

Making Community Engagement a Priority: A Case-Study on Earthquake Response in Simon Pelé, Haiti

Summary Report

Rachel Senat, Renee Barron, Camillo Boano, Estella Carpi,
Barthelemy Louis Mary Leon and Mike Meaney



About the authors

Rachel Senat*, Habitat for Humanity Haiti; Renee Barron (former Habitat for Humanity Haiti), Camillo Boano, University College London; Estella Carpi, University College London; Barthelemy Louis Mary Leon, Habitat for Humanity-Haiti; Mike Meaney, Habitat for Humanity International

*Contact: rsenat@habitatthaiti.org

Urban Crises Learning Fund

This paper is part of a series of research pieces produced under the Urban Crises Learning Fund managed by the Institute for Environment and Development. Funded by the Department for International Development (DFID), the fund aims to build an in-depth understanding of how the humanitarian sector can most effectively operate in urban contexts. This publication was funded with the generous contributions of UK aid from the UK government (DFID). This is an independent report and does not necessarily reflect the views of IIED or DFID. Any errors are on the part of the authors.

IIED's Human Settlements Group

The Human Settlements Group at the International Institute for Environment and Development (IIED) works to reduce poverty and improve health and housing conditions in the urban centres of Africa, Asia and Latin America. It seeks to combine this with promoting good governance and more ecologically sustainable patterns of urban development and rural-urban linkages.

Citation

Senat, R, Barron, R, Boano, C, Carpi, E, Leon, BLM and Meaney, M (2017) *Making Community Engagement a Priority: A Case-Study on Earthquake Response in Simon Pelé, Haiti*. Summary Report. Urban Crises Learning Partnership (UCLP).



The Urban Crises Learning Partnership (UCLP) was a two-year (2015–17) learning initiative aimed at improving humanitarian preparedness and response in urban areas. It is a partnership between Habitat for Humanity GB, Oxfam GB, the Overseas Development Institute (ODI), and University College London (UCL). The project has carried out primary research in Haiti and Bangladesh through the National Offices of Habitat for Humanity in both countries, and Oxfam in Bangladesh.

The UCLP has two primary objectives: to improve the way stakeholders in urban crises engage with each other to form new partnerships and make better decisions; and to improve disaster preparedness and response in urban areas by developing, testing, and disseminating new approaches to the formation of these relationships and systems.

The project has addressed these objectives by exploring four related themes: the role of actors who are not part of the formal national or international humanitarian system; accountability to affected populations (AAP); urban systems; and coordinating urban disaster preparedness.

This case study by Rachel Senat, Renee Barron, Camillo Boano, Estella Carpi, Barthelemy Louis Mary Leon, and Mike Meaney makes a valuable contribution to the second of these themes – AAP. By tracing the evolution of Habitat for Humanity Haiti's post-earthquake intervention in one part of Port-au-Prince, the case study demonstrates how community engagement at every stage of project design, planning, implementation, and evaluation is central to its chances of success. The paper contains valuable lessons for humanitarian and development organisations planning participatory approaches in the recovery phase of urban crises.

Alan Brouder, UCLP Coordinator
Habitat for Humanity GB
November 2017

Contents

| | |
|--|-----------|
| Acronyms and Abbreviations | 3 |
| Preface | 4 |
| Introduction | 5 |
| Habitat for Humanity’s Response to the Earthquake | 6 |
| A Holistic Strategy | 6 |
| The Simon Pelé Community | 7 |
| Challenges and Opportunities for Intervention | 8 |
| Programme Overview | 10 |
| Long-Term Recovery and Informal Neighbourhoods | 11 |
| Engaging Community Leaders | 11 |
| Financial Resources | 11 |
| Strategic Principles | 12 |
| Programme Governance and Implementation | 13 |
| Community Engagement | 13 |
| Habitat Resource Centers | 14 |
| Participatory Enumeration Process | 15 |
| Community Contracting, Training, and Livelihoods Initiatives | 16 |
| Infrastructure Projects | 17 |
| Repair and Retrofitting | 17 |
| Conclusions | 19 |
| References | 20 |

Acronyms and Abbreviations

| | |
|--------|--|
| AAP | Accountability to Affected Populations |
| AFH | Architecture for Humanity |
| CBO | Community-Based Organisation |
| CIDA | Canadian International Development Agency |
| DFATD | Canada's Department for Foreign Affairs, Training and Development |
| DFID | Department for International Development |
| DRR | Disaster Risk Reduction |
| GPS | Global Positioning System |
| HFH | Habitat for Humanity |
| HRC | Habitat Resource Center |
| INFP | National Vocational Training Institute/ Institut National de Formation Professionnelle |
| IEDA | International Emergency and Development Aid |
| MTPTC | Ministry for Public Works, Transportation and Communications |
| PDA | Personal Data Assistant |
| SODADE | Society for Planning and Development/ Société d'aménagement et de développement |
| SDI | Slum Dwellers International |
| WASH | Water, Sanitation, and Hygiene |

Preface

This case study illustrates lessons learned from Habitat for Humanity's (HFH) five-year Urban Development Programme in Haiti following the 2010 earthquake, as a way of documenting the programme's implementation processes and strategies while considering their significance beyond the specific area where it was implemented. The study, which focuses on the urban area of Simon Pelé, also seeks to highlight the complex nature of urban systems and the coexistence of formal and informal elements within them. The overall aim is to contribute to collective learning around urban crises, and to inform HFH's future programming.

The materials used in the development of this review were prepared by the Haitian planning and architecture firm, the Society for Planning and Development (SODADE), in July 2011. The review was undertaken in the midst of a significant transition period in Haiti, as actors moved from the post-disaster recovery and initial reconstruction phase to one of long-term development – a change that was reflected in Habitat's evolving work in Simon Pelé. This period was characterised by a growing programmatic shift: from a focus on home repairs and retrofitting, to a focus on vocational training to support sustainable livelihoods, local community governance, and capacity-building.

Methodologically, this paper is constructed as a case study. It is based on an earlier version developed by Renee Baron (a former programme development specialist with HFH-Haiti), as well as grey literature, official documents of HFH-Haiti, interviews and conversations with HFH staff, project documents and reports, staff meeting reports, and individual meetings with the project coordinator in Simon Pelé. Some literature has been referenced in the text; however, a comprehensive literature review on urban crises and urban humanitarian approaches has not been conducted, in order to allow for more substantial development of the case-study itself.

The study is focused on HFH-Haiti's humanitarian intervention in the urban area of Simon Pelé, which is characterised by informal land tenure and social marginalisation. However, this intervention went beyond an area-based approach – which would typically be physically or administratively confined within an urban territory, multi-sectoral, and implemented through a range of participatory methods. This was in order to experiment with more comprehensive urban development approaches encompassing three key elements: a focus on

community engagement and planning; deliberate adoption of urban methodologies and strategies; and an emphasis on infrastructure and services.

