



CONTRIBUTION OF THE POST-DISASTER NEEDS ASSESSMENT (PDNA) and THE IMPLEMENTATION OF THE RECOVERY STRATEGY THROUGH THE DISASTER RECOVERY FRAMEWORK (DRF)

Lessons learned:

14 AUGUST 2021 EARTHQUAKE IN HAITI'S SOUTHERN PENINSULA





SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	

Credits

This lessons learned exercise undertaken by the UNDP Regional Office in Panama with the support of the “Strengthening Capacities for Crisis Assessment and Recovery Planning Project (PDNA III)”, an EU-UNDP jointly funded initiative, included the following main objectives: a) Identify the relevance and added value of the PDNA/DRF for the implementation of post-earthquake recovery; b) Assess the potential of the PDNA/DRF methodology to address multidimensional and simultaneous crises (natural disaster, health emergency, security crisis, etc.); c) Identify best practices and constraints encountered during the earthquake needs assessment and recovery planning process; and d) Provide recommendations for process improvement.

It is the result of a consultative process based on structured interviews with key partners and government officials who took part in the formulation of the post earthquake needs assessment, PDNA, and the Earthquake Recovery Framework, DRF, in Haiti, and its implementation phase. A detailed desk review based mostly on the PDNA/DRF documents for Haiti was also undertaken.

This study was commissioned to consultant Anne-Marie Cluckers and supervised by Rita Missal and Charlotte Yaiche from the UNDP Global Recovery Team and Jeannette Fernández Regional Team Leader for LAC for Disaster Risk Reduction and Recovery, and Noemi La Grotta for all administrative and logistics support. It was completed in the period February to July 2022.



FOREWORD

The main objective of the Post-Disaster Needs Assessment (PDNA)¹ is to support national authorities in the comprehensive assessment of the effects of a disaster, which include damage, loss and recovery needs, as well as an actionable disaster-recovery strategy. For this, a Disaster Recovery Framework (DRF) is prepared whose main objectives are (i) to operationalize the recovery strategy formulated in the PDNA, (ii) to realistically prioritize recovery efforts over a defined period of

time and (iii) outline the national policy and the institutional, financial and operational aspects of the recovery process in order to mobilize financial and technical resources for its implementation.

Following the 7.2-magnitude earthquake that devastated the three departments of the Southern Peninsula of the Republic of Haiti on 14 August 2021, a High-Level International Event (hereinafter the Conference) was organized on 16 February 2022 in Port-au-Prince. The Conference was informed by the PDNA and the DRF known in Haiti as the “Integrated Recovery Plan for the Southern Peninsula” (PRIPS). The development of the PDNA and the DRF was coordinated by the Prime Minister’s Office and the Ministry of Planning and External Cooperation with the support of ministerial entities and the Tripartite Partnership² made up of the United Nations (UN), European Union (EU) and World Bank (WB), together with the Inter-American Development Bank (IDB). The process also benefited from technical and/or financial support from Switzerland and USAID. At the Conference, the international community pledged US\$600 million to support the recovery of the Southern Peninsula of Haiti.

The lessons learned process undertaken by the UNDP Regional Office in Panama included the following main objectives:

- 1 Global Facility for Disaster Risk Reduction and Recovery, UN Development Group/EU/WB, Post-Disaster Needs Assessments, Volume A Guidelines, 2013. More specifically, the objectives of the PDNA are:
 - 1) To support national assessments and initiate the national recovery planning process through a coordinated inter-institutional platform that integrates the efforts of the United Nations System, the European Union, the World Bank, other international technical and financial partners, financial institutions and non-governmental organizations;
 - 2) To assess the effects of the disaster on:
 - (i) Infrastructure and assets;
 - (ii) The provision of services and access to goods and services in all sectors and more particularly the availability of basic services and the quality of services;
 - (iii) Governance and social processes;
 - (iv) Needs that address the causes of risks and vulnerabilities in order to “Build Back Better” (BBB);
 - 3) To estimate the damage and losses caused by the disaster to physical infrastructure, productive sectors and the economy, including its macroeconomic consequences;
 - 4) Identify all recovery and reconstruction needs;
 - 5) Develop the recovery strategy that outlines the priority needs, recovery interventions, expected results, and cost of recovery and reconstruction, and which will form the basis of a more comprehensive recovery framework;
 - 6) To mobilize local, national, and international resources for recovery and reconstruction.

- 2 UN Development Group/EU/WB, Joint Declaration on Post-Crisis Assessments and Recovery Planning, 25 September 2008.

- 1 Identify the relevance and added value of the PDNA/DRF for the implementation of post-earthquake recovery;
- 2 Assess the potential of the PDNA/DRF methodology to address multidimensional and simultaneous crises (natural disaster, health emergency, security crisis, etc.);
- 3 Identify best practices and constraints encountered during the earthquake impact assessment and recovery planning process;
- 4 Provide recommendations for process improvement.

The lessons learned document is organized into three main sections. The first section summarizes the main stages of implementation of the PDNA/DRF within the prevailing national context at that time. The second section is dedicated to lessons learned and successively examines:

- National ownership of the process;
- The commitment of the Tripartite Partnership;

- The adaptation of the PDNA/DRF methodology to the national context;
- The financial assessment of recovery needs;
- The PDNA/DRF as a methodology to address multidimensional and simultaneous crises;
- Institutional arrangements.

The third section, in conclusion, presents the best practices identified, as well as the recommendations for the future.

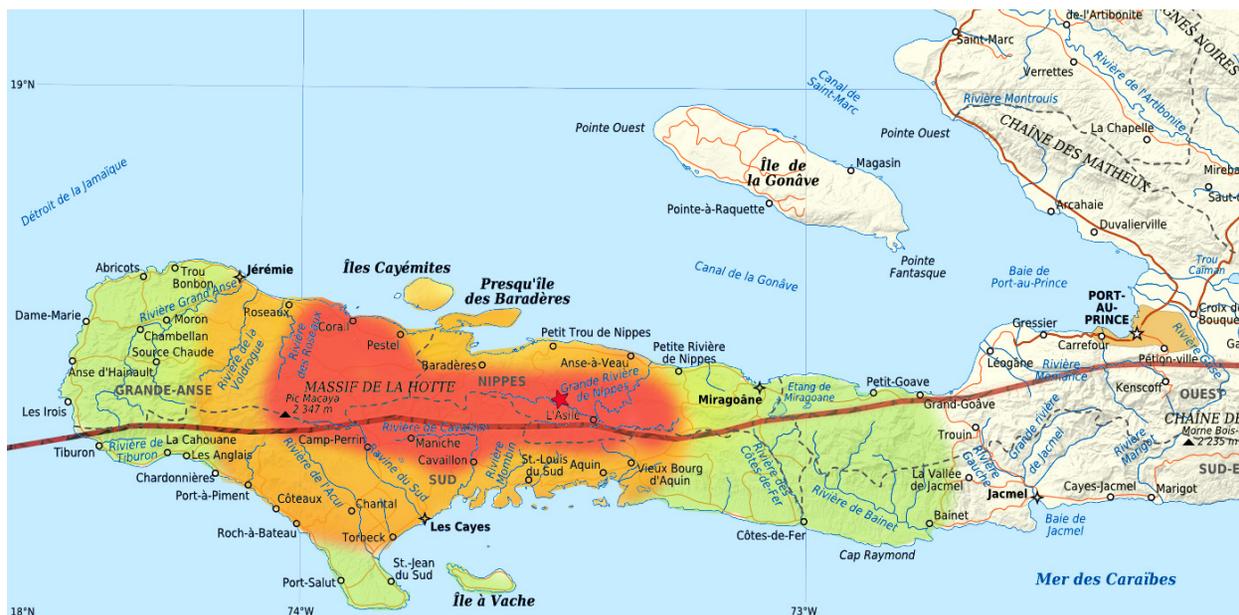
The views expressed in the document do not in any way or form commit the representatives of national institutions, the United Nations, the European Union and the World Bank consulted in the development of these lessons learned. The document was consolidated from documents produced during the PDNA/DRF and virtual meetings organized from 7-27 May 2022 with the main national and international actors who contributed to the process, whom we warmly thank for their contribution and commitment to sharing their experience.

SECTION 1: REVIEW OF THE PDNA AND DRF PREPARATION PROCESS

1.1. THE 14 AUGUST 2021 EARTHQUAKE

- On 14 August 2021, an earthquake measuring magnitude 7.2 on the Richter scale, its epicentre recorded 125 km west of the capital Port-au-Prince, struck the Southern Peninsula of Haiti, causing suffering and destruction in the departments of Sud, Grand'Anse and Nippes. The national authorities immediately declared a state of emergency and activated

the national risk management system to coordinate the rescue operations through the Directorate-General for Civil Protection and respond to the immediate needs of the affected population in the three departments, which were still recovering from the effects of Hurricane Matthew (2016). A total of 971,198 people or 59 per cent of the population of the Southern Peninsula were exposed to a succession of intense seismic tremors.



Source: MPCE and CIAT, Guidelines for the PDNA and recovery in the Southwest of Haiti following the earthquake of 14 August 2021, August 2021

2. While the earthquake directly affected an estimated 690,000 people, or 40 per cent of the total population of the Southern Peninsula, it resulted in a direct human toll of 2,246 deaths; 12,763 injured, and 329 missing, broken down as follows in the three affected departments:

Departments	Deaths	People injured	People missing
Sud	1,852	9,158	300
Grand' Anse	227	1,696	29
Nippes	167	1,909	0
Total	2,246	12,763	329

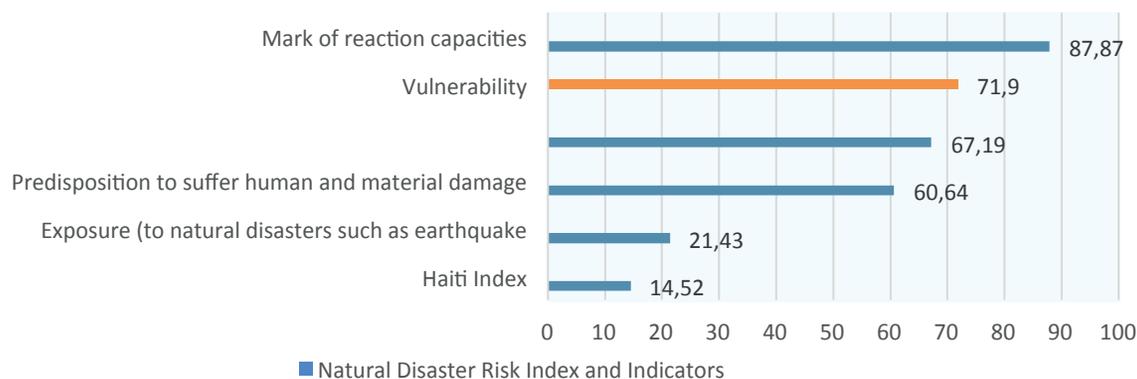
Source: National Emergency Operations Centre, Directorate-General for Civil Protection, Situation Report No.11, 4 September 2021

3. According to the World Natural Disaster Risk Index 2020, Haiti is one of the countries both most exposed and least able to cope with disasters: the country is ranked 22nd among the most-at-risk countries out of 181 countries and territories analysed since 2018, with an overall index of 14.62 out of 100.³ This index takes into account exposure to extreme natural events and calculates a society's ability to react in order to capture the interaction between natural disasters and economic and social factors. The index has five

indicators: (i) exposure to natural disasters: earthquakes, floods, storms, drought, rising sea levels, etc.; (ii) predisposition to suffer human and material damage based on the state of infrastructure, agricultural production and the economy in general; (iii) response capacity based on the governance, the health system and the social and material security of the population; (iv) capacities for long-term adaptation or societal change based on long-term strategies, climate change and other challenges and (v) vulnerability of the country, which consolidates predisposition indicators and response and adaptation capacities, as illustrated in the following graph:

3 Ruhr University Bochum-Institute for International Law of Peace and Armed conflicts/ Bundis Entwicklung Hilft. Université des Nations Unies de Bonn (Allemagne) "World Risk Report", 2020

2020 Haiti Natural Disaster Risk Index



Source: Ruhr University Bochum-Institute for International Law of Peace and Armed conflicts/ Bundis Entwicklung Hilft, "World Risk Report", 2020

4. Over the past 12 years, Haiti has experienced three major natural disasters: the 7.0-magnitude earthquake of January 2010, category 4 Hurricane Matthew of November 2016 and the 7.2 magnitude earthquake of 14 August 2021, the last two of which hit the same geographic regions within a period of less than six years.
5. The vulnerability of the Southern Peninsula is therefore well established. Although the three departments were affected, they were not affected in the same way. Unlike the devastating earthquake of January 2010, which primarily affected the urban areas of Port-au-Prince and the metropolitan region in the Southern Peninsula – where 77 per cent of the population lives in rural areas – it is the mountainous communities or the communities entirely located in the mountain regions⁴ that have suffered the most damage in terms of destruction of housing and infrastructure and landslides.

1.2. THE PDNA

6. On 16 August 2021, the Ministry of Planning and External Cooperation (MPCE) requested support from the UN Resident Coordinator in Haiti to “carry out a post-disaster needs assessment as soon as possible, the results of which will be decisive for the development of a costed reconstruction plan aimed at prioritizing the areas of intervention and mobilizing the appropriate resources.”⁵ To this end, the national authorities called for “the activation of the Global Tripartite Agreement⁶ signed by the United Nations (UN), the World Bank (WB) and the European Union (EU)

for the evaluation exercise mobilizing all actors, both humanitarian and development, under the leadership of the Prime Minister’s Office, with the technical guidance of the MPCE and strong involvement of the sectoral ministries.”⁷

7. On 24 August, the Government and the Tripartite Partnership⁸ endorsed the terms of reference of the PDNA and specified the objectives, guidelines, deliverables, methodology, management and coordination arrangements, time frame and an annex describing the indicative implementation framework.⁹ On this basis, a coordination structure was established that included:
- (i) A Strategic Coordination headed by the Minister of MPCE with the heads of mission of the UN Resident Coordination, the EU, WB and Inter-American Development Bank (IDB);
 - (ii) A Technical Steering Committee under the leadership of the Director of Spatial Planning and Local and Regional Development of the MPCE, including representatives of the following ministries: Economy and Finance (MEF), Interior and Territorial Communities (MICT), Public Health and Population (MSPP), Social Affairs and Labour (MAST), National Education and Vocational Training (MENFP), Public Works, Transport and Communication (MTPTC), Commerce and Industry (MCI);
 - (iii) A Technical Secretariat under the leadership of the National Coordinator of

4 Municipalities of Corail, Pestel, Camp-Perin, Arnaud, Maniche or Torbeck.

5 MPCE, Letter 3341 referenced MPCE/WB/UNDP dated 16 August 2021 from Simon Dieuseul DESRAS, Minister

6 UN Development Group/EU/WB, Joint Declaration on Post-Crisis Assessments and Recovery Planning, 25 September 2008

7 MPCE, Letter 3341 referenced MPCE/WB/UNDP dated 16 August 2021 from Simon Dieuseul DESRAS, Minister

8 MPCE, PDNA Technical Secretariat, Terms of reference – post-earthquake needs assessment in Haiti, 24 August 2021

9 MPCE Recovery Needs Assessment 14 August 2021 earthquake in Haiti, Page 74, Annex 2: PDNA Coordination Structure – Haiti earthquake 14 August 2021 Southern Peninsula

the MPCE comprising the PDNA coordinators of the UN, EU, WB and IDB;¹⁰

- (iv) Technical Working Groups under the leadership of national executives assisted by experts from the UN, EU, WB, IDB and USAID.

¹⁰ Jeannette FERNANDEZ, UN/UNDP; Dominique BLARIAUX, EU; Denis Jean-Jacques JORDY and Narraya NARRASCO, BM; Alain TROCHER, IDB

- 8. The government and its partners were therefore to mobilize officials and technicians to contribute to the assessment of damage, losses and recovery needs organized into ten sectors, using the following indicators of the human and macro-economic impact of the earthquake:

Sectors		Human Impact Indicators	Macroeconomic Impact Indicators
Social	Housing	The living conditions of the population	Gross Domestic Product
	Health		
	Education		
Productive	Agriculture	Livelihoods and employment	Balance of payments
	Trade, industry and financial services		
	Tourism		
Infrastructure	Transportation	Food safety	
	Water and sanitation	Gender equality	
	Energy	Inclusion and social protection	
Crosscutting	Disaster risk management, and environment		

- 9. On 30 August, the Prime Minister officially launched the PDNA, and the technical teams – formed in the meantime – were trained on the PDNA methodology on 30-31 August 2021. In addition to this training, a workshop was organized on 9 September to verify that all the actors involved understood the PDNA methodology and to address the constraints identified since the start of the sectoral assessments.

- 10. The deadline for submitting the ten sectoral assessments and the review of the human and macroeconomic impacts of the earthquake was set for 22 September 2021 to allow for consolidation of the PDNA by the Technical Coordination.

- 11. While the sectoral teams assessed damage, losses and recovery needs, the Technical Secretariat accompanied by representatives of civil society:

- (i) defined the vision for the recovery of the Southern Peninsula, the guiding principles for recovery and the priority action areas of the PDNA/DRF;
- (ii) launched consultations in the three departments of the Southern Peninsula on 27- 28 September to integrate the needs expressed by all local actors in the departments of Sud, Grand’ Anse and Nippes into the PDNA.

