



**Strategic Plan
2016 – 2020**

Haven Partnership

Haven

Strategic Plan 2016 - 2020

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Introduction

Haven is an Irish non-governmental organisation (NGO) that is strongly committed to empowering Haitians to build strong and sustainable livelihoods.

Launched in January 2009, Haven's initial focus was on creating strong communities through a housing and livelihoods programme. When the devastating earthquake struck Haiti in January 2010, Haven adjusted its focus to respond to the urgent needs of those affected. It quickly moved to providing emergency relief in the areas of water, sanitation and hygiene, shelter, and providing urgent non-food items – and collaborating with the UN, Red Cross and other key agencies on the ground.

The devastation of the earthquake is still visible in many parts of Haiti. However, there remains vital work to do in supporting communities to become more resilient to disaster, and create more and better jobs.

This strategic planning document is the result of a period of reflection and consultation, and outlines Haven's goals for the forthcoming five years. Haven is passionate about further cementing its commitment to the communities it works with, focusing its strategy for long-term development in Haiti. Over the next five years and beyond, Haven will build on its successes, continue to cement key partnerships and further deepen its contribution to building resilient communities in Haiti.

Haiti Context

Instability, vulnerability and natural disasters

A prolonged history of political instability and natural disasters has significantly hindered Haiti's human, social and economic development - leaving Haiti the poorest country in the Western Hemisphere.

Aside from the persisting political instability, Haiti's development and economy was severely impacted by the magnitude 7.0 earthquake that occurred on the 12th January 2010. It reduced the capital Port-au-Prince to rubble, resulted in the death of more than 217,300 people¹ (one in fifty of the population), injured an estimated 300,000² and left over 2.1 million people homeless and in need of immediate shelter and other support. The earthquake was the greatest natural disaster to hit the country in more than 200 years and resulted in one of the worst humanitarian crises in recent history.

The earthquake's epicentre was close to the town of Léogâne, around 17 km southwest of the capital Port-au-Prince. The effects were felt in the Departments of Ouest, Sud-est, and Nippes. The Port-au-Prince metropolitan area (including the communes of Port-au-Prince, Carrefour, Pétionville, Delmas, Tabarre, Cité Soleil, and Kenscoff) suffered extremely severe damage. 80% of the town of Léogâne was destroyed³.

The high number of deaths and people displaced was in part due to the earthquake occurring in a densely populated urban area, but also as a result of many of Haiti's underlying vulnerabilities – such

¹ UNOCHA estimates the death toll at approximately 217,300 people: <http://www.unocha.org/cap/appeals/humanitarian-action-plan-haiti-2013>. Haitian Government estimates are higher, at approximately 316,000: http://www.nytimes.com/2011/01/14/world/americas/14briefs-Haiti.html?_r=0

² UN News Centre: <http://www.un.org/apps/news/story.asp?NewsID=37254>

³ Haiti Earthquake Post Disaster Needs Assessment (Annex to the Action Plan for National Recovery and Development of Haiti), March 2010.



as high levels of poverty, weak urban planning, poor quality of buildings, under developed private sector, and a history of political instability, corruption and exploitative regimes – all within the context of complex regional geopolitical (and ex-colonial) relationships.

When the earthquake hit Haiti, much of the Haitian Government infrastructure was destroyed and many civil servants lost their lives. International in-country capacity was also severely affected, in particular the UN system as 102 staff members based in Haiti lost their lives. As a result, the emergency response evolved amidst a situation of chaos – the national capacity of Government and international agencies that would normally lead a humanitarian response was critically damaged. The Haitian Government's *'Action Plan for National Recovery and Development of Haiti'* (March 2010) placed the damage and losses at an estimated at US\$8 billion, an amount greater than Haiti's GDP in 2009.

In the aftermath of this devastating earthquake, Haiti received an unprecedented amount of donor support. At the International Donors Conference in New York in March 2010, international donors pledged US\$ 5.4 billion to assist the recovery. This represented a tripling of aid flows to Haiti in 2010, compared to 2009. The most recent data available from the UN (representing up until December 2012), shows that of the US\$5.4 billion pledged by international donors during 2010 – 2012: 55.96% has been disbursed; 43.47% has been committed (but remains to be disbursed); and 0.57% has been promised, but no contract of commitment has been entered into⁴.

