

**2008 ANNUAL REPORT  
ANNEX K**

**PROGRAMME REFLECTIONS AND REPORT**



UNIFEM Haiti

*Strengthening State and Civil Society Accountability for Ending Violence against Women in  
Haiti*

Annual Progress Report for the Haiti component  
of

the UNIFEM Global Programme:

*Supporting Women's engagement  
in*

*Peace Building and Preventing Sexual Violence:  
Community Led Approaches*

March 15, 2008

## 1. Introduction

Within a fragile state such as Haiti, increasing the state and civil society accountability in the area of violence against women and the consolidation of democratic process is central to ensuring sustained progress toward building an environment which is respectful of human rights, including women's human rights, and conducive to inclusive and sustainable national development.

This project provides UNIFEM with an opportunity to complement ongoing efforts with state and non state actors to address the issue of women's voice and influence as well as the related issues of gender justice and security. While UNIFEM's other ongoing programmes focus on national level processes, the support provided under this project enable UNIFEM to focus on working with community based organizations and local authorities- as both a locus for and a motor for increased accountability by duty bearers.

This report provides a summary of the implementation strategy developed, the activities undertaken, the results obtained to date as well as the lessons learned during the first year of operations.

## 2. Implementation Strategy

To implement this project, UNIFEM developed a specific strategy which took into consideration the following considerations:

- Ensuring coherence with ongoing programmes at the national and macro level in order to ensure that community based initiatives enriched and consolidated national efforts;
- Focus on a three geographic regions, identified as a result of the previous study on the prevalence of gender based violence undertaken by UNIFEM in collaboration with BID in order to build on existing work and knowledge base, avoid dispersion of effort, and increase impact;
- Ensuring that community based grass roots organizations developed and or strengthened their partnerships with regional reference organizations in view of the need to build a national network of actors mobilized around VAW;
- Developing common approaches between regional partners as a means of encouraging collaboration, concerted action and peer learning;
- Ensuring that capacity building and the institutional development of partners was at the center of the work because of the recognition that sustained progress on gender equality requires strong organizations.

On a more institutional basis, this project has enabled UNIFEM to engage in reflection on the importance as well as the challenge of working with community based partners. Toward this end, UNIFEM has developed a specific strategy with regard to institutional development (capacity building) but also risk management in order to ensure sustained progress toward stated objectives.

Among the elements developed which inform how UNIFEM has and will implement this project are the following:

- Adapting institutional assessment tools to the specific profile of community based partners;
- Adapting reporting frameworks and using Creole as the primary language for reporting; Developing innovative and accessible ways of addressing results based management with community level partners;
- Strengthening monitoring mechanisms in order to provide ongoing support as needed to our partners and finally;
- Developing a capacity building component as an integral part of the programme.

### 3. Activities realized

This progress report covers all of the activities undertaken during the first year of the programme and includes both the inception phase as well as the first phase of operations.

#### 3.1. Management activities

In order to implement this programme, UNIFEM carried out specific activities which were central to laying the foundation for successful implementation of the Haiti component of the global programme:

- **South south exchange:** Haiti staff members to meet with programme staff in the other countries involved in this ambitious project; this enabled staff in Haiti to develop a better understanding of the specificities of the Haiti programme as well as the common challenges being addressed by partners in other countries.
- **Programme launch:** outreach activities were organized at three levels; with national partners, both state and non state, involved in addressing violence against women, with regional partners in the three regions covered by the programme (the North-North East, the West and the South East). The purpose of the activities was to make the programme known and to solicit proposals from organizations interested in contributing to the stated goals of the programme.
- **Development of support materials:** UNIFEM developed programme criteria to ensure rigor and transparency in the identification of potential partners and projects. Given the profile of the community based partners, UNIFEM revised and developed new materials better adapted to the needs of the partners. Among these materials are formats for submission of proposals, institutional assessment tools, reporting format and work is currently underway to identify a resource person to develop a Creole manual for financial management which will be adapted to the needs of small community based organizations.
- **Assessment of proposals received:** The outreach and communication activities enabled UNIFEM to reach a broad cross section of organizations and received 23 proposals of which 17 were considered as being eligible for submission. The assessments were based on the project selection criteria as well as the assessment of institutional capacity.

- **Capacity building in project preparation:** in order to help community based partners develop their projects and to ensure greater coherency, UNIFEM staff organized workshops in two regions as well as individual visits to each organization to help them better define the results which they wanted to achieve. To facilitate this process and the appropriation of results based management by community level partners, the UNIFEM office adapted a tool based on the image of a house- where the foundation of the house is composed of the individual sub projects, the walls are the outputs and the roof is the expected outcome. This imagery helped grass roots women's organizations to make the link between the individual activities carried out by each partner organization, and their individual and collective contribution to "building" the house.
- **Capacity building in project management:** in order to strengthen the capacity of partner organizations as well as provide monitoring for UNIFEM's reporting needs, UNIFEM elaborated terms of reference for two field level monitors, one in the North and one in the South East to provide support to organizations during project implementation as well as to provide training on programme management and reporting. These demand-driven training sessions will be complemented by training on financial management through the development of Creole financial procedural manual as well as basic tools for putting into place a financial monitoring system. The resource persons to be tasked with this work which is central to building institutional capacity will be on board in April 2008.