12. The recovery vision, its three guiding principles and its four strategic axes were formulated as follows:

Recovery Vision	“Towards a resilient recovery in the face of multiple and complex challenges by adopting innovative and sustainable approaches based on an inclusive and coordinated process”
Guiding Principles for Recovery	Consideration of marginalized populations and territories in the Southern Peninsula
	Ownership of the recovery process by all territorial actors
	Development of inclusive and sustainable economic recovery dynamics
Recovery strategic axes	Recovery governance
	Economic recovery
	Resilient infrastructure, land use planning and better living conditions
	Social protection and inclusion

13. The PDNA was completed in six weeks, as planned in the terms of reference, and was welcomed by all national and international actors. This is all the more remarkable as the assessment was conducted amid a new political, economic, social, institutional, constitutional, health and security crisis. Indeed, the country found itself almost completely paralyzed in 2018-2019 (Peyi Lok) due to a serious economic, social and political crisis, while the security situation – problematic since 2008 – continued to deteriorate. In March 2020, the impact of the economic and social crisis was compounded by the emergence of the COVID-19 pandemic. The GDP growth rate experienced in 2019 a contraction of 1.7 per cent for the first time in ten years, followed by a contraction of 3 per cent and 1.8 per cent in 2020 and 2021, respectively. In 2021, Haiti experienced a profound deterioration in the political, socioeconomic and security context as armed groups strengthened their territorial and political footholds in strategic areas of the capital and its surroundings, and sought to expand their areas of influence.

BOX 1

Context of Multiple and Interconnected Risks during the Preparation of the PDNA and the PRIPS.¹¹

Between 1 January and 15 December 2021, there were 949 kidnappings reported compared to 796 in 2020. Protests were on the rise with 1,116 cases of civil unrest in 2021, an increase of 83.3 per cent compared to 620 cases in 2020. Escalating violence by armed gangs affected nearly 1.5 million people and displaced 19,000 people since June 2021. The combined effects of the political, economic, health, institutional, constitutional and security crisis and natural hazards have significantly aggravated an already very complex humanitarian situation: the number of people in need of humanitarian assistance rose to 4.9 million (nearly 43 per cent of the total population) in 2022 compared to 4.4 million in 2021. Nearly 40 per cent of the population (4.4 million people) suffer from food insecurity, including 270,000 children from acute or moderate malnutrition, while an already very fragile health system must respond to the COVID-19 pandemic. For illustrative purposes, the main developments in 2021 are summarized as follows:

- January 2021: the Parliament ceases to be functional with the expiration of the terms of the entire Chamber of deputies and two-thirds of the Senate. Haiti is governed by decree or presidential order;
- February: several demonstrations question the legitimacy of the President of the Republic's term in office beyond 7 February 2021;

¹¹ United Nations, report of the Secretary General to the Security Council, S/2022/117 of 15 February 2022.

- April: resignation of Prime Minister and Minister of Planning and External Cooperation, Joseph Jouthe; Minister of Foreign Affairs Claude Joseph assumes the role of Prime Minister;
- June: violent armed clashes between armed groups in Port-au-Prince. Since then, armed gangs have been controlling the southern exit from Port-au-Prince on National Highway 2, increasing abuses against those who continue to venture out onto this road and hindering the free movement of goods and people to and from the south of the country;
- 7 July 2021: the President of the Republic is assassinated in his private residence, and in this constitutional vacuum, executive power is exercised by the acting Prime Minister;
- 20 July: the Prime Minister designated by the deceased President two days before his assassination takes office with the objectives of (i) controlling insecurity, (ii) reviving the economy and (iii) organizing the general elections which should have been held in October 2019 as soon as possible;
- 14 August: a 7.2-magnitude earthquake strikes the three departments of the Southern Peninsula;
- 16 August: Tropical Storm Grace strikes the same departments just affected by the earthquake;
- 30 August: The Montana Accord is signed by 200 political and civil society representatives providing for a 24-month transition governance timeline;
- 30 August: official launch of the PDNA by the Prime Minister;
- September 2021: following a short pause in the wake of earthquake, insecurity resurfaced during first week of the month, in particular activity of armed groups which resumed blockages of the capital's southern exit, significantly hampering transport by road of humanitarian aid to disaster areas;
- 11 September: the Prime Minister's political agreement is signed by some 150 political and civil society representatives providing for the restoration of democratic institutions and the organization of elections;
- 27 September: dissolution of the Provisional Electoral Council;
- Between mid-October and mid-November: the oil terminals of Port-au-Prince are surrounded at the southern exit of Port-au-Prince by armed gangs demanding the immediate resignation of the Prime Minister; fuel is no longer distributed, and for a month, this forced shortage again paralyzed the capital and the country to the point that some hospitals were forced to close due to the shortages of diesel to run generators; motorcycle taxis and cars no longer circulate; informal trade – upon which so many families depend for survival – disappears from the streets for more than a month;
- 22 October: publication of the PDNA executive summary;
- 26-27 October: launch of PRIPS by the national coordinator;
- 9 November: PRIPS upgrade workshop under the MPCE Minister and in the presence of the UN Resident Coordinator and heads of EU and WB agencies;
- 23 November: official presentation of the results of the PDNA under the Prime Minister;
- 24 November: presentation of a partially reshuffled government. Among other things, the MPCE changes hands;
- 9-10 December: facilitation workshop to finalize the PRIPS Action Plan;
- 12 December: Montana Group supporters inaugurate a 46-member National Transitional Council to appoint an interim president and a new prime minister to lead a 24-month governance transition;
- 14 December : at least 90 people die in the city of Cap Haitien, a truck carrying fuel catches fire before exploding in the middle of a residential area;
- 23 December: finalization of PRIPS and its Action Plan.

14. The terms of reference set the date of the Conference for the mobilization of resources in support of the recovery of the Southern Peninsula at the end of October. It was postponed until 14 December 2021, then to 15 January 2022, before finally being held on 16 February 2022 in Port-au-Prince.

1.3. THE DISASTER RECOVERY FRAMEWORK OF THE SOUTHERN PENINSULA

15. There has been some uncertainty regarding the implementation of the Disaster Recovery Framework (DRF) despite the government's request for support on 16 August for the implementation of a PDNA and a costed reconstruction plan to prioritize intervention areas and mobilize appropriate resources. Differences expressed on this subject by some members of the Tripartite Partnership and the national authorities included the following:

- (i) a DRF can be finalized but only after the presentation of the PDNA at the Resource Mobilization Conference. The PDNA may be operationalized later in a DRF depending on resources mobilized during the event;¹²
- (ii) the data collected in the PDNA is sufficient to guide the post-disaster programming of international partners; the production of a DRF is therefore not necessary;¹³
- (iii) the DRF is needed to operationalize the PDNA, mobilize resources for the concrete interventions that will be identified in the Action Plan and facilitate monitoring of recovery implementation.¹⁴

¹² United Nations point of view.

¹³ World Bank point of view.

¹⁴ Ministry of Planning and External Cooperation point of view.

16. Nevertheless, the national coordination decided to carry out a DRF, known in Haiti as the Integrated Recovery Plan for the Southern Peninsula (PRIPS), which established a action plan over a four-year period and launched with the working groups on 26 October 2021. Meanwhile, the terms of reference for a recovery framework were translated into French, and an Action Plan matrix aligned with the strategic axes, general interventions and corresponding budgets of the PDNA was developed and distributed to all stakeholders involved with an explanatory note.¹⁵

17. The MPCE coordinated the PRIPS through regular virtual follow-up meetings with UN support for the production of the narrative outline and EU support for the finalization of the Action Plan. A face-to-face workshop was also organized on 9-10 December to review the sectoral action plans with all parties for their consolidation in the Action Plan and summary in the PRIPS narrative. To this end, a detailed analysis of the work to date was discussed with all the actors involved to ensure the overall consistency of the data collected by all the sectors.¹⁶

18. The final deadline for the submission of Sector Action Plans was set for 15 December, and was generally respected. The PRIPS and its Action Plan were finalized on 23 December for the Conference organized in Port-au-Prince on 16 February 2022. The entire process was carried out over a period of six months (from 16 August 2021 to 16 February 2022).

¹⁵ MPCE/EU/UN, Presentation of the Recovery Framework, and Guidance Note, October 2021.

¹⁶ MPCE/UN/EU, Guidance Note, Facilitation Workshop for the Finalization of Sectoral Action Plans, 9-10 December, 2021.

SECTION 2

LESSONS LEARNED

2.1. NATIONAL OWNERSHIP

19. All the actors involved welcomed the national authorities' ownership of the PDNA and the PRIPS, as well as the national leadership that established itself throughout the process. Despite some delays in certain political decisions (validation of the PDNA, development of a DRF, dates and venues of the Conference), mainly due to the extreme volatility of the political situation and the deterioration of the security situation, national ownership has been recognized as effective and efficient by all national and international observers.
20. This constitutes a very significant advance since the earthquake of January 2010. Notably, the conditions were different at the time when the humanitarian and reconstruction coordination was heavily criticized following the earthquake. On the other hand, there was some confusion regarding the development of a PDNA in the Southern Peninsula after a "Disaster Damage and Loss Assessment" (DaLA) was carried out within 15 days following Hurricane Matthew in 2016.
21. As evidenced by the MPCE's request of 16 August 2021 addressed to the UN Resident Coordinator in Haiti two days after the earthquake, the national authorities immediately understood the need to avoid at all costs the duplication of assessments of the effects of the earthquake and recovery needs

by different actors, as had occurred following other natural disasters in the country.

22. Of note were the significant political leadership of the Prime Minister's Office and the technical leadership provided by the MPCE. The commitment of the Prime Minister's Office was also critical in enabling the effective mobilization of ministerial entities throughout the process. This time, the national officials and technicians felt valued during the PDNA, some of them participating in this type of evaluation for the third time in the country. National ownership by the sectoral departments varied depending on the ministry involved; for example, ownership by the Ministry of Economy and Finance (MEF) was understated and, unfortunately, not systematic throughout the process.

- > Recommendation 1 - Haiti has a pool of national skills to support the development of the PDNA, which must be exploited and passed on to the younger generation.
- > Recommendation 2 - National authorities should take the appropriate steps to ensure that the MEF participates in all stages of the PDNA and PRIPS process, if only to assist their colleagues in ministerial entities to identify national resources to be reprogrammed or new resources for the recovery process to be included in the national budget.

23. Before the end of August 2021, the MPCE and the Secretariat of the Interministerial Committee for Territorial Development of the Prime Minister's Office jointly produced a document in French, Creole and English¹⁷ that listed the measures for the implementation of the PDNA and the recovery of the Southern Peninsula based on lessons learned from the January 2010 earthquake. These instructions helped guide the formulation of the vision, guiding principles and strategic axes of the PDNA and PRIPS, which is recognized as a best practice and an additional manifestation of national leadership.

24. While the PDNA methodology seems to be well understood by the MPCE and some key ministries and institutions, additional efforts should be made to train technicians in all ministries and/or consider training of PDNA trainers. In addition, the national authorities should take the appropriate measures to free the national officials and technicians responsible for the PDNA from their regular duties, which was not necessarily the case in all the ministerial departments involved during the August 2021 earthquake.

- > Recommendation 3 - National authorities should take institutional steps to (i) establish an "Interministerial Task Force", responsible for training and/or updating PDNA trainers every year in all ministries to ensure that focal points are knowledgeable about the most updated PDNA methodology and can contribute to its adaptation to Haitian realities whenever necessary and (ii) free the PDNA focal points of the ministerial departments from all other obligations as

soon as the decision is made to conduct a PDNA.

- > Recommendation 4 - In the same way, the UN should ensure that the designated focal points have been trained in the PDNA methodology in order to support their respective national partners, which was not systematically the case for all the agencies. Should the UN decide to organize such training in the field before the launch of the sector evaluations, they could involve the EU colleagues on site.

25. The national teams responsible for the PDNA were renewed for the implementation of the PRIPS, thus allowing national institutional continuity between the two main stages of the process. Considering that some technicians have contributed to the evaluation work of several sectors, a minimum of three and a maximum of 21 national technicians have contributed to the sector evaluations; they were assisted by a minimum of one and a maximum of 14 international technicians mainly mobilized by the UN, EU, WB, IDB and USAID.

26. Once again, the efficiency and effectiveness of the national leadership and the performance of the ministerial officials and technicians should be emphasized. Despite the tenuous governance conditions following the assassination of the Head of State, the looming uncertainty of national officers about their remaining terms in office and the extremely difficult, complex and adverse security conditions, Haiti was able to maintain its vision, its leadership and its choices. This may also explain the success of the Conference of 16 February 2022 and the outpouring of solidarity that was expressed on this occasion for the country and its population.

¹⁷ MPCE/CIAT, Guidelines for the PDNA and recovery in the South-West of Haiti following the 14 August 2021 earthquake, August 2021.

2.2. THE TRIPARTITE PARTNERSHIP COMMITMENT

27. Before turning concretely to the commitment of the partners of the tripartite, a number of very experienced interlocutors consulted during this lessons learned exercise made a point of stressing the institutional challenges of the Tripartite Partnership. Based on their experience, they suggest a re-examination of the commitment of the three partners to each PDNA in which they have participated in the field. Despite the high-level meetings held and the evaluations carried out since 2008, these interlocutors perceive that there is a struggle to establish the Tripartite Partnership between the UN, WB and EU each time the national authorities request support for a PDNA. As such, the following general recommendation is included:

- > Recommendation 5 - It should be recalled that the PDNA is a methodology developed jointly by the UN, EU and WB following the 2008 agreement which formally binds the three organizations in the commitment to assess the effects and recovery needs following a disaster. This is a remarkable institutional achievement that should be safeguarded. If necessary, the terms of the Tripartite Partnership and institutional responsibilities of the three parties should be thoroughly reviewed, but it should not be called into question each time the support of the Tripartite Partnership is requested by national authorities through the PDNA methodology.

28. The commitment of the UN and the EU has been constant and absolute throughout the PDNA and PRIPS process (16 August 2021–16 February 2022). They immediately mobilized experienced PDNA coordinators from the

UNDP Regional Office in Panama and the Support Office for Planning Assessments and Post-Crisis Recovery in Brussels, respectively, to support the Technical Secretariat and the National Coordination throughout the process.

29. After some initial reluctance, the WB fully committed to the PDNA, which had to be “light and fast”. Indeed, shortly after the earthquake, the WB had unilaterally conducted a rapid assessment of the disaster according to the “Global Rapid Post-Disaster Damage Estimation” (GRADE) methodology. As of 17 August 2021, it estimated that the economic damage of the disaster at \$1.12 billion – the equivalent of 7.8 per cent Haiti’s GDP in 2019 and that 83,000 homes had been slightly or heavily , with nearly 54,000 homes completely destroyed.¹⁸ Considerable time and energy was subsequently wasted in the WB attempt to align the GRADE and PDNA data collected on the housing sector, in particular.

30. During the lessons learned exercise, the WB recalled that the PDNA is not an end in itself: the reconstruction and recovery of communities must prevail, and these must commence as soon as possible after the disaster. This was approved by all the actors. Concerned with reinforcing its point of view, the WB also pointed out that the initial estimates of the rapid assessment were fairly similar to the final results of the PDNA, which estimated the effects of the earthquake at 10.9 per cent of GDP for 2019-2020 and that 115,183 houses had been damaged, of which 39,850 units were destroyed or seriously damaged.

31. While the results of the PDNA were validated by the Government and the Tripartite Partnership, the WB did not consider it

¹⁸ <https://gfdrr.org/sites/default/files/publications/DRAS>.

useful to contribute significantly to the PRIPS, only adjusting the amount of its financial contributions in the Action Plan. In fact, for the WB, the data from the PDNA was more than sufficient to proceed with its post-disaster programming as quickly as possible, while the PRIPS presented no added value to the previous work.

32. On the other hand, some UN and EU actors – who admitted to not being very familiar with the process – regretted that the PRIPS was carried out after the PDNA when it could have been carried out simultaneously. Even if the PRIPS work began upon completion of the PDNA, it was not always easy to remobilize efforts to prepare the PRIPS. The security situation became even more complicated, particularly with the blockage of the Varreux terminal by armed gangs, which prevented the fuel distribution for over a month, paralyzing the movement of goods and people and the functioning of public institutions, which had limited access to Internet.

> Recommendation 6 - It is important to clearly communicate, prior to and during the process, the timing of the two main stages of the process, namely the PDNA and the PRIPS, which are intrinsically linked, complementary and successive. It is advisable to first to assess the effects and recovery needs following a disaster to be able to prioritize them and establish more precisely the means to operationalize the recovery strategy identified during the first stage.

33. Ultimately, the Tripartite Partnership committed to support national authorities by adopting the PDNA methodology.¹⁹ As such, the actors avoided any confusion regarding

the use of PDNA or DaLA²⁰ methodologies or duplication of effort for the August 2021 earthquake in Haiti.

