation, and create local communities of good practice.

B) Development and rehabilitation of water supply schemes. NCA's will work in support to DINEPA's regional offices, *Offices Régionaux de l'Eau Potable et de l'Assainissement* (OREPA), and local water committees (CAEPAs). These projects will increase communities' access to water, and also contribute to building the capacity of the WASH sector, through facilitating the establishment of local water committees within DINEPA's local structure.

Three elements will be cross cutting in NCA's WASH projects: First, WASH infrastructure will be constructed to resist disasters. Secondly, NCA Haiti will ensure a high degree of community involvement throughout the project cycle through a participatory design process to ensure that the local water committees and schools have full ownership over the projects when NCA phases out. Finally, NCA will take a gender and conflict sensitive approach, integrating gender and conflict aspects in assessments, monitoring and reporting.

2) Capacity Building of Haitian WASH professionals

This component will, if project specific funding is found, be implemented alongside the two implementation programmes, and will entail training and coaching of WASH engineers, DINEPA staff, and other local WASH actors, such as agronomists and educators where appropriate. There are already quite a few training opportunities in Haiti for skilled trades people (e.g. plumbers and electricians) but very few professional vocational training courses for professionals with higher education. The outputs will be an active and motivated cadre of WASH professionals who populate the WASH sector and are nurtured in order to become the next generation of decision makers for the Haitian WASH sector.

3) Production and dissemination of research on WASH projects and WASH sector development

This will build on NCA's experiences from implementing WASH projects in the Haitian context, feed into the capacity building of WASH professionals, and, if dissemination is effective, contribute to increased quality and sustainability of both private and public actors' implementation of WASH projects. NCA Haiti is already active in the role, by research and sharing of lessons learned²⁹, by participating in monthly meetings with DINEPA, and by fostering links with Haitian academic and research institutions like University of Quisqueya and the Laboratoire National du Santé Publique.

²⁹ Ibid

Needs analysis

As a result of significant environmental degradation caused by over-exploitation of natural resources in soil, water, marine and forest, Haiti's natural resilience to extreme weather events and climatic change is low. The degradation of natural resources are on such a scale that the ability to absorb effects of extreme weather and climate change is low and therefore will result in further acceleration of erosion, reducing water resources and increasing soil transformation. In Haiti the situation calls for adaptation actions that reduces, and reverse the trend of natural resource degradation. The relation between poverty and environmental degradation is evident, in particular in rural areas. High levels of poverty increases the pressure on available natural resources, which in turn exacerbates the vulnerability to shocks and diminishes the potential for livelihood improvement.

While government institutions such as the *Direction de la Protection Civile* (DPC) under the *Système National de Gestion des Risques et des Désastres* (SNGRD), exist, they are often hampered by lack of funding and internal capacity, thus rarely reaching the most vulnerable and the ND Gain index³⁰ places Haiti in the bottom ten countries for vulnerability, in particular due to a combination of lack of preparedness for climate events (including contingency plans, application of building codes, low food security, lack of access to medical assistance and lack of protected biomes). While Haiti is often hit by hurricanes, these are rarely of categories above 3³¹ and the large impact caused by hurricanes can be attributed to the lack of preparedness and low absorptive capacity of the environment.

The findings in NCA's preliminary assessment largely mirror these overall trends. For example, 86% of rights holders report not having access to crop and seed banks, and 93% of farmers state that their food production is not stable in the case of climatic events. Furthermore, only three out of 35 communities had strong indications of having a community task force.

Programme goal and theory of change

The goal of the climate resilience programme in Haiti is: *Communities have improved their climate resilience*. The following preconditions are necessary to achieve this change:

- 1. Communities are prepared for climate events.** While duty bearers such as local and governmental authorities play an important role in preparedness for climate events, organizing, training and equipping communities is efficient as they will be able to provide first response and are less reliant on institutions which themselves have low capacity. This precondition is also closely linked to precondition 5.
- 2. Soil loss is avoided.** Good management of soil and its associated ecosystem is the foundation of increasing resilience. This precondition is particularly relevant in Haiti, where soil loss due to deforestation is already impacting the potential for agriculture.
- 3. Agricultural techniques adapted to current and projected climate are applied.** Agriculture needs to be more efficient whilst adapted to a changing environ-

³⁰ <http://index.gain.org/country/haiti>

³¹ <http://www.wunderground.com/hurricane/haiti.asp>

ment. Once people have sufficient and stable production, energy can be divided elsewhere, including mobilising for economic empowerment and business development.

- 4. Duty bearers (are proactive in regards to risk mitigation at community level.** At community level dialogue with duty bearers such as mayors and CASECs will lead to increased coordination of response to natural disasters. For upholding the program long term we need to advocate for ownership by governmental institutions.
- 5. Communities show ownership of their environment.** For the long term sustainability of the resilience programme, it is important that the community understands and internalizes the importance of a functioning ecosystem, and how ecosystem services can be seen in a cost benefit analysis.

Other preconditions for increased resilience are economic development and access to basic services.

Programme description

Sustainable land management, agricultural adaptation and integrating disaster risk management, is vital to create resilience for Haitian communities. NCA will work on climate resilience in parallel to economic empowerment, and gradually seek synergies also with the WASH programme. We will work to achieve the following outcomes:

- 1. Organized civil society structures demonstrate action on climate resilience.** Replicating experiences from the DRR program in Macaya region. Interventions such as contingency plans, with other actors³², establishment of civil protection brigades and early warning systems will be carried forward. The Civil Society Platform for Climate Change will continue advocacy, with the aim to achieve the inclusion of CC measures in governmental plans at community and national level.
- 2. Sustainable Land Management plans are in use.** This outcome will include protection of ecosystems through watershed management, with forest rehabilitation, anti-erosion mechanisms and rainwater retention mechanisms. A participatory approach will be used to develop a land management plan and mapping land structure and qualities with potential for improved use.
- 3. Food production is adapted to changes in climate:** Aiming at food security, agricultural development will be adjusted and modernized to better cope with climate change. Training of farmers on adaptive agricultural interventions including small scale irrigation, drought resistant seeds, and new planting and farming techniques.
- 4. Context specific minimum standards for mitigating risk of structural interventions are applied.** In a first phase work will focus on mapping and exploring lessons on effective ways of implementing minimum standards in Haiti. Progress on the actual development and implementation of minimum standards in the communities where we work, will start only from 2018 onwards.

³² DPC, Comite Communale de Protection Civile (CCPC), Comite Locale de Protection Civile (CLPC)

The target group for the programme is rural farmer families with stable access to land. While the programme aims to support and empower the most vulnerable members of a community, many activities will be geared towards people with the ability to lead and create change, who can be stronger members of a community with the potential to create change for others. Haiti's young population, who is less dependent on traditional gender structures and has higher access to for instance mass media³³ opens opportunities for mobilization on the importance of climate change, ecosystem management and disaster preparedness. As a cross cutting theme for the four outcomes, we will work to enhance the engagement of youth and children in environmental issues. Environmental education in churches and schools will be one such avenue, environmental clubs for kids with practical and fun application of principles will be another.

³³ http://www.unicef.org/infobycountry/haiti_statistics.html

Needs analysis

The informal sector is together with agriculture the main source of employment in Haiti, accounting for 45% of the labor force³⁴. It is mainly comprised of independent entrepreneurs and micro and small businesses which largely specialize in the trade of imported products and who face several difficulties³⁵: First, many right holders lack access to inputs such as capital and technology, which could have increased their productivity and ability to add value to products through for example processing, packaging and branding. Right holders also have limited knowledge and skills on how to establish and run profitable enterprises, including accounting and business plan development. In the same line, limited marketing and communication skills is a barrier to expanding established businesses, negotiating prices and reaching new markets. Furthermore, poor roads result in significant losses and very high transportation costs when bringing products to the market, particularly in rural areas. Access to markets is also hindered by formal and informal policies and practices both in urban and binational markets, including charging of irregular fees. Finally, few organisations or cooperatives are in place to support micro and small scale producers in obtaining greater value for their products and improving their capacity to function as viable micro or small enterprises. Together these challenges make it difficult for Haitian small producers and traders to exit the poverty cycle and access national and international markets. The lack of a decent income is an obstacle for access to a range of basic services, such as health care³⁶ and education³⁷.

The situation in NCA's intervention areas largely resonates with these findings. For example, our preliminary assessment shows that challenges related to transport are identified as a key market barrier. Furthermore, right holders report few strategies for adding value to their products, but on the positive side, micro credit is available in many of our intervention areas.

Programme goal and theory of change

The goal of this programme is for right holders to gain a decent income. This will contribute to NCA Haiti's overall goal primarily through enabling an improved living standard of socio-economic vulnerable right holders in the target communities, and empowering the same right holders, strengthening their sense of dignity and self-reliance. Two preconditions are deemed key to achieve this goal:

- 1. Right holders have access to decent work:** If right holders have access to jobs that respect minimum working standards, this will provide them with an income covering their basic needs, and give them a sense of pride and self-reliance.
- 2. Right holders run profitable micro and small enterprises:** If profitable enterprises are established, this will provide the entrepreneur with an income covering his or her basic needs, and give him or her a sense of pride and self-reliance.

³⁴ MCI & PNUD, 2014. Produits typiques d'Haiti, Les potentialités économiques

http://reliefweb.int/sites/reliefweb.int/files/resources/UNDP-HT-Livelihoods-Produits_typiques-20141016.pdf

³⁵ Ibid

³⁶ World Bank, 2015. Ibid.

³⁷ Kielland A (2015). *Education in Haiti. Situation, Challenges and Recommendations. With a Special Focus on the Sud Department.* FAFO report

When establishing businesses which allow for employing others, this will also have a multiplier effect, influencing other right holders' income and providing the entrepreneur with a sense of contributing to the community.

Several elements influence these two preconditions, like access to market-relevant education, basic services like electricity and WASH, and infrastructure.

Programme description

NCA will focus on the 2nd precondition, seeking to achieve the following outcomes:

1. Right holders have established micro or small enterprises: NCA will work with partners to train people on entrepreneurship, business management, provide technical support in developing business plans, support right holders to organize in groups to develop their own livelihood, train and accompany these groups, and encourage mechanisms to improve access to capital such as save and loan groups. Furthermore, NCA will conduct necessary market, gender and conflict analyses. This will provide right holders with entrepreneurial skills and knowledge, an organisational support structure and opportunities to gain access to capital, all of which are crucial to establishing profitable enterprises.

2. Right holders have gained access to local or binational markets: NCA and partners will work to identify key market barriers and break them down, and encourage right holders to get organized in groups to increase the volume of their production, have a voice and raise their bargaining power. NCA will also provide technical assistance in adjusting right holders' products to meet market demands and opportunities, and train right holders in marketing and communication skills. Finally, NCA will engage in advocacy on market access, particularly in relation to border markets. This will be done in close collaboration with other civil society actors both in Haiti and the Dominican Republic. Together, this approach is assumed to improve right holders' access to local and binational markets.

In rural areas, the programme will primarily focus on improving the sale of agricultural products, as the agricultural sector is the main source of rural income and almost 80% of households engage in farming.³⁸ The interventions will be coordinated with the climate resilience programme, which will support right holders to increase the volume of their agricultural production. In urban areas, the programme will work with a wider array of products and services. NCA will work with partners to identify business opportunities in the community and link up with private sector actors. In both contexts, NCA's partners are well placed to take a conflict sensitive approach, as they are rooted in the local communities, they know the power dynamics and conflict lines, have broad and solid networks, including with local authorities, and have experience in preventing and managing conflicts. NCA will have a particular focus on working with marginalised groups like deportees and returnees from the Dominican Republic, youth from violent neighbourhoods and women, including GBV survivors.

