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Republic of Haiti



INTERIM COOPERATION FRAMEWORK 2004-2006

Summary Report

July 2004

United Nations



European Commission



World Bank



Inter-American
Development Bank

Acknowledgements

The preparation of the Interim Cooperation Framework (ICF) was accomplished under extremely challenging circumstances considering time constraints, tight schedules and high expectations from the various sectors. More than 250 national and international experts had to be mobilized. We appreciate their contribution, at all stages of the process, from the initial conceptualization to the production of the final document.

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The quality of the debates and the enthusiasm demonstrated at the presentation of the ICF, as well as its acceptance by most of the sectors and the open voicing of different perspectives by others, indicate that we are on the right track and that a new era has begun in Haiti. As we embark on the implementation of this Framework, we owe it to ourselves to make all the sacrifices and all the efforts necessary to ensure its success and the achievement of economic recovery and prosperity in Haiti.

List of Abbreviations and Acronyms

AAN	Autorité Aéroportuaire Nationale (National Airport Authority)
AMPAP	Aire Métropolitaine de Port-Au-Prince (Metropolitan Area of Port-au-Prince)
AND	Agence Nationale de Déchets (National Waste Agency)
APN	Autorité Portuaire Nationale (National Port Authority)
ARV	Anti Retroviral
ASEC	Assemblée de la Section Communale (Commune Section Assembly)
BEC	Bureau Electoral Communal (Communal Electoral Office)
BED	Bureau Electoral Départemental (Departmental Electoral Office)
BRH	Banque de la République d’Haïti (Central Bank of Haiti)
CAMEP	Centrale Autonome Métropolitaine d’Eau Potable (Water Company)
CARICOM	Caribbean Community and Common Market
CASEC	Conseil d’Administration des Sections Communales (Administrative Council of Communal Sections)
CCICC	Comité Interministériel de Coordination du CCI (Interministerial Committee for ICF Coordination)
CCMPSC	Comité Conjoint de Mise en Place et Suivi du CCI (Join Committee for the Implementation and Monitoring of the ICF)
CCSP	Cellule de Coordination Stratégique de la Primature (Strategic Coordination Unit of the Prime Minister Office)
CDB	Convention des Nations Unies sur la Diversité Biologique (UN Convention on Biological Diversity)
CEP	Conseil Electoral Provisoire (Provisional Electoral Council)
CLD	Convention des Nations Unies de Lutte contre la Désertification (UN Convention for the Fight Against Desertification)
CNIMP	Commission Nationale Intérimaire des Marchés Publics (Interim National Public Procurement Commission)
CNRA	Conseil National de la Reforme Administrative (National Administrative Reform Commission)
CNSA	Coordination Nationale de la Sécurité Alimentaire (National Food Security Coordination)
CRI	Catastrophic Risk Index
CSCCA	Cour Supérieure des Comptes et du Contentieux Administratif
CSM	Conseil Supérieur de la Magistrature (Supreme Magistrate Council)
DAC	Demande d’Alimentation en Comptes Courants (Request for Replenishment of Current Account)
DAP	Direction de l’Administration Pénitentiaire (Penitentiary Administration Directorate)
DCB	Direction du Contrôle Budgétaire (Budget Control Directorate)
DDR	Désarmement, Démobilisation et Réintégration (Disarmament, Demobilization and Reintegration)
DEC	Direction d’Evaluation et de Contrôle (Evaluation and Control Directorate)
DEE	Direction des Etudes Economiques (Directorate for Economic Studies)
DGI	Direction Générale des Impôts (General Tax Directorate)
DH	Droits Humains (Human Rights)
DOTS	Directly Observed Therapy
DPC	Civil Protection Directorate

Interim Cooperation Framework-Haiti

DSRP	Document Stratégique de Réduction de la Pauvreté (Poverty Reduction Strategy Paper)
DTP3	Diphterie, Tétanos, Polio 3eme dose (Diphtheria, Tetanus and Polio Vaccine)
EDH	Electricité d'Haïti (Electricity of Haiti)
EERP	Emergency and Economic Reconstruction Program
EFACAP	Ecoles Fondamentales d'Application et Centre d'Appui Pédagogique (Core Application Schools and Center for Education Support)
EMA	Ecole de la Magistrature (Magistrate School)
EPPLS	Entreprise Publique de Promotion de Logements Sociaux
EPT	Education pour tous (Education for All)
FAD'H	Haitian Armed Forces
FAO	Food and Agriculture Organization of the United Nations
FDGCT	Fonds de Gestion et de Développement des Collectivités Territoriales (Fund for the Management and Development of Local Administrations)
FDI	Fonds de Développement Industriel (Industrial Development Fund)
FNUAP	Fonds des Nations Unies pour la Population (United Nations Population Fund)
FTAA	Free Trade Area of the Americas
GDP	Gross Domestic Product
GDS	Gestion des Déchets Solides (Solid Waste Management)
HDI	Human Development Index
HIMO	Hautes Intensités de Main d'Oeuvre (programmes) (Labor Intensive Work Program)
HIV/AIDS	Human Immune-deficiency Virus/Acquired Immune Deficiency Syndrome
HUEH	Hôpital de l'Université d'Etat d'Haïti (Haiti's University Hospital)
ICF	Interim Cooperation Framework
ICT	Information and Communication Technology
IFI	International Financial Institution
IHSI	Institut Haïtien de Statistiques et d'Informatique (Haitian Institute for Statistics and Informatics)
IMF	International Monetary Fund
INFP	Institut National de Formation Professionnelle (National Institute of Professional Training)
ITU	International Telecommunication Union
LPG	Liquified Petroleum Gas
MARNDR	Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (Ministry of Agriculture, Natural Resources and Rural Development)
MAST	Ministère des Affaires Sociales et du Travail (Ministry of Social Affairs and Employment)
MCDFD	Ministère à la Condition Féminine et aux Droits de la Femme (Ministry of Women Status and Rights)
MDG	Millennium Development Goal
MEF	Ministère de l'Economie et des Finances (Ministry of Economy and Finance)
MEG	Médicament Essentiels Génériques (Essential Generic Drugs)
MENJS	Ministère de l'Education Nationale, Jeunesse et Sports (Ministry of National Education, Youth and Sports)
MICT	Ministère de l'Intérieur et des Collectivités Territoriales (Ministry of Interior and Regional and Local Development)
MICTSN	Ministère de l'Intérieur, des Collectivités Territoriales et de la Sécurité Nationale (Ministry of Interior, Regional and Local Development and National Security)
MIF	Force Multinationale Intérimaire (Multinational Interim Force)

Interim Cooperation Framework-Haiti

MINUSTAH	Mission des Nations Unies pour la Stabilisation en Haïti (UN Stabilization Mission in Haiti)
MPCE	Ministère de la Planification et de la Coopération Externe (Ministry of Planning and External Cooperation)
MPECE	Ministère de la Planification, de l'Environnement et de la Coopération Externe (Ministry of Planning, Environment and External Cooperation)
MSP	Minimum Service Package
MSP	Ministère de la Santé Publique et de la Population (Ministry of Public Health and Population)
MTPTC	Ministère des Travaux Publics, Transports et Communications (ministry for Public Works, Transportation and Communications)
NAI	Numeric Access Index
NGO	Non-Governmental Organization
OAS	Organisation of American States
ONUSIDA	Programme Commun des Nations Unies sur le VIH/SIDA (UN Program on HIV/AIDS)
OP	Organisations Populaires (Popular Organizations)
OPC	Office du Protecteur du Citoyen (Citizen Protection Office)
OPS/OMS	Organisation Panaméricaine de la Santé/ Organisation Mondiale de la Santé (Pan-American Health Organization/World Health Organization)
PAE	Plan d'Action pour l'Environnement (Environmental Action Plan)
PAM	Programme Alimentaire Mondial (World Food Program)
PAS	Programme d'Action Stratégique (Strategic Action Program)
PIR	Programme intégré de Réponse aux Besoins Urgents des Populations Vulnérables (Integrated Program of Response to Urgent Needs of Vulnerable Populations)
PJ	Police Judiciaire (Judicial Police)
PNEF	Plan National d'Education et de Formation (National Education and Training Program)
PNH	Police Nationale d'Haïti (Haitian National Police)
POCHEP	Postes Communaux d'Hygiène et d'Eau Potable
PROMESS	Programme de Médicaments Essentiels (Essential Drugs Program)
PRSP	Poverty Reduction Strategy Paper
PTME	Programme de Transmission Mère-Enfant (Infant-Mother Transmission Program)
RNH	Radio Nationale d'Haïti (Haiti's National Radio)
SMCRS	Service Métropolitain de Collecte des Résidus Solides (Metropolitan Solid Waste Collection Program)
SME	Small and Medium-Size Enterprise
SMI	Small and Medium-Size Industry
SMP	Staff Monitored Program
SNEP	Service National d'Eau Potable (Water Company)
TB	Tuberculosis
TNH	Télévision Nationale d'Haïti (Haiti's National Television)
TPI	Tribunal de Première Instance (Lower Court)
UAMPSC	Unité d'Appui de Mise en Place et Suivi du CCI
UCS	Unité Communale de Santé (Health District)
ULCC	Unité de Lutte Contre la Corruption (Anti-Corruption Unit)
UN	United Nations
UNCITRAL	United Nations Commission on International Law
UNDP	United Nations Development Programme

Interim Cooperation Framework-Haiti

UNESCO	Organisation des Nations Unies pour l'Education, la Science et la Culture (UN Educational, Cultural and Scientific Organization)
UNICEF	Fonds des Nations Unies pour l'Enfance (United Nations Children's Fund)
URSEP	Unité de Réforme du Secteur de l'Eau Potable
VCT	Services de conseils et tests sans obligation

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Executive Summary

1. **The Republic of Haiti has just celebrated the bicentennial of its independence.** Its history over these two hundred years has often been painful and at times, tragic. Political instability has been recurrent over the past two decades. The promulgation of the Constitution in 1987 and the elections in 1990 raised many hopes, which were interrupted by a coup d'état and an international embargo that strangled the country economically. After a return to constitutional order in 1994 and an unresolved institutional crisis, the contested elections in 2000 brought about a noticeable reduction in foreign assistance. With a weakened State, poor governance practices multiplied in recent years.
2. On February 29, 2004, President Aristide resigned and left the country. In conformity with the Constitution, Mr. Boniface Alexandre, President of the Supreme Court of Appeal, was sworn in as interim president. That evening, the United Nations Security Council approved resolution 1529, authorizing the immediate deployment of an Multinational Interim Force (MIF). Following a consultative process, Mr. Latortue was designated as interim Prime Minister and established his government on March 17, 2004. On April 30, 2004, the United Nations Security Council created, under resolution 1542, the United Nations Stabilization Mission in Haiti (*MINUSTAH*).
3. **The socioeconomic situation in Haiti is alarming.** Haiti is ranked 146th on the Human Development Index (HDI). It is estimated that two thirds of the 8 million Haitians live under the poverty threshold. The life expectancy is 53 years; the infant mortality rate is 80 per 1,000; HIV/AIDS affects 5 percent of the population; and the net primary school enrollment rate is 68 percent. The political crisis, poor governance, and economic instability have increasingly exposed the population to the precariousness and inadequacy of traditional survival mechanisms.
4. **The results of external assistance over the last ten years have fallen far short of expectations.** The Interim Cooperation Framework (ICF) is based on the lessons learned by both the government and the donors. In a conscious break with the past, the ICF aims to frame external assistance on the basis of a joint and realistic identification of the needs and programs for the transition period (2004-2006). The process reflects the partnership between the Government and the donors. Despite the very short timeframe, the ICF has also enjoyed the participation and consultation of key actors in Haitian society. Going forward, however, the ICF must trigger a broader partnership for the preparation of a Poverty Reduction Strategy Paper (PRSP).
5. The ICF exercise has been led by the Government with external support from 26 bilateral, multilateral and United Nations agencies. Coordinated by a Steering Committee, ten thematic groups were formed to assess current issues and priority needs in the following areas: 1) political governance and national dialogue with two sub-groups: a) security, police, and demobilization, disarmament and reintegration (DDR) and, b) justice, penitentiary institutions and human rights; 2) economic governance and institutional development; 3) rapid job creation, and safety nets and social protection; 4) protection and rehabilitation of

the environment; 5) regional, urban and local development and decentralization; 6) health and nutrition; 7) education and culture, with two sub-groups: a) education, youth and sports, and b) culture, media and communications; 8) agriculture and food security; 9) infrastructures, with four sub-groups: a) roads and transportation; b) electricity; c) water and sanitation; d) slum upgrading and solid waste management; 10) development of the private sector and small- and medium-size enterprises and industries (SMEs/SMIs). The ICF also took into consideration cross-cutting themes such as crisis prevention, human rights, gender and HIV/AIDS. As part of the work of the thematic groups, specific efforts have been made to achieve quick benefits for the population in some key sectors.

6. **The ICF is based on the broad themes of the Government's transition strategy.** The transition Government wishes to undertake a national reconciliation process by involving all components of society and promoting political dialogue. The Government has committed itself to organizing local, legislative and presidential elections in 2005 and to restoring macroeconomic stability. The immediate priorities are restoring security, reestablishing public services, and providing economic opportunities for those most affected by the crisis. The Government's main priorities are articulated around four strategic axes: 1) Strengthening political governance and promoting national dialogue; 2) Strengthening economic governance and contributing to institutional development; 3) Promoting economic recovery; 4) Improving access to basic services. These commitments by the Haitian government should support the attainment of the Millennium Development Goals (MDGs) for 2015.
7. **Axis 1. Strengthening political governance and promoting national dialogue.** The transition process, the holding of elections, and the reconstruction of the country are threatened by the climate of insecurity. The transition strategy aims to strengthen needed national capacities and involve all sectors of society in the process of disarmament. It seeks to disarm and dismantle the armed groups and to ensure the rehabilitation and reintegration of members of these groups. The Haitian National Police (PNH) has been strongly politicized and must be professionalized in order to effectively fight corruption, impunity and human rights violations.
8. Judicial power has also been weakly organized and is heavily dependent on the executive power; in addition, access to law and justice remains difficult and random. Fighting against impunity, promoting judicial independence, promoting access to justice, rehabilitating physical infrastructure, and promoting legal training and information are therefore priority actions. Promoting a participatory "first-line" justice and encouraging the participation of women in decision-making are also foreseen. Likewise, respect for human rights and fundamental liberties will require the promotion of a partnership between the government and human rights organizations. Reforms aimed at a more rational management of the prison population will also be put in place.
9. The restoration of respect for the law and basic liberties is a function of real behavioral change. A large portion of the population has historically been excluded from the political process. As a result, the country has suffered from divisions that have frustrated development efforts. The transition Government seeks to initiate a process of national reconciliation and dialogue that will provide lasting, consensual solutions to reduce the risk

of conflict and crisis in the country. This way, the political transition will take place through free, credible and transparent elections. Municipal, legislative and presidential elections will be held in 2005 and the transition will thus be completed by the swearing in of the newly elected President. With the support of the international community and the *MINUSTAH*, the new Provisional Electoral Council (CEP) will need to establish the calendar for elections and the measures necessary to ensure their success.

10. Axis 2. Strengthen economic governance and contribute to institutional development.

Weaknesses in economic governance have been one of the most serious impediments to economic growth and poverty reduction in Haiti. The transition strategy aims to make the budget process efficient, transparent and credible. It also aims to strengthen public procurement mechanisms, and to stabilize and modernize the management of public enterprises in key sectors. As a key pillar of economic governance reform, the government has decided to establish an *Independent Anti-Corruption Unit*.

11. The strengthening of institutional capacities is also a key prerequisite for the ICF's success. Considering the lack of efficiency in public administration and the need to improve the State's absorptive capacities, the transition strategy aims at selectively increasing, with full transparency, the human resources for public administration and conducting a major training effort. It also aims to substantially improve the compensation and incentive system for civil servants as well as prepare a reform of the civil service.

12. The transition strategy aims to ensure that by involving the communities themselves these interventions will have a rapid impact. To accomplish this, support is planned to establish decentralized participatory structures for the preparation of strategic action programs at the local level. In parallel, it will be necessary to put in place mechanisms to coordinate these decentralized activities. The transition strategy also aims to develop and validate policies for decentralization, regional, urban and local development for submission to the next government.

13. Axis 3. Promote economic recovery. In order to create jobs and prosperity, economic recovery depends on macroeconomic stability, the rehabilitation of vital infrastructures, the development of the private sector, and the strengthening of agricultural activities while respecting and protecting the environment. The transition Government has formulated a macroeconomic program for the second half of the fiscal year (April - September 2004) in consultation with IMF staff. The success of the program depends largely on budgetary discipline and reduced pressure on monetary policy. The government intends to raise fiscal revenues, reduce discretionary expenditures and improve transparency in the public sector. The government is also committed to developing a plan for the clearance of external arrears and for ensuring regular debt service.