The key findings from HFH's Simon Pelé strategic and operational experience can be structured around four points, which will be presented in further detail in the following section:

- **Pathways to Permanence strategy:** This strategy (HFH, 2017) aims to reduce vulnerability and support disaster-affected families and communities through holistic programme interventions. It incorporates disaster recovery interventions with long-term, life-improving measures such as skill-building at the individual and community level, thereby enabling incremental progress towards more durable and permanent solutions. Its focus, which is on tailor-made and individual approaches to programme design, construction, and management, seeks to ensure permanent and habitable solutions on a neighbourhood scale.
- **Prioritising community engagement and participatory methods:** These activities may potentially require additional resources or may entail slow implementation. However, they ultimately can result in increased resilience and more substantial programme impact, while ensuring greater accountability to affected populations (AAP). The level of cooperation, ownership, and commitment established through this approach has supported the completion and sustainability of the project.
- **Intentionally incorporating gender equity into all aspects of programming:** This process not only involves providing opportunities to women, but also removing barriers that prevent them from accessing opportunities. This includes raising awareness among men, business owners, and vocational schools in order to change perceptions about women's capabilities, and to dispel stereotypes related to gender roles.
- **Using lessons learned to provide insight into interventions further afield:** Lessons from the Simon Pelé study can serve as a backdrop for shared learning that is tailored to contexts beyond Haiti – particularly urban environments marked by informality, high density, and the presence of stressed social and physical infrastructure in the wake of a disaster.

Introduction

Although Habitat for Humanity (HFH) had a working presence in Haiti for over thirty years before it launched the Simon Pelé Urban Development Programme, this intervention marked the organisation's first venture into urban development and the revitalisation of informal settlements after a disaster. The intervention was characterised by three overlapping programmatic dimensions:

- A holistic master plan that was included in multi-year programming
- An urban development approach focused on extensive community infrastructure interventions (e.g. roads, streetlights, drainage, etc.) combined with large-scale community capacity-building.
- An incremental approach that involved scaling up services from the level of individual households to neighbourhood-level infrastructure, scaling up livelihood initiatives from the individual to the business level, and transferring responsibility to local community councils.

These interventions and experiences are situated within Haiti's complex contemporary circumstances, which are the outcome of over 200 years of colonial and postcolonial transitions, internal conflict and governmental instability – all of which have exacerbated cycles of poverty, depleted resources, and increased environmental vulnerability.

As of July 2014, an estimated 70 per cent of Haiti's rural population was living on an income of less than US\$2 a day (World Bank, 2014). Consequently, many people from across the country are drawn to the cities in search of a higher standard of living. However, urban areas generally lack the robust infrastructure and employment opportunities necessary to support such an influx, thereby generating chronic high-risk conditions with people settling in undesirable, insecure, hazardous, or inaccessible locations. These are the most affordable parts of Port-au-Prince, lacking in basic services such as water, sanitation and hygiene (WASH), electric power, and good road conditions. Housing quality is poor or sub-standard, and there is no access to government-run schools. These conditions also leave people vulnerable to crime and violence due to a lack of income-generating activities, drug traffickers, gangsters, and corrupt politicians exploiting unemployed youth to fuel street violence.

HFH began working in Haiti in 1984, and has since served more than 58,875 families (Nuce, 2016) through a variety of interventions to improve housing, settlements, and livelihoods. Prior to the 2010 earthquake which devastated the country and displaced hundreds of thousands of people, HFH's work focused on building more than 2,000 decent, affordable, and permanent homes in rural communities. The organisation also managed several Habitat Resource Centers (HRCs) that trained more than 900 students and 100 businesses in safe and efficient construction techniques (Nuce, 2016).

Habitat for Humanity's Response to the Earthquake

When the earthquake struck on January 12, 2010, approximately 1.5 million citizens (IOM, 2017), including more than half of the population of Port-au-Prince, found themselves instantly homeless. Thousands left the capital to live with family or friends outside of the city; those who remained began organising makeshift camps on any available space not covered in rubble.

In the immediate aftermath, HFH International and its Haiti national office set an initial goal of serving 50,000 families. Within days of the disaster they distributed emergency shelter kits to 24,600 families located in Port-au-Prince where the need was greatest, as well as in Cabaret, one of HFH's pre-existing operating areas. HFH staff also constructed more than 5,000 transitional shelters (Habitat Haiti Talking Points 7.0), many of which are designed to gradually get upgraded into permanent housing.

Following the initial emergency response, HFH-Haiti's team quickly realised that its traditional model of building complete, permanent, single-family homes in rural greenfield settlements could not achieve the necessary scale to support the shelter needs of 1.5 million homeless people. At that point a base of operations was established in Port-au-Prince, and HFH transitioned from a classic development organisation operating in a relatively stable, rural environment to one focusing on post-disaster humanitarian aid in an urban context. Its programming and management had to adapt to the area's greater density, multiple donors, and new staff. Specifically, two central challenges were identified: how to address the urgency of the humanitarian crisis while also planning for long-term sustainable development; and, how to transition from a rural approach to a holistic, urban development strategy.

These questions were raised primarily by the extent of shelter needs, not only in terms of quantity but also of shelter type and level of urgency. Although HFH-Haiti's team recognised the need to serve more families that required different types of shelter support, the funding available was largely redirected to support emergency response efforts. In order to address this complex situation, HFH-Haiti decided to collaborate with

partner organisations. The aim was to create a holistic development programme in order to provide housing support services to families, influence the housing sector, and raise general awareness on the importance of a decent environment and housing for all.

These efforts specifically included neighbourhood revitalisation activities in terms of the provision of basic infrastructure such as roads, drainage systems, and WASH services; community organisation and empowerment; capacity building; and market-driven vocational training to ensure access to the job market and income-generating activities. This required funding and galvanising both the community and the market towards what the programme called 'a full completed house' through progressive building and provision of a range of services (Table 1).

A Holistic Strategy

In order to address such challenges, HFH developed a strategy titled *Pathways to Permanence* (HFH, 2017), which provides a roadmap that affected communities can follow to re-establish permanent housing and secure better livelihoods.

This strategy underpinned a holistic and flexible methodology comprising much more than physical housing to include public infrastructure (e.g. water, sanitation, transportation, communication, etc.), security, livelihoods, education, health, and finance. It allowed for considering a variety of options at each stage of recovery, in order to accommodate the diversity of circumstances – beyond shelter construction – that individual households faced. It incorporated housing support services, technical training, and advocacy in order to support and enhance the entire housing value chain; at the same time, affected communities were encouraged to determine their own complementary and individualised support mechanisms. The strategy was implemented through existing service providers or community-based businesses, in order to ensure the long-term sustainability and replicability of supporting actions throughout the life of the project.