³⁸ World Bank, 2015. Ibid

Needs analysis

The 2013 ruling in the Dominican Constitutional Court (please see chapter 1) put thousands of people in risk of statelessness. The ruling did however also set in motion processes aimed to provide both Haitian migrants and their Dominican born descendants with a path to legal residency, naturalisation or full citizenship. Upon completion, these processes show mixed results: Of the Dominicans of Haitian descent who had their identity papers withdrawn, app. 55 000 of more than 60 000 cases audited by Dominican authorities have been promised that their citizenship will be restored. However, NCA's partners report of continued challenges for a considerable portion of this group. NCA is also very concerned that of the estimated 110–145 000 Dominicans of Haitian descent who were not originally inscribed in the Dominican birth registry, but entitled to Dominican citizenship, only 8 755 registered for naturalization.³⁹ The vast majority of this group is still extremely vulnerable and currently without a mechanism through which they could access citizenship. 288 466 migrants, the majority Haitians, registered in PNRE, out of which 82% will access legal residency, according to Dominican authorities.⁴⁰ However, the documents provided are primarily one to two years non-resident permits which provide limited rights. Furthermore, up to 200 000 Haitian migrants did not register in PNRE, and are liable to deportation.

Dominican authorities' deportations of Haitian migrants have repeatedly been documented not to follow due protocol. Furthermore, deportees and returnees often face harsh realities in Haiti, and are vulnerable to exploitation and re-migration either on their own or through traffickers. According to NCA's data collection, 66 000 voluntary returnees and 500 deportees arrived in Haiti in less than 3 months from June 2015, leading to the creation of camps in the border area, and over-stretching the limited reception capacity on Haitian side⁴¹.

In addition to these challenges, the massive international outcry against the 2013 ruling, seems to have induced a nationalist backlash among certain groups in the Dominican Republic. In parallel, the relationship between Haiti and the Dominican Republic has suffered, with serious consequences for trade relations in the border areas.⁴² Finally, local civil society's capacity to respond to the crisis has been over-stretched, given the parallel need to engage in complicated advocacy processes and provide accompaniment to a very large number of affected right holders.

Programme goal and theory of change

The binational programme has the following goal: The human rights of deportees, returnees, Haitian migrants in the Dominican Republic and Dominicans of Haitian descent are respected. The following preconditions are seen as key in achieving this:

- 1. Returnees and deportees access protection and are integrated into local communities.** If irregular migrants are deported following due process, access pro-

³⁹ Communication with Obmica.

⁴⁰ OBMICA boletín Junio 2015: <http://obmica.org/images/Publicaciones/Boletines/boletin%20OBMICA-Junio%202015%20FINAL.pdf>

⁴¹ In early August around 2000 people were reported to have settled in camps in Anse a Pitre, see <http://www.theguardian.com/world/2015/aug/05/thousands-of-haitians-fleeing-dominican-republic-stuck-in-camps>

⁴² See for example <http://www.haitilibre.com/en/news-15168-haiti-flash-the-dominican-republic-recalls-its-ambassador-for-consultation.html>

tection upon arrival and are supported in social and economic reintegration into local communities, they will be less vulnerable both to irregular re-migration, stigmatization and discrimination.

2. **Migration between Haiti and Dominican Republic is well regulated.** If both countries set up and implement systems that effectively regulate future migration flows while respecting human rights, migrants will enter with a legal status, which decreases their vulnerability to human rights abuses.
3. **Irregular migrants residing in the Dominican Republic are given a fair chance to acquire legal residency.** If irregular migrants are given a fair opportunity to regularize their status, and upon completion of this process either are deported following due process or given access to residence permits, they will as regular citizens access protection and be less vulnerable to human rights abuses.
4. **Dominicans of Haitian descent acquire Dominican citizenship.** If Dominicans of Haitian descent acquire Dominican citizenship, this will both secure a range of basic rights and enable this group to safely claim other rights, in addition to enabling them to more effectively improving their living conditions.
5. **The relation between Haiti and Dominican Republic has improved.** If the relationship between Haitians and Dominicans both at grass roots and political level improves, this will enable better collaboration on migration related challenges, and reduce mutual prejudice and discrimination against Haitian immigrants and Dominicans of Haitian descent.
6. **Haitian and Dominican authorities have the will and capacity to protect the human rights of deportees, returnees, Haitian migrants and their descendants.** If Haitian and Dominican authorities' commitment to protect human rights of the groups in question, this will facilitate all the preconditions above

Programme description

NCA Haiti will address all of the preconditions above, but precondition 1 will be addressed in our economic empowerment and climate resilience programmes. The programme aims to achieve the following outcomes:

1. **Haitian deportees and returnees are better integrated into their local community.** This outcome will be addressed as part of our economic empowerment and climate resilience programmes.
2. **Haitian migrants are residing legally in the Dominican Republic.** In order to achieve this outcome we will focus mainly on three aspects. First, accompaniment of Haitian migrants in the process to acquire legal residency. This accompaniment is important in reaching the most vulnerable groups, motivating them to register for legal residency and preventing/reducing discrimination and arbitrary treatment in registration offices. Secondly, broader rights education for Haitian migrants is important in enabling them to identify and address rights violations. Finally, a key element of our work will be advocacy towards relevant Dominican and Haitian authorities on migration related policies, with a particular focus on vulnerable groups like old sugar cane workers. A central element of these efforts will be to advocate for an extension

and adaption of the PNRE, which should allow more migrants to apply for legal residency, and ensure more rights for those acquiring legal residency.

- 3. Dominicans of Haitian descent have secured their Dominican citizenship.** Accompaniment will be a key component also under this outcome. In addition, we will contribute to strengthen right holders' organisations both through direct support and facilitating links with resource organisations and relevant networks. Finally, coordinated advocacy processes will be of prime importance, focusing on the need to establish a mechanism to secure their citizenship.
- 4. Intergroup relations have improved.** Work under this outcome will focus on three aspects. First, we aim to contribute to broaden the range of actors who actively work to protect Haitian migrants and their descendants' rights in the Dominican Republic. A broader mobilization would be important to counter the image some actors project of Dominicans as fundamentally anti-Haitian, which again would improve the climate for collaboration. A broader mobilisation would also contribute to lower the political costs of promoting the human rights of Haitian migrants and their descendants. Secondly, we will focus on facilitating different types of coordination and collaboration between groups, eg between Haitian and Dominican civil society actors. Finally, we will seek to increase the Dominican public's identification with affected groups through facilitating wide dissemination of testimonies from affected groups.
- 5. Deportees and returnees have accessed protection.** NCA is currently collaborating with partners in setting up an improved data base for human rights monitoring in the border area, and this will be used to produce timely and updated reports to media and relevant duty bearers, and feed into advocacy work. Furthermore, NCA will provide minimum humanitarian support to deportees and returnees arriving at GARR's reception centre in Belladere. Depending on the scale of deportations and how the situation in the border areas develops, we might further expand the emergency response, focusing on provision of WASH services.

Within the target groups listed, there will be a particular focus on women, because they have faced larger difficulties in obtaining the documents necessary to register in the past processes; they are vulnerable to GBV both in the DR and in the migration process; and they more often face stigma upon return to Haiti. In addition, special emphasis will be put on vulnerable groups like old sugarcane workers and other migrants with few bonds to Haiti.

7. Emergency preparedness and response

Strengthening disaster response capacity

NCA Haiti was deeply involved in emergency WASH after the 2010 earthquake and in the subsequent cholera epidemics. With a 5 member strong WASH team in possession of strong technical expertise, and a well established working relationship with DINEPA and coordination with DPC, NCA Haiti is well positioned both to respond to disasters and to engage systematically in risk mitigation. The aim of the country office is indeed to respond to humanitarian disasters in parallel to implementing long term interventions that mitigate risk of natural disasters. With many emergencies in the Haitian context emerging as a result of long-standing conflicts and pre-existing instabilities and the array of natural disasters affecting the country being well known, mitigation measures can be put in place to avoid disproportionate damage both to human beings and infrastructure.

The set up of the country programme therefore allows for a coherent humanitarian profile of NCA Haiti's work, with a focus on disaster risk reduction in the Climate Resilience programme, an emphasis on preparedness and response in the WASH programme, and an integrated humanitarian component in the binational programme (please see chapter 6). In humanitarian response NCA will continue to prioritise WASH, but, in the case of the ongoing mixed migration crisis on the border, also support partners in doing human rights monitoring of the deportation process and engaging in advocacy based on this monitoring. This will require more expertise in responding to non-traditional emergencies and crisis, and in developing effective contingency plans for such emergencies.

Humanitarian coordination

NCA is an active member of both ACT Haiti and ACT Dominican Republic. While ACT Dominican Republic is currently developing an Emergency Preparedness and Response Plan (EPRP), ACT Haiti has already developed an EPRP which will be tested through a series of simulation exercises. NCA will also seek to facilitate the establishment a joint ACT capacity development plan, in addition to selecting and training an ACT needs assessment team. Furthermore, in 2016, NCA plans to have in place an updated and more detailed NCA EPRP to guide our emergency work in the coming five years. While still under development, this plan will focus on building NCA and partners' humanitarian capacity through f.ex. introducing new humanitarian standards to NCA, partners and government staff, as well as investing in M&E and data management systems and developing accountability mechanisms. This will also include strengthening NCA's strategic relationships with key multi-national humanitarian actors, such as OCHA and OFDA, who are potential NCA donors. The process of putting in place the EPRP will go hand in hand with conflict, gender and risk analysis, and an analysis which will offer insight into NCA Haiti's and partners' added value in humanitarian action, in addition to informing on geographic areas of priority and pre-positioning, especially in what concerns stock placement.

At present, the Government of Haiti does not have an effective emergency response mechanism in place, but several public institutions such as DPC and its substructures are making sincere efforts to change this situation. NCA will, in alliance with ACT, foster links at national level with the main institutional stakeholders responsible for disaster risk reduction and for emergency preparedness and response, primarily DPC, and align our emergency preparedness strategies with their plans. Lastly, we will continue to work with the ACT Alliance, the UN Missions and DPC for the purpose of extending coordination mechanisms that includes local organisations, but also relevant governmental structures.

8. Finance and funding

Funding situation

Since the 2010 earthquake, aid to Haiti has steadily declined, mostly due to donor fatigue and urgent demands elsewhere in the world. International aid following the earthquake largely bypassed the Haitian government and institutions⁴³, which, coupled with social and political instability, has stifled both development and investment in Haiti.

Analysis of donor market

The top gross donor for Haiti in 2013 was by far the United States, representing a third of total ODA and providing three times as much as the next largest donor. Other prominent donors for Haiti include the Inter-American Development Bank, Canada and European Union institutions⁴⁴. Despite the decline in aid to Haiti, there remains many and diverse funding opportunities and interest from donors in Haiti, partially owing to the country's extreme vulnerability to natural disasters and endemic poverty. Accessing these funds, however, is increasingly competitive. In the past, NCA Haiti heavily relied on Norwegian institutional donors (70% from 2011-2014). While Norwegian institutional donors remain a vital benefactor, diversifying NCA Haiti's funding base is imperative to ensure sustainability. Donors have been mapped out and targeted for the new strategic period and NCA Haiti will concentrate on cultivating relationships with a small number of new, strategically important donors (see Annex 5). NCA Haiti will begin the new strategic period with secured funding for its WASH programme from proceeds from the 2014 NRK Telethon. While this is an important foundation for the WASH programme, efforts will be made to raise funds for all three programmes to safeguard sustainability and foster programme growth.