*Capacity-building: a requisite for sustainable community-led initiatives*

*UNIFEM has chosen to focus its work on community based women's organizations as they are the key to developing grass roots capacity to address violence and more specifically violence against women. This conscious decision brings with it the obligation to develop a capacity building component within the programme in order to provide women's organizations with the necessary skills to implement their projects and to consolidate themselves as key social actors in the development process. Toward this end, UNIFEM has developed a strategy of accompaniment- which provides technical assistance and training in project management skills which is demand-driven and adapted to the needs of each organization. UNIFEM recognizes that the key to addressing the complex issues of gender equality and women's empowerment requires investing in the institutional capacity of our partners. Thus the micro projects become an opportunity to engage in community-based initiatives to address security and violence as well as to build the capacity of our partners.*

- **Governance structures:** in conformity with the principles of good governance, UNIFEM put into place a local project approval committee (PAC) composed of four persons, three of whom are drawn from sister agencies within the SNU among them UNDP and UNAIDS. The PAC is mandated to review proposals and to recommend for approval those projects which are in conformity with the criteria and which will contribute to programme goals. Through this governance structure, the programme contributes to furthering the concept of delivering as one- as the PAC review process also provides opportunities to build synergies with other ongoing programmes supported by the UN system.
- **Monitoring and evaluation** is a key component of this programme. Toward this end, the baseline study is currently underway and will provide the framework against which progress will be measured. Using participatory techniques as well as compiling more quantitative data, the baseline will also enrich the work of UNIFEM and its partners in developing and implementing outreach and communication activities.

### 3.2. Programme Activities

To date, 15 projects and 2 social communication initiatives have been approved of which three (3) were approved during the inception phase, four (4) during the last quarter of 2007 and ten (10) micro grants targeting community based organizations in three (3) key regions identified.

The first and second generation of projects included the following partners:

- **Association Fanm Soleil d'Haiti**; a women's organization based in the North, through a project focused on improving the quality and scope of services to women victims of violence in the North as well as to engaging in community outreach activities to sensitize men and women on violence against women;
- **Ministry on the Status of Women and Women's Rights (MCFDF)** in collaboration with MOUFEHD to carry out a review existing legislation and international conventions and develop a guide which can serve as a reference guide for actors within the judiciary as well as a reference tool for organizations providing legal assistance to women who are victims of gender based violence;
- **Soldarity Fanm Ayisyen (SOFA)**, a national women's organization, to consolidate outreach services to women who are victims of violence through in 21 community based centers throughout the country;
- **Association des Hommes Devoues du Sud Est (ADHESE)**, an association of men who are committed to mobilizing men as change agents in the fight against gender based violence to carry out and consolidate their work with men in the South East, the West and the North North East. Toward this end, they will make the linkages with other partner organizations to build alliances with men to address the issue of violence against women.
- **Fanm Deside** a regional women's organization based in the South East and focused on promoting women's rights and providing support services to women who are victims of violence. The project focuses on strengthening outreach services in the area of psychosocial support as well as legal assistance and consolidating the work with local authorities to encourage increased accountability by duty bearers.

Two (2) communication initiatives have been supported to date:

- **Krezi**, a popular music group composed of young men, to carry out a school based outreach programme around women's human rights and the Convention to Eliminate all Forms of Discrimination against Women (CEDAW). Using multimedia supports as well as booklets, posters and brochure, the campaign focused on teenagers in secondary schools.
- **Ministry on the Status of Women and Women's Rights (MCFDF)** to support a campaign against the use of sexist stereotypes during the Carnival period through the production of a documentary, and spots in Creole on sexism, gender stereotypes and the links with violence against women. This project was able to have a national outreach because of the dissemination strategy through national level media, both television and radio.

The third generation of projects was approved in March 2008 and focus on community based initiatives in the three (3) departments. Ten (10) sub grants were approved to support community led initiatives to address gender based violence:

- In the North, five (5) grass roots women’s organizations based in Limbe, Borgne, Verrieres, Plaisance, Quartier Morin will all be carrying out projects which target communication and outreach activities to raise awareness around violence against women, to encourage women to break the silence which so often characterizes and perpetuates gender based violence, to work with local authorities to increase their understanding and improve their accountability, and finally to provide a short term safe space for women. The projects will also serve to strengthen the links between these organizations and AFASDA in order to lay the foundation for a stronger regional network.
- In the South East, four (4) organizations based in La Vallee, Baint, LaVoute and Cayes Jacmel will be receiving support to do outreach and training with their members on violence against women, to put into place support committees to accompany women who choose to speak out, to carry out awareness building with men in their communities, and finally to work with local authorities to improve state response to violence against women. The projects will also serve to strengthen the links between these organizations and Fanm Deside in order to consolidate the existing regional network.