Table 1 How HFH-Haiti adjusted the approach to its work for post-disaster urban areas

| Evolution of Habitat Haiti approaches | |
|---|--|
| Pre-2010 | Post-2010 |
| Rural Focus | Urban Focus |
| <ul style="list-style-type: none"> • New greenfield settlements • Relatively secure, stable regions | <ul style="list-style-type: none"> • Established, dense, informal communities • Gang violence and security challenges |
| Emphasis on tangible outputs | Emphasis on sustainable impacts |
| <ul style="list-style-type: none"> • Single family, permanent homes • Training and technical assistance | <ul style="list-style-type: none"> • Building capacity of local community leaders • Revitalisation of informal neighbourhoods • Repair, retrofit, reconstruction of damaged homes • Public infrastructure improvements • Training and technical assistance • Land tenure advocacy and reform • Market development initiatives • Facilitating access to housing finance |
| Traditional HFH approach | Pathways to Permanence approach |
| <ul style="list-style-type: none"> • Established model with clear operating and reporting procedures • Focus on traditional development | <ul style="list-style-type: none"> • Innovative, incremental upgrading model • Covers spectrum of solutions from initial emergency response through to sustainable development interventions, multi-year programmes |
| Limited funding for specific projects | Diverse, large-scale funding |
| <ul style="list-style-type: none"> • Tithe from HFH's U.S. affiliates • Individual donors | <ul style="list-style-type: none"> • Tithe from HFH's U.S. Affiliates • Individual donors • Institutional donors • Family foundations • Major gifts fundraising |
| | Variety of partners |
| | <ul style="list-style-type: none"> • To supplement HFH's core competencies • Creating synergy between shelter and other sectors |

The Simon Pelé Community

Simon Pelé is a densely populated, informal community¹ of approximately 30,000 residents, comprising five sub-communities: PCS, Pelé, Cite Dieuseul, Jacque Roumain or 'Jacomen', and Simon. Much of the available literature about Simon Pelé describes a neighbourhood with high unemployment, low education and literacy rates, intense gang activity and violence, inadequate public infrastructure, and insufficient basic services. While these factors pose

significant challenges, the community also has strong social ties and human capital, a vibrant commercial main street, and de facto security of land tenure – all of which offer opportunities to engage constructively with communities.

Simon Pelé is situated in an industrial zone north of downtown Port-au-Prince. The land was largely used for agriculture until the 1970s; in 1986 it was declared a public utility to accommodate a large influx of migrants who left the provinces in search

¹ An informal community, in the context of this paper, refers to a settlement that has been created and expanded on squatted land, lacking basic services, and neglected by local authorities.

Figure 1. Sign marking location of Simon Pele



Source: Simon Pelé Book (AFH Master Plan)

for economic opportunities. In the absence of formal urban planning, the neighbourhood grew freely as residents constructed homes from low-quality or salvaged building materials. Simon Pelé plots are small and irregular; the roads or corridors are narrow, unpaved, and disconnected; and there is very limited land allocated for public spaces such as schools, playgrounds, or community centers. Some infrastructure was introduced in 1998, including an electricity service and construction of the main internal artery of Rue Toussaint Simon that provided the area with a concrete-paved access road (Architecture for Humanity, 2012).

The challenges related to the area's lack of infrastructure are compounded by its physical geography. With mountains to the south and a bay to the northwest, the neighbourhood sits directly in the path of storm runoff. Inadequate drainage and insufficient solid waste disposal throughout the city lead to regular flooding, as well as environmental and health risks as garbage gets washed downstream into the neighbourhood. A high water table exacerbates these problems.

The residents of Simon Pelé are relatively young, with an average of 2–3 children per family (Situation de Simon Pelé). The most common occupations include artisans, shopkeepers, day-workers (e.g. in construction and masonry), informal micro-business owners, and transportation workers (e.g. taxis, tap-taps, motorcycles). Fifty-five per cent of households

are headed by women, only 40 per cent of whom have attended secondary school. Approximately 50 per cent of residents own their house and/or land, although this number is difficult to verify due to incomplete records and complex land tenure processes. This is characteristic of marginalised settlements in Haiti and elsewhere: squatters often occupy land, and ownership is never clarified, particularly when plots are sold without formal papers or registration (Tech Form 4 Final).

Challenges and Opportunities for Intervention

After the earthquake, approximately one-third of the area's residents were displaced to camps. An initial assessment by HFH found 639 'red' homes (uninhabitable due to extensive damage), 1,115 'yellow' homes (habitable, but in need of repair), and 1,821 'green' homes (undamaged). While these numbers indicate that Simon Pelé was not one of the most heavily damaged areas, many more homes were already dilapidated or poorly constructed, and therefore unsafe and at risk, even before the earthquake.

The surrounding neighbourhoods of Cite Soleil and Cite Militaire also had their unique challenges and opportunities for intervention. Cite Soleil remains one of the most violent slums in Port-au-Prince, posing too high a risk for most non-governmental organisations

(NGOs) or the government to operate – and this exacerbates its cycle of poverty. At the same time, the needs of the slightly more affluent blue-collar community of Cite Militaire have previously been overlooked by organisations focusing on the poorest and most vulnerable communities. These dynamics, coupled with historic political and social rivalries, have resulted in tensions among, and even within, the neighbourhoods.

HFH focused on Simon Pelé due to its high level of damage from the earthquake, below-average socio-economic status, and history of being underserved and marginalised by the government and NGOs. **Table 2** summarises characteristics of the neighbourhood that helped or hindered prospects for intervention, alongside challenges and opportunities for HFH’s programme activities.

Table 2. Difficulties and Prospects for Intervention in Simon Pelé

| Strengths | Challenges |
|--|--|
| <ul style="list-style-type: none"> • Strong social bonds within the community • Human capital, willingness to work with NGOs • Relatively accessible location • Variety of small businesses, including construction | <ul style="list-style-type: none"> • Building trust, credibility in new programme area • Presenting model of community-led development as opposed to charity • Building partnerships with other organisations working under different models or objectives • Resource development for long-term programme sustainability beyond initial reconstruction efforts |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Improve quality of life for entire community rather than individual households • Positively influence surrounding neighbourhoods • Potential for holistic neighbourhood development approach through partnerships in other sectors | <ul style="list-style-type: none"> • Violence – physical security of staff, materials • Rivalries and tensions within and between neighbourhoods • Legal issues and land tenure considerations |

Programme Overview

The community of Simon Pelé was first identified by the UN Shelter Cluster, which had been working in conjunction with International Emergency and Development Aid Relief (IEDA) to manage a nearby camp after the earthquake. IEDA was seeking assistance with a pilot project to relocate families from the camp to their original neighbourhoods.