14. As a result of lack of investment and maintenance, the condition of infrastructure for the production and distribution of electricity constitutes a major constraint on economic recovery. The transition strategy aims to reestablish electricity supply by September 2004, to improve service quality and improve the functioning of *EDH*. A medium-term management contract (5 years) and the implementation of a medium-term investment plan are envisaged

in order to increase access to electricity from 10 percent to 50 percent of the population by 2013. The strategy also aims at mobilizing and implementing the necessary investments to ensure that the roads essential to the country's development are usable under all circumstances. At the same time, it recognizes the need to put in place both an institutional and financial framework to guarantee the sustainability of these investments (Road Maintenance Fund and institutional strengthening). For the management of ports and airports, the strategy is to identify and immediately put in place essential investments as well as prepare the reforms necessary for modernization.

15. The Haitian private sector is the main provider of productive employment. The transition strategy aims to support the recovery of the private sector and the small- and medium- size enterprises and industries through the creation of a recapitalization fund for businesses that were affected by the events of February-March 2004, and of a mutual guarantee fund for small companies for each of the small business professions, and by the injection of financial resources into the micro-finance system. Some accompanying and promoting measures will be proposed in order to foster a better integration of Haiti into regional and international markets. Considering that most employment in Haiti is in the informal sector, it is essential to strategically promote labor intensive activities. The creation of 44,000 temporary (person-month) jobs (of which 24,000 under ongoing projects and programs) by September 2004, and about 687,000 (of which about 350,000 under ongoing projects and programs) in the next two years (including 30 percent for women) is also planned.
16. In rural areas, where 60 percent of the population lives, two thirds of the workforce is involved in agricultural production. The limited technology available and the low level of capitalization of Haitian producers mean that the land's capacity to sustain families' revenue needs, in a context of strong population growth, has largely been exceeded. It is therefore envisaged to contribute to a rapid recovery of agricultural operations and rural society, and to a sustainable intensification of agricultural production. Ensuring the effectiveness, efficiency and harmonization of different interventions is also planned.
17. The sustainability of these economic recovery efforts is threatened by the advanced deterioration of the environment. The recent flooding of May 2004 reminds us that Haiti is a country extremely vulnerable to natural calamities; a situation that is aggravated by the deterioration of the environment, very high levels of poverty, and of social vulnerability of its population, and the lack of control over its rural and urban space. The plan is to actively promote the replacement of wood and charcoal, to fight the deterioration of land and natural resources, and to improve risk and disaster management.
18. **Axis 4. Improve access to basic services.** A significant part of the population is excluded from access to basic services and therefore remains highly exposed to risks. The deterioration of the socioeconomic and political crisis at the beginning of 2004 made the need for humanitarian assistance and protection very urgent, and access to basic services became even more rare. The transition strategy for humanitarian aid and post-disaster rehabilitation aims at strengthening the authorities' national and local capacities to better identify vulnerable groups, to provide them with assistance, and to ensure the monitoring of

19. The principal health indicators in Haiti are very alarming. Infant and maternal mortality rates remain very high, and access to potable water is quite limited. The transition strategy targets restarting operations in the main hospitals, the extension of the Minimum Package of Services to 2,500,000 Haitians by developing 15 health districts, and the strengthening of the Ministry of Public Health and Population's (MSPP) capacities for management and coordination. Further, it targets improving the population - and vulnerable groups in particular - access to healthcare and the restarting of priority programs: essential drugs and medical supplies; prevention and therapeutic care for malnourished infants and women, people affected by HIV/AIDS and tuberculosis, and systematic vaccination of children under one-year of age. As for potable water and sanitation, the plan is to increase the production capacity in urban areas in order to be able to provide water on average for four hours per day, to strengthen the institutional capacities of the sector, and improve the services provided, particularly to vulnerable groups in urban and rural areas.
20. Dietary insecurity shows up in high malnutrition rates, notably in children under five years of age: 23 percent of these children suffer from chronic malnutrition, 5 percent from acute malnutrition, and 17 percent are underweight. The number of poor farming households living in rural zones sensitive to drought or other climatic vagaries is estimated at 400,000. The transition strategy seeks to ensure the harmonization of inter-sectoral and inter-institutional interventions by strengthening the institutional and legal framework of the National Coordination for Food Security.
21. The educational system faces enormous challenges in terms of access and quality. The Ministry of National Education, Youth and Sports lacks the means to exercise its normative and regulatory role, and the level of dialogue with the private sector (80 percent of education offering) is hardly satisfying. A scarcity of school access persists, particularly in the poor and rural zones (about 500,000 children still do not have access to primary education), and the quality and effectiveness of education is very low. The transition strategy aims in the short term to organize, manage and finance school supplies and assistance for the return to school in September 2004. It seeks to establish support measures for governance and improve access and conditions for apprenticeship as well as the quality of education. For professional training, the plan is to facilitate access and increase the relevance and quality of professional training, and to strengthen the capacities of the National Institute for Professional Training. For the university sector, the plan is to rehabilitate the universities and faculties damaged during the events of 2004, improve the status of students and prepare a reform of higher education, with the objective of improving access as well as the quality of the training offered.
22. In the cultural, media and communications domains, Haiti counts on certain sizable assets. Strengthening the capacity of cultural institutions and public and private media is planned, especially for the promotion of a pluralistic and democratic society. Safeguarding, protecting and managing the cultural heritage while promoting Haitian cultural richness is also planned. Promoting access to key information and mass communication technologies, and developing and validating a national information policy and its regulatory framework are also anticipated.

23. Slum upgrading and improved waste management are also priority areas for intervention. The degree of urbanization of the population increased from 25 percent in 1982 to 40 percent in 2003. This urbanization took place in an informal and spontaneous way with a strong concentration in the Port-au-Prince metropolitan area. The transition strategy for slum upgrading aims to physically improve certain shantytowns in the Port-au-Prince Metropolitan Area and in secondary cities in the country, prepare the participatory formulation of a National Program for Improvement of the Urban Environment, and institutionally strengthen the ministries and town councils involved in this sector. The transition strategy for waste management aims to ensure the effective and efficient collection/removal of solid waste in the Port-au-Prince metropolitan area and principal secondary communities along with adequate processing/elimination of solid wastes. Strengthening the legal, institutional and financial framework at the national and municipal level is also envisaged.
24. Within the framework of the ICF, safety nets and social protection must provide a response to the needs of the most vulnerable groups. The analysis of the highest priority needs, along with the current and potential ability to satisfy them, suggests a strategy that combines various approaches to risk management while concentrating on a limited number of risks and interventions. Simultaneously, it involves profiting from the comparative advantages of the various actors, by insisting on the one hand on government responsibility in terms of policies, coordination, supervision and evaluation, and on the other hand, by relying on the operational capacity of the private sector and civil society.
25. **The overall financing needs** for the implementation of the ICF for the period of July 2004-September 2006 are estimated to be approximately US\$1.37 billion. The internal resources available from the national budget for the ICF activities come to about US\$127 million. Similarly, external resources of about US\$315 million are already available from programs and projects that are the subject of agreements already signed between donors and the Government. This leaves a financing gap of US\$924 million. Of this amount, about US\$145 million corresponds to the financing required for the remainder of the current fiscal year (July-September 2004); US\$426 million corresponds to the 2004-05 fiscal year; and US\$353 million to the 2005-06 fiscal year. Although the government intends to increase its revenue stream and has allocated internal resources to finance the ICF interventions, the vast majority of the identified financing gap will require external donor assistance. The successful implementation of the ICF will also call for a sustained pace of disbursements and a rapid startup of activities to be able to reach the identified objectives.
26. The ICF anticipates setting up **mechanisms for aid coordination and monitoring**. The preparation of the ICF initiated both a dialogue and joint work with the transition Government and, at the thematic group level, with sector ministries and civil society representatives. Under the government's leadership, the mechanism for dialogue and coordination must both facilitate a dialogue around the ICF that is participatory and inclusive

of the whole of Haitian society, and make funds available in proportion to the real capacity of the country for absorption and execution. It must also make possible the harmonization of the “demand” for financing and the “supply” of resources from the international community, including the NGOs. The coordination of interventions between the international agencies, the harmonization of practices, and the coordinated effort to strengthen the institutional capacity of the State constitute critical issues for the implementation of the ICF. Finally, the coordination mechanism must make it possible to transition from a short-term stabilization of the situation to a participatory approach to a longer-term strategy for the reduction of poverty.

I. Introduction: A complex but evolving historical heritage

Chronic political instability

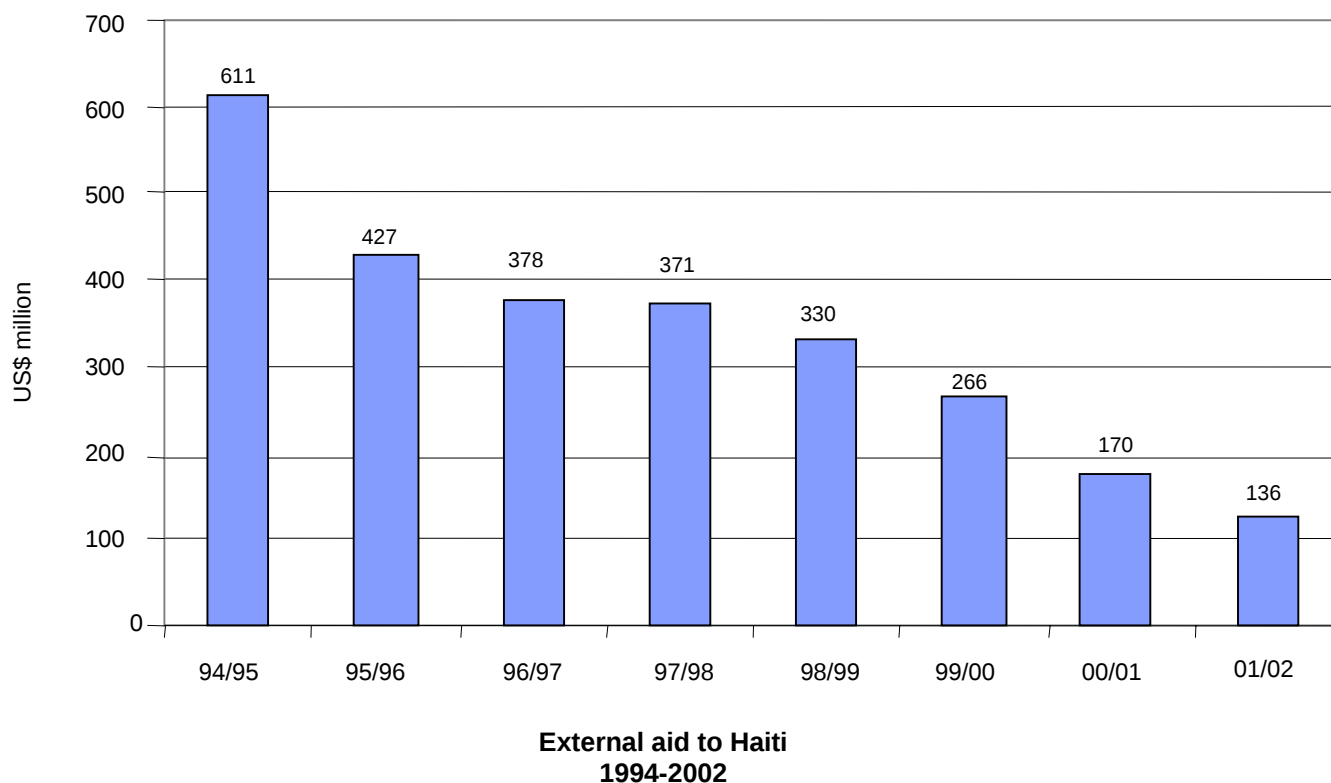
1. The Republic of Haiti has just celebrated the bicentennial of its independence. Its history over the past two hundred years has often been painful and at times tragic. Political instability has recurred over the past two decades. However, the 1986 collapse of the Duvalier regime, which had been in power for thirty years, along with the promulgation of the Constitution in 1987 and high voter turnout in the 1990 elections raised many hopes. Unfortunately, the 1991 coup suddenly interrupted the process. The country then experienced a harsh international embargo that suffocated it economically. In 1994, the United Nations Security Council authorized the deployment of a multinational force of 20,000 members to facilitate a return to constitutional rule. This mission would be followed by other UN missions from 1994 to 2001.
2. The past ten years have revealed the difficulties of implementing the society plan called for in the Haitian Constitution of 1987. In 1997, the party in power, *Lavalas*, imploded into two political groups, which have been rivals ever since. This split led to a severe institutional crisis with a deadlocked parliament (1997-1998), which was then suspended (1999 to September 2000). The principal guiding laws, which the country needed badly, were not voted upon, and the government was not reformed. The country did not have the legal and institutional framework it needed for reconstruction and for the channeling and coordination of external assistance.
3. Local and parliamentary elections in 2000 yielded a ballot count that favored the candidates of Jean-Bertrand Aristide's *Fanmi Lavalas* party. The opposition and the international community largely contested these elections. The opposition, which was primarily grouped around the *Convergence Démocratique*, refused to participate in the November 2000 presidential elections. Aristide was elected with a very low voter turnout. With a contested parliament, major bilateral donors froze, reduced or redirected their cooperation assistance. The accumulation of arrears and the absence of a parliament to ratify the loans also resulted in a freezing of multilateral aid. With the State weakening, recourse to poor governance practices multiplied.
4. Frequent use of Popular Organizations (OP) for the purpose of political violence, the primacy of personal interest over that of the group, increasing acts of insurrection, and the lack of a culture of dialogue and compromise, all contributed to extreme polarization of the principal actors in the crisis, despite persistent mediation efforts by the OAS and CARICOM.
5. These past two years have seen a strengthening of a civil society capable of mobilizing numerous associations and organizations from among the principal sectors of Haitian society. The *Group of 184* initiated a reflection on the preparation of a "new social contract." In late 2003, unprecedented acts of barbarity inflicted on the university dean also brought large numbers of students, youth and militants from social movements to protest in the streets. In response to systematic acts of intimidation and threats from the Popular Organizations, the mobilization spread.

6. In early February 2004, the insurrection in the town of Gonaïves became an armed conflict that quickly spread to certain secondary towns in the country. The insurgents quickly took control of a large part of the country's northern region. On February 29, facing a generalized protest, President Aristide resigned and left the country. In accordance with the constitution, Mr. Boniface Alexandre, President of the Supreme Court of Appeal, was sworn in as interim President. That evening, the United Nations Security Council unanimously approved resolution 1529, authorizing the immediate deployment of an Multinational Interim Force (MIF). For some ten days, the country experienced tremendous instability. A number of public and private assets were destroyed or looted, resulting in considerable damage that will have a major impact for years to come.
7. A Tripartite Council, comprising one representative from the *Fanmi Lavalas* party, one from the *Convergence Démocratique* platform, and one from the international community, appointed a Council of Wise Men comprising seven eminent individuals representing the key sectors of Haitian society. In a participatory process, this Council appointed Mr. Latortue as interim Prime Minister; he formed his Government on March 17, 2004. In early April, a political agreement known as the "Political Transition Consensus" was signed between the government, the Council of Wise Men, certain organizations of civil society, and the principal political parties, with the notable exception of the *Fanmi Lavalas* party which has declined to participate. This agreement comprehensively defined measures to be taken during the transition period in areas relating to security, development, the organization of elections, judicial reforms, and a new national dialogue.
8. On April 30, 2004, the United Nations Security Council unanimously approved a new resolution (1542) establishing, as of June 1, the United Nations Stabilization Mission in Haiti (*MINUSTAH*) that would be led by a Special Representative of the Secretary-General. The *MINUSTAH* is expected to consist of a military component (6,700 men) and a civil component (1,622 men). Its mandate will be to support the transition government in reestablishing the security and stability needed for the appropriate advancement of the constitutional and political process in Haiti, and specifically the organization of elections, professionalization of the police, the promotion and protection of human rights, and political dialogue and reconciliation.