Programme selection based on donor market analysis

Sectors which bilateral donors prioritise in Haiti include health and population (32%), humanitarian aid (19%), and other social infrastructure and services⁴⁵ (18%). Funding trends include collaboration in consortia, and CO will therefore prioritise applying for funds in collaboration with ACT Alliance members. Donor interests are in line with both the needs of the population and NCA Haiti's programmatic areas for the next strategic period, particularly with regard to WASH and CR. Based on these factors, NCA Haiti expects that each programme will maintain its current donor and attract new ones. Due to the relatively large number of donors in Haiti, modest growth per programme can be expected. As NCA Haiti also seeks to grow its programmes over the upcoming strategic period, the goal is to increase the budget size incrementally each year.

Forecasted income (in million NOK)

Year	2016	2017	2018	2019	2020	Total	
Pro-grammes	WASH	7,7	7	9	8	8	39,7
	Climate Resilience	8,7	8,5	8	8	8	41,2
	Economic Empowerment	7	7	6,5	7	7	34,5
	Binational work	1	1,5	1,5	1	1	6
Grand Total	24,4	24	25	24	24	121,4	

⁴³<http://www.economist.com/news/americas/21639546-five-frustrating-years-later-earthquake-torn-nation-searches-stability-unhappy>

⁴⁴https://public.tableau.com/views/AidAtAGlance_Recipients/Recipients?:embed=n&:showTabs=y&:display_count=no?&:showVizHome=no#1

⁴⁵DAC purpose codes: Other social infrastructure and services range from social welfare services and low-cost housing to aid for basic water and sanitation.

9. Monitoring and evaluation

Monitoring principles and practices

Since the establishment of the country office in 2010, a great deal of emphasis has been put on establishing sound routines and systems for monitoring and evaluation of projects and programmes. This means that the office enters the new strategic period with strong competencies and routines in place on M&E. The office has also strengthened its capacities on Do No Harm, with one staff member certified as a trainer, and will use these capacities actively to ensure that monitoring captures any changes in conflict levels and whether these changes can be attributed to our programming.

As has been the standard in the previous programmatic period, project monitoring visits will be performed on a quarterly basis, followed by meetings with partners to discuss findings. The aim of these visits are to compare reports and deliveries on the ground and to learn about any challenges that merits further discussions and/or revision of plans. NCA aims for participatory monitoring to the extent possible, doing the monitoring with, rather than of partner projects. It is an explicit goal that partners should have independent capacity on M&E, and we will continue to build their capacity, both through specific training and participatory monitoring. Related to this, is a need to strengthen the links between financial and programmatic monitoring.

New of this strategy has been the development of a country level theory of change as basis for the programme choices. The theory of change will be revisited on a yearly basis, and progress evaluated with basis in monitoring data, field observations and evaluations. Another focal area for NCA Haiti will be the monitoring of advocacy results. Past experience has shown that it is hard to measure results and progress on advocacy. To overcome this challenge, the country office will use the theory of change actively, but also look into whether other approaches such as outcome mapping could be used.

Evaluations

In accordance with the NCA evaluation policy, a mid-term review and end evaluation of the country programme will be done by external reviewers. These will depend on the programme baseline that is to be developed by end 2015. For the mid-term review, a particular focus will be on the methodology and results of our advocacy efforts related to three main programmes and the binational component of the strategy. Individual projects with funding above 5 million NOK, or a duration of more than three years will also be evaluated, particularly where there is potential for scaling up the interventions. NCA Haiti will also look into the involvement of local research capacities (universities) to conduct studies on specific thematic areas.

10. Organisational prerequisites

Competence development

Competence areas that will have to be covered for the new strategic include specialist competence on the three global programmes: WASH, climate resilience and economic empowerment, as well as on binational issues. Cross-cutting competencies in conflict sensitivity, gender and advocacy will be important. The Haiti country office has strong competency on programme management, including monitoring and evaluation, which is a strength going forward. The WASH team, having been invested in during 2015 has strong technical competencies on implementation and supervision of projects. In the previous programme period, small scale projects were implemented on economic empowerment and climate resilience. The substantial thematic concentration the Haiti CO has gone through for the coming strategic period will allow the country office to build stronger competencies in these areas, with more specialist knowledge available for support to partners and quality assurance of programming. The office has previously invested in training of staff on the Do No Harm methodology and HAP, and while the capacity on advocacy will need strengthening in the coming phase, there is a good foundation to build upon.

Human resource needs

The main strengths of the current structure on human resources include a competent team on programme management and logistics, admin and security, in addition to cross cutting themes like conflict sensitivity, gender and participation. The WASH team is strong and with sufficient capacity to continue even as the management of the team will be changed from international to national next year. However, the WASH team needs reinforcement on soft components such as conflict sensitivity, community relations and hygiene promotion. If possible, a better gender balance of the team would also be desirable. The office will need strengthening with specialists on climate resilience and economic empowerment, particularly in the start-up phase of the programmes. However, significant technical support is available from the technical advisors in the head office to compensate for this deficit. Depending on success with fundraising these positions could be part-time, shared with sister agencies working on similar topics. NCA's humanitarian response capacity is at present relatively good in WASH, but limited in scope. Further analysis is required to ascertain whether it can be improved through the ACT Alliance. NCA is also looking to strengthen its capacity on fundraising. Again, a possibility would be to have a shared position with sister agencies.

Cost effectiveness

For the new strategic period, the geographic and thematic scope of the country programme has been significantly reduced, which reduces costs of monitoring and travel (both time and money), while allowing us to scale up successful initiatives, play on synergies between projects and activities and ensure closer collaboration between partners. This will also allow us to reduce the number of vehicles at the office.

In terms of logistics, we share an office with our sister organisations Christian Aid and Finn Church Aid since 2012, which results in lower operating costs. We also share a programme officer who follows up both NCA's and Christian Aid's binational programme, and this allows us to have high quality staff even as the programme is relatively small. The joint office space has also contributed to programmatic successes, like the ACT Les Palmes initiative, thus impacting both the cost and the effectiveness side of the question. NCA will explore further potential for resource sharing with these two agencies.

Further collaboration within ACT has already been discussed, with a meeting of European ACT members present in Haiti in Uppsala in September 2015 as a first step. A task force has been established to review the opportunities for the vision of "joint presence" in 2020. Finally, a revision of the role and responsibilities of NCA Haiti's board is underway, with the aim to ensure a larger role of the board on cost-effectiveness in programming.

11. Risk management

The Haitian context is a high risk operating environment for development programming. Security is volatile, corruption and fraud is widespread and the capacity of civil society organizations is in some aspects low. NCA Haiti will manage risks on a continuous basis, and an emergency preparedness and response plan (EPRP) done jointly with other ACT alliance members would provide direction in the case of an emergency.

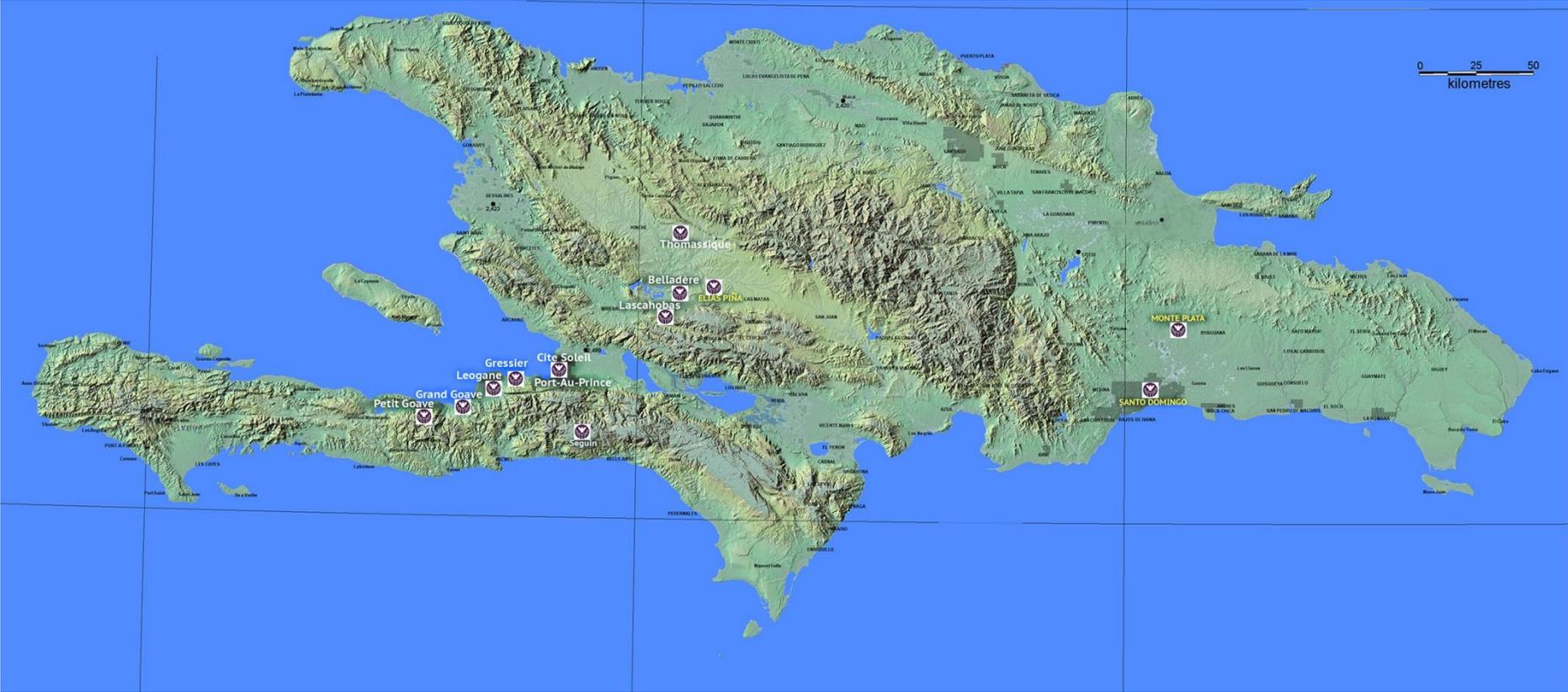
While the current security levels in Haiti pose no threat to the overall operation of the office, it is clear that the government of Haiti is not able to guarantee the security of all its citizens. Factors that could potentially lead to an increase in violence in the next period include elections and the scheduled withdrawal of the MINUSTAH. In Haiti, violence has in the past often been linked to external shocks. The weakening of PetroCaribe, and increases in prices of basic foodstuffs are other factors that could lead to unrest. However, the office and our partners have experience in operating within this volatile situation. Delays in implementation and monitoring may occur, but by investing in security measures and coordination, as well as ensuring that essential staff is able to work from home in cases of widespread protests or violent spells, it is unlikely that insecurity will have more than a medium impact on our programme in the next period. The relationship between the governments of Haiti and the Dominican Republic has been strained in the last few years due to the deteriorating situation of Haitian migrants and Dominican citizens of Haitian descent. While the tensions on the border affect rights holders negatively, it does not pose a risk to NCA as such. The risk to NCA is that a larger crisis and/or deportation would surpass NCA and partners' response capacity and affect target groups' access to border markets.

