

Draft TC ABSTRACT

I. Basic project data

• Country/Region:	Haiti
• TC Name:	Leadership Program at Municipal and Community Level in Northern Haiti - Phase I
• TC Number:	HA-T1199
• Team Leader/Members:	Jose Irigoyen (CDH/CDH), team leader; Aurelie Gilles (CDH/CDH), alternate team leader; Cedrick Guy Joseph (CDH/CHA); Caroline Sipp (CDH/CDH); Catherine Alexis (CDH/CDH); Monica Centeno Lappas (LEG/SGO)
• Indicate if: Operational Support, Client Support, or Research & Dissemination.	Client Support (with a component linked to Research and Dissemination)
• Reference to Request: (IDB docs #)	# 38251668
• Date of TC Abstract:	21 Novembre 2013
• Beneficiary (countries or entities recipient of the technical assistance):	Haitian Community and Civil Society Leaders in Northern Haiti
• Executing Agency and contact name (Organization or entity responsible for executing the TC Program)	Haitian Center for Leadership and Excellence (acronym in French – CHLE)
• IDB Funding Requested:	US\$210,000
• Local counterpart funding, if any:	
• Disbursement period (which includes execution period):	January 2014 to December 2014
• Required start date:	January 2014
• Types of consultants:	Individual Consultants & Consulting Firms
• Prepared by Unit:	CDH/CDH
• Unit of Disbursement Responsibility:	CDH/CHA
• Included in Country Strategy (y/n); • TC included in CPD (y/n):	N N
• GCI-9 Sector Priority:	Small & Vulnerable Countries

II. Objective and Justification

An effective decentralized local governance system as well as the need for a robust civil society capable of representing and advocating for citizens' priorities have both been high on Haiti's development agenda since the adoption of the 1987 Constitution. More recently, the post 2010-earthquake development framework, the *Plan Strategique de Développement d'Haiti* identified these as priorities as well. For the emergence of a viable representative democracy and robust economy, it is critical that both citizens and government officials alike understand and play their part. This is the principle objective of CHLE's capacity building program - to fortify the skills of citizen and local government leaders on principles of inclusion, impact and responsibility, and to catalyze joint efforts on local resource-driven development in the target region and beyond.

The Government of Haiti (GOH), and local and international actors, have made some efforts towards the first objective, including the presentation of decentralization legislation in 2009, and large economic investments outside of the capital, particularly in the north. However, a lack of political will, insufficient funds and limited technical capacity have hindered the development of local government. In parallel, despite the explosion of social and grassroots movements following 1987, the Haitian civil society is fractured, lacks in capacity, and is dealing with a historic distrust of the government apparatus. To make matters worse, the prevalence of dependency-creating foreign aid, especially after the 2010 earthquake, has often undermined community-driven initiatives and taken the onus off local officials to provide services.

Despite these obstacles, however, examples abound both in local government and civil society that defy these challenges. CHLE and its on-the-ground partner Partnership for Local Development (PDL) have worked with citizens and community organizations that are effectively harnessing local human and natural resources, alongside local government officials, to address constituents' priorities. At the heart of these examples are citizen and local government leaders committed to building on what they have, to secure, what they have not. Their model of leadership, which is collaborative inclusive and visionary presents the possibility of a more self-reliant, equitable and prosperous Haiti.

The objective of CHLE is to become an incubator for these leaders: an organization that embodies motivated, collaborative and innovative Haitian leaders and delivers three main activities to support their development: 1) Leadership Education Programs, 2) Research, Innovation, and Knowledge exchange, and 3) Awareness Raising Activities, each tailored for the 6 following target audiences: 1) Youth, 2) Women, 3) Community, 4) Municipal Government, 5) Private Sector and 6) National Government leaders (with an emphasis placed on the first 4).