Brief Chronology of Events in Haiti	
1986	Fall of the Duvalier regime after 30 years in power
December 1990	Jean-Bertrand Aristide's victory in the presidential elections
September 30, 1991	Military coup
1991- 1994	International embargo
1994 – 1995	Jean-Bertrand Aristide's return from exile and end of the 1st mandate
1996 – 2001	Presidency of René Préval
2000	Local and legislative elections (May) and presidential elections (Nov.)
2001-2004	2nd presidency of Jean-Bertrand Aristide
February 29, 2004	Resignation and departure of Jean-Bertrand Aristide
March 17, 2004	Appointment of the transition Government

An extremely fragile socioeconomic situation

9. With an annual per capita GDP of US\$361 in 2003, Haiti is the poorest country in the Western Hemisphere. After growing at an average annual rate of 2.3 percent in real terms in the 1970s, real per capita GDP fell an average of 2.4 percent per year in the 1980s and continued to decline in the 1990s at an average annual rate of 2.6 percent. Economic performance in the 1990s was particularly affected by the market liberalization of the 1980s, the military coup of 1991, and the subsequent international embargo (1991-1994). The Haitian population was also severely affected by the three years of embargo. Over the course of that decade, the textile sector, responsible for over three quarters of export revenue and a significant share of employment, suffered greatly; tax collection and the control of public expenditures weakened considerably; and the maintenance of economic and social infrastructure was almost abandoned.
10. After the return to constitutional order in 1994, the government adopted an Emergency and Economic Reconstruction Program (EERP) that allowed a certain degree of economic recovery and improvement in the economic indicators during the 1995-1998 period. Unfortunately, the economic recovery was unable to withstand the political crisis of 1997. This period was characterized by a fall in private investment and external aid (see graph below) as well as a stalling of structural reforms.
11. Nevertheless, private transfers, mainly remittances from Haitians living abroad, more than doubled—from US\$256 million in 1997 to US\$650 million in 2002, totaling 19 percent of the GDP—and partially offset the negative impact of the economic crisis by providing a safety net to the poorest groups of society.



12. The combined effect of US\$2.6 billion in external aid and a gradual increase in remittances led to significant improvements in certain social indicators between 1994 and 2000, particularly in the net school enrollment rate, the literacy rate, infant malnutrition, and access to potable water.
13. After 2000, political uncertainties and insecurity continued to affect investment and economic growth. Real GDP did not grow at all during the period 2000-2003, inflation averaged 17 percent (including the increase in the price of basic products), and the fiscal deficit (excluding grants) averaged 3.1 percent of GDP. The deficit was financed primarily by Central Bank advances as well as by the accumulation of external arrears. Despite the increase in private transfers, the socioeconomic situation deteriorated: the financial cooperatives' system collapsed in 2000 (which affected thousands of people who lost their savings), exports—particularly from the textile assembly industries—and investment declined, and public institutions and economic governance grew weaker. The last few years have also witnessed a growing marginalization of most of the population, a very critical level of vulnerability, and the inadequacy of traditional survival mechanisms. This state of advanced impoverishment and decapitalization was qualified as the “silent emergency” in the United Nations' PIR (Integrated Program of Response to Vulnerable Populations) document of March 2003.
14. In 2003, macroeconomic performance improved in response to measures taken within the framework of the Staff Monitored Program (SMP). Nevertheless, these measures could not be maintained in late 2003 and early 2004. The first half of the fiscal year (October 2003 – March 2004) ended with a fiscal deficit of 2.3 percent of GDP (excluding grants), the result of an uncontrolled increase in expenditures, a very low level of reserves (US\$17 million), and continuous accumulation of arrears. The events of February–March 2004 had a strong impact on public infrastructure and private property (with losses estimated at 5.5 percent of GDP), the job market, inflation, public revenue and national output (the decline in output this year is estimated at 5 percent of GDP).
15. Currently, the social indicators are alarming: Haiti is the only country on the continent appearing on the list of least-developed countries; Haiti is ranked 146th by the Human Development Index (HDI); it has a population of 8 million, 60 percent of whom live in a rural environment; nearly half of this population consists of people younger than 18 years of age. Public health indicators are the worst in the region: life expectancy is 53 years; infant mortality is 80 per 1,000; maternal mortality is 523 per 100,000 live births; only 28 percent of the population uses adequate sanitation facilities; only one quarter of births are attended by medical personnel; half the population has no access to potable water; and HIV/AIDS affects 5 percent of the population. The education indicators are also poor: the net primary school enrolment rate is 68 percent, with very poor service quality; nearly one half of the population is illiterate.
16. The population's vulnerability is very high: 65 percent live on the threshold of income poverty. Exposure to precarious living conditions is particularly acute for vulnerable groups, such as women, children, the elderly poor, and the handicapped. This situation has led a large

proportion of families to take their chances abroad (30 percent of households have close relatives living abroad).

17. Finally, Haiti, located as it is between Colombia and North America, is particularly vulnerable to the illegal drug trade (nearly 10 percent of the cocaine intended for the United States transits through Haiti). The continuing decline in living conditions and the widespread impunity in recent years have led to a sharp increase in acts of violence and delinquency, both outside and within families. The fight against insecurity and the emergency situation have changed the behavior of individuals and groups. The number of expatriates fleeing poverty has multiplied.

II. Toward a new partnership with the international community

Lessons learned from past assistance to Haiti

18. Over the past ten years of external aid, more than US\$2.5 billion have been provided by various donors, to which must be added close to US\$4 billion in remittances, primarily from North America. Most sectors have been able to benefit from this support, particularly health, infrastructure, agriculture and governance. In October 2000, the Common Country Assessment conducted a participatory diagnostic of the Haitian situation. However, in the context of crisis, the Strategic Development Framework has never seen the light of day.
19. Nevertheless, it must be noted that the results fall far short of the expectations and needs of the communities. The reasons for this deterioration in the situation must be analyzed in order to avoid making the same mistakes. The international community assumes part of the responsibility for this failure. The donors recognize a lack of coordination, of consistency and of strategic vision in their interventions. These donors have often set up parallel project implementation structures that weakened the State, without, however, giving it the means to coordinate this external aid and to improve national absorptive and execution capacities.
20. The political crisis since 2000 has also led donors to suddenly withdraw institutional support. Structural interventions have been rare. Few projects were undertaken to improve the management and governance of institutions. Recourse to the private sector or to civil society has become routine, contributing to a further weakening of the civil service.
21. Due to the political blockage, the commitments of donors have only partially been maintained. This lack of continuity in donor interventions, as well as the political crisis within the Parliament, has severely handicapped the strategic and sectoral policies of the government. It is now acknowledged that this policy of massive investment, followed by sudden withdrawal, is counter-productive and that it is important to maintain the public sector's organizational and institutional capacity.
22. Since 1994, coordinating between emergency, rehabilitation and long-term development has also been a challenge. This challenge applies equally today to the Interim Cooperation Framework. The absorption capacity of institutions, which can be overestimated by the

donors themselves and which can only be improved in a gradual manner, must be taken into consideration; otherwise, the system will collapse.

23. Furthermore, internal constraints are also numerous. The preceding governments lacked the political will and the means to make the necessary changes in key areas, particularly justice, the police, administrative reform and decentralization. Weaknesses in respect for the law and basic liberties have led to corruption, insecurity and impunity and have discouraged productive investments by the private sector, and more largely the mobilization of all actors. The characteristics of strong polarization and dissension within the Haitian structure have also prevented even minimum consensus.
24. The for-profit or non-profit private sector occupies a preponderant place in the key sectors, notably in health and education. It is important to note, over this entire period, a mutual mistrust between the private and public sectors and a lack of partnership between these two entities, particularly in the area of productive investments. Beginning with this transition period, it must fall to the State to set priorities and to play the role of regulator in order to optimize the effectiveness and consistency of external assistance.
25. These findings must not, however, cause us to forget the true successes realized during the course of these past ten years: local participation is regularly sought out for projects, consensus is favored, respect for human rights is a shared goal, and civil society can no longer be ignored. In addition, the participation of the press in the process of democratic construction, despite the repeated threats against freedom of expression, must be emphasized as a remarkable achievement. Finally, it is important to note a broad consensus on the findings: specifically concerning the importance of a private-public partnership, of institutional support and of the integration of actions over the long term.

The process of preparing the Interim Cooperation Framework

26. The ICF is inspired by lessons learned in similar needs identification exercises in *post-conflict* countries, such as Afghanistan, Iraq, East Timor and Liberia. The peculiar features of the Haitian crisis have led to a certain adaptation in this exercise. For Haiti, this unique process was preceded by an informal donors meeting, organized in Washington, D.C. on March 23, 2004 by the World Bank, which is responsible for donor coordination. On April 22, the Government launched the process in Port-au-Prince during a meeting between the Government and donors.
27. The work structure for the formulation and coordination of the ICF is based upon three pillars: 1) an Inter-Ministerial Committee, at the political level, comprising four key ministries under the coordination of the Ministry of Planning, Environment and External Cooperation; 2) a Steering Committee, comprising representatives from the government and the donors, and responsible for the technical aspects of the exercise and the drafting of a final document; 3) ten thematic groups, comprising national and international experts from the public sector, the private sector, civil society and the international community.

28. The ten thematic groups worked on: 1) political governance and national dialogue with two sub-groups: a) security, police and DDR and b) justice, penitentiary institutions and human rights; 2) economic governance and institutional development; 3) rapid job creation, and safety nets and social protection, 4) protection and rehabilitation of the environment; 5) regional, urban and local development and decentralization; 6) health and nutrition; 7) education and culture, with two sub-groups: a) education, youth and sports, and b) culture, media and communications; 8) agriculture and food security; 9) infrastructure, with four sub-groups: a) roads and transportation; b) electricity; c) water and sanitation; d) slum upgrading and solid waste; 10) development of the private sector and small- and medium-size enterprises / small- and medium-size industries. The ICF took into consideration cross-cutting themes such as crisis prevention, human rights, gender and HIV/AIDS.
29. The ICF is also characterized by the strong involvement of 26 bilateral, multilateral and United Nations agencies. The exercise has been carried out jointly by the government, the *Inter-American Development Bank*, the *World Bank*, the *European Commission* and the *United Nations System*. Bilateral agencies were invited to participate and have been strongly involved in the ICF. Several meetings to ensure coherence have also partnered the ICF with experts from the United Nations responsible for the deployment of the *MINUSTAH* and the preparation of the electoral process. Close to 250 national and international experts worked full time for three weeks during the month of May. A donors–Government meeting was organized on June 15 to review the ICF process and to prepare the Donors Conference on July 19-20.
30. The national scope of the process has allowed it to define the basis of a new partnership between Haiti and the international community. The Government has piloted the entire process with the support of the donors. Each group has been coordinated by representatives from the national institutions, with strong involvement at the ministerial level in the preparation and completion of the thematic reports. In each group and sub-group, a focal point of the international community supported the national coordinator.
31. The ICF is characterized by its inclusive and participatory nature. Despite the short time available, the ICF benefited from a real political dialogue between the various actors. Civil society, the private sector and the political parties have been involved and were consulted on several occasions in the process. This participation has also been manifested during the course of three regional workshops, at Cayes, Gonaïves and Cap Haïtien, bringing together the development actors at the departmental level.
32. It is important to note the fast pace of the ICF preparation process. At the request of the Haitian Government and the donors, and given the available “window of opportunity,” the preparation time was shortened to ensure completion of the technical preparation of the documents and the consultations in only six weeks to facilitate a donors conference during the month of July. Despite these very tight deadlines, when compared with other similar exercises, the ICF has been successful thanks to the strong involvement of the Government, which has been able to release high-level officials, and to the strong support from the international community, which quickly mobilized experts who were competent and knowledgeable about the country.

33. The overall view shared by all is that priority must be given to strengthening national capacities. The weakening of the State over the past 20 years has presented an inescapable bottleneck for providing public services, democratic consolidation and economic recovery. The ICF therefore evaluated the needs for strengthening the public administration, planning additional human resources and identifying existing training needs.
34. The exercise also required a realistic estimate of the very short- and medium-term costs. Following the same format, each thematic group has identified the needs, the availability of external or internal financing, as well as the financing gap. Certain thematic groups have established *scenarios* as a function of availability of financing.
35. Another goal of the exercise was to identify visible and rapid results in order to support the efforts of the transition Government to address emergencies. Accordingly, a certain number of rapid interventions (before September 2004) have been planned, specifically in the areas of electricity, waste management, health, education, rapid job creation and security. Some of these activities have a humanitarian and rehabilitation dimension.
36. The ICF is also characterized by the link between the short-, medium- and long-term. The ICF covers the period from July 2004 to September 2006. This period exceeds the date for transferring power to the new President, who according to the Transition Agreement will have to be sworn in no later than February 2006. This choice was made to allow the newly elected institutions to have financial resources and programs underway during the first six months of their administration.
37. This transition Government, in close collaboration with all of society, intends to present a largely participatory proposal for a Poverty Reduction Strategy Paper (PRSP), for validation and completion to the new government that will emerge from the elections scheduled in 2005. The PRSP will cover the period 2006-2009. In order to ensure good consistency between the works of the ICF and the PRSP, the preparation of which was initiated in 2003, the coordination mechanisms stipulated in the PRSP also benefited the ICF. The ICF will also serve as a basis for the PRSP.

III. Broad overview of the Government transition strategy

38. The transition Government wishes to undertake a national reconciliation process by involving all components of society and promoting political dialogue. The Government is committed to organizing local, legislative and presidential elections in 2005, and to restoring macroeconomic stability. The immediate priorities are restoring security, reestablishing public services, and affording economic opportunities for those most heavily affected by the crisis.
39. In the medium term, the Government's main priorities revolve around four strategic axes:
 - ## Strengthening political governance and promoting national dialogue;
 - ## Strengthening economic governance and contributing to institutional development;

- ## Promoting economic recovery;
- ## Improving access to basic services.

These commitments by the Haitian Government should support the achievement of the Millennium Development Goals (MDGs) for 2015.

40. In terms of good political governance, the Government is committed to create optimal conditions for holding free, honest and democratic elections in 2005 with the participation of all, with no exceptions. To this end, the CEP was appointed in early May and, with it, a mission from the United Nations Political Affairs Division defined the terms of the United Nations' oversight of the 2005 elections.
41. A specific *post-crisis* effort must be made with regard to security, and the restoration of a state of law and a true democratic culture in Haiti. With the assistance of the *MINUSTAH* and participation of the international community, the Government hopes to professionalize the police, strengthen it through subsequent recruitment, eliminate the least credible members, and incorporate some of the demobilized soldiers. Stability will also involve disarmament, which must take place without delay. Disarmament, demobilization and an effort to reintegrate the armed groups are prerequisites for security and for the success of the 2005 elections.
42. Citizens' demands for justice will not be able to be met without a serious reform of the legal system to guarantee the primacy of law, affording it true independence and greater effectiveness. The restoration of confidence in the justice system will also require anti-impunity measures and the diligent pursuit of all perpetrators of violent and financial crimes, including bringing them to fair trial.
43. In the past, Haiti has been both poorly and under-administered. Emerging from the crisis and restoring economic growth will require a significant improvement in the effectiveness of public affairs management. In the long term, that will require civil service reform. The transition Government intends to build the foundations for such a reform of the civil service during the transition period. During this time, the transition Government will take specific measures to strengthen institutional capacity by training existing government employees and contributing new human resources at the decision-making, conceptual and execution levels, specifically to ensure effective implementation of the ICF. Strengthening institutional capacity will also be achieved through the provision of technical assistance, by consulting members and organizations of the Haitian diaspora, and by improving employee working conditions, including by granting a salary increase. To improve economic Governance, the government intends to take specific measures during the transition period to ensure rigorous management of the budget process, to tighten financial controls, to guarantee effectiveness and transparency in public procurement, and to ensure the transparent management of public enterprises.
44. The socio-economic situation and the poverty map in Haiti confirm the need to restore participatory local development and establish local administrative centers, with true autonomy to manage and make daily decisions "on the ground". For the time being, all

national resources are mobilized by the central government. It is therefore necessary to quickly budget resources to promote this decentralization process (rapid job creation and social infrastructure) and to strengthen the management capacity of the Fund for the Management and Development of Local Administrations (FGDCT).