Despite strict financial regulation and auditing by NCA, there is a risk of financial malpractice. NCA has spent substantial resources in the past to increase the financial management capacity of partners in order to mitigate this risk, and continuing this will be a priority, especially for new partners. NCA will monitor both financial and programmatic performance on a regular basis. However, in order to improve partners' own resilience towards financial risk, we will also be working on organisational development with partners, including organisational structure, procurement and recruitment practices, monitoring capacity and reporting. Donor attention to Haiti is on the decrease, and there is a risk of NCA not obtaining sufficient funding to maintain a full office. The risk will be mitigated through diversification of funding and a focus on cost effectiveness measures.

Due to its geographical location, Haiti is prone to a wide range of natural hazards. The vulnerability of infrastructures and the population means that even smaller events often translate into disasters. The most likely events for the next period include flooding and landslides during hurricanes or heavy rain spells, and drought spells. The NCA climate resilience programme addresses these consequences at a local level, and a comprehensive EPRP is in place in order to ensure a good handling of crises.

While the more concentrated thematic focus for the next period will allow NCA to scale up and strengthen our capacity for quality programming, it also implies a shift in partnerships, competence needs and to some extent geography. Should there be needs for more extensive capacity building of partners than what is currently planned for, or more challenging to find the required expertise than expected, some delays in programme implementation can occur.

Annex 1: Map



Annex 2: Partner information

In the next strategic period, the CO will work with 10 partners, including 7 organizations in Haiti and 3 in the DR. Almost all organizations are existing partners, except for AHAAMES, a new partner identified through the ACT Alliance Rehabilitation Programme in the Les Palmes Region.⁴⁶ NCA's partners in Haiti and Dominican Republic include local grassroots organisations as well as international partners with a local presence. Four have existed for 20 years, and receive support from a variety of partners / donors, whereas the five others came into being in recent years.

Our faith based partners represent large constituencies and have a considerable sphere of influence both at the grass roots and in political circles, which represent a strong basis for their advocacy work targeting both the governmental leaders and duty bearers in other spheres of the Haitian and Dominican society, such as the private sector.

Over the past years, our partners have developed expertise in both economic empowerment of vulnerable communities and relevant work related to mitigation and adaptation to climate change. NCA's support to these partners will allow enhancing their strength in these areas, by bringing in NCA's experience and thematic knowledge, while the partners have excellent knowledge of the context, including the specificity of the most vulnerable right holders and conflict dynamics.

In the binational programme, our partners have long term experience from working on service delivery, advocacy and emergency response targeting Haitian migrants, Dominicans of Haitian descent and deportees and returnees. They have in-depth knowledge of the situation in the communities where these target groups live and of the policy processes addressing their rights, in addition to strong networks both at the grass roots and at political level. NCA plays a role in facilitating coordination between Dominican and Haitian CSOs and in adding to partners' advocacy efforts.

Partners are listed below per country.

Country: Haïti

1.- Groupe d'Appui aux Rapatriés et Réfugiés

Name	Groupe d'Appui aux Rapatriés et Réfugiés; Support Group for Repatriates and Refugees (GARR) Resource partner
Year established	1991
Legal status	Association
Number of employees	41
Number of members	GARR is a platform with 8 members organizations(OJH, CRESFED, World Vision, SKL, SantPon, JILAP, SEDEP, RAJES). Each member organization has activities in human rights and / or migration.
Management structure	General assembly, Board, Executive Bureau.
Membership in networks	Commission de Concertation Haitiano-Dominicaine (CCHD) Partenaires de la citoyenneté engagée (PCE), Col-

⁴⁶ Additional partners might be sought at a later point, particularly a resource partner in the Economic Empowerment programme.

	lectif du Droit au Logement, Plateforme des Organisations Haitiennes des Droits Humains (POHDH),
Cooperation with local govern- ment	Works directly with local and national government on issues related to GBV, repatriation, policies on human rights and migration. GARR is member of the "Committee of National Solidarity for the Reception of Repatriates"
Other donors	Christian Aid, AJWS, OXFAM/UE, UNICEF, AFSC. Equitas, Collectif Haïti de France (CHF), Concern and OIM
Geographic Area	4 departments: Centre (Savanette, Belladère, Lascahobas, Tho- massique, Cerca La Source), Ouest (Port-au-Prince, Fonds Verette, Cornil- lon/Grand Bois, Léogane), Sud (Aquin) Sud-Est : Anse à Pitre
Thematic global programmes	EE, GBV
Rationale for NCA;s partnership with organisation	More than 20 years of experience has allowed GARR to become the best known Haitian organiza- tion working in the field of human rights of mi- grants and repatriates. Our binational work de- pends to a large extent on the capacity of GARR to addresses issues related to migration and the bor- der management in Haiti, including their capacity to advocate towards the Haitian government. They have well documented work in the field of migration, GBV and economic empowerment. They have a broad network and are well estab- lished in the communities, and provide good re- sults.
Year NCA established partnership	2007
Division of labour, what each bring to the table	NCA provides technical and administrative over- sight, in a consortium management arrangement with CAID, while GARR does direct implementation in targeted communities, mainly the border area, where they know very well the dynamics and the main issues related to migration, deportations and statelessness, border markets and gender per- spectives. NCA has a long history and large net- work in the DR, and plays a role in facilitating col- laboration between CSOs on both sides of the border. NCA also engages in advocacy, ensuring that local civil society perspectives on migration and citizenship are brought forward to key stake- holders. NCA brings to the table a wealth of experiences, best practices and lessons learnt from implement- ing EE and programmes in other countries

2.- Mission Sociale des Eglises Haïtiennes(MISSEH)

Name	Mission Sociale des Eglises Haïtiennes(MISSEH) FBO
Year established	2006, but became in independent organization and legally registered in 2009, as religious association.
Legal status	Religious association
Number of employees	9
Number of members	12 evangelical missions
Management structure	Board with representative from each mission; executive direction.
Membership in networks	ACT Alliance, Religions for Peace
Cooperation with local government	MISSEH works in close cooperation with municipalities office (Mayors) and the local structure for the management of DRR (CCPC)
Other donors	Christian Aid, Finn Church Aid,
Geographic Area	Poor areas in Port-au-Prince, but also nationwide activities though the churches members of the missions.
Thematic global programmes	CR, EE
Rationale for NCA's partnership with organisation	Faith based organization with an Extensive network and outreach through the churches that are members of MISSEH, commitment to faith based social justice.
Year NCA established partnership	2008
Division of labour, what each bring to the table	NCA continues to provide technical and funding support to this partner, vis a vis, thematic guidance on GBV and peacebuilding, finance management and programme management. NCA, FCA and CAID manage the collaboration with this partner through a consortium. NCA brings to the table a wealth of experiences, best practices and lessons learnt from implementing Economic Empowerment and Climate Resilience programmes in other countries. MISSEH bring to our programming its experience and knowledge of the Haitian society, particularly the religious dynamic. Lately the partner developed an expertise in DRR and women economic empowerment, thanks to support from CAID.

3.- Service Chrétien d'Haiti (SCH)

Name	Service Chrétien d'Haiti (SCH) FBO
Year established	1954
Legal status	NGO
Number of employees	7
Number of members	6 churches mission
Management structure	General assembly, Board, Executive Committee, Director.
Membership in networks	ACT Alliance, Conseil Haïtien des Acteurs non Etatiques (CO-NAN), Plate forme de la Sécurité Alimentaire,

	Plateforme de la Société Civile sur le Changement Climatique, Fondasyon men Ansanm (FONDAMA) Cadre de Liaison Inter ONG (CLIO)
Cooperation with local government	None
Other donors	USAID, ACT Alliance (CAID FCA, NCA, LWF, UMCOR, LWR, PWSD, CWS)
Geographic Area	La Gonaveisland, Les Palmes Region, Greater Port-au-Prince
Thematic global programmes	CR, EE
Rationale for NCA;s partnership with organisation	FBO with expertise on climate change and resilience, and with long standing relationship with communities.
Year NCA established partnership	2012
Division of labour, what each bring to the table	NCA continues to provide technical support on issues of CR and DRR to the organization as well as funding. SCH continues to work on CR activities in the communities and play a leadership role in the Haiti CCR forum. NCA brings to the table a wealth of experiences, best practices and lessons learnt from implementing Economic Empowerment and Climate Resilience programmes in other countries.

4.- Lutheran World Federation

Name	Lutheran World Federation
Year established	1997
Legal status	INGO
Number of employees	31
Number of members	NA
Management structure	INGO with Head Office in Geneva. Board structure. Head of Mission in Haiti.
Membership in networks	ACT Alliance Cadre de Liaison Inter ONG (CLIO) Comité de Coordination des ONG (internationales) en Haïti (CCOHaïti)
Cooperation with local government	At local, community level (ASEC, CASEC, Mayors)
Other donors	Church of Sweden, Finnish Church Aid, ELCA
Geographic Area	Ouest : Forêt de Pins et Palmes (Tête a Bœuf (+Gressier 2015) Grand Anse : Décadé et Macaya
Thematic global programmes	DRR, LIVELIHOOD, CSO Capacity building
Rationale for NCA;s partnership with organisation	Common interest for issues related to Human rights, climate change and gender.
Year NCA established partnership	Around 1980
Division of labour, what each bring to the table	LWF manage projects very well and have an expertise in DRR and CC adaptation and mitigation. NCA brings to the table its expertise in WASH, in addition to financial support to LWF programming. Moreover, NCA has a wealth of experiences, best practices and lessons learnt from implementing Economic Empowerment and Climate Resilience programmes in other countries.

5.- Lakou Lapè

Name	Lakou Lapè (LKLP) Resource partner
Year established	2013, registered as an association
Legal status	Legally registered
Number of employees	10
Number of members	NA
Management structure	Board , supervising and Executive Director
Membership in networks	None so far
Cooperation with local government	Works well with local and community based governments on issues of peacebuilding and job creation
Other donors	Cordaid
Geographic Area	Urban Port Au Prince : Martissant, St. Martin, Bel Air ; and Carrefour (Nan Cocteau).
Thematic global programmes	EE
Rationale for NCA;s partnership with organisation	This organization has a very vibrant and robust approach to peacebuilding with youth and communities, and does excellent work in linking to the private sector, including job creation for youth.
Year NCA established partnership	2014
Division of labour, what each bring to the table	NCA brings direct funding, technical and administrative and institutional capacity building. NCA also brings to the table a wealth of experiences, best practices and lessons learnt from implementing Economic Empowerment programme in other countries. The organization does the direct implementation.