CHLE is founded on a methodology championed at the Coady international institute called Asset-based Community Development. Since the beginning, CHLE has worked closely with Coady to adapt this technique to the Haitian context. This methodology is based on building up citizens' capacity at the grassroots level to organize, mobilize resources and drive their own sustainable economic development using local assets, to the Haitian context. Coady's multi-pronged support to CHLE has involved granting scholarships to 15 Haitians to attend Coady training programs to build CHLE's capacity to design and deliver leadership development programs and co-producing four of the five CHLE case studies on exemplary Haitian leadership.

The institution has also co-facilitating programs held in Haiti along with Haitian counterparts and actively advised on CHLE's institutional development including its fundraising activities.

CHLE's unique organizational model will incorporate government, civil society and the private sector alike to build their leadership and organizational capacity. It will help the participants define their goals, engage in and sustainably build their local resources to achieve these goals. It will also allow them to collaborate with responsive partners who will invest in their growth. As a "grassroots think tank" CHLE will produce practical and accessible print case studies and short videos, in Creole, analyzing different community models, best practices and innovations in Haitian citizen-driven development. Research will be available to all on CHLE's web page, and will provide the building blocks of CHLE's curriculum.

CHLE's innovative one-year pilot capacity-building program, based on a successful pilot program conducted in April 2013¹ in the north for groups composed of community leaders and local government officials, will research where, why and how cases of exemplary leaders and highly mobilized communities occur. Using these findings, it will leverage these inspiring examples to develop the capacity of a critical mass of leaders ready to ally for systemic change throughout the country. With the Coady Institute supporting the pedagogical design and PDL supporting on program implementation and follow-up, this pilot program will provide Haitian leaders at the local level with practical skills for identifying and building on community strengths and rebuilding local economies through better linkages between producers and markets. It will also allow them to add value to what they produce; improve budgeting practices at the family, community and municipal level and resolve conflicts in order to facilitate collaborations and mobilize local citizens to drive their own development. Momentum will be built by facilitating immediate local-resource-driven results. Because the organization will teach organizational and advocacy methods and hold networking activities meant to promote increased collaborations with departmental and central government agencies, it will ensure the achievement of longer-term goals will be supported. It will also provide accompaniment and follow-up in order to ensure that participants receive the support they need throughout the program and beyond. CHLE will work closely with its local partner, PDL, in the implementation of activities that will build on training programs, create platforms and develop a "shared language" with which to capitalize on local development opportunities.

This region was selected because CHLE partner PDL has over 20 years of experience in helping rural communities in this region mobilize for development. PDL has built strong networks in the region with permanent staff in each area to will ensure that CHLE program participants have access to critical accompaniment support and who will support logistics of programs. Secondly, the northern corridor of Haiti is currently the target for many large economic development projects from agencies like the IDB, USAID and the GoH. As economic activity accelerates in the region and the population increases, it is critical to strengthen the capacity of Haitian government officials, community leaders, and citizens and encourage them to work together. This will ensure a broad and wide distribution of the benefits and contribute to better planning for the region's future. CHLE's program aims to build collaboration, organizational, resource management and advocacy skills of participants and community groups. These activities will

¹ See testimonial video: <https://www.youtube.com/watch?v=i8nc6LEKCSI>

help the participants turn these opportunities into tangible improvements in their and their communities' quality of life.

The IDB's commitment to decentralization and significant infrastructure investments in the Caracol Industrial Park will complement this program's "soft" investment in human leadership and capacity in the same region. The IDB can provide valuable expertise, access to local networks and established partnerships to broaden the reach of the program. The CHLE program's strong focus on citizen-driven best practice and innovation will contextualize similar work the IDB has done in Haiti.

III. Description of activities and outputs

This proposal is for the implementation of Phase 1 of a two-phase one-year pilot municipal government and civil society leadership development program. This phase of the program will have three main components:

1. Leadership Education Program - Design and First Delivery

In Phase I, the curriculum for the following three integrated direct training programs will be designed, developed and delivered to the first commune in the target region:

