

Community Violence Reduction (CVR) Programme in Haiti
United Nations Stabilization Mission in Haiti (MINUSTAH)
(Project no. CVR/18/1516/07-1)

Lessons Learned Exercise

By: Jan J. VOORDOUW
assisted by Jean Claude LOUIS, José MAGLOIRE and Nicole SIMÉON

20 June 2016

ACKNOWLEDGEMENTS

We would like to thank the personnel of CVR, other MINUSTAH staff, representatives of IPs and local authorities as well as the many beneficiaries who freely shared their information with us.

The CVR teams in Port-au-Prince, Gonaives and Cap Haitien made us feel very welcomed and provided all the necessary information, in particular through staff workshops and helping us handle the massive amount of documents produced by the programme. We thank them for organizing visits to projects and partners, as well as arranging the focus groups and providing all logistical support. We are also grateful to other MINUSTAH staff within the Rule of Law Pillar as well as UNPOL who provided us with their frank assessment on the programme.

We were able to meet with representatives of a great number of IPs and in the Artibonite and North Departments with local authorities as well. They were generous in providing us with background information, their perspectives and often their appreciation of CVR's efforts to bring about change.

The group interviews and focus groups with beneficiaries were also an important part of our work. We met with community residents, beneficiaries of training, prisoners, young entrepreneurs, (ex)street kids and others. All of them shared their information and impressions and allowed us to document some aspects of their lives.

N.B: In this report, the masculine form has a neutral value. It refers to both women and men.

TABLE OF CONTENTS		Page
	LIST OF ACRONYMS	5
	EXECUTIVE SUMMARY	8
1	INTRODUCTION	15
	1.1 Background	15
	1.2 Purpose	16
2	METHODOLOGY	18
	2.1 Approach chosen for conducting the LLE	18
	2.2 Methodology	18
	2.3 Limitations	21
3	CONTEXT	23
4	FINDINGS	25
	4.1 Development effectiveness	25
	4.2 Operational effectiveness	48
	4.3 Management	56
5	RECOMMENDATIONS	63
	5.1 Recommendations related to development effectiveness	63
	5.2 Recommendations related to operational effectiveness	65
	5.3 Recommendations related to management	67
6	CONCLUSIONS	68

ANNEXES: CASE STUDIES

1	LIVELIHOOD: Young people in Desarmes (Artibonite) on their way to a brighter future for themselves and their community	72
2	RECONCILIATION: Outreach, awareness – What are the media saying about the Community Violence Reduction Programme of MINUSTAH?	75
3	RECONCILIATION: Better rehabilitation after prison – is it possible?	80
4	RECONCILIATION: Solid progress in Access to Justice in Haiti through Offices for Legal Assistance	84
5	DIALOGUE: Investing in Children – for now and the future	89
6	RECOVERY: Organizing the community for vital infrastructure	93
7	RECOVERY: Nan Bannann, a new image for Cap Haitien	99
8	STATE AUTHORITY: Strengthening the effectiveness of local authorities in the Artibonite	102
	BIBLIOGRAPHIC REFERENCES AND END NOTES	105

LIST OF TABLES AND GRAPHS

TABLES

1	Background Information on the Lessons Learned Exercise of the MINUSTAH-CVR Programme in Haiti	17
2	List of Case Studies Included in this Document	17
3	Framework for the Analysis of Projects	20
4	Annotated list of Project Sites Visited during Research	22
5	Principal Zones and Neighbourhoods of Programme Implementation of CVR	24
6	Overview of the number of IPs engaged, number of projects implemented and funds expended	25

7	IPs participating in the West and number of projects, July 2011 – December 2015	28
8	IPs participating in the North and number of projects, July 2011 – December 2015	29
9	IPs participating in the Artibonite and number of projects, July 2011 – December 2015	29
10	IPs covering All regions and number of projects, July 2011 – December 2015	29
11	IPs which have partnered with CVR in more than one department, July 2011 – December 2015	30
12	Funds spent by individual IPs and by categories of IPs, July 2011 – June 2015	30
13	CVR Projects per IP & per Project Activity Sector, July 2011 – December 2015	34
14	CVR Programming approach and Numbers of Projects per geographic zone and Project Activity Sector, July 2011 – December 2015	36
15	CVR Programming approach and Amounts (US\$) spent per geographic zone(US\$) and Project Activity Sector, July 2011 – December 2015	37
16	Numbers of beneficiaries (female and male) per Project Activity Sector, July 2011 – December 2015	38
17	Geographic distribution of IPs involved in the Livelihood Thematic Area and Total Spending, July 2011 – December 2015	41
18	Geographic distribution of IPs involved in the Reconciliation Thematic Area and Total Spending, July 2011 – December 2015	43
19	Geographic distribution of IPs involved in the Dialogue Thematic Area and Total Spending, July 2011 – December 2015	45
20	Geographic distribution of IPs involved in the Recovery Thematic Area and Total Spending, July 2011 – December 2015	47
21	NCE requests for each of a sample of projects in FY 2013-14. Projects less than 12 months and not terminated	49
22	Average cost per Project Activity Sector, July 2011 – December 2015	61
23	Average spending per beneficiary per Project Activity Sector, July 2011 – December 2015	62
GRAPHS		
1	Number of CVR Projects per Thematic Area and Percentage of Total, July 2011-December 2015	26
2	Number of CVR Projects per Project Activity Sector and Percentage of Total, July 2011 – December 2015	32

REFERENCE ANNEXES *(Provided in a separate document and in one language only)*

RESEARCH TOOLS

- 1 Lessons Learned Exercise Matrix (English)
- 2 Guide for conducting individual and group interviews (French)
- 3 Plan for the Focus Groups (French)

REPORTS

- 4 Report of the CVR Staff workshops (French)
- 5 Reports on Group Interviews (English or French)
- 6 Reports of the Focus Groups (French)

GENERAL

- 7 Work plan as proposed and the Activities Implemented (English)
- 8 Lists of persons consulted, of participants in the group interviews and participants in Focus Groups (English or French)
- 9 Terms of Reference of the Lessons Learned Review (English)
- 10 CVs of the Consultants (English or French)

LIST OF ACRONYMS

3PSM	Partnership for Peace and Prosperity in Saint Martin
ACPODDI	Alliance of Multi-Purpose Trainers for Sustainable and Integrated Development
AFAPA	Association of Active Women of Petite Anse
AFSC	American Friends Service Committee
AFPROG	Association of Progressive Women
AJPAM	Association of Young Farmers of Mémé
AMES	Association of Friends of Education and Health
APAAC	Association for the Prevention of Alcoholism and Chemical addictions
APENA	National Penitentiary Administration
APEX	APEX Centre for Vocational Training
APREMAH	Professional Association for the Promotion of Manual Professions in Haiti
ARGBAT	Argentine Battalion
ASCCA	Association of Ongoing Companions of the Artibonite
AVSI	Association of Volunteers in International Service
BAC	Communal Agricultural Office
BAL	Office for Legal Assistance
BPM	Office for the Protection of Minors
BRA	CVR Regional Office Artibonite
BRABATT	Brazilian Battalion
BRN	CVR Regional Office North
BRO	CVR Regional Office West
CA	MINUSTAH Civil Affairs
CASEC	Board of the Communal Section
CBO	Community Based Organization
CECK	Cardinal Centre Keeler
CEDAJ	Centre for Assistance to Youth
CEDAW	Committee on the Elimination of Discrimination against Women
CERMICOL	Centre for the Re-education of Minors in Conflict with the Law
CEO	Chief Executive Officer
CF	Project Proposal Approval Form
CFPR	Professional Training Centre for Reform
CLAP	Local Project Support Committee
CNDDR	National Commission for Disarmament, Demobilization and Reintegration
CoPi	Steering Committee (Comité de Pilotage)
CoS	Chief of Section
COSUVIGO	Committee for the Support of the City of Gonaïves
CPFP	Multi-Purpose Centre for Professional Training
CRS	Catholic Relief Services
CSO	Civil Society Organization
CTI	Technical and Information Technology Centre
CVR	Community Violence Reduction (Section and Programme)
DAP	Directorate for Penitentiary Administration
DDR	Disarmament, Demobilization and Reintegration
DFS	UN Department of Field Support
DINEPA	National Agency of Drinking Water and Sanitation
DPKO	UN Department for Peacekeeping Operations
DSRSG	Deputy Special Representative of the UN Secretary General
EDM	Entrepreneurs of the World
ENPAK	Impact – Engagement, Participation and Capacity
EPD	Professional School of Desarmes

FADHRIS	Women Association for the Development of Haiti and the Strengthening of Social Integration
FJMH	Youth Foundation of Morne l'Hopital
FONUCHREDHAD	Foundation Christian Union of Haiti for Development
FT	Technical Summary Sheet
FY	Financial Year
GBV	Gender-based Violence
GHEKIO	Haitian Group for the Study of Kaposi's Sarcoma and Opportunistic Infections
Haiti TEC	Technical and Professional Training Centre
HHA	Haiti Hospital Appeal
HIMO	Highly Labour Intensive Public Works (Travaux à Haute Intensité de Mains d'Oeuvre)
HPCD	Haitian Partners for Christian Development
HTW	Health Through Walls
IBESR	Institute for Social Well-being and Research
IDP	Internally Displaced Person
IFCC	International Federation of Christian Chaplains
IHSI	Haitian Institute of Statistics and Information
INDEPCO	National Institute for the Development and Promotion of Sewing
INFP	National Institute for Vocational Training
ILAC	Institute of Legal Aid Consortium
ILO	International Labour Organization
IOM	International Organization for Migration
IP	Implementing Partner
ISCCH	Sacred Heart Institute of Cap Haitien
JMAC	UN Joint Mission Analysis Centre
JPHRO	J/P Haitian Relief Organization
KPTSL	Committee for the Protection of the Children of Cité l'Eternel
LLE	Lessons Learned Exercise
M&E	Monitoring and Evaluation
MARNDR	Ministry of Agriculture, Natural Resources and Rural Development
MCFDF	Ministry of Women Conditions and Women's Rights
ME	Ministry of Environment
MEDH	Ministry of Mutual Aid for Humanitarian Development
MENFP	Ministry of National Education and Professional Training
MICT	Ministry of Interior and Territorial Collectives
MINUSTAH	United Nations Stabilization Mission in Haiti
MJSP	Ministry of Justice and Public Security
MOU	Memorandum of Understanding
MTPTC	Ministry of Public Works, Transport and Communication
NCE	No Cost Extension
OHCRH	Office of the UN High Commissioner on Human Rights
OIOS	UN Office of Internal Oversight Services
ONJPSH	National Organization of Young Professionals to Save Haiti
OROLSI	DPKO Office of the Rule of Law and Security Institutions
PAC	Projects Appraisal Committee
PADF	Pan-American Development Foundation
PESADEV	Perspectives for Health and Development
PNH	National Police of Haiti
PU	Project Unit
QIP	Quick Impact Project
RANEPH	National Assembly for the Flourishing and Progress of Haiti

RBB	Result Based Budget
ROL	MINUSTAH Pillar Rule of Law
SaS	Security and Stabilization
SGBV	Sexual and Gender-based Violence
SIDA	Swedish International Development Agency
SNGRD	National System for the Management of Risks and Disasters
SOP	Standard Operating Procedure
SOS	SOS Children Villages
SRSG	Special Representative of the Secretary General
TDH-L	Terre des Hommes- Lausanne
TDH-IT	Terre des Hommes- Italy
UN	United Nations
UNASUR	Union of South American Nations
UNCT	UN Country Team
UNDP	United Nations Development Programme
UNHABITAT	UN Human Settlements Programme
UNOPS	UN Office for Projects Services
UNPOL	UN Police
USAID	United States Agency for International Development
URAMEL	Medical-Legal Research and Action Unit
W4W	Wave for Water

EXECUTIVE SUMMARY

The Community Violence Reduction (CVR) programme of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established in 2006 under the auspices of the Disarmament, Demobilisation and Reintegration (DDR) section of the Office of the Rule of Law and Security Institutions (OROLSI) within the United Nations (UN) Department for Peacekeeping Operations (DPKO). The UN Security Council in its resolution 1702 requested at the time that MINUSTAH reorients its DDR efforts *“towards a comprehensive community violence reduction programme adapted to local conditions, including assistance for initiatives to strengthen local governance and the rule of law and to provide employment opportunities to former gang members and at-risk youth”*. In 2010, the programme was adapted within the post-earthquake context to include more groups of vulnerable people, such as Internally Displaced People (IDP) and generally those living in violence affected neighbourhoods. In 2012, the target groups were further expanded to specifically include women.

CVR decided to focus its efforts on the same departments and specific zones identified as those zones where armed groups were most active by the National Commission for Disarmament, Demobilization and Reinsertion (CNDDR). CNDDR was created in 2005 to implement disarmament and demobilization of armed groups, as well as the reinsertion of disarmed individuals. It prioritized the three Departments of the West, Artibonite and North for its work. In Port-au-Prince the following zones were listed: (a) Belair, (b) La Saline, (c) Fort National, (d) Cite Soleil, (e) Simon Pele, (f) Delmas 2, (g) Martissant, (h) Carrefour-Feuilles, (i) Grand Ravine / Ti Bwa, (j) Fontamara, (k) Cite l’Eternel, (l) Cite de Dieu, (m) Solino; in the North Cap Haitien and surrounding areas; and in the Artibonite the cities of Gonaives and St. Marc.

CVR defined within most of these zones specific neighbourhoods for programme development. Its core objectives were placed within four thematic areas and a cross cutting area. Within these, ten project activity sectors were defined as follows:

- (a) Livelihood: 1. Employment; 2. Vocational Training;
- (b) Reconciliation: 3. Public Outreach; 4. Awareness; 5. Security and Stabilization; 6. Access to Justice;
- (c) Dialogue: 7. Sexual and Gender-based Violence and Child Protection;
- (d) Recovery: 8. Highly Labour Intensive Public Works (HIMO) and Infrastructure.
- (e) Cross-cutting project activity sectors: 9. Capacity Building; 10. M&E.

The purpose of the present Lessons Learned Exercise (LLE) is to review the five most recent years of the CVR programme and to extract appropriate lessons learned and good practices. A diverse set of eight case studies, illustrating the breadth of the CVR experiences, also forms part of the study. The LLE examines:

- *Programme Development* – The key thematic intervention areas were related to the Mission’s overall stabilization mandate and the CVR current intervention strategy;
- *Operational effectiveness* – Samples of actual projects and activities were reviewed;
- *Management*. The specific management lessons learned and good practices that have been developed.

The LLE is one component of a larger evaluation strategy implemented by the CVR programme. Its results are intended to benefit a range of stakeholders inclusive of inter alia: the CVR programme itself; MINUSTAH mission hierarchy; the UN Department for Peacekeeping Operations (DPKO) to the benefit of peacekeeping and stabilisation missions worldwide with similar mandates; programme partners inclusive of Government counterparts, and broader Haitian populace with whom the programme has worked.

The LLE was carried out using two primary means. The first consisted of a desktop review of the section’s archives and programme document database, while the second entailed participatory interviews with many stakeholders combined with interactive project site visits. The research mainly had a qualitative character; however, some quantitative research was also done.

The consultants articulated a set of main research questions and utilized six research methodologies: (1) Desk review of programme and project documents, meeting minutes, procedures, data bases and other communications; (2) Visits to past and current project sites and activities (in the Departments of the West, North and Artibonite); (3) Review of secondary information (through Internet research); (4) Both guided and open interviews with a variety of stakeholders (project beneficiaries, community residents, implementing partners, CVR staff, local authorities, national authorities and a few other stakeholders); (5) Group interviews within organizational or project settings, including CVR staff workshops in the three offices; (6) Focus Groups on specific themes/ projects/ communities (research questions determined after a first set of interviews; selection of participants done in collaboration with CVR and/or local CSOs).

For practical purposes, the LLE covers the period running from July 2011 to December 2015. During this period, CVR funded over US\$36m through 225 projects, which were carried out by a total of 63 Implementing Partners (32 National Partners, 22 International Partners and 9 UN partners).

LESSONS LEARNED AND RECOMMENDATIONS RELATING TO DEVELOPMENT EFFECTIVENESS

1: Limiting the programme to a set of specific local communities is both a strength and a weakness. Through the implementation of several series of interventions around various themes in these communities over a longer period, CVR has contributed to stability, increased community security and reached some development impact there. However, sticking only to the most violence-prone communities can be counter-productive through stigmatization. Additionally, CVR has worked with a limited number of Implementing Partners.

Recommendation 1: The CVR section should consider implementation in new neighbourhoods. These neighbourhoods can be assessed after discussions with mayors and local and national authorities. After a suitable zone is identified, a community forum is to be organized to establish diagnostics.

2: CVR catalogues its projects within ten project activity sectors. This approach has facilitated and enabled community-driven efforts for building security, building trust between people and reducing violence.

Recommendation 2: Finalize the writing of a Theory of Change for CVR, analysing the impact of the implementation of its 10 project activity sectors on trust building, taking into account the establishment or strengthening of local governance for community development.

3: CVR has successfully guided its partners to put strategic emphasis on the participation of women in programmes and projects; however, the full integration of women and their empowerment is difficult to assess.

Recommendation 3: Develop additional indicators to measure the results and outcomes of CVR strategic emphasis on the integration of women in programmes and projects.

4: Although CVR's mandate is to build on the involvement of local authorities and to strengthen their technical capacity for playing increasingly important roles in planning, they have remained too weak for efficient engagement.

Recommendation 4: Despite their weaknesses, CVR should continue to engage the local authorities, continue to link CVR activities as much as possible to existing initiatives in order to transfer appropriate knowledge and strengthen their roles.

5: Community forums, with wide participation, are essential for developing good diagnostics of the needs in the community and serve as guidance for adapting future projects.

Recommendation 5: Continue regular community forums in existing communities, conduct them in potentially new ones and communicate the findings within the community as well as through national media.

6: CVR projects provide vocational training or business opportunities to people, who otherwise would have had no such opportunity. CVR has been successful in addressing the needs of targeted groups of vulnerable people and building their skills and economic security.

Recommendation 6: Ensure that exams of vocational training are implemented by institutions accredited to INFP and highlight this linkage on the certificates.

7: In reality, there has been no real reconciliation in the country, due to a stalled polarizing political process. CVR's results give good examples to highlight what is possible with regard to local reconciliation.

Recommendation 7: Establish a CVR communication strategy and conduct media activities to highlight the results of CVR's local stabilization and reconciliation activities.

8: CVR has strengthened CBOs: they are essential for the stabilization of communities since they can catalyse dialogue between various actors. Seven CBOs became strong enough to be engaged as IPs, including 2 women associations.

Recommendation 8: Design training sessions for CBOs in institutional development and advocacy / dialogue.

9: CBOs are central agents within the communities for the sustainability of CVR's programmes. They have helped ensure that pertinent issues such as Sexual and Gender-based Violence (SGBV) and Child Protection have entered dialogue and have set a stage for positive changes in the behaviour of community residents.

Recommendation 9: Maintain informative programmes and strengthen thematic networking for CBOs on pertinent issues such as Child Protection and SGBV, so that they can ensure that communities take ownership of them.

10: It has proven productive to establish community communication networks, based on awareness and mediation activities. Public awareness of the population and communication on relevant issues is essential to community stabilization and further development efforts.

Recommendation 10: Encourage innovative dialogue and mediation activities, through funding concrete actions generated by the community communication networks, in order to bring sustainability to awareness and mediation activities.

11: HIMO projects are a central activity of CVR and they lend themselves to integrating a number of important secondary objectives and results. They are often vehicles for community ownership and pride. Regrettably, the capacity of the State in managing such infrastructure works has not been improved.

Recommendation 11: Continue designing HIMO projects as integrated vehicles for violence reduction, community development and strengthening the role of authorities.

LESSONS LEARNED AND RECOMMENDATIONS RELATING TO OPERATIONAL EFFECTIVENESS

12: Within the scope of CVR's goal to promote stabilization of communities, projects are defined as short term efforts with a maximum length of 12 months and a ceiling budget. The short project length is effective to maintain a rapid response mechanism that can easily adapt to changing circumstances. However, most projects are not completed on time. Moreover, there are sometimes series of projects which together could be considered as one, even when altogether lasting up to several years and surpassing the funding ceiling. Further, for some of the projects, a period of 12 months could be too short to register measurable results.

Recommendation 12: In several cases, CVR may consider designing projects with a longer term than 12 months, while committing funds in one-year phases (as a series of sub-projects).

13: The choice of IP is essential for the success of CVR. They should be carefully vetted for competency regarding the domain of expertise in the project activity. CVR still will need to coach on specific procedures such as proposal writing and reporting.

Recommendation 13: Increase the number of IPs participating in CVR, while carefully vetting their domains of expertise and their approaches, as related to potential projects.

14: It is difficult to track results and impacts of training, because some time after the event it is often hard to find beneficiaries. Project success depends on beneficiaries either being placed in jobs or internships with companies or another professional environment, or starting off their business.

Recommendation 14: Establish a contact database of trainees and increase CVR's work on placement (internships and jobs).

15: Tri-partite Partnerships (IP/CBO, RVC, State) even when informal, are good vehicles to make each other's resources/networks beneficial to the community.

Recommendation 15: CVR, IPs and local or national authorities should establish more tri-partite partnerships to ensure follow-up to training and other activities.

16: The special budget line for small public awareness projects is a successful supporting mechanism to CVR implementation and contributes to violence reduction.

Recommendation 16: The operation of the Awareness small grants should be delegated to a capable IP.

17: In the Artibonite, CVR assistance provided to an information campaign on rights and responsibilities relating to the elections, successfully engaged a large group of voters and other stakeholders in discussion and reflection on the negative impact of electoral violence.

Recommendation 17: Define and elaborate specific awareness campaigns and dialogue activities regarding specific groups of vulnerable people.

18: The Offices for Legal Assistance (BAL) have successfully brought access to justice to many common citizens and reduced the rate of extended pre-trial detention.

Recommendation 18: With regard to the sustainability of the Offices for Legal Assistance (BAL), consider establishing a specific Fund or contributing to such a Fund, which can in the near future make financing available to the BALs.

19: Dignity and self-worth is stimulated when CVR helps to provide education to adults and minors in prison. Special educational and skills training programmes for minors and adults in prison have good results preventing recidivism.

Recommendation 19: Regarding education to adults and minors in prison, based on the various experiences, CVR can develop support packages (such as modular training). A database supporting juvenile justice should be maintained by DAP to promote a better understanding of criminal behaviour of minors, gaps and weaknesses in procedures, reintegration results.

20: The local governance of “Highly Labour Intensive Public Works (HIMO)” projects, their transparency in selecting rotating work teams and their providing a proper response to a community priority is key.

Recommendation 20: Ensure in all cases professional engineering in HIMO projects, as well as consistent implementation techniques regarding community governance and environmental education.

LESSONS LEARNED / GOOD PRACTICES AND RECOMMENDATIONS RELATING TO MANAGEMENT EFFECTIVENESS

21: CVR has set up a successful programme staff structure, with separate teams for project development (the Project Unit - PU), project management (the regional teams) and M&E. Working alongside the CVR Finance Unit, these programme teams ensure appropriate support to all phases of the project cycle. Regular staff planning exercises take place to refine implementation strategies (at central and departmental levels).

Recommendation 21: Hold programme planning exercises with CVR staff and include a training element on a specific issue in each session.

22: The design and selection process for new projects is a thorough process with various steps. However, since non-UN partners are to be invited to apply, this does not ensure a sufficient level of openness and competition.

Recommendation 22: Consider bringing more openness to the application process by advertising funding possibilities through national and local communication channels.

23: CVR has established proper project administrative procedures. By being demanding, some IPs (in particular small CBOs) are strongly encouraged to get their systems in place and as such become more accountable. Also, there are alternative approval mechanisms when the application of these procedures seem inappropriate to the local situation in unstable areas and in humanitarian support.

Recommendation 23: In order to decrease the burden of administration, consider if at times the administrative systems of IPs (those which use generally accepted standards) can be utilized.

24: The various Sections under the Rule of Law Pillar (ROL) of MINUSTAH have successfully coordinated their community stabilization actions through CVR.

Recommendation 24: A Manual of Procedures for the interaction between CVR and the other Rule of Law sections should be developed to clarify roles and responsibilities and promote synergy.

25: CVR has formal M&E for its projects and all documents are held in a database, reducing the need for paper files to original signed copies and financial material.

Recommendation 25: CVR needs to establish proper data tracking systems (including for professional training activities), using indicators based on the objectives and results of the programme. Synergy with other parts of MINUSTAH should be sought for specific expertise on the indicators to be tracked.

26: When taking pictures, videos or testimonies of beneficiaries, the use of consent forms should be common practice.

Recommendation 26: Introduce the use of consent forms for use of pictures, videos or testimony.

27: The CVR funding ceiling is US\$200,000. Spending per project has been consistently close to this ceiling, with an average of US\$163,000 and a range from US\$140,000 to US\$185,000 for the project activity sectors. In view of the diversity of CVR programming, the average spending per beneficiary (US\$64 with a range from average US\$56 for outreach/awareness to average US\$1516 for vocational training) provides excellent Value for Money.

MAIN CONCLUSIONS

Much can be learned from CVR's experience in Haiti. CVR has undeniably contributed to the reduction of violence in its specific target communities. The many infrastructure projects (HIMO) which CVR has implemented have been tremendously appreciated by community residents. It is the largest project activity sector (over 40% of number of projects and funds spent). In addition to constructing infrastructure, they serve various other objectives: community ownership and pride; income for many people; environmental and disaster risk education. These projects work best when conducted as transparently as possible and under local and community coordination. They are great trust builders by having people that may be in conflict work together. Better infrastructure (in particular solar lighting projects) increase community security.

CVR has also invested in great numbers of vulnerable women and at-risk youth. These vulnerable people have been trained in many vocational skills, entrepreneurship, agriculture, tourism and other specialities. Many have started new businesses or found employment, also through the active approach of CVR to find placement of trainees at companies and professional organizations. Training was more often than not, combined with psychosocial support in order to teach trainees how to enhance the structure in their lives. Trainees can now take care of themselves and are less likely to fall into delinquency. This is extending to their communities.

The four project activity sectors in the thematic area of Reconciliation reinforce each other and show that local reconciliation is possible. The basis for change are outreach and awareness activities, which have been implemented in many forms by CVR. These support initiatives focused on the reintegration into society of prison inmates, community policing and the functioning of the Offices for Legal Assistance (BAL). The CVR approach here has been ground-breaking for Haitian society. Meanwhile, CVR seeks also to strengthen CBOs to take up leading roles in their communities. Within the stalled electoral process in Haiti, a CVR elections information campaign in 2015 was a luminous point, since a large group of voters and other stakeholders were engaged in discussion and reflection on the negative impact of electoral violence.

The BALs provide access to justice for people without means; they have already brought many cases of extended pre-detention to trial and judgement. Community policing, still at an experimental stage,

provides another image of the police in society. The training in skills of adults and youngsters in prison provide them with opportunity on release.

Through the projects relating to Child Protection and the prevention of Sexual and Gender-based Violence (SGBV), CVR has assisted a great number of women and child victims, mothers, orphans, street children and minors in conflict with the law. CVR has clearly contributed to humanizing some of these groups and touched upon discrimination.

CVR's community forums have been found to be very successful in helping to decide on priority setting for projects.

CVR has established a quota of at least 30% women's participation in all projects. In itself, the application of such a quota is new in Haiti and CVR has taken a leading role to encourage partners to put strategic emphasis on the participation of women. The real impact is difficult to assess and additional indicators are needed to measure the results and outcomes of women's integration in gender policies of IPs and CBOs.

An area of strength in Programme Development for CVR is that with four thematic areas and 10 project activity sectors, CVR has achieved a consistent programme for the implementation of projects. Nevertheless, stabilization in Haiti could be served by the inclusion of additional communities or by replacing communities. This would also help to decrease the stigma attached to being a resident in one of the most violence-prone communities. Additionally, it would increase the number of IPs currently involved in CVR.

CVR's flexibility to conduct projects is high. This allows for quick adaptation to a changing context. Projects are allowed to be designed as series of phases in order to add more funds to the intervention. However, nearly all projects request time extensions. Project design should therefore become better in taking delays into account.

The management structure with two types of Project Appraisal Committees is appropriate and efficient. However, the staff is very small for the great amount of activities coordinated.

The engagement of the Haitian Government was generally speaking unsatisfactory. This is due to political instability and rapid change of functionaries. The direct and sustained commitment of the Haitian State remains imperative for the long-term success of CVR.

Community CBOs participated well in CVR, in particular through partnerships with the implementing organizations of projects. There is clear interest to strengthen CBOs more and some ways and means are included in the recommendations. However, little progress has been made to include the community representatives in national decision-making processes.

1. INTRODUCTION

1.1 Background

The Community Violence Reduction (CVR) programme of the United Nations Stabilization Mission in Haiti (MINUSTAH) has implemented a great number of activities over nearly 10 years and as such became a large and long-term initiative. It was established in 2006 under the auspices of the Disarmament, Demobilisation and Reintegration (DDR) section of the Office of the Rule of Law and Security Institutions (OROLSI) within the United Nations (UN) Department for Peacekeeping Operations (DPKO). The UN Security Council in its resolution 1702 requested at the time that MINUSTAH reorients its disarmament, demobilization and reintegration (DDR) efforts *“towards a comprehensive community violence reduction programme adapted to local conditions, including assistance for initiatives to strengthen local governance and the rule of law and to provide employment opportunities to former gang members and at-risk youth”*. In 2010, based on Security Council Resolution (SCR) 1944, CVR adapted the programme within the post-earthquake context and included more groups of vulnerable people, such as Internally Displaced People (IDP) and generally those living in violence affected neighbourhoods. In 2012, the target groups were further expanded to specifically include women.