34. The elimination of confusion regarding the adoption of methodologies also strengthened national ownership of the process, as expressed on 16 August 2021 when the Government requested mobilization of the Tripartite Partnership and the PDNA methodology to assess the effects of the earthquake and identify recovery needs.
35. The process benefited from the experience and unwavering commitment of the UN Resident Coordinator who, with the technical and financial support of UNDP, played an essential role in ensuring a united Tripartite Partnership to support the Government in the development of the PDNA and the PRIPS for the Resource Mobilization Conference. The unanimous opinion is that the coordination was successful despite some minor technical difficulties inherent to this type of assessment.
36. With technical support from the UNDP Regional Office in Panama, the UN Resident Coordinator in Haiti provided coordination within the Tripartite Partnership, together with IDB, throughout the process. The mobilization of UN experts in support of national sector teams from resident or non-resident agencies was also ensured.²¹ In addition, the UN Resident Coordination Office spared no effort in supporting the national authorities for the organization of the Conference on 16 February 2022 in Port-au-Prince. The success of the conference is attributed to the constructive relationships with high-level national political and technical authorities, among other things, and exceeded initial expectations.

¹⁹ Even if some WB actors have continued to designate the methodology by the acronym of DALA.

²⁰ DaLA: Damage and Loss Assessment (Methodology developed by ECLAC).

²¹ Like, for example, the expertise of ECLAC, the ILO Regional Office and ILO headquarters.

37. Even in countries which, like Haiti, are experiencing a context of recurrent, if not permanent, multidimensional crisis, the role of the Tripartite Partnership and process appears to have come to an end at the Conference. Some national and international actors, however, regretted the lack of support for monitoring the implementation of the PRIPS, particularly in the current extremely complex and difficult context.

38. Everyone agrees that national authorities should, as soon as possible after the donors conference, be able to report regularly and transparently to affected populations and the general public on the implementation of the funds raised in the field. During the lessons learned exercise, the representatives of the Tripartite Partnership consulted supported the following recommendations:

- > Recommendation 7 – Upon the request of national authorities, the Tripartite Partnership should remain mobilized after the Conference to support the creation of a monitoring system for the implementation of the DRF, taking into account national financial, technical and institutional capacities. This technical support would be lighter than that provided during the PDNA and the PRIPS for a period of 12–18 months, depending on the needs identified in the field and/or the duration of the implementation of the Recovery Action Plan.
- > Recommendation 8 - In this case, implementation monitoring should be an integral component of the PDNA methodology, particularly in the case of countries marked by high institutional fragility.
- > Recommendation 9 - Monitoring the implementation of PRIPS should in any case respect national sovereignty and

the national monitoring and evaluation systems in place, while strengthening them as needed.

2.3. ADAPTABILITY OF THE PDNA METHODOLOGY TO THE NATIONAL CONTEXT

39. One of the main criticisms expressed during the lessons learned exercise concerns the complexity of the methodology; the commitment of national and international human resources required over a concentrated time period, either deemed too limited or too long depending on point of view; the credibility of the data collected to a certain extent; and the consideration of the mobilization of resources as an end in itself during the Conference.

40. For some actors, there is an upside to the complexity of the methodology in that it ensures an inclusive process is led by ministerial entities together with the local communities and authorities affected. The missions organized on 27–28 September, 2021 by the MPCE in the main towns of the three departments affected by the earthquake have also been identified as one of the best practices of the PDNA 2021.

- > Recommendation 10 – The PDNA methodology could be revised, taking into account the increase in the occurrence and intensity of natural disasters; the parties to the Tripartite Agreement of September 2008 should meet, preferably every year, to review the methodology.

41. The 22-day time period set for the sectoral assessments represented a major constraint for the technicians who had to consult local actors and the departmental directorates

in the field under very difficult security conditions. On the other hand, the limited time frame required establishing an acceptable balance between the quality of the data collected and the time frame of the evaluations. Although the PDNA was finalized in six weeks, which was welcomed by most national and international actors, there was unfortunately not enough time devoted to data analysis. The following recommendations were formulated to address the prevailing constraints in Haiti for the finalization of the PDNA and the PRIPS:

- > Recommendation 11 - The partners could use new information technologies such as drones and satellite imagery to improve the efficiency of sectoral assessments, while increasing the credibility of the data collected, which could be disputed as was the case in the area of environment, housing or tourism in Haiti.
- > Recommendation 12 - The Tripartite Partnership could explore the possibility of integrating the GRADE into the PDNA methodology, provided that this does not condition the WB's commitment to the PDNA and is limited to assessing the post-disaster damage in cooperation with all the other partners.
- > Recommendation 13 - Measures should be taken to digitize the data collected during the PDNA to facilitate the monitoring of the implementation of the recovery or any future planning action, and to be able to rely on baseline levels established and validated by the ministerial departments.

42. However, all the stakeholders consulted insisted that these new technologies have a very specific purpose: to quantify the effects and recovery needs. These new technologies

do not necessarily make it possible to simultaneously capture the human impact of natural disasters, which requires specific indicators and consultations with the communities and local authorities affected in the field.

43. In the case of the August 2021 earthquake, a human impact assessment was undertaken using the following five indicators:

- (i) Living conditions of the population
- (ii) Livelihoods and employment
- (iii) Food safety
- (iv) Gender
- (v) Inclusion and social protection

44. Questions soon arose that had no immediate answers: why was the evaluation of the human impact undertaken in parallel to the sectoral evaluations? Why could this evaluation not be budgeted in the PDNA? Why is human impact assessment not integrated into relevant sectoral assessments? Although the original intention was to integrate the different dimensions of human impact in the sectors, this was complicated by the pressures of completing assessments within the 22 days. In addition, sectoral data collection teams did not necessarily include experts on this particular dimension of human impact.

45. Consequently, it was difficult to optimally integrate certain key human impact indicators such as gender equality or livelihoods and employment into the relevant sectoral plans of the Action Plan. As such, the sectors could not provide for additional budgeting for the human impact, and the budgeted amounts could not be exceeded during the finalization of the PRIPS Action Plan.

BOX 2

Mainstreaming Gender Equality into the PDNA. Following the earthquake, a “Rapid Gender Analysis” has allowed the Ministry for the Status of Women and Women’s Rights (MCFDF) to feed the programming areas of the PDNA through sustained exchanges with the departmental offices in the field. The MCFDF was thus able to compile a programmatic file by correlating the damage, losses and recovery needs with the objective of mainstreaming gender through a crosscutting strategy. Considering the available statistics and the reports of the Directorate-General for Civil Protection, the MCFDF actively advocated for the integration of gender coefficients across the entire recovery process. Subsequently, the MCFDF also contributed to the preparation of the 2021-2022 Multi-Year Investment Plan at the request of the MPCE, emphasizing the continuation of the dissemination of the “National Gender Equality Policy 2014-2034” and the “Promotion, sensitization and defence of women’s rights” programme. Following the earthquake, the MCFDF was able to obtain institutional strengthening in terms of (i) gender-sensitive programming, (ii) monitoring the indicators framework, (iii) relaunching the creation of its gender-specific database and (iv) strengthening the logistical capacity by committing to the installation of the intranet to improve efficiency through decentralized communication and real-time coordination with the implementation teams in the areas impacted by the 14 August 2021 earthquake to meet the needs of affected populations. Gender equality was included in the human impact assessment of the PDNA and the PRIPS in the same way as the living conditions of the population, livelihoods and employment, food security, inclusion and social protection. In the future, these dimensions of human impact should be fully integrated into the sectors assessed by the PDNA, as well as in the DRF.

46. On the other hand, maintaining crosscutting sectors has hindered the mainstreaming of gender, environment and disaster risk management in recovery planning. This

approach continues to silo recovery planning into sectors and issues, thus preventing a more integrated approach that would be undoubtedly more coherent and effective for “Building Back Better” following a disaster.

> Recommendation 14 – In the future, the PDNA methodology should fully integrate human impact indicators in all its dimensions and crosscutting issues within the sectoral assessments conducted following a disaster, as well as in the DRF.

47. During the interviews on lessons learned, the WB suggested modernizing the PDNA methodology and the instruments used, noting that the GRADE methodology can provide some results within 72 hours, that the DaLA methodology can be implemented in 15 days, and that the PDNA - PRIPS and the Conference were carried out over a period of six months (16 August 2021 – 16 February 2022).

48. The modernization of the PDNA/DRF methodology will, however, require significant investment by the Tripartite Partnership to strengthen national capacities to respond emergencies within a reasonable time period, and in a more rigorous and coherent manner in a context of natural disaster. For example, the viability of the following may be considered:

- (i) Use of the GRADE methodology, which within 72 hours of a disaster can provide fairly credible information on the damage caused and facilitate decision-making regarding the sectors to be assessed, based on objective data;
- (ii) Modernize and simplify the PDNA methodology using new technologies to:
 - Standardize the type of data to be

collected, including human impact by relevant sector;

- Facilitate the exchange of information between the central and departmental or local levels;
- Ensure better consistency and overall rigor in data collection;
- Provide a more credible basis for data analysis;
- Reduce PDNA/DRM completion time;
- Accelerate the process of resource mobilization and recovery implementation.

(iii) Mainstream human impact assessment, disaster risk management, gender, environment and governance into relevant sectors.

> Recommendation 15 - Partners could also consider the use of new instruments such as KoBoToolbox or tablets that would be configured in advance and therefore ready to facilitate data collection as soon as a disaster emerges.

49. Unfortunately, the assessments carried out within the framework of the PDNA did not recognize the ingenuity, the resilience or the added value of the traditional practices of the affected populations, who without waiting for humanitarian or recovery aid immediately started working on the site of their destroyed or damaged homes to provide shelter, livelihoods, water supply and a level of security to their family members in the wake of the trauma and shock of the disaster.

> Recommendation 16 - The PRIPS Action Plan should prioritize local initiatives by considering local populations and

actors as stakeholders in their own right, and not as beneficiaries, by supporting them in a simple and concrete way with advice and technical or financial support to ensure the viability of the recovery while integrating the “Build Back Better” principles into the management of future risks.

50. Even if a reasonable deadline for the finalization of the PDNA and the PRIPS must be respected by preferably integrating the previously assessed parameters of the national context, it is nevertheless important to define the evaluation, its vision and its strategic areas before carrying out sectoral assessments based on lessons learned from past disasters and, in the case of Haiti, the earthquake of January 2010 and Hurricane Matthew of 2016 which struck the same geographical areas as the August 2021 earthquake.

51. In the case of the 2021 PDNA, the strategic framework was carried out while the sectoral assessments were already underway. The PDNA details the effects of the disaster and the recovery needs by sector, while the PRIPS Action Plan attempts to integrate the sectoral recovery interventions recommended by strategic area of intervention.

52. In addition to a certain dichotomy resulting from the reporting of recovery needs in the PDNA and the organization of the PRIPS Action Plan, this process sequence did not allow for an initial substantive discussion of a departmental approach, which would have integrated the sectoral recovery needs by territory, taking into account their specificities as well as the utility networks to be rehabilitated across the Southern Peninsula. This was all the more important as the national authorities favoured an integrated recovery approach from the outset. Even if the PRIPS Action Plan identifies the localities for the

implementation of recovery interventions, the limited time frame did not allow for a reorganization of all the information collected through the consolidation of a concrete and detailed mapping of integrated recovery actions by department, while territorial rebuilding remains one of the main priorities of the Strategic Development Plan for Haiti 2012-2030.

- > Recommendation 17 – Prior to the launch of the PDNA, a high-level preparatory meeting should be held with the Tripartite Partnership to specify any changes to the methodology for the preparation of the Recovery Strategy, adapting it to the prevailing national context at the time of the disaster. This will make it possible to share the vision, guiding principles and strategic areas of the recovery with the ministerial departments before starting the sectoral evaluations, while improving the management of the expectations of all the actors involved.
- > Recommendation 18 - Following this high-level consultation session, an outline should be prepared for the sectoral technical teams to clarify the nature of the data to be collected, the temporal phases of the recovery (beyond the concept of short, medium and long term) and the criteria for prioritizing recovery interventions in order to better contribute to overall consistency and better guide those who are not familiar with the methodology.

53. The 2021 PDNA also provided an opportunity to work on the humanitarian-recovery-development nexus from the outset. Indeed, while the humanitarian actors were still in the process of assessing the damage and humanitarian needs, followed by the immediate recovery assessments, the PDNA

teams were simultaneously carrying out the damage, loss and recovery needs assessment. In some sectors, the humanitarian and recovery teams were more or less the same, but the coordination system differed for the response to humanitarian needs (coordinated by the Directorate-General for Civil Protection of the Ministry of the Interior and the regional authorities) and recovery needs (coordinated by the MPCE).

54. For the August 2021 earthquake, however, considerable efforts were made during the finalization of the PRIPS Action Plan to identify humanitarian and recovery interventions with the objective of mitigating the duplication risks, which is also considered a best practice.

- > Recommendation 19 - It would be useful to involve humanitarian coordination in the PDNA Technical Secretariat as soon as it is set up to ensure early promotion of the principles of the humanitarian-development Nexus and the continuity between humanitarian and recovery action from a post-disaster development perspective, thereby reducing the risk of duplication of humanitarian action focused on the immediate recovery of communities and their recovery in the medium term.

2.4. FINANCIAL ASSESSMENT OF RECOVERY NEEDS

55. Another limitation encountered is related to the budgeting of data collected in the PDNA and PRIPS. Indeed, some sectors had to be convinced on several occasions, ultimately successfully, not to include recovery or development interventions in their budgeting if these were not directly linked to the effects of the earthquake. Likewise, the PDNA methodology is limited to post-disaster recovery, while including elements of risk

reduction and “Building Back Better”, but does not cover the entire development of a sector. It is possible that some national authorities perceived the earthquake as an opportunity to mobilize resources for a more general recovery plan for the country during a period of extremely complex political transition. The focus of the PDNA on the effects of a disaster and of the PRIPS Action Plan on post-disaster recovery ensures its neutrality, added value and credibility, which is also considered a best practice.

56. The PDNA and the PRIPS, including its Action Plan, effectively informed the Conference of 16 February 2022 by including the total amounts of the effects of the earthquake and the recovery needs estimated in the PDNA successively at \$1.6 billion and \$1.9 billion as shown in the following table:

Total Damage in US\$	Total Losses in US\$	Total Effects in US\$	Total Recovery Needs in US\$
1,246,499,834	373,571,580	1,620,071,414	1,978,069,325

57. A very large part of the recovery needs are allocated to the private sector, particularly because of the significant recovery needs in the housing and education sectors, which were the most affected by the earthquake. A number of international partners have indicated their preference for financing public investments. This is a critical point that will require further discussion between national authorities and their partners to determine innovative financial solutions, including contributions from the diaspora to meet the needs of the most vulnerable populations.
58. Prior to the Conference, the UN projected that the event would be considered a success if it was able to raise 25 per cent of recovery needs. Similarly, the EU hoped to mobilize \$500 million. The Conference exceeded all expectations, mobilizing a total of \$600

million on 16 February 2022. The pledges received are broken down as follows:

Organizations and Countries (in alphabetical order)	Pledge amounts in US\$ (millions)
Brazil	1.0
Canada	19.50
Caribbean Development Bank	45.0
European Union	35.0
France	7.0
Association of Francophone Universities	1.0
Germany	7.0
Guyana	0.05
Inter-American Development Bank	79.0
International Fund for Agricultural Development	17.50
Norway	16.50
Spain	1.0
St. Vincent	0.10
Switzerland	15.85
Taiwan and others	77.0
Turkey	0.10
USAID	83.60
World Bank	194.0
TOTAL	600.20

Source: United Nations in Haiti, Resident Coordination Office, 16 February 2022

59. It is important to note that the national authorities have confirmed on several occasions²² that the Public Treasury will allocate an investment budget of nearly \$87 million²³ for the implementation of the PRIPS over a four-year period, which was also praised as a best practice of the 2021 process.

22 Statement by the Prime Minister during the presentation of the results of the PDNA on 23 November 2021; Presentation of the 2021-2022 budget by the Minister of Economy and Finance (MEF), 12th International Finance Summit, Port-au-Prince, April 2022 (available on the official MEF website).

23 The announcement was for 10 billion gourdes (Exchange rate of \$1 = 115 gourdes in June 2022).

60. The national authorities also informed the Conference of the work underway to finalize a strategy for financing natural disaster risks in Haiti with the support of International Financial Institutions. A number of financial mechanisms exist which differ in terms of availability, cost, mobilization amount and speed of disbursement.²⁴ The objective of the national authorities is to ensure a coherent financial response to natural disasters to facilitate decision-making as part of a rapid, effective, transparent and accountable response. Financial instruments must be chosen based on: Haiti's needs and objectives, the rules previously approved, and timely and reliable information. This is also considered a best practice, the outcome of which is awaited.

BOX 3

Consideration of the results of the PDNA and the PRIPS Action Plan after the earthquake. In the aftermath of the earthquake, the national authorities decided to set up a Guarantee Fund of more than \$4 million²⁵ for the housing sector in the Southern Peninsula. A digital acceleration project that will increase access to high-speed Internet services has been approved to lay the foundations of resilience so that Haiti can respond to shocks such as COVID-19 and earthquakes.

24 These existing financial instruments included (i) the Emergency Fund, a budgetary instrument set up in 1966 on a special account managed by the MEF that provides the ministries which submit a written request with liquid assets in emergency situations; (ii) the Parametric insurance of the "Caribbean Catastrophe Risk Insurance Facility" (CCRIF – SPC), which is a sovereign index-based insurance that pools the risks of the Governments of the region in the event of a natural disaster based on a lump sum and contractual amount defined upstream. The insurance is triggered automatically once a certain threshold is exceeded on the index scale. Since joining in 2007, Haiti has benefited from \$78 million, including the 5th disbursement of \$40 million on the occasion of the earthquake of 14 August 2021; and (iii) contingency credits available from the IMF, WB and IDA in the event of natural disasters.