6.- Future Generations

Name	Future Generations Resource partner
Year established	In Haiti 2011, in USA 1990, as international NGO. In the process of becoming a national NGO in Haiti, independent from HO.
Legal status	INGO
Number of employees	14
Number of members	NA
Management structure	Executive Direction in Haiti
Membership in networks	Future Generation (Global) United States Institute of Peace (USIP)
Cooperation with local government	Limited, as FGH primarily focuses on building RHCs' and CBOs' capacity, including these groups' capacity to address relevant duty bearers on their own.
Other donors	UN/MINUSTHA/CVR; Flora Fondation ; Humanity Hawaiian Funds
Geographic Area	Departements : Nord, Sud-est, Artibonite Ouest (Cite Soleil)
Thematic global programmes	EE
Rationale for NCA's partnership with organisation	FG approach to engaging youth and working on job creation is effective, they have a Strong commitment for the work "with" not "for" the community.
Year NCA established partnership	2013
Division of labour, what each bring to the table	NCA brings direct funding, technical, organizational and administrative capacity building, while the organization

	<p>does the direct implementation. NCA also brings to the table a wealth of experiences, best practices and lessons learnt from implementing Economic Empowerment programme in other countries.</p> <p>The organization does the direct implementation.FGH bring to our programme their methodology on "seed scale", based on community resilience and empowerment.</p>
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7.- Association Haïtienne d'Assistance Agricole, Médicale, Educative et Sociale (AHAAMES)

Name	Association Haïtienne d'Assistance Agricole, Médicale, Educative et Sociale (AHAAMES) Ressource Partner
Year established	2006
Legal status	Association
Number of employees	13
Number of members	10 individual professionals in several areas (agronomist, engineers, sociologist, etc), members of the association.
Management structure	Board Direction of 7 members.
Membership in networks	No
Cooperation with local government	Municipalities of Petit-Goave, Fonds Verrettes, Cotes de Fere, Belle Anse Ministries : Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR) ; Ministère de l'Environnement (MDE)
Other donors	Helvetas, Protos
Geographic Area	Ouest department: Petit-Goave, Léogane, Crix des Bouquets, Fonds Verrettes; Sud Est department : Cotes de Fer, Cayes-Jacmel, Marigot, Belle Anse et Grand Gosier Sud department : Camp-Perrin, Torbeck, Port-Salut, Cavaillon Nord-Est department : Fort-Liberté, Ouaniminthe Nippes : Miragoane, Paillant, Fonds des Nègres.
Thematic global programmes	CR, EE
Rationale for NCA's partnership with organization	AHAAMES is a local association of various experts (agronomists, engineers, agricultural technicians, doctors, nurses, lab technician, sociologist, economist and accountant), which give them a broader expertise and ways for integrated approaches. They are also well rooted in communities where they intervene.
Year NCA established partnership	2013
Division of labour, what each bring to the table	NCA bring to the partner funding, with technical and financial support, in addition to monitoring and follow up expertise. NCA brings to the table a wealth of experiences, best practices and lessons learnt from implementing Economic Empowerment and Climate Resilience programmes in other countries. The partner is implementation activities part of agreed projects.

Country: **Dominican Republic**

1.- Centro para la Observación Migratoria y el Desarrollo en el Caribe (OBMICA)

Name	Centro para la Observación Migratoria y el Desarrollo en el Caribe (OBMICA) Resource partner
Year established	Founded in 2009 by FLACSO and CIES-UNIBE, legally independent entity from 2012/2013.
Legal status	Non profit organisation
Number of employees	5
Number of members	NA
Management structure	Advisory Board, Direction
Membership in networks	Comission de Concertation Haitiano-Dominicaine (CCHD); REDH Jacques Viau; Mesa Nacional para las Migraciones y Refugiados; Founder member of Dominican@s por Derecho; Founder Member of ANA (Network of the Americas on Statelessness);
Cooperation with local government	OBMICA has participated in the drawing up of the first national plan on human rights, under the leadership of the Dominican Foreign Affairs Ministry.
Other donors	UNHCR; UN Women; US State Department; Official Canadian funding; American Jewish World Service (AJWS); Amnesty International.
Geographic Area	Dominican Republic/Haiti in context of wider insular Caribbean and diasporas
Thematic global programmes	Binational
Rationale for NCA;s partnership with organisation	Need for research on migration issues in order to ensure sound migration policies, especially for protection of women; Need for research on the link between migration and climate change Need for capacity building of CO core partners Need for support to advocacy work. Similar values: shared interests in gender, human rights, and environment. NCA appreciates OBMICA's applied research model.
Year NCA established partnership	2008
Division of labour, what each bring to the table	NCA has supported OBMICA on the understanding that a think-tank working on bi-national issues, notably migration, adds value to the work being carried out by other partners supported by NCA. NCA does monitoring of the partner and ensures that research is being used to influence local and national policy. OBMICA does the research and requires support in strategic planning, financial management and fundraising. NCA plays a role in facilitating collaboration between CSOs on both sides of the border. NCA also engages in advocacy, ensuring that local civil society perspectives on migration and citizenship are brought forward to key stakeholders.

2.- Social Service of Dominican Churches (SSID)

Name	Social Service of Dominican Churches (SSID) FBO
Year established	1962
Legal status	NGO
Number of employees	33
Number of members	28 (15 churches and 13 para-ecclesiastic groups)
Management structure	Board of directors, with representative from churches and para-ecclesiastic groups; operational structure
Membership in networks	<ul style="list-style-type: none"> • ACT Alliance • Alianza de Bateyes • Christian Reformed World Relief Committee • Consejo Consultivo para el Gabinete Social • Finn Church Aid • INSALUD • Lutheran World Federation • Pronatura • Pro Solidaridad • Red de Educación Infantil Comunitaria
Cooperation with local government	Works very closely with local and national governments
Other donors	CWS
Geographic Area	Sugar zones : Provinces San Pedro Macorís y Monte Plata Border area: Bateycommunities of Dajabon, Barahona, San Juan de la Maguana, Sabana Grande de Boya.
Thematic global programmes	CR, EE
Rationale for NCA;s partnership with organisation	Long term, well established FBO with enormous network and ability to influence at local and national levels. Excellent holistic approach to community driven development.
Year NCA established partnership	1985
Division of labour, what each bring to the table	NCA funds SSID to do holistic community development work in communities with a high percentage of Haitian immigrants and Dominicans of Haitian descent. SSID also engages in dialogue with key Dominican stakeholders on migration and citizenship questions. NCA provides technical support in administration, advocacy and programmes. NCA plays a role in facilitating collaboration between CSOs on both sides of the border. NCA also engages in advocacy, ensuring that local civil society perspectives on migration and citizenship are brought forward to key stakeholders.

3.- **Movimiento de Mujeres Dominico-Haitianas**/Dominican-Haitian Women Movement (MUDHA)

Name	Movimiento de Mujeres Dominico-Haitianas /Dominican-Haitian Women Movement (MUDHA) Resource partner
Year established	1983
Legal status	Civil Organization

Number of employees	17
Number of members	NA
Management structure	Executive board
Membership in networks	Commision de Concertation Haitiano-Dominicaine (CCHD); REDH Jacques Viau; Member of Dominican@s por Derecho.
Cooperation with local government	Limited, as MUDHA primarily focuses on building RHs' and CBOs' capacity, including these groups' capacity to address relevant duty bearers on independently from Mudha/FGH.
Other donors	Christian Aid/ AJWS/ European Union /USA
Geographic Area	20 bateys communities in 5 municipalities in Dominican Republic. Santo Domingo Este (Batey el Mamey) Santo Domingo Norte (Matamamon, San Joaquin), Santo Domingo Oeste (Palave, Lecheria, Bienvenido, Caballona, Palmarejo) Villa Altagracia (Km 59, km 56, Basima , km 43 lecheria) Monte Plata (Altagracia , Piraco, Altagracia, la pista) Puerto Plata (Cangrejo, Muñoz, Caraballo)
Thematic global programmes	EE
Rationale for NCA;s partnership with organisation	Roots in Bateys with Haitian descents communities in the Dominican Republic (most of the members are migrant descents themselves).
Year NCA established partnership	2015
Division of labour, what each bring to the table	NCA provides close technical support both on a programmatic and financial level. MUDHA provides much needed services and advocacy to the communities they serve.

Annex 3: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)
			2016	2017	2018	2019	2020			
NCA programmes in conflict settings avoid exacerbating conflicts by applying DNH principles	Number of NCA programmes in conflict settings that minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	4 programmes (from previous strategic period)	4	4	4	4	4	Planning, monitoring and evaluation tools that specifically identify cause of conflict and able to measure it, security analysis of each area, household analysis if possible	Bi-annually	Programme coordinator
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects or programmes that have adapted their programme design and implementation according to findings of gender analyses and updates for the relevant area.	3 programmes 7 projects	12 projects (2 operational, one per partner)	All planned projects (Exact target will be based on 2017 annual plan)	All planned projects (Exact target will be based on 2018 annual plan)	All planned projects (Exact target will be based on 2019 annual plan)	All planned projects (Exact target will be based on 2020 annual plan)	Description of specific changes Leadership from women in the planning, both internally and externally, surveys, training of women in planning and implementation documented, case studies	Bi-annually	Programme coordinator, SMT
NCA core partners have increased their capacity as civil society actors	Increase in core partners' total score based on the capacity development plan	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	To be determined (new program)	Partner assessments using NCA partner assessment tool.	Annually	Programme coordinator

Annex 4: Programme results frameworks

- Annex 4.1 Water, Sanitation and Hygiene Results Framework
- Annex 4.2 Climate Resilience Results Framework
- Annex 4.3 Economic Empowerment Results Framework
- Annex 4.4 Binational Results Framework

Annex 4.1
Water, Sanitation and Hygiene Results Framework, Haiti

Outcomes	Indicators	Baseline 2015/16 (Please see note 1)	Targets (Please see note 2)					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Rights Holders demonstrate ownership for community WASH services.	1.1 % of women, men, girls and boys expressing satisfaction with their level of participation in decision making for community WASH services	Unknown	85% of interviewees express satisfaction					Survey of a selected sample	After each CAEPA registration; and 2 years afterwards.	WASH team
			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1 Committees (CAEPA's) are legal, functional, and sustainable.	1.1.1 Number of committees that manage WASH services in a satisfactory way. (i.e. according to DINEPA standards)	0	3 CAEPA trained by DINEPA.	6 CAEPA trained by DINEPA.	9 CAEPA trained by DINEPA.	12 CAEPA trained by DINEPA.	15 CAEPA trained by DINEPA.	Technical evaluations on site.	After each CAEPA registration; and 2 years afterwards.	WASH team
1.2 RH's are satisfied with CAEPA service	1.2.1 % of women, men, girls and boys expressing satisfaction with the management of communal water supply and the services delivered.	Unknown	90% of sampled RHs are satisfied					Survey of a selected sample	After each CAEPA registration; and 2 years afterwards.	
Main activities: Identification of CAEPA weaknesses, especially participatory design and advocacy; community mobilization to facilitate the establishment of a representative CAEPA; funding DINEPA to enact CAEPA trainings; follow-up on service levels.										
2. Duty bearers have included Men and Women's recommendations on WASH services in their work plan.	2.1 Number of meetings where representatives of rights holders present to the government authorities their priorities on WASH issues	0	3	6	9	12	15	Key informant interviews; Group Discussions.	Annually	WASH team

Annex 4.1
Water, Sanitation and Hygiene Results Framework, Haiti

			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1 Capacity building tutorials and workshops are carried out by NCA	2.1.1 Number of governmental staff involved in the programme that has acquired new knowledge and skills to deliver WASH services.	0	4 DINEPA staff	8 DINEPA staff	12 DINEPA staff	16 DINEPA staff	20 DINEPA staff	Organised Capacity Building seminars	Annually	WASH team
2.2 Community members are aware and know their rights on WASH service delivery	2.2.1 % of community members who knows who is their contact point in the public WASH sector and what is the local level public WASH structure.	Unknown	50 %	50 %	60 %	60 %	60 %	Minutes of Meetings	Annually	WASH team
Main activities: Participatory design meetings and management training events for stakeholders: DINEPA; OREPA Ouest; CAEPA's ; and										
3. Men and women practice hygiene measures that protect themselves against key public health risks.	3.1 % increase of girls, boys, women and men washing their hands with detergents at critical times	Unknown	40 %	50 %	60 %	60 %	60 %	KAP survey; Focus Group Discussions; Health stats.	At project completion	WASH team
	3.2 % decrease of diarrhoea episodes of children under 60 months (counted over the 2 previous weeks)	Unknown	20 %	20 %	20 %	20 %	20 %			
			Delivery at output level							
			2016	2017	2018	2019	2020			
3.3 Hygiene promotion activities arranged and carried out in schools and communities.	3.3.1 # of community hygiene promotion mobilizers capacitated and equipped	0	1 hygiene promotion active per CAEPA	Technical evaluations on site.	Annually	WASH team				
Main activities: Learning workshops and lessons (including environmental awareness and hygiene promotion) are undertaken as part of NCA's "WASH in Schools" Programme. Training support to CAEPA's includes hygiene promotion.										