Originally placed under the humanitarian pillar of MINUSTAH, in 2014 CVR became part of the Rule of Law (ROL) Pillar. Its core objectives are (listed according to programme thematic areas):

Livelihood:

- (1) Support the development of economic security via sustainable income for vulnerable women and at-risk youth through small enterprise incubation, professional skills training and job placement opportunities, while also providing psychosocial and socialization support to facilitate integration into the professional sector;
- (2) Strengthen the capabilities and skills-sets of at-risk youth by supporting access to professional vocational training opportunities;

Reconciliation:

- (3) Promote a culture of non-violence through social mobilization and sensitization projects, as well as to strengthen the durability of civil society movements through civic education, leadership support and institutional capacity building;
- (4) Contribute to community policing efforts by strengthening relationships between communities and the National Police of Haiti (PNH) via rapprochement initiatives;
- (5) Support the economic and psychosocial reintegration into civilian life of prison inmates;
- (6) Contribute to improving access to justice and reducing pre-trial detention through legal aid services;

Dialogue:

- (7) Contribute to the prevention of Sexual and Gender-based Violence (SGBV) and protection of survivors through medical referral and support, while seeking to strengthen national capacity to support the same; additionally, to protect people from gender based discrimination through community engagement initiatives;

Recovery:

- (8) Identify and fund short to mid-term environmental labour-intensive projects as a temporary alternative to discourage the involvement of at-risk populations from engaging in criminality and providing a bridge for long term development initiatives;
- (9) Support civilian-military dialogue through military-implemented community improvement programmes.

CVR also aims to support the parallel efforts of the United Nations Country Team (UNCT). Within MINUSTAH, CVR works closely with the other sections of the Rule of Law Pillar¹ where it is now based, as

well as those under the Humanitarian Coordinator², Military and the UN Joint Mission Analysis Centre (JMAC).

The current zones of operation are the Departments of the West (in particular the violence-affected urban neighbourhoods of Port-au-Prince), the North (Cap-Haïtien) as well as the Artibonite. Over the life of CVR, most projects have been carried out in these three departments; however, just after the 2010 earthquake, as a special measure, projects were also authorized for implementation in the Southeast and South Departments.

1.2 Purpose

The purpose of the Lessons Learned Exercise (LLE) is to review the most recent 5 years (2011-2015) of the CVR programme and to extract, from a great many sources and documents, appropriate lessons learned and good practices. The LLE examines:

- *Programme Development* – CVR implements four key thematic intervention areas, as well as a cross-cutting area. These were related to the Mission's overall stabilization mandate and the CVR current intervention strategy;
- *Operational effectiveness* – Samples of actual projects and activities were reviewed (with samples from each of the thematic areas);
- *Management*. The LLE researches the specific management lessons learned and good practices that have been developed.

The results are intended to be communicated to a variety of stakeholders:

- *UN peacekeeping and stabilization missions*. CVR is an innovative pilot strategy for the stabilization of communities; other missions can learn much from its results, good practices and lessons.
- *Haitian Government and society*. The lessons learned of CVR can possibly be incorporated into follow-up initiatives.
- *CVR and MINUSTAH itself*. The LLE is a component of the over-all evaluation practice of the CVR programme and, therefore, results of the LLE will provide valuable inputs.

General background information on the LLE of MINUSTAH-CVR is contained in [Table 1](#).

In addition to this report on lessons learned and good practices, the consultants produced a diverse set of case studies, showing some of the breadth of the experiences of CVR. The case studies, attached as Annexes to this report, are listed in [Table 2](#).

The Terms of Reference of the LLE, the CVs of the four consultants as well as several other documents listed in Chapter 2, are included in a separate document, the **Reference Annexes**.

TABLE 1: Background Information on the Lessons Learned Exercise of the MINUSTAH-CVR Programme in Haiti.

Title of the programme	Community Violence Reduction (CVR) programme
Implementing Organization	United Nations Stabilization Mission in Haiti (MINUSTAH), Pillar Rule of Law (ROL), Community Violence Reduction Section
Objective /mandate	Defined by resolutions of the UN Security Council
Partners:	Government of Haiti, Local authorities in West, North and Artibonite Department
Implementing partners	63 Implementing Partners (July 2011 – Dec 2015): 32 National Partners, 22 International Partners (including the private sector) and 9 UN partners
Collaborators	Sections in the Pillar ROL/MINUSTAH MINUSTAH Civil Affairs, Military, UNPOL, JMAC UN Country Team agencies
Period covered by the Lessons Learned Exercise	July 2011 – December 2015
Amounts committed	Over US\$36 million for this period
Geographic Regions	Departments of Artibonite, North and West
Responsible Person at MINUSTAH-CVR	Ian Rowe, Chief of Section, Community Violence Reduction
Staff	32 Posts approved
Period of review	11 February – 27 April 2016
Expert evaluation Consultants who implemented the Review	Johannes (Jan) VOORDOUW Jean Claude LOUIS Jose MAGLOIRE Van der VOSSEN Nicole SIMÉON

TABLE 2: List of Case Studies Included in this Document.

- 1 LIVELIHOOD: Young people in Desarmes (Artibonite) on their way to a brighter future for themselves and their community.
- 2 RECONCILIATION: Outreach, awareness – What are the media saying about the Community Violence Reduction Programme of MINUSTAH?
- 3 RECONCILIATION: Better rehabilitation after prison – is it possible?
- 4 RECONCILIATION: Solid progress in Access to Justice in Haiti through Offices for Legal Assistance.
- 5 DIALOGUE: Investing in Children – for now and the future.
- 6 RECOVERY: Organizing the community for vital infrastructure.
- 7 RECOVERY: Nan Bannann, a new image for Cap Haitien.
- 8 STATE AUTHORITY: Strengthening the effectiveness of local authorities in the Artibonite.

2. METHODOLOGY

2.1 Approach chosen for conducting the LLE

The Lessons Learned Exercise (LLE) was carried out through two main activities. First, the consultants learned much from a large database of documents. Second, they conducted various types of interviews and project visits to interact in a participatory way with many stakeholders. In most phases of the research, the consultants brought in specific information from CVR staff, implementing partners, beneficiaries in selected neighbourhoods, as well as local authorities. Since the review covered a long period with many activities, a set of solid research instruments was designed for the selection of projects, collection of relevant data and conducting productive interviews. The methodology described below aimed to feed each piece of information that was collected into the results sought by the LLE. The research mainly had a qualitative character; however, some quantitative research was also done.

The results of the LLE comprise of this report, a set of case studies and reference annexes. The case studies were designed to communicate information on the context (national context, socio-economics, neighbourhood characteristics, the post-earthquake situation), to extract strong points of CVR strategies and projects, highlight opinions of vulnerable people and document lessons learned. As appropriate, the consultants also provide information on some new and unexpected results obtained during the implementation of project activities.

2.2 Methodology

The consultants started off by articulating the main research questions:

- In which ways has the CVR Strategic approach, expressed through its thematic areas of intervention, contributed to community-based security, trust building and the reduction of violence? How were the risk factors reduced?
- In which ways and at what levels has the participation of women been essential for the achievement of the CVR strategies? Were there constraints to integrating women in the activities? What constraints?
- Which were the areas of strength of the CVR projects and activities? Why were some activities less suitable, relevant or efficient?
- What were the key achievements of CVR, versus the constraints encountered?
- What are the best practices at programme and project level to be recognized?
- How efficient was the involvement of the Government in CVR, of community Civil Society Organisations (CSOs), more commonly called Community-based Organizations (CBOs) as well as other sectors? Was each of these involvements suitable? How has CVR contributed to the inclusion of communities in national decision-making processes?
- What were the gaps in programming?
- What was the Value for money for implemented programmes in the various thematic areas?
- Which are key examples (cases) from the Haitian context that hold lessons for other audiences?

These key research questions were elaborated into the Lessons Learned Exercise Matrix, included in the Reference Annexes.

Subsequently, the consultants determined to implement the research through a total of six (6) main methodologies:

- M1: Desk review of programme and project documents, meeting minutes, procedures, data bases and various other communications;

- M2: Visits to past and current project sites and activities (in the Departments of the West, North and Artibonite);
- M3: Review of secondary information (primarily through Internet research as well as review of media productions);
- M4: Both guided and open interviews with a variety of stakeholders (project beneficiaries, community residents, implementing partners, CVR staff, local authorities, national authorities and a few other stakeholders);
- M5: Group interviews within organizational or project settings, including CVR staff workshops in the three offices;
- M6: The conduct of Focus Groups on specific themes/projects/communities (research questions determined after a first set of interviews; selection of participants done in collaboration with CVR and/or local CSOs).

In earlier instance, the consultants had intended to conduct some statistical surveys as well, through questionnaires for IPs and participants in specific projects or settings. However, due to the limited possibilities for visiting project sites and meeting with the appropriate audiences, the use of questionnaires was dropped. Nevertheless, interviews were done with IPs and participants on many occasions.

The consultants prepared a draft communication for stakeholders on the purpose of their work, for distribution with announcements for project sites visits, invitations for interviews, focus groups, etc. The consultants also drafted a consent form, for use during some of the interviews and collection of data from beneficiaries. This draft consent form was intended to be signed allowing the use of people's identity, photos or stories. However, in the CVR setting this was not found to be necessary.

Methodology M1: Desk Review

The original period to be reviewed was January 2011 – December 2015. For practical reasons, it was decided to follow the Financial Years (FY) from 2011-2012 till present. The actual review became therefore 4.5 years. During the four full financial years (July 2011-June 2015), CVR implemented a total of 204 projects and another 21 were started in the period July – December 2015. A main issue for the consultants was to select from this total a variety of projects for in-depth review, spread across the thematic pillars and the geographic areas.

In order to do this, the consultants set up a framework for analysis and added data on projects and programmes from the database, assisted by CVR staff:

- The framework for analysis was established by modifying the table on the CVR programme strategies (non-exhaustive), as initially provided by the ToR. This information is represented in the first three columns: (a) Programme Approach; (b) Thematic Areas; and (c) Project Activity Sectors;
- Within the column on Project Activity Sectors, the consultants added project themes found by them in the database as well as the ten groups of projects used in the database for classification;
- Subsequently, columns were added for the various geographic zones;
- The number of projects were listed and the amounts spent, over the period.

The resulting framework is represented in [Table 3](#) below. The consultants performed some other quantitative analyses of the database for specific years. Based on these various inputs, the selections of projects for in-depth review were made. The initial list of potential case studies was determined in a similar way.

Documents in the CVR database consulted by the consultants included:

- Project Proposals, log frames, work plans
- MoUs, No-cost extension (NCE) documents
- Field Visit Reports, Mid-term and Final Reports

- Project Evaluations
- Financial data
- CVR external evaluation
- Programmatic Audit of CVR (OIOS 2014)
- Organigrams
- List of project zones
- Policies and Guidelines in the field of DPKO/DFS
- Various SOPs
- Community Forum reports
- PAC meeting minutes and documents
- Thematic reviews and Case studies
- Reference materials.

TABLE 3: Framework for Analysis of Projects.

Programming Approach	Thematic Areas	Project Activity Sectors	West	North	Artibonite
Participation	1 - Livelihood	Employment (Income Generation / Micro-enterprise support)			
		Vocational Training			
	2 – Reconciliation	Public Outreach			
		Sensitization			
		Security and Stabilization (SaS) (Rehabilitation / Reintegration / Mediation)			
		Legal / Access to Justice			
Mobilization	3- Dialogue	SGBV & Child Protection (Group and Individual Consultations / Police Rapprochement / Community Forums)			
	4- Recovery	HIMO / Infrastructure (Watershed Management)			
State Authority	Dialogue Govt - Communities	Cross-cutting: Capacity Building			
		Cross-cutting: M&E			

Methodology M2: Visits to past and current project sites and activities

Visits were made to the three geographical regions of CVR to collect primary information. A general overview of the work done in each region is contained the Work plan in the Reference Annexes. The list of persons consulted is also attached there.

An annotated list of the visited project sites is contained in [Table 4](#) below.

Methodology M3: Review of secondary information

The consultants performed literature research on the Internet, for a number of the questions presented in the Lessons Learned Exercise matrix. For the zones and neighbourhoods researched, Internet research provided some additional contextual information, including pertinent activities by other organizations. Selected key documentation consulted is referenced at appropriate places throughout the text of this report and the case studies.

Methodology M4 and M5: Individual interviews with stakeholders, Group interviews, CVR Staff Workshops

The consultants prepared a list of questions to guide the individual as well as group interviews, presented in the Reference Annexes. Group interviews were as much as possible conducted in the offices or meetings spaces of the group being interviewed. Summary reports on the group interviews, as well as lists of people participating in them, are contained in the Reference Annexes.

CVR Staff workshops on Lessons Learned were also conducted in the Port-au-Prince office (for National and West Regional Office -BRO), Gonaives (for Regional Office Artibonite-BRA) and Cap Haitien (for the Regional Office North -BRN). The report on these sessions is also included in the Reference Annexes.

Methodology M6: Focus Groups

The technique of conducting a Focus Group is a type of qualitative research used to explore the opinions, knowledge, perceptions and concerns of carefully selected individuals regarding a particular subject. The discussion group usually consists of six to ten people who have different knowledge or experience in the subject. The methodological Plan for conducting Focus Groups during the LLE, as well as the reports of those Focus Groups carried out, as well as listings of participants are presented in the Reference Annexes.

2.3 Limitations

Due to practical reasons, the Lessons Learned Exercise covered the 4 most recently completed FY, as well as the subsequent period up to the end of 2015.

It proved sometimes difficult or impossible to find the IPs or beneficiaries of specific projects which were implemented a few years back. This is partly nature of the project environment (local organizations in violence-prone communities) and to the mobility of staff/volunteers in the local organizations which were engaged. In consultation with CVR staff, some of the IPs intended to be visited were replaced by others during the field work.

TABLE 4: Annotated List of Project Sites Visited during Research.

- **Bel-Air, Port-au-Prince, West Department** – A densely populated zone close to the Centre of Port-au-Prince. Traditionally a neighbourhood of music, art and culture, the neighbourhood became very politicized over the past decades. Many political support groups turned to violence after the departure of President Aristide (29 Feb 2004) and violence rooted in the community over the subsequent few years. Markets close by Bel-Air are Tet Boeuf and Croix-des-Bossales. These produce large quantities of garbage.
- **Cap Haitien, North** - A city of approximately 180,000 people with another 80,000 people in adjacent areas. Grave problems related to youth delinquency, unplanned continuing urbanization, social, environmental and economic marginalization. There is a lack of social cohesion. Unemployment is huge and sanitary infrastructure is under-developed, with widespread flooding on regular basis. The city also has too few public spaces and sports fields. There are close to 800 people in prison, with over half of these in pre-detention.
- **Cité Soleil, Port-au-Prince, West Department** - Cite Soleil has been a commune since March 2002. It counts approx. 245,000 people. Traditionally very marginalized, infrastructural developments took off during the last 15 years, such as the rehabilitation of schools, public spaces and roads. The residents are largely unemployed or underemployed and there is extreme poverty. Many gangs operate in the area, fed by the presence of many young people without much perspective. During a period 10-15 years ago, the police was reluctant to enter Cite Soleil and provide any level of services there.
- **Desarmes, Artibonite** - Desarmes is an agricultural community, located 12 km East of Verrettes. The total surface area is 141 km², covering two communal sections. The population counts approximately 31,000 inhabitants.
- **Fort Saint Michel, zone Aeroport, Cap Haitien, North** - «Petite-Anse» is a community section in «Petit Anse», one of the three communes of Cap Haitien. Like much of Haiti, it is neglected in environmental policy-making. The zone continues to urbanize with influx of new residents, but lacks public services (such as electricity, garbage collection, drainage). The community of about 6,000 people is at continuous high risk of flooding and experiences associated problems such as sanitation and health risks (for instance cholera). Unemployment is rampant. The problems are multiplied during the rainy season. The old Fort is in disrepair.
- **Gonaives, Artibonite** - Gonaives is the capital of the Department of Artibonite. The city of approximately 230,000 inhabitants (and another 100,000 people in close by areas) is extremely vulnerable to natural disasters. Flooding occurs due to the river which surrounds the city, and which is fed by a number of smaller ones. The drainage infrastructure is not up to the needed capacity for draining the city. In Sept 2004 3,000 people drowned and 80% of houses were damaged by flooding. CVR has assisted in the construction of the Canal Ceinture BIENAC, among others. CVR has also worked a lot in two slum areas, Raboteau and Descachos, which have seen much political and criminal violence.
- **Koliko / Pòrvòrye, Vaudreuil, North** - These two areas are in the Communal Section of Morne Rouge. The commune is 100 km², with approx. 38,000 inhabitants. There is significant environmental degradation (erosion, deforestation) on the steep terrain.
- **Martissant / Fontamara, Port-au-Prince, West Department** - A historic area between Morne Hopital and the sea, with many sources of water and grand old houses. This large area with approximately 250,000 residents, has a strategic position on the Southwest side of the city. Urbanisation has pauperized the neighbourhood over the past 30 years, and there are extensive slums on the Morne Hopital as well as along the sea border. Martissant and Fontamara are among the most volatile areas of Port-au-Prince. Over the years, many competing gangs have operated from there. The problems persist: unemployment, easy manipulation of youth, lack of cohesion among the communities, insufficient infrastructure. There are many ravines on the slopes of Morne L'Hopital, the mountain range on the South side of Port-au-Prince. Deforestation and pollution cause great risks to the population.
- **Mémé (Sedren), Artibonite** - Meme is a community in a valley up the mountains, approx. 30 km North of Gonaives. Environmental degradation from copper mining in the 1960s and deforestation since has caused that the capture of potable water has become more and more difficult. Meme was also heavily impacted by the natural disasters of 2004 and 2008, including the destruction of an irrigation system, erosion, further damage to the water supply, damage to houses, loss of life.
- **Nan Bannann, Cap Haitien, North** - Nan Banann is a neighbourhood just South of the Centre of Cap Haitien, along the river "Haut du Cap". It is very visible when entering the city from the airport (an important tourism route). The community used to be miserable, with dirt, garbage, disease but CVR has made significant improvements here (lights, boulevard, basketball court, trees, seats).

3. CONTEXT

Since Duvalier was ousted from power in 1986, Haiti has been in a difficult transition to democracy. The State remains weak and the country remains in perpetual political crisis. Meanwhile the population grows rapidly and urbanization further accelerates. Regrettably, this is not accompanied by sufficient growth of the economy and the availability of social services. Many young people are excluded from the labour market, even more than the general population where unemployment is already very high. Life expectancy of Haitians is lower than that of all other peoples of Latin America and the Caribbean. The level of education of the Haitian population is still low, despite recent progress in literacy and school attendance.

From one political crisis to the next, the living conditions of the majority of the population continue to deteriorate. Political and criminal gangs emerged in urban areas from the beginning of the 1990s as a result of a number of factors, including political polarisation, rising social inequality, the vulnerability of many social groups, their social exclusion and acute poverty in over-populated areas, exposure to natural disasters as well as international drug trade and other external criminal influences.

Gender-based and sexual violence increased over recent years, partially fuelled by the large number of internally displaced persons since the 2010 earthquake. The number of boys and girls living on the street has increased significantly. In a recent report to the Committee on the Elimination of Discrimination against Women (CEDAW), the government of Haiti acknowledged the extent of domestic and intimate partner violence. The justice system in Haiti is defunct, with most prisoners being in extended pre-detention without much hope of seeing a judge.

Since 2015, large numbers of refugees and deportees arrive from the Dominican Republic, without a real understanding of the Haitian reality. Approximately 6,000 entered the country in March 2016 alone.

Within this context, bringing peace and security to Haitian urban city neighbourhoods is a complex task and intimately linked to all dimensions of development. Conflict and violence cannot be solved without bringing solutions to many of the country's ills in the areas of economic opportunity, participation and social justice, representative politics and competent governance, combating corruption, development of institutions and services, environmental protection and so forth.

MINUSTAH arrived 12 years ago with the mandate to stabilize the nation. Coup d'états have indeed been prevented, but much other work remains to be done; the Rule of Law has definitely not as yet been established in Haiti. MINUSTAH continues its support to professionalizing the police, developing the correctional system and promoting human rights.

With the assistance of MINUSTAH, in 2005 the Government of Haiti created the National Commission for Disarmament, Demobilization and Reinsertion (CNDDR) with a mission to "Coordinate and Apply the State Policies regarding Disarmament and Demobilization of Armed Groups and the Reinsertion of Disarmed Individuals". In its operational Strategy, CNDDR prioritized the three Departments of Ouest, Artibonite and Nord for its work.

After MINUSTAH in 2007 turned its DDR unit into the CVR section with a stabilization mandate, CVR decided to focus on the same departments and specific zones identified by CNDDR as those zones where armed groups were most active. In the North this was Cap Haitien and surrounding areas, in the Artibonite the cities of Gonaives and St. Marc.

In Port-au-Prince four major zones were listed: (a) Belair, (b) Cite Soleil, (c) Martissant and (d) Solino. Within each of these, specific neighbourhoods were identified for programme development, as presented in [Table 5](#).

TABLE 5: Principal Zones and Neighbourhoods of Programme Implementation of CVR.

Zone	Neighbourhood
West – Belair	La Saline / Fortouron Fort National
West – Cite Soleil (and surrounding areas)	Warf Jeremie Simon Pele Delmas 2
West – Martissant	Carrefour-Feuilles / Savanne Pistache Grand Ravine / Ti Bwa Fontamara / Morne l’Hopital Cite l’Eternel Cite de Dieu
West – Solino	Solino
Artibonite	Gonaives Saint Marc
North	Cap Haitien and surrounding areas

CVR refined the general context for violence reduction for each neighbourhood through community forums and mapping exercises with stakeholders. For instance, in Simon Pele residents listed as problems: lack of space for leisure, unemployment, lack of education, economic problems, dislocated families, one parent families, destitute children, vulnerable and orphaned children. Violence is verbal, physical and moral caused by crowdedness, absence of state institutions in the neighbourhoods and therefore absence of basic services, environmental violence and much vulnerability. Frustration is also due to promises which were not kept by NGOs and even by MINUSTAH. Through behaviour, language and attitude towards others, there are more forms of violence in families, schools, organisations and work places.

The main problems in other areas are basically similar. In Cite Soleil, residents added the central place of crime and corruption. In Carrefour Feuilles, residents talked much about the absence of public infrastructure and general insecurity, which benefit many agents of chaos (including some political parties, authorities, NGOs, etc.). The extensive preventive detention and social discrimination are other forms of latent violence. Police interventions often make innocent victims. Residents of Martissant further mentioned youth delinquency and prostitution.

In the other departments, residents talked about electoral violence, the in-action of State and NGOs, the lynching of people and complicity of various sectors in society regarding street justice. Armed groups operate in rural areas, directed by dignitaries. Last year there was much violence in voting centres and destruction of voting materials. The collaboration between territorial collectives, state institutions and civil society is too weak. The representation of women in political life is weak as well. There are profound problems relating to human rights, weak administration and corruption. Residents mention a general disrespect for laws and therefore a lack of enforcement.

Community residents knew that the Government has a structure of ministries for intervention, but not enough means to be effective. Schools, churches and organizations carry out pertinent activities, but all with different priorities. International organizations do contribute to the solution, but they are limited in their presence over time and they do not coordinate well with other stakeholders. In order to reduce violence, the population needs work, schooling and training, health, protection of the environment, sanitation and leisure. The forums considered CBOs to be the best vehicle to bring change, because they represent the people. However, CBOs need much strengthening: they can identify the problems, but often not assess baselines or manage projects.

4. FINDINGS

4.1 Development effectiveness

LESSON LEARNED 1: Limiting the programme to a set of specific local communities is both a strength and a weakness. Through the implementation of several series of interventions around various themes in these communities over a longer period, CVR has contributed to stability, increased community security and reached some development impact there. However, sticking only to the most violence-prone communities can be counter-productive through stigmatization. Additionally, CVR has worked with a limited number of Implementing Partners.

SUCCESS FACTORS: There are two periods to consider for the LLE:

- July 2011 – June 2015, with all data available for these four FYs;
- July – December 2015, part of the currently running FY and therefore with tentative data available.

Table 6 shows that for the period July 2011 - Dec 2015, CVR implemented a total of 225 projects with altogether 63 Implementing Partners (IPs). The total amount spent (or committed as is the case for FY 2015-2016) was US\$ 36,616,030.

TABLE 6: Overview of the number of IPs engaged, number of projects implemented and funds expended.

	# of IPs	# Projects	Funds expended (US\$)
July 2011 – June 2015 (full data available)	60	204	33,020,537
July – December 2015 (tentative data)	3 additional ones	21	3,595,493 *
Totals for July 2011 – December 2015	Total of 63 engaged	225	36,616,030

* Committed

The principal zones of implementation of the CVR programme are presented in **Table 5** in Chapter 3. The Framework for Analysis of Projects, presented in **Table 3** (Chapter 2) lists four Thematic Areas (Livelihood, Reconciliation, Dialogue, Recovery) as well as “Cross-cutting”. Authorities and various other stakeholders in Cite Soleil and Gonaives agreed that the cumulative impacts of a series of CVR projects makes the situation in their neighbourhoods better. Positive impacts are first of all derived when work and training opportunities are provided to a great number of vulnerable people (over 6,500 beneficiaries, see **Table 16**), many of whom never had such a chance before. **Graph 1** shows that 41 projects were implemented under the “Livelihood” thematic area, which covers the project activity sectors “Employment” and “Vocational Training”.

Subsequently, stakeholders mention the improvements and better protection of neighbourhoods achieved through the many infrastructure projects in the thematic area “Recovery” as a second area of major positive impact. HIMO and infrastructure projects have been a mainstay of CVR (95 of 225 projects implemented over the period as illustrated in **Graph 1**). In addition, the 61 projects in the area of “Reconciliation” and 22 in “Dialogue” have added to impact in communities.

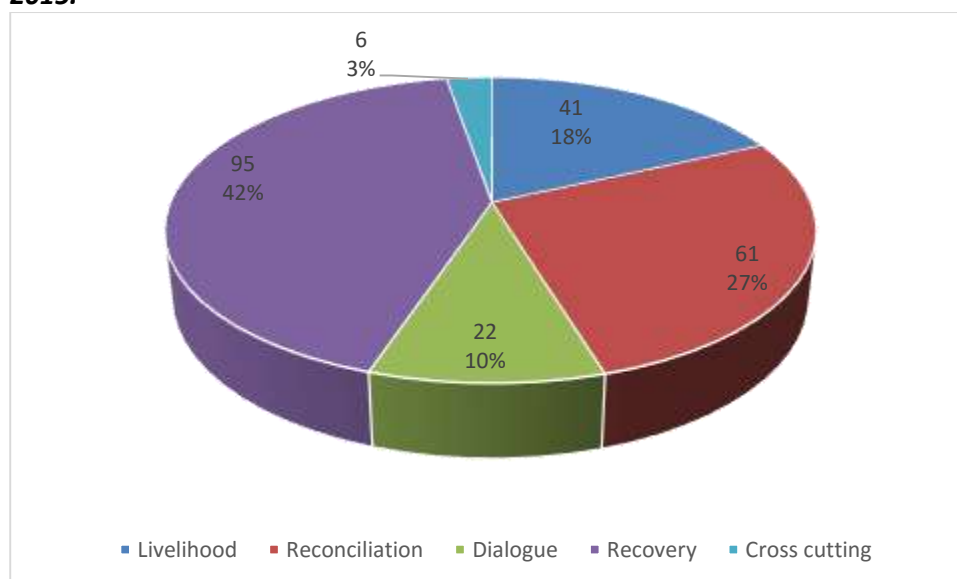
As described in Chapter 3, the communities where CVR implements projects are based on the original selection by the Government of Haiti (CNDDR). These targeted communities have only slightly been changed over the period, with no changes in the West, and the addition of some areas in the North and Artibonite. Limiting your area of implementation is recognized by agencies and NGOs as an appropriate approach within the Haitian context, which is characterized by political instability, extreme poverty and generalized vulnerability. Such concentration has allowed for the building up of legitimacy

for CVR and the implementation of a varied package of interventions within a single community. Staff has good knowledge of the issues and the groups or institutional networks to maximize the cumulative impact.

Nan Bannann is traditionally a high-violence neighbourhood of Cap Haitien (North) which experienced a strong decrease of violence after CVR interventions. These interventions covered manual labour (the community agreed on rotation of workers, so that more people would have a chance to work), community networking with other organizations for add-on activities, such as enterprise development, street children protection; the installation of solar lights; planting of trees; sports fields.

Residents testified that the better infrastructure, improved cleanliness and increased security allows the development of community economic and social life. People get to know their neighbours better. "The strengthening of self-esteem, earning a bit for the family, shopping at the neighbour's shop - It all reduces tensions." See [Annex 7](#) for more information.

Graph 1: Number of CVR Projects per Thematic Area and Percentage of Total, July 2011 – December 2015.



PRIMARY CHALLENGES: There are many more communities in need of stabilisation efforts than those which are covered by CVR. Examples in the West Department include the large area of Carrefour, densely populated zones around Petion-ville or areas in Croix-des-Bouquets. Crime and violence are a lid on economic development and opportunity in many areas, although generally less so than in the primary CVR communities. The effectiveness of CVR versus its stabilization mandate and its core objectives (listed in [Chapter 1.1](#)) may need to re-assess the areas of implementation regularly.

The fact that CVR has stuck to the most violent-prone communities has sometimes stigmatized beneficiaries of training and capacity building activities. Women from Cite Soleil involved in a training

programme of the UN Development Programme (UNDP) and Entrepreneurs of the World (EDM), mentioned specifically how difficult it is for their children to find work, due to their place of residence.

Potential employers may shun the “CVR training label” on certificates due to the reputation of the specific zones; graduates may be stigmatized by being a beneficiary of anti-violence programmes which use terms such as “reinsertion.” This was also mentioned by Implementing Partners (IPs) in the provinces: Vocational School of Desarmes (EPD), Cardinal Centre Keeler, SOS Villages. Among the at-risk groups of youth or vulnerable people participating in activities, there are also many “average” residents. It should be prevented that the mentioning a specific zone becomes too meaningful.