Also, a support programme for Micro, Small and Medium-sized Enterprises (MSMEs) is currently being implemented, as a priority in the departments of the Southern Peninsula, to address the recurrent sociopolitical crises, COVID-19 and the August 2021 earthquake. This programme aims to increase the resilience and growth of MSMEs and value chains, and in doing so, improve development services and their access to financial resources.²⁶

61. At the request of the Government, the UN established a Multi-Partner Trust Fund (MPTF) whose programmatic and governance structures are fully aligned with the PRIPS. Programmatically, the MPTF covers the four strategic axes of the PRIPS and focuses on the interventions identified in its Action Plan with the highest priority level of 1 out of 3. Based on the lessons learned from the MPTF that was set up following the January 2010 earthquake, the national leadership is responsible for the governance of the Fund, and transparency is ensured through the establishment of a steering committee co-chaired by the Government and the UN Resident Coordinator who reports to the PRIPS Strategic Committee chaired by the Prime Minister. Also, the development and evaluation of projects submitted for funding will be carried out with national institutions, and certified national non-governmental organizations may participate through a United Nations agency that will act as administrator.

62. The Technical and Financial Partners were invited in the PRIPS to apply accelerated financing procedures that could allow real-time (or close to real-time) implementation

25 The Housing Guarantee Fund was set up for 500 million gourdes (exchange rate \$1 = 115 gourdes, June 2022).

26 Ministry of Economy and Finance (MEF), intervention of the Minister on 27 April 2022 during the 12th edition of the International Finance Summit in Port-au-Prince, available on the official website of the MEF.

of their projects with complete transparency and accountability. During the lessons learned exercise, the national institutions underlined a fundamental trichotomy between (i) the time allocated to the assessment of the effects of the disaster and the recovery needs, (ii) the time devoted to the entire process and (iii) the time taken - or to be taken - by Haiti's partners to materialize the pledges made during the Conference. At present, it should be noted that national institutions are not in a position to specify the amount of funds that have been released since the Conference for the implementation of PRIPS in their sector.

2.5. THE PDNA AS A METHODOLOGY FOR ADDRESSING SIMULTANEOUS AND MULTIDIMENSIONAL WEAKNESSES

63. This issue, debated during the lessons learned exercise, is controversial. For some experienced PDNA specialists, it is entirely possible to use this methodology to address simultaneous and multidimensional weaknesses. The PDNA methodology is flexible enough to adapt to any man-made or natural disaster or crisis. For each weakness identified (health, natural disaster, violence, respect for human rights, conflict, etc.), it is possible to establish a pre-crisis or pre-disaster baseline that will be used to compare the context in the aftermath of a natural disaster or a political, security, health or other crisis. For example, the PDNA methodology was adapted to assess the socioeconomic effects of COVID-19, and the established pandemic baseline in San Salvador was used for the tropical storm assessment, using the same sectoral teams.

BOX 4

Consideration of the COVID-19 Pandemic in the PDNA in Haiti. The first pillar of the socioeconomic assessment of the COVID-19 pandemic, entitled "Health first" ["La santé d'abord"], aimed to protect the health of the population and mitigate the risks of a second wave of infection by focusing on essential health services, nutrition, and gender-based and domestic violence.²⁷ The magnitude of the pandemic in Haiti turned out to be less alarming than initially feared despite the state of the country's health system, which remains one of the weakest in the Latin America and Caribbean region: as of 31 December 2020, the Ministry of Public Health and Population (MSPP) reported a cumulative total of 42,820 suspected COVID-19 cases, including 10,127 confirmed cases (42.8% women), and 236 deaths.²⁸ The PRIPS Action Plan assumes the same scrutiny exercised by the MSPP with regard to COVID-19 to strengthen, among other things, the capacity of health institutions and departmental directorates for the intra- and inter-sectoral management of crises at the territorial level and ensure the promotion of hygiene and health education, including messaging on COVID-19, diseases with epidemic potential and others. In the latest bulletin published on its website,²⁹ the MSPP recommends that the population continue to wear masks in closed and air-conditioned spaces, mandates hand washing in public and private institutions and companies, and requires proof of full vaccination or negative PCR test within 72 hours of travel for all travellers over the age of 12 years. On 8 June 2022, the MSPP still reported 204,821 suspected cases of COVID-19, with 31,034 (48.7% female) confirmed cases and at 837 deaths.

64. The lessons learned exercise proposes an

approach for consideration, particularly in the case of countries that experience recurrent if not permanent crises and where the structural causes of multiple concurrent weaknesses are not (sufficiently) addressed over time. In this case, only the PDNA would inform the Conference, and the DRF would be prepared afterwards, using the amounts pledged during this event: the DRF budget would then correspond to the amounts pledged during the Conference and not necessarily to the recovery amounts identified in the PDNA. This would make the implementation of the DRF Action Plan more manageable and would better reflect the institutional capacities for implementation and coordination specific to each country.

65. Finally, for other actors consulted, this question is null since a separate methodology

27 United Nations and European Union, Socioeconomic Assessment of the COVID-19 Pandemic (ESI COVID-19), Republic of Haiti, 31 January 2021.

28 To lead the response to the pandemic, the Government immediately set up the Multisectoral Commission for the Management of the COVID-19 Pandemic (CMGP), which became fully operational on 6 April 2020. This commission was organized into four groups responsible for (i) the expansion of clinical infrastructure and case management, (ii) epidemiological surveillance, laboratories and research, (iii) the purchase of equipment and materials, logistics, transport and warehouse management and (iv) communication emphasizing the changes in attitude to be adopted and community mobilization. The central mission assigned to the CMGP was to develop a single, integrated national operational plan implemented under the leadership of the MSPP to combat the COVID-19 pandemic, the objectives of which were to (i) save as many lives as possible by establishing COVID-19 management and prevention centres, (ii) deploy a case detection and isolation strategy and (iii) implement a communication plan in order to induce changes in attitude and community mobilization. To achieve these objectives, effective coordination has enabled the mobilization of the main partners: technical and financial partners, UN agencies, the Haitian private sector, the Diaspora, non-governmental organizations and private health institutions. On this occasion, Haiti was able to demonstrate that it had learned lessons from the past when a multitude of national and international actors intervened following major disasters that affected the country in a dispersed, siloed or poorly coordinated manner.

29 Ministry of Public Health and Population, Circular Note No. BM-04-22-2940 of 14 April 2022 related to new measures taken in the context of the fight against COVID-19.

has been developed and is still in force during political and/or security crises called the “Recovery and Peace Building Assessment” (RPBA). Optimally, the PDNA and RPBA methodologies could be merged, especially in countries where structural governance crises are regularly juxtaposed with weaknesses brought on by natural hazards and the consequences of climate change. The UNDP Regional Office in Panama is currently studying this issue, the results of which may shed light on the question in a more consistent and documented manner.

2.6. INSTITUTIONAL ARRANGEMENTS

66. The institutional arrangements put in place for the PDNA and the PRIPS aimed to ensure national ownership, which was identified as a best practice throughout the process leading to the success of the Conference of 16 February 2022. These arrangements were reaffirmed in the PRIPS document – with indicative terms of reference – ensure the continuity of national and institutional leadership, which has proved successful throughout the assessment of the effects of the earthquake, the preparation of PRIPS and its Action Plan, and the coordination of its implementation, and should be carried out with the same fundamental principle and further strengthened, particularly the monitoring and evaluation capacity.

67. The institutional arrangements for monitoring the implementation of the PRIPS and its Action Plan at the central and decentralized level proposed in the PRIPS include several levels:

- (i) strategic coordination under the Prime Minister,
- (ii) technical coordination under the MPCE and

(iii) operational coordination under the ministerial entities.

68. In addition to the establishment of the MPTF Steering Committee and the PRIPS Strategic Coordination Committee, the Minister of the MPCE sent a communication on 26 May 2022 to ministers and managing directors to inform them of the establishment of the Interinstitutional Committee for Technical Coordination for the implementation of the PRIPS. This interministerial committee will be coordinated by the Director General of the MPCE assisted by the Director of Territorial Planning and Local and Regional Development. A two-day workshop should be organized to launch the work of this Committee, inviting public institutions to designate their focal point as soon as possible.³⁰

69. At this stage, it is very encouraging to note the continuity of national leadership in coordinating the PRIPS implementation and

³⁰ The prospective members of the Interministerial Technical Coordination Committee for the implementation of PRIPS include the MEF, MARNDR, MTPTC, MCI, MICT, MAST, MENFP, MSPP, MDE, MHVAE, MCFDF, Association of Mayors, DGPC, DINEPA, EPPLS, UCLBP, ST-CIAT, as well as representatives of TFPs, civil society and United Nations agencies.

the continuity of the commitment of the authorities at the central level to prioritize a monitoring framework with the decentralized structures from ministerial entities. The MPCE also seems to have decided to set up a five-member team, who in addition to the Director-General and the Director of Territorial Planning and Local and Regional Development, will ensure the achievement of its core technical coordination responsibilities for the recovery of the Southern Peninsula. At this stage, the MPCE has indicated that an evaluation of the implementation of PRIPS and its Action Plan should be available at the beginning of 2023.

> Recommendation 20 - The UN, EU, WB, IDB and all other partners should continuously mobilize their technicians and officers to actively and openly participate in the launch and continuation of the work of the Interministerial Monitoring Committee and the PRIPS Strategic Coordination Committee.

SECTION 3 CONCLUSION

3.1. BEST PRACTICES OF THE 2021 PROCESS

70. Several best practices clearly emerge from the 2021 process, the very first —and not the least— of which relates to national leadership and the performance of ministerial managers and technicians. Under extreme governance conditions and exceedingly difficult, complex and adverse security conditions, Haiti was able to assert its vision, leadership and choices. This may also explain the success of the Conference of 16 February 2022 and the outpouring of solidarity expressed on this occasion for the country and its population.
71. It is also necessary to underline the successful coordination that prevailed within the UN/EU/WB Tripartite Partnership, in particular with regard to the PDNA. Any confusion on the use of the methodology to be adopted for the effects and recovery needs assessment was avoided, which also helped to strengthen national ownership of the process.
72. Regarding the PRIPS, the UN and EU have combined their complementary capacities to better support the National Coordination in achieving its objectives, which could in the future be modeled by the WB.
73. The MPCE and CIAT directives related to the PDNA and the recovery of the Southern Peninsula, as well as the missions organized by the MPCE in the three departments affected by the earthquake, also constitute best practices to be replicated in the future.
74. The national teams that led the PDNA were renewed for the preparation of the PRIPS, which allowed for institutional continuity in achieving the second result of the process.
75. For the August 2021 earthquake, considerable efforts were made during the finalization of the PRIPS Action Plan to promote the principles of the humanitarian-development Nexus and to identify humanitarian and recovery interventions with the objective of mitigating the duplication risks, which is also considered a best practice.
76. The PDNA and the PRIPS effectively informed the Conference of 16 February 2022, and the national authorities confirmed their commitment to mobilize investments from the Public Treasury for the implementation of the Action Plan over a four-year period.
77. The decision made by the national authorities to set up the PRIPS Interministerial Technical Monitoring Committee, in addition to the Strategic Coordination Committee and the MPTF Steering Committee, constitutes an additional manifestation of national leadership to ensure the monitoring of implementation of recovery efforts in the Southern Peninsula.

3.2. RECOMMENDATIONS ON NATIONAL OWNERSHIP

- > Recommendation 1 - Haiti has a pool of national skills to support the development of the PDNA, which must be exploited and passed on to the younger generation.
- > Recommendation 2 - National authorities should take the appropriate steps to ensure that the MEF participates in all stages of the PDNA and PRIPS process, if only to assist their ministerial colleagues to identify national resources to be reprogrammed or new resources for the recovery process to be included in the national budget.
- > Recommendation 3 - National authorities should take institutional steps to (i) establish an “Interministerial Task Force”, responsible for training and/or updating PDNA trainers every year in all ministries to ensure that focal points are knowledgeable about the most updated PDNA methodology and can contribute to its adaptation to Haitian realities whenever necessary and (ii) free the PDNA focal points of the ministerial departments from all their other obligations as soon as the decision is made to conduct a PDNA.
- > Recommendation 4 - In the same way, the UN should ensure that the designated focal points have been trained in the PDNA methodology to be able to support their respective national partners, which was not systematically the case for all the agencies. Should the UN decide to organize such training in the field before the launch of the sector evaluations, they could involve EU and WB colleagues on site.

3.3. RECOMMENDATIONS ON THE TRIPARTITE PARTNERSHIP ENGAGEMENT

- > Recommendation 5 - It should be recalled that the PDNA is a methodology developed jointly by the UN, EU and WB following the 2008 agreement, which formally binds the three organizations in the commitment to assess the effects and recovery needs following a disaster. This is a remarkable institutional achievement that should be safeguarded. If necessary, the terms of the Tripartite Partnership and the institutional responsibilities of the three parties should be thoroughly reviewed, but it should not be called into question each time the support of the Tripartite Partnership is requested by national authorities through the PDNA methodology.
- > Recommendation 6 - It is important to clearly communicate, prior to and during the process, the timing of the two main stages of the process, namely the PDNA and the PRIPS, which are intrinsically linked, complementary and successive. It is advisable to first to assess the effects and recovery needs following a disaster to be able to prioritize them and establish more precisely the means to operationalize the recovery strategy identified during the first stage.
- > Recommendation 7 – Upon the request of national authorities, the Tripartite Partnership should remain mobilized after the donors conference to support the creation of a monitoring system for the implementation of the DRF, taking into account national financial, technical and institutional capacities. This technical

support would be lighter than that provided during the PDNA and the PRIPS for a period of 12-18 months, depending on the needs identified in the field and/or depending on the duration of the implementation of the Recovery Action Plan.

- > Recommendation 8 - In this case, implementation monitoring should be an integral component of the PDNA methodology, particularly in the case of countries marked by high institutional fragility.
- > Recommendation 9 - Monitoring the implementation of PRIPS should in any case respect national sovereignty and the national monitoring and evaluation systems in place, while strengthening them as needed.

3.4. RECOMMENDATIONS ON THE ADAPTABILITY OF THE PDNA METHODOLOGY

- > Recommendation 10 - The PDNA methodology could be revised, taking into account the increase in the occurrence and intensity of natural disasters; the parties to the Tripartite Agreement of September 2008 should meet, preferably every year, to review the possible development of the methodology.
- > Recommendation 11 - The partners could use new information technologies such as drones and satellite imagery to improve the efficiency of the sectoral assessments, while increasing the credibility of the data collected, which could be disputed as was the case in the area of environment, housing or tourism in Haiti.
- > Recommendation 12 - The Tripartite Partnership could explore the possibility of integrating the GRADE into the PDNA

methodology, provided that this does not condition the WB's commitment to the PDNA and is limited to assessing the post-disaster damage in cooperation with all the other partners.

- > Recommendation 13 - Measures should be taken to digitize the data collected during the PDNA to facilitate the monitoring of the implementation of the recovery or any future planning action and to be able to rely on baseline levels established and validated by the ministerial departments.
- > Recommendation 14 – In the future, the PDNA methodology should fully integrate human impact indicators in all its dimensions and crosscutting issues within the sectoral assessments conducted following a natural disaster, as well as in the DRF.
- > Recommendation 15 - Partners could also consider the use of new instruments such as KoBoToolbox or tablets that would be configured in advance and therefore ready to facilitate data collection as soon as a disaster emerges.
- > Recommendation 16 - The PRIPS Action Plan should prioritize local initiatives by considering local populations and actors as stakeholders in their own right, and not as beneficiaries, by supporting them in a simple and concrete way with advice and technical or financial support to ensure the viability of the recovery while integrating the “Build Back Better” principles into the management of future risks.
- > Recommendation 17 – Prior to the launch of the PDNA, a high-level preparatory meeting should be held with the Tripartite Partnership to specify any changes to the methodology for the preparation of the Recovery Strategy, adapting it to the

prevailing national context at the time of the disaster. This will make it possible to share the vision, guiding principles and strategic areas of the recovery with the ministerial departments before starting the sectoral evaluations, while improving the management of the expectations of all the actors involved.

- > Recommendation 18 - Following this high-level consultation session, an outline should be prepared for the sectoral technical teams to clarify the nature of the data to be collected, the temporal phases of the recovery (beyond the concept of short, medium and long term) and the criteria for prioritizing recovery interventions in order to better contribute to overall consistency and better guide those who are not familiar with the methodology.
- > Recommendation 19 - It would be useful to involve humanitarian coordination

in the PDNA Technical Secretariat as soon as it is set up in order to ensure early promotion of the principles of the humanitarian-development Nexus, and the continuity between humanitarian and recovery action from a post-disaster development perspective, thereby reducing the risk of duplication of humanitarian action focused on the immediate recovery of communities and their recovery in the medium term.

3.5. RECOMMENDATION ON INSTITUTIONAL ARRANGEMENTS

Recommendation 20 - The UN, EU, WB, IDB and all other partners should continuously mobilize their technicians and officers to actively and openly participate in the launch and continuation of the work of the Interministerial Monitoring Committee and the PRIPS Strategic Coordination Committee.