Since the earthquake in 2010, hurricanes, floods, severe food insecurity and outbreaks of cholera have repeatedly derailed the already struggling economy and wider recovery.

Poverty and income equality

Before the earthquake in 2010, 72% of Haiti's 10 million people were living in poverty, surviving on less than \$2 a day. 54% of the population were living without access to clean, safe water, and 45% of the population were illiterate⁵.

In 2014 the Haitian government published its first poverty diagnosis in more than a decade, entitled *'Investing in people to fight poverty in Haiti'*. It showed positive gains in some areas - between 2000 and 2012, the percentage of people living in extreme poverty (with \$1 or less a day) dropped from 31% to 24% at the national level, and from 20% to 5% in Port-au-Prince. The report states that more than 200,000 Haitians have climbed out of poverty in recent years.

Despite this good news, a high degree of vulnerability threatens these improvements: there remain 60,800 displaced people living in camps. Close to 2.5 million Haitians are unable to cover their basic food needs, while 1 million are in danger of falling into poverty. Furthermore, Haiti continues to exhibit the greatest income inequality in the continent, and is one of the most unequal countries in the world. The richest 20% of households earn 64% of the country's total income, while the poorest 20% make do with just 1%.

There is also a growing gap between Port-au-Prince and the rest of the country. More than 80% of those living in extreme poverty in Haiti are in rural areas. According to the World Bank, families in the north and southwest of the country work hard to grow food, but they fail to earn enough.

⁴ Data available at: <http://www.lessonsfromhaiti.org/assistance-tracker/>

⁵ Human Development Report, 2009



Extreme climatic events, lack of fertilisers, pesticides and seeds, and limited market access are just some of the impediments that people face.⁶

Operational environment

There are still complex governance challenges in Haiti, and there are also critical lessons for NGOs and donors to absorb on how to best respond to humanitarian emergencies in the future.

There is currently a transitional government in Haiti that is tasked with managing presidential, parliamentary and municipal elections against a background of alleged fraud and violence. There is strong speculation that the elections will be met with resistance and accusations of fraud from civil society organisations as well as the public. The first round of the presidential elections are scheduled for the 25th October 2015 and a second round, if necessary, will take place on the 27th December 2015. There is visible apprehension is that these elections will bring further violence to the streets of Haiti.

The number of NGOs working in Haiti has gradually reduced since the emergency response to the earthquake and cholera outbreaks. This is partly due to emergency focused NGOs shifting their attention and resources to subsequent disasters around the world. In addition, the level of international funding available to Haiti has reduced, which is forcing many NGOs to leave the country, despite the persisting need for capacity building, livelihoods and poverty reduction work in Haiti.

NGOs can have greater flexibility, which allows them to quickly address people's needs, and can typically access donor funding more easily than the Haitian government. Fears of corruption have caused foreign donors to bypass the Haitian government and channel financial and material assistance through NGOs. As a result of this, as well as other factors, the Haitian government has had minimal chance to develop its human or institutional capacity to deliver services. Haitian society relies considerably on NGOs for assistance. Improving donor confidence in the Haitian government, and increasing Government capacity are crucial, but nevertheless, improvements will be gradual and take time.

In the mean time, attention can be paid to the role and relationship of the government to NGOs and their capacity to coordinate NGOs. Experiences with poor coordination and oversight have demonstrated the need for a strong government role in regulating NGOs. The Haitian government may not yet have the resources to directly implement programmes, but it does have the resources to oversee and coordinate NGO activities. It is therefore key that NGOs engage the Haitian government in order to ensure their work aligns with long-term Haitian government priorities. The Haitian government has made a considerable effort to establish itself in rebuilding the country, but if projects implemented by NGOs do not conform to government priorities progress will be not be sustained.

⁶ 'Investing in people to fight poverty in Haiti', World Bank, 2014
<http://www.worldbank.org/en/topic/poverty/publication/beyond-poverty-haiti>



Haven - who we are

Vision and mission

Haven's mission is to empower people to build strong and sustainable livelihoods. Our vision is a Haiti made up of thriving communities, living free from poverty. Haven was founded in January 2009 and is focused on working only in Haiti. As the poorest country in the western hemisphere, our commitment to Haiti must be strategic and long-term.