45. Economic recovery must be accompanied by macroeconomic stability, which has been lacking in the country for several years. The absence of budgetary discipline and the political crisis have significantly reduced effectiveness and efficiency in the use of public resources and have deprived Haiti of significant external financing. The transition Government intends to restore macroeconomic stability and, in consultation with IMF staff, has formulated a macroeconomic program for the period April-September 2004 aimed at reconciling the goal of budget discipline and the urgent need to relaunch the economy and improve the provision of basic services.
46. The economic recovery will be undertaken with the active participation of the private sector to promote a true institutional dialogue of partnership with the public authorities. In the short term, the Government intends to support the recapitalization of enterprises in difficulty. The transition Government also intends to prepare and implement the reforms needed to create a favorable environment for local and foreign investment, support the creation of small- and medium-size enterprises, and encourage the development of economic potential, particularly in the tourism sector and free-trade zones. Agricultural production must be encouraged to arrest the decline in production and reduce pressure on imports.
47. The country's principal infrastructure has been seriously damaged by poor governance and the lack of a maintenance policy. The transition Government intends to rehabilitate and build infrastructures, which are critical to sustainable development. The Government has put priority on a significant improvement in the provision of electricity in the country; construction or rehabilitation of roads or tracks to open up entire regions and isolated parts of the country; improving and developing port and airport infrastructure in accordance with international standards; and providing access to a wider range of new information and communication technologies. To the extent possible, it will be necessary to give priority to infrastructure rehabilitation using labor-intensive methods. In effect, this will allow recapitalization of Haitian families who have suffered from the recession and sharp decapitalization.
48. The recent floods that struck Haiti and caused the death of about 1,000 people and the disappearance of another 1,500 demonstrate the urgent need to strengthen the State's capacities in sustainable and integrated risk and disaster management. Environmental rehabilitation and management create more favorable living conditions and contribute to the fight against poverty. Within this framework, the Government intends to work towards urban upgrading, relieve pressure on the country's firewood resources, and take measures to prevent the degradation of land and natural resources.
49. Access to basic services by all at an affordable cost is one of the key government priorities. Education is the key to all development. The Government intends to strengthen its role as a regulator of basic education, technical and professional training, and higher education. To

guarantee the right to education for all, the Government's priorities are to increase schools facilities, improve their quality, strengthen governance and the system's external efficacy, as well as take urgent measures to prepare for the start of the next school year. In the health sector, the Government puts priority on returning institutions to operating conditions, restoring priority programs and rapidly evaluating the ministry's administrative and financial system.

IV. The Interim Cooperation Framework

50. In reflecting the Government's strategic directions, the Interim Cooperation Framework consists of four axes: a) strengthening political governance and promoting national dialogue; b) strengthening economic governance and contributing to institutional development; c) promoting economic recovery; d) improving access to basic services; and four cross-cutting issues. An estimate of the costs of the ICF is presented thereafter. Finally, a mechanism for aid coordination and ICF follow up is proposed.

A. Strategic axes

51. For each strategic axis, specific attention has been devoted to defining a strategy and priority objectives by area of intervention. The State's absorptive capacity is also analyzed in the reports of the thematic groups, which are available on the website: "<http://haiticci.undg.org>". In addition, monitoring indicators and activities are presented in the results framework based on semi-annual timelines (see Annex I).

Axis 1: Strengthen political governance and promote national dialogue

52. For too long, the country has suffered from poor political governance, in particular through a strong political use of public institutions which has contributed to weakening the rule of law and undermining its credibility. Restoring respect for the law and basic liberties requires real behavioral changes, the preparation of institutional reforms for the judicial branch and the police, the organization and holding of free and honest elections, the professionalization of the police to ensure the security of citizens, the disarmament of armed groups, and a greater efficiency of the justice system. Better governance requires a true determination by the State, as well as the private sector and civil society, all of whom are indispensable to consolidating the rule of law in Haiti.

53. This strategic axis includes:

- ⌘ Security, police and demobilization, disarmament and reintegration;
- ⌘ Justice, penitentiary institutions and human rights;

- ## Electoral process; and
- ## Promotion of national dialogue.

1.1. Security, police and demobilization, disarmament and reintegration (DDR)

54. Within the current context, the transition process, the holding of elections, and the reconstruction of the country are threatened by the climate of insecurity. This climate prevails for reasons such as the presence of multiple armed groups, the proliferation of firearms, and the inability of the Haitian National Police (PNH) to satisfactorily address these problems. Two priority areas will be targeted for restoring a secure environment in Haiti: the disarmament process, and the strengthening of the PNH.
55. Armed groups in Haiti are generally characterized by a lack of structure, hierarchy and training. Membership in these groups could total several thousand people. These armed groups tend to be fragmented and their respective scope of action is very localized. This absence of a common front may be explained by motivations or interests that vary depending on the group. Between 2000 and 2004, many of these armed groups, called Popular Organizations, had very close ties with the political authorities. They contributed to the decreasing respect for human rights, which in turn resulted in a deterioration of the social fabric and in sociopolitical instability. Many members of the armed groups turned to banditry, crime and other illegal activities (particularly drug smuggling) for their economic survival.
56. At the same time, the events of early 2004 saw the return and remobilization of former members of the military or the police who had been in exile or in disgrace. These armed groups took possession of certain cities in the country. They remain armed and mobilized and seek to be included once again on the Haitian government payroll. Their demobilization remains essential for the holding of elections in 2005.
57. Violence continues to contribute to an acute deterioration in the social capital, which is manifested in a mistrust of others, an absence of community spirit, a lack of organizational capacity at the collective level, deterioration in social and family ties, and a strengthening of individual survival instincts. It has also caused a transformation in the attitudes of the population and in the social structure, thereby favoring a culture of violence as a basis for interpersonal and inter-group relations. Drug smuggling has also brought changes in behavior. In addition to domestic violence, which is all too common, women are a group that has been particularly hard hit by violence, particularly sexual aggression, which occurs with impunity.
58. In terms of firearm control, within a disarmament perspective, national capacities are quite embryonic and urgently require strengthening, both legislatively and institutionally. For disarmament to be effective, it must address a certain number of very distinct challenges. At the institutional level, there is currently a significant shortfall in state capacity, for example, in the lack of a strategic framework and planning at the national and international levels. To encourage the population to participate in the disarmament program, it is necessary to review

the legal framework and undertake a vast campaign to raise awareness and education, with the participation of civil society and the local authorities (CASEC and ASEC). Preparing a reform of the laws concerning firearms and private security agencies, and adopting regulations for their implementation, are essential activities. Consistent with its mandate, the MINUSTAH will be closely involved in this process.

59. At the operational level, a disarmament program must address a range of groups without a true structure and respond to the diverse array of motivations underlying the use of firearms (particularly the problem of organized crime and the institutionalization of drug smuggling). This is essential to ensure the groups' participation and engagement. This, then, requires a flexible and differentiated approach that can produce significant results within a short timeframe (economic alternatives and job opportunities), while also strengthening the link between the process of reintegrating the members of armed groups, and community development (organization of economic and social activities). Disarmament should build on certain key success factors, particularly cultural values related to non-violence, political commitment on the part of the Government, and support from the international community, the MINUSTAH and the OAS.

60. The transition strategy for DDR has four priorities:

- ## **Strengthening and putting in place institutional capacity** to ensure the success of the disarmament process: creation of a mixed inter-ministerial commission on disarmament; development of the legal framework on firearm control; development of a national disarmament program; strengthening of national capacity, including the national commission on electoral security.
- ## **Promoting awareness, mobilization, and the engagement of all sectors of society in disarmament:** national awareness campaigns, organization of community activities for the prevention and peaceful resolution of conflicts; participation of local entities and communities in reintegration activities.
- ## **Disarming and dismantling armed groups:** taking an inventory of armed groups, as well as of the distribution and proliferation of firearms; undertaking voluntary or non-voluntary disarmament measures; registering and storing firearms; destroying and recycling firearms.
- ## **Ensuring the rehabilitation and reintegration of members of armed groups:** implementation of programs, services and projects, assistance in addressing the immediate needs of members of armed groups, including technical and professional training; creation of reintegration opportunities through employment; special assistance for the rehabilitation and reintegration of children associated with the armed groups.

61. Since the "demobilization" of the Haitian Armed Forces (FAD'H) at the end of 1994, the PNH has been the only force invested with public authority. Already suffering from reduced and insufficient capacity, the PNH broke down as a result of a combination of politicization and corruption, particularly after 2001. The PNH, which had some 6,300 police officers of all ranks in 2003, now has half this figure, because of the number of agents still in flight, and the purging of superior and subordinate officers. Most of its infrastructure was looted or destroyed during the events of 2004. The 1999-2003 strategic development plan, which was to contribute to the professionalization of the PNH, was never implemented.

62. The transition strategy for the PHN pursues three priorities:

- ## **Strengthening the organization of the PNH and its administrative capacities:** restructuring and reorganization on the basis of a new organizational chart; preparation of a new police law; adoption of a development strategy; training of command and administrative staff; methodical and rigorous management of personnel and materials; .
- ## **Strengthening the operational capacity of the PNH:** increase its workforce (from the current 3,000 to 6,000 in 2006 (10 percent of whom are women), and to 20,000 in 2015) to allow better coverage of the entire Haitian territory and its borders, and to address multiple threats, particularly insecurity and smuggling of all kinds; construction and rehabilitation of facilities; acquisition of the materials necessary for its operation; strengthening of investigative capabilities through the increase in the number of quality of judicial police personnel; creation of a financial squad; strengthening of the action capacities of the specialized units.
- ## **Professionalization of the PNH:** provision of human and material resources to the General Inspectorate to effectively fight corruption, impunity, human rights violations, disciplinary violations; improvement of police working and social conditions (status, promotion); and professionalization of management and agents through basic and continuous training.

1.2. Justice, penitentiary institutions and human rights

63. Justice is currently a basic demand of the Haitian people. The judicial branch is hampered by an organization and functioning which are inadequate to the country's needs. In late 2002, the Haitian body of magistrates counted only 600 active judges, including 375 justices of the peace. The body of magistrates is heterogeneous, dispersed across the territory, insufficiently recruited and trained, despite the influence of the Magistrate School (EMA), and finally, lacking in the material resources needed to operate efficiently. Insufficient training, a result of the low levels of university education, also affects the 750 attorneys, 650 court registrars and 1,200 court bailiffs and other justice employees. Of considerable concern is the advanced state of deterioration of the physical infrastructure, which also suffered from the events of February–March 2004. The poor functioning of institutions, the obsolescence of many laws, and the absence of basic guarantees relating to judicial authorities have led to an endemic dysfunction of the institution, which is also affected by corruption and omnipresent drug smuggling. There is also a strong dependence and politicization of the judicial branch. This problem has led to a deep mistrust of the judicial system by all citizens, within a context where access to law and justice remains difficult and random.

64. The transition strategy pursues seven priorities:

- ## **Measures against impunity:** organization of fair and impartial trials; strengthening of investigation, examination and judgment capacities for cases of physical or sexual violence as well as economic and financial crimes; strengthening of the penal process (police – justice – prisons); regular and periodic organization of correctional sessions; settlement of unresolved penitentiary situations; preparation of the modernization of the criminal procedure (Criminal Investigation Code).

- ## **Promotion of judicial independence:** preparation for the recasting or development of basic legal texts (decree providing for the organization and operation of the Ministry of Justice; texts relating to the Supreme Magistrate Council, the rights of minors, the legal status of the Magistrate School); creation of the Magistrate Regulation; strengthening of the Ministry of Justice's human, material and financial management systems.
 - ## **Rehabilitation of physical infrastructure:** rehabilitating and re-equipping destroyed or damaged lower courts, prosecutors' offices and local courts; construction and furnishing of a building to house the Special Labor Court of Port-au-Prince; partial restoration of Ministry of Justice facilities.
 - ## **Promotion of legal training and information:** organization of the Magistrate School; continuous and specialized training of judicial personnel, modernization of the training curriculum of the legal faculties and schools; production and dissemination of Haitian legal works, as well as the decrees of the Supreme Court of Appeal.
 - ## **Promotion of access to justice:** preparation of the reform of the Public Records Office; review of the country's judicial map; definition of legal assistance; promotion of alternative conflict resolution methods and review of legal fees.
 - ## **Promoting a participatory "front line" justice:** establishment of Circles of Justice within local associations, training of judicial and extra-judicial mediators for rapid resolution of local conflicts.
 - ## **Promoting the participation of women** in decision-making, both in the MJSP or in the body of magistrates or within the judicial branch.
65. Under the PNH's General Directorate, the Penitentiary Administration Directorate (DAP) manages 21 penitentiary facilities that, before the events of February 2004, represented a prison capacity of 3,800 detainees, 1,600 of which are in Port-au-Prince. The national incarceration rate remains low, but unfortunately 80 percent of incarcerated individuals are held for preventive purposes and may wait months or even years before their cases are legally heard. The recent "liberation" of almost all detainees during the events of February–March 2004 also resulted in the destruction of several penitentiary facilities. The physical and human penitentiary environment is deficient, specifically with regard to the unhealthy state of the buildings, sub-standard equipment, access to health care, basic food, and the differentiation of personal characteristics.
66. The transition strategy pursues three priorities:
- ## **Recruitment and training of penitentiary personnel:** recruitment and training of correctional agents, supervisors and prison inspectors.
 - ## **Rehabilitation of physical infrastructure:** rehabilitation, security enhancements and equipping of the penitentiary institutions, rehabilitation of a special facility for women and youth in detention; and construction of a center to receive and reeducate minors.
 - ## **Rational management of the prison population:** improvement in detention conditions; development and implementation of security policies and procedures for the management of

dangerous prisoners; development of detainees' information system, implementation of the DAP verification and audit section.

67. The **human rights** situation remains of great concern. It is characterized by frequent violations of individual freedoms (physical or sexual aggression, summary and extrajudicial executions, denial of justice, dependence of the judicial branch). From an institutional standpoint, although several ministries are involved with human rights issues, there is no structure responsible for coordinating the government's policies in this area. The Citizen Protection Office (OPC), the purpose of which is to protect all individuals against any form of abuse by the government, is little known and has lost some of its credibility. Although Haiti has ratified a certain number of international legal instruments, its regulatory framework at times contradicts its international commitments.

68. The transition strategy pursues three priorities:

- ⌘ **Ensuring respect for human rights and basic freedoms:** preparation of a National Plan for the Promotion and Protection of Human Rights; information and awareness campaign and citizen education; promotion and protection of the rights of vulnerable groups.
- ⌘ **Strengthening of national capacity:** preparation of a draft organic law for the OPC; strengthening of investigative, administrative and management capacities; publication of periodic reports.
- ⌘ **Promotion of a partnership between the government and organizations that promote and protect human rights:** Implementation of joint committees for the promotion and protection of human rights.

1.3. Electoral process

69. The political transition will take place through the holding of free, credible and transparent elections. Since January 2004, the terms of office of certain deputies and senators have expired and it is no longer possible to meet the necessary quorum. The country is therefore functioning without a Parliament. Municipal, legislative and presidential elections will be held in 2005 and the transition will thus take place by the induction of the newly elected President.

70. The newly formed Provisional Electoral Council (CEP) has all the essential authority of an independent council. In its composition, it is similar to the CEP of 1990 since it includes representatives of several sectors of civil society and the political parties (excluding the *Lavalas* party which has declined to participate), rather than individuals chosen for their knowledge of the electoral process. The State currently provides for the payment of salaries of CEP members, but electoral activities will require significant external funds.

71. The priority activities of the CEP for the organization of elections are:

- ## **Consolidating its central functional structure** as well as that of the Departmental Electoral Offices (BED) and Communal Electoral Offices (BEC), and providing for their means of operation.
- ## **Defining the election schedule** and establishing the financial requirements for holding elections.
- ## **Examining the current electoral law** and preparing the necessary changes for proper advancement of the electoral process.
- ## **Preparing for the creation of voter lists.** This involves undertaking new registrations (some 4 million Haitians of voting age) without being able to benefit from existing civil records, nor any administrative structure capable of creating and maintaining them. In this regard, the *MINUSTAH* may propose preliminary recommendations with a view to possibly using available resources for creating electoral lists as a basis for the creation of a civil registry.
- ## **Reflecting on security aspects as well as on financing methods and the minimum regulation of political parties.**

72. Resolution 1542 specifies the mandate of the *MINUSTAH*, particularly its duties to support the government in organizing, monitoring and holding these elections, by providing technical, logistical and administrative assistance, training personnel and ensuring the maintenance of security. The *MINUSTAH* must coordinate in this area with the *OAS* and the *CARICOM*.

73. At the Government's request, a United Nations mission to evaluate electoral needs in Haiti visited the country from June 8 to 17, 2004, to submit a detailed report to the Haitian authorities and the international community. The ICF already contains preliminary costs as well as targets and priority activities for the electoral process, which were defined through initial consultations with the CEP and other partners.

1.4. National dialogue

74. A large portion of the population has been historically excluded from the political process. The country has therefore suffered from divisions that have greatly compromised development efforts. The transition Government seeks to initiate a true dynamic of national reconciliation that will allow it to contribute lasting, consensual solutions to reduce the risks of conflict and crisis in the country. It seeks to promote an extensive national dialogue between the various participants in society, through experience gained in other countries in crisis. This dialogue includes all governance participants: the Government, local authorities, the Council of Wise Men, political parties, civil society agencies and private sector intermediary institutions. This dialogue must be carried out at the central, departmental and municipal levels. It must create conditions favorable to the holding of free and fair local, parliamentary and presidential elections in 2005.

75. The ICF falls within this dynamic of political dialogue and is a first step toward the fulfillment of a national vision of lasting development founded on a participatory methodology. To this end, the process of preparing a Poverty Reduction Strategy Paper

(PRSP) and the Millennium Development Goals offer a framework for this dialogue around development priorities.