- **Cornerstone Certificate Program.** This is the five-day intensive foundation training program that will be delivered to a group of 50 leaders. Half of the leaders will be drawn from local government and the other half from civil society/community groups in the commune and communal sections and the program will mandate at least 30% women's participation. Participants will be trained on asset-identification and mobilization, strategies for inclusion, market-led economic opportunity development and household, community and municipal budgeting. They will also be champions of conflict resolution and other critical leadership tools and for effective collaboration, complementary service delivery and participatory local planning. In Phase I, 50 key leaders from one select commune will be trained and through the end of Phase II, this program is estimated to train 500 key leaders in the region.
- **Concurrent with the Cornerstone Program,** a Community Budgeting Seminar of approximately three hours to take place in the evening will be held for program participants and other community leaders with at least a secondary education. This seminar will teach budgeting tools for the identification of savings and to build economic planning skills on household, community and municipal levels. In Phase I this seminar will integrate an additional 50 leaders in the select commune (80 in total, including those participants from the Cornerstone Program) and through the end of Phase II, it is estimated that 800 leaders in the region will be trained, 500 of which are expected to be unique to the community budgeting seminar.
- **A two-day Women's Leadership "Crash Course" certificate program** will be delivered in the week following the Cornerstone Program in the select commune for 50 women participants (this will include all of the women who participated in the Cornerstone Program and integrate an expected 30 additional women leaders from the commune and communal sections). Through the end of Phase II, this "crash course" will train an estimated 500 women leaders in total, and approximately 300 women will be in addition to those who participated in the Cornerstone program. Among many other elements, this

seminar will focus on methods and strategies for effective female leadership, tools and information for better resource management and economic development, and the explanation of changes in recent government policy towards women.

2. The Accompanying and Awareness Raising Activities

This component is critical to the long-term sustainability and reinforcement of this capacity building program and will set the stage for a critical mass of better-informed citizens and leaders willing to work together to change the region. In Phase I these follow-up activities, implemented closely with PDL, will be developed and designed to increase the impact of the rollout of training programs and activities in Phase II. Approximately 1,300 participants will have elements of their trainings reinforced through these activities. Awareness raising campaigns will introduce these concepts to a wider audience, showing inspirational examples of successful community-driven development and launching a regional dialogue about personal and community engagement for shared prosperity. Rigorously training and supporting the 3rd component participants, while launching these mass media activities that will engage up to 410,000 residents in the region will create fertile ground to ignite successful and sustainable community development initiatives.

In Phase I, in complement to the first delivery of the training programs in a select commune, the following awareness raising activities will be delivered:

- Local Radio Broadcasts of the Community Budgeting Seminars for two weeks following the Cornerstone Program. This ~ 2 hour radio program will be recorded in Phase 1 and broadcast around 6 times in the commune selected for first delivery of the integrated training program. In Phase II, this activity will be rolled out in all ten communes in the target region, and support the expansion of this program's reach in a region with 410,000 people.
- Local Radio Broadcasts of the Women's Leadership "Crash Course" Seminar for two weeks following the Cornerstone Program. This ~ 2 hour radio program targeting the support of women's leadership at the household, community, and municipal level, will be recorded in Phase I and broadcast around 6 times in the commune selected for first delivery of the integrated training programs. In Phase II, this activity will be rolled out in all ten communes in the target region, and support the expansion of this program's reach in a region with 410,000 people, over half of which are women.

3. Think Tank Research and Case Studies

This component is critical to rooting CHLE's program in best practice, identifying successes in local governance and community development, and ultimately evaluating the program's impact. In Phase I of this program CHLE will produce three video and print case studies on exemplary models and innovative cases of collaborative leadership that bridges government and civil society lines. This component will have the following activities:

- Build curriculum for leadership training programs to be delivered at the end of Phase I and majorly in Phase II, that draws directly from on-the-ground lessons learned from program participants' peers around Haiti;
- Increase body of multi-media material available for Awareness Raising/Promotional activities;

- Research will enable CHLE to identify and recruit partners and “role models” to participate (guest speak, host field visits, etc.) in training programs to promote peer-to-peer learning, as well as showcase these emerging leaders and build their confidence;
- Expand CHLE’s like-minded leadership network, or “community of practice” working towards similar goals to improve local governance and support local citizen-driven development.