The limited choice of communities further is one reason that CVR has worked with a limited number of Implementing Partners (IPs) which are active in these specific communities. As such, much dependency was created among them for funding. If other communities were covered, obviously additional IPs would become involved. Over the period, CVR has worked with a total of only 63 IPs: 32 National IPs; 22 International IPs; and 9 UN IPs. Most of these have implemented CVR projects in just one Department. See [Tables 7-10](#) below for details on the IPs which have been engaged in the various Departments. The names of the IPs are not spelled out here, but their full names are contained in the [List of Acronyms](#).

The total of 63 IPs is a remarkable small number in the Haitian context with the presence of many small CBOs and CSOs, including in the neighbourhoods covered by the programme, as well as in light of the diverse thematic programming of CVR. Although many of these organizations are in need of much strengthening they can identify the specific problems and are closest to the residents of a neighbourhood. The organizational landscape in Haiti also counts many larger national CSOs as well as a great number of specialized international entities.³

There are 7 IPs which have partnered with CVR in more than one department. See [Table 11](#). Finally, [Table 12](#) shows the total amounts spent on projects per IP (for the period July 2011- June 2015) as well as the total funding provided to each of the three categories of IP: National, International and UN partners. This illustrates that CVR funds were disproportionally directed towards the 9 UN partners (34% of the total). The 51 International and national IPs received funding proportionally to their number, respectively 20 international IPs (26% of funding) and 31 national IPs (40% of funding). There was no funding bias between these two categories.⁴

TABLE 7: IPs participating in the West and number of projects, July 2011 – December 2015

IP	Type IP	Nr. of Projects
3PSM	N	1
AFSC	I	1
APAAC	N	2
APEX	N	2
AVSI	I	8
BAL	N	20
BRABAT/FONUCHREDHAD	U	3
BRABAT/UNOPS	U	4
BRABATT 1	U	3
CEDAJ	N	1
CFPR	N	4
CONCERN Worldwide	I	5
CPFP	N	1
CRS	I	1
DN Construction	N	1
EDM/Gheskio	I	1
ENPAK	N	1
FADHRIS	N	1
FJMH	N	3
Fondation Rinaldi	I	1
Fondation St Luc	N	3
FONUCHREDHAD	N	6
Future Generations	I	3
Haiti TEC	N	1
HPCD	N	4
ILO	I	5
INDEPCO	N	1
IOM	U	20
JPHRO	I	1
KTPSL	N	1
Mercy Corps	I	1
ONJPSH	N	13
PADF	I	2
PESADEV	N	1
PNUD	U	1
TDH-IT	I	1
TDH-L	I	1
UNHABITAT	U	2
UNOPS	U	2
URAMEL	N	1
(Various)	N	4
Viva Rio	I	2
Wave for Water (W4W)	I	4
43		144

TABLE 8: IPs participating in the North and number of projects, July 2011 – December 2015

IP	Type IP	Nr. Of Projects
Action Bon Berger	N	1
AFAPA	N	3
AMES	N	1
APREMAH	N	2
AVSI	I	1
BAL	N	1
CARITAS	I	1
CTI	N	2
Fondation Rinaldi	N	2
HHA	N	3
HTW	I	1
IFCC	N	3
INDEPCO	N	1
IOM	U	13
ISCCH	N	2
SOS	I	2
(Various)	N	4
16		43

TABLE 9: IPs participating in the Artibonite and number of projects, July 2011 – December 2015

IP	Type IP	Nr. Of Projects
ACPODDI	N	1
AJPAM	N	1
ARGBAT	U	1
ASCCA	N	1
COSUVIGO	N	1
EPD	N	1
Fondation Rinaldi	N	1
Fondation Rinaldi/CECK	I	1
INDEPCO	N	1
IOM	U	12
MEDH	N	2
RANEPH	N	1
Salvation Army	I	1
UNOPS	U	1
(Various)	N	4
14		30

TABLE 10: IPs covering All regions and number of projects, July 2011 – December 2015

IP	Type IP	Nr. Of Projects
IOM	U	1
APAAC	N	1
(Various)	N	6
		8

TABLE 11: IPs which have partnered with CVR in more than one department, July 2011 – December 2015

IP	Ouest	Nord	Artibonite	All
APAAC	x			x
AVSI	x	x		
BAL	x	x		
Rinaldi	x	x	x	
INDEPCO	x	x	x	
IOM	x	x	x	x
UNOPS	x		x	

TABLE 12: Funds spent by individual IPs and by categories of IPs, July 2011 – June 2015

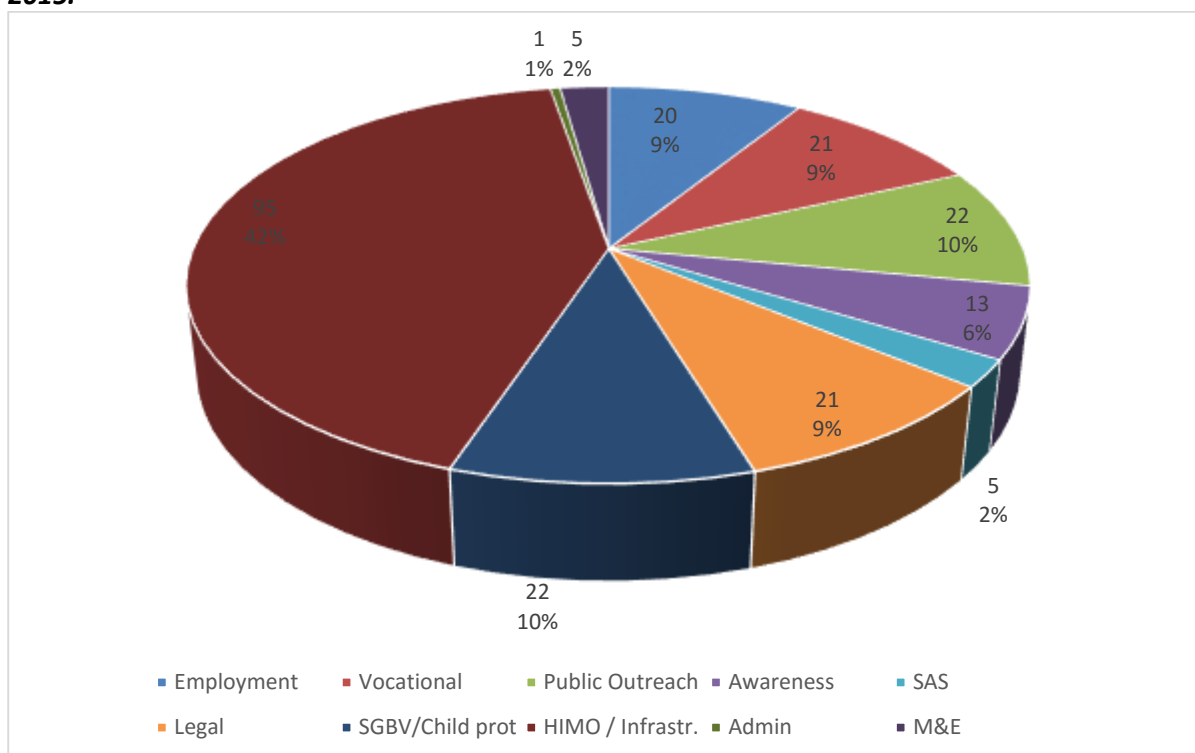
Nr. Of Projects	IP	Budget	Type IP		
			Nat	Int	UN
1	3PSM	64,837	64,837		
1	ACPODDI	174,224	174,224		
1	Action Bon Berger	199,382	199,382		
2	AFAPA	310,642	310,642		
1	AFSC	50,952		50,952	
1	AJPAM	199,095	199,095		
1	AMES	198,856	198,856		
3	APAAC	464,324	464,324		
2	APEX	239,155	239,155		
2	APREMMAH	164,716	164,716		
1	ARGBAT	195,996			195,996
1	ASCCA	161,167	161,167		
9	AVSI	1,778,033		1,778,033	
16	BAL	2,795,948	2,795,948		
3	BRABAT/FONUCHREDHAD	176,766			176,766
4	BRABAT/UNOPS	795,932			795,932
3	BRABAT 1	535,214			535,214
1	CARITAS	197,441		197,441	
1	CEDAJ	129,387	129,387		
4	CFPR	559,551	559,551		
5	CONCERN Worldwide	999,721		999,721	
1	COSUVIGO	199,823	199,823		
1	CPFP	199,722	199,722		
1	CRS	167,704		167,704	
2	CTI	303,520	303,520		
1	DN Construction	11,009	11,009		
1	EDM/Gheskio	184,233		184,233	
1	EPD	130,595	130,595		
1	FADHRIS	34,162	34,162		
3	FJMH	596,446	596,446		

4	Fondation Rinaldi	706,551		706,551	
1	Fondation Rinaldi/CECK	199,446		199,446	
3	Fondation St Luc	506,169		506,169	
6	FONUCHREDHAD	1,068,687		1,068,687	
3	Future Generations	512,015		512,015	
1	Haiti TEC	199,992	199,992		
2	HHA	399,828		399,828	
4	HPCD	411,449	411,449		
1	HTW	42,950		42,950	
2	IFCC	216,413	216,413		
3	ILO	599,555			599,555
3	INDEPCO	553,222	553,222		
46	IOM	7,859,526			7,859,526
1	ISCCH	150,650	150,650		
1	JPHRO	199,978		199,978	
1	KTPSL	14,407	14,407		
2	MEDH	325,669	325,669		
12	ONJPSH	2,253,500	2,253,500		
2	PADF	400,000		400,000	
1	PESADEV	199,876	199,876		
1	PNUD	200,000			200,000
1	RANEPH	126,754	126,754		
1	Salvation Army	36,779		36,779	
2	SOS	376,772		376,772	
1	TDH-IT	199,796		199,796	
2	UNHABITAT	399,832			399,832
3	UNOPS	599,273			599,273
14	Various	1,500,000	1,500,000		
1	Viva Rio	197,693		197,693	
4	Wave for Water (W4W)	345,200		345,200	
Total: 204 projects	Total: 60 IPs	Total: US\$33,020,537	Total: US\$13,088,495	Total: US\$8,569,948	Total: US\$11,362,094

LESSON LEARNED 2: CVR catalogues its projects within ten project activity sectors. This approach has facilitated and enabled community-driven efforts for building security, building trust between people and reducing violence.

SUCCESS FACTORS: CVR was established as a programme that could quickly disburse funding for reducing violence in target communities. Over time, CVR has catalogued its projects within 10 Project Activity Sectors. [Graph 2](#) presents the division of the 225 projects (July 2011 – Dec 2015) over these Sectors (earlier in Graph 1, the division of CVR projects over the five Thematic Areas was presented).

Graph 2: Number of CVR Projects per Project Activity Sector and Percentage of Total, July 2011 – Dec 2015.



Graph 2 above is further detailed in [Table 13](#), which shows for the entire period (July 2011-December 2015) the number of projects implemented by each IP, and the projects' classification within CVR project activity sectors.

[Tables 14 and 15](#) are drawn up utilizing the framework of analysis (see [Table 3](#) in Chapter 2) and present respectively the numbers of projects per geographic zone and per project activity sector; and the funds expended or committed for each of these combinations.

The largest sector is the group of Highly-Labour Intensive Public Works (HIMO) with 95 projects (42% of total) and over 16.5 million US\$ expended (45% of total). Five other sectors (Employment, Vocational Training, Public Outreach, Legal Assistance, SGBV/Child Protection) are each comprised of just over 20 projects (or 9-10%) and have spent an average of US\$3.5 million over the period July 2011 to December 2015. A small sector is Security and Stabilization with just five projects (US\$0.8 million).

Awareness is a special fund based at CVR, which has disbursed US\$1.4 million through approximately 700 small awareness activities of usually less than one-week duration.

The final sector, "Cross Cutting" mainly covers the Monitoring and Evaluation (M&E) performed by CVR staff regarding all its projects (US\$0.6 million or less than 2% of the total spending).

In various interviews, IPs and stakeholders highlighted the central place of HIMO work in community violence reduction. "Trust grows between people, when they are implementing activities together," was acknowledged by representatives of the Committee for the Support of the City of Gonaïves (COSUVIGO) which worked on the rehabilitation of a canal in Gonaïves, as well as the CEO of the National Organization of Young Professionals to Save Haiti (ONJPSH), which has worked on many infrastructure projects with CVR, in particular in the rehabilitation of ravines in South-West Port-au-Prince. See also [Annex 6](#).

Vocational training and income generation is considered another important area. A key issue with each training project is attracting the most appropriate beneficiaries, those where the investment in training makes most sense. Livelihood projects therefore, can benefit from other areas of CVR, including awareness campaigns and the community forums convened by CVR. Many different topics are covered at these sessions (examples include HIV, participation of women in elections, human rights). These events can result in the identification of specific training needs as well as the most appropriate beneficiaries.

Stakeholders commented that training, followed by employment really builds confidence.

The four project activity sectors comprised in the Thematic Area Reconciliation reinforce each other in building a culture of non-violence and building trust in communities. Many of the activities implemented are new to Haiti and show the population that “another reality is possible,” including information and education activities, community policing, support for prison inmates to re-enter society and assistance to marginalized people in seeking justice. **See also [Lesson Learned 6](#) below.**

In order to create ownership of projects, the community must be represented in the various phases of the project cycle: When the needs assessments in the communities are done; when the collaborative structures and communication channels for a project are agreed (between IP and the community as well as among key community members); and when project implementation needs to be adjusted. CVR therefore encourages the establishment of Local Project Support Committees (CLAP).

In some projects, the Local Project Support Committees (CLAP) assist in the development of proper governance over time. For instance, in a project to establish water infrastructure in Sedren, Artibonite, with the Association of Young Farmers of Mémé (AJPAM) the Local Project Support Committee stepped back after the project was finished, as planned. The community set up a follow up committee according to principles of National Agency for Drinking Water and Sanitation (DINEPA), called the Committee for the Supply of Drinking Water (KAEPAM). Members of KAEPAM are elected for 3 years and there is a General assembly every year. See also [Annex 6](#).

PRIMARY CHALLENGES: CVR is an operational programme to contribute to reducing violence in communities, within MINUSTAH’s stabilization mandate. It was decided that projects are generally short. A theory of change for CVR was never developed, and therefore the project activity sectors may not be sufficiently integrated to achieve the over-all result efficiently. According to the Chief of Section, CVR has learned much and it now can draw up a Theory of Change.

Building trust in people and in institutions takes time and with short-term projects only a first push can be given. Although series of CVR projects will contribute to consolidating trust-building efforts over time, results will mainly be visible at the individual level.

TABLE 13: CVR Projects per IP & per Project Activity Sector for the period July 2011 – December 2015

	Thematic Area →	LIVELIHOOD		RECONCILIATION				DIALOGUE	RECOVERY	CROSS CUTTING	
	Project Activity Sector →	Employment	Vocational	Public Outreach	Awareness	SAS	Legal	SGBV/ Child Prot.	HIMO & Infra.	Admin.	M&E
Nr. Projects	IP ↓										
1	3PSM			1							
1	ACPODDI								1		
1	Action Bon Berger		1								
3	AFAPA								3		
1	AFSC							1			
1	AJPAM								1		
1	AMES								1		
3	APAAC			3							
2	APEX		2								
2	APREMAH		2								
1	ARGBAT								1		
1	ASCCA								1		
9	AVSI							9			
21	BAL						21				
3	BRABAT/FONUCHREDHAD								3		
4	BRABAT/UNOPS								4		
3	BRABAT 1								3		
1	CARITAS					1					
1	CEDAJ							1			
4	CFPR	2	2								
5	CONCERN Worldwide		1			2			2		
1	COSUVIGO								1		
1	CPFP		1								
1	CRS							1			
2	CTI		2								
1	DN Construction								1		
1	EDM/Gheskio	1									
1	ENPAK							1			
1	EPD	1									
1	FADHRIS	1									
3	FJMH								3		
4	Fondation Rinaldi	1	1					1	1		
1	Fondation Rinaldi/CECK		1								

		Employment	Vocational	Public Outreach	Awareness	SAS	Legal	SGBV/ Child Prot.	HIMO & Infra.	Admin.	M&E
3	Fondation St Luc								3		
6	FONUCHREDHAD								6		
3	Future Generations			3							
1	Haiti TEC		1								
3	HHA					1			2		
4	HPCD	4									
1	HTW							1			
3	IFCC			1				2			
5	ILO	2	2						1		
3	INDEPCO	1	2								
46	IOM	1		4				2	38	1	
2	ISCCH		2								
1	JPHRO								1		
1	KTPSL			1							
2	MEDH								2		
1	Mercy Corps	1									
13	ONJPSH								13		
2	PADF	2									
1	PESADEV							1			
1	PNUD	1									
1	RANEPH			1							
1	Salvation Army	1									
2	SOS	1	1								
1	TDH-L							1			
1	TDH-IT							1			
2	UNHABITAT			2							
3	UNOPS								3		
1	URAMEL			1							
18	Various				13						5
2	Viva Rio			1		1					
4	Wave for Water (W4W)			4							
225	63	20	21	22	13	5	21	22	95	1	5

TABLE 14: CVR Programming approach and Numbers of Projects per geographic zone and Project Activity Sector, July 2011 – December 2015.

Progr. Approach	Thematic Pillar	Project Activities	West (# projects)	North (# projects)	Artibonite (# projects)	All Regions (# projects)	TOTAL (# projects)
Participation	1 - Livelihood	Employment	14	2	4		20
		Vocational Training	11	8	2		21
	2 – Reconciliation	Public Outreach	16	2	3	1	22
		Sensitization	4	4	4	1	13
		Security and Stabilization (SaS)	4	1			5
		Legal / Access to Justice	20	1			21
Mobilization	3- Dialogue	SGBV & Child Protection	16	6			22
	4- Recovery	HIMO / Infrastructure	60	18	17		95
State Authority	Dialogue Govt - Communities	Cross cutting Capacity Building M&E				6	6
		TOTAL (# of projects)	145	42	30	8	225

TABLE 15: CVR Programming approach and Amounts (US\$) spent per geographic zone(US\$) and Project Activity Sector, July 2011 – December 2015.

Progr. Approach	Thematic Pillar	Project Activities	West (US\$)	North (US\$)	Artibonite (US\$)	All Regions (US\$)	TOTAL (US\$)
Participation	1 - Livelihood	Employment	2,121,331	376,558	489,336		2,987,225
		Vocational Training	1,904,736	1,413,498	354,053		3,672,287
	2 – Reconciliation	Public Outreach	2,288,114	150,298	526,754	110,195	3,075,361
		Sensitization	550,000	325,000	325,000	200,000	1,400,000
		Security and Stabilization (SaS)	593,349	197,441			790,790
		Legal / Access to Justice	3,679,552	199,691			3,879,243
Mobilization	3- Dialogue	SGBV & Child Protection	2,925,380	698,154			3,623,534
	4- Recovery	HIMO / Infrastructure	10,138,584	3,241,817	3,204,840		16,585,241
State Authority	Dialogue Govt - Communities	Cross cutting Capacity Building M&E				9,000 593,349	9,000 593,349
		TOTAL (US\$)	24,201,046	6,602,457	4,899,983	912,544	36,616,030

LESSON LEARNED 3: CVR has successfully guided its partners to put strategic emphasis on the participation of women in programmes and projects; however, the full integration of women and their empowerment is difficult to assess.

SUCCESS FACTORS: CVR applies a quota of 30% for women's participation in all of its projects. This mandatory required percentage is included in the project proposal form. In the Haitian context, the quota is trend setting: IPs who at first ignored it, are more and more thinking about how to apply the quota. Many of them are becoming stronger. For projects focusing on women and/or gender aspects, IPs are strongly encouraged to work as much as possible with Ministry of Women Conditions and Women Rights (MCFDF) and the MINUSTAH Gender Unit. In the Artibonite, the consultants observed close collaboration of IPs with MCFDF.

Through a Security Council Resolution in 2012, CVR was requested to specifically target women for its activities. The core objectives of CVR include the development of economic security for vulnerable women and the prevention of Sexual and Gender-based Violence (SGBV). A study was funded by CVR on the involvement of women in violence (personal communication CVR staff). CVR has also conducted close to 60 forums on the integration of women and has run also quite some projects with specific women organisations, such as three with the Association of Active Women of Petite Anse (AFAPA) in Cap Haitien, one with the Women Association for the Development of Haiti and the Strengthening of Social Integration (FADHRIS) in Carrefour Feuilles, as well as two awareness activities with the Association of Progressive Women (AFPROG) in Gonaives.

TABLE 16: Numbers of beneficiaries (female and male) per Project Activity Sector, July 2011 – December 2015.

Thematic Pillar	Project Activities	# Female beneficiaries	# Male beneficiaries	# Total beneficiaries	% women
1 - Livelihood	Employment	2,034	2,264	4,298	47%
	Vocational Training	787	1,635	2,422	32%
2 – Reconciliation	Public Outreach	97,667	86,921	184,588	53%
	Sensitization				
	Security and Stabilization (SaS)	1,337	2,968	4,305	31%
	Legal / Access to Justice	11,748	29,683	41,431	28%
3- Dialogue	SGBV & Child Protection	21,957	19,698	41,655	53%
4- Recovery	HIMO / Infrastructure	124,477	170,429	294,906	42%
		260,007	313,598	573,605	45%

Achieving the quota of at least 30% women's participation is easy when it comes to training. In training with the Sacred Heart Institute of Cap Haitien (ISCCH), women accounted for 50% and with the APEX Centre for Vocational Training, 100%. In infrastructure (HIMO) work, though, there is often reluctance from parents or partners to have the women participate at heavy work level, because of stigma and security concerns by family members. An implementing organization in Fontamara, the National Organization of Young Professionals to Save Haiti (ONJPSH) said that the 30% threshold was still attained, but women would disproportionately work in supportive roles, such as to carry water and prepare food. In a HIMO project in Sedren, Artibonite, the 30% women's participation threshold was easily achieved and surpassed (see [Annex 6](#)) to over 50%. Over half of each work team consisted of women and two women now participate in the water management committee there.

Generally, across the HIMO projects, women participated at a level of 40% according to CVR staff. This percentage increases rapidly in awareness projects. In particular, an awareness raising project on the 2015 elections in the Artibonite with the National Assembly for the Flourishing and Progress of Haiti (RANEPH) included women at different levels and with a 60% participation.

PRIMARY CHALLENGES: The participation level of women in projects is assessed in project reports. However, the real success of applying the 30% participation quota remains difficult to assess, particularly regarding women's role in projects, including at management level. The intent is to have women participate substantially in solving societal issues. CVR tends to register their participation in projects, but not enough information on what tasks are done.

There are differences in perception on the results to be obtained by CVR. The MINUSTAH Gender Unit comments that although CVR has a stabilization mandate and limited core objectives as it pertains to gender, in the end, projects should also address the need to make fundamental changes in the male/female relationships in society. This means for example that the training of women could move focus from sewing and small businesses to other areas such as mechanics or construction. CVR often starts the process of awareness on issues, but it does not have the mandate (based on its core objectives) to follow up with pertinent projects which really contribute to changing the reality. Also, CVR tends to focus on sexual violence and not the entire spectrum of violence against women.

Although the quota system seems to have been successful by getting IPs on track, many still need to be assisted to engage women in the carrying out of non-traditional tasks, as a way to start breaking down gender barriers.

LESSON LEARNED 4: Although CVR's mandate is to build on the involvement of local authorities and to strengthen their technical capacity for playing increasingly important roles in planning, they have remained too weak for efficient engagement.

SUCCESS FACTORS: CVR works closely with the Haitian National Police (PNH), the justice system, various Ministries as well as their local representations in the provinces, Government delegates, Boards of Communal Sections (CASEC) and the City Halls of CVR's target communities. It always engages the local authorities in the various phases of the project cycle, starting off with consultation on project ideas, the organization of community forums as well as to request IPs to obtain their endorsement for a project proposal. Local authorities may also bring community leaders or other important people in the city to the table. When a project takes off, local authorities are customarily represented at the Local Project Support Committee (CLAP).

[Annex 8](#) describes a case study on local authority engagement for the Artibonite.

PRIMARY CHALLENGES: Proper implementation of the CVR programme is inhibited by a State and Government that has remained weak and unstable. The role of the UN in general, and therefore also of CVR, is to strengthen the functioning of the Haitian State and its Government. However, these remain unable to properly utilize the achievements of CVR and are in no position to take over as a service the various initiatives CVR has started (e.g. to accompany youth at risk or provide psycho-social and legal support to victims of abuse). At a practical level, a long-term vision of national development is lacking, inhibiting the integration of CVR's achievements.

Local authorities have an important role in the selection of beneficiaries. However, their real engagement can be very difficult, since there tends to be an extreme turn-over of local government officials. Also, mayors and CASECs do not always respect the selection criteria when choosing beneficiaries; they sometimes select people from their circles.

Working relationships at the administrative level between CVR and local or national authorities can also be complicated, since both parties are not independent from higher hierarchical levels. CVR therefore opts as much as possible for informal and practical working relationships.

LESSON LEARNED 5: Community forums, with wide participation, are essential for developing good diagnostics of the needs in the community and serve as guidance for adapting future projects.

SUCCESS FACTORS: CVR has implemented Community Forums in all its target communities, which are excellent ways to promote engagement, identify IPs, and most importantly, determine the priorities for interventions. The first series was done in 2008 during the start-up phase of CVR.

During April-May 2013, a series of municipal forums were held in the Artibonite, covering all 15 municipalities. There were a total of 2442 participants in that series. In late 2013 in the West Department, forums were held in Simon Pele, Boston (a neighbourhood of Cite Soleil), Carrefour-Feuilles and Martissant – Fontamara.

Most recently in 2015, community forums were held in the Departments of the West, and in the North. In the North the Community Forums took place in Limbe, Cap Haitien and Fort Liberte.

The reports of the community forums show that they have been positive experiences, where participants could express themselves and felt heard. Women participated at good levels and put forward their perspectives.

PRIMARY CHALLENGES: It is fundamental for a community forum to invite all relevant entities in the communities and facilitate their participation. But in communities with much conflict, this is a process and needs time. There may be fear to participate in a forum due to ongoing gang violence. CVR makes the invitations in collaboration with various actors, including local authorities and organizational networks. In Bel-Air and Martissant, Lakou Lape, an organization promoting dialogue for problem solving and conflict resolution, held various "pre-meetings" with separate and often opposing sub-groups to get community members to the forums. Lakou Lape underlined that organizations cannot solve the problem of the areas; the residents themselves are asked to come up with solutions for their problems. A culture of dialogue helps to facilitate this.

THEMATIC AREA “LIVELIHOOD” – SPECIFIC FINDINGS

LESSON LEARNED 6: CVR projects provide vocational training or business opportunities to people, who otherwise would have had no such opportunity. CVR has been successful in addressing the needs of targeted groups of vulnerable people and building their skills and economic security.

SUCCESS FACTORS: The Livelihood thematic area aims to promote sustainable income for vulnerable women and at-risk youth through vocational skills training, job placement and small enterprise development (see Chapter 1 for the core objectives). [Table 13](#) shows that a total of 41 projects have been implemented within this thematic area during the period of review, with a total of 23 IPs. Of these IPs, Fondation Rinaldi worked in all three departments and the National Institute for the Development and Promotion of Sewing (INDEPCO) in the North and West.

For ease of reference, [Table 17](#) summarizes information regarding the Livelihood Thematic Area derived from Tables 13, 14 and 15. The table shows that CVR has in relative terms, spent most on Livelihood projects in the North Department (27% of total spending).

TABLE 17: Geographic distribution of IPs involved in the Livelihood Thematic Area, No. of projects and total spending, July 2011 – December 2015.

Implementation Department	Artibonite	North	West	
IPs engaged	4 IPs: EPD Fondation Rinaldi CECK Salvation Army	7 IPs: Action Bon Berger APREMAH CTI Fondation Rinaldi INDEPCO ISCCH SOS	15 IPs: APEX CFPR Concern CPFP EDM FAHDRIS Fondation Rinaldi Haiti TEC	HPCD ILO INDEPCO IOM Mercy Corps PADF PNUD
# projects	6	10	25	
# beneficiaries	Female: 206 Male: 391	Female: 391 Male: 877	Female: 2,224 Male: 2,631	
Total spent on Livelihood	\$843,389 (17% of total spending)	\$1,790,056 (27% of total spending)	\$4,026,067 (17% of total spending)	

Projects in the areas of Employment or Income Generation are often combined with Vocational Training. For instance, in the latter part of 2015, the UN Development Programme (UNDP) and Entrepreneurs of the World (EDM) implemented a training course for 200 women from Cite Soleil in entrepreneurship, marketing, accounting, business plan development and business registration. Participants shared that it was only then that they realized that oversight and administration, proper product promotion, customer service, self-confidence and risk evaluations play such big roles in successful entrepreneurship.

Business “start-up kits” are to be distributed to the graduates. These kits can be considered as a first investment. This is a typical project where training should immediately result in more income generation.⁵

In 2015, at the Vocational School of Desarmes, Artibonite, 60 at-risk youth benefited from six-months training aimed at immediate job creation. Areas covered included agriculture, animal production, setting up a business plan and ventures, formalizing a business. See [Annex 1](#) for a case study on this project.

In addition to a combination of training and employment, most groups require psychosocial support. "Conflict easily arises between groups of students from different areas. They have to be convinced to work together," said Pere Stra of Rinaldi/Lakay. Didactical support to trainers and teachers is also provided by these IPs.

PRIMARY CHALLENGES: The entrance level of students tends to differ a lot, with various levels of prior education, existing knowledge and skills. Additionally, there are those who are not used to rules, regulations and civic behaviour. Some will not respect time or material resources. This makes for a difficult teaching environment, both for the trainers as well as for the students. Frustrations within the group and the trainers pop up regularly. IPs in this sector need to have considerable experience in adult education with various levels of literacy as well as patience with the students. Further, in order to succeed, they need a long-term commitment after the project period. In focus groups, IPs such as INDEPCO, ISCCH and APEX mentioned the unavoidable need to mentor trainees over a period of at least six months after the project (and they have to do that from own funds). "Proper follow-up is the No 1 key to success!" said Mme Patricia Elias of APEX.