Haven responded quickly and appropriately to the devastation in the aftermath of the earthquake in 2010, and provided emergency shelter, water and sanitation, and livelihoods support to affected communities. In 2012, Haven realigned its focus towards long-term development activities once the main response to the earthquake had passed. Since then Haven's focus has been on empowering people to build strong and sustainable livelihoods through three main programme activities:

1. Community led water supply, sanitation and hygiene promotion (WASH) programmes
2. Community led livelihoods programmes
3. Community led housing rehabilitation programmes

Haven has implemented large projects funded by Irish Aid, UNICEF, the European Union, the American Red Cross, and has constructive relationships with the communities, local governments and other civil society organisations that we work with.

As part of this strategic planning period, we have reflected carefully on Haven as an organisation, what challenges we have encountered and the important lessons that have been absorbed, and importantly - what interventions we can continue to deliver that will contribute to positive change in Haiti. As our engagement with communities, local and national government has strengthened, this strategic planning period for 2016 – 2020 will see the organisation again refine its strategy and focus resources on the following key areas:

1. Community led WASH programmes
2. Community led livelihoods programmes

These two programme pillars will be underpinned by a Disaster Risk Reduction (DRR) approach, to reduce the severity and amount of damage that natural disasters and other shocks will have on the communities we work with. In addition, Haven will continue to strengthen its fundraising capacity, and further build on our existing monitoring and evaluation systems.

Governance

Haven is governed by a Board of Directors, which has 11 members and is chaired by the founders Leslie Buckley. The Board of Directors meet 6 times per year, and are responsible for the overall operations and strategic development of the organisation. The Board of Directors work closely with senior management staff to deliver on Haven's objectives, and are committed to maintaining the highest standards of corporate governance. The board come from an array of backgrounds including business leaders and international development practitioners. There are 6 members on the Haven US board of directors whom meet 4 times a year. The Haven US board of director's is chaired by entrepreneur, Tom Bryant.



Staffing

Haven has offices in Haiti, Ireland, and the US. At field level in Haiti, Haven currently employs one expatriate, and three local staff on a full time basis. Haven US has one full time staff member responsible for fundraising. The Haven headquarters is based in Dublin, Ireland and currently employs three full time staff members: a General Manager, Finance Assistant, and Fundraising and Communications Officer, in addition to a part time Financial Controller.

Policies and best practice

Haven is a member of Dóchas, the Irish umbrella organisation for international development NGOs. Haven is a signatory to, and compliant with the *Dóchas Code of Conduct on Images and Messages*, and is committed to ensuring that all communications are of the highest possible standard, as set out in the Code.

Haven is a signatory to the ICTR Statement of Guiding Principles for Fundraising. Haven is fully committed to achieving the standards contained within the Statement of Guiding Principles for Fundraising. The statement exists to:

- Improve fundraising practice
- Promote high levels of accountability and transparency by organisations fundraising from the public
- Provide clarity and assurances to donors and prospective donors about the organisations they support

A core policy of Haven's is to collaborate and communicate where possible, with local government in Haiti. Haven liaises with local government officials and local community leaders during the design of all projects, and prior to implementing any project, and will continue to do so.

Haven is also a signatory to the Comhlámh Code of Good Practice for Volunteer Sending Agencies, which sets standards for organisations involved in facilitating international volunteer placements in developing countries. The aim of the Code of Good Practice is to ensure overseas volunteering has a positive impact for the volunteer, the sending agency, and the local project and community. While Haven's volunteer project has been significantly reduced, and now consists of sending 30 volunteers per year, Haven remains committed to upholding the standards represented in the Code. The code is mainstreamed throughout all preparation for the volunteer programme including registration, pre departure and debriefs. Volunteers receive training on appropriate behaviours and cultural diversity before departure.

Haven has adopted the child protection policy of Plan Ireland with their agreement. It follows the requirements of this policy and requires partner organisations to adopt and comply with similar protection policies and shares this with its partners.