Expected Results

Expected results: 1) develop the capacity of a critical mass of leaders ready to ally for systemic change throughout Haiti; 2) contribute to the establishment of a permanent asset-based leadership institute in Haiti	
	End of Project
<i>Direct Leadership Training Program Component</i>	
Civil society and government leaders trained through Cornerstone Program Women	500 30% (150)
Civil society and government leaders trained through Community Budgeting Seminar	800
Leaders certified in the Women’s Leadership “Crash Course”	500
Master Trainers trained Women	30 30% (9)
Scholarships to attend Certificate courses at the Coady International Institute granted	5
<i>Accompanying and Awareness Raising Activities Component</i>	
Quarterly Civil Society/Local Government Assemblies held 3 months after the Cornerstone Program	4 x 10 communes
Open University Civics Forums held	3
Local Radio Broadcasts of the Community Budgeting Seminars	6
Local Radio Broadcasts of the Women’s Leadership “Crash Course” Seminar	6
<i>Think Tank and Research Component</i>	
Best practice video and print case studies for curriculum and evaluation purposes developed	6

Direct Impact to the Beneficiary Communities. The impact to the community will be a direct consequence of the change in mentality towards collaboration and resource sharing that will be fostered through the transformative training program and accompaniment activities. PDL has been successfully fostering this community-wide mentality shift since 2009², and with CHLE incorporating local government officials into this training platform, the stage will be set for a new kind of cross-sectoral leadership capable of understanding and promoting local entrepreneurship, leveraging local resources and advocating for its constituency. Participants will be drawn from mobilized rural communities and local government offices (spanning 29 adjacent communal sections and nine communes in three Departments), with a mandated high representation of women and youth leaders. Each program will foster a “team” dynamic among the specific communities present. Upon completion of the program, participants will have peers who will help maintain momentum and applicable tools to help develop community development activities with all of the residents.

The community initiatives that will be developed during this program will harness social bonds and networks, historical successes, and entrepreneurship for increased equity as the community progresses. Tools will promote inclusion and facilitate democratic decision-making (such as participatory budgeting and resource management initiatives) to the benefit of the community as

² See case study on mobilized community supported by PDL: <https://www.youtube.com/watch?v=2qQMAA73GI0>

a whole. The Master Trainer component of this global program will further develop the skills of the most motivated leaders in the participant pool, building local capacity to continuously deliver these community leadership programs. This will multiply the participant pool and further increase the impact to the communities.

Monitoring and Evaluation. In Phase I, program M&E and participant-driven impact evaluation mechanisms will be designed for implementation in Phase II. CHLE will have one dedicated M&E officer (based in PAP with 30-50% travel into the region) who will work with the partner consultant and CHLE staff on designing structures.

This program will involve baseline surveys before each direct training program and substantive anonymous evaluations afterwards. CHLE will work in a flexible and adaptable way to ensure that the participants are able to access the support and information they need to realize their goals. The CHLE M&E officer will be responsible for being accessible to participants for ad hoc needs, as well as for the distribution and collection of surveys and will hold scheduled follow-up meetings to monitor their progress. In addition, three print and video case studies focusing on successes that emerged from this program within the participant community will be conducted in Phase II of this program. Frequent communication and contact will be held among CHLE Staff (especially the M&E officer) via accompaniment and follow-up activities.

Visibility for the Donor. This program has a high potential for partner visibility due to the fact that a core priority is to raise awareness of local success stories and innovations, as well as the dissemination of usable information to the widest regional audience possible. This objective will be accomplished mainly through radio-based activities –the most ubiquitous form of mass communication in Haiti with the potential to reach 410,000 residents in the region alone- as well as open public events, which will provide a multitude of opportunities to recognize the donor entity. These activities will couple promotion of the program with radio-based educational programs that offer immediately useful information to the region. With interesting case studies adapted to radio and well-known Haitian radio personality Kesner Pharel directing this program, these activities will associate the donor with a unique, citizen-driven development initiative that showcases the region in a positive light. Specific opportunities for visibility include the following:

- Preliminary participant recruitment will require the development of a partnership network and request for applications through which the donor will be recognized.
- Mentions through the advertising radio spots and radio broadcasts of training sessions. 97% of Haitians own a radio and the radio broadcasts will be accessible to nearly 410,000 residents in this region.
- Public awareness raising events, specifically the “Open University Civics Forums” will be high-profile, advertised via radio, street banners, and signs, and bring together many different communities for these full-day events. They will be held three times in the region and all materials, marketing and promotional will recognize the donor.
- In direct training programs, banners and signs will recognize the donor and the facilitators will give mention of the donor throughout the program.