ACRONYMS

CIAT	Interministerial Committee for Territorial Development/Prime Minister's Office
DALA	Disaster Damage and Loss Assessment
DGPC	Directorate-General for Civil Protection
DINEPA	National Directorate for Drinking Water and Sanitation
DRF	Disaster Recovery Framework
EU	European Union
GRADE	Global Rapid Post-disaster Damage Estimation
IDB	Inter-American Development Bank
MARNDR	Ministry of Agriculture, Natural Resources and Rural Development
MAST	Ministry of Social Affairs and Labour
MCDFD	Ministry for the Status of Women and Women's Rights
MCI	Ministry of Trade and Industry
MDE	Minister of the Environment
MEF	Ministry of Economy and Finance
MENFP	Ministry of National Education and Vocational Training
MICT	Ministry of Interior and Territorial Communities
MPCE	Ministry of Planning and External Cooperation
MSPP	Ministry of Public Health and Population
MTPTC	Ministry of Public Works, Transport and Communication
PDNA	Post-Disaster Needs Assessment
PRIPS	Integrated Recovery Plan for the Southern Peninsula
UCLBP	Housing and Public Buildings Construction Unit/Prime Minister's Office
UN	United Nations
USAID	United States Agency for International Development
WB	World Bank

ANNEXES

Annex 1:

List of Persons Consulted in Alphabetical Order

1. Ms. Ruth Angerville, Director, National Drinking Water and Sanitation Division (DINEPA), Ministry of Public Works, Transport and Communication
2. Ms. Dominique Blariaux, Senior PDNA Expert and PDNA and DRF/PRIPS Coordinator for the European Union, Post Crisis Assessment and Recovery Planning, Support Office of the EU, Brussels
3. Mr. Marcus Cadet, Director, National Health Emergency Management Unit, Ministry of Public Health and Population
4. Ms. Naraya Carrasco, PDNA Focal Point, World Bank
5. Mr. Daniel Chaln , Macroeconomist, Ministry of Economy and Finance
6. Mr. Odnell David, Engineer and Director of Housing, Housing Construction and Public Buildings Unit, Prime Minister’s Office
7. Mr. Rigaud Duverna, Deputy Director, Department of Territorial Planning and Local and Regional Development, Ministry of Planning and External Cooperation
8. Ms. Jeannette Fernandez, Engineer and Senior Recovery Specialist, Regional Service Centre for Latin America and the Caribbean, UNDP, Panama
9. Mr. Fernando Hiraldo, UNDP Resident Representative in Haiti
10. Mr. Denis Jean-Jacques Jordy, PDNA Focal Point, World Bank
11. Mr. Fabric Leclerq, Coordinator of the International Labour Office, Haiti
12. Mr. Bruno Lemarquis, Deputy Special Representative of the Secretary General of the United Nations, and Resident Coordinator and Humanitarian Coordinator from 20 January 2020 to 26 February 2022, United Nations, Haiti
13. Ms. Eug nie J r me Lyb ral, Ministry for the Status of Women and Women’s Rights
14. Mr. Fabien Monteils, Coordinator of the United Nations Environment Programme, Haiti
15. Mrs. B r nice Muraille, Head of Cooperation, Delegation of the European Union in Haiti
16. Mr. Peretz Ebert Peltrop, Director of Territorial Planning and Local and Regional Development; National Coordinator of PDNA and PRIPS, Ministry of Planning and External Cooperation
17. Mr. Hygin Raymond, Engineer and Director of Transport, Ministry of Public Works, Transport and Communication
18. Mr. Romy Reggiani Th odat, Director of Studies and Programming, Ministry of Trade and Industry
19. Ms. Audrey Vacheron, Partnerships Specialist, Resident Coordination Office, United Nations, Haiti
20. Ms. St phanie Ziebell, Deputy Resident Representative, UNDP, Haiti

Annex 2:

UN/EU/WB, Joint Declaration on Post-Crisis Assessments and Recovery Planning, 25 September 2008

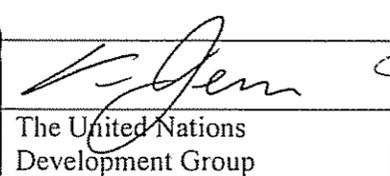
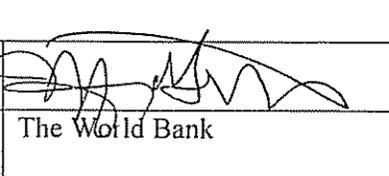
**Joint Declaration on
Post-Crisis Assessments and Recovery Planning
25 September, 2008**

The European Commission, the United Nations Development Group and the World Bank seek to mobilize our institutions and resources to harmonize and coordinate post-crisis response frameworks to enhance country resilience to crises, by answering recovery needs of vulnerable populations and strengthening the capacity of national institutions for effective prevention, response and recovery. We believe a common platform for partnership and action is central to the delivery of an effective and sustainable international response after disaster- and conflict-related crises. We are engaged in significant work to reform the processes used by national and international partners to assess, plan, and mobilize support for recovery to countries and populations affected by natural disasters or violent conflicts.

A Common Platform for Action

We recognize that early strategic dialogue and engagement is an essential foundation that can be built upon as crisis management and recovery efforts move from planning to implementation, and we decide to:

- Communicate strategically at both headquarters and field level as we monitor situations of fragility and conflict, and imminent or actual natural disasters, and identify opportunities for joint initiatives where our combined efforts may offer advantages;
- Participate in the relevant in-country planning processes and support the development and use of shared benchmarks/ results frameworks and joint processes for monitoring and review;
- Support the development and use of the common methodologies for post-conflict needs assessments, and a common approach to post-disaster needs assessments and recovery planning;
- Invest in development of toolkits and staff training to deepen our collective and institutional capacity for these processes; and
- Monitor progress in the implementation of the common platform through a senior level meeting that would take place once a year.

		
The European Commission	The United Nations Development Group	The World Bank

Annex 3:**MPCE, Letter of 16 August 2021 to the UN Resident Coordinator in Haiti**

Ref. MPCE/WB/UNDP

No. 3341

Port-au-Prince, 18 August 2021

Mr. Bruno Lemarquis
United Nations Resident Coordinator in Haiti
In his offices

Subject: Realization of a post-earthquake needs assessment and reconstruction framework

Mr. Resident Coordinator,

As you know, a powerful earthquake measuring 7.2 on the Richter scale hit Haiti on 14 August, mainly affecting the departments of Grand'Anse, Nippes and Sud. According to preliminary estimates, the earthquake killed nearly 1,300 people and injured thousands, in addition to significant damage to homes and economic, health, educational, cultural and other infrastructure.

In this context, I request, on behalf of the Government of Haiti, your support for the realization of a post-disaster needs assessment on the ground as soon as possible. The results of this assessment will be decisive for the development of a costed reconstruction plan aimed at prioritizing areas of intervention and mobilizing appropriate resources.

I would therefore like to request the activation of the global tripartite agreement concluded between the United Nations, the World Bank and the European Union ("Joint Declaration on Post-Crisis Assessments and Recovery Planning"). This evaluation exercise, which will mobilize all actors, both humanitarian and development, will be carried out under the leadership of the Prime Minister's Office and under the technical guidance of the Ministry of Planning and External Cooperation (MPCE) with the strong involvement of the sector ministries.

In anticipation of the positive response to this request, please accept, **Mr. Resident Coordinator**, the assurance of my best sentiments.

Simon Dieuseul DESRAS
Ministre

Annex 4:

UN/EU/WB, Letter of 19 August 2021 to the Minister of the Ministry of Planning and External Cooperation

DocuSign Envelope ID: 7749DA7D-A92B-4DF3-9FFD-E725482E3EDC



Port-au-Prince, 19 August 2021

Minister of Planning and External Cooperation.

Subject: Activation of the global tripartite agreement between the World Bank, the European Union and the United Nations

Mr. Minister,

I am writing on behalf of the World Bank, the European Union and the United Nations, acknowledging receipt of your letter MPCE/BM/UNDP 3341 dated 16 August 2021.

In response to your request, we are pleased to confirm the activation of the global tripartite agreement signed by our three organizations and confirm our commitment to support the Government for the timely realization, within a period of two months if possible, of a post-disaster needs assessment (adapted to the context) following the earthquake that struck Haiti on 14 August, an assessment which will be used to contribute to the formulation of a costed reconstruction plan.

We are greatly encouraged by the assurance of the coordination arrangements that you have indicated, under the leadership of the Prime Minister's Office and under the technical guidance of the Ministry of Planning and External Cooperation with the strong involvement of the sector ministries.

Within the framework of these arrangements, we will support the work in close collaboration with national institutions, in particular the sectoral ministries involved and the Ministry of Economy and Finance, as well as other bilateral and multilateral partners available to support the exercise, taking advantage of the added value of each of the partners.

Through this coordinated approach, we hope to contribute to a harmonized assessment and to a results-oriented reconstruction plan to accelerate recovery and reconstruction and alleviate the suffering of the population in a timely manner.

We are available to initiate consultation with your ministry as soon as possible to define the scope and

parameters of the exercise, its governance structure (strategic management and technical management), its timetable, etc.

We take this opportunity to assure you, on behalf of our respective organizations, of our coordinated support for this exercise and to renew to you, Mr. Minister, the assurance of our highest consideration.

Digitally signed by:

ANICETO RODRIGUEZ RUIZ (EUROPEAN COMMISSION) Date: 2021-08-21 18:02:29 UTC

Aniceto Rodríguez Ruiz, Head of Cooperation, Delegation of the European Union

Bruno Lemarquis

Bruno Lemarquis, Resident and Humanitarian Coordinator, United Nations

Laurent Msellati

Laurent Msellati, Head of Operations, World Bank

Annex 5:

MPCE, PDNA Technical Secretariat, PDNA Terms of Reference, 24 August 2021

Post-Earthquake Needs Assessment in Haiti

Date: 24 August 2021

Context³¹

On 14 August 2021 at 8:29 a.m., a 7.2-magnitude earthquake struck the Southern Peninsula of Haiti made up of the departments of Sud, Grand’Anse and Nippes. In total, official reports indicate a death toll of over 2,200 with more than 12,200 people injured. Consecutive impacts have damaged or destroyed more than 130,000 homes,

leaving thousands homeless and in dire need of assistance.

The various impacts of the earthquake are exacerbating the pre-existing needs of thousands of people. The Humanitarian Needs Overview (HNO) for Haiti in 2021 revealed that more than 610,000 people in the three most affected departments had humanitarian needs before the earthquake. Of these, 350,000 have acute needs.

³¹ [Haiti Flash Appeal Earthquake 2021](#)

Fig. 1 Map of Haiti with affected departments: Nippes, Grand’Anse and Sud



On 18 August, Tropical Storm Grace caused flooding in Jacmel, Les Cayes and Marigot, causing further damage to homes, structures and roads already affected by the earthquake.

The earthquake affected basic services in the three departments. At least 59 health facilities had been damaged, including their maternal wards, 27 of them very seriously. Damage to water supply and sanitation infrastructure is significant. For example, more than 1,800 water tanks in the commune of Pestel de la Grand'Anse were damaged. According to initial UNICEF data, 94 schools had been destroyed or partially damaged in the Sud department; 63 schools destroyed and 39 damaged in Grand'Anse; and seven schools damaged and one destroyed in Nippes. The main power plant of Electricité d'Haiti (EDH) in Sud is shut down due to two damaged motors. Major damage in the transport sector has also been reported according to preliminary data from the World Bank.

The purpose of this document is to guide the planning and launch of the PDNA, clarifying the roles and responsibilities of the parties engaged in this assessment throughout the duration of the planned activities.

Objectives

The main objective of the post-earthquake needs assessment is to define a recovery and reconstruction strategy for the Southern Peninsula by highlighting the costs, from the moment of the restoration of basic services until the complete rehabilitation of infrastructure, livelihoods and the local economy. In addition, the post-disaster needs assessment aims to strengthen the resilience capacities of territories to cope with potential disasters.

The specific objectives of this post-disaster needs assessment are:

- Estimate the socio-economic impact of the earthquake

- Identify priority needs of critical sectors of the economy, with particular emphasis on building resilience capacities and recovery and reconstruction activities, indicating costs whenever possible
- Identify funding gaps and needs
- Review current disaster risk management capacities and propose a strategy and measures aimed at reducing risks and establishing sufficient resilience and coping capacities in the event of a disaster
- Recommend an appropriate institutional mechanism or other policy alternatives that can be implemented to support the recovery and reconstruction process, in order to promote long-term resilience capacities

Guidelines

The general guidelines of this post-disaster needs assessment are:

1. The post-disaster needs assessment is led by the government with the support of international partners (EU, WB, UN, IDB). Once the sectors have been selected by the government, the sector ministries will commit a limited number of experts, one or two per ministry. International partners will support these sectors according to their expertise and their mandate, including through the provision of experts.
2. Overall coordination will be carried out jointly with the MPCE, which coordinates the Technical Steering Committee and 1 technical manager including, to date: the EU (Dominique Blariaux), the UN (Jeannette Fernandez), the WB (Naraya Carrasco) and the IDB.
3. There is no cash support, and some workshop costs and others can be covered with funds managed by UNDP.

4. In the context of the pandemic and based on several very positive experiences, it is preferable to launch the exercise and the additional workshops via virtual tools. This also helps to reduce costs.
5. The drafting of the final document should be carried out locally.
6. Establish resilience capacities and inclusive rehabilitation, built on the vision of the Government, in particular through its sectoral ministries and decentralized recovery and reconstruction structures.
7. Focus on the most vulnerable social categories with the objective to contribute to improving livelihood opportunities, provision of basic services and social protection, accompanied by a transparent process of resource allocation that is aligned with the needs.
8. To the extent possible, engage development partners, the private sector and civil society to collaborate and pool their resources.

In addition to the above, the post-disaster recovery needs assessment should:

- Be designed in a simple way and be useful to both the Government and the population concerned so as not to create an additional burden for the teams present in the field;
- Build on the work of the Government and the assessments underway;
- Assess, to the extent possible, the different impacts on men, women and the most vulnerable groups to integrate them into the recovery and rehabilitation strategy;
- Cost credible estimates and figures by integrating the cost of resilient reconstruction (“Build Back Better”).

Deliverables

The Government should assume ownership of the resulting post-disaster recovery needs assessment report by proposing:

- A damage, loss and needs assessment for recovery and reconstruction needs and in the most affected sectors, provinces, municipalities;
- A socio-economic analysis of earthquake impact;
- A summary of rehabilitation and reconstruction needs in the short, medium and long term;
- A long-term strategy for disaster risk reduction and the development of resilience capacities.

An outline for this report is presented in Annex 2.

Methodology

The assessment will follow the PDNA methodology developed jointly by the EU, WB and UN. This includes a brief analysis of the pre-disaster situation to provide a comparison to post-disaster conditions. Thus, it highlights the effects and impacts of the disaster in order to determine the suitability of a general recovery and reconstruction strategy for the reality of the Southern Peninsula. The assessment includes quantitative data and qualitative information to determine the socioeconomic impact of the disaster, from the community level to the national level.

The assessment will focus on the areas affected by the disaster and will examine the physical damage caused, as well as the repairs required to meet rehabilitation and reconstruction needs.

Where possible, the assessment should also examine how the response to the current situation can improve the living conditions of citizens. In

addition, it will have to take care to minimize the impact of potential new disasters.

The evaluation will include an assessment of the effects, impacts and resilient recovery needs sector-by-sector while favouring a crosscutting and integrated analysis – according to the specific sectors identified by the Government and respecting the coordination structure established by the Government and the Tripartite Partnership (WB, EU, UN) and the IDB.

Post-disaster assessment management and coordination

The evaluation process will be led by the Government with the support of the Tripartite

Partnership and the IDB. Additional development partners will be invited to join this initiative.

The coordination mechanism suggests providing one delegate per development partner (WB, EU, UN) and the IDB. These delegates must demonstrate a good understanding of the PDNA methodology and work under the leadership of the Government.

Sectoral teams will also include delegates from national and local institutions and international partners when necessary.

To date, the main sectors and partners envisaged are summarized in the table below. They will be confirmed on 31 August:

Sector	
Productive	Agriculture, livestock, fishing
	Tourism and culture
	Trade, industry and services
Social	Housing, habitat
	Health
	Education
Infrastructure	Transportation and communications
	Electricity and energy
	Water, sanitation, hygiene
Crosscutting aspects	Gender and inclusion
	Disaster Risk Reduction
	Employment and livelihoods
	Territories, environment
	Governance
Impact	Human: Gender Equality - GE, Food Security - FS, Employment and Livelihood - EL, Living Conditions - LC
	Macroeconomic

Planning

Activities	August				September				October				November			
	2	9	16	23	1	6	13	20	4	11	18	25	1	8	15	22
Pre-initiation			X	x												
Preparation of post-earthquake assessment including selection of areas to be assessed and technical teams				x	x											
Review of the methodology (2 or 3 sessions in the morning – 2 hours each)						x										
Data collection and validation						x	x	x								
Assessment of damage, losses and needs for each sector						x	x	x								
Assessment report									X							
Human Impact Assessment							x	x	x							
Macroeconomic assessment							x	x	x							
Recovery and reconstruction strategy									x							
Reconstruction Framework and Recovery Action Plan									x	x						
Design and printing of all documents											x	x				
Financial Resource Mobilization Conference														X		

Annex 1: Indicative framework for the post-disaster assessment of recovery and resilient reconstruction needs by sector

Sector reports are limited to 12 pages, including related tables and figures. Please use Calibri 11 font, single spacing, 1" normal margin on all 4 sides. Use a comma to denote thousands and a period to separate decimals, e.g., \$1,000,000.00 (one million dollars).