These training and employment programmes run in neighbourhoods which experience occasional or regular violence. The UNDP/EDM programme mentioned above, experienced quite some delays because of the flaring up of violence in Cite Soleil, partly connected to the electoral period. Trainees may drop out for many reasons: the women also reported premature pregnancies, GBV, domestic violence. There will be occasions that in addition to the trainees, trainers too may need psychosocial support, based on the situations they may be confronted with.

It is imperative for the success of training activities that IPs and local authorities absolutely apply the agreed criteria for the selection of beneficiaries. This may include aptitude to start new enterprises.

There will be continuous need for ample training and employment support in these neighbourhoods in Haiti, sponsored externally, far into the future. CBOs and IPs are not as yet developing strategies to make these activities sustainable and they need appropriate capacity building. The engagement of local authorities in these is very difficult due to limited financial and material resources.

Another challenge constitutes the weaknesses of IPs themselves: the vocational training activities which they implemented were regularly combined with institutional strengthening efforts.

The Professional Association for the Promotion of Manual Professions in Haiti (APREMAH) in Cap Haitien started a workshop for the installation and repair of solar panels. Training was provided for six months to 35 youth (13 female, 22 male) in assembling, installation, management and maintenance.

Beneficiaries were selected together with the city hall, CASEC, CBOs, CLAP, selecting from the most vulnerable. The graduates formed seven micro-entreprises (in principal five graduates per company) which operate in Acul du Nord, Limbe, Grand Riviere du Nord, Limonade, Milot.

Currently APREMAH conducts monthly mini-courses. APREMAH involves handicapped people, an additional group of vulnerable people.

APREMAH could not keep up the large investment needed to stock solar panels and equipment and activity is minimal at present.

THEMATIC AREA “RECONCILIATION” – SPECIFIC FINDINGS

LESSON LEARNED 7: In reality, there has been no real reconciliation in the country, due to a stalled polarizing political process. CVR’s results give good examples to highlight what is possible with regard to local reconciliation.

SUCCESS FACTORS: The “Reconciliation” Thematic Area covers a wide range of project activity sectors. It includes Public Outreach and Awareness projects to promote pertinent information and community activities and strengthen relevant CSOs. It also includes Security and Stabilization, focusing on the reintegration of prison inmates into society. Further, it includes the sector of access to justice projects.

Table 18 (summarizing some results from [Tables 13](#) and [7-11](#) before) shows that a total of 61 projects have been implemented within this thematic area during the period of review, with a total of 15 IPs. Of these IPs, the International Organization for Migration worked in all three departments and BALs were implemented in the North and West. There were also two projects for “All Regions”, implemented by IOM and CVR itself (regarding awareness).

This table shows that CVR has in relative terms spent most funds in the West (29% of total). This is due to the heavy spending on the Offices for Legal Assistance (BAL), which represents approximately half of the total.

TABLE 18: Geographic distribution of IPs involved in the Reconciliation Thematic Area, No. of projects and total spending, July 2011 – December 2015.

Implementation Department	Artibonite	North	West
IPs engaged	2 IPs: IOM RANEPH	5 IPs: BAL (Bar association) CARITAS HHA IFCC IOM	11 IPs: 3PSM APAAC BAL (Bar association) CONCERN Worldwide Future Generations IOM KTPSL UNHABITAT URAMEL VIVA RIO W4W
# projects	7	8	44
# beneficiaries	Female: 18,443 Male: 21,138	Female: 535 Male: 1,610	Female: 91,774 Male: 96,824
Total spent on Reconciliation	US\$851,754 (17% of total)	US\$872,430 (13% of total)	US\$7,111,015 (29% of total)

This group of projects in the four sectors of this Thematic Area reinforce each other in building a culture of non-violence. Rapprochement between PNH and communities, which has made a start through CVR, is a fundamental positive development. In the Artibonite, PNH has trained trainers who now at times visit

schools to educate children on violence reduction, access to justice and the function of the police. Within a number of CVR projects, there are possibilities to further extend these initiatives of police rapprochement with the community.

Offices for Legal Assistance (BAL) have been established in the West, North and South Departments since 2013. The work of BALs has already been very successful in providing better access to justice, which facilitates the reduction of the rate of preventive detention. They have brought a new service to people without means and are very appreciated, as confirmed by community forums and testimonies. See [Annex 4](#) for more information.

CVR has also implemented skills training programmes in prisons for minors as well as adults. These activities help inmates to re-enter society with an opportunity for doing better. See [Annex 3](#) for more information.

PRIMARY CHALLENGES: The major stumbling block hindering the development of Haiti, the political process, has not moved over the past five years. Within communities, CVR activities are too short to bring sustainability to reconciliation processes. These need to be achieved through longer-term efforts (as implemented by the IPs and others).

A major challenge to community policing is that regrettably many police officers have been killed since 2015 (25 in 2015 and 5 in first quarter of 2016). The IP Viva Rio and the local CSO Lakou Lape mentioned the huge challenges in promoting trust between gang members and the police in Bel-Air. Viva Rio explained that when gang members and police were shot closely after a common meeting, betrayal seemed likely and even when individuals would like to join the dialogue, the fear to be seen as traitor will discourage them to sign in or come in uniform.

The services being developed under this Thematic Area are all in need of long-term funding for sustainability and therefore should become part of the national budget. The Ministry of Justice has communicated good intentions to MINUSTAH but unfortunately is not able to take over financing as yet.

LESSON LEARNED 8: CVR has strengthened CBOs: they are essential for the stabilization of communities since they can catalyse dialogue between various actors. Seven CBOs became strong enough to be engaged as IPs, including 2 women associations.

SUCCESS FACTORS: CVR identifies CBOs mainly during the Community Forums. Over the review period, seven were strong enough to be engaged as IPs: Partnership for Peace and Prosperity in Saint Martin (3PSM), Association of Active Women of Petite Anse (AFAPA), Association of Young Farmers of Mémé (AJPAM), Committee for the Support of the City of Gonaïves (COSUVIGO), Women Association for the Development of Haiti and the Strengthening of Social Integration (FADHRIS), Youth Foundation of Morne l'Hopital (FJMH) and Committee for the Protection of Children of Cite l'Eternel (KTPSL).

Among the 63 IPs listed in Tables 7-10, there are 31 National IPs. The CBOs therefore represent 23% of this group; two of these are women's associations.

PRIMARY CHALLENGES: CBOs are generally very weak organizationally. They tend to lack the resources to work towards sustainability. Moreover, they are vulnerable to their potential use for political gain and influence. Additionally, it is hard to work with larger budgets, due to social pressure from the neighbourhoods.

THEMATIC AREA “DIALOGUE” – SPECIFIC FINDINGS

LESSON LEARNED 9: CBOs are central agents within the communities for the sustainability of CVR’s programmes. They have helped ensure that pertinent issues such as Sexual and Gender-based Violence (SGBV) and Child Protection have entered dialogue and have set a stage for positive changes in the behaviour of community residents.

SUCCESS FACTORS: The “Dialogue” Thematic Area covers one Project Activity Sector: Sexual and Gender based Violence (SGBV) and Child Protection. The engagement of communities for the promotion of child rights and the prevention of SGBV is an important objective. CBOs are essential entities for catalysing dialogue between various actors in a community on these issues and CVR has implemented many awareness activities and campaigns with them (through the small projects facility).

This does not only hold for this issue. By strengthening the capacity of CBOs to promote dialogue in their communities, the entire CVR programme becomes more impactful.

As illustrated in [Table 19](#), CVR implemented 22 projects in this sector with 12 IPs covering projects to support mothers with socio-economic activities and health counselling, providing education and shelter to street children, training for minors in conflict with the law and the operation of women shelters. See [Annex 5](#) for more information.

TABLE 19: Geographic distribution of IPs involved in the Dialogue Thematic Area, No. of projects and total spending, July 2011 – December 2015.

Implementation Department	Artibonite	North	West
IPs engaged		5 IPs: AVSI Fondation RINALDI HTW IFCC IOM	9 IPs: AFSC AVSI CEDAJ CRS ENPAK IOM PESADEV TDH-L TDH-IT
# projects	0	6	16
# beneficiaries	Female: 0 Male: 0	Female: 5,012 Male: 2,645	Female: 16,945 Male: 17,053
Total spent on Dialogue	0	US\$698,154 (11% of total)	US\$2,925,380 (12% of total)

PRIMARY CHALLENGES: There is much change in mentality needed and CBOs cannot overcome the many forms of discrimination and stigma which exist in Haitian society in a limited period of time.

Many CBOs have diffuse leadership and capacity building is therefore not easy. There are also many issues to cover and not all staff or CBO members may be willing to take any issue into community debate, living

themselves in poverty with many immediate needs around. Examples of such issues include assisting street children, the reality of incarceration and the need to assist in the reinsertion of ex-prisoners.

CVR also needs to watch perceived inequalities. A CBO member in Nan Bannann complained that the HIMO workers were paid, while the CBO just got some little water bags to drink. “We do not ask for much, but some cash in our pockets would satisfy us more, for we feel that we as CBO do not gain anything from this cooperation with CVR.”

LESSON LEARNED 10: It has proven productive to establish community communication networks, based on awareness and mediation activities. Public awareness of the population and communication on relevant issues is essential to community stabilization and further development efforts.

SUCCESS FACTORS: In Focus Groups and interviews, the importance of communicating with the communities on projects and their objectives was repeatedly highlighted. For instance, when implementing a HIMO project, the workers and residents need to be informed that this is not only about infrastructure but also protection. People need to know that because of health and preventing disasters, the environment and the neighbourhoods should be kept clean. Therefore, nearly all CVR projects have a public awareness component incorporated.

Using the projects of Access to Justice as another example, awareness activities psychologically prepare the communities for the introduction of the Offices of Legal Assistance.

The way an IP carries out an awareness campaign provides an initial impression of their real capacity in the community. [Lesson Learned 2](#) above describes the CVR small projects fund for awareness activities. The existence of these grants is communicated during community forums in the West. In the North and Artibonite the possibility for small grants is communicated directly to potential recipients. See [Annex 2](#) for more information.

Community forums are a good vehicle to get the communication network going, since it is to be a continuing tool to dialogue about the real needs. Obviously, not all the problems identified in the forums can be addressed by CVR, especially not in the usual one-year timeframe. Discussing and communicating priorities therefore is important. “When people talk, they do not fight,” said Mr. Alexandre, Departmental Delegate for the Artibonite.

Subsequent to the forums, CVR sets up local structures in communities (such as Local Project Support Committees - CLAPs) and engages the beneficiaries/ communities in all aspects of planning the work. The CLAPs should ensure systematic communication with stakeholders.

PRIMARY CHALLENGES: The Haitian media have rarely covered CVR projects. The debate on community priorities does not tend to go beyond the community itself. The existence of CVR as a funding mechanism is not well known outside the specific groups of IPs and CBOs involved. There is some in-depth reporting on radio MINUSTAH FM and on the MINUSTAH website for its audience. See [Annex 2](#) for more information on the coverage of CVR by the media.

The small public awareness projects are very important strategically. The challenges are in principal mainly operational since administration and coaching is time consuming and often difficult, in view of the short-term nature of the activities. However, the implementation of awareness activities can be blocked by politicization, the vulnerability of communities to gangs or other security conditions.

THEMATIC AREA “RECOVERY” – SPECIFIC FINDINGS

LESSON LEARNED 11: HIMO projects are a central activity of CVR and they lend themselves to integrating a number of important secondary objectives and results. They are often vehicles for community ownership and pride. Regrettably, the capacity of the State in managing such infrastructure works has not been improved.

SUCCESS FACTORS: The thematic area “Recovery” aims to carry out short to mid-term labour-intensive (HIMO) projects in order to provide large groups of people with some money in their pocket, to construct key infrastructure and to build trust between people in a community. HIMO projects also support civilian-military dialogue through collaborative work. [Table 20](#) shows that 95 such projects have been implemented during the period of review, with a total of 23 IPs.

The implementation was certainly not evenly divided over different IPs. One IP, the International Organization for Migration (IOM) implemented a total of 38 projects, in particular during the period 2011-2013. Also the National Organization of Young Professionals to Save Haiti (ONJPSH) implemented many projects, a total of 13. The other 44 were implemented by 21 IPs.

TABLE 20: Geographic distribution of IPs involved in the Recovery Thematic Area, No. of projects and total spending, July 2011 – December 2015.

Implementation Department	Artibonite	North	West
IPs engaged	8 IPs: ACPODDI AJPAM ARGBAT ASCCA COSUVIGO IOM MEDH UNOPS	5 IPs: AFAPA AMES Fondation Rinaldi HHA IOM	13 IPs: BRABAT / FONUCHREDHAD BRABAT / UNOPS BRABAT 1 CONCERN Worldwide DN Construction FJMH Fondation St Luc FONUCHREDHAD ILO IOM JPHRO ONJPSH UNOPS
# projects	17	18	60
# beneficiaries	Female: 11,300 Male: 25,959	Female: 80,375 Male: 87,189	Female: 32,802 Male: 57,281
Total spent on Reconciliation	US\$3,204,840 (65% of total)	US\$3,241,817 (49% of total)	US\$10,138,584 (42% of total)

The creation of quality infrastructure is very much appreciated. For instance, the rehabilitation of ravines in Martissant and Fontamara in the West Department by ONJPSH is lauded by the people of the area since it prevents the flooding of their homes and makes for much easier movement in the community (there are many bridges). Canals constructed in Gonaïves by the Committee for the Support of the City of Gonaïves

(COSUVIGO) and by the Association of Ongoing Companions of the Artibonite (ASCCA) are similarly very appreciated as important protection against flooding.

HIMO work has increased the residents' perception of "Ownership in better communities," according to the Youth Foundation of Morne l'Hopital (FJMH), which worked with 150 people to protect the soils of Morne Hopital/Grand Ravine in Port-au-Prince. The building of such infrastructure was tested by relating it to environmental objectives within an internal CVR strategy.

HIMO has been very successful in providing many residents with a "Bit of money in pocket." In most projects, a greater number of people can be included in the work through rotation work crews. Creating work, even temporary, has far-reaching impact (it provides respect for one-self as an economically disadvantaged breadwinner). "Unemployment is a type of violence and combined with other frustrations, it can give an explosive mixture," said a member of Viva Rio.

Many HIMO projects bring solar light to communities which had no light before. Examples include Cite Soleil (with the Brazilian Battalion), Ti Bois and Grand Ravine (with Concern Worldwide), areas in Cap Haitien (with the Professional Association for the Promotion of Manual Professions in Haiti (APREMMAH) and SOS Children Villages. Light brings immediate benefits for security, economic development and generally improved conditions. For instance, children decide to stay where they live, play sports or study in groups, instead of going to other zones (where they may be exposed to potential gangs).

Through HIMO projects, people work together who earlier had conflicts about waste treatment or flooding, e.g. in Gonaives or Martissant: "People on payroll have less time and tendency for violence" says the CEO of ONJPSH. "You work together, you lift big rocks together, you cannot remain enemies. You eat and drink together, make jokes, you start talking. You tell a bit of your own problems," say residents in Sedren where animals eating from other people's gardens brought conflict. See [Annex 6](#) for more information.

PRIMARY CHALLENGES: CBOs and the CLAPs play an important role in each of the HIMO projects, because although large groups of workers have a chance to be involved, there will still be friction with those who do not.

Due to often raging water streams, specific construction requirements can be created and there have been cases of engineering problems. COSUVIGO brought in local engineers. But not all IPs realize the importance and are willing and able to do so.

The capacity of the State in managing infrastructure and HIMO remains weak. Also, sometimes the objectives and agendas State-CVR do not run parallel, or political results are sought by recruiting certain workers.

4.2 Operational Effectiveness

LESSON LEARNED 12: Within the scope of CVR's goal to promote stabilization of communities, projects are defined as short term efforts with a maximum length of 12 months and a ceiling budget. The short project length is effective to maintain a rapid response mechanism that can easily adapt to changing circumstances. However, most projects are not completed on time. Moreover, there are sometimes series of projects which together could be considered as one, even when altogether lasting up to several years and surpassing the funding ceiling. Further, for some of the projects, a period of 12 months could be too short to register measurable results.

SUCCESS FACTORS: CVR projects are designed to run for short periods of time, in order to rapidly maximize the stabilization process in specific communities. Projects seek to engage large numbers of community members, in particular those that traditionally have been marginalized, vulnerable or prone to political mobilization. The preferred length of a project is three to six months and the maximum of any project is 12 months, which also is related to the mandate of the Mission. The shorter period allows for the implementation of all or most phases of the project cycle within a financial year (FY).

CVR has considerable flexibility in conducting projects. Per year, CVR implements approximately 50 large projects as well as 100-200 smaller awareness activities. The ceiling for large projects is set at US\$200,000.⁶ Regularly in the case of HIMO projects, an IP will propose various phases of same project, with each phase budgeted at an amount close to the ceiling. From the UN Comptroller point of view, there is no problem granting several phases of the same project to the same IP.

Preparation and approval of projects can take place in the prior FY and is coordinated by the Project Unit (PU) of the CVR staff.

PRIMARY CHALLENGES: Within the project design, the implementation time-table is more often than not far too compressed. Many projects run overtime and IPs then have to apply for a No-Cost Extension (NCE). A sample of the projects implemented in 2013-14 (all planned for less than 12 months), shows that only three of 19 did not request an NCE, as illustrated in [Table 21](#). The 16 who did, got approval for an average extension of over two months. This shows that projects should be designed for more realistic implementation periods.

TABLE 21: NCE requests for each of a sample of projects in FY 2013-14. Projects less than 12 months and not terminated.

	# Projects	Planned Duration	Av. NCE (months)	NCE total (months)	Request for NCE
	5	3 months	3	15	ALL 3 OF 3
	4	4 months	1.5	6	ALL 4 OF 4
	1	5 months	1	1	1 OF 1
	5	6 months	2.4	12	5 OF 6
	2	7 months	2.5	5	ALL 2 OF 2
	2	8 months	0	0	NONE
Total	19		2.1	39	

Many IPs, such as ONJPSH, work around the ceiling by rapidly defining phases (each of US\$200,000) in the same project, as such elevating sub-projects to project status. This is not good practice. The ceiling should either be adhered to (the maximum for a well-defined project) or it should be decided that a project with various phases be approved and funds only be committed phase by phase. This promotes more proper project design. It may also encourage the IP to fundraise from other sources as well.

It should be noted that currently more projects are designed for the maximum period of 12 months than in the past. This could be related to a shift from mainly humanitarian projects to Rule-of-Law projects.

Although HIMO projects tend to be of short duration, these could also benefit from longer-term design. Construction or rehabilitation projects may be accompanied by planting trees or crops or forms of community engagement which need to be ensured for longer periods.

LESSON LEARNED 13: The choice of IP is essential for the success of CVR. They should be carefully vetted for competency regarding the domain of expertise in the project activity. CVR still will need to coach on specific procedures such as proposal writing and reporting.

SUCCESS FACTORS: In order to achieve its core objectives, CVR contracts competent IPs to implement projects in their field of expertise in collaboration with well-integrated CBOs in the target communities. Capable IPs know the needs of the community and the stakeholders, which makes for best implementation of a project. They will strengthen the CBOs in their network and may also help to strengthen CVR capacity in the field of competence.

CVR's Standard Operating Procedure (SOP) "Substantive and Financial Management Procedures for CVR Projects"⁷ provide guidelines and criteria for the selection of IPs. CVR staff will have continued contact with the IP from the stage of project development (bringing in synergies, such as emphasis on target groups) through the signing of the MoU till reporting. CVR may help the IP to beef up its administration as well as monitoring systems. There will be tasks to prioritize and CVR should have cordial and respectful relationships with the IP throughout.

Small or large IPs have their own issues in their relationship with CVR. With the smaller ones, CVR may need to devote more time to strengthen them; however, such an IP tends to interface well with community. Moreover, small projects can be organized quicker, and may be more adapted to reality. Treatment of international IPs and national IPs is equal in the Project Appraisal Committee (PAC) process. It is not productive to emphasize difference.

PRIMARY CHALLENGES: There are many issues to guard against. The IPs working with CVR are disparate and many need coaching in various areas. With regard to vocational training, IPs would need to organize the training well. They need to have the capacity to guide, pre-finance, provide follow-up to training activities, accompany trainees and more. They would need to engage the most appropriate vulnerable people as students.

Group meetings of IPs together can be very useful to enhance competence. Mutual visits for the exchange of ideas and good practices is another tool. However, CVR applies them too rarely. During focus group meetings with the IPs, several participants (from APEX, FONUCHREDHAD, CONCERN, FJMH, VIVARIO, INDEPCO, 2ndMile, SOS, ISCCH) all stated that they deplore the lack of exchange and even coordination between CVR IPs. They recognized that in many of their work realities they confronted similar problems and that sharing experiences or even combining actions would be mutually beneficial to all. Several IPs expressed the wish that CVR could create more opportunities for IPs to meet.

Sometimes roles between IPs and their CSO or CBO supporters are not well defined. CVR then needs to intervene. An example is AVSI and Second Mile in the North, where AVSI served as IP for 2nd Mile, which is not yet legally recognized as an independent CSO. 2ndMile expressed dissatisfaction on the cooperation, where responsibilities were not clearly stated from the start and initial expectations from both sides were different.

In order to fit in the CVR structure, sometimes a project concept is rewritten by PU to the point that IPs no longer feel comfortable with the project, said the CVR Team Leader North. This is ill-fated.

Some IPs do not understand procedures, or do not respect them. There can be clientele-ism. This needs to be countered by meetings (CVR-IP). There are also some international IPs that do not know the terrain well. This can cause enormous weaknesses in CVR.

At times, CVR has relied too much on too few IPs for the implementation of many projects. Table 13 shows that over the period of the LLE, IOM received 46 projects (mostly HIMO), ONJPSH 13 (all HIMO) and AVSI 9 (all Child protection and SGBV). This is a third of all the projects. Granting so many projects to an IP limits the breadth of the experience for CVR.

This concentration is now shifting to the Lawyer Associations (Bar), which received a total of 21 projects. But these are actually managed by different groups of people, collaborating through a steering committee.

THEMATIC AREA “LIVELIHOOD” – SPECIFIC FINDINGS

LESSON LEARNED 14: It is difficult to track results and impacts of training, because some time after the event it is often hard to find beneficiaries. Project success depends on beneficiaries either being placed in jobs or internships with companies or another professional environment, or starting off their business.

SUCCESS FACTORS: CVR has successfully managed to place trainees in the North. The North of Haiti is a touristic zone and CVR developed a new approach there with the Sacred Heart Institute of Cap Haitien (ISSCH): a vocational training programme for hotel workers, restaurant personnel, barbers, hair dressers and tourist guides. There were 65 graduates (50% women) and CVR contacted businesses and hotels and successfully found some internship or placement opportunities. With regard to training by the National Institute for the Development and Promotion of Sewing (INDEPCO) in sewing and bead-setting, of 96 trainees, seven started their own business and 64 found employment in the industrial zone of Caracol. This high success rate was the result of a partnership between CVR, the IP (INDEPCO) and the Caracol companies to place the best beneficiaries.

The placement of trainees has far-reaching impact. In addition to economic opportunity, there is a change in attitude: when young people enter their first employment, especially in tourism, they have to behave very differently than they were accustomed to. “After a past with much violence and a life without much rules and structure, through an internship in prestigious hotels, such as Cormier Plage and others, they show they can! And this inspires others young people”, said the CVR Team Leader North.

CVR has done many courses to support small enterprise development. APEX talks about a success rate in finding work of 75%. It trained 300 women students, 27 have set up their proper business and employ others. With regard to the recent UNDP/Entrepreneurs du Monde training in Cite Soleil: The women trainees testified to the very positive impact of earning a better living. It helps in controlling their children, in the relations with their husbands, in their self-esteem. Also trust between colleagues grows; for instance, the women inform each other of the best opportunities for purchasing merchandise (prices).

PRIMARY CHALLENGES: IPs usually do not keep a contact database of trainees, so that the impact of training can be assessed sometime after the courses, in terms of job retention or entrepreneurship success. The M&E unit is also limited in personnel and time. Resources would need to be reserved for later engagement of beneficiaries (transport, food, psycho-social support, placing, partnership private sector or agencies).

Companies and professional environments to place trainees are scarce in Haiti. IPs and their associates may not have the time or skills for appropriate lobbying for work opportunities. It should also be noted that there are special challenges for taking up some of the trainees in companies. There may be need for psychological or didactical support or coaching.

With regard to the women entrepreneurs, although the general security in Cite Soleil has improved (few robberies or pickpockets), at times it is still dangerous to go to the Croix-des-Bossales market for purchasing merchandise. The entrepreneurs know of many other problems: the pressure to use business funds for family needs, price fluctuations, building a business with a partner who does not manage well.

LESSON LEARNED 15: Tri-partite Partnerships (IP/CBO, RVC, State) even when informal, are good vehicles to make each other's resources/networks beneficial to the community.

SUCCESS FACTORS: Tri-partite partnerships function informally between an IP or CBO, the State or local authorities and RVC with the objective to utilize each other's resources or networks for the benefit of stabilization efforts.

In the Artibonite, there is such a functioning collaboration. The Ministry of Women Conditions and Women's Rights (MCFDF) collaborates with the Association for the Advancement of Women (AFPROG) and RVC in the area of violence against women. AFPROG has twice received a small grant from CVR for awareness activities. Its members are trained by MCFDF. The CBO also collaborates with the Ministry of Social Affairs, Mayor's office and UN-WOMEN. These networks benefit the raising of awareness, which can be done simultaneously in various ways to reach more people and influence people more.

Field agents of MCFDF cover the 15 municipalities of the Artibonite and accompany women to bring complaints to justice. There is a tripartite agreement for medical, legal support and access to police to provide speedier and free support. The staff from MCFDF is female, emphatic, approachable and reachable 24/7 which makes all the difference for battered women at the very moment of their needs. MCFDF is setting up two women's shelters in St. Michel de l'Attelay and Gros Morne with support of CECI. The Ministry carries out advocacy, training activities (for men and women). It makes the CASECs aware to not accept abuse. Conflict resolution activities are done through meetings and counselling, encouraging parties to behave and not to provoke.

The Directorate for Penitentiary Administration (DAP), IPs and CVR have also established tri-partite partnerships to implement skills training for adults and minors in the prisons.

In the North, there has been strong collaboration between the Mayor's office and the Delegate, the CBOs /IPs and CVR. This has resulted in fruitful cooperation. See [Annexes 7 and 8](#) for more information.

The International Labour Organization (ILO), CVR and the National Institute for Vocational Training (INFP) have a tri-partite agreement regarding entrepreneurship and vocational training and placement. On 6 May 2016 the project was launched in Cite Soleil.⁸

PRIMARY CHALLENGES: The MCFDF field worker Mrs. RENERIQUE PIERRE said that beneficiaries should be classified carefully to see who is really in what type of difficulty, because then the real problems can be addressed in the most appropriate way. Currently sexual violence decreases in the Artibonite but economic violence tends to keep increasing. There is much (physical and economic "repeated" violence).

THEMATIC AREA "RECONCILIATION" – SPECIFIC FINDINGS

LESSON LEARNED 16: The special budget line for small public awareness projects is a successful supporting mechanism to CVR implementation and contributes to violence reduction.

SUCCESS FACTORS: CVR has special annual budget lines for the three departments to finance small-scale public awareness projects (up to Gdes 100,000). Between 100 and 150 partners each year receive such a grant to support a specific activity: cultural activities, mediation training, community meetings, events and discussion workshops related to issues such as women's rights, child rights, conflict resolution, health and disaster risk reduction. The grants can contribute to celebrate international UN days. CVR aims to support constructive communication, which counters violence. The funds provided are meant to support the activity cost only.

The existence of these grants is communicated during community forums in the West. In the North and Artibonite, the possibility for small grants is communicated directly to potential recipients (separation of tasks within CVR staff to be assured).

PRIMARY CHALLENGES: The administration and associated coaching is time consuming and often difficult, in view of the short-term nature of the activities. It is also often difficult to assess the validity of the proposed activity or to evaluate the implementing partner. Some level of financial and reporting instructions is given to all recipients. It is intended to strengthen the organization in question, but this is not possible in the very short period.

It is difficult for CVR to be aware of the multiple information and awareness activities already operating within Haitian society and help link the CBOs to these.

LESSON LEARNED 17: In the Artibonite, CVR assistance provided to an information campaign on rights and responsibilities relating to the elections, successfully engaged a large group of voters and other stakeholders in discussion and reflection on the negative impact of electoral violence.

SUCCESS FACTORS: This initiative aimed to reduce electoral violence by contributing to strengthen civic participation of community based-organizations (CBOs) and groups working in Artibonite Department, where pre-election, election and post-election violence are historically most prevalent. Over three (3) months, 15 forums, five workshops and 557 focus groups were conducted within the 15 municipalities of the Department. The campaign was successful and actively engaged nearly 23,000 people (over 10,000 women) including representatives of the police, local authorities, political candidate and civil society. The discussions made people aware of the rights and responsibilities of each actor in elections, the purpose of democratic government and negative impact of electoral violence.

The campaign was implemented by the National Assembly for the Flourishing and Progress of Haiti (RANEPH) and was endorsed by the Provisional Electoral Council (CEP). It is intended for 2016 that CVR and the MINUSTAH Civil Affairs section will continue to support information campaigns and community forums in the scope of violence reduction during elections.

PRIMARY CHALLENGES: Due to the political environment and extended election process, the duration of this project could not be enough. More awareness activities will be needed when the electoral process picks up again, most probably in late 2016.

The activities and process of the project need to be guarded so that the events are not hi-jacked by political players who try to influence the votes of the people present.