Haven is committed to staff and partner capacity development, through both on the job coaching and mentoring and more formal trainings. Haven has in place written human resource management policies and procedures including but not limited to an international HR manual, written contracts, per diems policy, and a recruitment policy designed to ensure a thorough, competitive and transparent process. All Haven staff and volunteers on joining are required to sign up to Haven's humanitarian code of conduct.



Strategic Direction for 2016-2020

As part of this strategic planning period, we have reflected carefully on Haven as an organisation, what challenges we have encountered and the important lessons that have been absorbed. This Strategic Plan has been informed by:

- Haitian national and local government's development plans.
- Haven's wide-ranging experience of both directly implementing development projects in Haiti, and working in partnership with other agencies.
- Consultations and needs assessments conducted with key stakeholders in Haven's target communities.

Ultimately, we sought to determine what interventions we can continue to provide that would contribute to positive change in Haiti. During 2016 – 2020, Haven will strategically focus resources on three key areas:

1. Community led WASH programmes
2. Community led livelihoods programmes
3. Household led shelter upgrades

As Haiti is a country that is severely prone to natural disasters, these two programme pillars will be underpinned by a Disaster Risk Reduction (DRR) approach, to try to reduce the severity and amount of damage that natural disasters and other shocks will have on the communities we work with. In addition to consolidating our efforts in two key areas, Haven will continue to strengthen its fundraising capacity, and further build on our existing monitoring and evaluation systems.

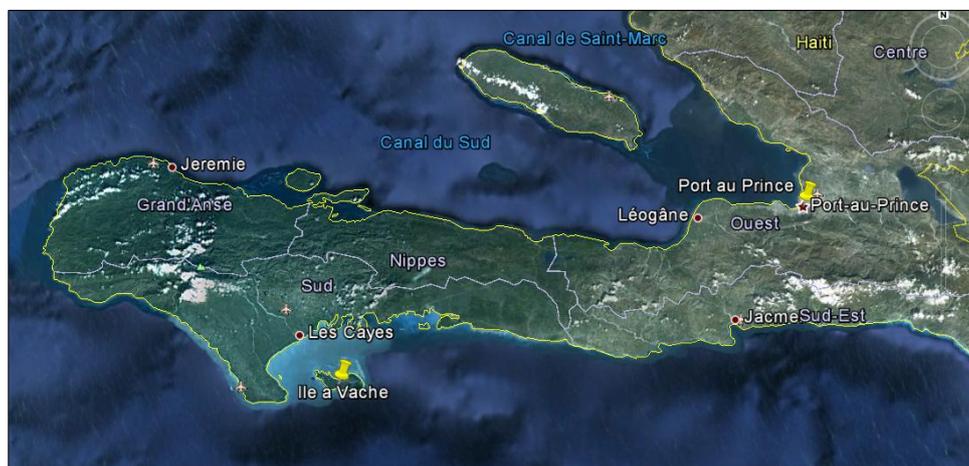


Regional Focus

Haven has worked in numerous regions in Haiti including Gonaives, Port au Prince, Leogane, Gressier, Ouanaminthe and now in Ile a Vache.

Haven began working in Île à Vache in 2012. Île à Vache is located the Sud Department of Haiti, with a total population of approximately 12,000 people.

Figure 1 Map of Haiti showing the island of Île à Vache



When Haven began working on the island, the initial goal was to improve living conditions by focusing on home upgrades and repairs. However, it became clear that the island faces many other pressing challenges, which increase its vulnerability and contribute to poverty, such as:

- Extremely limited access to sanitation facilities, and vulnerability to cholera outbreaks
- Lack of jobs and enterprise opportunities
- Remote location with limited access to the mainland

The majority of the 12,000 inhabitants have very limited access to toilets or running water, thus the health and safety risks are enormous. Haven has recently completed a WASH programme on the island but this does not address the fundamental need for education and infrastructure. The spread of cholera is a particular concern for all - in recent years there has been a number of cholera outbreaks on the island. In addition, there is over 80% unemployment on the island and a severe lack of education and training.