As noted earlier, HFH's Simon Pelé Urban Development Programme was conceived as a holistic, community-led, and contextually focused approach to revitalise the community's informal neighbourhoods. The programme went beyond an area-based approach² to provide a more comprehensive urban development effort characterised by three key elements:

- A focus on community engagement and planning.
- Adoption of deliberate urban methodologies and strategies.
- Emphasis on infrastructure and services.

The Programme consisted of three main interventions:

- Construction activities to repair and/or retrofit homes damaged by the earthquake.
- Vocational and technical training to support livelihoods and small business development.
- Capacity-building of local community leaders to pave the way for the area's long-term transformational development.

HFH described the programme as one that “transforms lives and promotes positive and lasting social, economic, and spiritual change within a community; which is based on mutual trust and fully shared accomplishment; and demonstrates responsible stewardship of all resources” (Habitat for Humanity's Urban Development Approach in Post-quake Haiti).

The following three challenges, which were identified in the specific territorial, social, and post-earthquake conditions of Simon Pelé, informed the choice of programming:

- **Potential community friction:** The living conditions of camp residents after the earthquake might have exacerbated community tensions with regard to who was (or was not) receiving support and assistance. This could create a ‘pull factor,’ attracting people

to the camps in the hope of receiving assistance. In order to mitigate this risk, the programme was designed to include elements that would benefit the entire community, such as public infrastructure, livelihood assistance, and business development. It also included specific interventions for individual families most affected by the earthquake, such as housing repairs and retrofits. This approach, which focused on collective rather than individual needs, proved to be particularly successful within the dense, informal conditions of Simon Pelé. It strengthened social ties, prevented discrimination, and had other positive spillover effects such as reducing community tensions.

- **Complex land tenure:** The boundaries of Simon Pelé include private plots, as well as land in the public domain. Many private owners reside outside of the capital city or even overseas, leaving the day-to-day maintenance and rent collection to third-party managers. Some land is divided and passed on through generations without proper documentation or official registration, which in itself is a lengthy and expensive process. Additionally, though many people may not own the land on which they reside, they have invested their own resources in house construction, and so consider themselves ‘owners’. Therefore, a central pillar of the programming involved a verification process to determine each applicant's security of land tenure before investing in improvements, and as a means of avoiding further evictions. In the absence of an official cadastre, a detailed family profile form and the closest neighbour's testimony or other unofficial verification were used to assess security of tenure.
- **Security and governance:** The community of Simon Pelé lacked recognition and support from the local municipality. Therefore, it had developed an informal system of governance led by well-established gangs of young men and teenagers. Each area subdivision was controlled by a gang, which competed with others for power, influence, and resources. HFH-Haiti needed to ensure that the design and implementation processes of its programme were inclusive and transparent, in order to avoid accusations of favouritism or corruption.

² An area-based approach is one that would be as physically or administratively confined within an urban territory and adopts multi-sectoral, participatory methods.

Long-Term Recovery and Informal Neighbourhoods

HFH's *Pathways to Permanence* strategy provided a framework for a quick transition from emergency response to longer-term recovery. However, urban development interventions present unique challenges related not only to local conditions but also the institutional dimensions of the urban environment – namely, the large number of actors, often operating under competing agendas. By definition, informal neighbourhoods operate outside of formal urban planning processes. These communities are often cut off physically, economically, and socially from the rest of the urban environment. Factors such as marginality, inequality, and contested visions around access to urban services and spaces all had important implications for the design, planning, and implementation of the Simon Pelé programme.

Engaging Community Leaders

From the initiative's inception, HFH committed to keeping the community at the center of its design, planning, implementation, and evaluation processes. In particular, the local community council played a central role in providing oversight and maintaining transparent lines of communication. It provided opportunities for the community to participate in the process and voice their concerns in order to build a foundation of trust, transparency, and legitimacy over the long-term. Transparent and participatory processes also helped to quell disputes, and even subdued gang violence in the earliest stages of the programme.

The community initially lacked the public infrastructure and utilities necessary to support the greater housing ecosystem (e.g. transportation, communication, healthcare, education, livelihood opportunities, etc.). However, through continued diplomatic efforts and proof of tangible, sustainable improvements, local community leaders supported by HFH slowly helped to convince the municipal government to begin engaging and investing in the community.

Financial Resources

The Simon Pelé Urban Development Programme was the first project on a neighborhood scale to be implemented with grants from institutional donors such as the World Bank, the Canadian International Development Agency (CIDA), and Canada's Department for Foreign Affairs, Training and Development (DFATD). While this funding drastically expanded HFH-Haiti's capacity, it also required the development of new systems and processes related to financial accounting, monitoring and evaluation, and technical reporting – all of which were implemented during fast-paced operations and within a highly visible emergency response situation.

HFH launched the Simon Pelé project with an initial investment of US\$300,000, which was primarily focused on establishing community initiatives in order to build a positive relationship with the organisation. This initial seed funding allowed HFH to undertake a full participatory enumeration process,³ and to develop a community action plan. By leveraging this plan and the prioritised list of needs, HFH was able to attract over US\$15.5 million in investment from UN-Habitat, the World Bank, the Canadian government, and private family foundations.⁴

Simon Pelé is a community that values self-reliance, sustainability, and growth. Due to its physical and historical conditions, it has achieved a high level of self-development without support from external government services. HFH's strategy has built upon this foundation through physical and social infrastructure designed to directly empower local community leadership.

³ Enumeration, as defined by HFH-Haiti, is a process aimed at classifying houses into neighbourhoods based on the initial of the street they're located on, and a number. For example, houses on Jacomen street would be identified as J1, J3, J5... on one side and as J2, J4, J6... on the other side of the street.

⁴ The programme's annual running costs are paid through a multi-faceted resource development strategy that aims to diversify funding sources to ensure long-term sustainability. The core HRC costs are funded through individual donors and foundations. HFH's unique 'tithe' model provides an essential funding stream from U.S.-based affiliates that choose to partner with HFH-Haiti by donating a portion of their unrestricted income to the programme. The majority of current programmatic funding is provided by grants from the World Bank and the Canadian government, as described above. This leveraging relationship between different funding types has allowed for both the flexibility and community-driven approach that HFH-Haiti has undertaken in Simon Pelé.