Axis 2: Strengthen economic governance and contribute to institutional development

76. The adoption of better economic governance and institutional development are necessary to economic recovery and improved living conditions. Substantial improvement in the management of public finance, better articulation and coordination of external financing, and greater administrative effectiveness will have a lasting impact on the level of human development in the country and will strengthen the State's legitimacy in public action. A true effort to promote local development and participation will also contribute to restoring Haitians' trust in the State.

77. This strategic axis includes:

- ⌘ Economic governance;
- ⌘ Strengthening of institutional capacities;
- ⌘ Regional, urban and local development and decentralization.

2.1. Economic governance

78. Weaknesses in economic governance have been one of the most serious impediments to economic growth and poverty reduction in Haiti. The entire public administration is concerned with the issue of economic governance, which includes the management of public resources (not only financial, but also human and material), the culture of discipline, ethics, transparency and accountability surrounding this management. Economic governance also includes mechanisms for policy formulation and program implementation.

79. The current state of economic governance is dismal. It is characterized by poor inter-institutional coordination, ineffectiveness and a lack of transparency in public finance, the absence of a real public investment plan, weaknesses in key institutions for revenue mobilization, increasing fraud and corruption, weak financial control structures, non-transparent management of public enterprises used in recent years to serve interests other than the collective good, and a dysfunctional system for public procurement.

80. The transition strategy pursues four priorities:

- ⌘ **Making the budget process efficient, transparent and credible:** reducing, then eliminating the current accounts, strict application of procedures for requesting funding of current accounts, establishment of the concept of a single Treasury account, gradual automation of the State's financial activities, implementation of a State accounting system, implementation of a public accounting body, strengthening of the budget preparation process, improved

coverage of the *SYSDEP*, completion and implementation of the strategic plan for the reorganization and modernization of the customs agency; completion and implementation of the strategic plan for the reorganization and modernization of the General Tax Office.

- €# **Reaffirming the importance of financial control and strengthening control mechanisms for the use of public finance:** adaptation of the regulatory framework to the provisions of the new basic law on the preparation and execution of the budget; strengthening of the operational capacities of the public finance control structures; strengthening of the MEF fiscal inspection directorate responsible for monitoring tax receipt agencies (including “own funds”) and private and public enterprises; and analysis of the need and modalities for establishing a possible General Finance Inspectorate.
- €# **Strengthening the mechanisms for public procurement:** creation of an Interim National Public Procurement Commission (CNIMP), recruitment of an outside agent for the interim phase (12 months), improvement in the transparency of public procurement, strengthening of the private sector’s capacity to participate in public invitations to bid, and preparation for the recasting of the legal and regulatory framework.
- €# **Cleanup and modernization of the management of public enterprises in key sectors – EDH (electricity), Teleco (telephone), AAN (airports), APN (ports), and CAMEP (potable water in urban centers),** while strengthening the State’s regulatory role in key sectors of the economy such as telecommunications, energy, potable water, ports and airports. The accounts of the enterprises weakest in this area will be improved, financial audits and management consulting and training will be provided to each of these enterprises, and management contracts will be prepared in those cases where private sector participation is deemed appropriate during the transition period.

81. This will also, and especially, require better management of public finances at two levels (i) an expansion of the tax base, with a gradual increase in revenue up to 14 percent of GDP in 2015, and (ii) a gain in efficiency in the allocation and management of expenses, including through the fight against corruption. To this end, the Government has decided to put in place an *Independent Anti-Corruption Unit*. The strengthening of the Superior Court of Accounts and Administrative Litigations (in its dual legal and financial control role) will also be a priority. The ICF also seeks to strengthen the MPECE’s capacities in performing strategic studies on the long-term development vision.

2.2. Strengthening of institutional capacity

82. The size of the public administration is estimated at 46,000 employees (41 percent of whom are women). The proportion of employees per inhabitant is very low, and unequally distributed across the territory (with a very low presence in the rural areas). Local government is almost non-existent. There is also a genuine shortage of officials working at the conceptual level in proportion to support personnel. The civil service has experienced a severe brain drain to the international agencies, NGOs, or the North American continent because of low pay levels and the unexpected consequences of the voluntary departure law. Advanced teaching institutions have developed few public policy management training programs. University programs exist mostly at the sectoral level (education, health, agriculture). There are, however, some public administration training centers. Their quality varies, but in general they lack the necessary resources.

83. The creation of policy formulation and monitoring capacity, as well as program management capacity, is a requirement for creating favorable conditions for economic growth and a long-term reduction in poverty. This will require a civil service reform to give the country an effective and efficient body of officials. The sharp recovery in international cooperation must, however, take into consideration the real risk of weakening the civil service in the short term, which could compromise the institutional strengthening programs.

84. The transition strategy pursues five priorities:

- ⌘ **Selectively, and in complete transparency, increase human resources in the public administration:** increase in human resources at the decision-making, conceptual and administrative levels by recruiting qualified young officials as employees or consultants (604 in the ICF period), or as United Nations volunteers or volunteers from other countries, by hiring national and foreign consultants through donors over a short period (103 in the ICF period); recruit, through attractive incentives, Haitians from the diaspora to strengthen the public administration.
- ⌘ **Massive training for existing human resources** in the short and medium terms. The training will involve taking into consideration the needs of officials and employees of government ministries and institutions and will rely on training schools in Haiti (by strengthening the capacities of these institutions), as well as on training centers or international trainers. This training will basically be done in Haiti in the form of ongoing training for a total of 5,400 civil service employees, almost 96 percent of whom are management officials.
- ⌘ **Significantly improving compensation** and the employee incentive system (as of July 1, 2004, an increase of 30 percent in all employee salaries is planned); description of the duties of the various positions, harmonization of profiles and tasks, successive improvements in salaries and revision of the salary grid in accordance with the State's financial capacities.
- ⌘ **Establishing an electronic communications network** in the public administration, and strengthening socioeconomic information production and dissemination capacities.
- ⌘ **Establishing the basis for reform of the civil service.** A reform proposal will be prepared and be the subject of national consultations.

2.3. Regional, urban and local development and decentralization

85. Community participation is a key element in the local development dynamic. This development will serve as the basis for preparing and implementing true decentralization and the restoration of regional and urban development which, in turn, will allow the progress achieved to be sustained over the long term.

86. A Regional and Urban Development Unit was created in 1973. In the early 1980s, this structure allowed for the preparation of instruments such as the National Territorial Development Scheme, or the laws on regionalization, municipal organization, zoning or even the urban community of Port-au-Prince. Since 1986, this planning process has been stopped. The effects of this are visible at both the urban and rural levels.

87. Regarding decentralization, the constitutional requirements have barely been followed by legislative or regulatory measures. The functioning of local entities is very weak, and is based essentially on discretionary financing at the central level. Added to this is an extreme lack of stability in the personnel elected within the local administrations, an absence of management transparency and competence, and abuses of power, coupled with the absence of a territorial civil service.
88. Within this framework, local development has been a window of opportunity to favor participatory initiatives at the local level, particularly in rural zones. Numerous international agencies have supported programs in areas such as local finances, management, local production, spatial organization, or even risk and disaster management. However, lessons learned show a need for greater participation and supervision of participants, coordination of the various interventions at the local level, and partnership in the financing of community initiatives.
89. The transition strategy is aimed at ensuring that the rapid impact of the interventions is coupled with ownership by the communities. To this end, the selected approach provides for implementation, in the local communities, of decentralized participatory structures that will be responsible for preparing local Strategic Action Programs (PAS) based on needs identified by them. To facilitate the preparation of these PASs, the local communities will be structured by the specialized local national organizations using a participatory approach in accordance with models already tested in Haiti. Where organizations do not exist, they will be created. These local organizations, in turn, will be supported by other organizations at the departmental level. An evaluation of various interesting local experiments will be conducted to determine an effective methodology adapted to the Haitian context.
90. The transition strategy pursues five priorities:
- ⌘ **Promoting a structured dynamic of local development:** implementation of municipal consultation structures, preparation of local strategic action programs in all municipal sections, presentation of projects to be financed drawn from the local strategic action programs identified by the local communities themselves.
 - ⌘ **Preparing the regulatory framework of the partnership for a decentralized participatory development:** preparation of the law on regional and urban development and town planning; validation of bills prepared by the National Administrative Reform Commission (CNRA); preparation of the draft bill on the regional and urban civil service; preparation of the instruments needed to implement the development policy, preparation and dissemination of teaching guides and materials.
 - ⌘ **Implementation of mechanisms to coordinate and promote decentralized actions (regional and local):** creation of a national council for regional, urban and local development and decentralization; establishment of mapping databases covering local development by the UTSIG; provision of advisory support to the participants and partners.
 - ⌘ **Initiating the institutional strengthening of the state and local structures:** restructuring of the MPECE; strengthening of the management of the local administrations and the MICTSN planning directorate; implementation of the program to support local municipal

organizations; strengthening of the functions of facilitation and proximity support; operationalization of the Fund for the Management and Development of Local Administrations (FGDCT).

- ## **Preparing and finalizing policies for decentralization, as well as regional, urban and local development** for submission to the next government.

Axis 3: Promote economic recovery

91. In order to create jobs and prosperity, the economic recovery depends on macro-economic stability, the rehabilitation of vital infrastructures, the development of the private sector, and the strengthening of agricultural activities while respecting and protecting the environment. This strategic axis includes:

- ## Macroeconomic stability;
- ## Electricity;
- ## Development of private sector and SMEs/SMIs;
- ## Rapid job creation and micro-finance;
- ## Agriculture;
- ## Roads and transportation; and
- ## Environmental protection and rehabilitation.

3.1. Macroeconomic stability

92. The transition Government has formulated a macroeconomic program for the second half of the fiscal year (April-September 2004) in consultation with IMF staff. The Government has already undertaken emergency outlays to rehabilitate key public facilities and ensure the provision of essential public services. Initially, the Government reduced non-essential expenditures, due to the revenue shortfall. In parallel, it developed an emergency plan to prioritize expenditures on the basis of available resources.

93. The governmental macroeconomic program for April-September 2004 aims at containing inflation at 14 percent (six months basis) and maintaining international reserves above US\$22 million. The achievement of these goals largely depends on budgetary discipline and easing the burden on monetary policy. The Government intends to raise fiscal revenues, curtail discretionary spending, and enhance transparency of the public sector activities, including in public enterprises. The Government is also committed to developing a plan for the clearance of external arrears and ensuring regular debt service.

94. The key objectives of the macroeconomic program are:

	FY02/03	FY03/04		
	Estimated	Oct.-March	Program Apr.-Sept.	Year
<i>Annual Percentage Change (%)</i>				
<i>GDP at constant prices</i>	0.4	..	..	-5.0
<i>Consumer prices (12-months, e.o.p.)</i>	42.5	20.8	25.0	25.0
<i>In % of GDP, unless otherwise indicated</i>				
<i>External current account balance (excl. grants)</i>	-4.8	...	...	-1.9
<i>Net International Reserves (US\$ million)</i>	38.8	16.9	28.0	28.0
<i>Central Government overall balance (excl. grants)</i>	-3.7	-2.3	-2.7	-5.0

Source: Data provided by the authorities and estimates and projections of IMF staff.

3.2. Electricity

95. Improving the production and distribution of electricity in the country constitutes one of the main priorities of the Government. It is estimated that only about 10 percent of the Haitian population has access to electricity. Haiti is one of the rare countries in the world that does not yet have high-voltage interconnections between cities and key regions. An estimation of the possible demand is difficult to quantify due to the fact that peak demand has not been satisfied for more than ten years. It would be somewhere around 160 MW for Port-au-Prince.

96. The current situation in Port-au-Prince is catastrophic, with most people having only a few hours of electricity per day. It is however improving substantially as a result of the joint maintenance effort undertaken by the Government and external support. In the provinces, the pilot program initiated in Jacmel is noteworthy, offering 24 hours of electricity without fraud and with an exceptional cost-recovery rate. Five secondary cities have benefited from a program of the preceding government, but the sustainability of this program is very uncertain.

97. Electricity of Haiti (*EDH*), an independent public corporation with the monopoly for electricity production, transport, distribution and commercialization, was created in 1971. Successive governments did not grant it the expected autonomy, resulting in irrational decisions and investments, and the application of a public tariff that compromised the commercial goals of the company. Already weakened by the embargo, which put a large part of its infrastructure out of service due to a lack of spare parts and equipment, *EDH* has been paralyzed for 10 years by the crisis, while at the same time suffering from disastrous

management. *EDH* has therefore become incapable of providing minimal electric service. *EDH* has a negative cash flow and the organization is unable to function without government financial transfers. It has therefore been impossible in the past few years to formulate and maintain a company strategy.

98. The transition strategy pursues three priorities:

- ⌘ **Reestablish electric service by September 2004:** increase in service hours to 12 hours per day in Port-au-Prince and 6 hours in the remaining principal locations, by mobilizing the financing necessary to purchase fuel and spare parts; restoring of installed capacity; repair of machines and purchase of additional megawatts from private operators.
- ⌘ **Stabilization of *EDH* and establishment of conditions necessary for its recovery:** clean up of the company's accounts, audit of the financial statements of the past few fiscal years; preparation of management contract and manager selection process; establishment of operating capital needed to ensure the functioning of *EDH*.
- ⌘ **Improve quality of services:** creation of commercial agencies in certain zones of Port-au-Prince, restoration of lines dedicated to industrial and hotel clients, implementation of a strategy designed to reduce losses and a campaign designed to increase public awareness.

99. To stabilize *EDH* and enhance its services, a medium-term (5 year) **management contract** is envisaged, as well as the implementation of a medium-term investment plan designed to increase access to electricity from 10 to 50 percent of the population by 2013.

3.3. Development of private sector and small- and medium-size enterprises / small- and medium-size industries

100. The Haitian private sector is the main provider of productive employment. It is characterized by the great importance of the informal sector in the economy, by the weak structure and often by lack of representation of intermediary organizations, which are too fragmented. The private sector consists of a large number of informal-sector micro-enterprises, often under-capitalized and marked by extreme heterogeneity. At the top, a few large groups attract most of the investments. There are relatively few SMEs/SMIs. The productive fabric is very weak. The majority of operations are commercial. The value of imports is six times larger than that of exports. The sector is largely handicapped by the weakness of the national savings, political instability, poor infrastructure, the almost complete absence of foreign investment, difficult access to credit, the concentration of businesses in Port-au-Prince, and the unprecedented liberalization of the economy in 1986. Finally, numerous acts of vandalism and robbery greatly affected many private companies located in Port-au-Prince during the events of 2004.

101. The transition strategy will have three priorities:

- ⌘ **Recovery of the private sector:** establishment of a re-capitalization fund, which will be managed by the Industrial Development Fund (FDI) to support the recovery of struggling companies (funds will essentially be provided by the banking sector as a result of the partial

release of compulsory reserves and repurchase by the Central Bank (BRH) of its bonds on the market held by commercial banks); establishment of a mutual guarantee fund for small companies for each small-business profession; injection of financial resources into the micro finance system to reestablish credit access of micro-, small- and medium-size enterprises. Actions will be undertaken in activity sectors that generate added value, have strong potential for exports and productive employment opportunities, and have an impact on the access of local populations to economic and social rights.

- ## **Improve governance of the private sector:** reinforcement of the capacities of the private and public sectors and institutionalization of a real dialogue by establishing three joint commissions in the fields of overall business development, fight against smuggling, corruption and dumping, and improvement in basic service provision; technical assistance and financial support for intermediary organizations, preparation of a draft commercial code and implementation rules for the Investment Code.
- ## **Encourage a better integration of Haiti into regional and international markets:** establishment of five centers for facilitation and development of investments and exports (one-stop shop) in Haiti (Jacmel, Gonaïves, Cap Haïtien, Côtes des Arcadins and Port-au-Prince), so as to encourage Haiti's integration into regional and international markets, take advantage of opportunities with the Dominican Republic and *CARICOM* countries, and benefit from the potential advantages of the *Free Trade Area of the Americas*, and of the *Economic Partner Agreement* or of the *Hero Act*. Development of and investment in industrial and commercial free trade zones, tourist regions and organic agricultural zones will be encouraged.

3.4. Rapid job creation and micro-finance

102. Nearly all of the employment in Haiti (95 percent) is in the informal sector. Unemployment and underemployment are very common, especially among young adults (20-35 years old) in urban areas. Women also have a high unemployment and underemployment rate, despite their strong presence in the workforce. Almost 1 out of every 2 Haitians between the ages of 20 and 45 does not have a lucrative occupation. Recent experience in Haiti indicates that labor intensive work programs (HIMO) offer attractive solutions when a large number of temporary jobs and revenue opportunities need to be created for the poor, especially when one keeps in mind the long period of decapitalization of the population and deterioration of basic infrastructure. These programs take place at the community level. Considering the urgent need to rehabilitate productive and social infrastructure and open up isolated regions, an immediate effort is needed to highlight the objective of job creation in public investment programs to improve infrastructure, whenever feasible and economically justifiable. Jobs must also be stimulated by strengthening and increasing the availability of credit adapted to the needs of micro-entrepreneurs, with particular attention paid to women.