1. Summary (1 – 1.5 pages)

- Brief summary of the main conclusions and recommendations of the sector, highlighting the effects (damage and losses, including costs), the costs and needs for recovery and resilient reconstruction and the strategic axes of recovery.
- Graphical representation of damage and loss distribution. (a pie chart showing the distribution of disaster effects)
- Note: It is suggested that this section be prepared at the end, after the main sections of the report have been completed, to highlight the most important issues.

The effects are expressed in physical terms (damage) and in changes in economic flows (losses) in each sector.

- Damage and losses identified
- Number of people affected
- Effects on the sector's response capacity (in the short and medium-long term) and description of the response provided to date (emergency response, spontaneous population response and organized recovery)

2. Context of the sector (2 pages + a table)

- Context of the sector prior to the disaster, key indicators, status of service delivery:
 - Description of the sector before the event including estimate of assets, possible disaggregation of the sector by activities/sub-sectors;
 - Main weaknesses and vulnerabilities of the sector before the earthquake;
 - Existing sectoral policy and major ongoing projects/programmes in this sector (responsible institution, objectives, implementation dates, budget)
- Include a table of key reference data for the sector.

b. Damage estimate

Damage represents the destruction (partial or complete) of infrastructure and physical assets in all sectors. It is expressed in current monetary values. This involves the assignment of a monetary value to damaged assets and estimating replacement costs including additional costs related to disaster risk prevention measures. For example, the new value of buildings is calculated on the basis of the price per square meter by type and by disaster zone based on a replacement value at current market price.

c. Loss estimate:

Losses are the changes in economic flows due to the effects of a disaster. They are expressed in current monetary values. Losses represent the additional expenses incurred by the Government, the private sector and individuals, lost income, additional costs incurred for access to goods and services, etc.

3. Assessment of the effects of the earthquake (4 pages + a summary table)

- a. Brief description of the concrete effects of the disaster on the sector

- d. Source and collection of data and major constraints encountered in the evaluation and interpretation of results.

Overview of effects	Public damage	Private damage	Public losses	Private losses	All effects
Damage					
Detailed damage list					
Loss					
Detailed list of identified losses (lost income, additional costs)					
Total					

4. Impact assessment

This chapter includes:

- 1) Socioeconomic impact of the earthquake
- 2) Human impact

- Discuss how the effects identified in the sector may affect living conditions, livelihoods, gender equity, food security and social inclusion at the community and household level.
- How do the effects in the sector affect the production of goods and services and access to goods and services.
- Can existing vulnerabilities be exacerbated and overall risk increase?

5. Recovery needs assessment (2 pages, 2 tables)

- Explain the recovery needs identified and the prioritization criteria.
- Insert a summary table.

Table of estimated needs and associated costs ()

Presentation of needs	Rationale. Needs refer to the analysis of effects.	Financial needs ()
Total		

The estimate of the financial needs for recovery and reconstruction must clearly identify the short-, medium- and long-term priorities and include the projects of the technical and financial partners.

Prioritization and sequence of intervention to meet identified needs. Summary.

Response/Activities	Short term	Medium term	Long term	Priority	Comment	Cost
				(1 to 5)		Local currency

6. Recovery Strategy (1 page)

- Identify key recommendations for sustainable and resilient recovery and reconstruction in the sector, based on the ministerial vision and medium- and long-term institutional dialogue. Identify as many recommendations as possible to ensure the sustainability and continuity of the proposed actions.
- List key recommendations for implementing recovery and reconstruction, potential sources of funding, partners, timelines.

Annex 6:**MPCE, PDNA Technical Secretariat, Guidance Note for the Recovery Framework (DRF/PRIPS),
October 2021**

MINISTRY OF PLANNING AND EXTERNAL COOPERATION

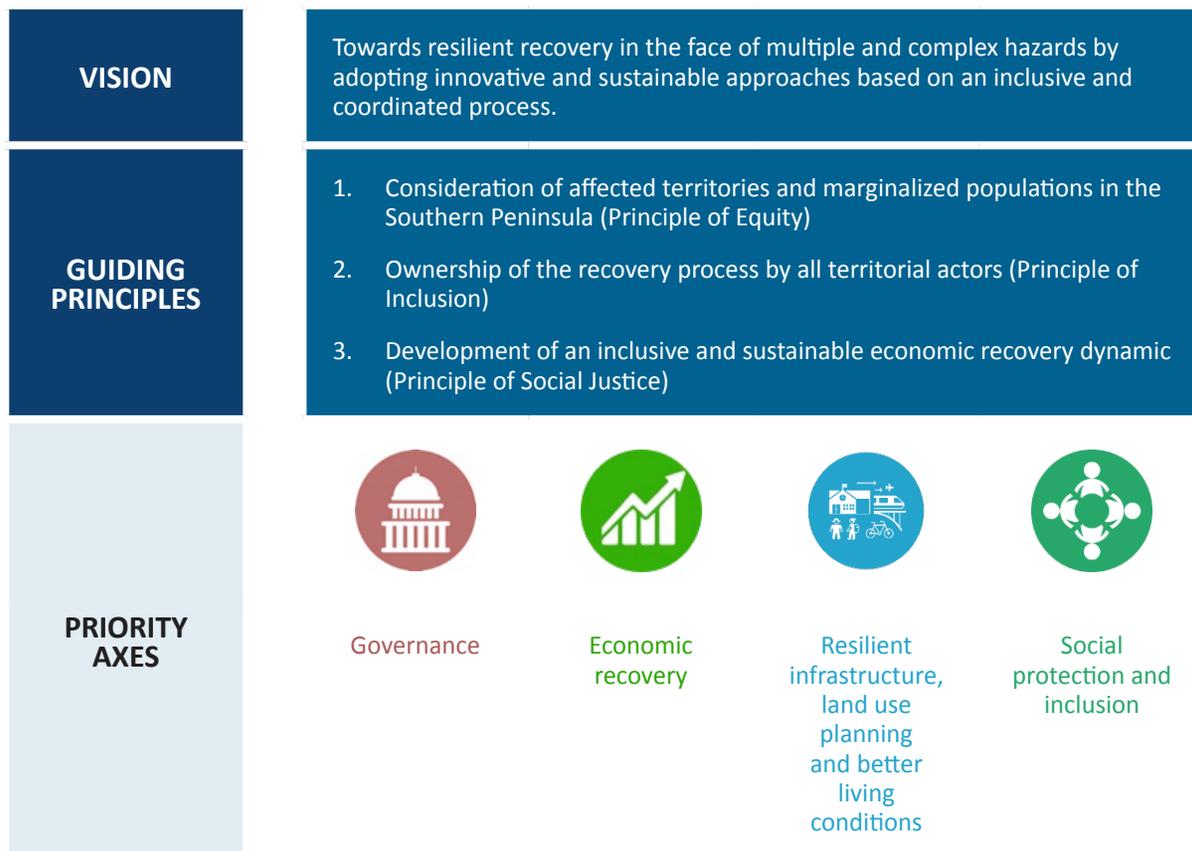
**Integrated Recovery Framework
Earthquake of 14 August 2021 in the Southern Peninsula
Guidance Note for Sectoral Action Plans by Department**

INTRODUCTION

1. Coordinated by the Ministry of Planning and External Cooperation, the PDNA was carried out over a period of six weeks starting 30 August 2021 and included the effective contribution of national institutions and the support of the tripartite partnership comprised of the United Nations, the European Union and the World Bank, joined by the Inter-American Development Bank. The main objectives of the PDNA were to:
 - a) Assess the effects of the earthquake of 14 August 2021 in the Southern Peninsula in terms of damage and losses;
 - b) Estimate the resulting recovery needs with a view to restoring the pre-disaster situation in a more resilient manner, without attempting to address all the development deficits in the region, as in other regions of the country.
2. The next step is to **operationalize the PDNA**, and in doing so, finalize a post-earthquake integrated recovery framework and its action plan to (i) prioritize the interventions to be implemented over the next four years, (ii) mobilize national and international resources for its implementation, broken down by affected department and (iii) facilitate the management of the recovery and reconstruction process.
3. To this end, a conference of technical and financial partners will be organized on **14 December 2021**, and the recovery framework and its action plan must be disseminated ***no later than one week prior to the event***, which will also bring together countries friends of Haiti.
4. The post-earthquake integrated recovery framework will:
 - Present the national policy and institutional, financial and operational aspects of the recovery process;
 - Present the vision, expected results, implementation approach and funding of the integrated recovery process, based on the results of the PDNA.

5. The recovery framework’s action plan will consolidate the sectoral recovery plans by affected department and by sector, according to the vision, guiding principles, and strategic axes identified in the PDNA (see next section).
6. The purpose of this Guidance Note is to guide the preparation of sectoral action plans included in the PDNA, according to the vision, guiding principles and strategic axes identified in the PDNA, to ensure the consistency of the recovery framework and its action plan.

THE VISION, GUIDING PRINCIPLES AND PRIORITY AXES OF THE RECOVERY FRAMEWORK AND ITS ACTION PLAN



7. The vision of the PDNA focuses on ***the inclusion of risk reduction*** in public policies and on ***building the resilience of communities*** at the national and local level. To do this, and by applying the guiding principles, the four priority axes of the recovery process advocate the following objectives:

Priority Axes	Objectives
Governance in the recovery process	Ensure very close coordination and integration of local authorities and communities in the recovery and reconstruction process through participatory and inclusive mechanisms that (i) integrate gender equality, (ii) ensure intersectoral links between interventions, (iii) prevent duplication and (iv) allow capitalization between projects and programmes.
Economy recovery	Strengthen the country's development agenda in an inclusive and sustainable manner by ensuring (i) the sustainability of value chains, (ii) the use of new adapted technologies, (iii) effective and efficient governance mechanisms, (iv) development of human capacities and support services and (v) strengthening of the financial sector.
Resilient infrastructure, land use planning and better living conditions	Reduce the risks and vulnerabilities of physical infrastructure to natural hazards, conserve the country's natural resources and manage land use planning using risk-sensitive planning methods.
Social protection and inclusion	Improve the quality of life of the population, including strengthening social protection programmes designed to build resilience to seismic disasters and climatic shocks, and leave no one behind.

THE SECTORAL ACTION PLAN BY DEPARTMENT

8. ***In this context and based on the sectoral results of the PDNA***, each sector is expected to produce (i) a narrative document (see para. 9) and (ii) a programmatic and financial table (see para. 10).
9. The ***narrative (two pages maximum per sector)*** will present by strategic axis selected for the sector:
 - (i) The objectives to be achieved by 2024 in the three affected departments;
 - (ii) The criteria used to select priority interventions;
 - (iii) The coordination and monitoring framework for the implementation of priority interventions selected at the national and local level based on the following model, which uses the social sector as an example:

Coordination and Monitoring Framework by Sector

Sub-sectors	Responsibility and Support	National Level	Sud	Grand' Anse	Nippes
Housing	Responsible institution (RI)	RI	RI	RI	RI
	Support institutions (SI)	SI	SI	SI	SI
Education	RI	RI	RI	RI	RI
	SI	SI	SI	SI	SI
Health	MSPP	RI	RI	RI	RI
	OPS	SI	SI	SI	SI
Food Security	MARNDR/CNSA	RI	RI	RI	RI
	WHO/FAO	RI	RI	RI	RI

10. The ***programmatic and financial table of each sector*** will apply the following format by Department affected by the earthquake:

- (i) Priority reference axis;
- (ii) Interventions prioritized by sector according to the following time periods: (i) from 0 to 1 year; (ii) from 1 to 2 years and (iii) from 2 to 4 years;
- (iii) Priority communes targeted;
- (iv) The quantifiable or qualifiable results expected;
- (v) Monitoring/evaluation indicators;
- (vi) Implementing institution;
- (vii) Funding required per intervention and per time period (see ii above);
- (viii) Total budget;
- (ix) Existing funding;
- (x) Source of funding;
- (xi) Funding gap.

DEADLINE FOR SUBMISSION OF SECTORAL PLANS

1. Given that the donors conference will be held on 14 December 2021, the recovery framework and its action plan should be circulated to partners and countries friendly to Haiti ***no later than 7 December 2021*** (for review one week before the conference).
2. ***The Sectoral Plans*** must therefore ***be submitted no later than 16 November 2021***; no extension will be granted.
3. The three-week period between the submission of the sectoral plans and the distribution of the recovery framework and its action plan should allow for the necessary adjustments, finalization and professional formatting of the document to be presented to donors and countries friends of Haiti on 14 December 2021.

Annex 7:

MPCE, PDNA Technical Secretariat, Guidance Note for the Finalization of the PRIPS Action Plan, December 2021.



Republic of Haiti

Ministry of Planning and External Cooperation

**Integrated Recovery Plan for the Southern Peninsula – 14 August 2021 Earthquake
Facilitation Workshop for the Finalization of the Sectoral Action Plan
9-10 December 2021 – KARIBE Hotel – CATLEYA room
Guidance Note**

CONTEXT

All sectors have submitted their **Action Plans**, which have been consolidated in the Matrix of 6 December 2021 of the Integrated Recovery Plan for the Southern Peninsula.

The main objective of the workshop³² – organized on 9-10 December 2021 – is to facilitate the **finalization of the Sectoral Action Plans (SAPs) by 15 December 2021** at the latest. The finalization of the SAPs is essential to:

- (i) Facilitate better ownership by stakeholders of the vision, guiding principles and strategic axes for the recovery of the Southern Peninsula following the earthquake of 14 August 2021;
- (ii) Ensure the coherence, integration, feasibility and transparency of the interventions of the Integrated Recovery Plan of the Southern Peninsula, based on SAPs;
- (iii) Ensure a framework for financing, coordinating and managing recovery interventions in a transparent and accountable manner to avoid past mistakes.

This guidance note, which aims to facilitate the work, is structured in three sections:

- 1) Parameters of integration, coherence, feasibility and transparency of the SAPs, to be finalized.
- 2) The final stages.
- 3) The appendix which recalls the strategic axes of the PDNA and their objectives.

³² The Workshop will benefit from the work of assessing humanitarian needs and preparing the Humanitarian Response Plan, and the preliminary results obtained during the HNO/HRP Workshop on 7 December 2021.

I. FINALIZATION OF THE SECTORAL ACTION PLANS (SAPs)

To finalize all SAPs, a set of parameters must be verified, improved and/or adjusted.

1) Completing the SAPs

- All sections (columns) of the SAPs **must be completed**, including implementation period (column E), the level of priority granted to the projects (column F) and the funding (columns K, L and M).

2) Consistency of all the projects proposed by strategic axis

- The sectors are invited to review the positioning of the proposed projects *vis-à-vis the strategic axes selected* by referring to the objectives of these strategic axes as reflected in the executive summary of the PDNA (see Annex 1).
- This particularly concerns projects identified for the strategic axes of governance (axis 1), resilient infrastructure (axis 3) and social protection and inclusion (axis 3).

3) The relevance of the projects identified

- Projects must **address the effects of earthquakes** and not development investments, which should be granted in the sectors independently of the earthquake (for example: implementation of Phase II of the Development Plan of the sector x, y or z; implementation of a renewable energy system in the departmental directorates).
- On the other hand, the sectors are invited to remain at a strategic level by **identifying “projects”** and not activities, which are only components of certain projects (for example: the establishment of project management units, very specific technical training, etc.).

4) The transparency of SAPs

- Sectors are invited to ensure **that there is no duplication of projects** in their SAP **and** in the SAPs of other sectors. For example:
 - Trade and Industry line 16: see Environment lines 6 and 19; see Food Security line 9;
 - Tourism Line 16: see Environment Lines 18 and 20; see Health line 22;
 - Health line 21: see Tourism line 18, and Housing lines 6,7,10,12;
 - Water and sanitation lines 37,38,39,72,73,74,78: see Health lines 21, 100 and 103; see Environment lines 6 and 20;
 - Transport line 15: see Accommodation line 17;
 - Food security line 14: see Education line 23;
 - Housing lines 6,7 and 10: see GDR lines 6 and 7.
- Similarly, the sectors are invited to clearly identify **humanitarian and recovery projects** in their SAP – **by marking them in green** – to facilitate the coherence, complementarity and continuity

of the projects between the Human Needs Overviews/Humanitarian Response Plans (being prepared at the same time) and the Integrated Recovery Plan for the Southern Peninsula. This is particularly relevant for projects listed in axis 3 (Resilient infrastructure) and axis 4 (Social inclusion and protection).

5) The feasibility of projects identified by sector

- Sectors should **review the duration of project implementation based on the three annual phases (column E)**. At present, the matrix includes 261 projects (i.e., 90 per cent of the total projects) to be implemented over a period of 0-2 years and only 30 projects to be implemented over a period of 2-4 years: is this realistic?
- In addition, the sectors are invited to **present** the projects in an **organized manner** to ensure the consistency of this data across all the sectors based on the following time periods and priorities:

Implementation period Column E	Priority level Column F
0-1 year	Priority 1
	Priority 2
	Priority 3
1-2 years	Priority 1
	Priority 2
	Priority 3
2-4 years	Priority 1
	Priority 2
	Priority 3

6) The funding of the SAP

- **Column K:** the total funding required for projects in response to the earthquake.
- **Column L:** to be completed by all sectors.
- **Column M:** (i) funds from ongoing projects in the Southern Peninsula that have been **reprogrammed to respond to the earthquake** and (ii) **new funding** already available and identified since the earthquake. Column M cannot therefore include funding for all projects already approved for the Southern Peninsula before the earthquake and which are not part of post-earthquake recovery.
- **Column N:** the total funding gaps by strategic axis (the Technical Secretariat is responsible for this consolidation.)
- **The Public Treasury:** the amount of funding expected from the Public Treasury must also be mentioned in Column K - Project funding and in Column N - Source of funding (Public Treasury) even if confirmation is pending the programming of the 2021-2022 Finance Act, under preparation at the same time.