Île à Vache will continue to be the main regional focus for Haven in the forthcoming years. Haven will concentrate the majority of its resources in the areas of WaSH and livelihoods and regularly re-assess to ensure project interventions are appropriate to the needs on the island.

Pillar 1: Water supply, sanitation and hygiene promotion

Contextual Analysis

In general, Haiti suffers from a lack of water infrastructure and sewage systems. The lack of sewage systems in the country means that a basic pit latrine is the most widely used toilet facility. However, the fact that the majority of people cannot afford to empty latrines, results in many people practising open defecation. This poses significant health hazards, particularly within the context of the on going cholera outbreak.

Since the beginning of the cholera epidemic in October 2010, through to the end of March 2015, across Haiti there were 734,983 cholera cases, of which 419,087 people were hospitalised, and 8,761 died. From week one to week eleven of 2015, there were 10,328 cholera cases, including 8,124 hospitalisations (79%), and 106 deaths. The number of cases and deaths in 2015 are above the number recorded in the same period of 2014. In fact, the number of cases reported during the first months of 2015, are equivalent those reported in 2012. Outbreak alerts have been announced by the Ministry of Public Health and Population in 8 out of the 10 departments in Haiti, indicating an intense and widespread circulation of cholera.

The issues experienced at national level are also present on Île à Vache. The figures available from the local Medical Centre on the island indicate that up to 1,000 cases of cholera were diagnosed and up to 40 deaths have occurred since 2010. The last outbreak of cholera was recorded in April/May of 2015 and Haven assisted by providing urgent supplies to the local Medical Centre. No deaths were reported from this outbreak.

The *National Response Strategy to the Cholera Epidemic* attempts to limit the spread of disease through WASH interventions. However due to its remote location, the communities of Île à Vache have largely been forgotten. Much of the focus of the response has been to those areas harshly affected by the earthquake in early 2010.

The Government of Haiti currently does not have the capacity to provide basic sanitation services to all of its citizens. Support in this key area will contribute to improved health and reduced vulnerability of the people on Île à Vache.

Haven's experience in WASH

In addition to installing latrines, rainwater harvesting systems, repairing a water reservoir, and rehabilitating wells, Haven has also worked extensively in hygiene promotion.

During the emergency response following the 2010 earthquake, Haven became the second largest provider of latrines in camps in Port-au-Prince, next to the UN. In each of these camps Haven's Community Development Workers and Hygiene Promotion Team delivered workshops on hygiene standards, and hygiene kits containing basic cleaning materials were distributed. The Hygiene Team also trained Community Mobilisers to motivate the community within the camps to maintain the facilities provided.

Haven has constructed over 70 Ecosan Latrines fitted with rainwater harvesting systems across Gressier and Leogane. Six gender-separated latrines were installed in schools and hygiene promotion training was delivered to 4,872 people and 900 school-going children in these areas.



On Île à Vache, before Haven's WaSH programme 76% of the people had no access to sanitation facilities. Since the intervention this has reduced to 65%. 69 Eco-san latrines were built on the island, which provides people with fertilizer to increase agricultural yields over time. Rainwater harvesting systems were installed on all Eco-san latrines, and seven wells have been repaired which service 2,000 people in five communities. A core element of Haven's WASH work is to work with or help to establish local WASH committees that will be responsible for maintaining latrines.

The last cholera outbreak on Île à Vache was in April 2015. Haven responded immediately with supplies to the medical centre and the outbreak was contained with no fatalities. However, cholera remains a major threat to the island and to Haiti in general.

Focus for 2016 – 2020

The implementation of prevention activities in the medium and long term is the key in the fight against cholera. Generally, the response to cholera outbreaks tends to be reactive and take the shape of an emergency response. This approach prevents many deaths, but not cholera cases. A coordinated multidisciplinary approach, supported by a timely and effective surveillance system is recommended for prevention, preparedness, and response.