103. The transition strategy pursues three priorities:

- **Reinforce the capacities of different actors** (ministries and local administrations, service providers and local community organizations) in the implementation and monitoring of HIMO programs.
- **Creation of 44,000 temporary (person-month) jobs** (of which 24,000 under ongoing projects and programs) by September 2004, and about 687,000 (of which about 350,000 under ongoing projects and programs) in the next two years (including 30 percent for women) is also planned.
- **Increase access to micro-credit** to weaken the alarming deterioration in income of the poorest and to support the sustainable promotion of self-employment in rural and urban areas.

3.5. Agriculture

104. Haiti is characterized by the large variety and diversity of its countryside, a feature that the farmers know how to capitalize. In macro-economic terms, agriculture represents the main sector of Haiti's national economy. A little over 60 percent of its 8 million habitants live in rural areas, where two-thirds of workers are employed in agricultural production (45 percent to 50 percent of the total working population in the country). Haitian agriculture is practiced by approximately 600,000 small farmers using an average surface area of 1.8 ha. Yet, 80 percent of these farmers cannot satisfy the basic food needs of their families and the majority of producers depend on agriculture for less than half of their family revenue. Their survival strategy combines several sources of revenue, including remittances, the sale of seasonal manpower in other regions of the country and in the Dominican Republic, and small business (including agricultural products). The small amount of available technology and the low level of capitalization of Haitian producers mean that the capacity of the land to sustain the revenue needs of the inhabitants has been greatly surpassed, in a context of strong population pressure. This lack of means, combined with the vulnerable topography and fragile soil that characterize the country, contributes to soil erosion by forcing farmers to employ unsustainable agricultural practices. This reinforces a deforestation cycle that becomes more and more devastating. The insufficiency of infrastructure in rural areas, the impracticality of agricultural roads, land insecurity, and competition from subsidized foreign products are other notable limiting factors. Finally, the near total destruction of both *MARNDR* and the agricultural science department of the State University due to recent events should be noted.

105. Despite this extremely difficult context, the country has strong advantages to help it overcome the situation. Among them is the production of completely organic agriculture, a remarkable ecological diversity, untapped or under-exploited hydro-agricultural resources (30 percent of farmable land is currently irrigated), a relatively privileged geographic position with regard to the US, a rural agro-industrial structure well distributed across the territory, extraordinary possibilities of agricultural as well as agro-industrial productivity improvements, good possibilities for international cooperation, and a small movement by urban professionals tending to invest in agriculture and agro-industry.

106. The transition strategy pursues five priorities:

- ⌘ **Contribute to a rapid recovery of agricultural and rural activities:** vaccinations, disease control, labor intensive works, repair of irrigation pumps and heavy equipment for primary ditch and drain cleaning, and targeted distribution of tools and grain seed.
- ⌘ **Physical rehabilitation of a part of the Ministry of Agriculture** so as to restore its minimal intervention capability.
- ⌘ **For the medium-term, contribute to a sustainable strengthening of agricultural production:** rehabilitation and renovation of irrigated perimeters, ramps for grain drying, individual and collective tanks for high-risk zones, lakes and small retention dams, stocking of natural bodies of water and small lakes, technical assistance for the marketing and transformation of agricultural products, support for fruit cultivation, intensification of fish farming, small livestock raising, and marine fisheries.
- ⌘ **Ensure the efficiency and effectiveness of interventions** in the sector by improving the institutional and legal framework and governance: technical training of polyvalent agents, creation of Regional Research-Development Centers, reinforcement of MARNDR capabilities, both physically and for the formulations/implementation of sector policies and strategies.
- ⌘ **Ensure harmonization of cross-sector and cross-institutional interventions:** training of MARNDR staff, economic operators and farmers organizations, preparation of regulatory framework and of a national seed plan.

3.6. Roads and transportation

107. As a result of lack of investment and maintenance, infrastructure is in a state of very advanced dilapidation. Only 5 percent of roads are in good shape, while 15 percent are in what is considered average shape, a net decline from the state of affairs reported in 1991. Furthermore, about half of the tertiary network, essential in a country where two-thirds of the population lives in rural areas, were taken off the official road registry as a result of the extreme deterioration that rendered them unusable. The lack of maintenance on the few rehabilitated infrastructures (less than 10 percent of roads are regularly maintained) considerably reduces the duration of their existence. In the port and airport sector, the state of deterioration of infrastructure, combined with ineffective management and a weak institutional capability, threatens the short-term continuity of the logistics chain.

108. The Haitian transportation infrastructures are composed of: (i) a network of 3,400 Km of roads, 18 percent of which are covered with asphalt; (ii) two international airports and five airfields; and (iii) two international harbors and 17 coastal ports, 8 of which receive international traffic. The roads generate 80 percent of traffic, maritime transport 18 percent, and air transport only 2–3 percent. The transportation system in Haiti is managed by the Ministry of Public Works, Transportation, and Communications (MTPTC), with respect to land and air transportation. Ports are managed by the National Port Authority (APN), an autonomous commercial corporation placed under the Ministry of Economy and Finance.

109. The transition strategy for roads will pursue two priorities:

- ⌘ **Implementation of the necessary investments to ensure that roads essential to the country's development are usable under all circumstances:** launch of urgent works to rehabilitate the roads and priority activities to distribute infrastructure across the country, as well as to guarantee the continuity of the network; choice of rehabilitation technologies adapted to meet the intensity of the need. Also, investments to rehabilitate urban roads are planned in various cities to facilitate transport and improve traffic in these centers.
- ⌘ **Implementation of an institutional and financial framework** to guarantee the durability of these investments, and in addition, effective management of the sector: the rapid implementation of an efficient mechanism for routine and periodic maintenance (Road maintenance fund); reinforcement of MTPTC to permit the progressive organization of an efficient administration focused on regulatory activities.

110. The current management of Haitian ports and airports does not satisfy the sector's needs. This type of management, however, cannot change in a radical way over the course of the next two years. In fact, the obsolescence of the port installations, their inoperability in certain cases, as well as the sensitivity of the social climate do not make for a favorable climate for such structural reforms. Intervention by private operators in a more active fashion in port operations should, however, be envisaged in the medium- or long-term.

111. The transition strategy for port and airport management has three priorities:

- ⌘ **Identify and make the investments immediately** necessary to continue activity and prevent ruptures of the logistics chains for the ports, and to ensure the continuity of air transport, including the attainment of the ISPS Code for the port located in Port-au-Prince.
- ⌘ **Conduct studies, audits, and work needed to improve port management**, including the organizational and financial audit of APN. This strategy will focus particularly on the situation in the port of Port-au-Prince, which represents 80 percent of traffic.
- ⌘ **Prepare institutional reforms of the aviation sector**, which can be implemented over the long-term with two corollaries (i) organizational and financial audit of the National Airport Authority (AAN); and (ii) the preparation of a strategy with the goal of defining the institutional development necessary to enhance the efficiency of the sector.

3.7. Environmental protection and rehabilitation

112. For the most part, the environment in Haiti reflects the structural problems that the large majority of its population faces. The recent floods in May 2004 reminded the world that Haiti is a country that is extremely vulnerable to natural disasters, and is subject to a growing number of complex threats as a result of the interaction between the natural threats aggravated by the deterioration of the environment, the high rates of poverty and social vulnerability of its population, and problems of governance and lack of management of the urban and rural space. It is worth noting the existence of an environmental action plan (PAE) and various sub-sector policies; however, their implementation is encountering many problems.

113. The key concept of planned interventions is the sustainable utilization of natural resources and space. Indeed, the envisioned actions place an emphasis on: the promotion of alternatives to wood fuel and the promotion of renewable energies in an effort to reduce the pressure on wood resources; the protection and sustainable management of fragile ecosystems; the identification of populations at risk and vulnerable to natural and anthropogenic threats and the strengthening of institutional capabilities and of the legal framework for the implementation of planned actions. To support local development, particular attention will be placed on the evaluation, support, and articulation of numerous current local initiatives aimed at managing natural resources.

114. The transition strategy pursues three priorities:

- ## **Promote the substitution of wood and charcoal** in urban areas and in the small and medium-size enterprises by the usage of substitute fuel and the promotion of new energies: conversion of 30,000 urban households to LPG and kerosene and support to homes utilizing improved use of coal or wood; conversion to diesel and to LPG of 1,000 companies that use wood as fuel; financial support to briquette producers; initiation of a study to determine the feasibility of wood importation, promotion of new energies (solar and wind) for institutional reinforcement and improved access for the poor to energy services.
- ## **Struggle against degradation of land and natural resources:** implementation of natural resource management activities in 20 communities; establishment of a national system for planning and execution in the battle against land degradation and the management of biodiversity; strengthening of the national system of protected areas, training of municipal leaders for environmental management.
- ## **Strengthen risk and disaster management** by supporting the implementation of the national risk and disaster plan (PNGRD): institutional strengthening of the Civil Protection Directorate (DPC), and of the permanent secretariat for the management of risks and disasters (SPGRD), implementation of information systems to identify and monitor the risks of disasters and local risk management through the establishment and the reinforcement of departmental and communal civil protection committees.

Axis 4: Improve access to basic services

115. A large number of the population is excluded from access to basic services and thus remains heavily exposed to risks and precarious conditions. The sustainable development of the country depends on an extension of these basic services as well as an enhancement of their quality. This strategic axis includes:

- ## Emergency humanitarian aid and post-disaster relief;
- ## Water and sanitation;
- ## Health and nutrition;
- ## Education, youth and sports;
- ## Culture, media and communication;
- ## Food security;

- ## Slum upgrading;
- ## Solid waste; and
- ## Safety nets and social protection.

4.1. Emergency humanitarian aid and post-disaster relief

116. The deterioration of the socio-economic crisis at the beginning of 2004, the armed violence and looting across the country, particularly of humanitarian stocks, the various violations of international law, the limited access to foodstuffs and basic social services, the degradation or absence of numerous public services have made the needs for humanitarian aid and protection extremely urgent. In addition to difficult socio-economic conditions there is also an extreme vulnerability to natural phenomena. Haiti's geographic position exposes it to a large array of natural phenomena that could become, without appropriate response, major catastrophic disasters. The World Report on the Reduction of the Risk of Natural Disaster (UNDP, 2004) gives Haiti a natural catastrophe risk index (CRI) that is among the highest in the world. From 1900 to 1999, Haiti was affected by 16 cyclones, 25 severe floods, a major earthquake and 7 droughts.
117. The recent floods in the south and southeast have confirmed Haiti's growing vulnerability to natural phenomena. The storms of May 23 and 24, 2004 proved particularly severe in the Mapou and Fonds Verettes regions. The official count reported 1,261 deaths, 1,414 missing people, 2,399 houses destroyed, and more than 30,000 people affected by the disaster. The people affected, particularly in the Mapou region, exhausted their meager survival mechanisms as international aid had difficulty arriving on site due to very poor road conditions.
118. In order to respond to the needs of vulnerable people, two appeals were presented to donors in 2003 and 2004: The Integrated Program of Response to the Urgent Needs of Haiti's Vulnerable People and Communities (PIR) and the *Flash Appeal*. Of an initially anticipated amount of US\$84 million, the response to this PIR program over 18 months is estimated to be about half of that amount. The *Flash Appeal*, launched in March 2004 for US\$35 million, targets the urgent and immediate needs of the Haitian population and strives to quickly establish basic restoration of social services, in particular regarding food assistance, health, water and sanitation, nutrition, education, and public safety. At the present time, the response of the donors has been moderate at about 30 percent.
119. The international community responded fairly generously to May's floods in the south and southeast, undoubtedly saving the lives of thousands of victims during the past few weeks. Numerous tasks must still be accomplished, notably the search for decomposing bodies, the treatment and supply of water, the relocation of affected people and the reestablishment of normal life conditions (reconstruction of homes and schools, reestablishment of the lines of communications and rehabilitation of affected areas).

120. The transition strategy for humanitarian aid and post-disaster relief pursues two priorities:

- ## **Strengthen the capabilities of the authorities** to better identify vulnerable groups, provide assistance for them, and ensure the monitoring of social conditions.
- ## **Identify humanitarian needs** not covered by the existing humanitarian appeals by distinguishing humanitarian needs and reconstruction and restoration needs, particularly in regions affected by the floods of May 2004.

121. The distinction between humanitarian and rehabilitation needs has not been easy. Although certain humanitarian interventions have been integrated in the works of the ICF, it is critical that the periodic assessment of humanitarian needs finds a complement in the ICF. Likewise, a rehabilitation and reconstruction program with a preventative approach, for regions affected by the floods, will be developed by the government.

4.2. Water and sanitation

122. Potable water services across the entire territory of the Republic of Haiti are extremely deficient and the draining and treatment of wastewater are generally left to individual initiatives. In 2002, only half of the urban population had access to potable water services. In 2001, 27 percent of households located in secondary cities and 50 percent of rural households got their water from an undeveloped source or river and the percentage of households without a lavatory inside or outside their house was at 9.3 percent in metropolitan regions, 39 percent in other urban centers and 59 percent in rural areas. The poor quality of the potable water and sanitation services result from the progressive deterioration of infrastructure and existing institutions as well as from strong demographic pressure and large migration toward main urban centers, notably Port-au-Prince.

123. The poorest populations, women and children are the main victims of this absence of policy and lack of resources of the State. However, both in the disadvantaged urban neighborhoods as well as in rural areas, the active participation of beneficiary communities has generally provided positive results and permitted some improvement in the access to potable water.

124. The transition strategy pursues four priorities:

- ## **Strengthen the production capacity in urban regions** to supply, on average, water four hours per day.
- ## **Improve the services provided**, particularly to vulnerable groups in urban and rural areas.
- ## **Strengthen the institutional capabilities in the sector:** reinforcement of public institutions (MTPTC, CAMEP, SNEP, POCHPE, URSEP), awareness of the population with regards to hygiene education, implementation of a system designed to track the performance of the regional offices of SNEP. For urban areas, a tariff decree for potable water services will be issued and implemented by 2005.
- ## **Conduct studies of projects** that will enable the level of service and the rate of coverage to be improved beyond 2006.

4.3. Health and nutrition

125. The current health system cannot offer the population the basic services that it deserves. The life expectancy of Haitians has decreased from 55 to 53 years over the past five years. Infant and juvenile mortality rates are very high. The prevalence of chronic malnutrition, severe or moderate, of children younger than 5 is at 22 percent. Maternal mortality is very high (523 for every 100,000 live births). This poor health situation is due to the fact that the health system's organization is deficient and does not allow priority programs to obtain the desired impact on the population to achieve the Millennium Development Goals.
126. The operating budget of the MSPP is weak and insufficiently utilized. The staff are underpaid and poorly distributed. The MSPP has difficulty structuring the health system and putting in place monitoring mechanisms. Essential drugs are not available to patients. Reform of the periphery care system, the health districts (UCS), has never been truly implemented. These absorptive capacities of the health system are a major bottleneck, which highlights the importance of creating public-private partnerships, use and strengthen the existing capacities of the private and non-governmental organizations (NGOs) for the provision of the Minimum Service Package (MSP).
127. The transition strategy pursues five priorities:
- ⌘ **In the short term, restart the operation of the principal hospitals** of the country by guaranteeing a permanent supply of water and electricity and ensuring proper wastewater as well as solid waste disposal.
 - ⌘ **Extend the minimum service package** to 2,500,000 Haitians by developing 15 health districts. In these UCSs, the institutions are organized in networks to offer local care and four basic services (medicine, pediatrics, obstetrics and surgery), using a reference and counter reference system. The priority programs are integrated into a comprehensive approach.
 - ⌘ **Strengthen the management and coordination capacity of the Ministry of Public Health and Population (MSPP)** in order to expand and implement a human resources management policy, to strengthen its management and administration capabilities in order to develop a private/public partnership and ensure the coordination of international cooperation and health organizations.
 - ⌘ **Improve health care access to the general population and vulnerable groups** in particular (children, pregnant women, handicapped, AIDS and HIV infected people, indigents) by regulating and lowering prices for generic drugs, essential inputs and essential services (childbirth and cesareans).
 - ⌘ **Restart priority programs** with a national system for the purchase and distribution of essential drugs and inputs covering the entire territory, with the prevention and the therapeutic care of malnourished children and women, people infected with HIV/AIDS and tuberculosis, and with systematic vaccinations of infants less than a year of age.

The food assistance needs for this sector are analyzed in the “safety net and social protection” section.