***From the local to the national level: building a national network to address gender-based violence***

*Building local capacity to actively engage in prevention, services and advocacy around gender based violence is essential to consolidating work at national level to develop a concerted and coordinated approach to addressing the issue of violence against women. This programme, through its focus on both grass roots women’s organizations, as well as intermediary service providers, lays a solid foundation to inform and support national initiatives. UNIFEM’s strategy focuses on working with community based women’s organizations to engage in prevention and outreach encouraging women to break the silence and to strengthen linkages with regional service providers who are in turn linked to the Concertation Nationale, the tripartite mechanism bringing together the state, civil society organizations and the international community, including UNIFEM, in a common front to address gender-based violence.*

- In the West, one organization, the Foyer des Voudouisants pour l’Integracion Sociale (FOVIS) received support to carry out an awareness building campaign on women’s rights and violence against women targeting faith based leaders, community members and local authorities.

***Popular culture as a locus and vector for outreach on violence against women***

*Drawing on its historical roots in West Africa and enriched with elements arising from the black Diaspora experience in the Americas, Voodoo serves as the fundamental frame of reference for the vast majority in Haiti and thus is plays a key role in conditioning the beliefs and behaviors of the community. Alternately marginalized and persecuted by more dominant and “mainstream” religions, the voodoo community constitutes an important vehicle for socialization within Haitian society. Working in partnership with FOVIS, a community based organization bringing together young men and women who form part of this religious community, UNIFEM and its partner will explore how voodoo culture and beliefs can become vectors for the promotion of women’s rights and the fight against gender based violence. This work will focus on an outreach and awareness building campaign with 48 peristyles in poor urban neighborhoods, and will inform a broader and innovative popular education campaign targeting voodoo leaders and their*

#### 4. Results obtained

Certain projects have been completed; others are still ongoing, while others are just beginning their work.

The results are presented in annex 1.

#### 5. Challenges and lessons learned

The major challenges to date in project implementation have been administrative and programmatic.

- On an **administrative level**, the lack of predictability with regard the availability of funds for programming hindered the implementation of a sustained approach to working with potential community based partners. In order to decrease frustrations at the level of partners and to decrease the time between project elaboration and project implementation, the UNIFEM team delayed this work until such time as funds were available. This lag time was further complicated by the fact that payments were disbursed by UNIFEM from a US bank account thereby adding an additional month to six weeks to the effective start up date for projects due to the time required to “clear” a foreign check.
- **Actions taken:** the UNIFEM staff in Haiti has explored the possibility of using bank transfers to decrease the transaction time and to enable partners to access their funds more quickly.
- On a **programmatic level**, the option to work with community based partners required putting into place the necessary tools and structures to ensure that partners would receive the needed support for effective project implementation and would have the opportunity to develop their skills and institutional capacities while doing so. The choice to put capacity building at the heart of the implementation strategy is central to the quality of the results which UNIFEM and its partners hope to achieve.
- **Actions taken:** a capacity building kit is being developed to provide community based partners with the necessary tools and skills to implement their projects and to strengthen their organizational capacity as key actors within their communities. This tool kit will also be used with other key partners involved in implementing other components of UNIFEM’s programme in Haiti and will be shared as appropriate and requested with other organizations working directly with grass roots organizations in Haiti.

#### 5. Perspectives and Conclusions

The first year has served to confirm the importance and relevance of this project for both state and civil society partners.

It has provided an opportunity to work with intermediary level civil society organizations to strengthen their capacity to provide services, to engage in awareness building work, with women and with men, around gender based violence and finally to engage local authorities.

It has also enabled UNIFEM to work with the Ministry to develop, through a participatory approach, a tool which will be an important reference on women’s human rights for actors within the judiciary and for civil society organizations working on violence against women.



Finally it has enabled us to lay the groundwork for sustained partnerships with a broad range of grass roots women's organizations that have a critical role to play in developing community led and community based initiatives to address violence against women.

The coming six month period will focus on the following activities:

- Implementation and monitoring of the ten new projects based on community led initiatives to address gender based violence in three departments;
- Monitoring and evaluation of the ongoing projects being implemented by SOFA, Fanm Deside, ADHESE and the Ministry to ensure sustained progress toward stated goals;
- Organization of training sessions with members of the justice sector in the three geographic departments to improve their accountability vis-à-vis the State's commitments to international conventions on women's rights;
- Working with existing partners and REFRAKA to develop a common approach around outreach and communication activities on violence against women to ensure that there is sustained impact of the campaign;
- Organization of capacity building workshops for community based partners and follow up for application of new skills and capacities;
- Organization of a second workshop with partners around advocacy with local authorities; documenting the lessons learned and identifying good practices which will inform advocacy efforts during the second year of implementation;
- Validation and dissemination of the baseline study to key stakeholders to raise awareness about the prevalence of gender based violence and also the level of understanding of gender based violence within targeted communities;
- Workshop with all regional partners to consolidate existing areas of collaboration and to identify new areas of potential synergy.