Key sectors that should be involved are:

- Health care
- Water supply and sanitation
- Agriculture and fisheries
- Education
- Professional associations, non-governmental organisations and international partners in the country

Cholera has long been the most feared waterborne disease. Health-care providers working in informal settlements and refugee camps, both especially vulnerable to waterborne diseases, know that cholera's profuse secretory diarrhoea can shrivel a healthy adult in less than six hours. Case-fatality rates of untreated severe cholera can reach 50%, while most agree that aggressive case management can drop this figure to under 1%.⁷

The improvement of water supply and sanitation remains the most sustainable measure to protect people against cholera and other waterborne epidemic diarrheal diseases. Cholera is usually transmitted by food or water contaminated with faeces. Sporadic outbreaks can occur anywhere where water supply, sanitation, food safety and hygiene are inadequate.

Cholera is a disease for which we have tools for prevention (from improved sanitation to vaccines) and effective treatment (from rehydration and replacement of electrolytes to antibiotics).

⁷ World Health Organisation (2010)

Pillar 2: Livelihoods

Contextual Analysis

A low level of literacy and education in general is a development challenge for Haiti. Various statistics put the literacy rate in Haiti at over 50%, with the National Strategy of Education for All (Stratégie Nationale d'Education pour Tous) Global Monitoring Report for 2010 reporting that 57% of the population over 13 years old are unable to read and write. The Department of the Secretary of State for Literacy is determined to improve the literacy situation in Haiti and Haven intends to be supportive of this initiative.

In terms of livelihoods on Île à Vache specifically, there is over 80% unemployment on the island. In 2012 the government announced plans to develop the island as a tourism destination, which will in turn create local employment. Also a promising development, the government intends to build an airport on the island in the coming years, and has held discussions with a number of international organisations interested in setting up businesses to support the tourism sector, and establish hotels on the island.

These developments will mean that there will be demand on the island for people skilled in the areas of catering, tourism, hospitality, office and leisure. There will potentially be new opportunities for businesses to support the tourist industry in areas such as food supply, and maintenance of facilities for example.

In this context, the potential opportunities for the people of Île à Vache to up skill, gain employment and establish enterprising businesses are endless.

Haven's experience in livelihoods

Haven became engaged in livelihood training programmes through a sewing and boat building programme in Gonaives, which was supported by Irish Aid. This programme has since expanded to Île à Vache, and has been very successful.

In partnership with Camara Education, computers were introduced to the island and three computer centres were fitted in local schools.

The Irish Aid funded Livelihoods programme in Gonaives had three main objectives; To provide income generation skills for the community focusing particularly on empowerment of women in income generation and life skills, to improve the adult literacy rates within the community and to improve the overall health and wellbeing of the targeted population. During this programme 60 women took part in sewing training. Boat building and repair classes were also conducted with 96 local fishermen who completed 48 boats in total during the programme. Adult literacy classes were ran with 487 participants in total with 7 savings groups being established. This programme also trained 5 community health agents to visit over 1000 homes to assess the general health of the community. These community health workers were trained to spot the early signs off illnesses and in total made over 130 referrals to local hospitals. The community health agents also ran health sessions in the communities with emphasis on key topics such as family planning, HIV/AIDS, maternal and child health, nutrition and hygiene promotion.



Further developments:

- The sewing programme participants are now engaged in further skills training with The Women of Milot Entrepreneurial Network.
- 20 women have opened savings accounts with national micro finance institution Fonkose.
- Women who were earning \$1.50 a day now have the potential to earn up to \$30 a day.

Focus for 2016 – 2020

Haven has had numerous meetings with the Ministry of Tourism, is very determined to the government initiative of creating a tourism market on the island, and more opportunities for people to create prosperous livelihoods. There will be real need for training in specific areas to help people secure employment.

Haven will remain open and flexible to adapt to the different opportunities that arise, as government programme is implemented. However, it is envisioned that in the short to medium term, Haven will focus on the following areas:

- Agriculture
- Microfinance
- Livelihoods training

Pillar 3: Shelter

Contextual analysis

The residents are still struggling to rebuild their lives following the lethal 2012 hurricane Sandy that left most of Île à Vache neighbourhoods, particularly its low-lying areas, under water. In 2013, Haven undertook an extensive research on the island. It found that 48% of the houses were in extremely bad condition and only 6.5% would be deemed as adequate by the homeowner. The main rainy season is from June to November but it also rains throughout the year. 76% of homeowners reported in the survey that their roofs leaked rainwater and 62.5% of the houses were built using stones and mud.