LESSON LEARNED 18: *The Offices for Legal Assistance (BAL) have successfully brought access to justice to many common citizens and reduced the rate of extended pre-trial detention.*

SUCCESS FACTORS: Since late 2012, CVR in collaboration with other sections of the Rule of Law Pillar, established the first four Offices for Legal Assistance (BAL) in the metropolitan area of Port-au-Prince. In 2013 two more were added: one in Cap-Haïtien and a second office in Port-au-Prince. The BALs give recourse to justice for people who do not have the financial resources to access juridical defence and protection. Since the major problem in Haiti is the very slowly moving judicial process, prisons are severely overcrowded with pre-detention cases.⁹ Some people stay 7-8 years in detention without seeing any judge. Therefore, many families are interested in assistance that helps to move the cases to judgement. The BALs have been successful moving many cases.

Each BAL organizes community forums with community leaders to inform on their existence and services. A total of 15 forums (about 2 ½ hours) were held by each of the BALs this year, with an average participation of 70-100 persons. At the forums, beneficiaries provide testimonies; information is provided on the consultations and mediation units (which each BAL has). Publicity is also given through Radio MINUSTAH and Radio Caraïbes, among other media.

The BAL Carrefour had about 1,200 cases per year in the first two years, but now in the third year, it is doubling. Port-au-Prince BAL-1 has 1,300 cases this year. Specific lists are maintained by the BALs on gender and children; including those cases which are in the phase of receipt. Reports are done on finalized cases, which include notes on remarkable points. See also [Annex 4](#) for more information.

PRIMARY CHALLENGES: Several actors in the justice system are not collaborating as yet and legal assistants have problems following cases, because dossiers sometimes get lost after being passed to the District Courts, the Trial Courts or the Circuit Courts. Many employees in the Haitian justice system simply do not understand the assistance a BAL is giving. The collaboration of a BAL with the State remains difficult and not all tasks can be structured in the most efficient way. Moreover, the police is not knowledgeable and informed enough.

There are some detained people who do not accept the help that a BAL can provide, usually because they do not understand the use and are suspicious. Some cases also refuse testimony, due to mistrust in the system and fear of re-arrest.

THEMATIC AREA “DIALOGUE” – SPECIFIC FINDINGS

LESSON LEARNED 19: *Dignity and self-worth is stimulated when CVR helps to provide education to adults and minors in prison. Special educational and skills training programmes for minors and adults in prison have good results preventing recidivism.*

SUCCESS FACTORS: With the support of CVR, in 2015, 160 minors in detention received education during incarceration, giving more opportunity for life after prison. CVR collaborated with Caritas Haiti and Perspectives for Health and Development (PESADEV). Authorities which were involved included the DAP, the Institute for Social Wellbeing and Research (IBESR), the Office for the Protection of Minors (BPM) and the Ministry of Justice.

PESADEV developed training modules, adapted from material provided by the Ministries of Education and Social Affairs. The modules allow for children to easily join when they enter prison. Most children like to learn and join in educational sessions.

DAP programmes, especially for minors in conflict with the law, decrease recidivism, due to the psycho-social support provided. Regarding adults, the programmes help to acquire new skills, so that ex-prisoners are better able to support their families. For both youth and adults, becoming literate or learning skills in prison, have very positive impact on attitude.

PRIMARY CHALLENGES: There are unexpected consequences: newly arrived youngsters need to integrate in the group at any time, so the programme has to be flexible. Also, prisons often do not have much space to conduct the training activities.

Placement of ex-prisoners at companies where they can use the skills acquired is difficult, report the IPs. Ex-prisoners cope with a lot of stigma and discrimination, even when having marketable skills. PESADEV and the Rinaldi Foundation also mentioned that youngsters returning from prison are often rejected by their families.

THEMATIC AREA “RECOVERY” – SPECIFIC FINDINGS

LESSON LEARNED 20: The local governance of “Highly Labour Intensive Public Works (HIMO)” projects, their transparency in selecting rotating work teams and their providing a proper response to a community priority is key.

SUCCESS FACTORS: In Grand Ravine and TiBois, CONCERN has set up committees of four people in each of the project zones, to follow up on the solar lights installations; these committees have set up small enterprises to manage the resources. The four committees of four persons, one or two in each rival zone (TiBois, Grand Ravine, Boulousse) have worked well together and mutual trust was strengthened. Through implementing awareness activities before the project came on stream, the community was sensitized with respect the value of the common assets (which were therefore not destroyed). CONCERN has educated students at many schools on citizenship and conducted drawing and writing competitions around protecting the lamps. The four committees of four have grown into a community platform (moving the committee members from gang-affiliated to real leaders) which include representatives of churches, women organisations, peace groups, vaudouisants. Gang members do not block this.

Interviews highlighted that it was widely felt that CVR projects were well-adapted to community realities. For instance, other groups, NGOs, tend to come with their own priorities. With CVR, the community forums ensured proper discussion on priorities - then the quality of life clearly goes up. Good practice includes full participation of all stakeholders, effective information exchange and a list of priorities.

PRIMARY CHALLENGES: Because of competition for jobs, IPs recommend rotation of workers with new workers every 15 days. In order to make this happen, IPs must recruit sufficient animators to talk to the people in the various zones near to the project.

IPs report that some people are paid by political actors to cause instability: local committees can counter this with proper information and awareness to keep the situation peaceful.

The collaboration with local authorities can be difficult, with regard to identifying the most important needs and defining all the specific activities to be implemented. These can result in budget allocations which are too high for these specific types of activities.

If there is a natural disaster, all plans can change and work can be delayed; the numbers of beneficiaries will change as well.

4.3 Management

LESSON LEARNED / GOOD PRACTICE 21: CVR has set up a successful programme staff structure, with separate teams for project development (the Project Unit - PU), project management (the regional teams) and M&E. Working alongside the CVR Finance Unit, these programme teams ensure appropriate support to all phases of the project cycle. Regular staff planning exercises take place to refine implementation strategies (at central and departmental levels).

SUCCESS FACTORS: In addition to a workable staff structure encompassing the project cycle, CVR has also retained staff well over the years; many have already served for a long time with CVR. Therefore, staff know the issues and neighbourhoods very well, as well as the organizational structures relevant to the activities. Additionally, the staff is well aware of the over-all programme, such as its standard implementation structure.

Staff meetings are held regularly and on an annual basis, CVR organizes staff retreats to discuss the implementation strategies (at central and departmental levels).

PRIMARY CHALLENGES: The CVR team is dispersed over three offices. This may at times negatively impact team building and the coherence in following the project cycle. Regional Offices have an important role in project preparation and development, as well as project management, and are therefore in close contact with IPs and local stakeholders. M&E is performed solely from the main office. Staff confirmed that especially the Regional Office North (BRN) operates somewhat at physical and psychological distance.

LESSON LEARNED / GOOD PRACTICE 22: The design and selection process for new projects is a thorough process with various steps. However, since non-UN partners are to be invited to apply, this does not ensure a sufficient level of openness and competition.

SUCCESS FACTORS: The Standard Operating Procedure (SOP) describes the process for the selection of projects. It starts with prioritizing the needs of the communities through discussions at Community Forums. These community forums can be supplemented by other research activities, such as Municipal Forums and IP Round tables. Subsequently, the priorities are to be mapped in consultation with many stakeholders such as local and national authorities, CSOs as well as other sections of MINUSTAH.

Appropriate project concepts can then be submitted by UN agencies, MINUSTAH Rule of Law (ROL) Sections in collaboration with a proposed IP, or by any organization *at CVR's invitation*. CVR staff is however usually involved in the preparation of concepts. This procedure limits the number of applicants and therefore, the project concepts and proposals which have to be considered by the internal Project Appraisal Committee (PAC).

Still, an overview of FY 2013-14 shows that 113 concepts were brought to the PAC with a value of US\$20.3 million. The PAC approved 48 with a value of US\$8 million (close to 40%).

The actions described in the SOP are detailed in the “Guidebook Community Violence Reduction”¹⁰ used by staff and by IPs. The Guidebook was developed in 2013 and first revised in mid-2014. It is meant to be revised annually to incorporate all inputs, that will “smooth the workload, facilitate coordination among colleagues, partners, MINUSTAH sections and Local Authorities, boost section performance and enhance programme impact.”

There are two Project Appraisal Committees (PAC). The “PAC internal” consists of CVR staff representatives, including all regional Team Leaders. It meets approximately every one-and-a-half month. The external PAC consists of representatives of various sections of MINUSTAH and meets about six times per year. The meetings are well-prepared with much documentation provided.

Throughout the process, IPs are informed in writing that submitting a concept or proposal, even when modified and elaborated by CVR staff, does not imply that funding will be granted.

PRIMARY CHALLENGES: The result of the process described above is that only a limited number of IPs collaborate with CVR. Over 4.5 years, only 63 IPs have implemented CVR projects which is not a great many when all of the organizations operating in the communities covered by the programme are considered. It could be very beneficial to seek ways to bring more potential IPs into the process: this could mean greater diversity of organizations and more potential methodologies to work towards solutions.

PAC meetings take decisions based on a good amount of information. In view of the great number of project concepts, it will sometimes be hard to keep up the quality of consideration of the entire package by all members. PAC members contribute their individual and section expertise. The “section attitude/judgements” towards activities which go beyond the short-term stabilization mandate may also come into play.

The audit OIOS 2014 states that the ToR of PAC needs to be revised to include all relevant roles and responsibilities specified in the DPKO/DFS reinsertion guidelines. Functions which could be suited to a more general CVR setting are:

- Define priority locations for projects
- Delegate an officer for conducting socio-economic studies
- Avoid duplication of activities under different projects.

An important research technique, conducting a “Focus Groups” is sometimes misunderstood by CVR staff. The participants invited to a Focus Group should be well selected for their knowledge and practical experience on an issue and the ability as a group to highlight various perspectives on that issue. Therefore, participants should be able to express themselves freely (and should not be subjected to being filmed, such as the Cite Soleil Focus Group). The space should allow for confidential discussions; outsiders should not be able to just walk in. Invitees should not be “dominant” members of the organization (so in principle not the CEO) but rather another member who knows the problematics well. Time management is important and invitations should state start and end time. People who participated in a community focus group should not also turn up for an IP focus group also within the same research (when basically the same questions are used). Some staff training need to be done on the proper conduct of this research technique.

LESSON LEARNED / GOOD PRACTICE 23: CVR has established proper project administrative procedures. By being demanding, some IPs (in particular small CBOs) are strongly encouraged to get their systems in place and as such become more accountable. Also, there are alternative approval mechanisms when the application of these procedures seem inappropriate to the local situation in unstable areas and in humanitarian support.

SUCCESS FACTORS: CVR has good administrative project monitoring and reporting systems in place. IPs including smaller CBOs are encouraged and supported to adopt the requirements. Expenditures by an IP on a project need to be justified by proper financial reports, which include proper receipts. Verification is first done by the Finance Unit of CVR, which can then request the release of funds. Judgements on justifying receipts and documentation which seem to be lacking (informal receipts) can be made by the Finance Unit.

CVR strives to be in good communication with the IPs at all time (through weekly contacts). The SOP has to be respected, but CBOs may be assisted by providing model proforma invoice and receipt books for local purchases.

PRIMARY CHALLENGES: CBOs tend to be very enthusiastic to collaborate in CVR and implement activities. However, many have major capacity challenges and do not perform well in administrative sense. CVR builds capacity but this may take a longer period than the typical project duration.

The SOP can make it hard for CBOs, particularly those outside major urban centres, to make the necessary procurements due to the administrative requirements for proper justification. For instance, in Sedren (see Annex 7) sand could not be purchased locally and had to be bought from far (in order to get receipts).

Many IPs reported delays in disbursements. While the UN is considered very slow in disbursing funds, the IPs have to report monthly, on time. This can cause frictions and frustrations. These delays can adversely affect the project: In Sedren, seedlings (Vetiver grass) were bought but due to administrative delays, they arrived too late, well into the dry season and many did not survive.

LESSON LEARNED / GOOD PRACTICE 24: The various Sections under the Rule of Law Pillar (ROL) of MINUSTAH have successfully coordinated their community stabilization actions through CVR.

SUCCESS FACTORS: For the proper development and implementation of its programme, CVR works closely with the other sections in the Rule of Law Pillar, as well as various other parts of MINUSTAH (Civil Affairs, MJAC, etc.). The coordination at management level is good, partly because CVR offers the other sections and units (which interact with national authorities) the possibility for developing a certain level of action at the local level. Other units may call on the contacts CVR maintains with leaders and important persons at community level.

Direct collaboration takes place to celebrate the various annual thematic days (called by UN for instance) and bring them to the public. For awareness activities, CVR acts as an important node for the rest of MINUSTAH. Other units mention that CVR has much to show, concrete results.

CVR and the Justice section have close collaboration regarding the Offices for Legal Assistance (BAL) where the ultimate goal is to institutionalize them and include them in the national budget. The section also helps to mobilize lawyers to support victims of sexual violence at the Justinian Hospital.

CVR has also been a mechanism for innovation within the Rule of Law Pillar. Examples include the testing for sustainability of justice models, providing assistance in articulating projects (on human rights) and providing crucial financial support.

Other sections have much to learn from the project management techniques that were developed by CVR. Elements mentioned as especially good practices are the techniques used to evaluate partners as well as standardized reporting by partners.

PRIMARY CHALLENGES: The position and the work of CVR is not very well understood in many parts of MINUSTAH. At present, such a programme is unique to Haiti and CVR works with structures in communities and with local authorities which tend to be extremely weak in a normal peacekeeping context. There is no Manual of Procedures for the interaction between CVR and the other sections. Such a manual, which other sections already have, would help to clarify the roles and responsibilities and promote synergy. The development of project concepts and full project proposals by other units could be done more efficiently if all CVR requirements are well understood, which is currently not the case (examples include appropriate partner information and the description of sustainability in activities).

Some sections (correction, justice) regret CVR's practice to avoid State partners as potential IPs. Since there were negative experiences in the past (see Annex 8), CVR is not open to include local authorities as IPs but works through CSO partners and encourages tri-partite agreements.

The Steering Committee of the BALs, coordinated by the Ministry of Justice, has not worked well and needs to be reactivated. However, more steering committees should be established, for instance to coordinate all the efforts around corrections. Authorities tend to propose the same projects repeatedly and this could be managed by such Committees.

UNPOL could use the collaboration with CVR in training and equipment set-up.

The gender unit mentions that the learning capacity of CVR is weak and gender interest is too symbolic. A study was funded by CVR on the involvement of women in violence, but its recommendations were not followed. Often CVR starts awareness on issues, but it does not have the capacity to follow up with the pertinent activities which really contribute to changing the reality.

LESSON LEARNED / GOOD PRACTICE 25: CVR has formal M&E for its projects and all documents are held in a database, reducing the need for paper files to original signed copies and financial material.

SUCCESS FACTORS: Monitoring of projects is a central activity of the Regional Teams. A project officer is assigned to a project as soon as it is approved and will conduct weekly and/or monthly monitoring. Additionally, every project is internally evaluated by the M&E team. These evaluations are mostly based on the reports submitted by the IP as well as by staff. They generally research the adherence to the timetable, the measurable indicators and various aspects of the implemented activities.

The database of project documents is a wealth of information and experience. The CVR guidebook provides instructions for the inclusion of all relevant documents into this database.

Occasionally, CVR has prepared evaluations of groups of projects; examples include “Light and Security” and the Offices for Legal Assistance (BALs). The case study presented in Annex 6 groups 3 HIMO projects. Compiling cumulative information from more than one project is very useful for learning purposes.

PRIMARY CHALLENGES: With regard to monitoring, the 2014 OIOS audit recommended the adequate monitoring of construction projects of CVR, which were sometimes found wanting.

Because the M&E team is small, it is usually not possible to implement field visits. According to staff, when the evaluation team does make a field visit, incoherencies with the written reports are usually noted. Moreover, testimonies collected may give important additional information.

Another limitation of only using the written reports as a basis is that often an assessment of the sustainability of an implemented project is impossible. This tends to be an issue. For example, a Sports Park was built in Cite Soleil by the Brazilian Battalion (BRABATT). The City Hall did not immediately take over responsibility for the infrastructure after construction and unfortunately some of the lamps and batteries were stolen in the interim.

The efficient sharing of data (for instance on the rates of preventative detention, incarceration, children in prison, victims of SGBV) among the sections is not as yet established. Some units deliver such data on a weekly basis, but keep them in separate databases. Sharing is becoming more and more important, since there are now joint projects, such as the BALs which steadily produce data. CVR project information (evaluations of projects, strategies and impact) should also be communicated more internally between the sections.

The Model Jurisdictions Section indicates the need for a shared database on IPs, so that other units can integrate IPs in their work with the authorities.

IPs are strongly requested to include baseline data in the context section of a project proposal. Additionally, CVR collects much qualitative information through community forums and stakeholder meetings. Baseline studies are at present limited to these inputs. The 2014 OIOS Audit recommended CVR to conduct baselines surveys at the start of projects.

LESSON LEARNED / GOOD PRACTICE 26: When taking pictures, videos or testimonies of beneficiaries, the use of consent forms should be common practice.

SUCCESS FACTORS: The CVR team is instructed (see the Guidebook) to insert pictures of project progress with weekly or monthly reports. Additionally, pictures are taken at all events. These pictures often include beneficiaries. Moreover, there are occasions that videos are made, including those of beneficiaries. CVR tends to be well-trusted and partners and beneficiaries accept being photographed or video graphed.

PRIMARY CHALLENGES: CVR takes pictures of all meetings and at all occasions and does not ask people to sign consent forms. This is not good practice since beneficiaries should feel safe to participate in events or give testimonies without this “going public.” Many organizations have found that the depths of contributions will increase if confidentiality is ensured.

It should also be noted that CVR introduces risks by not having consent forms. If CVR will be highlighted more in national news, it could be difficult to decide which images or testimonies of beneficiaries can be used. The consultants have articulated an example of a short consent form.

LESSON LEARNED / GOOD PRACTICE 27: *The CVR funding ceiling is US\$200,000. Spending per project has been consistently close to this ceiling, with an average of US\$163,000 and a range from US\$140,000 to US\$185,000 for the project activity sectors. In view of the diversity of CVR programming, the average spending per beneficiary (US\$64 with a range from average US\$56 for outreach/awareness to average US\$1516 for vocational training) provides excellent Value for Money.*

SUCCESS FACTORS: Many projects are designed for the budget ceiling of US\$200,000 and spending is often not far below that ceiling. [Table 22](#) shows that CVR has spent an average of US\$163,000 per project. The range for the groupings of projects per project activity sectors runs between US\$140,000 (average for Public Outreach) to US\$185,000 (average for Access to Justice).

[Table 23](#) shows that there are a total of 573,605 beneficiaries of the projects (with 45% female beneficiaries, see also [Lesson Learned 3](#) for more detailed gender distribution information). Spending per beneficiary runs from an average of US\$24 (under Public Outreach/Awareness activities) to US\$1,516 (for vocational training activities). The overall average of spending per beneficiary is US\$64. In view of the diversity of CVR programmes, compared to many project experiences in Haiti, this can be considered as excellent Value for Money.

TABLE 22: Average cost of project per Project Activity Sector, July 2011 – December 2015.

Progr. Approach	Thematic Pillar	Project Activities	TOTAL spent (US\$)	# projects	AVERAGE per project (Rounded off, Thousands of US\$)
Participation	1 - Livelihood	Employment	2,987,225	20	149,000
		Vocational Training	3,672,287	21	175,000
	2 – Reconciliation	Public Outreach	3,075,361	22	140,000
		Sensitization	1,400,000	13	108,000
		Security and Stabilization (SaS)	790,790	5	158,000
		Legal / Access to Justice	3,879,243	21	185,000
Mobilization	3- Dialogue	SGBV & Child Protection	3,623,534	22	165,000
	4- Recovery	HIMO / Infrastructure	16,585,241	95	175,000
State Authority	Dialogue Govt - Communities	Cross cutting Administration M&E	9,000 593,349	6	100,000
			36,616,030	225	163,000

TABLE 23: Average spending per beneficiary per Project Activity Sector, July 2011 – December 2015.

Progr. Approach	Thematic Pillar	Project Activities	TOTAL spent (US\$)	# beneficiaries	AVERAGE per beneficiary (rounded US\$)
Participation	1 - Livelihood	Employment	2,987,225	Total: 4,298 Female: 2,034 Male: 2,264	695
		Vocational Training	3,672,287	Total: 2,422 Female: 787 Male: 1,635	1,516
	2 – Reconciliation	Public Outreach	4,475,361	Total: 184,588 Female: 97,667 Male: 86,921	24
		Sensitization			
		Security and Stabilization (SaS)	790,790	Total: 4,305 Female: 1,337 Male: 2,968	184
		Legal / Access to Justice	3,879,243	Total: 41,431 Female: 11,748 Male: 29,683	94
Mobilization	3- Dialogue	SGBV & Child Protection	3,623,534	Total: 41,655 Female: 21,957 Male: 19,698	87
	4- Recovery	HIMO / Infrastructure	16,585,241	Total: 294,906 Female: 124,477 Male: 170,429	56
State Authority	Dialogue Govt - Communities	Cross cutting Administration M&E	9,000 593,349	N/A	N/A
			36,616,030	Total: 573,605 Female: 260,007 Male: 313,598	64

5. RECOMMENDATIONS

The recommendations listed below are directed to MINUSTAH-CVR. If a recommendation relates to other units, that is specifically mentioned.

It should also be noted that CVR staff articulated a great number of recommendations on “operational effectiveness” in 2014, regarding the period up to FY 12-13, which are contained in the database. This experience has been taken into account, however, the recommendations below are solely based on the lessons learned described in Chapter 4.

5.1 Recommendations relating to development effectiveness

RECOMMENDATION 1: The CVR section should consider implementation in new neighbourhoods. These neighbourhoods can be assessed after discussions with mayors and local and national authorities. After a suitable zone is identified, a community forum is to be organized to establish diagnostics.

- Implementing CVR projects in other neighbourhoods may reduce stigmatization of beneficiaries and introduce additional IPs.
- In order to develop realistic rehabilitation activities in the scope of sustainable development, community violence reduction projects must include and take into account solid diagnostics for local and community development.
- The following steps to be well-defined: setting up a CVR programme in a new neighbourhood; running the appropriate activities; creating sustainability for the funded services.

RECOMMENDATION 2: Finalize the writing of a Theory of Change for CVR, analyzing the impact of the implementation of its 10 project activity sectors on trust building, taking into account the establishment or strengthening of local governance for community development.

- The creation of a learning environment in CVR is key, using the evaluations of interventions and listing the points for improvement. An effort to consolidate the best projects and most successful achievements should be undertaken. This should be communicated to Haitian society.
- This effort would be an input into the development of a framework for transition of CVR to the Haitian State, UNCT and/or others. The framework would include knowledge acquired (lessons learned) as well as argumentation for the next phase of projects.
- Care should be taken that “the future CVR” is not high jacked by a partisan government, looking for financial resources.

RECOMMENDATION 3: Develop additional indicators to measure the results and outcomes of CVR strategic emphasis on the integration of women in programmes and projects.

- In addition to considering levels of participation, study levels of discrimination / privilege for specific work and genderize results and their impact on violence reduction.
- CVR needs to design activities which look at the discrimination of women, physical and verbal abuse and combating stereotypes: more integration in training such as electrician, car repairs and such.
- CVR should also take into account the outcomes with IPs and CBOs of its gender policies.

RECOMMENDATION 4: Despite their weaknesses, CVR should continue to engage the local authorities, continue to link CVR activities as much as possible to existing initiatives in order to transfer appropriate knowledge and strengthen their roles.

- CVR should keep emphasizing that the direct and sustained commitment of the Haitian State must accompany the programme’s achievements in order to ensure sustainability. For instance, CVR needs to advocate for the inclusion in national employment plans of youth graduating from

training programmes. Follow-up activities, such as creating an employment market, could be a new phase of projects.

- In order to bring a development aspect to its relationship with local authorities, CVR should develop an appropriate strategy. This strategy would envisage a progressive increased engagement of local authorities in CVR.

RECOMMENDATION 5: Continue regular community forums in existing communities, conduct them in potentially new ones and communicate the findings within the community as well as through national media.

- Establish appropriate national and local media activities on forum results aimed at reducing stigma and discrimination of residents from violence-affected zones.
- Hold forums regularly for updated diagnostics and to assess “burning issues.” Follow up in various formats, including thematic Focus Groups and Group Meetings with community leaders and local authorities in targeted communities.

RECOMMENDATION 6: Ensure that exams of vocational training are implemented by institutions accredited to INFP and highlight this linkage on the certificates.

- In the long-run, the State should aim to set up such services. This will require more local government involvement in disadvantaged urban areas, often neglected by the central power.
- The endorsement of the courses by INFP is vital for recognition and its logo should be used centrally in addition to those of CVR and the IP, to avoid stigmatization.
- Consider the participation of groups or “clubs”, e.g. of women, who can later support each other.
- For micro-enterprise training, participants should have access to a computer.
- IP must evaluate the professors afterwards (don’t rehire non-performing ones). Civics training should not be overly theoretical; often an IP should sub-contract a specific organization for that.

RECOMMENDATION 7: Establish a CVR communication strategy and conduct media activities to highlight the results of CVR’s local stabilization and reconciliation activities.

- There are many CVR successes at local level which are unknown to national audiences. Experiences and lessons learned should be communicated to the Haitian society, to create constructive debate and more dialogue.
- Media efforts are needed to highlight the progress made in over-populated areas / violence affected communities and to contribute to decreasing their stigmatization. This needs to be guided carefully (including use of consent forms) so that individuals will not be exposed to violence.
- MINUSTAH should consider conducting media briefings or press conferences on CVR and its projects and organizing guided visits for journalists to interact with local communities.
- IPs do not easily understand how to do rapprochement. Therefore, UNPOL needs to support the process in the concept phase and PNH agents should participate in as many CVR activities as possible, in particular the community forums. This helps to bring change in the thinking of community people about the police.

RECOMMENDATION 8: Design training sessions for CBOs in institutional development and advocacy / dialogue.

- There is much training material available among donor agencies and the NGO community which could be used, possibly in a modular form.
- Other supportive activities may include internships with IPs, support for networking on specific themes.

RECOMMENDATION 9: Maintain informative programmes and strengthen thematic networking for CBOs on pertinent issues such as Child Protection and SGBV, so that they can ensure that communities take ownership of them.

- Ownership: Although there is widespread institutional weakness among CBOs, CVR through the IPs can assist in strengthening their linkages with specialized CSOs and local authorities on child protection and SGBV.
- The services of the Offices for Legal Assistance (BALs) can be promoted through the CBOs.

RECOMMENDATION 10: Encourage innovative dialogue and mediation activities, through funding concrete actions generated by the community communication networks, in order to bring sustainability to awareness and mediation activities.

- Accompany this process by acting on the specific causes of violence and developing preventative mediation actions.
- Devote attention to the inclusion of local and national media in the communication networks.

RECOMMENDATION 11: Continue designing HIMO projects as integrated vehicles for violence reduction, community development and strengthening the role of authorities.

- Link the interventions to the relevant strategies of the State (e.g. roads, canals, sanitation, public spaces, solar lights, public buildings, schools, prisons, training spaces and workshops).

5.2 Recommendations relating to operational effectiveness

RECOMMENDATION 12: In several cases, CVR may consider designing projects with a longer term than 12 months, while committing funds in one-year phases (as a series of sub-projects).

- The project design should follow the true nature and integrity of the project activity. If it takes longer than a year to implement the full project, including its planned phases, it is better to recognize that and act accordingly.
- Design the entire project that is proposed, no matter the total length of time and commit funding upto 12 months at a time. The stipulation would be that if the Mission leaves, and the project is considered worthwhile for continuation, mechanisms for continuation may be established through another UN agency.

RECOMMENDATION 13: increase the number of IPs participating in CVR, while carefully vetting their domains of expertise and their approaches, as related to potential projects.

- The IPs need specialized knowledge, in particular to conduct training.
- Involvement of more IPs could be done through advertising funding possibilities through existing communication channels. Also, if CVR starts work in other communities, additional IPs working there will become involved.
- CVR may consider the collaboration of several IPs in project implementation, e.g. one to conduct the training, another for developing the revenue generation activities.

RECOMMENDATION 14: Establish a contact database of trainees and increase CVR's work on placement (internships and jobs).

- During the courses, IPs should establish profiles for each participant and check identity cards. Ensure to have phone numbers of the trainee and at least one family member.
- The IP needs to develop contacts with a broad scala of business managers in the area to assure internships, job placement and mentorship. A baseline of appropriate business opportunities is appropriate and will help efficiency and effectiveness later.
- Appropriate M&E methodologies for tracking results of training. Surveys could be distributed through the IPs or data could be collected through phone surveys: beneficiaries could be consulted directly (if phone numbers have not changed).

RECOMMENDATION 15: CVR, IPs and local or national authorities should establish more tri-partite partnerships to ensure follow-up to training and other activities.

- Tripartite meetings to be considered, for coordination, orientation and harmonization.
- Such partnerships can better guarantee monitoring on services or themes, guided by either an informal understanding or a formal strategy. If there is a formal effort, a Steering Committee (CoPi) should be established for coherent communication.

RECOMMENDATION 16: The operation of the Awareness small grants should be delegated to a capable IP.

- CVR should consider delegating this task operationally and financially to an IP, with all needed instructions and procedures.
- The IP would report monthly or quarterly on activities and indicators.

RECOMMENDATION 17: Define and elaborate specific awareness campaigns and dialogue activities regarding specific groups of vulnerable people.

- In light of the success of the Electoral Information Campaign, more such events could be organized.
- Examples of campaigns relating to conflict and violence could be, and are certainly not limited to: participation of women in elections; refugees and deportees from the Dominican Republic; access to water resources; squatting and land rights.

RECOMMENDATION 18: With regard to the sustainability of the Offices for Legal Assistance (BAL), consider establishing a specific Fund or contributing to such a Fund, which can in the near future make financing available to the BALs.