Strategic Principles

As described earlier (Table 1), the urban development approach undertaken in Simon Pelé varies significantly from the traditional HFH model. The scale of the post-disaster environment, the socio-economic context, and the complexity of the intervention needed in order to effectively reconstruct the housing ecosystem required a different programming approach. This was based on the following key strategic principles:

- **Humanitarian aid vs. sustainable development:**

In the aftermath of a crisis of the scale experienced in Haiti, there is a tendency to resist dealing with complexity and uncertainty; therefore, programming is often focused on short-term interventions without extensive planning. This can be seen in the shelter sector, whose aim is to provide basic housing for as many affected individuals as possible – the solution, often, is to scale up mass-produced temporary shelters. Instead, HFH's *Pathways to Permanence* strategy was designed to provide a seamless transition between immediate shelter needs and long-term, sustainable housing. People were provided with a menu of options tailored to fit their immediate circumstances, and which could be modified as circumstances evolved.

- **Housing as an ecosystem:** This idea is grounded in HFH's experiences globally, and inspired by the works of such scholars as John Turner, Nabeel Hamdi, and many others who have put forward a view of housing that goes beyond its mere physical dimensions. In line with this, HFH's *Pathways to Permanence* strategy views housing as an 'ecosystem' that is comprised of much more than four walls and a roof. Under this framework transportation, WASH facilities, livelihood opportunities, security, and even public spaces are all necessary elements of the housing ecosystem – but are often seen as being outside HFH's mandate. In order to stay focused on its core competencies but also create synergies, HFH-Haiti strategically partnered with organisations and experts recognised as leaders in fields that make up the housing 'ecosystem'.

- **Long-term value of capacity-building vs. direct intervention:** The programme strategy was founded on the fundamental belief that families are best served through partnership rather than charity. The model incorporates the element of 'sweat equity',⁵ in which homeowners invest time and labour into building their own home. It took a step further, scaling up this core value by partnering with local leaders to encourage them to invest time and labour into building their own community. While this approach does not produce tangible results as quickly as a direct service model, the community gains many long-term benefits including greater capacity, self-management and organisation, resilience, and the ability to develop its own solutions independently.
- **A neighbourhood-level emphasis:** Prior to the earthquake, Haiti faced a housing shortage of more than half a million homes. The earthquake destroyed approximately one million more. In order to address a housing challenge on this scale, it was necessary to focus on a defined urban area with key stakeholders. The development of a multi-sectoral approach implemented through participatory methods was required in order to provide a comprehensive plan focused on all infrastructures and services.
- **The value of intangible, qualitative interventions:** HFH's *Pathways to Permanence* strategy was created to maximise the impact and long-term sustainability of interventions by balancing processes and outcomes. It emphasises the value of embedded, localised, and people-driven approaches by focusing on community needs, participatory and culturally appropriate implementation, and capacity-building of future community leaders. The aim is to support and facilitate, rather than implement interventions directly.

⁵This refers to an internal concept of HFH-Haiti, which recognises the contribution of the beneficiary in shelter provision. It evolved through framing HFH-Haiti as an *enabler institution*, as opposed to a *provider institution*.

Programme Governance and Implementation

Community Engagement

The cornerstone of the Simon Pelé Urban Development Programme is the community council. The council led the programme's direction and operations, and provided technical support and capacity-building assistance. Once Simon Pelé was identified as a focus neighbourhood in October 2010, community-wide meetings were held to establish trust and transparency, and to lay the foundation for a participatory process moving forward.⁶

Initially, the community council served as a catalyst to launch the programme. This group of dedicated citizens was critical in connecting HFH-Haiti with local partners, municipal government officials, and most importantly, the larger community. The council organised assessment teams, supported the enumeration process, and facilitated selections of community members to participate in the project. They also facilitated two-way dialogue between HFH-Haiti and the residents of Simon Pelé, thereby ensuring transparency and continuous improvement in management. As the capacity of the council grew, members took on additional leadership roles with a view to eventually manage the entire project independently. This governance structure was intentionally designed to maximise the long-term sustainability and ownership of the programme's process and outcomes. Due to the programme's complexity and scale, HFH-Haiti also chose to establish a steering committee consisting of senior in-country staff and staff from the Latin America and Caribbean Area office, with HFH-Canada acting as a liaison to Canada's Department of Foreign Affairs, Trade and Development (DFATD). This group provided oversight, support and guidance to the community council, ensuring that the interests and needs of all stakeholders were met while also maintaining transparency and local ownership (DFATD).

HFH-Haiti's dedication to gender equity was put in action during the formation of the community council, which resulted in women taking five of the 21 seats in the first election. Throughout the process of designing the programme, HFH-Haiti worked with female-led community-based organisations (CBOs) to encourage women to provide input through focus groups, surveys, and individual consultations. Their contributions helped to identify livelihoods in which skills training was needed, to develop selection criteria for training, and to address barriers impacting women's participation. Gender equity was also integrated into all aspects of the training itself. Rather than establishing an optional, stand-alone gender-awareness workshop, HFH-Haiti chose to weave various topics that relate to gender into the curriculum of each livelihood programme. This approach allowed the organisation to reach the broadest audience while also sending a message that everyone has a responsibility to promote gender equality. HFH also provided a 'training of trainers' session for instructors at technical colleges to ensure consistent messaging across all livelihood programmes (CIDA).

Strategically, the focus on long-term sustainability was maintained well beyond the emergency response and recovery phases of the project. The participatory approach not only allowed the staff to better understand the community's needs, desires, and context, but also provided a forum for educating residents on the value of investing in safe construction standards and durable solutions, which will prove invaluable in the long-term. As a result of the participatory approach, many of the infrastructure priorities identified by the community have not only reduced vulnerability, but served to prevent further damage to the environment. For example, drainage improvements can ease flooding while also diverting trash and wastewater from flowing downstream into the natural watershed.

⁶These meetings led to the election of a local council consisting of 21 core members from each of the sub-neighbourhoods, various community-based organisations, local municipal officials, and HFH-Haiti community organisers. Council members generally hold two-year terms and also have opportunities to serve on various sub-committees related to construction safety, vocational training and livelihoods opportunities, or oversight of specific projects.

At the programme level, environmental preservation was approached from two perspectives: through seeking opportunities to positively contribute to environmental sustainability, and through actively avoiding negative impacts as a result of HFH-Haiti's interventions. Each project within the Urban Development Programme sourced the majority of its construction materials locally, ensured removal of all debris to designated landfills, and performed engineering studies to ensure that the water table and other sensitive areas were not contaminated. Each house considered for repair or retrofit was assessed for a range of environmental suitability and vulnerability considerations, so as not to rebuild in an inappropriate location

Habitat Resource Centers

Many low-income families are excluded from traditional housing markets; therefore HFH-Haiti provided support to boost the housing value chain by offering support services through the Habitat Resource Center. This is a multi-function, accessible facility designed to meet the unique needs of the community's housing ecosystem, rather than operating within the conventional housing delivery system.

