



# MOVEMENT OF PRAYER FOR HAITI EVALUATION REPORT

Recommendations on improvements to the  
overall management of the organization

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## INTRODUCTION

The Provisional Advisory Commission (PAC), composed of five members, was established by the Movement of Prayer for Haiti (MPH) to evaluate the current management of the organization, and to submit their conclusions and recommendations. This consultation extends over a period of three months from 15 April to 14 July 2024.

The evaluation achieves two significant outcomes:

- a) Provide an in-depth analysis of the work of the organization in relation to its mission and vision, current policies and procedures, capacity-building, and systems.
- b) Outline recommendations on improvements to the overall management of the organization.

As a comprehensive and organization-wide evaluation, the present report includes information and data gathered through the thorough review of policy documents, procedures and practices, focus groups discussions with the Senior Management Team and members of the standing commissions, followed by two consultations with MPH Board and the senior managers respectively.

The Provisional Advisory Commission wishes to thank MPH senior managers as well as the coordinators and members of the standing commissions who have contributed their time, observations and suggestions to making this evaluation a reality.



## CONTEXT

1. The Movement of Prayer for Haiti (MPH), created on April 4, 2020, was originally a network of prayer groups organized with Haitians both in the diaspora and in Haiti with the mission to pray God and promote love, hope and peace through personal development and civic participation for a better Haiti. MPH carries out its mission through various avenues of engagement, including weekly prayer sessions, educational resources and community outreach programs.

2. On November 20, 2023, MPH became a legally registered non-profit organization in the State of Maryland, USA, consistent with Section 501(c)3, of the Internal Revenue Code. MPH’s vision statement: ***“To constitute a spiritual, civic driving force, and a mega-movement for the transformation of Haiti by the increasing mobilization of intercessors within groups of prayer.”***

3. As of April 2024, MPH counts 15 prayer groups with a total 286 intercessors/members which is far from the goal of mobilizing one million intercessors by December 2031. The activities are carried out by five (5) standing commissions and three (3) Ad hoc commissions under the supervision of the Senior Management Team (SMT):

Standing Commissions	Ad-Hoc Commissions
<ul style="list-style-type: none"> <li>• Administration and Finance</li> <li>• Public Relations, Promotion and Awareness</li> <li>• Projects</li> <li>• Training</li> <li>• Music</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of the Annual Plenary</li> <li>• Preparation of the Annual National Reconciliation and Forgiveness Day</li> <li>• Fundraising for three schools (ongoing)</li> </ul>

4. In this context, the SMT being aware that the twin-pillar foundation - ***Prayer*** and ***Civic engagement*** -requires effective organizational structure, and concerned about the slow expansion of the movement, took the timely initiative to have an assessment of the current state of the organization by the Provisional Advisory Commission (PAC). The evaluation focuses on the management of MPH from April 2020 to April 2024.

5. In accordance with its Terms of Reference, the PAC conducted a thorough analysis of MPH organizational structure, operational procedures and practices. The evaluation focused on the following five criteria: ***relevance, effectiveness, efficiency, sustainability, and impact.***



6. The evaluation revealed that most *elements of MPH administration* are **fragmented, inefficient, ineffective** and **lack clear guidance**. A wide range of recommendations in the thematic areas of **policy, procedures, capacity-building, and systems** was developed to address these challenges in practical, functional and strategic ways.
7. The recommendations have developed a mechanism to discuss options for better coordination. They also offer better achievements through streamlined processes, via improved communication and systems, greater organizational compliance to updated policies and better engagement of MPH members.
8. Summarized key findings detailing good practices, achievements, and challenges as well as comprehensive recommendations for policy revision, procedures and systems updates are presented in the findings and recommendations sections of this summary report.

## SCOPE AND DELIVERABLES

9. **In scope:** Current policy, procedures and practices, terms of reference of Senior Management Team and standing commissions, and guidelines for the prayer groups.
10. **Out of scope:** Ad-hoc commissions were excluded due to the temporary nature of their assignment.
11. **Deliverables:** The evaluation has delivered the following:
  - Overview of all policy documents, and applicable procedures;
  - Overview of good practices and challenges;
  - Recommendations for improvement regarding structure, procedures and systems, and capacity-building for better coordination.

## DATA

12. The data was gathered manually since no automated nor regular reliable reporting exists. A combination of qualitative and quantitative methods was used to collect feedback and data. The quantitative data was collected through the policy and procedures documents, and the MPH 2023 Member survey report. The qualitative data was gathered through focus groups discussions and consultations. The data collected demonstrates the scale of the evaluation, and the feedback from the participants that lead to the detailed recommendations in this report.