- Strengthen advocacy for the consolidation of a justice framework. An informative media effort through data publishing and dissemination of testimonies will contribute.
- Talks are underway between the section “Institutional Support and Law Reform” and the Ministry of Justice and Public Security (MJSP) to institutionalize the BALs. Therefore, seek to strengthen the capacity of the MJSP in leading and financing the BALs or specific functions of the BALs to be determined.
- Such a Fund needs guidelines for use and disbursement, accompanied by evaluation criteria (Benchmarks).

RECOMMENDATION 19: Regarding education to adults and minors in prison, based on the various experiences, CVR can develop support packages (such as modular training). A database supporting juvenile justice should be maintained by DAP to promote a better understanding of criminal behaviour of minors, gaps and weaknesses in procedures, reintegration results.

- CVR should encourage a full database on minors in conflict with the law (types of crimes committed, procedural info per detainee, sentence pronounced, participation in educational programmes and vocational training)
- CVR should encourage a permanent programme for the training of children’s judges, implemented by the Ministry of Justice.
- Elements for proper reinsertion to be considered are the communication with parents or guardians (mediation meetings included); the establishment of centres of accompaniment; inclusion of various intervening organisations.

RECOMMENDATION 20: Ensure in all cases professional engineering in HIMO projects, as well as consistent implementation techniques regarding community governance and environmental education.

- Bring in professional engineering to avoid costly mistakes. IPs should consider a bidding process with qualified enterprises.
- An IP needs to employ people as facilitators who live in the zone and have solid attachments.

- Keep incorporating environmental education, in particular when rehabilitating canals or ravines. People need to know how to protect infrastructures. Engage communities in information, awareness and governance. Make a combination with tree-planting.

5.3 Recommendations relating to management

RECOMMENDATION 21: Hold programme planning exercises with CVR staff and include a training element on a specific issue in each session.

RECOMMENDATION 22: Consider bringing more openness to the application process by advertising funding possibilities through national and local communication channels.

RECOMMENDATION 23: In order to decrease the burden of administration, consider if at times the administrative systems of IPs (those which use generally accepted standards) can be utilized.

RECOMMENDATION 24: A Manual of Procedures for the interaction between CVR and the other Rule of Law sections should be developed to clarify roles and responsibilities and promote synergy.

- The various units of MINUSTAH should coordinate with CVR their awareness and outreach activities towards targeted groups of beneficiaries, in particular those in the communities of implementation of CVR.

RECOMMENDATION 25: CVR needs to establish proper data tracking systems (including for professional training activities), using indicators based on the objectives and results of the programme. Synergy with other parts of MINUSTAH should be sought for specific expertise on the indicators to be tracked.

- At present, the impact of the CVR programme cannot be measured. There is just knowledge on numbers of results delivered. In order for CVR to “make its case” it needs to be able to communicate progress internally in MINUSTAH, as well as externally to Haitian society.
- The current data system of CVR is not coordinated with other MINUSTAH and UN bodies. A first step would be to share data management and databases with other units. In order to most efficiently collect data, the IPs need to be involved. Checklists for which IP contributes data on what indicators should be established.
- A second step would be that the database covers institutional information on community actors. This is essential for creating sustainable dialogue.
- Thirdly, the database needs to include some level of information on individual beneficiaries (in particular those where CVR has invested in training, enterprise development or capacity for reinsertion. With regard to evaluations and assessing impact, at present, it is very hard to trace and contact beneficiaries sometime after the projects have taken place. If many beneficiaries are traced in a data system, it should be possible to find a representative sample.

RECOMMENDATION 26: Introduce the use of consent forms for use of pictures, videos or testimony.

6. CONCLUSIONS

	Research question	Conclusion	Ref LL #
1	In which ways has the CVR Strategic approach, expressed through THEMATIC AREA 1 – LIVELIHOOD, contributed to community-based security, trust building and the reduction of violence? How were the risk factors reduced?	<p>CVR has undeniably contributed to the reduction of violence in the specific target communities through investing in great numbers of vulnerable women and at-risk youth. Together with 23 organizations with varied specialties, these vulnerable people have been trained in many vocational skills, entrepreneurship, agriculture, tourism and other specialties through 20 employment projects and 21 vocational training projects. Many have started new businesses or found employment, also through the active approach of CVR to find placement of trainees at companies and professional organizations.</p> <p>Training was more often than not combined with psychosocial support in order to teach trainees to enhance the structure in their lives. Trainees can now take care of themselves and are less liable to fall into delinquency. This is extending to their communities.</p> <p>It is recommended to assess the status of trainees over time in order to learn more about the longer term impact of CVR. Additionally, tri-partite agreements between authorities, implementing partners and CVR have proven to enhance the effectiveness of the livelihood strategies.</p>	6 14 15
2	In which ways has the CVR Strategic approach, expressed through THEMATIC AREA 2 – RECONCILIATION, contributed to community-based security, trust building and the reduction of violence? How were the risk factors reduced?	<p>The four project activity sectors in this thematic area reinforce each other and show that local reconciliation is possible. The basis for change are outreach and awareness activities, which have been implemented in many forms by CVR. These support initiatives focused on the reintegration into society of prison inmates, community policing and the functioning of the Offices for Legal Assistance (BAL). Meanwhile, CVR seeks also to strengthen CBOs to take up leading roles in their communities. Within the stalled electoral process in Haiti, a CVR information campaign on elections was a luminous point.</p> <p>The CVR approach here has been ground-breaking for Haitian society. The BALs provide access to justice for people without means; they have already brought many cases of extended pre-detention to trial and judgement. Community policing, still at an experimental stage, provides another image of the police to society. The training in skills of adults and youngsters in prison provide them with opportunity on release.</p> <p>It is recommended to establish a proper communication strategy for CVR and define more awareness campaigns in contact with thematic networks. It is also recommended to delegate the operation of the Awareness small grants fund to a capable specialized IP in order to further enhance its impact. The BALs should be sustained and in a transitional situation, the establishment of a special Fund could be researched.</p>	7 8 16 17 18

3	In which ways has the CVR Strategic approach, expressed through THEMATIC AREA 3 – DIALOGUE, contributed to community-based security, trust building and the reduction of violence? How were the risk factors reduced?	<p>Specialized on the theme of Child Protection and the prevention of Sexual and Gender-based Violence (SGBV), this area has strong linkages to the activities of Thematic Area 2 – Reconciliation. CVR has implemented 22 projects with 12 IPs and assisted a great number of women and child victims, mothers, orphans, street children and minors in conflict with the law. CVR has clearly contributed to humanize some of these groups and touched upon discrimination.</p> <p>CVR's community forums have been found to be a very successful dialogue activity as well, to decide on priority setting for projects.</p> <p>It is recommended to continue the development of modular education for children in prison and keep contributing to the change in mentality through communication and awareness.</p>	9 10 19
4	In which ways has the CVR Strategic approach, expressed through THEMATIC AREA 4 – RECOVERY, contributed to community-based security, trust building and the reduction of violence? How were the risk factors reduced?	<p>The many infrastructure projects (HIMO) which CVR has implemented have been tremendously appreciated by community residents. It is the largest project activity sector (over 40% of number of projects and funds spent). In addition to constructing infrastructure, they serve various other objectives: community ownership and pride; income for many people; environmental and disaster risk education.</p> <p>These projects work best when conducted as transparent as possible and under local and community coordination. They are great trust builders by having people that may be in conflict work together. Better infrastructure (in particular solar lights) increase community security.</p> <p>Recommendations relate to the design of HIMO projects as integrated community development projects, strengthen the role of local authorities, and further professionalize implementation.</p>	11 20
5	In which ways has the CVR Strategic approach, expressed through THEMATIC AREA 5 – COMMUNITY DRIVEN DEVELOPMENT, contributed to community-based security, trust building and the reduction of violence? How were the risk factors reduced?	Based on the staff workshops, this thematic area was eliminated as a separate thematic area, since it actually encompasses all others.	
6	In which ways and levels has the participation of women been essential for the achievement of the CVR strategies on community-based security, trust building and the reduction of violence? Were there constraints to integrate women in the activities? What constraints?	<p>CVR has established a quota of at least 30% women participation in all projects. In itself, the application of such a quota is new in Haiti and CVR has taken a leading role to encourage partners to put strategic emphasis on the participation of women.</p> <p>The real impact is difficult to assess. It is recommended that CVR develops additional indicators to measure the results and outcomes of women integration in gender policies of IPs and CBOs.</p>	3

7	Which were the areas of strength of the CVR projects and activities? Why were some activities less suitable, relevant or efficient?	<p><i>Programme Development:</i> An area of strength for CVR is that with 4 thematic areas and 10 project activity sectors, CVR has achieved a consistent programme for the implementation of projects. CVR has contributed to the reduction of violence, the increase of security and trust in the target communities. The conduct of many community forums have assisted in the general success of CVR.</p> <p>Nevertheless, stabilization in Haiti could be served by the inclusion of additional communities or by replacing communities. This would also help to decrease the stigma attached to being a resident in one of the most violence-prone communities. Additionally, it would increase the number of IPs currently involved in CVR.</p>	1 5 13 22
8	<p>What were the key achievements of CVR, versus the constraints encountered?</p> <p>What are the best practices at programme and project level to be recognized?</p>	<p><i>Operational effectiveness:</i> CVR's flexibility to conduct projects is high. This allows for quick adaptation to a changing context. Projects are allowed to be designed as series of phases in order to add more funds to the intervention.</p> <p>However, nearly all projects request extensions in time. Project design should therefore become better in taking delays into account.</p> <p><i>Management:</i> The structure with two types of Project Appraisal Committees is appropriate and efficient.</p> <p>It is recommended to articulate the CVR Theory of Change. This will support the decision making on pertinent strategies, including to partners, new neighbourhoods and regarding project design. It should continue organizing community forums and communicate the results better outside the community. Special attention should be given to the establishment of data tracking systems.</p>	2 12 23 25
9	How efficient was the involvement of the Government in CVR, of community SCOs as well as other sectors? Was each of these involvements suitable? How has CVR contributed to the inclusion of communities in national decision-making processes?	<p>The engagement of the Haitian Government was generally speaking unsatisfactory. This is due to political instability and rapid change of functionaries. The direct and sustained commitment of the Haitian State remains imperative for the long-term success of CVR.</p> <p>Community CBOs participated well in CVR, in particular through partnerships with the implementing organizations of projects. There is clear interest to strengthen CBOs more and some ways and means are included in the recommendations.</p> <p>Little progress has been made to include the community representatives in national decision-making processes.</p>	4
10	What were the gaps in programming?	<p><i>Programme Development:</i> CVR is a multifaceted programme and within the communities of operation, many issues and project opportunities will come forward. CVR is flexible to take up new approaches and therefore structurally can rapidly respond to a need.</p> <p><i>Operational effectiveness:</i> The major gap is CVR's geographic limitation which impacts on stigma issues.</p> <p><i>Management:</i> The staff is very small for the great amount of activities coordinated.</p>	1

11	What was the value for money for implemented programmes in the various thematic areas?	Although many projects are designed for the budget ceiling, CVR has spent an average of US\$163,000 per project. The range runs from Public Outreach (US\$140,000 average) to Access to Justice (US\$185,000 average).	27
12	Which are key examples (cases) from the Haitian context which hold lessons for other audiences: UN Peacekeeping and stabilization missions: Haitian Government and society; CVR and MINUSTAH?	<p>Examples contained in the report include:</p> <ul style="list-style-type: none"> - Combining training, employment and psychosocial support; - A strong awareness programme to support all activities and extend results; - Emphasis on Access to Justice and access to opportunity for prison inmates; - Emphasis on violence against children and women and the development of supportive preventative structures; - Integrated design of community infrastructure (HIMO) projects, focusing on community ownership. 	21 24 26

ANNEX 1

CASE STUDY 1: LIVELIHOOD: Young people in Desarmes (Artibonite) on their way to a brighter future for themselves and their community.

This case study highlights CVR's cooperation with IPs working in Employment / Income Generation implemented under the Programmatic Area Livelihood and Vocational training. The main objective of this area is to strengthen the socio-economic capacity of young people through vocational training, in order to facilitate their entry on the work floor which again results in reduced violence in their neighbourhoods. This case study highlights a CVR project in the Artibonite Department which focusses on agriculture and its technology. The project was carried out in the FY 2014-15.

The small rural village of Desarmes lies 90 miles northeast of Port-au-Prince, in the midst of the green and low-lying Artibonite Valley. It counts 11,544 registered inhabitants¹¹. Quite some of these had migrated to the cities, but fled back after the earthquake of 2010. This official number of inhabitants does not include the numerous children and youngsters without a birth certificate.

Via Pont Sondé or Mirebalais, Desarmes can be reached in approximately 3 1/2 hours from Port-au-Prince. However, the road from Mirabalais is less comfortable during the last 45 minutes: the asphalt changes in a sandy bumpy road track, on which frustrated residents have built countless speed bumps to diminish the clouds of dust and dirt. The dirt coats trees, houses and furniture and enters your lungs, which can be a cause for allergies.

Secondary roads to Desarmes are as bumpy and sandy as this one, giving headaches to the local residents when transporting people and agriculture products.

But further from the roads, there is another view: in the intensely bright green rice fields, you see the small but colourful figures of the peasants working. The groundwater easily covers their calves and in rainy seasons even their thighs - a wide and peaceful scenery as in one of those great Artibonite paintings of Alix Dorléus or Ernst Louizor.

Water is indispensable for growing rice. However, one cannot take rain or enough river water for granted in the rice valleys. The lack of water is often the root cause of violent disputes, based on the unequal benefits of

wells and the bad management of irrigation canals.

The Artibonite produces 75 to 80% of the national production of rice. This equals 12% of the rice consumed in the country. The sector employs 60,000 farmers and 30,000 farm workers.¹² But young people leave in droves and move to towns, due to the long-term drought experienced over recent years, the availability of cheaper imported rice (as "foodaid" or commercial), as well as the limited opportunities for the profitable marketing of agriculture products. Work opportunities seem to be better in towns in particular for skilled youth; brain drain is a reality in Desarmes. Many of the young people who stay, pass their days hanging around idle and frustrated.

In this context, the Vocational School of Desarmes (EPD) started a project to rehabilitate 60 youth through vocational training aimed at job creation and reducing community violence, financed by CVR. "The programme of CVR/MINUSTAH answered my dream: EPD is to give a pertinent response to a real problem. This is our mission so we had to manage the project well," says Ramel Altidor, Director of EPD.

Reinsertion of 60 youth through vocational training in order to create employment and reduce community violence. Project number CVR/17/1415/34. Implementing Partner (IP): Ecole Professionnel de Desarmes (EPD).

Locality: Desarmes ; Artibonite, District St.Marc, 4e Section Verrettes. Project cost: US\$130,595. Duration: 6 months. Direct beneficiaries: 60 (24 girls/36 boys, all from the region of Desarmes.

Reduction of violence in the project area

Violence is a reality in Desarmes. This can be due to economic disparities, limited access to land and water sources (which are often on private property), the management of the irrigation systems and potable water kiosks (which can be partisan), the setting on fire of vegetation or free cattle grazing.

Cyclical effects of food insecurity, resulting in hunger and diseases, bring families to buy food on credit and go deep into debt. This results in conflicts when the family is unable to repay the debt.

Lacking work, money and distraction, some youngsters hang out in groups. They become easy targets of the politicians to serve as electoral bandits.

The project

The CVR project was implemented within the normal EPD school context. Some frustration was caused, because of the special treatment given to the "CVR students." These got food, transportation and equipment all free of charge, while the regular students of EPD have to pay for everything themselves. EPD realized that tensions and violence could result from this, since only 60 students were accepted for the CVR course, while some 500 others would like to participate as well and could be jealous.

The level of education of the Haitian population is low and access to school is often a heavy burden for the family budget.

Still EPD accepted the challenge and taught the 60 youngsters professional agriculture, animal production, planning a business to generate stable income from ventures. They learned how to formalize a business and how to be competitive in commerce. Communication, life skills and psychological support was added to the package.

"The project enhanced mutual trust, they joked and laughed together", ascertains Maxwell Dorelien, teacher in computer science. "Students learned to believe in themselves again".



Group of graduates, EPD/CVR course

One of the graduates shared in confidence "I am not so clever, but I was surprised to see how much I could learn!"

A brighter community life for all

At graduation day in March 2016, the group of graduates proudly walks in the schoolyard: See who I became today! Positive attention by the community reinforces their willingness "to make it happen". Three friends explain: «the project taught us to work together, to unite us. We are not any longer each other's enemy. We even started a business together, breeding goats. "

Smiling family members and villagers, dressed in Sunday-best, came from all over to celebrate the success of the graduates. They are no longer seen as liabilities but as the new plumbers or agriculture and breeding specialists of the area.

Director Ramel rejoices himself: «"Thanks to the involvement of the community we have come together in the end. Community mobilisation and civic leadership trainings are part of the EPD/CVR project activities." It all is in line with other tokens of EPD's faith, like « the day of reflexion on peace » which EPD organized on 3 December 2012 on St. Francois' Patronal festival in Desarmes.

However, in spite of all optimism for the 60 newly graduated youth, there are still a lot of challenges to overcome.

These young professionals now need close companionship and regular monitoring over the upcoming months. They may be

discouraged and fall back in old habits. In that sense it is unfortunate that the CVR project is over.

But EPD will overcome problems and deliver what is needed, says Director Ramel. It lived hard times already with CVR. The Director regrets that CVR's disbursement procedures are so complicated and way too slow. To run the course, he had to borrow from the regular school budget or advance private money. "This is not always the best way to assure proper management of a project".

As for follow-up work with the graduates, the Director assures that EPD will honour the responsibility. "Taking responsibility is a prerogative for taking any step towards change," he says. "There are many problems. Even if the government is not causing them all, its task is to orient the different institutions to address and to solve the problems. Strengthening local government, setting up round tables of stakeholders and requesting everyone to honour its own responsibility, is THE basis for change!"

Lessons Learned and Best Practices:

- Establish a professional training course based on realistic local opportunities for employment;
- Guide students towards setting up small businesses with groups of approx. 5 members, in order to assure good management of the materials and the money, while benefiting from the different individual skills of each of them;
- Set up round tables and assure transparent communication patterns with all stakeholders;
- Support local government coordination structures by keeping them informed and including them in round tables to share information and to grow together;
- Future elections might lure youth to violence for small pocket money. Being new and still rather inexperienced, the graduates can easily be discouraged by the slow path towards success; continuous monitoring, mentoring and encouragement is needed. EPD has "an always open door" policy to help avoiding risky side tracks.

About CVR and the Lessons Learned Exercise.

The Community Violence Reduction (CVR) programme of MINUSTAH is a long-term effort and a great number of activities have been implemented over nearly 10 years. Projects zones include the West Department (in particular the violence-affected neighbourhoods of Port-au-Prince), the North (Cap Haitien) and various localities in the Artibonite. In partnership with civil society and Government, the focus of CVR can be summarized as: fostering social cohesion; strengthening the livelihoods of vulnerable communities; and directly addressing factors that promote violence and crime.

From February to April 2016, a team of consultants carried out a Lessons Learned Exercise (LLE), covering the most recent 5 years of CVR (2011-2015). The consultants examined:

- *Programme Development* - The four key thematic intervention areas of CVR, as related to the Mission's mandate and the CVR intervention strategy;
- *Operational effectiveness* - Samples of actual CVR projects and activities;
- *Management* - Management Lessons Learned and good management practices.

A series of 8 case studies was prepared as a result, based on inputs obtained from interviews, focus groups, project visits, desk studies and other research methodologies.

Disclaimer. « **Young people on their way to a brighter future for themselves and their community** » describes some of the lessons learned in the Livelihood Intervention Area of CVR. The opinions expressed herein are those of the authors only and do not necessarily reflect the views of MINUSTAH, CVR or the UN in general. The text may be freely used for the purposes of education and research, provided that the source is acknowledged in full. This publication is not for sale. Available in English and French.

The series of case studies were produced by Jan J. Voordouw, independent consultant, with assistance of Jean Claude Louis, José Magloire van der Vossen and Nicole Siméon.

ANNEX 2

CASE STUDY 2: OUTREACH AND AWARENESS:

WHAT ARE THE MEDIA SAYING ABOUT THE COMMUNITY VIOLENCE REDUCTION PROGRAMME OF MINUSTAH?

Informing society on community activities and achievements

CVR is well aware of the importance of communicating with the communities on projects and their objectives. Nearly all CVR projects therefore have a public awareness component during implementation. For instance, with many HIMO projects, the benefits of keeping the environment and the neighbourhoods clean need to be communicated to start a process of change.

Public awareness and information outreach to Haitian society are therefore essential activities of CVR. In most neighbourhoods, CVR starts its work with the organization of community forums. These aim at bringing all stakeholders together, establishing diagnostics and start a network of information exchange. Subsequently a number of awareness and public outreach activities are part of the package of designed projects.

“Awareness activities psychologically prepare the introduction of specific CVR interventions, for instance on access to justice. Additionally, carrying out awareness campaigns provides a first evaluation of the real capacity of the IP in the community,” was stated by a CVR staff member.

CBOs have underlined the importance of information and awareness activities for their strengthening and dialogue on important issues in their communities. Themes such as domestic violence, rape, community policing, sanitation and health have been promoted. One would expect that the Haitian press would take such information efforts further.

The Haitian press and MINUSTAH

The Haitian national and local press though, has been quite absent from these type of information exchanges, nor have they done much to highlight the achievements of CVR in the communities. One reason could be that CVR suffers from the fact that Haitian media have been overwhelmingly negative towards MINUSTAH in general. Haitian media are rather more inclined to denounce the UN force or report information in the case of open conflict between them and the population, as well as the situations of all kinds of abuse by MINUSTAH.

A comparative study¹³ analyzing over 100 articles in “Le Nouvelliste” and “Le Matin”¹⁴ published between June 2004 and December 2005, shows that the two principal papers of Haiti cover information on MINUSTAH stereotypically and with prejudice¹⁵. Very few of the analyzed articles provide a positive view on MINUSTAH; it is usually seen as a necessary evil¹⁶. The period September 2004 till the beginning of 2007 was particularly difficult for the Haitian society, when despite the presence of MINUSTAH, kidnapping against ransom became a profitable industry while many neighborhoods fell into the hands of bandits.

From 2007, when the CVR programme started, security has improved. However, the polarization of the political situation and the epithet of lawless areas where CVR generally works does not readily provide an opportunity for journalists to seek information from the field and inquire further of what the programme does or MINUSTAH in general.

Professor Jean Robert Simonise, presently Ambassador of Haiti to the United Nations in New York, in an article published in the Nouvelliste, of 26 September 2011¹⁷ argues that the poor image

of MINUSTAH originates from the fact that the Haitian government makes commitments without ever explaining the ins and outs of them to the people. He says that the people do not feel the usefulness of this force because they suffer criminal violence every day.

Some journalists do not always take the time to analyze the issues that justify the presence of MINUSTAH in Haiti. In an editorial in the *Nouvelliste* of 11 March 2016: "*When Canada wants to take over Brazil*,"¹⁸ the author argues that "the presence of MINUSTAH is seen from 2004 until today as a news item" that has caused more pain to the population and the balance of achievements of the UN organization is seen as zero. Another Haitian media, the online "AlterPresse," in 2014 published an interview with Camille Chalmers¹⁹, an academic leader, in the scope of the debate on renewing the mandate of MINUSTAH. The interview underlines negative points.

MINUSTAH, apparently, might have early understood the prevailing perception in the Haitian press and installed its own radio frequency. This ensures its own advocacy and the promotion of its activities. This decision was criticized by various stakeholders in radio broadcasting and was a loss of income for the Haitian media which before enjoyed payments by the UN organization to broadcast its programmes.

The international press and CVR

In the international media, there are some in-depth articles written by foreign journalists which give details on the CVR programmes. In an international blog on peacebuilding, reintegration and stabilization, Vanessa Leon (2015)²⁰ argues that the first generation of DDR (2004-2006) was a failure and that the second wave (with CVR) was more focused on development by reducing the concerns on livelihoods that often lead to violence.

In the British newspaper "Evening Standard" (January 2013)²¹, Martin Bentham documents a labour-intensive project in the Martissant area with a participation of 900-1200 young people. The article highlights the importance in the

Haitian context of a daily income of US\$7 and how this benefits individuals as well as the community.

The American Friends Service Committee (AFSC), an implementing partner of CVR, published reports on ReliefWeb regarding successful training courses on peace and urban safety, with participants from Martissant, Cite Soleil and Croix-des-Bouquets.²²

There are also a lot of articles about the efforts of MINUSTAH regarding the protection of women, an area of CVR. PBS²³ reported in January 2011 about the decline of sexual violence rates in the camps. The Montreal Gazette also has had regular coverage on this aspect.

The Haitian press and CVR

According to a selective review of local media reports, many have reported of the Community Violence Reduction programme, its potential impacts in beneficiary communities.

The online media "HaïtiLibre.com" regularly reported on CVR, normally using press releases distributed by MINUSTAH. HaïtiLibre is a participatory but moderated media and allows users to contribute, share, discuss, and defend their views. Over the period July 2011-December 2015, this media house has published at least 7 articles on CVR (6 reports on vocational training in several areas of Port-au-Prince, a report on women's entrepreneurship).²⁴

The dailies also use press releases, for example on vocational training in Cap Haïtien²⁵ (April 2012) or on entrepreneurship with women²⁶ (November 2011).

Moreover, radio stations have used the press releases, but often they also did some reporting. Good coverage was given by Radio Métropole on the campaign "Ann Chwazi Lapè (Let's choose peace)". In April 2015, the MINUSTAH Communication and Public Information Office and CVR launched this campaign as a cultural caravan with 3 musicians and a troupe of actors, for the pre-election period²⁷. Earlier, in 2014, a concert was organized at Place Boyer, Pétionville.²⁸ In addition, as part of this campaign, CVR

launched a drawing competition for students of final classes throughout the ten departments.²⁹

In January 2015, Radio Metropole reported on the Section Model Jurisdictions which has helped the prosecutor of Port-au-Prince with materials³⁰. In November 2014, the station released a report on the launching of phases 4 and 5 of the construction of the canal Bienac in Gonaïves³¹. Also the installation of a solar electrification system in the Raboteau neighbourhood was reported by Metropole in February 2014³² and in April 2014, the radio station reported on the Waves for Water project with DINEPA, to install filtration systems in Cité Soleil³³. Long before, in November 2011, a report was done on the capacity building of local authorities, through the construction of a multipurpose centre in Cayes Jacmel.³⁴

Le National, a newspaper which started its operation in 2015, reported in October 2015 on the support CVR provided the National Assembly for the Flourishing and Progress of Haiti (RANEPH) for running an awareness campaign on the reduction of electoral violence in the Department of Artibonite.³⁵

But despite this coverage, in major newspapers compared to other issues there is still a lack of publicity or reporting around the interventions of MINUSTAH or of CVR. Some media and journalists too easily simply take the press releases issued by the organization without trying to investigate and learn more about the activities. Moreover, the stigmatization of many communities explains why alongside the day-to-day practices of the press, journalists do not visit the terrain, seeking to understand the concrete achievements, the social projects implemented, the beneficiaries and the impact of the outcomes of these projects on their lives.

Would the CVR programme not be interested in mobilizing Haitian journalists to broadcast its achievements? The fact is that the media in general are more interested in sensational topics and partnerships need to be strengthened for broadcasting more details.

Small outreach projects, the basis of the CVR programme

Within the scope of its programme, CVR implements between 100 and 200 "small projects" annually with local partners. These projects, with a maximum funding of 100,000 Gourdes, mainly are community awareness projects on themes such as women rights, child rights, peaceful conflict resolution, risks and disasters, cultural activities to talk about a topic, or to explain the importance of a large project for the community.

These small budget projects are of great importance for awareness and information and are carried out with organizations already established in the benefiting communities. They allow, among others, to effect mobilizations and internal reconciliations in communities; to carry out institutional strengthening of community based organizations (CBOs); to facilitate dialogue between actors and among other things, extend the visibility and organizational reputation of MINUSTAH / CVR.

Projects with a larger budget include awareness as a component, which allows, after assessing the community needs, to engage communities in community violence reduction by sensitizing additional stakeholders.

For example, "the awareness activities on security and stabilization are good communication and visibility tools, actually implemented in the community," says a team CVR team member. "The awareness activities have established communication networks in the communities, organize intra-community meetings (forums), and rapprochement between local authorities and communities, even if these need continuous reinforcement".

Nevertheless, these projects implemented with many local partners, demand much staff effort, particularly in regard to the administration of allocated funds, explains Marie Dibangué in charge of Small Projects since 2012.

"I do a lot of field visits to the small organizations. I check compliance processes and funding procedures, technical and administrative

capacities to run a small project financed by CVR. Moreover, we offer training and coaching for the effective strengthening of their professionalism. This is important because some organizations do not even know how to budget or write a narrative or financial report; or they have an interesting idea but do not know how to present the project."

Lessons Learned:

- MINUSTAH should consider conducting media briefings or press conferences on CVR and its projects and organizing guided visits for journalists to interact with local communities.
- Appropriate communication strategies for CVR are to be prepared, with appropriate means to become more visible on strategic achievements and impact. Visibility should be linked to awareness on the extent of the problem "Security and Development," and how solutions catalyse positive development.
- Awareness activities (including community forums) are a good vehicle to get this going and media should participate. The network is a continuing tool to know the real needs. Frustration needs to be prevented and communication should therefore be kept up. Keep engaging the population in the implementation of activities. "When people talk, they do not fight."
- CVR has special annual budget lines for the three departments to finance small public awareness projects (up to Gdes 100,000). Between 100 and 150 partners per year receive such a grant to support a specific activity: cultural activities, mediation training, conference-debate, awareness, etc. The existence of these grants is communicated during community forums in the West. In the North and Artibonite the possibility for small grants is communicated directly to potential recipients.
- The small public awareness projects are strategically very important. The challenges are mainly operational. Administration and accompaniment is time consuming and often difficult, in

view of the short-term nature of the activities.