The process of designing the resource centre was initiated with a thorough evaluation of local housing systems. This assessed not only the construction process, but also the underlying legal, financial, social, and logistical environments that influenced the end result. Strategically, it was important to acknowledge that low-income homeowners often use their house as an income-generating asset – by renting a room, using it as a small workshop, or by supporting a home-based industry. This market research was supplemented by an evaluation of the community's specific strengths and vulnerabilities; this was done in order to identify assets the HRC could leverage, and gaps that needed to be filled.

Each HRC provided customised services locally. These included the following:

- Skills training, job placement services, small business and workforce development.
- Cooperative marketing of locally produced materials and services.
- Broader market access (e.g. research, development, promotion) to affordable construction materials and building technologies.
- Construction services and technical assistance.
- Assistance for disaster mitigation, preparation, and reconstruction.
- Training on financial literacy, project management, and gender awareness.

The HRC's location was important to the success of this approach. Initially, it was situated within the boundaries of the Simon Pelé neighbourhood. This was a decision meant to demonstrate the centre's commitment to serving the community, encourage participation, and provide a space for the community council to hold meetings and working sessions. Unfortunately, security concerns forced HFH-Haiti to relocate the HRC to a safer location just outside the neighbourhood perimeter, to keep operations running in the event of violence (CIDA).

HRCs were conceived not merely as physical spaces, but as catalysts for neighbourhood regeneration. The centres were opened alongside the launch of the enumeration process in January 2011.

HFH's approach was to support the process of improving housing and settlements, rather than just offering a finished product. The model incorporated an immersive, hands-on, 'learning by doing' approach that enhanced skills, and built the capacity of local people to continue improving their community after the end of the programme. This is also a sustainable model: it promotes the development and resilience of the local construction sector, as well as economic recovery by creating jobs and helping businesses grow. HRCs often serve as centres of innovation in which community members learn to apply research, skills, and industry standards to practical construction projects appropriate to their local context.

The main objective of the Simon Pelé Urban Development programme was to improve community members' quality of life by strengthening neighbourhood resilience to shocks and stresses. In an effort to promote sustainable, community-led development, the programme increased the capacity of local leaders and residents to take ownership of the process of reconstruction. This was achieved through the appointment of specialists with experience in community engagement and urban development within Simon Pelé. They served as technical experts and mentors, educating and mobilising the community. This team of community mobilisers was essential to ensure the transparency required for inclusiveness, impartiality, and accountability, with a focus on vulnerable groups such as women, children, the elderly, and disabled people. This approach helped to establish strong ties between the community council, residents, and programme staff.

Participatory Enumeration Process

Shortly after Simon Pelé was selected as a strategic focus, HFH-Haiti launched a participatory enumeration process based on the methodology established by Slum Dwellers International (SDI) (HFH-Haiti, 2012). The aim was to capture the data necessary for programme design and implementation with the involvement of the local community. The SDI survey was modified slightly to ensure compatibility with other organisations' surveys. This participatory approach was chosen in order to establish a culture in which all community members, regardless of status, had an opportunity to influence the programme's outcomes. Participatory enumerations have also been found to produce more accurate and reliable results (HFH, 2012). This is because respondents have a tendency to trust and give 'true' answers to people they can identify with, rather than to outsiders who may be perceived as having an agenda.

The enumeration process began with a series of 25 focus groups in neighbourhood sub-divisions, which served to identify each community's assets and resources, discuss their needs, and prioritise potential projects. A team of enumerators⁷ then mapped and assessed each house, road, corridor, and public space in the neighbourhood. Before the process began, all members received training on: rapid assessment, damage assessment, and repairs methodology; basic household surveying and interviewing techniques; operating global positioning system (GPS) and personal data assistant (PDA) equipment; and household mapping techniques (UN Habitat)].

Teams comprised one HFH-Haiti staff member carrying out the survey, and one local community guide. This structure allowed local capacity building and job creation, while also sharing technical expertise and building relationships directly with residents. Local knowledge provided by community guides was critical to the success of the enumeration process, as many land plots were unmarked and there were no pre-existing maps to reference. Google Earth aerial imagery was used to supplement the manual mapping process to ensure that no households were overlooked.

The dense urban environment also proved to be a significant challenge, preventing the enumeration teams from using GPS to map individual houses.

Instead, they created a house-numbering system based on reference points and local knowledge. The numbering system not only helped with project planning, but also provided a sense of community and ownership, adding legitimacy to an informal community with significant challenges related to land title and tenure.

Enumerators returned to neighbourhoods multiple times at different times of day to ensure they reached the greatest number of residents. In an effort to minimise the risk of double counting, especially since many residents split their time between a camp and their original home, all residents were asked if they had previously participated in the project and names were cross-referenced in the database to avoid duplication.

Upon completion of the enumeration in August 2011, findings were shared with the local municipality and the community through an open-house session and a two-day community workshop – a sharing event that also launched the next phase of community master planning and action planning. Interestingly, the first priority identified by the enumeration was not housing repair or reconstruction, but safe water. Additionally, many female focus group participants advocated for improved street lighting for safety and security. Solid waste management was also identified as a priority.

Although the participatory enumeration process was challenging and time-consuming, it contributed to community-built self-reliance, ownership and mobilisation. It also allowed the programme to scale up its impact beyond the capacity of HFH-Haiti's staff.⁸ Additionally, the results of the enumeration directly informed and supported the transparency of the beneficiary selection process: they produced a shared and transparent definition of selection criteria, which was weighted towards the most vulnerable female heads of households. This was based on objective and quantifiable data, thereby reducing the potential for conflict.

Although the programme began as an emergency response effort, it was created with strategic objectives that went beyond addressing the crisis. The enumeration process had the secondary effect of creating jobs through HFH-Haiti's community contracting approach. This is an important contribution to the sustainable development of the local area, as Haiti's official unemployment rate stands at approximately 40 per cent.

⁷ HFH-Haiti used a transparent and participatory recruitment strategy to ensure that the hiring process was fair and representative of a variety of demographics. The application and interview criteria focused on willingness and availability for work, literacy; it also required residency in Simon Pelé, including the nine camps in the immediate vicinity of the neighbourhood. Based on feedback from the community, women comprised 65 per cent of the team, as female respondents were most likely to be home during the day and would feel more comfortable responding to female enumerators.

⁸ It was necessary to involve the community through a representative platform of community-based organisations (CBOs), people in positions of leadership, and church associations, and convene everyone within a non-violent environment.