## METHODOLOGY

### GENERAL APPROACH, TIMELINE AND DELIVERABLES

13. The evaluation's core framework adhered to a well-defined process of current state assessment, holistic review of policy and procedures, data analysis, and development of recommendations. To facilitate this framework, three key stages focused on work actions, tasks and reporting:

- **Phase 1: Current state assessment:** Initial collection of available documents on policies and procedures governing the administration of the MPH serving as a reference guide for reviewing the collected data.
- **Phase 2: Structure, Procedures and Practices Data Deep-Dive:** A series of targeted focus groups and consultations were held on good practice and challenges identification. The data and information collected were thoroughly analyzed and key observations were made.
- **Phase 3: Recommendations:** The development of multi-level operational and strategic recommendations for amendments and updates to policy, procedures, capacity-building, and systems, for the improvement of the work across the organization.

### PRACTICAL METHODS

14. **Focus Groups:** This research methodology was largely utilized and group discussions on specified key topics offered qualitative input from a range of participants involved in the activities of their respective commissions. This provided more in-depth information and data on insights, attitudes, and experiences related to their work. The feedback gleaned directed the formulation of the recommendations. The project team conducted six (6) focus groups with 16 participants from the senior management team and the five standing commissions.

15. **Consultations:** A consultation was held with 15 Board members to discuss the conclusions of the evaluation. This approach yielded few more targeted insights on the current management of the organization. A second consultation took place with the senior management team to discuss the recommendations. This discussion contributed to the clarification of certain recommendations.

16. **Human Resources Expertise:** The engagement and participation of the senior managers, coordinators and members of the commissions were central to the evaluation's success. The understanding of a broad set of perspectives from a diverse pool of individuals was essential to deliver relevant insights and gain first-hand information throughout the process.



## KEY FINDINGS & RECOMMENDATIONS

17. The recommendations presented in this report focus on changes needed to **Policy, Procedures, Capacity-building** and **Systems** which are the central pillars of MPH administration. These categories added direction and strategy to the consultative commission’s activities and formed the basis for characterizing the recommendations of this evaluation.



**Policy:** Policy Framework and Organizational Structure

**Procedures:** Procedures and Guidelines

**Capacity-building:** Communication, Staffing/Membership and Training

**Systems:** Systems Enhancements and Reporting

## OVERVIEW

18. The evaluation yielded recommendations in the four areas listed above, taking into account the two fundamental pillars of MPH’s vision - **Prayer** and **Civic Engagement**:

**Policy: 20, Procedures: 6, Capacity-building: 8, and Systems: 6**

19. These recommendations are outlined by thematic area, and the following are the summaries for each area, outlining the key findings and describing the recommendations for an effective and efficient administration.

Policy	Procedures	Capacity-building	Systems
<ul style="list-style-type: none"> <li>• Bylaws</li> <li>• Terms of Reference</li> <li>• Partnership Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Strategic card</li> <li>• Performance card</li> <li>• 2022-2026 Workplan</li> </ul>	<ul style="list-style-type: none"> <li>• Vertical and Horizontal Communications within MPH</li> <li>• Membership</li> <li>• Training</li> <li>• MPH 2023 Member Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social media platforms</li> <li>• System of records and reporting.</li> </ul>



20. The analysis and the focused consultations revealed the good practices, achievements, and challenges:

### GOOD PRACTICES AND ACHIEVEMENTS:

- Dynamism and dedication of the Senior Management Team.
- Consistency of the weekly prayer sessions for the deliverance of Haiti.
- Conviviality and spiritual support within the prayer groups.
- Passion for the movement to move forward.
- Timely execution of the 2022-2026 workplan on an annual basis (concerts, training, organization of the Plenary, organization of the National Day of Reconciliation and Forgiveness, retreats, fundraisings for specific purposes, etc.).
- Collaboration between commissions when carrying out above activities.
- High quality of training sessions.
- Posting of inspiring blogs on Reconciliation and Forgiveness on a weekly basis.
- Assistance to victims of natural disasters (Ex: the earthquake of August 14, 2021 in southern Haiti), and to people in dire difficulty.
- Launch of an online literacy course aimed at promoting universal literacy in Haiti.

### CHALLENGES AND RECOMMENDATIONS:

#### I. **POLICY**

**Overall Recommendation:** Develop an organizational structure built on a proactive and decisive leadership, trust-building, transparency, effective communication, proper planning and managing resources.