Focus for 2016 – 2020

Haven has built, repaired and upgraded over 4,250 homes in Haiti in the areas surrounding Port au Prince, Gonaives, Leogane, Ouanaminthe, Ti Riviere de Nippes and Île à Vache. There is still a need for house repairs on Île à Vache, which was identified by the household survey conducted by Haven. Haven will continue to address the identified housing needs for families in Île à Vache as funding allows.

With Haven's focus shifting to WASH and livelihoods, housing will remain as a small element of programming.



Priority cross cutting issues

Disaster risk reduction

Disaster preparedness requires that governments, humanitarian agencies, local civil society organisations, communities and individuals – have the capacities, relationships and knowledge to prepare for and respond effectively to disaster or conflict. Before and during a response, they should start taking actions that will improve preparedness and reduce risk for the future.

Haven's work will be underpinned by a Disaster Risk Reduction approach, to reduce the severity and amount of damage that natural disasters and other shocks will have on the communities we work with.

Monitoring and evaluation

In relative terms, Haven is a small organisation. However, we have the proven ability to quickly expand and retract when responding to a crisis, hauling in extra resources and personnel when necessary. Haven's monitoring and evaluation systems have gradually developed in recent years. Our aim is to learn from implementing our projects and incorporate this learning and insight into designing and delivering future projects. Since 2009, Haven has produced a number of documents that capture the lessons that have been learned throughout our work, in order to feed them into future planning.

We aim to base all planning on evidence of need in the communities we work in, in addition to aiming to ensure that interventions are relevant, effective, efficient and sustainable. To establish a good understanding of the areas we work in, Haven has undertaken surveys and consultations with key stakeholders.

While we aim to deliver upon commitments, and deliver activities, we are cognisant that ultimately the important thing to keep track of is whether our activities are leading to positive outcomes for the communities we support.

Financial Management

All transactions are recorded on 'Sage 2000' accounting system where each project has its own project code. This system produces expenditure project reports against budget. The organisation has a financial policies and procedures manual and it is shared with the field. All accounts are in line with the newly established Charity Regulator and are externally audited by an independent auditor. Haven operates a 6 months reserve policy.

Volunteering

Haven has developed an excellent relationship with Comhlámh who host and manage debriefing sessions with Haven volunteers. Haven runs one volunteer programme per year to Haiti where volunteers participate in community development activities along side the local community. Irish volunteers also run work shops in the community throughout their time on the programme an example of these work shops include fitness instruction and health talks. Haven's fundraising volunteers and supporters are a major asset to the organisation. There are currently 1400 number of people who volunteer their dedicate time, energy and resources into fundraising for Haven's work in Haiti.



Fundraising strategy

The key objectives of Haven's fundraising strategy for 2016 – 2020 are to roll out a campaign to increase the number of people donating regularly by direct debit, continue to increase the amount of funds generated through events, and continue to further diversify the sources of Haven's income, with a particular focus on accessing institutional grant funding.

Events

Haven has numerous well-established fundraising events which generate approximately €330,500 in income annually. Fundraising events include the Haiti Ball, Taste of Haiti, Six Nations Rugby Lunch, Golf Classic, Tag Rugby Blitz, Haiti Concert, Cork Lunch, Cork Quiz and the annual nation wide bucket collection 'Hugs for Haiti'. These events are firmly fixed in the calendars of supporters and volunteers, and are supported by some of Ireland's biggest firms including KPMG, William Fry, Ericsson, Arthur Cox, PWC and LK Shields.

The Haiti Ball is one of Haven's flagship events, which happens every January. At the Haiti Ball, Haven presents the William Jefferson Clinton Goodwill for Haiti Award, which was endorsed by President Bill Clinton at the launch of Haiti Week in 2011. This Award recognises extraordinary people who have shown outstanding leadership in the area of personal philanthropy and have made a remarkable difference in bringing about sustainable social change. The award honours those with a proven record of exceptional generosity and whose generosity encourages others to take on philanthropic leadership roles.