IV. Budget

Indicative Budget

Activity/Component	Description/Deliverables	Participants Impacted	Total Funding
Leadership Education Program Design and First Delivery	Design and Develop pilot Cornerstone program, women's leadership "crash course" and community budgeting seminar; Deliver these three programs in a select commune at end of Phase I	Cornerstone Program Delivery will train 50 leaders from government and civil society; Women's leadership "crash course" will train 50 women total, 30 expected to be unique; Community budgeting Seminar will train 80 community leaders, 50 are expected to be unique	\$ 77,000
Accompanying and Awareness Raising Activities	Regional promotion of global program and partnership development for participant recruitment purposes; First radio broadcast of foundation and women's program; Marketing materials produced; Promotional activities for increased impact in Phase 2, designed.	Community Budgeting and Women's Program radio broadcasts will be disseminated in a commune of between 30,000 and 40,000 residents	\$ 40,000
Think Tank and Research Component	Research conducted to build program curriculum and awareness raising material; Development of network of partners and "role models" who will increase impact of program.	Three video and print case studies conducted for curriculum building and awareness raising purposes; Research and network development will contribute to program design and content	\$ 50,000
Project Execution Unit	Project coordinator, procurement specialist, accountant/financial specialist, admin, monitoring & evaluation, operational costs	Project execution	\$ 35,000
Dissemination Event	Dissemination event to showcase the pilot phase's results	Local government, donor community	\$ 8,000
Total			\$ 210, 000

V. Executing Agency and Execution

CHLE will be the executing agency, and will be in charge of all fiduciary aspects of the execution. CHLE was founded in July 2011 by a Steering Committee comprised of Haitian leaders from across sectors in partnership with the Coady International Institute, for the purpose of promoting self-reliant, motivated, and visionary leadership and citizen-driven development in Haiti through the establishment of an independent and permanent leadership development institute.

Two years into its mission, CHLE has gained significant momentum, engaged a wide array of supportive partners and high-level advocates including the United Nations Special Representative of the Secretary-General to Haiti, and produced visible results, including five written and video case studies highlighting exemplary Haitian leadership and citizen-driven development in rural community, rural women, urban youth, rural youth, and municipal government, a Pilot Leadership Development Program with 210 carefully selected Haitian leaders (50% women).

CHLE's principal program partners are the The Coady International Institute, a world-class leader in community-based, citizen-driven development education, and Partnership for Local Development (PDL), a Haitian NGO with 20 years of experience in the promotion of sustainable and community-driven rural development in Haiti.

The procurement of works, goods and services as well as the contracting of consultants will be governed by bank Policies for the Procurement of Goods and Works and for the Selection and Contracting of Consultants (GN-2349-9 and GN-2350-9).

VI. Project Risks and Issues (estimated length: about ½ page)

While CHLE has successfully executed donor-financed development projects, it is a relatively small organization, and it is the first time it will work with the Bank. To mitigate this execution risk the following mitigation measures will be put in place: (i) a project execution unit, including a project coordinator, a procurement specialist and an accountant/financial specialist will be funded with the TC; and (ii) the Bank project team will provide constant support for the preparation of terms of reference for the hiring of consultants and for following procurement processes.

VII. Environmental and Social Classification

Due to the nature of the operation (consultancies), the team anticipates a Category "C" classification by the Bank's "safeguard classification tool". According to this classification, this operation does not require environmental studies and public consultation processes. The TC is not expected to have any negative environmental or social implications since it will fund technical assistance and studies.