The Evaluation team analyzed the MPH Bylaws which form the structure and policies governing MPH formal administration. They play an important role in developing operational procedures, and giving direction and instruction to Volunteers/Staff and Members. For the Bylaws to meet their intended purpose, they must be coherent, relevant, updated and representative.

#### A. Policy: MAIN FINDINGS

The review of the Bylaws, Terms of Reference, and Partnership Agreements, established that:





i The Bylaws are **not completely relevant, nor representative** and **missing detailed guidance on operational procedures** led to their inconsistent application which exposes the organization to potential legal and financial risks. Some articles need to be amended or removed.

ii The Terms of Reference (TOR) are either incomplete or inexistent. No formal agreement between the organization and the volunteers serving as coordinators and members of the commissions. Same functional title for almost all positions which is not compliant to organizational hierarchy. Same method of recruitment for volunteers/staff and members.

iii The two current partnerships agreements are not quite fruitful. MPH does not really benefit from the experience and assistance of “**Prière Sans Frontières**”. The agreement with the “**Secrétairerie d’Etat à l’Alphabétisation**” is unenforceable for now due to the mere fact that its field of application falls under the Haitian Government purview, and also the lack of resources on MPH side as well as other constraints related to the current chaotic situation in Haiti.

iv The prayer ministry operates mostly within the prayer groups. These groups are not managed at the administration level. They do not have concrete projects within the framework of civic engagement. Apart from the annual national Forgiveness and Reconciliation prayer day (yet to be nationwide), there is no planning for other regular prayer sessions across Haiti.

In addition, the focus groups discussions revealed that:

v The mission and the vision of the organization which aim to constitute a **spiritual, civic driving force**, and a **mega-movement** for the transformation of Haiti, by the increasing mobilization of intercessors within groups of prayer are not well communicated across the organization.

vi The **inarticulate objectives** create a *fundamental confusion* and **misunderstanding** on the path of the organization that demonstrates **the much-needed focus for clear guidance** so that the needs are addressed in order of priority.

vii **No financial structure**, not even a Petty Cash to meet basic operating costs. All expenses are borne by one senior manager. No accounting books are kept which makes MPH vulnerable to financial risks.

viii Three out of the five standing commissions are dysfunctional. The SMT is burned out.

ix **No succession planning strategy** though the mandate of the SMT and essential volunteers (coordinators) expires in December 2024.

x No indication of **legal advisory**. Being now a 501c.3 organization, this could make MPH vulnerable to potential legal risks.



xi The **complete volunteering and remote nature** of the organization are crippling its development into the dreamed mega-movement and are even affecting the engagement and dedication of some members. No in-person activity or event has been initiated to bring the MPH family together since MPH was created.

xii Overall, the organization is being managed as a prayer group; the activities are mostly member-focused. **No overarching organizational framework** exists, but rather a system of fragmented policies that are not conducive for a transparent and streamlined management.

## B. Policy: RECOMMENDATIONS

The above observations and findings led the evaluation team to develop the following range of detailed recommendations:

1. Revise the Bylaws with the aim of amending, removing or adding articles (i.e 4, 7.1 vs 20, 7.2, 8, 8.1 to 8.4, 9, 11, 11.1, 12, 13, 14, 17, 18 and 23). Most of them no longer reflect MPH's current situation as a 501c.3 organization. It is also important to specify all standing commissions with their roles, and responsibilities.
2. Create a business plan that will help articulate the organization's mission, vision, and values clearly, ensuring that all members, volunteer coordinators, future staff, stakeholders including donors, and emergency responders understand its purpose and goals. It should outline strategic objectives and the steps needed to achieve them, providing a roadmap for the organization's growth and development over time.
3. Identify specific objectives that the organization seeks to achieve within the framework of its mission, such as membership growth, number of people trained and training impact, prayer outreach impact, civic education and community development projects completed, or measurable progress towards peace and reconciliation.
4. Foster an organizational culture to reinforce the good practices and the effective communication of the mission and vision across the organization.
5. In addition to mobilizing intercessors, the organization could seek to establish effective partnerships with other key stakeholders, such as civil society organizations, religious institutions, businesses, and government agencies, to strengthen its impact and reach.



