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CONCEPT NOTE

Project Title: *Réponse à la Crise COVID19 en Haïti*

Project Number: PID00126923 (Ref. Plan d'Initiation)

Donor: Norway

Funding: NOK 7 Million over the period from July 2020 to June 2021

The Norwegian Funds have been mobilized to contribute to national efforts already partially funded by UNDP to support awareness and prevention actions, provision of health protection equipment. Through this project entitled " *Réponse à la Crise COVID19 en Haïti- PID00126923* » UNDP is actively involved in the various Crisis Coordination and response efforts to this crisis alongside other partners of the United Nations system and the Government of Haïti.

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I. DEVELOPMENT CHALLENGE

As of May 22, 2020, Haiti had 865 confirmed COVID-19 cases out of 2,718 tested suspect cases - with 26 deceased and 22 cured – distributed in all ten departments¹. Six percent of the cases are imported (52) and 94% are locally transmitted (813). The pandemic will also increase considerably due to a lack of supply of or access to healthcare services and could exceed that directly related to COVID-19.

The country is still working towards building coherent core institutional structures of health system and maintain its strategies to reduce the population vulnerability. The community transmission of the COVID-19 is constantly progressing, increasing the burden on the Haitian health system and as a result, has aggravated the barriers to supply and demand for essential health services.

The MSPP has put in place its pandemic management plan with screening, tracing and follow-up of contact cases, isolation of suspect cases and treatment of positive cases. At the highest level of the Government, the Multisectoral Commission for the management of COVID-19 pandemic (CMGP COVID-19) is coordinating its actions with the MSPP. At the peripheral level, teams have been recruited and trained in all departments to implement prevention and control activities. Continued support is needed to maintain effective management of the impacts of the pandemic.

II. IMPLEMENTATION STRATEGY

As the number of COVID-19 cases increases, the MSPP plans and implements treatment centres according to established standards. The proposed intervention aims to support training and incentives for staff involved in the Coronavirus management centres. Most of these personnel have been recruited and several are already in their positions. More specifically, this support will contribute to :

- Ensure the training of staff recruited for the COVID19 case management centres ;
- Ensure the presence of qualified staff in the COVID19 case management centres;
- Motivate the health personnel attached to the COVID19 case management centres;
- Ensure the management of COVID-19 case management centres according to the standards established by the MSPP and contribute to the reduction of lethality related to COVID-19 ;;
- Provide incentives to the staff of the case management centres; medical, administrative and technical staff and support staff, with particular attention to gender balance.

Key Assumptions

- The political and security situation remains stable with no foreseeable shocks that may lead to government collapse, further population displacement and/or undermine implementation of the project.
- The government continues to show the political will and national ownership necessary to strengthen institutional capacities that can withstand periodic volatility and tensions.
- Financial resources made available to operate those key-targeted institutions.

Resources Required to Achieve the Expected Results

The project will be implemented at the national level in close collaboration with MSPP and other UN agencies.

One staff will ensure follow-up of daily activities of the project. The project will be supported by all relevant units within the Country Office. These include Human Resources, Finance, Procurement, Common Services, Communications, Partnerships and Management Support, Information and Communication Technology (ICT) units.

Sustainability

The project components touch on issues that are critical for a functioning health system. Successful implementation of the proposed trainings initiatives lays the ground for continued realisation of benefits generated by the project. The project sustainability will be ensured by the capacities strengthening activities which will provide support to the healthcare system and remain in place after the end of the project.

¹ SITREP of May 22, 2020, Direction d'Epidémiologie, des Laboratoires et de la Recherche du MSPP

Environmental Considerations

One of the most pronounced and specific environmental impacts of the COVID-19 crisis is the challenge of healthcare and infectious waste management. Hospitals handling COVID-19 cases generate waste which are potentially infectious, from materials used in patient care to the personal protective equipment used by the healthcare personnel. The project itself is not likely to have direct environmental impact. However, overall sensitization will be made throughout the project to encourage better management of medical waste in treatment centers and additional training will be provided for the waste handlers.

Link to government strategy and current UNDP portfolio

The proposal is in line with Government policies and echoes the Integrated Operational Plan for COVID19 Pandemic Management. This project will complement the efforts also made by other partners and the Haitian Government.

This project is in perfect synergy with the office's crisis management strategy and with UNDP's strategy as part of its commitment to provide technical and logistical support to the government.

III. RESULTS AND ACTIVITIES

Hospitals and other health-care facilities in Haiti are severely lacking basic protective materials and equipment. The use of adapted equipment is necessary to adequately respond to this pandemic. With reference to the MSPP contingency plan, support will be given to enable the Haitian health system to better respond to the COVID19 crisis. As a result, the Haitian Health System will be strengthened for a better response to the COVID19 crisis. In this regard, the Norwegian Ministry of Foreign Affairs has agreed to allocate financial resources to support the following building capacities actions which will be undertaken in a two-time period:

❖ First Phase (from July 2020 to January 2021)

During this first phase, MSPP will provide payment of incentives for COVID frontline male and female staff. Training on basic skills will also be provided to all staff members involved in the healthcare centers with the support of PAHO/WHO. The number of beneficiaries will be 172 healthcare staff for Coronavirus case management centres, including: 106 medical and technical staff, 66 administrative and logistics staff. Additional training will be provided for the waste handlers.

❖ Second phase (February - June 2021)

During this second phase, MSPP will provide support to specialized trainings for epidemiological surveillance (such as support for departmental investigation and monitoring teams, community-based surveillance, information and data transmission systems, etc.). The specialized trainings will be provided to 106 technical and medical staff recruited for the COVID-19 case management centres. The support for epidemiological surveillance consists of supporting departments to organize meetings with health institutions on data quality, to reproduce of tools for the information and monitoring system, to procure necessary materials and equipment for the monitoring work and to support logistics costs associated to the investigations work. Supervision and quality assurance related costs will also be supported by these financial resources.