7) The SAP narrative

- All sectors are called upon to finalize a narrative (*maximum of two pages*) to facilitate understanding and reflection at a strategic level:
 - i. The criteria for identifying priorities by *selected strategic axis*.
 - ii. The resilience and risk management criteria *particularly important to the sector*.
 - iii. The *categories of SAP beneficiaries*, without forgetting (i) the elderly, (ii) people living with a physical, sensory or mental disability, (iii) PLHIV and at risk for HIV, (iv) young people, (v) women and (vi) hard-to-reach or isolated communities.
 - iv. How *visibility will be provided to gender, livelihoods and employment* during the implementation of SAPs to raise awareness of the project's objective to support populations affected by the earthquake.³³ This is particularly relevant for column G dedicated to results and their indicators but also for the narrative.
 - v. **Priority projects (level 1)**, which require the *urgent* mobilization of resources (regardless of the duration of implementation).

II. NEXT STEPS

- 1) At the end of the workshop, the sectors must submit, **no later than 15 December**, the final version of their Action Plan and their Narrative; **no extension will be granted**.
- 2) The Integrated Recovery Plan for the Southern Peninsula (PRIPS) will be consolidated **no later than 19 December 2021 by the Technical Secretariat**.
- 3) The PRIPS will be sent as early as 20 December to the UNDP for professional formatting for distribution (by the MPCE) to guests at the donors conference on 20 January 2022.
- 4) The Action Plan for all sectors will constitute the only annex of the Integrated Recovery Plan for the Southern Peninsula and will be formatted on 14" by 17" paper (page to be folded in half to maintain the general A4 format of the document) to ensure maximum legibility of all SAPs.

³³ The current impression of the overview of the matrix is that it is somewhat "technocratic or mechanical".

Annex 1 – Reminder of the Strategic Axes and their Objectives³⁴

The Recovery Vision carried by the PDNA is formulated as follows::

“Towards a resilient recovery in the face of multiple and complex hazards by adopting innovative and sustainable approaches based on an inclusive and coordinated process”.

This vision is supported by the guiding principles of inclusion, social justice and social equity in four strategic areas whose objectives are listed in the following table:

Strategic Axes		Objectives
1	<i>Governance in the recovery process</i>	Ensure very close coordination and integration of local authorities and communities in the recovery and reconstruction process through participatory and inclusive mechanisms that (i) integrate gender equality, (ii) ensure intersectoral links between interventions, (iii) prevent duplication and (iv) allow capitalization between projects and programmes.
2	<i>Economic recovery</i>	Strengthen the development agenda in an inclusive and sustainable manner by ensuring (i) the sustainability of value chains, (ii) the use of new adapted technologies, (iii) effective and efficient governance mechanisms, (iii) development of human capacities and support services and (iv) strengthening of the financial sector.
3	Resilient infrastructure, land use planning and better living conditions	Reduce the risks and vulnerabilities of physical infrastructure to natural hazards, conserve the country's natural resources and manage land use planning using risk-sensitive planning options.
4	Social protection and inclusion	«To leave no one behind» by strengthening social protection programmes that aim to build resilience to disasters and climate shocks in communities, including those that are hard-to-reach or isolated, as well as the most vulnerable population groups such as the elderly, people living with physical, sensory or mental disabilities, PLHIV or at risk for HIV, girls, women and young people.

³⁴ See the PDNA Executive Summary

Annex 8:**MPCE and CIAT, PDNA and Recovery Guidelines in the Southwest of Haiti after the 14 August 2021 earthquake**

	 RÉPUBLIQUE D'HAÏTI	
Ministère de la Planification et de la Coopération Externe	PRIMATURE	 Comité Interministériel d'Aménagement du Territoire
	Directives pour le PDNA et le relèvement dans le Sud- Ouest d'Haïti suite au séisme du 14 août 2021	

Le tremblement de terre du 14 août 2021 ouvre **deux pistes de travail** pour le gouvernement haïtien :

Cible 1. Gérer les conséquences dans le Grand Sud;

Cible 2. Anticiper les événements sismiques annoncés pour le Grand Nord.

Lignes directrices générales pour la cible 1

Elles sont basées sur les leçons apprises du tremblement de terre du 12 janvier 2010 et les spécificités de l'événement du 14 août 2021. Elles tiennent compte du fait que l'événement de 2010 est un événement urbain pour l'essentiel, qui s'est donc produit en zone d'habitat très dense et a provoqué, outre des dégâts importants dans l'infrastructure économique, administrative et dans le tissu urbain, un nombre important de décès que les démographes situent en-dessous de la barre des 100 000 morts. L'événement de 2021 a certes frappé quelques villes de petite taille mais surtout les montagnes rurales du Grand Sud induisant d'importantes modifications du

paysage (éboulements et glissements de terrain), des dégâts sur des habitats considérés comme sûrs (maisons vernaculaires notamment) et, au vu de la densité de la population et la dispersion de l'habitat, un nombre significatif de morts et de blessés.

1. Il faut s'assurer que l'on se donne les moyens de **maintenir l'ordre public**, tant pour les zones détruites (pillage des maisons) que pour l'accès de l'aide (protection des convois).
2. Il faut **proportionner l'effort** de reconstruction aux dégâts qu'il faut gérer. Les budgets nationaux et internationaux doivent être construits en fonction du principe suivant :

- ne pas disperser les efforts, chaque acteur se consacre à un type d'intervention et à un nombre de sites donnés et le fait à une échelle suffisante pour que l'impact de l'action soit réel.
3. Une **communication intense** de proximité est indispensable : la stratégie gouvernementale doit être connue de tous et ne pas faire naître des attentes au sein de la population qu'on sait ne pas pouvoir satisfaire.
 4. Il faut certes secourir les plus pauvres mais également appuyer les classes moyennes, puisque toutes les catégories sociales sont touchées. **Le crédit** sans intérêt ou à taux d'intérêt très faible serait le canal privilégié pour toucher cette catégorie sociale, avec les caisses populaires comme principaux leviers. Ce crédit serait orienté vers l'immobilier (la reconstruction des maisons) et vers la remise en route des unités économiques (usines de transformation du vétiver par exemple).
 5. **Les réseaux** (transport, électricité, irrigation, drainage, systèmes d'adduction d'eau) sont d'emblée inscrits dans les priorités (diagnostic et interventions). Il y a une opportunité à saisir pour consolider les chemins ruraux et en faire une opportunité de création d'emplois. Les grosses infrastructures (centrales électriques et notamment celle de Saut-Mathurine et celle de Port-à-Piment) doivent être également diagnostiquées pour identifier et dimensionner les travaux à entreprendre.
 6. Il faut faire du déblai, de la réouverture des routes et des pistes bouchées par le tremblement de terre et de la remise en état des infrastructures et des maisons des pôles de **création d'emploi** (HIMO) plutôt que de tout faire aux engins lourds, ce qui va plus vite mais n'apporte aucun revenu aux populations qui en ont besoin pour prendre en charge leur propre relèvement.
 7. N'entreprendre aucune action tendant à regrouper les populations dans les espaces publics (distribution indiscriminée de tentes, nourriture, kits divers) : il faut apporter un appui aux gens là où ils habitent en prenant le temps de faire les bons diagnostics quant à la structure de l'habitat. **Ne pas créer de camps** ni aucun regroupement d'aucune sorte. Ne pas créer de villages nouveaux mais densifier et organiser les villages existants.
 8. **Une aide à la reconstruction des logements** est indispensable. Il faut veiller à ce que les fonds rendus disponibles ne fassent pas l'objet de dons mais de prêts bonifiés ou de coûts subventionnés pour éviter les duplications, la corruption et les escroqueries. Les investissements directs se feraient pour les voies et réseaux divers et la création de disponibilités foncières dans les villes et villages du Grand Sud. La reconstruction des maisons doit s'appuyer sur la main d'œuvre spécialisée (maçons notamment) qui ont reçu des formations après le tremblement de terre de 2010 et le passage du cyclone Matthew, sur la base de modèles qui ont fait leurs preuves. En attendant, il est nécessaire d'apporter à chaque famille affectée un kit de gestion des décombres : une masse, une pelle, une pioche, une barre à mine et un kit simple de protection : un ou plusieurs prélaris, un marteau, des clous.
 9. Une attention spéciale doit être accordée au **Parc National Naturel Macaya/Grande Colline**. Tout le réseau de cours d'eau ayant ce château d'eau pour point de départ a connu des éboulements de nature à en changer le débit et la nature des matériaux charriés et donc à augmenter le risque le long de leur lit. Le parc lui-même doit être réévalué, tant du point de vue naturel que du point de vue humain (le nombre de morts sur les deux versants s'annonce très important).

10. Le cyclone Matthew comme le tremblement de terre ont montré que, dans un espace globalement très sensible à toutes les menaces (inondations, tremblements de terre, cyclones), **les zones de montagne sont les plus vulnérables** (impact des vents ou proximité avec les failles). Il faut concentrer les efforts de reconstruction des maisons et de disponibilité de services hors de ces zones à risque, sans entrer dans le schéma d'habitat dispersé qui se révèle dangereux en cas de phénomène naturel extrême et inopérant quand il faut porter secours aux populations affectées.
11. Les glissements de terrain ont désorganisé **les terroirs agricoles** et d'importants travaux d'aménagements seront nécessaires pour les rendre à nouveau utiles à l'agriculture. Ce faisant, il faudra éviter de remettre en agriculture les espaces situés dans le Parc National Naturel Macaya/Grande Colline. Une révision des projets d'aménagement de bassins versants et d'appui à l'agriculture devra être faite et réorientée vers l'aménagement de terroirs productifs de montagne.
12. L'aide doit être relayée et organisée avec les **autorités locales et départementales** : protection civile, élus locaux, ministères déconcentrés. Les Agences Techniques Locales et Départementales ainsi que les ingénieurs municipaux récemment recrutés par le Ministère de l'Intérieur et des Collectivités Territoriales pour accompagner les responsables locaux, maires intérimaires et CASEC, doivent être mobilisés dans l'organisation de la destruction des maisons dangereuses (en coordination avec les Travaux Publics Transports et Communications, principalement pour les bâtiments à usage collectif et les gros bâtiments en béton) ainsi que pour le nettoyage des parcelles à usage familial. Les capacités techniques des mairies et des directions départementales des TPTC seront renforcées pour un contrôle effectif des permis de construire et la mise en zone non aedificandi de tous les espaces classés dangereux par les experts.
13. Les institutions utilisant des **bâtiments à usage collectif** encore debout (églises, banques ou assimilés, écoles, etc.) doivent les faire évaluer avant réutilisation. Elles doivent s'assurer que la reconstruction de leurs bâtiments détruits se fait dans le strict respect des normes parasismiques et anticycloniques.
14. Etablir clairement les responsabilités (qui est en charge de quoi) dans toutes les actions retenues.

Les priorités de la cible 1

Les hôpitaux et centres de santé

1. Evaluation et remise en état là où c'est nécessaire ;
2. Equipements, matériels et médicaments de base (avoir une liste de base ciblée et ne pas accumuler des choses pas nécessaires).

Les écoles

1. Diagnostic rapide des établissements scolaires pour identifier les bâtiments qui peuvent être utilisés en l'état et apporter une aide rapide aux écoles détruites ou endommagées pour la rentrée scolaire qui devra probablement être retardée dans le Grand Sud.
2. Garder et gérer les stocks d'aide alimentaire pour soutenir les cantines scolaires ; en créer dans les écoles qui en sont dépourvues.
3. Prévoir une assistance médicale particulière pour les enfants et les maitres (séquelles de blessures et santé générale).

Le moyen et le long terme

1. **Le long terme va dépendre des décisions qui sont prises aujourd'hui.** Il est donc essentiel

de ne pas ouvrir des portes qu'on ne pourra pas refermer (les camps par exemple) et commencer à poser les bases de ce qui sera structurant.

2. Ce sont **les bâtiments à usage collectif** qui ont fait le plus de morts « visibles » pendant le séisme. Il est impératif que les permis de construire pour tous les bâtiments à usage collectif soient donnés au niveau départemental par les TPTC dont il faut renforcer les structures à cette fin.
3. **Un plan d'urbanisme** est prévu pour les villes des Cayes et de Jérémie dans le cadre du projet Urbayiti. Il faut accélérer la finalisation de ces Projets d'Aménagement d'Embellissement et d'Extension dans les meilleurs délais. En tenant compte des études de risques menées à bien par le PNUD dans le grand Sud au cours des dernières années, il faudra arriver à des réglementations précises et à des feuilles de route détaillées et spatialisées pour prendre en compte l'ensemble des risques naturels et trouver les moyens pour mettre en œuvre la résilience de ces villes. La même opération sera nécessaire pour l'ensemble des communes où le risque a été étudié par le PNUD.
4. De nombreux **plans d'identification et de gestion des risques** ont été élaborés pour le Grand Sud au cours des dernières années. Ce sont souvent des travaux de spécialistes difficiles à s'approprier pour la moyenne des fonctionnaires et des citoyens. Il faut aujourd'hui en extraire toutes les recommandations pratiques, en dégager les lignes directrices, en spatialiser les recommandations, et financer les recommandations pour en faire une réalité sur le terrain.
5. Tout **projet de reconstruction de logements et de bâtiments à usage collectif** se fera sous la responsabilité personnelle directe

des promoteurs qui devront décider avec les institutions publiques concernées du choix de sites où les risques sont moindres.

Lignes directrices générales pour la cible 2

Nous savons que la préparation de la réponse et la réponse aux catastrophes sont autrement plus coûteuses que la prévention de la catastrophe. Cette prévention se traduit aussi bien en termes de mesures spécifiques qu'en termes d'aménagement du territoire. Un consensus des chercheurs fait de la zone nord la zone la plus à risques du pays quant aux séismes depuis des années. On n'est plus en droit de l'ignorer. Il faut profiter de l'émotion soulevée par le tremblement de terre du 14 août 2021 pour prendre les dispositions difficiles mais nécessaires dans le Grand Nord.

1. Faire une synthèse des recommandations des spécialistes pour les cinq grandes villes du Grand Nord et les traduire en actions spatialisées. Ceci demandera une multiplication des actions de terrain et l'identification précise de la nature et la dimension des travaux à entreprendre. Par la suite, réaliser les travaux ainsi identifiés.
2. Plusieurs projets de la Banque Mondiale (CHUD, PARR, PAST et MDUR notamment) sont en cours dans le Nord. Il y a une nécessaire révision de ces projets à faire pour la mise en œuvre des recommandations émanant des études financées par cette même Banque Mondiale dans le Nord. Une attention particulière sera donnée aux bâtiments patrimoniaux.
3. Une communication intense est nécessaire pour accompagner ces interventions qui rencontreront nécessairement de la résistance. Cette dimension fait partie intégrante de l'action et ne devra être ni biaisée ni négligée pour permettre une collaboration active de la population.

Sa ki pou fèt Nan sid peyi dayiti Aprè goudougoudou 14 daout 2021

Fòk otorite nan peyi dayiti ak tout moun ki vle bay yon koudmen mete tèt yo 2 kote :

1. Fè sa yo kapab pou moun nan Sid ki pran frap;
2. Fè tout sa yo kapab ANVAN gen yon tranbleman nan Nò.

1. Sa ki pou fèt nan Sid

Fò nou pa blye sa ki pasé 12 janvyè 2010. Men sa ki rive 14 daout 2021 pa menm ak 12 janvyè. Nan ane 2010, tranbleman te pase nan Pòtoprins ki yon gwo vil avèk anpil kay, anpil moun, anpil biznis. Anpil moun te mouri. Nèg ki save di se 100 000 moun ki te mouri. Nan 14 daout, se te ti vil piti ki te gen dega, anpil ansyen kay ak kek kay mal fèt ki te tonbe. Se nan mòn nou wè plis dega. Mòn vide tonbe sou moun ki tap travay nan jaden. Kay ou pa ta panse tonbe. Yo poko finn konte moun ki mouri. Tou sa di nou ki kote pou nou voye kò nou pou nou pèmèt Sid la remanbre.

1. Leta ap pran aksyon pou pa gen **dezòd** nan zòn-n nan. Lap veye pou pa gen **piyay**, pou èd kap bay bay nan disiplin san yo pa atake kamyon yo epi anpeche moun ki sot lòt kote vini pran bagay yo voye pou sinistre.
2. Si yon moun di lap bay yon èd, fòk li fè atansyon pou li **pa bay plis pwoblèm pase sa ki genyen deja**. Gen plizyè prensip pou respekte : pa gaye ti bagay piti nan tout zòn yo. Chak moun, chak òganizasyon, chak ONG gen pou chwazi youn ou byen de bagay pou yo fè, youn ou byen de kote pou yo ale.
3. Nou pral **pale ak tout moun** yo nan tout zòn yo pou tout moun konnen sa ki dwe fèt, sa ki pral fèt, sa ki pa dwe fèt. Nou pa ta renmen pou gen moun ki kwè se Tonton Nwèl ki pral pase.