6. Implement monitoring and evaluation mechanisms to assess the effectiveness of actions taken and adjust strategies accordingly to optimize impact.
7. Develop a detailed financial management plan that outlines procedures for budgeting, expenditure tracking, bookkeeping, and reliable reporting to ensure transparency and accountability.
8. Establish a Finance committee comprised of members with expertise in non-profit finance and accounting to oversee financial matters and provide guidance to the Treasurer.
9. Enforce articles 7.1 and 20 of the Bylaws for funding through reliable **member financial contribution**, and explore innovative fundraising strategies such as crowdfunding campaigns, social enterprise initiatives, partnership opportunities with businesses or government agencies, etc.
10. Develop a sustainability plan that outlines long-term strategies for generating revenue and reducing reliance on external funding sources.
11. The unpaid service is not recommended over a long period for some key positions like Administrative Officer, Secretary, Finance Officer, Treasurer, Public Relations Officer, Projects Officer, IT and Social media Officer. However, given the financial precariousness faced by the organization, at least the secretary and the treasurer should receive a stipend until the organization can afford to pay a monthly salary to its staff.
12. Update/develop Terms of Reference to include specific functions, success criteria, performance indicators, and relevant experience. Reconsider the titles of certain positions to better reflect the hierarchical structure of the organization.
13. Implement a succession planning strategy including criteria for selecting senior managers, volunteers and future staff based on their leadership skills, expertise, and relevant experience in alignment with the organization's mission/vision.
14. Implement a structured performance evaluation process to ensure that everyone is effectively fulfilling their roles and responsibilities. It's vital to have the right people at the right place.
15. Establish a permanent advisory committee and implement a structured nomination and selection process for advisors that includes assessing their



expertise in relevant areas and their ability to provide strategic guidance to the organization. Regularly review the composition of the advisory board to ensure diversity of expertise and perspectives as needed.

16. All partnership agreements and projects should be carefully reviewed by the Advisory Board to assess their relevance and efficiency with the organization's interest at heart.
17. Retain the services of a legal advisor who is familiar with Maryland's laws on non-profit organization to ensure legal compliance, and indicate MPH's commitment to responsible governance and adherence to legal requirements.
18. Create a commission that will ensure the proper management of the Prayer Groups. Prayer and civic engagement being the two fundamental pillars of the organization, special commemorative activities should be held on historic dates such January 1<sup>st</sup>, May 1<sup>st</sup>, May 18<sup>th</sup>, etc. The powerful message of forgiveness and reconciliation should be spread across Haiti and in diaspora through any means necessary.  
In addition, the rotation period for the coordinators of the prayer groups is too short for the pursuit and success of any projects a group may decide to take on. It is recommended for reassessment.
19. Develop strategies to bring the movement out of the virtual walls, hit the ground in Haiti to expand the prayer ministry and civic engagement through spiritual activities; undertake short-life cycle and cost-effective projects, as soon as possible. A physical space in Maryland (USA) and in Haiti, in a reasonable timeframe, would give more visibility and credibility to the organization. It will also contribute to develop the movement from inside out.
20. Design the organizational chart to reflect the revised structure.

## II. PROCEDURES

**Overall Recommendation:** Develop relevant Standard Operating Procedures (SOPs) to encompass all MPH areas of work and ensure consistent application of policy and streamlined procedures.



The evaluation team analyzed the Strategic Plan, Strategic Card, Performance Card and 2022-2026 Workplan as part of the review of MPH operational procedures. A number of broad themes emerged from focus groups discussions as areas to review, amend and update.

## **A. Procedures: MAIN FINDINGS**

- i No standard operating procedures.
- ii The 2022-2026 workplan is in fact a calendar of activities.
- iii Inconsistencies in strategic objectives and procedures have led to non-standardized decision-making processes and increased likelihood of administrative errors.
- iv In most cases, administrative processes are not readily identifiable and therefore lacked uniformity in the application of guidelines. Everyone develops their own methods to redress the challenges which is neither a sustainable nor an appropriate approach.
- v Non-specific TORs and lack of appropriate 'success criteria' give rise to confusion and frustration.
- vi Insufficient oversight and internal controls of MPH resources due to lack of reporting capability.

## **B. Procedures: RECOMMENDATIONS**

The above observations and focused discussions led the evaluation team to formulate the following range of detailed recommendations.

1. Develop a Standard Operating Procedures Handbook with streamlined business processes to provide clarity on all areas of work: Communications, Administration, Finance, Public Relations, IT, social media, Training, Project management, Prayer Groups management, etc. Clear processes can help reduce misunderstandings.
2. Develop an annual strategic workplan for the organization that outlines specific goals, the related actions, expected outcome and success criteria. Each Commission will then develop their annual workplan to fit those goals.