Community Contracting, Training, and Livelihoods Initiatives

Once the community identified and prioritised initial projects, HFH-Haiti established a competitive bidding process in an effort to support local livelihoods. Once again, the community was heavily involved in both the design and implementation of this initiative. First, it became involved through identifying skilled builders who received retrofit training, oversight, and support from HFH-Haiti. Additionally, each family selected for the retrofit programme chose their preferred contractor from a list of qualified and vetted candidates. This approach allowed the community to retain the majority of funds invested in the initiative, while also maintaining high quality and safety standards. In order to ensure that all contracts were awarded to qualified contractors, HFH-Haiti provided technical assistance and training to the community council, building their capacity to call for tenders, evaluate bids, and select the contractor. Additionally, HFH-Haiti provided support to CBOs and independent contractors to help them submit bids (Tech Form 4).

HFH-Haiti determined that the scope of the retrofit and reconstruction programme would exceed the internal capacity of the local community to complete the construction. Therefore, it developed a two-level construction training programme to broaden the pool of qualified builders available for contracts – thereby expanding employment opportunities and encouraging healthy competition in the construction sector. A basic 3–5-day training was delivered through the HRC, intended to provide community members with a general understanding of safe construction practices and techniques to make their homes more resilient; at the same time, trainees were encouraged to monitor their own practice.

The training targeted individual homeowners, with a specific focus on female heads of households. It attracted more than 1700 applicants. In addition to basic construction training, the HRC also offered courses focused on disaster risk reduction (DRR), gender equality, and financial literacy. Working closely with the Institut National de Formation Professionnelle (INFP) – the vocational training branch of Haiti’s Ministry of Education – HFH-Haiti developed a nationally certified curriculum, which provided additional credibility to the programme. Since the programme’s launch, 195 students have been trained in various advanced construction topics (with a 64 per cent pass rate on the first attempt) at the national INFP certification exam.

Though the advanced training programme has been deemed both successful and popular, it has posed several challenges and opportunities for learning. First, several students had difficulty balancing the demands of the four-month advanced construction course with other employment or family commitments, particularly women and mothers of young children. In order to rectify this, HFH coordinated with vocational schools to adapt their schedule by offering either a morning or afternoon session to accommodate these circumstances. Transportation challenges also negatively impacted attendance, although the school was relatively close to Simon Pelé, and a travel allowance was allocated to offset the cost.

Other factors affecting attendance included periods of civil unrest and an outbreak of Chikungunya fever. “Habitat worked to mobilise or replace students, [to] make alternate arrangements with the schools, and to speed up the process for new students to integrate and catch up with their classmates. For those who were not able to complete their programme for legitimate reasons, Habitat worked to determine a future action plan for their continued participation” (DFATD).

Lastly, as Simon Pelé has traditionally been associated with high levels of violence, poverty, and unemployment, vocational schools and businesses were initially hesitant to accept students or interns from the area. In an effort to dispel the stereotype, members of the community council were assigned to ensure that participants were on time, followed the rules, and provided HFH with feedback. As a result, the inaugural class made great strides in changing this perception, earning the respect and trust of several local businesses owners.

In addition to investing heavily in training professionals for the construction sector, HFH-Haiti recognised that overlooking other industries would exclude significant portions of the community as well as potentially distort the market. Using a sustainable livelihoods framework developed by the UK Department for International Development (DfID), HFH-Haiti broadly defined ‘livelihood’ to include four types of work:

- Formal contracts of short-term or long-term employment
- Paid internships with external private sector hosts
- Informal temporary working hours at a construction site
- Paid service to a friend or community member

This definition was necessary due to the informal nature of most employment throughout Haiti, and particularly within communities such as Simon Pelé. It

also allowed the programme to remain focused on its overarching objective of facilitating access to income-generating activities.

The initial livelihoods framework set the foundation for a multi-faceted strategy, which included:

- Individual livelihood investment
- Employment and internship support
- Business development training and support
- Establishment of associations and collectives

A total of 400 students (out of the 1700 applicants mentioned above) participated in the livelihoods programme, which provided training in cosmetology, sewing, driving a car, and repair of computers and refrigerators.

Infrastructure Projects

As mentioned earlier, it was critical that the programme was designed to include and benefit all members of the community, not just those affected by the earthquake. Given Simon Pelé's history of being underserved by both the government and non-profit sectors, public infrastructure improvements were identified by community members as a top priority.

Most importantly, public infrastructure and social improvement projects supported the programme's holistic approach to community development. This was in recognition that, as HFH-Haiti has stated, a neighbourhood "involves not only a house, but also investment in healthy, sustainable communities through investments in infrastructure projects and community-led development methodologies. A decent place to live means a secure home with access to water, sanitation, physical infrastructure (roads, drainage, lighting), social infrastructure (schools, clinics), and other components that comprise a livable community" (Tech Form 4).

The process of improving infrastructure began with the creation of a master plan. This included a strategy for managing debris, most of which needed to be cleared manually due to the close proximity of homes to each other, and the lack of sufficient or passable roads able to accommodate heavy machinery. With input from the community council and residents, HFH-Haiti then piloted four infrastructure projects through community contracting, including the installation of a sanitation system for the local health clinic, two water kiosks, and

street lighting. In parallel, the community council's infrastructure commission held focus group discussions with residents to prioritise road and corridor paving projects. With technical assistance from HFH-Haiti, a topographical study was completed and presented to the Ministry for Public Works, Transportation and Communications (MTPTC) and the Mayor's office. Each project was awarded to a local business or CBO based on a proposal and budget received through the competitive bidding process previously described. Additionally, in an effort to promote further public-private partnerships, the council approached a local Haitian company to determine their willingness to provide funds to pave one of the roads adjacent to the company's property (Tech Form 4).

In total, the programme has completed 22 public infrastructure projects benefiting 5,225 community members directly, and 30,000 indirectly. Additional projects are currently being designed to improve access to clean water and sanitation, reduce flooding, and promote solid waste management (CIDA).⁹

Repair and Retrofitting

The repair/retrofit process began with 625 detailed structural assessments conducted by engineers trained through HFH-International. Initial assessments focused mainly on houses that had been labelled 'red' (uninhabitable due to extensive damage) by the MTPTC. These assessments showed that many of the 'yellow' homes (habitable, but in need of repair), despite being deemed habitable, would also require significant structural improvements due to the dilapidated state of the neighbourhood before the earthquake. Each assessment included a cost estimate, with the average repair costing approximately US\$700 – including repairing small cracks, adding two or three layers of block above beams, and providing wall reinforcements. More extensive retrofits cost an average of US\$1300, which covered erecting new columns and beams, demolishing walls, rebuilding major portions of the home, and plastering the walls of damaged rooms.