Regarding the small projects :

- Some small partners are refinanced for larger projects with a bigger budget, thanks to the coaching and capacity building. Eg an organization of students in Martissant. But more generally there is a lack of capacity with the local partners.
- It is difficult to assess the capacity of potential partners before the project (they are often inexperienced in being funded), or to assess their seriousness or solvency. Some do not even have a bank account.
- Monitoring should be done daily or at least 3 times per week.
- It cannot be assessed what the partners become in the medium-term. It is hard to prioritize medium term goals.
- With some partners, CVR staff has to keep asking for the reports, months after the activity was funded.

About CVR and the Lessons Learned Exercise. The Community Violence Reduction (CVR) programme of MINUSTAH is a long-term effort and a great number of activities have been implemented over nearly 10 years. Projects zones include the West Department (in particular the violence-affected neighbourhoods of Port-au-Prince), the North (Cap-Haïtien) and various localities in the Artibonite. In partnership with civil society and Government, the focus of CVR can be summarized as: fostering social cohesion; strengthening the livelihoods of vulnerable communities; and directly addressing factors that promote violence and crime.

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Disclaimer. « **OUTREACH AND AWARENESS: What are the media saying about the Community Violence Reduction Programme of MINUSTAH?** » describes some of the lessons learned in the Reconciliation Intervention Area of CVR. The opinions expressed herein are those of the authors only and do not necessarily reflect the views of MINUSTAH, CVR or the UN in general. The text may be freely used for the purposes of education and research, provided that the source is acknowledged in full. This publication is not for sale. Available in English and French.

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ANNEX 3

CASE STUDY 3: Better rehabilitation after prison – is it possible?

Preventive detention is a major problem within Haitian prison system. On 6 April 2016, the new Government Commissioner and Head of Parquet Danton Leger, in an interview with Radio Metropole, reported that of the 4,651 people detained at the National Penitentiary, 4,096 are held in extended pretrial detention (88%). The proportion is lower in other correctional centres. The UN Independent Expert on Human Rights estimates the pre-trial detention rate to be over 70% nationwide and to be 87% in Port-au-Prince.³⁶

The general conditions of detention are insufficient and the budget allocations by the State do not correspond to the actual needs of the prisons.

MINUSTAH through its CVR programme and in collaboration with initiatives of local and international partners has helped prisons to become more livable spaces. That is to say, spaces in which prisoners have better access to the rights prescribed in accordance with the 1987 constitution and in agreement with the international conventions ratified by the Haitian State (such as the 1966 International Covenant on Civil and Political Rights, acceded by Haiti in 1991; the 1955 UN Standard Minimum Rules for the Treatment of Prisoners.)

The CVR projects aim that prisoners forge a better life both inside the walls and after liberation, through a rehabilitation programme focused on education and training. The interventions of PESADEV and CARITAS respectively in correctional centres for minors in Pétionville and Delmas 33, and in the Cap Haitien penitentiary provide examples.

Prison of Cap Haitien

The penitentiary centre of Cap-Haitien, renovated between 2012 and 2014 with funds provided by MINUSTAH-CVR is a city within a city. Nearly a thousand people (minors, women and men) live here behind bars.

CARITAS Cap-Haitien is an organization connected to the Catholic Church which runs welfare projects since 1975. It works with more than a dozen partners to support vulnerable people in poor areas. The project with CVR "Preparing inmates for the reintegration in their communities" supports the civilian prison in Cap-Haitien. Twenty-seven women, eight children and 65 men sentenced to punishment were the direct beneficiaries of professional training and psychosocial and civic support. The objective is to contribute to the humanization of the prison and preparing for the social reintegration of detainees.

The project CVR-17/1415/52 was implemented in the northern department, in the city of Cap-Haitien for a cost of US\$197,441 over a period of 8 months. It generated 14 full-time jobs during that period. In addition to the 100 direct beneficiaries, there were 660 indirect ones.

Perspectives for Health and Development (PESADEV) is a non-profit Haitian organization whose mission is to fight poverty and promote development at the grassroots. The main objective of the project "Schooling and Social Reintegration of minors in the civil prison of Pétionville and in the Centre for the Re-education of Minors in Conflict with the Law (CERMICOL)" was to support DAP in its policy of rehabilitation of minors in conflict with the law in view of their reintegration into society and reduce recidivism. An earlier similar initiative started in 2009 could not be sustained because the DAP did not have the means to pay the teachers.

This project CVR-17/1415/49 is being implemented in the Western department in the municipalities of Pétionville and Delmas at a cost of US\$199,876 over a period of 12 months (July 2015- June 2016). It generated 8 full time jobs during this period.

In front of the brand new building, one will see a noisy crowd: in disorder, protected against the sun by trees, relatives of prisoners are there to bring food. At the "counter" set up for this purpose, each person must undo the plastic bags and open the bowls for checking by guards dedicated to this task. These will forward the boxes to their destination in the cells.

Located not far from Cap Haitien Parquet, the civil prison has a real capacity of 400 people to be held in 22 cells. Nonetheless, due to the problems of extended pre-trial detention, the place is overcrowded, like many other prisons in the country.



Visitors meeting space, prison Cap-Haitien

The Chief Inspector Marlon Rommage, Director of the Prison Administration (DAP) in Cap-Haitien, takes the visiting consultants to the end of the courtyard, the women's quarters. Of the few meters that separate the administrative offices of the prisoner's quarters, there is a strong smell of human sweat. Prisoners, clinging to the bars call us, without hostility.

There are about ten women in the courtyard besides the women's quarters, doing laundry or taking their bath. This is the only outdoor space of the prison. About 20 women are housed here. In the last cell, there are fifteen minors, all boys.

Yet despite the apparent humanity one can see in this space, life behind bars is monotone. A consolation for the prisoners is that since two years, they can participate in a rehabilitation programme of DAP funded by CVR. There is place for all children to participate. For the adults, the selection criteria of the programme are clear: beneficiaries must be tried and sentenced to a minimum of 2 years, be willing and interested. Girls under 18 have priority.

For women, there are courses in floral art, literacy and sewing-embroidery. For men, painting and literacy. Lessons on civic education are also held, as are psycho-social sessions especially for children. These courses are given by peer prisoners themselves.

One of the women was tried and sentenced to a 25 year sentence, of which she has served two. She considers the idea for this programme excellent; it allows her to learn a skill that could

serve her on release from prison and help her reintegration into society. Yet, she regrets that she did not have a choice to participate in the painting course, which is dedicated exclusively to men.

Another female inmate wanted to learn shoemaking. "I wish I could repair shoes," she said, but this course is not supported in the programme. This mother of two has served three of the six years in prison she was sentenced for and says: "Courses are a good way to pass the time while gaining a way to earn income."

Moreover, thanks to the courses, some inmates already produce uniforms that are sold outside prison. This is a great motivation for the women. "Now I can make the design and sew myself a skirt. I can also perform other complicated stitching. This is very good for my morale," says another woman, who has three more years to go in jail.

These sentenced women think that a return to normal life will not be easy and they will need to adapt quickly. Therefore, they will need the means to earn a living. If they could change something in their life, it would be the day when the judge announced the verdict. For those who must spend 25 years behind bars: "When we come out, our children are young adults and they will be unknown for us and we to them. It is hard to live with this idea, every day."

Inspector Rommage says that the courses, which are in their pilot phase, usually have much success. Unfortunately, there is no place for all prisoners. And due to security concerns, he cannot yet allow mixed courses for high numbers. Some literacy courses, for example, are given in the cells and are taught with the support of the Secretariat of State for Literacy.

"Some prisoners participating in the courses are able to write their names and we can see that they are very proud of that," says the head of the literacy course. I was really touched when one of my students - after 3 months only - could write and read a speech at the ceremony that was held in the prison in connection to the International Day of Prisoners," he added.

All courses are appreciated by the youngsters. "If I can do something to honestly earn money when I get out, it is clear that I will not return to prison," said a young man who thinks "he would be stupid not to learn the most from the courses."

Inspector Rommage, meanwhile, hopes that these courses can be expanded. There are no other activities for prisoners. "By learning to paint, prisoners have a profession when out of prison. This limits their chances of relapsing into violence and it facilitates their reintegration. "

The prison management helps with the sale of paintings made by prisoners. It facilitated the mounting of an exhibition during the International Day of Prisoners.

The minors are the most vulnerable but also the most promising group. They are between 14 and 17 years old. Most were tried and fear for the moment of release. But they remain hopeful: "prison is not hell, but it would be good if people knew what it is to be in prison, they would be more careful with their freedom. I hope only one thing: leave prison and hope that society will have a place for me," says one of them.

An education and social rehabilitation project for 170 children from 12 till 17 years old is implemented by PESADEV in the civil prison of Pétiön-Ville (where girls in conflict with the law are incarcerated) and in the (boys) youth prison CERMICOL. Haitian law guarantees free primary-school education to all children, but this is not held up in practice and many children still cannot attend school because of lack of economic means. Therefore, primary school courses are provided and the older children benefit from vocational courses (sewing, cooking, plumbing, art and decorations, computers skills) and sports.

Jacqueline Congé Feinting, Officer of the Correction section of MINUSTAH in Quartier Morin, gives literacy classes in prison. She tells the story of a 14-year old. He and some of his family members were arrested for kidnapping. Investigations showed that they were just in the wrong place at the wrong time. The judge subsequently ordered their acquittal. However, they were not released because in the meantime the file had been "lost".

The 14-year old stayed in jail for six more years. His mother, meanwhile, died in prison, in the third year. CVR provided assistance through the Legal Assistance Bureau. Without these efforts, the young man would very probably still be in prison.

CVR provides institutional support to DAP through the Ministry of Justice in order to bring sustainability to these education programmes. CVR encourages tri-partite collaboration between the IPs, such as CARITAS and PESADEV, the DAP and itself aimed at building on experiences and investigating how to continue the programmes with state partners.

PESADEV and CARITAS have directly involved some inmates in the development and growth of the programmes. This uncovers hidden talents among those in prison and is a way to keep running the programmes with low financial support.

Some challenges remain. Prisoners come and go; some course participants will arrive after the start of the course or leave before its end. Parts of the curriculum may be missed. PESADEV has therefore introduced a modular approach for its academic courses.

The State through DAP should ensure sustainability and build the capacity and financial resources.

Although it is not possible to reach all prisoners with courses, they make the prison population at large aware that they have rights and that they matter.

The technical assistance provided by the Offices of Legal Assistance have decreased the preventative detention rate. An inclusion of prisoners in an overall framework for national development is to be achieved.

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ANNEX 4

CASE STUDY 4: RECONCILIATION: SOLID PROGRESS IN ACCESS TO JUSTICE IN HAITI THROUGH OFFICES FOR LEGAL ASSISTANCE

The right to legal aid

There are numerous weaknesses in the Haitian justice system. Many detentions are arbitrary or even illegal and this affects the most vulnerable people disproportionately. Also, Haiti's Penal Code and its Code for Criminal Procedure, mainly based on 19th century French law, are outdated. Moreover, many logistical problems exist in the justice system and scarcity of office supplies can make the following of procedures very difficult. Finally, the personnel in judiciary positions are often insufficiently trained for the tasks at hand.

Since 1864, the Haitian State recognizes the right of all its citizens brought before the justice system, to be assisted by a competent lawyer, even when an accused is not able to pay for legal assistance. However, there is no system in place to make this right to legal aid concrete. Most of the Haitian population is poor and unable to contribute funds to their legal defense. Since the Haitian justice system suffers from a huge backlog of cases, those without representation or prioritization tend to stay on the shelf. For this reason, a large part of the approximately 11,000 inmates in Haiti's over-populated prisons are in pre-trial detention. This percentage has been going up in recent years.³⁷ The UN Independent Expert on Human Rights estimates the pre-trial detention rate to be over 70% nationwide and to be 87% in Port-au-Prince.³⁸ Pre-trial detention can extend to several years and there are cases of 6 years and more.

A National System for Legal Aid

In order to start remedying this situation, from the 1990s, lawyers at the Bar of Port-au-Prince and subsequently at the Ministry of Justice and Public Security (MJSP) conceived the establishment of a National System for Legal Aid. In 2007, synergies between Haitian organizations, international organizations and the Ministry came together and a project was

formulated.³⁹ Through a project running from 2008-2012, the Institute of Legal Aid Consortium (ILAC) and MINUSTAH created Offices of Legal Assistance (*Bureaux d'assistance légale – BAL*) within the country's 18 Trial Courts (*Tribunaux de Première Instance*) with financing of the Swedish International Development Agency (SIDA) and Union of South American Nations (UNASUR). A number of other organizations collaborated financially and technically in the project as well.

The project developed well, reported on nearly 17,000 consultations and over the 4-year period helped in the release of over 6,000 detainees⁴⁰. It also gathered much experience on how to go about the BALs. For external reasons, however, funding from SIDA and UNASUR came to an end in 2011 and the various BALs were closed.

"Some related initiatives providing similar services continued for a while longer. An example was the "Justice House Cite Soleil" run by the USAID project, PROJUSTICE," said Dr. Louis Nkopipie Deumeni, Chief of the Institutional Support and Law Reform Section of MINUSTAH.

A new series of projects with MINUSTAH: Offices for Legal Assistance

Following the end of the SIDA/UNASUR funding, the Haitian Government was unfortunately not as yet in a position to absorb the cost of continuing the operation of the BALs. In view of their usefulness to fulfil a clear need, in early 2012 MJSP requested MINUSTAH to re-establish the BALs. The Ministry closely collaborated in the preparation of the concept proposals with the MINUSTAH Justice Section as well as with CVR.

The objectives of the Offices for Legal Assistance are:

- (1) Provide legal assistance to those without means, in particular regarding preventative detention;

- (2) Reduce the rate of extended preventative detention, in particular by increasing the capacity of young lawyers to promote the rights of poor people;
- (3) Reduce violence within the neighbourhoods covered by the BAL;
- (4) Contribute to the establishment of a Rule of Law in Haiti.

Based on international experience, two types of BALs were defined: one concentrating on traditional justice assistance tasks; the other integrating these tasks with mediation, community engagement and special attention for vulnerable groups (women victims of SGBV, children in detention).

The first four BALs were established in December 2012 to cover the areas of Central Port-au-Prince (as well as the zone North of the city up to Arcahaie), Carrefour, Bel-Air and Petion-ville/Kenscoff. Due to the large workload, a year later a second BAL was established in Central Port-au-Prince. Additionally, a BAL was set up in Cap Haitien in March 2015 and from April 2015 in Les Cayes in the Department of the South (although this is not a zone of implementation of CVR, the MINUSTAH Justice Sections⁴¹ work in this department).

Within the Haitian context, all BALs were defined as integrated ones, except those in Central Port-au-Prince. A central task is make the courts and the Haitian National Police (PNH) more aware on the need to decrease the level of extended pre-trial detention.

“One person, accused of attempt at murder, was 7 years in pre-trial detention because his file had dropped behind the filing-cabinet at the judge’s office. We looked everywhere without results, until one day someone got the idea to move the filing cabinet,” tells Attorney Eliezer Cherisme, Trainer at the BAL Carrefour.

The Offices for Legal Assistance (BALs) are implemented as separate CVR projects in phases of up to 12 months. Between late 2012 and December 2015, a series of 21 projects were approved with a total budget of US\$3.8 M.



The Office of Legal Assistance Cap Haitien, based at the local court.

The Implementing Partner is the Bar Association of Port-au-Prince for the five BALs in the metropolitan area and the Bar Associations of respectively Cap Haitien and Les Cayes for the BALs in those cities. The projects are jointly managed by the Sections Justice (regarding technical assistance) and CVR (financing and management).

Bringing Access to Justice – the functioning of the BALs

“The BALs have real success moving cases! They provide free legal aid to all community members and legal assistants visit inmates and bring cases to court,” says Fatima Boulnemour, Chief Section Model Jurisdictions at MINUSTAH.

Already in their first year of operation, each of the BALs in the West treated over 1000 cases. A good majority of them resulted in liberation while convictions were also obtained. In the second and third year, the case-load of each BAL went up, since the people are becoming better used to the services provided by the BALs.

“Our work is really appreciated by the beneficiaries,” states Frantz Garçon, Deputy

Coordinator of the BAL in Cap Haitien. “The pre-trial detention rate in Cap Haitien has decreased from 55% to 42-44%. We had a target of 500 cases, which has been surpassed with 60. And of note is that we came across a case where someone was for 15 years in pre-trial detention. A truly forgotten case.”

“Most cases start in the Peace or District Courts (*Tribunaux de Paix*) and by assisting at that level, we may quickly obtain liberation, by preventing cases being sent higher up,” says Attorney-at-law Velon Zamor, Trainer of the BAL Petion-ville. “The cases which are processed at the level of the Investigative Office (*Cabinet d’Instruction*) or in Criminal Court are more difficult and more time-consuming to bring to conclusion.”

A general experience of the BALs is that many employees in the various courts are not always motivated to share information or perform the follow-up to requests. One issue may be that they do not understand the role of the BAL functionaries. Also, some employees in the justice system may be jealous of the higher salaries that BAL functionaries earn and show their power by holding up files. BAL personnel therefore often have to request files more than once, and at different days.

“We need to be present all the time and keep visible in the justice system,” says Attorney-at-Law Eliezer Cherisme, Trainer of BAL Carrefour, which covers the zone from Martissant to Gressier. “The police and personnel at the courts are not inclined to contact the BALs, so we need to be there!” says the Trainer of the BAL Carrefour.

However, there are also examples of good collaboration. Attorney-at-Law Katiana Philippe, Legal Assistant with BAL Port-au-Prince No 2, covers the Police Stations of Marche Salomon and Portail Leogane. She says that these stations provide her with the information and even call her for certain cases. The problem is much more with the beneficiaries who do not understand what a BAL can do.

“There is no trust in justice and in lawyers. People who are arrested think that we earn

money on their cases. Others say they just trust in God and it is up to Him to liberate them,” tells Attorney Philippe. She says that even when cases are handled successfully beneficiaries may refuse to give testimony, due to fear of being retaken.

Women and children

From its second year, the BALs have concentrated more on aid to women victims of violence and to children in conflict with the law. Specific lists are maintained by BALs on gender and children. The finalized cases are reported and reports include notes on remarkable points for learning purposes.

“Children are completely forgotten by the system. The investigative offices leave those cases on the side. There is rarely ever a sitting on minors in conflict with the law. The BALs train functionaries to provide training to the minors. Also, regarding the cases of children, we refer them to the specialized children judges, Emmanuel Lacroix and Benette Larose.”

The BAL for Bel-Air covers the (male) youth prison, the Centre for the Re-education of Minors in Conflict with the Law (CERMICOL). The legal assistant at BAL Bel-Air dedicated to children issues has 60 cases under his hands. The Petion-ville BAL include cases of girls who are held in the Petion-ville Prison.

The Justinian Hospital is currently completing a unit for victims of sexual abuse. The BAL Cap Haitien plans to post a lawyer there.

“BALs also help the Bar Associations to better incorporate some fields, such as the access to justice for women and children,” says the Chief of Model Jurisdiction Section of MINUSTAH.

Engaging communities through forums

Each BAL (including central Port-au-Prince) organizes community forums of about 2.5 hours, with the participation of a wide cross-section of community leaders. These forums provide important opportunities for promoting social cohesion through citizenship education, hearing testimonies and providing information on the mechanisms for consultations and mediation.



Meeting of the BAL Coordination Committee (West)

“Since the population has no confidence in the justice system, the BALs need to inform them of their rights and obligations and start a process of citizenship education. Forums often take more time than planned, because the participants are full of questions!” say Attorneys Zamor and Philippe.

BALs provide mediation training to community leaders. A total of 15 forums are held per BAL per year with an average participation of 70-100 persons. Additionally, BALs implement also some visibility activities, including the distribution of T-shirts, and broadcasts of radio spots.

Staff and Governance

The staff of a BAL is between 15 and 20 salaried persons: Trainer / Coordinator and his deputy, Legal Assistants (trained lawyers as well as interns who have a chance to practice their training) and 3 -4 support staff. Each legal assistant has a specific area to cover: Coordination of incoming requests; Coordination correction; children; police stations; women; etc.

A legal assistant in BAL Bel-Air who is in charge of “unforeseen activities” accompanies people to the tax office, relates to the arrest of Haitian deportees and Dominicans (who need interpretation) and visits the industrial parks.

The functioning of the BALs are governed by a Steering Committee (Comité de pilotage -CoPi). Unfortunately, this does not function at present. There are coordination committees for the West, North and South. The committee for the West is headed by the Director of the Legal Assistance

Programme of the Bar Association of Port-au-Prince. This committee meets every two weeks to exchange information on experiences.

When the national system for legal aid takes shape, MJSP will eventually replace the CoPi with a “Legal Assistance Committee” to govern the BALs.

“The present way the BAL is financed is a problem because the final tranche from MINUSTAH will only be paid after pre-financing about US\$30,000 expenditures. This is close to impossible,” says Attorney Garçon of BAL Cap Haitien.

The Government to take over?

“It took two years to find space for our office! The authorities seem disinterested in the project. This does not give much hope for the sustainability of the BALs in the future, despite the enormous need,” says the Trainer of BAL Carrefour.

However, there are initiatives to enable the Government to take responsibility of this activity, confirms the Chief of the Section Institutional Support and Law Reform of MINUSTAH. There are two basic initiatives needed to institutionalize the BALs: the law and the national budget. An appropriate law regarding the national system on legal aid may create the posts of Legal Assistants within the Ministry’s structure. Incorporating the experience obtained with regard to community engagement is also being considered.

MINUSTAH and the Ministry are collaborating to see how the BALs may be incorporated within the national budget. One element that could be considered are the economic savings obtained from having fewer prisoners when more cases of extended pre-trial detentions are cleared.

Lessons Learned:

The BALs have fulfilled an immediate need and are impactful projects. They contribute to changing the Haitian reality and could bring a level of trust in the justice system. Mechanisms of functioning of the BALs have been tried and tested: staff, functions, funding levels, procedures, community engagement.

The community forums and mediation training have played a central role in engaging communities and people.

In order to achieve sustainability, the Ministry of Justice and Public Security needs to incorporate the BALs in national law and the national budget.

A specific Fund for financing the BALs could be established within the government structure and with its own ToR.

Advocacy for the BALs can be done through the publishing of data, which show the enormous decrease in pre-trial detentions and testimonies.

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ANNEX 5

CASE STUDY 5: DIALOGUE: Investing in Children – for now and the future

A harsh environment for vulnerable children

Haiti has the youngest age structure in the Caribbean. According to the Fifth Survey on Mortality, Morbidity and Utilisation of Services (EMMUS V)⁴², 36 % of the population is between 0-14 years old and almost 70 percent are under age 30. These enormous numbers of youth can have much impact on the country's stability. A study claims that countries where over 60 percent of the population is younger than 30, are the most likely to face outbreaks of civil conflict as well as be subject to autocratic governance.⁴³

Haiti is among the 10 countries in the world with the highest homicide rates among children aged 0-19 (UNICEF 2014; Violence Against Children report).⁴⁴ More than half of the Haitians aged between 18-24 years declare having experienced physical violence before the age of 18 (INURED 2013)⁴⁵. Many know violence from a young age, with 81% of children been object of corporal punishment and 16% of these in a very violent way. For many children, inter-family and political violence as well as crime are part of their home environment.

According to the EMMUS V, 77% of children have followed primary education and 25% secondary. These figures present a significant increase over recent years. But with the limited education their caretakers often have themselves, children have little parental support with their schoolwork. Moreover, the same survey states that 30% of children between 15-17 years old do not live with any of their parents and 14 % of Haitian households include at least one orphan.

Quite a number of children who are victim of the extreme poverty of their parents, are being placed with other families as *restavecs* (children who perform domestic work in exchange for board and education), or given up for adoption. Other children learn to fend for themselves and end up on the streets (often in another town than their place of origin). The 2012 report "Beyond Shock" documents cases of children from urban

slums who are recruited into gangs and given protection and an alternative "family". Often, they are abused first, to assure their loyalty to an older gang member.⁴⁶

Setting up homes for street children

The Rinaldi Foundation, an institution of the Catholic Salesian order, has as its mission to help vulnerable children "with an integral education to prepare themselves for life." This does not only include academic education and vocational training, but also coaching and mentoring in values and judgement to become upstanding honest citizens. The Foundation sponsors residential homes as well as educational institutions for 32,000 vulnerable children in ten localities in Haiti, including Port-au-Prince, Gonaives and Cap Haitien.⁴⁷

The Salesians of Don Bosco arrived in Haiti in 1937. In Port-au-Prince, since the 1950s they have operated the National School of Arts and Crafts (ENAM) and a shelter for street children and other vulnerable children (LaKay) was launched in 1988⁴⁸. The 2010 earthquake killed a number of children and some staff and the buildings were heavily damaged as well.

One of the Salesian of Don Bosco leaders of Lakay, Father Attilio Stra, moved to Cap Haitien after the earthquake to work with local Salesian education projects. In 2011, he started a new shelter for vulnerable and street children there. "Lakay Cap Haitien" was first housed in a small building in the city.⁴⁹ In 2012 a new and much larger building in Vertieres was completed and the residents moved there. This building is on 15 hectares of terrain provided by the Rinaldi Foundation.

The now 70 residents are ex-street children, who identify themselves as mainly originating from the environs of Cap Haitien but also various communities all across the country (Trou-du-Nord, Port-de-Paix, Jacmel). All were at least a year on the streets. Many tell tales of violence

within the families they originate from. All have seen violence in the streets. “The streets have their rules of engagement; you respect them or you die,” one boy of about 15 years old says.



Basketball court at Lakay Cap Haitien

“In order to survive on the streets, you have to be able to lie, to steal and to use violence,” says Father Stra, the Chief of the House. “Here we offer an alternative for survival. Before violence was the way to express yourself, here we aim to teach a host of other ways to survive.”

“Children have a right to leisure!” says Father Stra. He therefore applied, successfully, to CVR for the construction of a football field, basketball and volleyball court, as well as solar lightning.

The youth of the centre Lakay Cap Haitien

The children who are resident in Lakay Cap Haitien are all boys between 13 and 21 years old. They find in Lakay not only a shelter against the violence and insecurity of the streets, but also a personal chance for a new and better future. The boys go to several schools in the neighbourhood for their academic education. At the centre in the afternoons they participate in vocational studies such as sewing / tailoring, welding, auto mechanics, woodworking, electricity, building, ICT, driving, music and social education.

The youth are also engaged in religious studies and several prepare for their first communion. Sunday mass is sometimes a way to bring the boys together with members of their families. Occasionally they also organize events where their family members are invited to come. Some of them at times visit their families.



An appropriate welcome on International Women's Day, 8 March 2016

They all are aware that they have to follow the rules of Lakay and respect their engagements. Although with many different experience, as a group the youth express their happiness with the chance they get through Lakay. Lakay gives each a “Project” for their lives, a skill which allows them to be gainfully and honestly employed. More directly, they are grateful for their daily meals and other care.

“Now I feel I exist and that people see me! I also look differently at the country and the people who cross my path,” explains one of the boys. “We will work on changing ourselves!” confirms another.

The methodology: “La Rue, Lakou, Lakay.”

Lakay has developed a solid methodology over the years. It works in three phases: (1) The Street; (2) The Yard (Lakou) and (3) The Home (Lakay). In the first phase, there is attention for needs and friendship, in phase two trust is being built and certain wishes for training or play satisfied. In phase three collaboration, rules and responsibilities become the basis for the relationship, formal school and training is to be pursued, and projects are designed for each child

and implemented. Those who live at the Centre should promise, and sign a contract, confirming their commitment to follow the rules and to go to school.

Attention is given to environmental management, because this is linked to self-esteem. Education of the children starts with the environment, “which is not a luxury but is about dignity,” says Father Stra. For this reason there is abundant water and light in Lakay Cap Haitien.

“Education is not only about learning certain skills, it is also a philosophy for life. One cannot educate or be educated in the midst of garbage,” says Father Stra. He mentions that in addition to the sportsfields, with the help of CVR the environment of Lakay was cleaned, modern conveniences were constructed (toilets and showers) and a well was dug. Moreover, a solar system was installed so that the centre now always has electricity.

Lakay provides real opportunities for the youth. The residents wake up at 5 am, for clean-up and breakfast. At 7 am the children leave for seven different schools. They are back at noon and follow professional training in the afternoons (currently 8 different group courses). The evenings are for relaxation, which is also a right for the youth and reduces delinquency. The courtyard is used for championships with orphanages close-by.

“There are also music courses; this is one way to reduce violence because some children will express themselves this way, without a need to read and write.”

“It is of utmost importance to provide the children with means to express themselves, peacefully!” exclaims Father Stra.

The centre ensures to really know the child. If punishment is needed, it is never done through violence. The rules of the Centre need to be respected and sanctions need to be positive, based on criteria and measurable. It must give the child confidence that he/she can overcome the infraction or misdemeanour.



Pere Attilo Stra of Lakay and Istvan Papp of CVR, inspecting the solar system

Lakay contacts families all over the country to investigate the reinsertion of the child into the family. The centre will assess if the child can go “home” to them, or develop at least meaningful relations.

Lessons Learned

Within its objective of stabilization, it is an advantage for CVR to link into existing initiatives and structures for child protection, such as Lakay of the Rinaldi Foundation, in order to quickly reach impact.

Rinaldi is also part of several broad networks on child rights and child protection, including the government. This provides relevant inputs into CVR’s base of information.

About CVR and the Lessons Learned Exercise. The Community Violence Reduction (CVR) programme of MINUSTAH is a long-term effort and a great number of activities have been implemented over nearly 10 years. Projects zones include the West Department (in particular the violence-affected neighbourhoods of Port-au-Prince), the North (Cap Haitien) and various localities in the Artibonite. In partnership with civil society and Government, the focus of CVR can be summarized as: fostering social cohesion; strengthening the livelihoods of vulnerable communities; and directly addressing factors that promote violence and crime.