3. Review and update the existing operational guidelines to broaden their scope to encompass MPH future operations in Haiti.
4. Develop structured guidelines (for Recruitment/Separation, Administration, Deployment of volunteers and staff in the future) and specific terms of reference to clarify each commission's particular roles in the processes.
5. Develop a holistic administrative Framework to ensure compliance with reporting requirements and establish clear accountability.
6. Identify and create all forms and templates to be used in MPH Administration.

### III. **CAPACITY-BUILDING**

#### **Overall Recommendations:**

1. Achieve effective communication for greater clarity on roles, responsibilities, and obligations amongst Staff and Members.
2. Establish a continuous learning loop to build capacities, measure impact and benefit realization.

The capacity-building thematic discussions focused on vertical and horizontal communication within MPH, strategic trainings, membership, and the 2023 Member Survey.

#### **A. Capacity-building: Main FINDINGS**

- i Weak communication channels which result in a deficit of information and unclear expectations of volunteer coordinators and members concerning the mission and the vision of MPH.
- ii Internal communication efforts, especially within the prayer groups, need to be improved to provide maximum guidance and support to the new members throughout their experience with MPH.



- iii No effective coordination between commissions and prayer groups. They mostly work in silos which results in a lack of synergy.
- iv The only door to membership being through the prayer groups does not help the growth of the organization.
- v No concrete plan for the integration of the movement in Haiti.
- vi No concrete plan to support the volunteer coordinators in their area of work in the form of capacity-building, strategic training pertaining to knowledge and access to relevant resources.
- vii Youth involvement is almost non-existent.
- viii The passion is turning into frustration.

## **B. Capacity-building: RECOMMENDATIONS**

The evaluation team developed the following range of recommendations focused on achieving greater clarity on roles, responsibilities, and obligations amongst individuals across MPH, redefining membership criteria, and establishing a continuous learning loop to build capacities as well as to measure impact and benefits realization.

1. Establish a strong communication channel within and outside MPH to constantly share the mission/vision of the organization with clear expectations on roles and responsibilities.
2. Create a Welcome Package with basic information on MPH for new members and future volunteers/staff.
3. Improve the coordination between and within the different commissions and prayer groups for more synergy.
4. Organize events to bring the staff and members physically together at least once a year so they can meet each other, establish networks, and boost their engagement.
5. Redefine the criteria for membership. Not all members need to necessarily be intercessors. Other responsibilities can be assigned to the groups, which could even make it easier to carry out small projects.



6. Reassess the autonomy and the management of the Prayer Groups within the framework of MPH's vision. Develop an integration plan for Haitians across Haiti.
7. Provide training or identify courses for senior managers and volunteer coordinators in their area of work and in non-profit management in general. This initiative will empower them to better support the management team as well as the mission/vision of the organization.
8. Involve the youth in key areas of management such as: social media, IT systems, fundraising, organization of special events, etc. They would be a great asset in the music and prayer ministry as well. A percentage of 50% young people would be ideal.

#### IV. **SYSTEMS**

##### Overall Recommendations:

1. **Adopt a system of record** with streamlined processes and automated data reporting.
2. Implement **efficient use of social media platforms** for the expansion of the movement across Haiti and in diaspora.

The Systems thematic area refers broadly to both the Website and social media platforms that are used to communicate, store reference documents and other files. Playing an important role in managing process and enabling reporting, the analysis of this area was divided into **Process Changes** and **Reporting**.

- **Process Changes:** Referring to technical updates to flows of data, specific dashboard/modules, this involves new software acquisition and structural changes.

- **Reporting:** This sub-division addresses the 'how, what, where and when' aspects of recording membership and projects/activities as well as financial transactions.





## **A. Systems: Main FINDINGS**

Following the focus groups discussions and review of many aspects of the systems currently in place, taking into account the above division between process and reporting, the evaluation team found that:

- i The website is not user-friendly.
- ii **No internal database.** Internal documents are stored on the website which can constitute a security breach and even a threat to the confidentiality of sensitive documents, especially those with members vital information in the future.
- iii **No formal system** of record exists.
- iv **Lack (or absence) of formally reported data and on-demand data analytics** has led to difficulties establishing demographics of the available membership pool, significantly reducing proper use of human resources, and impairs potential recommendations of effective workforce planning.
- v **Challenges with data collection** required which is mainly a manual process, cumbersome and prone to human error hampers a more regular reporting on available resources.
- vi No methods to measure and improve the impact of MPH's presence and activities on the social media platforms.