4.4. Education, youth and sports

128. The Haitian education system suffers from three problems. The Ministry of National Education and Culture (MENC) lacks the means to exert its normative and regulatory role in the education system (weak strategic capacity, outdated vision, limited steering ability, lack of institutional memory, insufficient inspection and lack of transparency in the allocation of finances outside of salaries for the start of the school year). Plus, the dialogue with the private sector is insufficient, although the latter has become the main vehicle for the provisions of education services (80 percent of education offering). Lack of access persists, particularly in poor and rural regions, and the system still generates too many exclusions (vulnerable groups, school dropouts, and overage students). Approximately 500,000 children still do not have access to basic education. Finally, the quality and effectiveness of the offered education is very weak, with only 35 percent of children completing the 5th year of primary school. In addition to these structural difficulties, the four months of political and social instability ending in March 2004 had serious consequences for the education system: interrupted classes, destroyed schools, withdrawal of children from schools and devastated universities. The targeted goals and actions derive from the National Education and Training Plan (PNEF) which, still valid, defines the governmental policy.

129. The transition strategy pursues four priorities:

- ## **In the short-term, organization and financing of school supplies and aids** for the start of the school year in September 2004.
- ## **Implementation of measures to improve governance** by developing regulation and quality control instruments: improvement of budgetary procedures; improvement in the national plan for the supervision and training of inspectors; enhancement of information and archival capabilities; development and implementation of a Partnership Office, for enhanced accreditation and evaluation methods while also offering a financial instrument to promote improved equity and quality in the private education sector; support actors with regard to the decision making and management of schools and reinforcement of their management and community-based capacities; finalization of the national Education for All (EPT) strategic plan.
- ## **Improvement in access and conditions of education:** increase education offered to meet the strong demand in light of the goals of EPT (rehabilitation of schools, improvement of the school environment, rehabilitation of centers for vulnerable groups); encourage demand for education services particularly by reducing the school costs for vulnerable groups (subsidies for the start of school year, school fees, school materials, books and uniforms); preparation for the implementation of a third professional core cycle; rehabilitation of universities and preparation for the reform of higher education.
- ## **Improvement of the quality of education:** training of teachers, renewal of programs, restoration and improvement of training methods and capacities (accredited method for initial and continuing education – EFACAP – Core Application Schools and Center for Educational

Support – and associated schools rehabilitated); remobilization of personnel; distribution of programs; revision of programs and literacy methods.

130. The **professional training** sector is also fragmented. Access is largely reserved for a minority of Haitians. The majority of workers (80 percent) does not meet the existing program selection criteria or are not accepted for lack of available spots in professional schools. Only 6 out of every 1,000 workers in the workforce have a diploma or certificate in a technical or professional field.

131. To respond to the need for qualified and well-trained work force, the transition strategy pursues three priorities:

- ## **Facilitate access to and increase relevance and quality of the professional training** supplied by public and private centers (rehabilitated or new).
- ## **Strengthen the governance capacity of the National Institute of Professional Training (INFP).**
- ## **Identify and meet the training needs** of the workforce by placing emphasis on the generation of revenue in the informal sector (recruitment and training of professors).

132. The increase in the number of **higher education** institutions during the past few years has made it easier for a larger number of youths to gain access to higher education. The student population nearly doubled from 1986 to 1996. Unfortunately, a policy of equal university access is yet to be adopted. The rate of dropouts remains extremely high. The four months of political and social instability had serious consequences for the university sector: five faculties were damaged, one of which was almost destroyed. The other institutions face difficulties in functioning, a lack of computer equipment and educational material, and deficient and outdated school furniture.

133. The transition strategy pursues three priorities:

- ## **Restore universities and faculties damaged** during the events of 2004 to ensure a normal return to academic activities in September 2004.
- ## **Improve the status of students** in order to limit the dropout rate: university cafeterias, scholarships.
- ## **Initiate a reform of higher education** with the goal of improving both the access to and the quality of educational programs offered.

134. By its demographic significance, its dynamism and dedication, Haitian youth constitute a key factor in the process of creating a democratic system and promoting economic development and social progress. A special place should be devoted to sports in this period, taking into account its importance for social cohesion. The actions of the Secretariat of State for Youth, Sports and Civics will also target vulnerable groups: unemployed youth, youth in disadvantaged situations, delinquent youth, and youth without vocations or involved with problems relating to alcohol or other substances.

4.5. Culture, media and communications

134. Culture, media and communications can and should play a central role in overcoming a culture of confrontation and exclusion which remains one of the fundamental problems facing Haitian society today. Haitians are losing their identity and the values of solidarity and mutual aid that served as a benchmark to them. Their physical and spiritual heritage is progressively deteriorating and the country's cultural institutions do not have the ability to stop this general decay. Haitian culture, arts and crafts constitute some of the main assets that will put the country on the international playing field. Until recently, they have benefited from only a very small amount of support, both from government and from private sources.
135. In terms of media and communications, the situation remains very unstructured. The market is full of private under-regulated media (mainly radios). However, there is little national coverage, and most of the programs and broadcasts are concentrated in the metropolitan region of Port-au-Prince and a few large cities. With respect specifically to news, despite some serious infringements, freedom of the press is growing. Journalism remains highly opinionated and enjoys limited means.
136. The recent Numeric Access Index (NAI) calculated by the International Telecommunications Union (ITU) places Haiti in 152nd place out of 178 countries for its access to information and communication technologies. The main constraints are the lack of qualified personnel, the very low level of per capita income, and the absence of facilities and infrastructure. The “.ht” domain was just launched by a management consortium, the result of a partnership between university, public, and private sectors.
137. The transition strategy pursues six priorities:
- ⌘ **Reinforce the capacities of cultural institutions and public and private media:** restoration of installations and equipment of cultural institutions; reinforcement of the production and broadcasting capacities of the National Television of Haiti and the National Radio of Haiti, particularly to accompany the electoral process of 2005; strengthening the capacities of the State's communication services; creation of new cultural reference centers; support development of a regulatory framework for the use of airwaves, cable distribution, satellites and the Internet.
 - ⌘ **Reinforce the role of culture and media in the promotion of a pluralist and democratic society:** integration and more active participation of women and disadvantaged or excluded populations; organization of events; awareness campaigns; professionalization of journalists; revision of the legal framework for public media; preparation of a draft law regarding the content of electronic media, publishing and advertising.
 - ⌘ **Safeguard, protect and manage the Haitian cultural heritage, both physical and spiritual:** preparation of a public policy for the diffusion of this heritage; inventory, enhancement, protection, development and restoration of cultural sites and historical buildings that are the most threatened, adoption of measures to protect and enhance the spiritual heritage.

- ## **Protect and promote Haitian culture by strengthening national arts and crafts, as well as cultural, audiovisual and electronic productions:** putting in place a Fund and a supporting system; development of regulation and implementation mechanisms relative to artists' rights and status; support for the formation of professional groups of creators, artists and artisans.
- ## **Expand the access to information and communication technologies (ICT) to more people:** access to information in certain communities through the implementation of *cyberpoint* PIC (information and communication points).
- ## **Develop and validate a national information policy as well as a regulatory framework.**

One needs to add the cross-cutting objective of reinforcing the role of culture and media in popular education in support of the larger goals of sustainable development in Haiti.

4.6. Food security

138. The food situation for 2003 is balanced overall: local production satisfied 44 percent of needs, imports 49 percent, and food aid 7 percent. However, over the past few years there has been a regression in national production versus commercial imports. The outflow of currency necessary to cover food imports is more and more substantial: in 2003 it represented 81 percent of the total value of exports. The most vulnerable populations are rural households having greatly restricted access to land and single-parent households managed by women. Food insecurity has led to high malnutrition rates, notably in children under 5 years of age: 23 percent of these children suffer from chronic malnutrition, 5 percent from acute malnutrition, and 17 percent from insufficient weight. Two thirds of rural households experience severe food insecurity. Haiti is also exposed to a number of natural risks (cyclones, floods, droughts, earthquakes) and anthropogenic problems (environmental degradation, land conflicts) which threaten to affect the food security conditions of the population. The drought problem covers the entire country. It is estimated that 400,000 poor households are located in rural zones affected by drought (northwest, north, northeast, southeast, south). This combination of threats constitutes a high-risk situation, clearly requiring a contingency plan and an analysis of vulnerability to allow a rapid response, as well as an efficient early warning and follow-up system to track food insecurity and vulnerability.
139. The transition strategy aims **to ensure harmonization of cross-sector and cross-institutional interventions to address food policy issues and strengthening of food security and risk management by focusing on 4 priorities:** reinforcing the institutional and legal framework for the National Food Security Coordination (CNSA); creating and coordinating a Permanent Observatory of the food insecurity situation (collection/diffusion of information, studies, education of thematic groups, implementation of National Food Security Plan); implementation of consultation structures (national, departmental, and local) on agriculture, food security and risk management; implementing/optimizing early warning systems that are synchronized with the preparation of contingency plans concerning recurrent and potential risks that affect national food security.

4.7. Slum upgrading

140. Despite the fact that the Haitian population is still predominantly rural, the degree of urbanization of the population has risen from 25 percent in 1982 to 40 percent in 2003, putting Haiti in a state of “late urbanization” with a strong concentration on the metropolitan area of Port-au-Prince (AMPAP). The average annual growth rate of the urban population was at 4.7 percent for 1982-2003, compared with 2.2 percent for the national growth rate. The slums are the results of wild urbanization, spontaneous or informal, but are also the consequence of a progressive deterioration of conventional neighborhoods. This situation has also resulted from lack of an integrated regional urban policy that would favor a better distribution of the population in the country and discourage migrations toward Port-au-Prince and the country’s secondary cities. The slums are generally located near possible sources of employment for their inhabitants, and often on land that presents health risks, as well as on environmentally fragile land. More than 60 percent of houses in the metropolitan area of Port-au-Prince have only one bedroom for 4-6 people. This strong density and lack of economic opportunities aggravate the precariousness and vulnerability of urban populations and also produce much violence and delinquency. Finally, it is worth noting that the urban sector suffers from a lack of political attention, at the central or decentralized level, a lack of means and a poor division of tasks between the different public institutions.

141. All interventionist action in urban areas is conditioned by the recognition of a “city right” (regulation of land rights), the regularization of land occupation (minimal urbanism plan), and gradual investment programs to “improve habitats” (new housing, relocation).

142. The transition strategy has three priorities:

- ## **Physical improvement of certain slums** in the AMPAP and the country’s secondary cities.
- ## **Preparation of a participatory proposal for a national urban habitat improvement program**, in successive steps covering all the main urban centers to contribute to a better-integrated management of the sector.
- ## **Institutional strengthening** of the MPECE, MTPTC, EPPLS and selected community town councils.

4.8. Solid waste management

143. Few figures exist concerning the production of solid waste in Haiti. Annual production is estimated at approximately 589,000 tons/yr in AMPAP, 191,000 tons/yr in the largest secondary cities and 766,000 tons/yr in the rural regions and small cities. Many neighborhoods do not have trash removal services, which are generally privatized and therefore expensive. It should be added that there is no separation of waste from households, companies, hospitals, and construction debris. The removal rate is estimated to be less than 30 percent in AMPAP. In other cities, the waste is generally dumped in rivers and ends up on the coast. The legal framework is insufficiently clear regarding the roles of those involved, particularly concerning AMPAP and it lacks technical standards, adequate financial

instruments, coordination mechanisms and a true strategy regarding the removal and disposal of waste material.

144. Waste management interventions aim to put the country on track to a sustainable, clean, and affordable waste management that reflects not only environmental priorities but also the critical need for job creation and recycling of the country's waste material.

145. The transition strategy has three priorities:

- ## **Ensure the effective and efficient collection/removal of solid waste in the metropolitan area of PAP and main secondary cities.** By September 2004, a strong reduction of waste in urban areas (non-slum areas) is targeted. The almost total removal of waste from roads, ravines/rivers/beaches and drainage in AMPAP, the main secondary and other cities, is also to be undertaken as an urgent activity within the scope of ICF, with the active participation of the private sector and the population.
- ## **Ensure an adequate treatment/elimination of solid waste in compliance with social and environmental norms:** rehabilitation of the discharge at Truttier; medical waste management; similar actions regarding the discharges of the main secondary cities so as to provide them with treatment and disposal sites while respecting the environment.
- ## **Strengthen the legal, institutional, and financial framework at the national and municipal level:** there is an urgent need for an entity capable of providing long term support to the cities and to the SMCRS in the management of solid waste, as well as to other public institutions. A decree must be adopted to create a National Waste Agency (AND). A "National solid waste management plan," should be prepared including actions to increase the awareness and to organize communities (neighborhoods) for waste removal/collection.

4.9. Safety nets and social protection

146. Among the risks to which the Haitian population is exposed, those requiring immediate attention are: political and security risks linked to a lack of respect for fundamental rights and exacerbated by insecurity and impunity; economic risks associated with the precariousness of jobs and therefore the difficulty to pay for essential expenses; social risks associated with a lack of access to health, nutrition and education services; and risks associated with social exclusion. The most vulnerable groups include: children in extremely vulnerable situations (in domestic service, with legal conflicts, infected by AIDS), extremely poor women-headed households; impoverished elderly; and handicapped and repatriated persons. The coverage of public and private interventions for risk management is greatly deficient. The Ministry of Social Affairs and Employment (MAST), with large responsibilities regarding social protection, manages a series of structures in which insurance and assistance interventions are very fragmented, scattered, and without significant impact. Part of this gap was covered by the non-governmental sector, which currently provides the majority of social protection services. Nevertheless these actors (NGOs and private sector) can only cover a small part of the needs and work outside of MAST's supervision. Due to lack of training and coordination, the quality of actions varies. The lack of a medium- to

long-term strategy increases the difficulties arising from insufficient human and financial resources. In the end, the active managers of risk are the Haitian households.

147. The analysis of the most important needs, as well as current and potential capacities to satisfy them, suggests a strategy that combines different risk management approaches (reduction, attenuation, and assistance) while concentrating on a limited number of risks and interventions. Simultaneously, it involves profiting from the comparative advantages of the various actors by insisting on government responsibility in terms of policies, coordination, supervision and evaluation, as well as relying on the operational capacity of the private sector and civil society.

148. The transition strategy has six priorities:

- ⌘ **Lay the foundation for the respect of the fundamental rights of the Haitians** by providing identity documents (massive information and awareness campaign for birth certificates, simplification of procedures, reinforcement of institutional capabilities).
- ⌘ **Reduce malnutrition** particularly for the most vulnerable groups (support for school meals, parasite reduction campaigns, university cafeterias, nutritional supplements, and other services for young children and pregnant and lactating women, distribution of food in deficit areas).
- ⌘ **Increase access to health care** with micro-insurance.
- ⌘ **Encourage community development** with financial transfers from abroad (creation of a solidarity fund in partnerships with civil society, the private sector, and donors to finance community projects identified in a participatory way.).
- ⌘ **Offer social assistance services** to the most vulnerable.
- ⌘ **Strengthen the capacities of the Ministry of Social Affairs and Employment.**

B. Cross-cutting themes

149. Four cross-cutting themes have been identified in the ICF: crisis prevention, human rights, gender and HIV/AIDS. The work of each thematic group covers these four issues. Nevertheless, taking into account their cross-sectoral nature, they deserve particular attention.

150. **Crisis prevention** concerns the reduction of both political and natural risks. Concerning the prevention of political crises, a preliminary analysis was conducted and should be enriched within the framework of the PRSP preparation. It identifies factors and actors of the crisis in Haiti, as well as opportunities to stabilize the situations. The analysis shows that Haiti faces a major political risk, caused by instability factors that are both structural and circumstantial. The ICF also aims to initiate a risk reduction process.

- ⌘ Concerning the *political causes* of the crisis, the ICF envisages actions to promote a real national dialogue, a successful, credible and honest electoral process, the strengthening of State institutions and the fight against corruption.

- €# With regard to *security aspects*, the preventive approach targets: strengthening the national police, fight against impunity, effective disarmament and stabilization of the situation with the support of MINUSTAH, in close collaboration with the regional organizations, OAS and CARICOM.
- €# For the *economic factors* of the crisis, the ICF targets the creation of a large number of jobs, a revival of the private sector, active mobilization of expatriates, tax payments by citizens, stabilization of prices and regional and international integration of the country.
- €# With respect to the *socio-cultural roots* of the crisis, the ICF targets slum upgrading, more effective participation of the population in local development and the reinforcement of links between the private and the public sector to restore the a level of confidence of the Haitian population in their institutions.

Similarly, specific measures to reduce the risk of natural disasters are included in the scope of the ICF, so as to reduce vulnerability to natural threats, which is the highest in the entire Caribbean region.