Annex 4.1
Water, Sanitation and Hygiene Results Framework, Haiti

5. Men and Women access inclusive, adequate and sustainable WASH services in public institutions	5.1 % of water supply and sanitation facilities adapted to people living with disabilities	0	10 %	10 %	10 %	10 %	10 %	Spot check	At project completion	WASH team	
	5.2 # of boys and girls who have gained access to institutional water supply and / or sanitation facilities	0	All children in project schools (from experience the number of students per school varies between 150 and 300)					Counting and relevant statistics			
			Delivery at output level								
			2016	2017	2018	2019	2020				
5.1 Fully functioning and adequate water supply constructed In schools	5.1.1 # and features of water supply constructed.	0	3 schools	6 schools	9 schools	12 schools	15 schools	Technical Site Surveys post project completion.	At official close of each project, according to individual MoUs.	WASH team	
5.2 Fully functioning and adequate sanitation facilities constructed in schools	5.2.1 # and features of sanitation facilities constructed.	0	3 schools	6 schools	9 schools	12 schools	15 schools				
5.3 pupils are enrolled in hygiene promotion activities.	5.3.1 Number of pupils enrolled in hygiene promotion activities.	0	All children in project schools (from experience the number of students per school varies between 150 and 300)								
5.4 institutions have well-functioning management structures complying with established sustainability criteria at project completion.	5.4.1 Percentage of institutions with well-functioning management structures complying with established sustainability criteria at project completion.	0	90 %	90 %	90 %	90 %	90 %				
Main activities: Implementing WASH in Schools services to localised school clusters; training management committees; teaching the teachers; M&E of built services.											

Annex 4.1
Water, Sanitation and Hygiene Results Framework, Haiti

6. Men and Women access sound, sustainable and at least basic water supply services for domestic and productive purposes.	6.1 # of men and women who have gained access to at least basic water supply service level	0	10 000	20 000	35 000	50 000	60 000	Counting and relevant statistics	Annually	WASH team
	6.2 % of water supply schemes found sustainable at the final evaluation of a completed project	0	90 %	90 %	90 %	90 %	90 %	Spot check	At program review and evaluation	
			Delivery at output level							
			2016	2017	2018	2019	2020			
6.1 Water supply infrastructure is designed, constructed and fully functioning.	6.1.1 Number and features of constructed / rehabilitated water supply schemes	0	3	6	9	12	15	Water consumer survey	At official close of each project, according to individual MoUs.	WASH team
6.2 Water supply infrastructure is designed and constructed in a way mitigating the most common risks of effects of natural hazards.	6.2.1 % of water supply schemes adapted to the most common risks and their features to mitigate these risks	0	90 %	90 %	90 %	90 %	90 %	Project evaluations		

Main activities: Construction of new water supply schemes / Rehabilitation of existing water supply schemes.

- Please note that the baseline situation varies from area to area, and a meaningful baseline assessment, which can provide the technical parameters upon which to base a WASH project, can only be given on a project by project basis. All planned projects in NCA Haiti's WASH programme are new, and baseline studies will therefore be conducted in the beginning of each project. The first baseline is planned for early 2016, while others will follow for each additional project.
- Please note that targets expressed in numbers are cumulative over the period. All targets expressed in percentages are applicable per project, which may last 1-3 years (e.g. one community water point, one school).

Annex 4.2
Climate Resilience Results Framework, Haiti

Outcome 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1. Organized civil society structures demonstrate action on climate resilience	1. Number of target communities where civil protection brigades have taken concrete steps to prepare for climate change events. This will be measured from communities where NCA and partners work	Of the 35 communities participating in the preliminary assessment, only three had strong indications of having a community task force.	4	6	8	10	12	Plans, records, news stories etc. 3.2 Interviews and protocols.	Annually	Programme officer
	2. Number of communities with operational local contingency plan(s). This will be measured from communities where NCA and partners work	Baseline is 0.	0	4	6	8	10	Plans, records, news stories etc. 3.2 Interviews and protocols.	Annually	Programme officer
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1 Civil protection structure members are trained on climate resilience (both impact and how to mitigate effects)	1. Number of civil protection structure members trained on climate resilience This will be measured from participants in NCA and partners' programmes	Baseline is 0.	150	300	450	600	750	3.1 Records, monitoring visits and interview of task force members/leaders	3 times every year	Programme Officer
1.2 Local authorities (Mayors, CASECs, CCPC and CLPCs) demonstrate knowledge on climate resilience (both impact and how to mitigate effects)	1. Number of communities with yearly dialogue sessions with duty bearers This will be measured from activities in NCA and partners' programmes.	Baseline is 0.	4	6	8	10	12	Before and after survey, action plans by CASECS/CLPCs	1 x year	Programme Officer
1.3 Contingency plans are developed at local level.	1. Number of communities where contingency plans are developed 2. Number of communities with drills at least once per year. These indicators will be measured from communities where NCA and partners work	Baseline is 0. 30% of respondents to a preliminary assessment said that their community had a community contingency plan	4	6	8	10	12	Contingency plans, action plans for roll out of contingency plans	2 x year	Programme Officer
			0	4	6	8	10			
1.4 Women participate on equal terms on climate resilience preparedness	% of women in senior positions in civil protection brigades This will be measured from participants in NCA and partners' programmes.	Baseline is not applicable. A general assessment of women's participation in disaster preparedness will follow	20 %	25 %	25 %	30 %	35 %	Official list of members of the brigades	2 x year	Programme Officer
1.5 The Civil Society Platform on Climate Change obtains inclusion of concrete DRR measures in governmental plans at local and national level	Number of advocacy campaigns developed, (including workplans) This will be measured from activities in NCA and partners' programmes.	Baseline is 0	1	2	3	4	5	Campaign document, observation of level of engagement of platform; documentation of events in media	2 x year	Programme officer
Main activities: Establish, train, and develop community task forces (brigades). Risk assessments, developing stads for mitigating risk. Investigating the possibility of establishing resilience funds in the communities, workshop about CC targeting governmental structures at community level; broadcast programmes on CC, demonstration on key dates.										

Annex 4.2
Climate Resilience Results Framework, Haiti

Outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Food production is adapted to changes in climate	1. Number of farmers applying improved techniques for adaptive agriculture.	1. Baseline is 0 2. Will be measured with participants.	200	400	800	800	1000	Evaluation and assessment reports	Annually	Programme officer
	2. Percentage change in food supply during crisis, compared to previous experience This will be measured from participants in NCA and partners' programmes.	N/A. It can be noted that 93 % of farmers state that their food production is not stable in the case of climatic events. The majority cite changes in rainfall as the trigger.	10 %	15 %	20 %	25 %	30 %			
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1 Irrigation systems are adapted to a changing climate.	Hectares of farm land with small scale irrigation systems. This will be measured from activities in NCA and partners' programmes.	Baseline is 0.	0	100	250	350	550	4.1.1 records, observation, monitoring & evaluation reports.	3 times every year	Programme officer
2.2 Farming calendars are adapted to a changing climate	Number of farmers that have adapted farming calendars. This will be measured from participants in NCA and partners' programmes.	Baseline is 0.	200	400	800	800	1000	Interviews, new calendar	1 x year	Programme officer
2.3 The variety of staple crops and vegetables is increased	Number of communities where the variety of staple crops have increased. This will be measured from communities where NCA and partners work	Baseline is 0. The most popular crops our intervention areas are Millet, Corn, Beans, Vegetables and Bananas. Rice and Peanuts are also grown, but less (only 16.8%)	6	12	18	24	30	Photographs of yields, before/after assessments	1 x year	Programme officer
2.4 Crop and seed banks created	Number of communities with crop and seed banks This will be measured from communities where NCA and partners work	Baseline is 0. In the population, 86 % do not have access to a crop and seed bank	0	1	2	3	5	Interviews and protocols.	3 times every year	Programme officer
Main activities: trained in improved agronomic practices and introduced to appropriate technologies, Apply specific irrigation, rain water harvesting, field trial on adapted seeds, model farmers, awareness on CC at schools and churches.										

Annex 4.2
Climate Resilience Results Framework, Haiti

Outcome 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
3. Sustainable land management plans are in use.	1. Number of sustainable land management plans developed at community level This will be measured from the SLM plans developed under NCA and partners' programmes	Baseline is 0.	1	3	4	5	6	3.1: Ratification in the community, existence of the plan, records of participatory development process 3.2 Land survey through sampling and field visits	Annually	Programme officer
	2. Percentage of land used in correspondence with the sustainable land management plan applicable to the community This will be measured from land covered under the SLM plans developed under NCA and partners' programmes	Will be determined based when the plans are available	25 %	30 %	35 %	40 %	50 %			
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1 Participatory sustainable land management plans developed at each targeted watersheds	1. Hectares of watershed lands mapped and planned for sustainable management and use. This will be measured from land covered under the SLM plans developed under NCA and partners' programmes. Targets are estimates, the final plans will determine the land use.	Baseline is 0.	30	50	100	150	200	Records, observation, monitoring and evaluation report etc.	3 times every year	Programme officer
	2. Percentage of land with soil preservation measures in the target watersheds This will be measured from land covered under the SLM plans	To be determined in the communities	this will be determined based on the baseline determined by the communities	this will be determined based on the baseline determined by the communities	this will be determined based on the baseline determined by the communities	this will be determined based on the baseline determined by the communities	this will be determined based on the baseline determined by the communities	Records, observation, monitoring and evaluation report etc.	3 times every year	Programme officer
3.2 Land is reforested in target communities	1. Hectares of degraded land covered with forest/agroforestry This will be measured from land covered under the SLM plans. Targets are estimates, the final plans will determine the land use	To be determined in the communities	30	50	100	150	200	Observation, interviews and focus group discussions		Programme officer
Main activities: Feasibility studies and assessing natural resource management, feasibility on environmental rehabilitation, reforestation (including nursery by women mainly), developing watershed management schemes, preparing the land										

Annex 4.2
Climate Resilience Results Framework, Haiti

Outcome 4	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
<p>4. Minimum standards for mitigating risk on structural interventions exist.</p> <p><i>This outcome will not be a priority in the first phase of the programme. Opportunities and specific interventions will be identified once the task forces/civil protection brigades are up to the task.</i></p>	<p>1. Minimum standards are developed for and by the community</p> <p>2. Minimum standards on to all identified structural interventions.</p> <p>This will be measured from communities where NCA and partners work</p>	<p>To be determined in the communities</p> <p>A preliminary assessment shows that less than 23 % see minimum standards existing in their communities, and in these cases less than 15 % see them applied.</p>	Targets to be defined	Targets to be defined	Targets to be defined	Targets to be defined	Targets to be defined			Programme officer
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
Outputs and activities to be developed in 2016/2017 after a thorough mapping of the current situation and opportunities.										