## **B. Systems: RECOMMENDATIONS**

The following range of recommendations focused on creating a system of record aimed at the administration of MPH with streamlined processes and automated reporting which will eliminate the proliferation of inefficient practices.

1. Invest in IT to rise to today's technological standards for a better management of the organization, and also address security and confidentiality concerns
2. Hire a professional to redesign the website to fit the organization vision and make it more user-friendly. Establish a team to work with the designer on the contents (menus and sub-menus).



3. Explore the use of a system of record that will enable regular and automated reporting, making it possible to provide comprehensive real-time data on a more regular basis. This will also help to generate accurate annual reports for the State of Maryland, if required, and submission of grants.
4. Design a dashboard with modules detailing information on membership pools to enable better workforce/projects planning, targeted outreach and skill gap analysis.
5. Establish a strong presence on social media through a well-programmed and managed YouTube channel with best quality control that would help the organization not only on the pursuit to reach 1 million intercessors in 10 years, but would also contribute to sharing its vision and even help financially.
6. Develop and implement monitoring mechanisms to assess MPH's visibility and level of outreach on social media platforms, and adjust strategies accordingly to optimize impact.

## IMPLEMENTATION

As previously noted, the evaluation generated a wide range of recommendations concerning policy, procedures, capacity-building, and systems which aim to promote good practice, improve processes and address the challenges of MPH overall management.

These findings and recommendations are valuable for MPH as they identify areas for improvement. Accordingly, the consultative commission recommends that MPH develop an implementation strategy to fully realize the potential for greater compliance. This holistic strategy, coordinated with key individuals within MPH and external partners, will comprise two main elements: **resources required** and **timelines for execution**. The consultative commission recommends the establishment of a monitoring commission to track the progress of the implementation of the recommendations.

## IMPLEMENTATION TIMELINES

The implementation timeline has dependencies on a number of factors such as the ability and availability of key human resources, as well as the availability of other required resources and/or funding for each recommendation. It is anticipated that 80% of the



recommendations can be implemented over a timeframe of **24 months**, with **>60% of the recommendations** under direct Senior Management Team purview such as Business Plan, Financial Plan, Standard Operating Procedures Handbook, Training, Information Packages, a YouTube channel, etc. **achievable within 12 months** of the launch of the implementation phase.

## CONCLUSION

The Provisional Advisory Commission embarked upon the meticulous task of analyzing the current state of MPH as a non-profit organization, legally registered in the State of Maryland, United States, pursuant to Section 501(c)3 of the Internal Revenue Code Internals. While the evaluation's main goal was to generate recommendations that address specific areas of policy, procedures, capacity-building, and systems, it also achieved two important results, specifically, it helped **significantly raise awareness of (i) MPH's global mission and vision**, and (ii) the **role and the scope of responsibilities of the different commissions**.

The proposed recommendations will **deliver shorter timelines** through more effective procedures, **a greater degree of compliance** to best practices and **higher achievements**.

Overall, the evaluation of the Movement of Prayer for Haiti (MPH) underscores significant areas for enhancement, and addressing these areas is crucial for MPH to realize its vision of becoming a mega-movement and a transformative spiritual and civic force in Haiti.

Implementing these comprehensive recommendations will equip MPH with the structural integrity, operational clarity, and strategic capacity needed to fulfill its mission. By fostering proactive leadership, effective communication, streamlined procedures, and robust systems, MPH can significantly enhance its role in mobilizing purposeful prayer ministry and dynamic civic engagement for the transformation of Haiti.



## ANNEX I – EVALUATION PHASES

PHASE I	PHASE II	PHASE III
Collect Documents	Collect additional input on findings	Consultation on recommendations
Analysis of collected documents	Revise findings based on new inputs	Revise recommendations based on new input
Focus Groups on good practices, achievements and Challenges	Draft initial list of recommendations	Prepare final list of recommendations
Present findings to Board	Submit draft report	Submit final report
Presentation available by 17 June 2024	Findings & Initial recommendations available by 30 June	Final report available by 7 July 2024



## ANNEX II – EVALUATION BOARD

FUNCTION	ENTITY	NAME
Sponsor	MPH	Jean-Ricot Dorméus
Coordinator	MPH	Kettly Sainristil
Quality Assurance	MPH	Ernst Fleuranvil
Members	MPH	Marie-Jeanine F. Mazard Jean-Larack Clédanor Lima Beauvais