IV. PROJECT MANAGEMENT

The project will undertake the following measures to maximize Cost efficiency and effectiveness:

- **Leveraging partnerships and comparative capacities/expertise:** The project will work with key strategic partners at the national level. Partners consist of government institutions and UN agencies like PAHO/WHO. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity in achieving one or more common development outcomes with UNDP.

- **Using competitive procurement processes:** By and large the core governing principle of procurement in UNDP is to obtain the best value for money. In the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.

V. RESULTS FRAMEWORK

EXPECTED RESULTS	RESULTS INDICATORS	DATA SOURCE	BASELINE		TARGET			METHODS OF DATA COLLECTION AND RELATED RISKS
			Value	Year	2020	2021	FINAL	
The Government is supported in the overall coordination of the response and in the health response.	Number of personnel mobilized and trained on basic skills and procedures	List of personnel working in hospitals and health centers participating in the fight against COVID-19	0	2019	172	0	172	MSPP reports on payroll and training Fiduciary risk
	Number of personnel trained on specialized skills and knowledge	List of personnel working in hospitals and health centers participating in the fight against COVID-19	0	2019	0	106	106	MSPP Training report Fiduciary risk
	Number of departmental investigation and monitoring teams supported	List of teams provided by the MSPP	0	2019	0	5	5	MSPP report Political risk (elections period)

VI. MULTI-YEAR WORK PLAN – (SEE ATTACHED EXCEL SHEET)



Budget
contribution Norveg

EXPECTED RESULTS	PLANNED ACTIVITIES	Budget per year		TOTAL
		2020	2021	Amount in USD
The Government is supported in the overall coordination of the response and in the health response.	Payment of incentives and trainings for health staff for Coronavirus case management centres	376,201.49	-	376,201.49
	Technical and specialized training on MSPP's COVID-19 case management standards and procedures	-	50,000.00	50,000.00
	Support to investigation and monitoring teams	-	222,151.12	222,151.12
	Monitoring and Evaluation		10,000.00	10,000.00
	Total without GMS	376,201.49	282,151.12	658,352.61
	GMS (8%)	30,096.12	22,572.09	52,668.21
	Grand Total en USD	406,297.61	304,723.21	711,020.82

* UNDP rate juin 2019: 9.845 NOK for 1 USD

EXPECTED RESULTS	PLANNED ACTIVITIES	Budget per year		TOTAL
		2020	2021	Amount in NOK
The Government is supported in the overall coordination of the response and in the health response.	Payment of incentives and trainings for health staff for Coronavirus case management centres	3,703,703.70	-	3,703,703.70
	Technical and specialized training on MSPP's COVID-19 case management standards and procedures	-	492,250.00	492,250.00
	Support to investigation and monitoring teams	-	2,187,077.78	2,187,077.78
	Monitoring and Evaluation		98,450.00	98,450.00
	Total without GMS	3,703,703.70	2,777,777.78	6,481,481.48
	GMS (8%)	296,296.30	222,222.22	518,518.52
	Grand Total en NOK	4,000,000.00	3,000,000.00	7,000,000.00

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring plan:

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learning	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Auditing: The UNDP's use of project resources will be subject exclusively to the internal and external auditing procedures provided for in the UNDP Financial Regulations, and in the policies and procedures, and rules and directives, of the UNDP and to relevant decisions of the UNDP's governing body.

Asset disposal: Assets procured under this project will, on project completion, be disposed in line with UNDP policies and guidelines on asset disposal. UNDP will consult the board prior to disposal of any Project asset.

VIII. RISKS AND ASSUMPTIONS

Working in Haiti's fragile context poses a wide variety of risks. The table below presents the project risks and risk management strategies:

Risk type	Impact and Probability	Nature of risk	Risk Mitigation actions
Political risks	I=4 P=4	• Delay in the implementation of the project, political instability and insecurity, the continued breakdown of relations within the system;	• Maintain a constant dialogue with key stakeholders to anticipate potential issues.
Fiduciary risks	I=3 P=1	• Programme funds are diverted by local partners and do not reach intended targeted populations;	• Apply UNDP's Direct Implementation (DIM) modality and programme and operations policies and procedures.
Targeting risks	I=4 P=1	• Project implementation, from design to evaluation, is not sufficiently gender, and environmental conservation sensitive;	• Follow UNDP guidance for mainstreaming gender, human rights and environmental and build institutional capacity on the same
Sustainability risks	I=4 P=3	• Lack of absorption capacity in institutions to ensure that new knowledge, skills and procedures are institutionalised;	• Work through existing statutory structures than establishing new or parallel structures and develop exit strategy for the project.
Reputational risks	I=4 P=2	• Working through national authorities impedes delivering quickly concrete results for populations in need;	• Train and/or sensitise all stakeholders involved in the implementation and monitoring of the project, particularly project staff.

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed under the UNDP Direct Implementation Modality (DIM). Coordination of the project will be centralized at the level of the Resilience Unit, under the authority of the UNDP Deputy Resident Representative in Haiti. Frequent communication will be established between the Ministry of Public Health, PAHO/WHO and UNDP to ensure a closely coordinated approach to identifying, planning for, and delivering capacity support to key institutions.

The UNDP-Deputy Resident Representative will provide relevant programming guidance whilst other UNDP-Haiti units such as Procurement, Finance, Communications, Common Services, Information and Communication Technology, Human Resources, and Partnership and Management Support will support efficient and effective project delivery and oversight. The project will benefit from a wealth of technical and managerial expertise from the UNDP-Haiti, regional and HQ offices.