Annex 4.3
Economic Empowerment Results Framework, Haiti

Outcome 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
1.Right holders have established micro or small enterprises	1.1 Number of rights holders who have established their own enterprises This indicator will be measured from participants in NCA and partners' programmes	Baseline i 0. A preliminary assessment in 2015 showed that 43 % of the population in our target areas are self-employed, 35 % are farmers. 39 % get their income from sale of produce, 35 % from trade/business.	375	400	450	500	600	Survey (focus group with participants)	Quarterly	Programme Officer
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1 RH have knowledge and skills on how to start and run a business	1.1.1 Number of right holders who have developed a business plan This indicator will be measured from participants in NCA and partners' programmes	A preliminary assessment shows that in rural areas of Haiti, about 20% of women and 40 % of men do not perform simple steps such as calculating costs and prices to see if they make a profit	800	900	1000	1500	1500	Training results	After each training	Programme Officer
1.2Right holders have access to capital to start a business	1.2.1 Number of right holders who have joined a savings and loan group to enable access to small business loans This indicator will be measured from participants in NCA and partners' programmes	Baseline is 0. Out of the 140 respondents in the preliminary assessment, 34 % had received a loan. For women, 40 % of these loans came from save and loan groups, for men 12 % came from save and loan groups.	375	400	450	500	600	Partner report / monitoring visit report	Twice a year	Programme Officer

Annex 4.3
Economic Empowerment Results Framework, Haiti

1.3 Rights holders have the knowledge and tools to increase the sale of their product/service	1.3.1 Number of right holders who have taken measures to increase their sale This indicator will be measured from participants in NCA and partners' programmes	Baseline is 0. A preliminary assessment shows that in the case of decreasing demand, the majority of people do nothing or sell the product at low prices. About 10% of respondents had other strategies such as market research, finding new buyers, conservation or marketing.	375	775	1225	1725	2325	Accounting books / Journal of RH / survey result	Twice a year	Programme Officer
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Main activities:

Training and technical support in developing business plans; training in budgeting and accounting; facilitation of access to capital; training and accompaniment of saving and loan groups; training and accompaniment of cooperatives and other right holders groups organised around livelihood, conflict sensitivity and gender equality analyses

Outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
2. Right holders have gained access to local or domestic markets.	2.1 Percentage of right holders who have access to local and domestic market	The indicator is not yet measured. Preliminary data shows transport to be the main market barrier in rural areas, with low demand as a second barrier. In urban areas, the picture is more varied.	Targets will be defined when baseline is known.					Survey result	Twice a year	Programme Officer
	2.2 Number of right holders who have increased the profit of their product/service This indicator will be measured from participants in NCA and partners' programmes	Baseline is 0	300	700	1150	1650	2250			

Annex 4.3
Economic Empowerment Results Framework, Haiti

Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1 Right holders have advocated for improved policies/regulatory frameworks that remove cross-border market barriers.	2.1.1 Number of advocacy campaigns conducted This indicator will be measured from NCA and partners' programmes	Baseline is 0	1	1	1	1	1	Reports / media publications of events related to the campaigns	Twice a year	Programme Coordinator
2.2 Right holders have developed their marketing knowledge and skills	2.2.1 Number of right holders who have a marketing strategy This indicator will be measured from participants in NCA and partners' programmes	Baseline is 0	300	400	450	500	600	Survey targeting RH involved	Six month after training	Programme Officer
2.3 Right holders have access to relevant market information to adapt goods and services according to the market demand.	2.3.1 Percentage of supported rights holders who have increased the quality of their products This indicator will be measured from participants in NCA and partners' programmes	Baseline is 0	60 %	70 %	80 %	80 %	80 %	Observation / results report of focus groups with clients	Six month after training	Programme Officer
2.4 Right holders have added value to their product	2.4.1 Number of right holders who have packaged and branded their products This indicator will be measured from participants in NCA and partners' programmes	Baseline is 0	50	150	250	400	600	Observation / photos of new branding compared to old or inexistent	Six month after training, and on quarterly basis	Programme Officer
Main activities: Lobbying, development of policy proposals, production of press releases, facilitation of collaboration between Dominican and Haitian CSOs, technical support on processing, packing and branding; conducting and disseminating market analyses, training on marketing, negotiation and communication skills										

Annex 4.4
Binational Results Framework, Haiti

Outcome 1	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Haitian deportees and returnees* are better integrated into their local community. *Deportees and returnees targeted by this programme are the ones who returned or were deported from 2014 and onwards.	1.1 Number of deportees and returnees who have established their own enterprises	0	45	95	145	295	345	Survey	Annually	Programme Officers (EE, CR and binational)
	1.2 % of deportees / returnees who after the support become members of local associations.	17 %	20 %	22 %	25 %	30 %	35 %	Partner reports, data collection, site visits, interviews	Annually	Programme Officers (EE, CR and binational)
			Delivery at output level							
			2016	2017	2018	2019	2020			
This part of the binational programme is integrated in the Economic Empowerment and Climate Resilience programme. Relevant outputs under these programmes will be disaggregated according to migration status.										
Outcome 2	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Haitian migrants are residing legally in the Dominican Republic	2.1 Number of accompanied irregular immigrants from vulnerable groups* who have acquired permanent residency. <i>*We are currently discussing with partners which should be the vulnerability criteria, but long term migrants would be considered within this group.</i>	0	To be defined in 2016 (depending on development in policy framework)	To be defined in 2016	Reports from partners, data collection	Annually	Programme Officer			
	2.2 Number of accompanied Haitian migrants who have acquired a legal residence permit.	850	200	1200	1300	2300	2400	Reports from partners, data collection	Annually	Programme Officer
	2.3 Degree of acceptance of policy proposal at national level by CCHD and partners for the implementation of just migration policies in each country.	Joint policy proposal from CSOs in each country has been presented to relevant duty bearers	Low	Low to medium	Low to medium	Medium	Medium	Official policy documents and alternative proposals from CSOs	Annually	Programme Officer
			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1 Haitian migrants have been accompanied in the process to acquire legal residency	2.1.1 Number of migrants accessed legal support and basic services for registration	3,015	250	1250	1500	2500	2700	Reports from partners, data collection	Annually	Programme Officer
2.2: Haitian immigrants are knowledgeable about their rights	2.2.1 Number of migrants with knowledge about labour and migrants rights.	2500	5500	10000	16000	20000	21500	Reports from partners, site visits, testimonies	Annually	Programme Officer

Annex 4.4
Binational Results Framework, Haiti

2.3 Coordinated Haitian and Dominican civil society actors have advocated for development and implementation of just migration policies in Haiti and Dominican Republic	2.3.1 Regular joint reviews of policy development and implementation in CCHD	Reviews done within the framework of CCHD, but not systematically	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Minutes from CCHD meetings	Annually	Programme Officer
	2.3.2 # of NCA or partner meetings with governmental authorities to discuss migration related policies	Has not been measured systematically, but all relevant partners, and NCA, has met with governmental authorities in both countries at least once a year, either in regular meetings or within the framework of public debates	Bi-annually and in response to policy changes	Minutes from meetings with government representatives		Programme Officer, Country Director				

Main activities: Legal assistance to migrants, training on migration rights for vulnerable RH; meetings with governmental representatives, INGOs, UN bodies etc; press releases; events on key dates; physical accompaniment of migrants to registration offices; research and dissemination of findings.

Outcome 3	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Dominicans of Haitian descent have acquired Dominican citizenship	3.1 # of accompanied Dominicans of Haitian descent who have secured their full Dominican citizenship.	110	638	350	250	250	250	Reports from partners, data collection	Annually	Programme Officer
	3.2 # of accompanied Dominicans of Haitian descent who have acquired citizenship through naturalization.	0	tbd	tbd	tbd	tbd	tbd			Programme Officer
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
3.1 Community based Right holders' organizations have been strengthened.	3.1.1 Number of RH org with access to updated research on migration and citizenship questions.	20	35	55	70	85	100	site visits, testimonies and partner reports	Annually	Programme Officer
3.2: Dominicans of Haitian descent have been accompanied in the process to acquire citizenship	3.2.1 Number of Dominicans of Haitian descent accompanied in the process to obtain their citizenship.	3 473	500	1000	1500	2000	2500	partner reports, testimonies	Annually	Programme Officer

Annex 4.4
Binational Results Framework, Haiti

3.3 Coordinated civil society actors have advocated for Dominicans of Haitian descents' right to citizenship	3.3.1 Number of coordinated advocacy actions promoting Dominicans of Haitian descent's right to citizenship	20	30	35	40	40	45	media, minutes from events, photographs	Annually	Programme Officer
Main activities: Training of key staff in RH organization on leadership, organizational structure, planning; legal advise and support; awareness raising and information campaigns; physical accompaniment of RH to registration offices; press releases and press conferences; meetings with government representatives, INGOs, UN bodies etc; research and dissemination of findings; etc										
Outcome 4	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Intra- and intergroup relations have improved.	4.1 Degree of variety of Dominican actors promoting the rights of Haitian migrants and their descendants.	Lack of broad commitment of the churches, private sector, artists, students and media.	Low	Low to medium	Medium	Medium	Medium	Annual meetings with partners, media reports, public statements	Annually	
	4.2 Degree of collaboration between Haitian and Dominican civil society actors	Regular joint meetings between CSOs from both countries through CCHD, 3 joint position papers developed and 1 press release on migration and statelessness issues.	Quarterly meetings of CCHD	Quarterly meetings of CCHD	Quarterly meetings of CCHD	Quarterly meetings of CCHD	Quarterly meetings of CCHD	Minutes from meetings	Annually	
			Delivery at output level							
			2016	2017	2018	2019	2020			
4.1: Broader range of actors (e.g. artists, churches, private sector representatives) is mobilized to protect the rights of Haitian migrants and Dominicans of Haitian descent.	4.1.1 Number and type of new actors participating in events organized by NCA or partners.	CCHD include a range of various actors within civil society, such as CBOs, FBOs, RH org.; INGOs. Lack of broad participation of the churches, private sector, artists, students and media, although initial dialogue with representatives from some of these sectors has started.	Dialogue with a broader range of church representatives started	Dialogue with a broader range of church representatives maintained	To be defined in 2017	To be defined in 2017	To be defined in 2017	Minutes of meetings of CCHD or other networks.	Annually	Binational Programme Officer

Annex 4.4
Binational Results Framework, Haiti

4.2: Arenas for intergroup collaboration or interaction have been facilitated.	4.2.1 Number of arenas for intra- or intergroup collaboration or interaction in function. <i>The following can be considered as arenas: regular cultural events in mixed communities, dialogue between Haitian and Dominican churches, exchange programmes between schools and CBOs in the border area, networking between researchers and journalists in both countries. This output has not been a main focus the last years, we will therefore use 2016 to define what to focus on.</i> <i>In function refers to regular as opposed to one off events, and relative balance in participation from both groups both in planning and implementation</i>	CCHD in function	2	To be defined in 2016	Minutes from meetings, reports from events/exchanges, press releases, monitoring reports	Annually	Programme Officer			
4.3: Individual testimonies from affected groups have been widely published.	Number of testimonies published in local mainstream media where NCA/partners have facilitated the publication	6	8	15	22	30	38	Testimonies, media reports	Annually	Programme Officer

Main activities: Exchange between RH/churches and schools in Haiti and DR; events including artists performance from both countries; theater performances and other cultural expressions in mixed communities; networking with representatives of mainstream and alternative media in both countries; dialogue with private sector and government representatives; etc