Once the assessments were complete, initial beneficiaries were chosen by the Joint Management Committee, which was appointed by the community council to oversee an objective and transparent selection process. The committee considered several factors including the extent of damage, family profile (with priority given to female heads of households),

⁹In addition to physical infrastructure improvements, HFH-Haiti partnered with Canadian charity Rayjon to address basic healthcare needs of the population. A 16-member community health team, which included 10 women, was established, trained and certified by the Haitian Ministry of Health. This team delivered basic health and hygiene education to eight schools and five health clubs. They also developed an immunisation programme to provide vaccinations to young children and pregnant women. More than 2,000 hygiene kits were distributed to schools along with first aid training for teachers, allowing community members to apply the knowledge and skills developed through the programme Tech Form 4.

level of secure land tenure, potential for mitigation against future disasters, and cost estimates. All families selected for the programme attended an initial meeting to understand the process. They also received training in financial literacy, disaster risk reduction, and basic home repair to support the long-term sustainability and maintenance of the home. Given the close proximity of the houses, and in an effort to minimise disruption to the daily lives of participants, families were selected in groups of five. Each group identified a storage space for their building materials and chose a contractor from a list of vetted candidates that had been trained specifically in disaster-resilient building techniques. At that point, an engineer reviewed each individual house, discussed the construction plan with the homeowner, and provided oversight through the process. Upon completion of the repair or retrofit, the family received a certificate signed by all parties. Following the initial pilot project consisting of 10 repairs, it was decided that the programme would focus exclusively on retrofits in the spirit of 'building back better'. Whereas a repair returns a home to its original state – which in the case of Simon Pelé often included unsafe and hazardous conditions – a retrofit reinforces the structure against hurricanes, earthquakes, and other natural disasters. Although this process added additional cost and extended the programme's timeline, the strategy was actually simpler to implement and offered an added layer of stability and protection to a population whose houses were vulnerable to future hazards.

Overall, the programme has successfully retrofitted 660 homes throughout Simon Pelé. These homes will be resilient in the face of future hurricanes, earthquakes, and other natural disasters as well as ongoing hazards such as flooding. Most importantly, the programme allowed families to return to their community rather than being displaced to camps or new settlements.

Given the complexity and variety of interventions offered, a series of different methodologies were employed over the life of the programme; they included surveys, focus groups, pre/post test results, meeting minutes, and internal metrics. These tools were intentionally designed to integrate with data collected by partners and other organisations working in the same sector or region. This approach allowed for a higher level of analysis and comparison of results over time. Equal emphasis was placed on both quantitative and qualitative measurements, so as to understand the community-wide impact of the programme as well as changes at the individual level.

Upon conclusion of each major project, HFH-Haiti conducted after-action reviews as well as informal and formal evaluations with a variety of stakeholders including programme staff, local community contractors, beneficiaries, partners, and other interested parties. These reviews and evaluations contributed to a wealth of learning that has not only been applied to subsequent projects in Simon Pelé, but also tailored and incorporated into the design process for HFH's other programmes throughout Port-au-Prince.

Conclusions

Lessons learned from Simon Pelé, and recommendations for urban programming further afield, are summarized in **Table 3**. Improving the capacity of the grassroots and community-based governance structures to respond to an urban crisis enhances the effectiveness and sustainability of interventions. It ensures the efficient participation of all actors, strengthens the links between them, and promotes transparency in management. It is appropriate to incorporate a participatory approach into all phases of urban crisis response in order to ensure sustainable results.

Table 3. Lessons Learned and Recommendations for Urban Programming beyond Simon Pelé

| Key learning from urban experience of Simon Pelé | Key recommendations for urban programming |
|---|--|
| 1. Incremental capacity building of community governance structures and community-based organisations related to urban crisis contributes enormously to the effectiveness and sustainability of urban programming interventions. | 1. It is imperative to support the community governance structure as well as community-based organisations in a participatory way, by building their capacity to prepare for and respond to urban crises. |
| 2. Participatory community approaches lead to a stronger community connection, empowerment of community structures, greater commitment, and better outcomes. | 2. Participatory approaches should be mainstreamed via experienced and dedicated community engagement throughout each programme phase, in order to ensure sustainable results. |
| 3. Transparency is key to successful partnerships with community stakeholders such as community councils and project participants. For example, sharing programmatic budgets with the community council (or other community governance structures) enabled members to better understand decisions related to financial resources. | 3. Key information must be provided to partners and the wider community in the early stages of any intervention, particularly those related to urban crises. This enables them to better support the project and makes adoption of new practices more effective. |
| 4. The values of diverse stakeholders and partners play an important role when addressing the needs of the full range of stakeholders; this may pose challenges to prioritising their interests appropriately. | 4. Developing consensus among stakeholders helps to formulate an effective response to urban crises. |

References

Natalie's 2015 Impact doc

Habitat for Humanity's Urban Development Approach in Post-quake Haiti

Habitat for Humanity, Pathways to Permanence. <https://www.habitat.org/sites/default/files/pathways-to-permanence.pdf> (Accessed October 2017)

Habitat Haiti Talking Points 7.0

Simon_Pelé_Book (AFH Master Plan)

Architecture for Humanity (2012). Simon Pele Preliminary Master Plan

Situation de Simon Pelé

Tech Form 4 Final

Final DFATD Annual Report, p29

Final CIDA Narrative July 12

HFH Retrofit-Repair Processes

HFH Haiti (2012) urban Neighborhood Approach

HRCs in LAC

IOM, Matthew Response. <http://www.iomhaitidataportal.info/dtm/index2.aspx>. Accessed 1 November, 2017

Enumeration Strategy for Simon Pelé

Nuce, N. (2016). Country Strategy Sheet. <https://www.habitat.org/sites/default/files/Haiti-Country-Strategy-Sheet.pdf>

UN Habitat Final Report

UNH Final Report and Source: 2012 SR Simon Pelé Sidebar

World Bank (2014) <http://www.worldbank.org/en/news/feature/2014/07/11/while-living-conditions-in-port-au-prince-are-improving-haiti-countryside-remains-very-poor>

Habitat for Humanity's Urban Development Approach in Post-quake Haiti



This case study by Rachel Senat, Renee Barron, Camillo Boano, Estella Carpi, Barthelemy Louis Mary Leon, and Mike Meaney makes a valuable contribution to the second of these themes – AAP. By tracing the evolution of Habitat for Humanity Haiti’s post-earthquake intervention in one part of Port-au-Prince, the case study demonstrates how community engagement at every stage of project design, planning, implementation, and evaluation is central to its chances of success. The paper contains valuable lessons for humanitarian and development organisations planning participatory approaches in the recovery phase of urban crises.

Published December 2017

This paper is part of a series of research pieces produced under the Urban Crises Learning Fund managed by the Institute for Environment and Development.

This research was funded by UK aid from the UK Government, however the views expressed do not necessarily reflect the views of the UK Government.