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ANNEX 6

CASE STUDY 6: RECOVERY: Organizing the community for vital infrastructure

MEME-SEDREN (ARTIBONITE), VAUDREUIL (NORTH), FONTAMARA (WEST)

This case study highlights CVR (High Intensity Manual Labour) HIMO work, implemented under the Programmatic Area « Recovery ». A goal of HIMO is to fund short-term labour intensive projects as a temporary alternative to discourage the involvement of at-risk populations from engaging in criminality and providing a bridge for long-term development initiatives. The projects should be environmentally sound. In this case study, we highlight three different projects, in the three departments participating in CVR, carried out over the FY 2013-14 and 2014-15.

Mémé (Artibonite): The availability of water makes our community more liveable

In Gonaïves, if you ask the way to Meme, passersby may look at you blankly without answering because they do not know where this is. However, when you think of asking how to go to "SEDREN", a smile appears and confidently the person will point you the road that leads there. This is because Meme, a locality 30 km northwest of Gonaïves (High-Artibonite), in the 2nd communal section Bassin Mangnan a Terre-Neuve kept the nickname received from the SEDREN⁵⁰ company which exploited its copper mines from 1960 to 1971.

Yet on the rugged dry road leading to the community, nothing suggests that the soil may still contain this famous metal. Close to Sedren, the vegetation becomes denser. One can see a network of rusty iron pipes, installed over many kilometres, which served to drain the copper ore from the bowels of the mountains to the separation station.

There is little doubt that the subsoil of Meme-SEDREN is also full of water. Yet until a year ago the people (estimated at 700 households) had little access to this vital resource. And for a reason. The water table is located in the mountains and excessive deforestation during the last two decades has transformed the torrent passing formerly SEDREN into a trickle of water "dripping slowly" towards the valley.

Using this water had two dangers for the population: for domestic use, the water was contaminated by ore and because of little

availability, there were conflicts. "Before the change in catchment and water delivery, we had to get up at 4 am to fetch water in a ravine and compete to get it from a hole no bigger than my hand. And there were many people. It was very tiring for me, since I am already very old and have a disabled husband," says a resident.

"People were forced to drink at the same place as animals. This is not good," adds the CASEC⁵¹ of Meme, Balnave Bien-Aimé.

It is in this context that the "Rehabilitation of the spring catchment Meme/SEDREN and the protection of its immediate environment through soil conservation and reforestation", initiated and implemented by the Association of Young Farmers of Meme (AJPAM) and funded by the

Projet de réhabilitation du captage de la Source Mémé (Sedren) et la protection de son environnement immédiat par la conservation de sols et le reboisement ; CVR/17/1415/53. IP : Association des Jeunes Paysans de Mémé (AJPAM)

Place : Artibonite: Gonaïves (2eme Section Bassin Mangnan)

Cost of the project: US\$199,095. Duration : 4 months.

Direct beneficiaries: 200 households; indirect : 7,000 inhabitants; employment for 150 persons ; total no persons x day= 10,920.

Reboisement et traitement de ravines Koliko et Porvorye, Phase 1 ; CVR/16/1314/007. IP : Association des Amis de l'Éducation et de la Santé (AMES). Place : Nord, Haut du Cap.

Cost of the project: US\$198,856. Duration 6 months. Beneficiaries: the people in the zone : 37,518 inhabitants. Employment : 919 persons ; total no persons x days = 20,280.

Protection des Berges de la ravine Grann Sonnet, Lot 4 ; CVR/17/1415/51. IP : Organisation Nationale des Jeunes Professionnels pour Sauver Haïti (ONJPSH)

Place : West, Fontamara. Cost of the project : US\$151,843.

Duration : 12 weeks. Employment : 544 persons.

Total no persons x days = 13,080.

CVR arrived in the community, improving their lives in many respects, residents say. Farmers of Meme readily admit that the reduction of violence in their community does not relate to the elimination of gangs or the disarmament of armed factions. However, the easy access to water helped to remove several other forms of violence that exist in a community like Meme - SEDREN.

"Several calls were made to the State but never answered. It is through MINUSTAH that we have drinking water today. Through the project, we now have access to safe and clean water," says the elected CASEC. In regard to the copper problem, AJPAM drilled a new source above the old mine of SEDREN, and further bought a water filter of DINEPA for 50,000 Gdes⁵². This was not foreseen in the budget of the project.



Abandoned buildings of SEDREN company.

Violence reduction in the households and between families

Violence at Meme stems from poverty and unemployment. For families, violence was reduced because one of the sources of family violence is the unemployment of fathers and their inability to meet the needs of the family. The project was planned for four months and had the participation of the whole community. 150 shift workers, of which 30% of women had temporary jobs which generated revenue.

"The project gave them a small job. They had enough money to take care of their families." For example, "People had the means to pay for school, buy goats, sweets for their children, it is

the pride of someone to be able to buy what one needs," says Jean Saint-Fleur of AJPAM.

He added: "Before, when fetching water in the ravine, people fought among themselves to fill their buckets first. Before the project, the risk for young women to be sexually assaulted was real. Now the water post in the town supplies water easily and safely. Since the water now comes directly to the water posts, the battles at the old source for the small quantities available at any one moment is the past. No more need to leave the house before dawn. Now there is enough water for everyone at any time."



The small water source, used by the residents before the project

The pastor of the Protestant church in Meme, Joseph Maurice, says: "There were also conflicts between those who came for water and animal owners who came to water their animals at the same time." Conflict about terrain, putting gardens on fire of those with animals which destroy other people's gardens, the project taught us to work together and to come together. We can no longer be angry against each other."

"The project has strengthened mutual trust. People joke and laugh together." People listened to the various perspectives on mutual problems in a serene environment. "The conflicts are gone."



Water post in Meme/SEDREN

A good example of community engagement

The project was conceived when a group of young people from AJPAM met field officers of CVR/MINUSTAH during an awareness forum in Gonaives. The CVR officers were, in turn, made aware of the drinking water problem in Meme-SEDREN.

"A priority among priorities," says the CASEC of Meme, Balnave Bien-Aimé. "The community was sensitized on the importance of the project and the improvements this would bring into their daily lives. However, to ensure successful implementation, a set of measures was developed to involve different members of the population."

"We started the project with a Local Project Support Committee (CLAP). Later we set up a Monitoring Committee KAEPAM (komite apwovisyonman dlo potab - following DINEPA⁵³ guidelines). Members are elected for three years. The committee includes two women, there is a document that explains the work of each member, we organize annual meetings. Each family that accesses the water contributes 25 gourdes a month for the management of the water post. This money goes into a fund for future repairs; this fund can even be used to make loans to those who are in need."

Nevertheless, there have been quite some challenges to overcome. "But thanks to the involvement of the community we have come together in the end. Transport and logistics was an issue: the truck could not reach the project

site and cement bags are heavy! The residents were asked to carry them, even on their head and everyone wanted to help."

"The administrative procedures of MINUSTAH do not take into account the context of informal markets. Actually for a project that is in Meme and should benefit the people of the area ... we are forced to buy in Gonaives in order to have receipts to give to CVR. The bureaucratic principles of CVR in Port-au-Prince are too rigid since we administer the project funds. They want formal purchases with official receipts for their disbursements and a legal registration of the vendor. Here locally we have sand, but we were forced to go to Port-au-Prince because the informal purchase was not accepted."

"Another challenge was the great distance between where we found water and where it needs to be carried. Health: the copper in the water acts on our teeth. Cholera was present in the rainy season. We planned to plant 20 to 30 thousand seedlings but we have only planted 6000 vetiver seedlings, covering just 600 linear meters. We lost a lot because of the fluctuation of the gourde and delays in disbursement. When the seedlings arrived we were already in the dry season. A good water flow upstream is important for planting. Cash disbursement is slow, funds arrive late."

Vaudreuil (North) : Taming the ravines and stopping the environmental degradation

In Cap Haitien in northern Haiti, in Vaudreuil, municipality of Haut-du-Cap, Porvorye and Koliko are two communities at 700 meters above the level of the sea. Given the number of new constructions and vacant lots, the two communities are at the beginning of their establishment and expansion on the flank of twin mountains. These are eroded, which has caused large ravines and uprooted huge stones that sometimes barely hold on to the mountain. Despite this dangerous situation, residents have built their houses on the places where water passes, running the risk of flooding or being crushed in case of heavy rains.

The resemblance between the two communities stop there. At Koliko houses are modest and residents earn their living as stone-breakers. At

Porvorye, houses are larger, more refined and residents have small trades (artisans, masons, carpenters, tailors and merchants, etc.).



The difficult terrain at Koliko, site of the project

For the benefit of these two communities, the Association of Friends of Education and Health (AMES) convinced CVR to finance the High Intensity Manual Labour (HIMO) project "Reforestation and treatment of the ravines Koliko and Porvorye". The project of two phases was carried out in 2014 and aimed to install thresholds made of stones at different levels of the crevices, as well as build a basin to collect rain water in order to stop the degradation of the soil and the flooding of houses down the slope.

The internal PAC accepted the project at its April 2013 meeting. However, observing it, it does not seem to have the support or full understanding of the communities. These have not played their roles. No thresholds were finalized at Koliko and those at Porvorye are buried in the earth and not functioning. According to the project document, sessions for mobilization and raising awareness of the beneficiaries were foreseen on the project site by an agent originating from the community.

At Koliko, stone cutters seized the first opportunity of a torrential rain to retrieve the stones which did not hold the water pressure. They sold them to the trucks that move back and forth the entire day to recover this material cheaply and sell it for more just a few kilometers away.

"If MINUSTAH wants to take away our job, it would have to compensate us with much money,

up to 50,000 US dollars," said a man standing shirtless. "This business is our bank account, our visas, our survival and allows us to pay school fees for our children and to feed our families," said another.

Jude Louis, a resident and coordinator of the Organization Tet Ansanm Lavoute (OTAL), says that people do not have other jobs and that the project was carried out without the awareness and involvement of the people; they did not understand their interest.

At Porvorye the problem is different but very dangerous for the population. People have understood how important thresholds stone walls are, to the point where they decided to locate their homes directly under them! They are in the route of the rain waters flowing down the mountain. There are also sandbags thresholds, but the bags are ripped and they fall apart.

The risk of landslides is another great danger. Rain showers will gradually wash out the soil and lay bare the large stones. These can then detach at a tremor or a rainstorm. This already happened in 2014 and the water collection basin at Koliko was destroyed. But people seem to count on good luck more than their responsibility to protect themselves.

"If we can get another financing, we will build the thresholds only with pebbles and we will take more time to educate people," says Wenson Ilfrene of AMES.



Stone protections at Porvorye



Embankments strengthened at Grann Sonnet

Fontamara (West): Protection of the embankments of the Grann Sonnet ravine

Many ravines descend the slopes of Morne Hopital. With the support of CRV, many community groups have worked with the National Organization of Young Professionals to Save Haiti (ONJPSH) to strengthen their courses and prevent floods. Recently, a fourth phase of the rehabilitation of the embankments of the ravine Grann Sonnet was completed.

"Without a Local Project Support Committee (CLAP) nothing is possible," says Felder Theolin, CEO of ONJPSH. "We must leave the decision-making on how to operate to the people of the area. CVR may give its support, as could the State, but we know what is needed because we know the area. The channels protect us against floodwaters."

"With the canal, I can finally sleep in peace, without fear of flooding!" says a resident.

In the past, it was often difficult to cross the canal. Now there are many bridges. These have strengthened the trust among residents of the area; one crosses and talks. The owner of a small

business to repair stoves is happy that he now has more customers. In addition, the bridges function also as meeting places.

Also, the bridges provide escape routes when there is insecurity. Violence in the community has declined, but is still there.

"We must enforce the law and re-educate young people during the HIMO work. Democracy bothers people because they do not understand it. 30 to 35% of young people are armed, but one must give them hope. By working together, we achieved a truce in the battle. CVR is important, but the reports do not speak enough of this aspect. The 2006 violence was more political, now it's more social," says Felder Theolin.



Many bridges were constructed at Grann Sonnet

Lessons Learned and Best Practices :

- 1 In order to start a successful project, the diagnostics of the situation needs to be done thoroughly and participatory in the community: meetings of many community people need to be held, encouraging reflexion and inputs from different perspectives ;
- 2 The "priority of priority issues" to be addressed should be established by the community;
- 3 Information needs to be disseminated to all residents from the first concept of an upcoming project. Awareness to be raised on its importance;
- 4 Not only a CLAP, but also a committee for follow up / maintenance should be established;

- 5 Various forms of violence decrease through the HIMO work and additional income;
- 6 Communities with successful experiences welcome visitors to see the success!

The failure of the project in Vaudreuil should be avoided: Unlike Meme-SEDREN in the Artibonite and Fontamara in Port-au-Prince, these two soil conservation projects did not get the support of the people (who saw the project more like a justification of taking the funds). "They came to make money at our expense because we were not even consulted. We just saw that they engaged men to break or gather stones. We did this for money because that's our job," said one youth.

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ANNEX 7

CASE STUDY 7: RECOVERY: Nan Bannann, a new image for Cap Haitien

The North of Haiti is traditionally Haiti's prime tourism zone, with many historic attractions and natural assets. Tourists and travellers from the airport on their way to its capital Cap Haitien, cross the Mapou River just when they enter town. When on the bridge, they may see the slums of SHAHA on the right. Looking left, they may be pleasantly surprised to see a meandering boulevard along the river bank. In the evening this is quite a nice sight with a row of solar lights under which the residents, meet, play and study.

This is Nan Banann or Blok Nan Banann, a small neighbourhood bordering Route National No. 1 on the West and the river on the East (in addition to Mapou, the river is also called Rivière Haut du Cap). The neighbourhood runs from a South point about 200 m before Barrière Bouteille North until the Route National No. 3 bridge. The area has another name, Cité EPPLS after the Public Enterprise for the Promotion of Social Housing (EPPLS), which was created in 1982 and built houses here.

Since the 1980s, the neighbourhood experienced quite some violence and insecurity. It was a place where drivers got ambushed and their cars stolen, where murder and retaliations took place. There was fear for people on motorcycles from other areas. Much has changed now.



Nan Bannann is close to the main bridge entering Cap Haitien

Over recent years, the neighbourhood has seen the construction of the boulevard, a basketball court, a little plantation of trees and seating areas, all illuminated by solar lights. Although much garbage was removed, cleaning the area is a long-term effort since garbage keeps washing up the river from the sea.

A fruitful partnership

Jean Guy Cherenfant was Deputy Mayor of Cap Haitien between 2011 and 2014. Cherenfant recalls how he first met CVR representative Istvan Papp in a meeting on ways to combat cholera in the area. He learned of the programme, which in addition to sanitation had many other short-term actions in the areas of the empowerment of youth and skills training.

Papp and Cherenfant subsequently had many follow up meetings and step by step started collaborating to get a number of successful projects off the ground. A space for a telephone repair workshop was provided on block 10B in Cap Haitien, where youth graduates from CVR training could sell and repair phones. This runs excellently and moreover, other youth are being trained there.

“The CVR programme trains many people. When the training is done, graduates are provided with toolkits. This is very important, because the extended families of graduates are helped. The biggest problem in Haiti remains the lack of jobs.”

He describes also a number of other problems which inhibit the growth of the economy. Electricity is a key entrant and engine for the economy, but its cost is currently much too high for businesses, he says. Nearly all companies use their own generators and have no business with EDH.

“The biggest gift someone can give to Cap Haitien is 20 MB electricity!”, Cherenfant exclaims. He adds: “The absence of a cadastre is a central issue, because no investment can happen

without making progress on this count.” He further mentions the enormous need for credit mechanisms.



The boulevard of Nan Bannann

Rehabilitation of Nan Bannann

“Nan Banann was the most challenging and probably the most important project we, as a city, did with CVR. There was all garbage there! The first stage was to get rid of the garbage, the smells, even the diseases, one can say,” says Cherenfant. “The second issue was to provide lights.” He tells how most people were very happy when the results of the work became apparent.

The first phase of the project took place in the latter part of 2012. The newspaper “Le Matin” reports on 3 January 2013 how this was followed up by the fishermen of the zone and the Delegation Nord with a massive clean-up action on that day.⁵⁴

“We now have a clean place, decent and illuminated. We are at ease to relax here or to study in the breeze,” residents concurred. The lights have increased safety and security; residents say that they stay out easily till 8 or 10 pm without fear. And the children are allowed to play outside in the evening.

“Before the project was carried out, we had many thieves here. And youths from other areas who came here for illegal activities. This is now a lot less.” They continue by telling that they start to know their neighbours better since the boulevard has become a meeting space. “We stop to take

pictures. We invite friends over. We play some basketball. The space is large.”

There is still a lot of rubbish though, both washing up from the sea and passing through the drainage or dumped by people over the balustrade of the boulevard. More cleaning work, alternative means of garbage disposal (a fixed place, where the public waste truck will pick it up) as well as continued awareness is needed. Attentive residents have developed several ideas here. For instance, some mentioned that grills should be installed at the edge of the boulevard, so that garbage is stopped from both sides: coming from the river into the community with heavy rain or leaving the community with the drainage canals.

There is still enough to be done. The residents hope that a new phase will be approved and the project will continue. The boulevard should be extended, but more sanitation work is also to be done. The boulevard should be extended until the football field at the end of the community. If that is not done, the area will attract new waste, and people may even decide to build right there.

Residents also mention that public toilets could be constructed and possibly even showers (in light of all the sports done). These could be managed as a small enterprise.



In discussion with the residents

A framework for people to participate in shaping their community

Conversations with residents in Nan Bannann demonstrated that people are engaged in discussions about the future of their community.

And this gives pride. It also means more stability since there is less need to use the traditional protest techniques of blocking the road.

“CVR has brought stability, even a more regulated society. Less people are burning tires. The phone repair guys do not demonstrate! They do not march. They work and do not budge to the politicians trying to engage them,” said Cherenfant.

Lessons learned:

- The good collaboration CVR with the mayor has made much possible. It ensured that the people of the zone could participate in the project development, and also were officially informed.
- Community ownership and environmental stewardship. People have become proud of their community and will work to keep things more clean.
- Small shops on the river were demolished. The owners got some compensation and this ensured that all would collaborate.
- The local organizations collaborated well. For the HIMO work, rotations of 15 days were established, to give to as many people as possible a chance to participate and earn some income.

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Disclaimer. « *Nan Bannann – a new image for Cap Haitien* » describes some of the lessons learned in the Recovery Intervention Area of CVR. The opinions expressed herein are those of the authors only and do not necessarily reflect the views of MINUSTAH, CVR or the UN in general. The text may be freely used for the purposes of education and research, provided that the source is acknowledged in full. This publication is not for sale. Available in English and French.

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ANNEX 8

CASE STUDY 8: STATE AUTHORITY: STRENGTHENING THE EFFECTIVENESS OF LOCAL AUTHORITIES IN THE ARTIBONITE

A history of political activism and rebellion

The largest department of Haiti is the Artibonite, with a size of almost 5,000 km² and over 1.7m people (2003). The economy has been in decline for decades, in particular after the mid-1980s when imported rice started replacing nationally produced rice.

The Artibonite has quite a violent recent history. At dawn on 22 April 1994, soldiers and paramilitaries descended on the shantytown neighbourhood of Raboteau in Gonaïves after rallies were held there, opposing the de facto military regime. The exact number of persons killed remains unknown but is estimated between 20 and 30 by most sources. A trial was held in 2000 of people with alleged roles in the massacre. Many had left Haiti and were tried in absentia; 16 of the 22 persons held in custody were found guilty and sentenced to prison terms. The trial was described as a landmark case where important steps were taken to the recognition of human rights, and combating impunity in Haiti.

However, in 2002, all those jailed escaped (except one, who had died in prison) in a massive jailbreak. They were not recaptured. In 2005, the Supreme Court overturned the 2000 sentences, citing that “the Criminal Tribunal of Gonaïves had not been competent to rule the case.”

In late 2003 and early 2004, gang leaders from Raboteau participated actively in an insurgency against the government. They linked to former soldiers of the disbanded Haitian army and in the beginning of February 2004 captured Gonaïves. The government of Jean Bertrand Aristide fell less than a month later, but not before a massacre took place in the second city of the Artibonite, St. Marc. MINUSTAH was brought in a few months later with a mandate which included the stabilization of this particular piece of Haiti.

Supporting local government in Gonaïves

CVR’s interaction with the Government of Haiti started off with the National Commission for Disarmament, Demobilization and Reinsertion (CNDDR). Subsequently, in the scope of establishing community participation and implementing its package of activities, CVR broadened the number of authorities it worked with. In the Artibonite it collaborates with the PNH, the justice system, the local offices of the Ministries and the City Hall.

“Sometimes it is not the money, but the skills. Local authorities need so much strengthening!” says Emmanuel Alexandre, the Delegate for the Artibonite Department. He appreciates MINUSTAH and the dynamism of its CVR team. “They will try everything they can to bring change. The impact of the CVR projects in the marginalized zones has been very positive. CVR has done quite some programmes with youth. The training at CECK is an example. If they could do many more like that, the impact would be so huge!”

The Deputy Mayor of Gonaïves, Jean Robert Loudior, agrees. He mentions the great number of projects done in the areas of youth training, including the youth of Raboteau), construction of water kiosks, projects to bring lights in the densely populated zones and more.

Both notables agree that criminality has decreased very significantly. Mr. Alexandre estimates this to be down with over 80%, compared to 10 years back. He believes that the projects have helped a lot to establish security. Also Mr. Loudior mentioned the many positive changes in the various neighbourhoods.

Soljour Berson, Departmental Director of PNH, since 2 years, says that CVR helps agencies in the Artibonite to bring structure to their analysis of

violence. CVR has emphasized social dimensions, such as participation of vulnerable groups in communities, networking between stakeholders, women representation and organizational development.

PNH and CVR collaborate through providing each other with information and advice, as well as contact points within the population. Mr. Berson says that CVR is credible to the population. “They listen and they mediate if needed. They look for appropriate solutions. CVR’s determination is important, also for PNH to succeed.”

PNH normally participates in the opening and closing of CVR activities. This demonstrates the strong links to the population. Moreover, CVR has provided training to the police, on issues such as gender-based violence (GBV), community policing, human rights and spousal abuse. Mr. Berson is happy to note that there is now more access to justice in the Artibonite. Together with the Ministry of Women Conditions (MCFDF), the police takes charge of rape victims, takes them to doctors and get a certificate.

For both Mr. Alexandre and Mr. Louidor, youth training programmes take first priority.

“Youth projects are the most important thing. For instance, the training of youth to create their own businesses. This really anchors them into society,” says Mr. Alexandre. Mr. Louidor adds that both professional and organizational training counts. He states that the community forums and awareness sessions also have a training function. The Citi Hall has a plan, but no means to implement it, so he is very grateful for CVR’s efforts.

A second priority is infrastructure. Although these projects are short-term, they are key in the disaster-prone city of Gonaïves, which flooded in 2004 and 2008. Mr. Alexandre says that they create hope, show that improvements are possible.

“From the time the work was done on the Bienac Canal, people in the neighbourhood have told me – Now I can sleep peacefully!”

“Reality though is that the foreigners decide about the projects, while the Haitians are engaged” laments Mr. Alexandre. The local government institutions remain very weak.

A partner to be strengthened, not as yet to implement projects

In future, CVR intends to pass elements of CVR to the Haitian government and local authorities. However, currently the local authorities are not involved in CVR as implementing partners (IPs). There have been problems before, relating to administering funds, following procedure and reporting.

For instance, the Directorate for Penitentiary Administration (DAP) is part of the Ministry of Justice. It therefore does not have its own bank account. Due to lack of sufficient coordination, the justification of use of funds after a project has been difficult.

At the same time, the people in charge of government entities change too often to ensure a good understanding of CVR requirements. Gonaïves has seen seven mayors between 2005 and 2016. CVR, therefore, often applies an “informal” practical strategy. At the one hand, CVR always seeks that an IP gets endorsement for a project concept from the appropriate authority. On the other hand, tri-partite agreements (CVR-authority-IP) are being researched.

Although this is not a systematic involvement of the State, it is a beginning. Trust and familiarity between the three partners can then grow. However, a next step is not immediately obvious, since also CVR is not an independent legal entity. This is one of the reasons that CVR does not as yet have its own strategy for the involvement of the State. At the national level, some agreements have been signed between MINUSTAH and Ministries.

“Problems relating to political instability and the lack of continuity on either side are mitigated through good communication and direct relationships between the people in charge and us,” says Elyes Hassine, the Team Leader of CVR in the Artibonite.

Lessons learned

- Local authorities are not easy to engage, due to the fact that they are weak, change representatives often and are not independent from national government entities. However, it is useful that CVR keeps building on the involvement there is and strengthening them to play increasingly important roles in planning and technical capability.
- Also CVR is not independent of MINUSTAH and its legal arrangements fall under the Mission's umbrella. For the time being, informal and practical working relationships at the local level seem the preferred option.
- In order to bring a development aspect to its relationship with local authorities, CVR should develop an appropriate strategy. This strategy would envisage a progressive increased engagement of local authorities.
- In the Artibonite, local authorities are very appreciative about the positive changes CVR has brought. They emphasize the priority of youth training and entrepreneurship programmes and secondly the rehabilitation of infrastructure. The community forums are well received. Collaboration with the police is good.

About CVR and the Lessons Learned Exercise. The Community Violence Reduction (CVR) programme of MINUSTAH is a long-term effort and a great number of activities have been implemented over nearly 10 years. Projects zones include the West Department (in particular the violence-affected neighbourhoods of Port-au-Prince), the North (Cap Haitien) and various localities in the Artibonite. In partnership with civil society and Government, the focus of CVR can be summarized as: fostering social cohesion; strengthening the livelihoods of vulnerable communities; and directly addressing factors that promote violence and crime.

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CHAPTER 1

¹ Institutional Support & Law Reform; Model Jurisdictions; Independence & Accountability; Human Rights; UN Police (UNPOL); Corrections.

² Civil Affairs (CA); Gender Unit; Child Protection; HIV/AIDS.

CHAPTER 4

³ In PAC meeting 15-5 on 30 January 2013, a member (Bujar Aliakaj) remarked that there were 5 projects submitted by the same CSO (ONJPSH)!

⁴ For the entire period July 2011 – Dec 2015, the total number of engaged IPs were: 32 National IPs (=51%), 22 International IPs (35%) and 9 UN IPs (14%).

⁵ For more information, see the Annex on “Group Interviews” in the Reference Annexes.

⁶ The normal ceiling is US\$100,000 but CVR obtains annually approval for the double amount.

⁷ Community Violence Reduction Section, UN MINUSTAH, May 2015. Standard Operating Procedure: Substantive and Financial Management Procedures for Community Violence Reduction (CVR) Projects. MIH/SOP/CVR/001-08.

⁸ <http://lenouvelliste.com/lenouvelliste/article/158643/Lancement-de-nouveaux-projets-a-Cite-Soleil>

⁹ <https://www.yahoo.com/news/un-expert-condemns-haiti-prison-overcrowding-conditions-213514823.html?ref=gs>

¹⁰ Community Violence Reduction Section, UN MINUSTAH, update July 2014. Guidebook Community Violence Reduction. Originally produced in June 2013.

ANNEX 1

¹¹ http://www.ihsi.ht/pdf/projection/Estimat_PopTotal_18ans_Menag2015.pdf

¹² http://www.papda.org/article.php3?id_article=1196

ANNEX 2

¹³ Jérôme, Jean Pharès, 2009. Mémoire de sortie pour l’obtention de grade de License en Journalistique.

¹⁴ Le Matin n’existe plus

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¹⁹ <http://www.alterpresse.org/spip.php?article16219#.Vvr36cr2Zjo>

²⁰ <http://cve-initiative.org/category/community-violence-reduction-cvr/>

²¹ <http://www.standard.co.uk/news/world/building-walls-to-stop-flood-of-gang-violence-in-haiti-8447359.html>

²² <http://reliefweb.int/report/haiti/police-other-officials-explore-community-led-approach-urban-peace-and-security-haiti>

²³ http://www.pbs.org/newshour/updates/health-jan-june11-women_01-07/

²⁴ <http://www.haitilibre.com/en/news-13276-haiti-education-185-young-professionals-from-cite-soleil-graduated.html>

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<http://www.haitilibre.com/en/news-9395-haiti-education-63-young-professional-graduates-in-sewing.html>

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⁴¹ In 2014, the Section Justice of MINUSTAH was reconstituted as three sections, respectively Institutional Support and Law Reform; Independence and Accountability; Model Jurisdictions.

ANNEX 5

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⁴³ <http://pai.org/reports/the-effects-of-a-very-young-age-structure-on-haiti-a-country-case-study/> Population Action International's report The Shape of Things to Come)

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⁴⁹ http://www.unicef.org/haiti/french/media_22831.htm

ANNEX 6

⁵⁰ SEDREN ("Société d'Exploitation et de Développement Économique et Naturel") filiale de la Société "Consolidated Halliwell" s'est vue accorder une concession minière le 29 avril 1955 en vue d'exploiter le cuivre de la région de Mémé (Terre-Neuve/Gonaïves). En 1960, la "SEDREN S.A." débuta l'exploitation du minerai de cuivre et la fermeture est constatée en 1971 après l'extraction d'environ 1.500.000 tonnes de minerai. (source : Bureau des Mines et de l'Energie).

⁵¹ Le CASEC (Conseil d'Administration de la Section Communale) est un organe exécutif composé d'un cartel de trois membres élus chargé de la gestion de cette subdivision territoriale. Ancienne section rurale, la section communale est définie par la Constitution haïtienne de 1987 comme la plus petite collectivité territoriale. Les membres du CASEC porte le même nom.

⁵² Au moment de la visite du projet, le taux du dollar équivalait à 61 gourdes soit 820 dollars des États-Unis.

⁵³ La DINEPA (Direction Nationale de l'Eau Potable et de l'Assainissement) exécute la politique de l'État dans le secteur de l'eau potable et de l'assainissement autour de 3 grand axes : le développement du secteur, la régulation du secteur, le contrôle des acteurs.

⁵⁴ <http://www.lematinhaiti.com/contenu.php?idtexte=34151>