Throughout 2016 - 2020, Haven will continue to value and build upon on the numerous annual fundraising events, and explore opportunities to steadily grow the amount of funds raised year on year.

Corporate fundraising

Haven's fundraising events are generously supported by some of Ireland's biggest firms including KPMG, William Fry, Ericsson, Arthur Cox, PWC and LK Shields. LK Shields are Haven's Official Corporate Social Responsibility partners having signed up to support the charity for 3 years ending at the end of 2017.

Future Partnerships

Haven is continually looking at the effectiveness of operations on the ground in Haiti and how organisation can best work together to maximise outcomes. Haven is open to unifying and streamlining operations to achieve this goal.

Haven ambassadors

Haven has a strong Ambassador programme, which includes some of Ireland's well-known celebrities and sports who lend their name and dedicate some of their time to raising awareness about Haven's work in Haiti. Ambassadors include Ireland's Rugby World Cup Captain Paul O'Connell, ex- Ireland rugby international Ronan O'Gara, celebrity chef Clodagh



McKenna, broadcaster George Hook and Munster rugby player Tomas O'Leary. This ambassador programme will continue during the 2016- 2020 cycle.



Annex 1: Theory of change for the programme

OVERALL OBJECTIVE

To continue as a primary provider of WaSH, livelihoods and shelter for vulnerable people in Haiti.

SPECIFIC PRIORITIES	GENERAL OBJECTIVES
<p>1. Deliver sustainable, innovative and best practice WaSH solutions.</p>	<ul style="list-style-type: none"> - Implement WaSH programme adhering to (DINEPA) standards of provision. - Establish a sanitation and hygiene training programme to run alongside Haven projects and as a standalone programme. - Create adequate sanitation with water harvesting facilities for the community. - Target new donors to support further WaSH programmes. - Construction and rehabilitation of drinking water systems and wells. - Implement DINEPA (Haitian Government) standards across all Haven's WaSH programmes. - Train and up skill staff to provide WaSH programmes. - Increase access to health services. - Reduce the prevalence of infectious diseases. - Increase food security through the construction and implementation of Ecosan latrines.



	<ul style="list-style-type: none"> - Proportion of programme budget spend: 2016 30% 2017 30% 2018 30% 2019 30% 2020 30%
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SPECIFIC PRIORITIES	GENERAL OBJECTIVES
<p>2. To become a vocational training facilitator in targeted areas.</p>	<ul style="list-style-type: none"> - Increase access to technical, vocational, agricultural and occupation training. - Further establish vocational training programmes throughout target areas. - Train local trainers to provide programmes. - Continue to lobby key funders to support and fund training programmes. -Lobby GoH to accredit training programmes. - Increase access to employment opportunities. - Increase access to micro finance investments and partnerships. - Mainstream training opportunities throughout all programmes. - Partner with leading training facilitators and GoH to ensure training accreditation. - Increase access to markets by creating strategic partnerships with organisations and businesses.



	<ul style="list-style-type: none"> - Successful proposal submission to USAid for income generation funding. - Proportion of programme budget spend: 2016 20% 2017 30% 2018 30% 2019 40% 2020 40%
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SPECIFIC PRIORITIES	GENERAL OBJECTIVES
<p>3. To ensure adequate housing for target populations.</p>	<ul style="list-style-type: none"> - Complete all shelter renovation programmes to GoH standards. - Train local trainers to provide programmes. - Continue to lobby key funders to support and fund owner participation programmes. - Secure funding from major institutional donor. - Owner participation programme implemented in target communities. - Full assessment of housing conditions carried out in target communities. - Overall improvement in living conditions in programme areas. - Develop basic infrastructure. - Proportion of programme budget spend: 2016 50% 2017 40% 2018 40%



	2019 30% 2020 30%
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SPECIFIC PRIORITIES	GENERAL OBJECTIVES
<p>4. To continue to strengthen planning, monitoring and evaluation systems in all Haven projects.</p>	<ul style="list-style-type: none"> - Set up new Beneficiary Complaint Mechanism. - Roll out Monitoring and Evaluation Systems across all programmes. - Continually improve upon the M&E system in accordance with best practice. - Up skill staff in M&E practices. - Complete lessons learned document for all programmes.