4. Nou konnen se tout kalite moun ki frape. Fòk moun ki frape yo jwenn yon soutyen men **tout bagay pa ka gratis**. Nou vle lanse yon liy kredi kote moun pap peye twòp entere. Se avèk kès popilè yo nou vle fè sa. Se yon kredi pou bati kay, pou remonte biznis ki kraze.
5. Nou pral chache konnen **kisa ki pase nan rezo elektrik**, nan kanal irigasyon (priz ki bouche, kanal ak pòt kanal ki kraze), nan dlo potab (tiyo ak resèvwa ki kraze) epi deside tou swit sa ki pou fèt epi fè sa nou deside a. Nap pwofite pou nou mete moun nan travay nan ranje chimen ak teras andan seksyon yo, yon fason pou mete moyen nan men moun yo detan yap bay sèvis nan zòn nan. Gwo enfrastrikti tankou So Matirin-n ak santral Pòtapiman merite pou yo founi je gade pou konnen ki dega ki fèt ladan yo e ki kantite travay ki dwe fèt pour remete yo djanm.
6. Retire dekonm, relouvri wout ak chimen ke tranbleman de tè-a bare, rebati kay ak gwo enfrastrikti ki kraze, tout sa se aktivite ki ka **bay moun travay** pou yo fè de goud mete nan pòch yo. Gen travay ki pa bezwen traktè ak gwo zouti : bay pèp la fè yo.
7. **Pinga** nou fè anken-n aktivite, kòm distribisyon tant, manje, kit e latrèye, kap **sanble moun nan lari**. Ed ak sipò nap bay moun yo, se pou nou pote-l ba yo lakay yo. Sa vle di fòk nou gentan konnen ki kote yap viv et nan ki sitiyasyon yap viv pou pou gere yo lakay yo. Pinga nou al fè kan oswa vilaj pou nou mete moun. Rete anndan lakou yo, rete kote deja gen plizyè kay ansanm, agrandi yo si nou sèten pa gen dange nan zòn sa yo.

8. Pa gen wout pa bwa : moun ki gen kay yo kraze ap oblije jwenn yon èd pou rebati kay yo. Lajan pou **rebati kay** pa kapab yon kado : pal gen ase kòb pou tout moun. Moun ki interese ap kapab prete nan bon kondisyon. Demach sa-a se pou evite koripsyon tou : lè se kado gen moun ki aranje yo pou jwen 2 ou 3 kay sans yo pa beswen. Leta ak gwo òganisasyon ap mete kòb pou pote dlo, pou pèmèt achte tè, fè gwo travay sou tè yo pou pèmèt moun ki prete kòb yo ka bati kay yo jan yo vle men respekte règleman pou tranbleman de tè ak siklòn. Apre 2010, après Matiou, gen anpil bòs ki te pran fòmasyon pou konstri ak prensip ; se avè yo pou nou sèvi pou remonte kay yo. De tan sa-a, chak fanmi sinistre pral resevwa kit pou jere dekonm. Kit sa-a ap gen ladan-l yon mas, yon pèl, yon pikwa, yon baramin Ansanm avèk gan, mas pou pwoteksyon, pwela, mato ak klou.
9. **Pak Nasyonal Natirel Makaya ak Grann Kolinn** merite yon bon founi je gade pou nou konen ki sa ki pase nan goudougoudou a. Se nan Pak sa a anpil rivyè ak ravin-n nan Sid ak Grandans koumansé. Anpil deboulay tè bouche rivyè yo, anpil bwa pen tonbe nan rivyè yo. Sanble ta gen anpil moun ki mouri nan pak la, nan Grandans kòm nan Sid. Gen travay ki pou fèt ak moun anro yo, e pi fò nou deside kouman nou pral ede pak la rebran-n.
10. Gran Sid se yon kote frajil anpil. Siklòn Matiou ak 14 daout montre ke gen **kote ki pi frajil pase lòt : se mòn yo**. Se la ou jwen-n plis dega, se la ou jwen plis viktim. Lè chak moun rete sou yon dò mòn poukò li, li mete tè li andanje. Fòk nou sòti nan abita dispèsé nan zòn sa yo. Nap oblije konstwi kay yo pi pre youn lòt yon fason pou moun yo ka jwenn sèvis lè sa bon et jwenn sekou lè gen pwoblèm.
11. Deboulay tè vini mete anpil dezòd nan **jaden** yo. Anpil travay ap gen pou fèt pou tè sa yo ka rekòmanse pwodwi nòminal. Men nou paka

ankouraje pyès moun rekomanse fè jaden oswa gade bèt nan Pak Makaya ak Grann Kolinn. Pwojè basen bèsan yo mande yon pase men pou chanje jan yo ap travay.

12. Ed kap rive nan Grand Sid la ap oblije òganize avèk **otorite sou teren yo**, otorite nan depatman yo, avèk pwoteksyon sivil, KASEK, majistra, pou sa pase byen. Pa bay siniste yo plis pwoblèm. Ministè Enteryè nan tè ansanm ak ministè travo piblik ap sèvi avèk sa yo rele ATL yo ak enjenyè municipal yo pou mete men nan kraze gwo kay beton ki pa finn tonbe, ede pou netoye lakou andeyò yo. Gwo jefò dwe fèt pou ankouraje TPTC nan depatman yo ak majistra yo nan control pèmi pou konstri ak anpeche moun bati kote ki gen danje.
13. Enstitisyon tankou legliz, labank, lekòl, sèvis sante dwe fè evalye eta batiman yo avan yo sèvi avè yo. Lè yo pral rebati yo, fò leta asure li respekte prinsip yo.
14. Nan tout aktivite ki pral fèt yo, tout moun dwe konnen aklè kilès ki reskonsab ki bagay.

Sak pou vini anvan

Lopital ak sant sante

1. Kontwòle kay la wè si goudougoudou pa fè dega, pase men ladan-l kote sa nesèsè.
2. Ba yo ekipman ak medikaman ki ka sèvi pou viktim yo. Pa ba yo de bagay ki pap janm sèvi.

Lekòl yo

1. Fè yon kontwòl prese prese tout lekòl ki pa tonbe yo pou konnen ki kay ki ka resevwa elèv pou la rantre.
2. Kenbe èd alimantè pou kantin nan tout lekòl nan Gwan Sid.
3. Mete kanpe yon sèvis medical pou élèv ak pwofesè.

Pou demen

1. Se jodi-a nap deside pou demen. Pa fè anyen ki pral bay pwoblèm demen.
2. Se nan gwo kay yo te gen plis moun ki mouri. TPTC dwe pran kesyon sa-a avek anpil sérié pou jere pèmi konstwi pou gwo kay sa yo.
3. Pwojè Inion Eropeyen ki rele URBAYITI gen yon plan lap fè pou vil Okay ak Jeremi. Fòk li fini travay saa prese prese e pi pou li ede mete li nan reyalite vil sa yo pou kesyon risk ak desas.
4. Gen yon pakèt plan ki te fèt pou risk nan Grand Sid avek PNUD. Fò nou jwen yon jan pou nou wè klè ki sa ki pou fèt ki bò pou nou ede majistra yo mete plan sa yo nan reyalite.
5. Yon moun ki vle ede nan konstwi kay dwe konnen se yon engajman li pran pou li antan-n ak otorite peyi a pou konnen ki bò ak ki jan li pral bay èd sa-a.

2. Sa ki pou fèt nan Nò

Pou zafè tranbleman de tè, Leta pa ka kanpe sou bit lap tan-n pou li ka ede viktim yo lè goudougoudou

fin-n pase. Gen divès fason li ka ede popilasyon an prepare tè li pou lè goudougoudou a vini li pa fè twop dega. Sa fè ventan yap di nou pi gwo tranbleman de tè a ap fèt nan Nò. Anpil travay te fèt pou konnen ki kote ki pi expoze et ki jan pou gere sa. Pandan nap gere Gwan Sid, fò nou aji nan Nò pou lè goudougoudou an pase li nou pare mezi nou kapab.

1. Ranmase tout etid ki te fèt yo, reli yo pour nou wè direk direk ki sa ki pou fèt, ki bò pou yo fèt, ki lès ki dwe fè yo. Lè nou finn konnen nan yon ti bout tan, fè sak gen pou fèt yo. Aprè sa ki rive nan Sid, fò nou fè sa nou kapab pou pwoteje patrimwan istorik Gran Nò.
2. Gen pliziè pwojè Bank Mondyal (CHUD, PAST ak MDUR) ki ap fèt nan Nò. Fòk nou gade ki sa ki pou chanje nan pwojè sa yo pour pèmèt jwen moyen pou fè travay nap pale yo.
3. Fòk Leta pale ak mezi moun li kapab pou yo konpran-n sakapfèt la. Kominikasyon se yon bagay enpotan nan aksyon sa yo pou nou ka fè moun yo konpran epi ede nan travay ki dwe fèt yo.

Guideline

For the PDNA and relief

Of South West part of Haïti after the 08/14 earthquake

The earthquake that took place on the 14th of August 2021 opens two tracks of work for the Haitian government:

Target 1. Manage the aftermath in the Southern region;

Target 2. Anticipate future seismic events foreseeable in the Northern region

General guidelines for target 1

These guidelines are based on the lessons learned from the 01/12/2010 earthquake and the specific characteristics of the event of 08/14/2021. They take into account the fact that the event of 2010 was mainly urban and happened in a very densely populated habitat. As a consequence, the damages were important on the economic and administrative infrastructures, and the urban network. Numerous lives were lost, demographers estimate the number to be under 100 000 deaths. The event of 2021 did hit small-size towns, but it mostly impacted the rural mountain slopes of the South. It caused: important changes in the landscape (rockslides and landslides), damages on the dwellings considered to be safe (especially vernacular houses), and a significant number of victims (deceased and injured) relatively to the population density and the dispersed settlement pattern.

1. **Maintain public order.** We must allocate the necessary means to the destroyed areas to protect houses from pillage, and to let aid through by protect convoys.
2. **Commensurate the reconstruction effort** to the damages at hand. National and international budgeting should be very cautious and smart. When elaborating budgets, we must stay focus and avoid dispersing our efforts. Each actor should be dedicated to one type of intervention, in a limited geographic area, and on a sufficient scale in order to have a real impact
3. **Communicate intensively and locally.** The government's strategy should be known by all and should not create unrealistic expectations. The communication should be sustained by local actors and stakeholders. Clarity, transparency, maximum diffusion.
4. **Credit.** It is certainly necessary to help the most vulnerable, but the middle class must also receive assistance since the earthquake affected the entire population. Bank credits with no or very low interest rates are a sensible and quickly effective way to help that social group. Savings and credits unions can be a central tool in order to achieve this objective. These credits would have to be used for housing property (rebuilding houses) and economic units' property (rebuilding economic infrastructure, vetiver transformation plants for example).
5. **Restore networks to working order.** Transport, electricity, irrigation, drainage, water conveyance are so many key-networks that we must evaluate and intervene on in priority. We must seize the opportunity to consolidate the rural pathways and implement job creation. An assessment of the large infrastructures is necessary in order to identify and size the repairs.
6. **Make way.** It is necessary to clear out the rumbles, reopen the roads and pathways blocked by the earthquake and rehabilitate the infrastructures and houses damages. It is important to include the local populations

in a high labor intensity operation and thus create poles of job creation rather than doing everything with heavy machinery, which goes faster but brings no income to the populations.

7. **Do not create camps** or any kind of regrouping. Do not undertake any action that tends to gather populations in public spaces (indiscriminate distribution of tents, food, various kits): it is necessary to provide support to people where they live by taking the time to make the right diagnosis of the structure of the habitat. Do not create new villages but densify and organize existing villages.
8. **Assist with housing reconstruction.** Care must be taken to ensure that funds made available are not donated but are subsidized loans or subsidized costs to avoid duplication, corruption and fraud.

On the other hand, direct investments should be made for roads and networks and the creation of land availability in the towns and villages of the Grand Sud. The reconstruction of houses must rely on specialized labor (masons in particular) who have received training after the earthquake of 2010 and the passage of Hurricane Matthew, based on models that have proven their worth. In the meantime, it is necessary to provide each affected family with a rubble management kit: a sledgehammer, a shovel, a pickaxe, a crowbar and a simple protection kit: one or more tarpaulins, a hammer, nails.

9. **Pay special attention to the Macaya/Grande Colline Natural Parc.** The entire network of rivers starting from this water tower has experienced landslides. Thus changing the flow and the nature of the materials carried along, which in turn increases the risk along the river beds. The park itself must be re-evaluated, both from the natural and human point of view (the number of deaths on both of its sides is very important).

10. **Avoid the dispersed habitat trap.** Hurricane Matthew as well as the earthquake have shown that, in a space that is globally very sensitive to all threats (floods, earthquakes, hurricanes), the mountain areas are the most vulnerable (impact of winds or passage of faults). It is necessary to concentrate efforts to rebuild houses and provide services away from these dangerous areas. In the case of extreme natural phenomena the dispersed habitat is very dangerous and it also is inoperative when it comes to providing assistance to affected populations.

11. **Operate on cultivated fields.** The landslides have disrupted the agricultural lands and major development work will be required to make them useful for agriculture again. In doing so, it will be necessary to avoid returning to agriculture the areas located in the Macaya/Grande Colline National Natural Park. Ongoing watershed management projects need to be redesigned and aim to rebuild agro-systems in the mountain.

12. **Rely on the local state organization.** Aid must be relayed and organized with local and departmental authorities: civil protection, local elected officials, deconcentrated public institutions.

13. **Have institutions comply to rebuilding good practices.** The Local and Departmental Technical Agencies as well as the municipal engineers recently recruited by the Ministry of the Interior and Territorial Collectivities to accompany local officials, interim mayors and CASEC, can be mobilized for the organization of the destruction of dangerous houses (in coordination with the Public Works Transport and Communications, mainly for collective use buildings and large concrete buildings) and the cleaning of individual plots. Institutions using collective buildings still standing (churches, banks or similar, schools, etc.) must have them

assessed and ensure that the reconstruction of the buildings is done in strict compliance with seismic standards.

- 14. Establish clear responsibilities** (who is in charge of what) in all the actions selected.

Priorities for Target 1

Hospitals and health centers

1. Assessment and remediation where necessary;
2. Basic equipment and medications (must have a focused core list and do not pile up unnecessary items).

Schools

1. Rapidly diagnose schools to identify buildings that can be used as is and provide rapid assistance to destroyed or damaged schools for the start of the school year, which will likely be delayed in the Deep South.
2. Maintain and manage food aid stocks to support school canteens; establish them in schools that lack them.
3. Provide special medical assistance for children and teachers (injuries from the aftermath and general health).

The medium and long term

- 1. The long term will depend on the decisions that are taken today.** It is therefore essential not to open doors that cannot be closed (e.g. camps) and to start laying the foundations of what will be structural.
- 2. Buildings of collective use caused the most “visible” deaths** during the earthquake. It is imperative that building permits for all collective use buildings be given at the departmental level by the TPTCs, whose structures must be reinforced for this purpose.

- 3. An urban development plan** exists for the cities of Cayes and Jérémie as part of the Urbayiti project. The finalization of these development and beautification plans must be accelerated as soon as possible. Taking into account the risk studies carried out by the UNDP in the South in recent years, it will be necessary to arrive at precise regulations and detailed and spatialized roadmaps to take into account all the natural risks and find ways to implement the resilience of these cities. The same operation will be necessary for all the municipalities where the risk has been studied by the UNDP.
- 4. Many hazard identification and management plans** have been prepared for the Grand Sud in recent years. These are often works of specialists that are difficult for the average civil servant and citizen to grasp. It is now necessary to take out all the practical recommendations, identify the guidelines, spatialize the recommendations, and finance the recommendations to make them a reality on the ground.

General guidelines for target 2

We know that preparing for and responding to disasters is far more costly than preventing them. This prevention is translated both in terms of specific measures and in terms of land use planning. A consensus of researchers has made the northern zone the most earthquake-prone area of the country for years. We can no longer ignore it. We must take advantage of the emotion raised by the earthquake of August 14, 2021 to take the difficult but necessary measures in the Grand Nord.

1. Synthesize the recommendations of the specialists for the five major cities of the Grand Nord and translate them into spatialized actions. This will require a multiplication of field actions and the precise identification of

the nature and dimension of the works to be undertaken. And do the works thus identified.

2. Several World Bank projects (CHUD, PAST and MDUR in particular) are underway in the North. There is a need to review these projects in order to implement the recommendations of the studies financed by the World Bank in the North. Special attention will be given to heritage buildings.

3. Intense communication is necessary to accompany these interventions, which will necessarily meet with resistance. This dimension is an integral part of the action and should be neither biased nor neglected to allow for active collaboration of the population.



Landslides on the Ravine du Sud



Landslides on the Ravine du Sud



Destroyed house in Cayes



Haitian and foreign caregivers from the first hours



Destroyed house in Marceline, Camp-Perrin



Linings to temporarily replace fallen panels



TECLA house (improved local building techniques) in Lamartinière, Camp-Perrin



Tents in the courtyard of fallen or damaged houses



TECLA house (improved local building techniques) in Moreau, Torbeck



Firefighters, civil protection, police and citizens on August 15 in Marceline