Outcome 5	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Deportees and returnees have accessed protection.	5.1 Media, national and international duty bearers have access to high quality, updated human rights monitoring reports on the deportation process	Annual report being produced. Updated monitoring reports from CSOs.	Systematic dissemination of reports within partner and NCA networks. Presentation of monitoring results in two international fora per year.	Systematic dissemination of reports within partner and NCA networks. Presentation of monitoring results in two international fora per year.	Systematic dissemination of reports within partner and NCA networks. Presentation of monitoring results in two international fora per year.	Systematic dissemination of reports within partner and NCA networks. Presentation of monitoring results in two international fora per year.	Systematic dissemination of reports within partner and NCA networks. Presentation of monitoring results in two international fora per year.	Reports, communication with stakeholders,	Annual	Programme Officer, Country Director
Outputs			Delivery at output level						Annual	
			2016	2017	2018	2019	2020			
5.1 Civil society actors have monitored human rights abuses in the deportation process	5.1.1 Human rights monitoring data base in use	Data base created and shared with the CSOs	Data base updated quarterly	Data base updated quarterly	Data base updated quarterly	Data base updated on a monthly basis	Data base updated on a monthly basis	Records from data base, monitoring visits and reports	Annual	Programme officer
	5.1.2 Number of human rights monitoring reports produced by NCA partners.	2	6	12	18	24	30	Monitoring reports	Annual	Programme officer
5.2 Returnees and deportees have received standard immediate humanitarian support.	5.2.1 Number of returnees and deportees who have accessed basic assistance (shelter, wash and food and transport fees)	1550	1500	3000	4500	6000	7500	Records of reception center, partner report, monitoring visit report	Annual	Programme officer, WASH technician

Main activities: Border monitoring; data gathering on deportation process; distribution of kits to returnees, access to WASH, housing facilities and food for returnees and deportees.
This component might be expanded, depending on how the humanitarian situation on the border develops. NCA will, if our needs assessments indicate it, design an additional emergency response intervention focusing primarily

Annex 5: Funding strategy and targets

Donor Relations

Below are donors with whom CO will cultivate a relationship and solicit for new or renewed funding. This is based on the donor's interest in the intervention area, both geographically and thematically. Some of these donors have higher and stricter compliance standards compared to grants that CO Haiti has managed in the past. CO Haiti is seeking a more diverse funding base but will need additional human resources to achieve this.

Donor		Relevance for CO
Bilateral Donors	USAID	As the largest donor to Haiti, USAID has disbursed \$3.1 billion in funding since 2010. Priority areas include Infrastructure and Energy, Food and Economic Security, Health and Other Basic Services, Governance and Rule of Law . USAID also funds disaster risk reduction and emergency relief projects via its Office of Foreign Disaster Assistance (OFDA). USAID's programme WASH for Life is to fund projects that identify, test, and transition to scale promising approaches to achieving cost-effective, sustained, scalable outcomes in the water, sanitation and hygiene sectors.
	Swiss Development Cooperation	Swiss Development Cooperation in Haiti aims to improve living conditions for the poorest members of society and help establish good governance and focuses principally on the rule of law and good governance, agriculture and food security, and also on rehabilitation and disaster risk reduction . In geographical terms, SDC activities are concentrated mainly in four departments in the south of the country.
	Canadian Development Cooperation	Canada disbursed \$92.12 in 2012-2013 and reaffirmed Haiti as a country of focus in 2014. Canada's priorities for 2015–2020 are economic growth and prosperity, democratic and accountable government, the rule of law and security, and the health and welfare of Haitian women and youth .
Multilateral Donors	European Commission Humanitarian Aid and Civil Protection (ECHO)	Haiti is the largest beneficiary of EU humanitarian aid in Latin America and the Caribbean. Since 2010, ECHO support covers three areas: basic services and protection to those still living in camps and relocation of IDPs; cholera treatment and prevention; food insecurity due to drought and other climatic events.
	Emergency Relief and Response Fund (EREF)	The ERRF is an un-earmarked pooled funding mechanism for Haiti managed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in Haiti, on behalf of the Humanitarian Coordinator (HC). Its aims to provide rapid and flexible funding to in-country actors to address urgent and unforeseen humanitarian needs in Haiti. The ERRF is not intended to respond outside the humanitarian scope including to chronic problems that are better addressed through more predictable funding channels.

Donor		Relevance for CO
Private Foundations	W.K. Kellogg Foundation	The Kellogg Foundation's creates conditions that propel vulnerable children to success. Programme areas are: Educated Kids; Community & Civic Engagement; Healthy Kids; Racial Equity; and Secure Families. Funding focuses on Central Area: Mibalè, Akayè, Lachapèl, Sodo, BoucanKare.
	Fondacion Digicel	The Digicel Foundation strives to ensure that communities are healthy, primarily through the support of community based and driven activities which should embrace social, cultural and particularly educational objectives.
	United Methodist Committee on Relief (UMCOR)	UMCOR's work includes programmes and projects in disaster response, health, sustainable agriculture, food security, and relief supplies.

Funding Investments

a. SWOT Analysis

<p>Strengths</p> <ol style="list-style-type: none"> 1. Rootedness in local communities 2. Close cooperation with civil society actors 3. Programmatic interventions in line with needs of the population and donor priorities 4. Faith based organizations' importance and connectedness in Haiti communities 5. CO Haiti expertise in implementing WASH programmes 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Capacity for staff to write grants and deliver complex applications 2. Partner organizations' management and administrative capacities do not match requirements of larger international donors 3. Relatively new CO management team 4. CO overshadowed by larger actors in Haiti 5. More traditional approach lacking innovation in certain programme areas
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Positive relationship and close alignment with other ACT Agencies, which means potential for forming consortia 2. Despite donor fatigue, there are many funding opportunities in Haiti and many donors present in-country 3. Competition for funds will propel CO Haiti to "raise the bar" in terms of programme innovation, implementation and management 	<p>Threats</p> <ol style="list-style-type: none"> 1. Dependence of CO on one single donor 2. Dependence of partners on CO 3. Sister agencies often fund the same partners as CO and compete for the same funds 4. Donor fatigue and loss of interest in Haiti due to more pressing needs elsewhere 5. Stronger competition than ever for funds 6. Political and social instability 7. Weak economic environment and high levels of institutional corruption in Haiti

b. Recommended Investments

Area	Investment needed
Donor engagement and relationship management	<ul style="list-style-type: none"> • Communications and marketing materials are developed with a clear articulation of CO's added value in Haiti • Capacities of CO staff are increased to free up senior-level staff to focus on fundraising, cultivating new donors, and applying for new funding
Grant management and reporting	<ul style="list-style-type: none"> • Increased/dedicated support from head office to support the submission of complex applications • Staff capacity building in areas including grants management and reporting, particularly for donors with strict and complex compliance standards
Programme innovation	<ul style="list-style-type: none"> • Investments in programme innovation so CO Haiti's programmes are more competitive
Partner capacities	<ul style="list-style-type: none"> • Application of the partner assessment tool • Provision of a finite amount of capacity building for partners

Budget Forecast

Year	2016		2017		2018		2019		2020	
Funding Type	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian
Programme	WASH	4 100 000	3 600 000	3 500 000	3 500 000	5 500 000	3 000 000	5 000 000	2 000 000	6 000 000
	EE	6 300 000	2 400 000	6 500 000	2 000 000	7 000 000	1 000 000	5 000 000	3 000 000	5 000 000
	CCR	5 000 000	1 000 000	6 000 000	1 000 000	5 500 000	1 000 000	4 000 000	3 000 000	4 000 000
	binational	1 000 000	1 000 000	0	1 500 000	0	1 500 000	1 000 000	0	1 000 000
Sub-Total	16 400 000	8 000 000	16 000 000	8 000 000	16 000 000	9 000 000	13 000 000	11 000 000	12 000 000	12 000 000
Percentage of total funding	67,2	32,8	66,7	33,3	64,0	36,0	54,2	45,8	50,0	50,0
Amount secured of total	14 900 000	0	12 500 000	0	12 500 000	0	11 000 000	0	8 000 000	0
Grand Total	24 400 000		24 000 000 Total budget increase from previous year: -400 000		25 000 000 Total budget increase from previous year: 1 000 000		24 000 000 Total budget increase from previous year: - 1 000 000		24 000 000 Total budget increase from previous year: 0	

Annex 6: Planned evaluations

Pro-gramme/project	Year	Donor	Partner	Internal /external	Comments (size of project, evaluation requirement, etc.)
Binational programme	2016	MFA	OBMICA	External	This will provide us with the information required to further adjust the programme to a changed political context.
FBOs in Haiti	2017	Norad	MISSEH, SCH	External	This will give us an indication of partners' capacity to contribute to the new country programme and their abilities to scale up, as well as the impact of their work. In addition it will give a better overview over the FBO and religious landscape in Haiti.
WASH in schools	2018	ERD, Norad	Operational	External	Impact assessment of our work on our new strategy.
Mid term review of country programme (focus on WASH in communities, climate resilience and economic empowerment)	2018	Various	Various	Internal	This will provide us with the information required to adjust the country programme.
End evaluation of country programme	2020	Various	Various	External	This will give a good basis for drawing conclusions on results and for developing a new country programme for the period 2011-2025.

Annex 7: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
Risk number	Description	Likelihood	Impact	Risk level	Management strategy	Risk mitigation activities	Contingency Plan	Responsible
1	Unrest and violent spells, in connection with for instance MINUSTAHs withdrawal, rising prices or elections	High	Moderate	High	Mitigate	While we are not a sufficiently large actor to affect the likelihood, NCA works to lower the impact on our programmes, by following a security plan, keeping updated on security, ensuring that essential staff is able to work from home, and training partners on security and setting up for remote monitoring.	In the case of serious violent spells or unrest, NCA might be forced to delay programming or monitoring visits. Remote monitoring would be the practice for a while, and possibly a review of the programme.	Country representative
2	Deportations from the DR intensifies, leading to a humanitarian emergency	Medium	Moderate	Medium	Mitigate	NCA supports advocacy to decrease the likelihood of an increase in deportation. To reduce impact, the EPRP is updated to account for potential scenarios	Implement the EPRP, request assistance from NCA humanitarian section.	Country representative
3	fluctuations in exchange rates decrease the purchasing power of NCA	High	low	Medium	Mitigate	Diversify the funding base, conservative cost estimates	Review programme and activities	Country representative
4	Financial	Medium	Moderate		Mitigate	NCA has strong inter-	Notify rele-	Country

	malpractice					nal control systems, and is continuously working with partners to increase their capacity on financial management and project monitoring.	vant instances and start procedures in accordance with financial regulation	representative
5	Natural Hazards, in particular flooding leads to landslides and destruction of infrastructure	High	Low	Medium	Mitigate	The climate resilience programme is geared towards disaster risk reduction in the communities. NCA will also ensure that there are possibilities for remote monitoring should localities be unreachable for some time.	Notify donors of any delays, review programme efforts to the new situation.	Country representative
6	One or more of ACT partners withdraws from Haiti due to difficulties with funding. Given shared offices and collaboration on programmes this could lead to logistical challenges	Medium	Low	Medium	Mitigate	Closer collaboration with ACT agencies is cost effective and minimizes the risk that one agency will be forced to leave. Given our close relationship NCA should normally have sufficient time to review the situation.	Review the office set-up, look for other partners to share costs with.	Country representative
7	Insufficient funding for programme activities due to donor withdrawal	High	Serious	High	Mitigate	Establish and follow a fundraising plan, cultivate relationships with donors, continuously look for opportunities for collab-	Review costs and programme targets,	Country representative

						oration and increased efficiency to be a lean organisation.		
8	New partners have lower capacity than expected, which leads to delays and high need of attention for NCA staff	Medium	Moderate	Medium	Mitigate	Ensure partner assessments are done of all new partners, establish capacity building plans, and set targets in accordance with realistic expectations.	Review programme activities and partner portfolio.	Country representative