151. **Human rights** are at the heart of the concept of citizenship. They are also an essential element for the prevention of crises. Civil and political rights as well as economic, social and cultural rights are defined by the Constitution of 1987 and reaffirmed by a series of international agreements signed and ratified by Haiti. They cover particularly the areas of security, justice and penitentiary institutions. Nevertheless, the rights of children, the right to education or the right to health care also represent a major focus of the ICF's interventions, particularly in the Axis 1 (strengthen political governance and promote national dialogue) and Axis 4 (improve access to basic services).
152. **Gender issues** rely on an approach based on rights. This implies that actions targeting gender equality find their place in an ensemble of international agreements related to human rights and more specifically to the rights of women. The issue of equality between the sexes remains, despite the constitutional provisions, one of the major imperatives for an equal and sustainable development in Haiti. The response to inequalities between the sexes in the education, economic and health areas was addressed in the four axes of the ICF.
153. However, on a political scale, the main characteristics of the gender condition are: an under-representation in political parties and decision-making bodies, a low rate of participation in politics and decision-making posts within the state apparatus, and a lack of consideration of women's rights in policies and political programs. Also, despite an arsenal of legal provisions confirming the equality of women, the Haitian legal framework includes laws that discriminate against women.
154. Beyond the expected interventions detailed in the four axes of the ICF, an advantage of the transition period will be to consolidate the cross-disciplinary function of the Ministry for Women Status and Rights (MCFDF). Gender equality, a main factor in social cohesion, will therefore be a central subject.

155. The transition strategy pursues three priorities:

- ## **Prepare and promote the implementation of a legal and legislative framework** conforming to international agreements covering the rights of women.
- ## **Promote the implementation of governmental policies and programs** encouraging gender consideration and acting on the gender condition and the improvement of women's living conditions; including violence against women and political participation.
- ## **Reinforce the capacity of MCFDE** to effectively and efficiently fulfill its transversal and supportive role in women's movements.

156. **HIV/AIDS** constitutes a serious threat for all areas covered by the ICF. With a prevalence rate of 5 percent, the HIV/AIDS problem has largely surpassed an exclusively health approach, and the government is engaged within the framework of the ICF to provide an integrated response to this issue that is crucial to development.

157. The transition strategy pursues two priorities:

- ## **Strengthen prevention and treatment of people infected with HIV/AIDS** (setting up voluntary testing centers and PTME, and centers for excellence for ARV treatment; awareness raising among the population; distribution of condoms).
- ## **Improve integration of programs to fight HIV/AIDS, tuberculosis and malaria** which benefit from significant funding from the Global Fund.

C. ICF financing needs

158. The total financing needs for the implementation of the ICF over the period July 2004 – September 2006 are estimated to be approximately US\$1.37 billion. The internal resources available from the national budget for the ICF activities are approximately US\$127 million. Likewise, external resources of about US\$315 million are already available from programs and projects that are the subject of agreements already signed between donors and the Government. This leaves **a financing gap of US\$924 million**. Of this amount, about US\$145 million corresponds to the financing required for the rest of the current fiscal year (Haiti's fiscal year begins in October and ends in September), US\$426 million corresponds to the 2004-05 fiscal year, and US\$353 million to the 2005-06 fiscal year.

159. Table 1 details the financial needs for the priority axes and the thematic groups covered by the ICF. The costs identified in each group are largely focused physical rehabilitation, restoration of basic services and support for institutional strengthening at the national and local levels (including within local communities). These estimates have been made by the thematic groups and validated by the relevant Ministries; and the availability of internal resources has been confirmed by the Ministry of Finances. Detailed costing information (broken down by type of expense and activity) appears in the thematic reports which are available on the web site "Haiticci.undg.org". It is important to note that the amount of funding sought does not reflect the totality of needs that exist in the country today. Rather, the guiding principle in determining both the preparation of the IFC and in estimating the

costs of its implementation has been to identify targets that can realistically be achieved within the period covered by the ICF, taking into account the priorities of the national strategy, the country's current absorptive capacity, recommended sequencing of activities, and donor funding cycles.

160. Although the government intends to increase its revenue stream and has allocated internal resources to finance the ICF interventions, the vast majority of the identified funding gap will require external donor assistance. The successful implementation of the ICF requires a sustained pace of disbursements and rapid start-up of activities to be able to reach the identified objectives. This can only be achieved if commitments are front-loaded as much as possible so that projects and programs can be planned and launched at the outset of the first three-month period. In addition, grants should be emphasized to the extent possible to avoid an unsustainable debt burden.
161. The calendar and modalities of the ICF implementation are more difficult to estimate than are the financial needs, given their heavy dependence on institutional capacities. The figures presented in table 1 reflect the best judgment on the capacities of national institutions to absorb external resources and plan and implement programs. In this regard, assumptions were made regarding milestones of the government transition period. It must be borne in mind, however, that absorptive capacity is not static; experience shows that it can increase as implementation of the programs moves forward. During the preparation of the ICF, particular focus was put to identify interventions to strengthen absorptive capacity in both the public and private sector. Thus, it is recommended that the financial needs be re-assessed as absorptive capacity increases in the country.
162. The socio-economic realities of Haiti make it difficult to draw a sharp dividing line between humanitarian needs and development needs. A number of issues related to the humanitarian needs have been considered by several ICF thematic groups while formulating specific priorities and targets to be met before September 2004, particularly those dealing with institutional capacity building in crisis prevention areas and social sectors. However, the total ICF financing needs have been calculated separately from the urgent humanitarian needs presented in the Haiti Flash Appeal as well as the additional needs resulting from the recent floods in the South-east region of the country. As of June 14, the unfunded portion of the Haiti Flash Appeal launched in March 2004 for a period of six months was US\$ 24.3 million (see Table 2). In the very near future an additional analysis will be conducted by the humanitarian agencies in order to have up-to-date information on the urgent humanitarian needs and funding requirements in this area not covered by the ICF, to be presented to the donor community as soon as this is available.

TABLE 1 – Cost Estimate (In US\$ million)				
	TOTAL ICF NEEDS	INTERNAL RESOURCES	EXTERNAL RESOURCES	GAP
1 Strengthen Political Governance and Promote National Dialogue	<u>172.9</u>	<u>18.9</u>	<u>1.8</u>	<u>152.2</u>
1.1 Security, police and DDR	108.7	16.0	0.0	92.7
1.2 Justice, penitentiary institutions and human rights	24.2	0.0	1.8	22.4
1.3 Electoral process and national dialogue	40.0	2.9	0.0	37.1
2 Strengthen Economic Governance and Contribute to Institutional Development	<u>164.8</u>	<u>95.1</u>	<u>9.8</u>	<u>59.9</u>
2.1 Economic governance	22.5	0.0	2.6	19.9
2.2 Strengthening of institutional capacity	101.6	95.1	0.0	6.6
2.3 Regional, urban and local development and decentralization	40.7	0.0	7.2	33.5
3 Promote Economic Revival	<u>526.4</u>	<u>6.2</u>	<u>177.9</u>	<u>342.3</u>
3.1 Macroeconomic stability ¹	0.0	0.0	0.0	0.0
3.2 Electricity	92.4	0.0	0.0	92.4
3.3 Rapid job creation and micro-finance ²	100.7	0.0	65.0	35.7
3.4 Private sector development /PMEs /PMIs	29.1	0.0	5.5	23.6
3.5 Agriculture	118.0	3.2	28.9	85.8
3.6 Roads and Transportation	161.1	3.0	77.0	81.1
3.7 Environmental protection and rehabilitation	26.3	0.0	2.7	23.6
4 Improve access to basic services	<u>447.1</u>	<u>7.0</u>	<u>124.7</u>	<u>315.5</u>
4.1 Emergency humanitarian aid ³	..	..	..	..
4.2 Water and sanitation	80.1	0.0	32.3	47.8
4.3 Health and nutrition	134.9	5.5	47.2	82.2
4.4 Education, youth and sports	125.1	0.0	42.9	82.2
4.5 Culture, media and communications	12.3	0.0	0.0	12.3
4.6 Food security	1.8	0.1	0.4	1.3
4.7 Solid waste	35.3	0.0	0.0	35.3
4.8 Slum upgrading	28.5	0.0	0.0	28.5
4.9 Safety nets and social protection	29.0	1.4	1.8	25.8
TOTAL (TG 1 through 4) – US\$ million	<u>1,312.4</u>	<u>127.1</u>	<u>315.4</u>	<u>870.0</u>
5 Other	<u>53.9</u>	<u>0</u>	<u>0</u>	<u>53.9</u>
5.1 External arrears clearance ⁴	53.9	0	0	53.9
OVERALL TOTAL (TG 1 to 5) – US\$ million	<u>1,366.3</u>	<u>127.1</u>	<u>315.4</u>	<u>923.9</u>

1. Although there are no specific expenditures related to the objective of macroeconomic stabilization, the Government works towards stabilization of the economy within the scope of a macroeconomic program defined in consultation with IMF staff.

2. It is estimated that the programs and projects for rapid job creation, having already been the subject of signed agreements could create about 350,000 jobs (person-month) during the ICF period in addition to those created with the resources indicated in Table 1.

3. A certain number of activities linked to humanitarian needs have been taken into account in the ICF in the formulation of priorities and objectives to reach before September 2004, in particular those concerning the sectors of health, education, environment and social safety nets. However, the ICF financing needs have been calculated separately from the emergency humanitarian aid in the Haiti Flash Appeal (see table 2) as well as the additional needs from the recent floods in the South-East part of the country.

4. Clearance of multilateral arrears by Sept. 2004 and treatment of bilateral arrears according to Paris Club terms in FY04-05.

163. The current macroeconomic framework of the Government incorporates preliminary cost estimates for certain ICF interventions, but is was prepared before the end of the costing exercise of the ICF thematic groups and before the July donor conference. After the July conference, the Government intends to revise its macro-economic framework recently defined in consultation with IMF staff and to prepare a budget for fiscal year 2004-2005 on the basis of the ICF priorities and taking into account the financing that will be mobilized at the July conference. It is recommended that the experts who supported the Government in the preparation of the thematic reports and the ICF cost estimates be available to assist the Government in the preparation of the budget 2004-2005 so the ensure the perfect integration of the ICF in the budget.

Table 2: UN Consolidated Inter-Agency Appeal for Haiti (Flash Appeal 2004)
Summary of Requirements and Contributions – By Appealing Organization
as of June 14, 2004

Compiled by OCHA on the basis of information provided by the respective appealing organization

Agencies (a)	Original Requirements	Revised Requirements	Carry- over	Planned	Contributions	Total Estimated Available	Unmet Requirements	% Covered
FAO	4,000,000	3,400,000	0	0	1,000,000	1,000,000	2,400,000	25%
OCHA	400,000	400,000	0	0	111,000	111,000	289,000	27.7%
ORHNT	0	0	0	0	0	0	0	0%
PANGLOSS	1,210,000	2,250,000	0	1,000,000	500,000	1,500,000	750,000	67.6%
UN-HABITAT	200,000	200,000	0	0	0	0	200,000	0%
UNDP	1,200,000	1,200,000	0	0	50,000	50,000	1,150,000	4.2%
UNEP/UNESCO	500,000	500,000	0	0	100,000	100,000	400,000	20%
ORF	0	0	0	0	0	0	0	0%
UNESCO	300,000	300,000	0	0	0	0	300,000	0%
UNFPA	2,400,000	2,400,000	0	0	0	0	2,400,000	0%
UNICEF	3,000,000	3,000,000	0	1,000,000	500,000	1,500,000	1,500,000	50%
UNIFEM	100,000	100,000	0	0	0	0	100,000	0%
WFP	10,000,000	10,000,000	0	0	4,000,000	4,000,000	6,000,000	40%
GRAND TOTAL	25,000,000	25,000,000	0	1,000,000	5,211,000	5,551,000	20,000,000	22.2%

D. Mechanisms for aid coordination and follow-up

164. The period 1994-2004 was characterized by an insufficient coordination of international aid, the all too frequent use of parallel structures, and a lack of confidence between donors and the government. Relative inefficiency in aid conditionalities, a lack of reflection on the roles and responsibilities of state institutions as well as inadequate communication with the Haitian population should also be mentioned. The sudden reversal from massive aid flows to donor retreat or reorientation also had a highly negative impact. The consequences have been a progressive weakening of the coordination and control functions of central agencies, such as the MPECE and the MEF. The result has been both a fragmentation of the broad vision and extreme difficulty in ensuring coherence among interventions.

165. For these reasons, the Haitian government and the donors give significant importance to the coordination among all involved parties to work towards the sustainable recovery of the country. The preparation of the ICF initiated both dialogue and joint work with the transition Government, and at the thematic group level, with sector ministries and civil society representatives. The implementation of the ICF, and particularly the transition between the initial response and the establishment of a strategy to reduce poverty, will require the integration of various coordination methods, both at the level of the Haitian people, the government and civil society, as well as the international community.

166. In as much as possible and taking into account the specificities of the various partners, coordination requires the harmonization of practices. This harmonization assumes that the donors adopt effective methods for the exchange of information, simplification and rationalization of procedures. There must also be agreement on the planning, implementation and monitoring of programs and projects.

167. This mechanism of dialogue and coordination should serve to:

- ## **Facilitate a participatory and inclusive dialogue** for the entire Haitian society around the ICF, encouraging the active participation of civil society in coordination mechanisms.
- ## **Make funds available** in proportion to the country's real absorptive and performance capacity in order to avoid pressure on implementation abilities.
- ## **Encourage harmonization of the "demand" for financing and the "supply" of resources** from the international community, including NGOs.
- ## **Vertically integrate coordination** at the Haitian government level with the strengthening of central coordination functions and of budget controls at all levels: the Office of the Prime Minister, MPECE, MEF and sector ministries.
- ## **Coordinate interventions between international agencies and facilitate the harmonization of practices.**
- ## **Manage in a coordinated manner** the strengthening of the State's institutional capacities.
- ## **Permit a transition** between the stabilization of the current situation and a poverty reduction strategy.

168. The composition and the mandate of the various deliberative structures and methods foreseen take into account both the political context of the transition, the role of civil society and the political parties, as well as existing coordination methods, the new provisions of resolution 1542 – which created *MINUSTAH*, specifying the mandate of the special representative of the UN Secretary General and also envisioning the close connection between security aspects, the electoral process and development aid – and the specifics of each sponsor (IFI, multilateral, bilateral). It is essential that coordination be based on the various active groups and efficient mechanisms of consultation among the donors, and particularly the sectoral groups, to ensure increased participation by sector ministries.

169. Leadership of the coordination of the ICF will be by the Haitian Government with active participation of civil society. It is foreseen that a Joint Committee for the Implementation and Monitoring of the ICF will be created and chaired by the Prime Minister, with participation of

other representatives from the government, civil society and the international community. Its role will be to define the orientations and general policies for coordination of assistance, to follow-up and supervise the utilization of resources, monitor the speed of implementation, and approve any modifications in the implementation of the ICF. The Committee will benefit from a Support Unit for implementation and follow-up of the ICF which will serve as a secretariat and which will support and reinforce the coordination offices of MPECE and MEF, which will reinforce the programming units in the ministries and will overlook the collection and distribution of information. This committee will have a catalyst role over the donors' sectoral groups, the ministerial programming units and the coordination unit of *MINUSTAH*.

170. The next steps in the implementation of aid coordination include first the setting up of coordination structures, alignment of the national priorities defined by the ICF, and a beginning of harmonization efforts, notably with the adoption of a common position with regard to the recruitment of national staff by all those involved in development in Haiti. Over the next few months, it is important to avoid decapitalizing the civil service of its best elements and thus weakening it. The success of the ICF depends in large part upon a successful transition from an initial response to the crisis to the creation of a real capacity to implement a poverty reduction strategy over the long-term.

ANNEX I

Summary tables on the ICF results:
Priority objectives and performance indicators

AXIS 1. STRENGTHEN POLITICAL GOVERNANCE AND PROMOTE NATIONAL DIALOGUE							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS - SEPT. 2004	TARGETS AND MONITORING INDICATORS - MARCH 2005	TARGETS AND MONITORING INDICATORS - SEPT. 2005	TARGETS AND MONITORING INDICATORS - MARCH 2006	TARGETS AND MONITORING INDICATORS - SEPT. 2006
1.1 Security, Police and DDR (Disarmament, Demobilization and Reintegration) <u>Costs</u> FY03-04: \$12.0m FY04-05: \$47.4m FY05-06: \$33.3m TOTAL: US\$92.7 m (Security/ Police: US\$52.7m; DDR: US\$40.0m)	<u>Strengthening of the Haiti National Police (PNH)</u> Strengthen the organization, the operational capacity and the professionalization of the PNH	Presence of numerous armed groups, proliferation of weapons and weakness of the PNH (workforce reduced by half, infrastructure and equipment destroyed or looted, low level of professionalization , loss of credibility and loss of motivation)	Ã ensure the transition from MIF to MINUSTAH Ã strategic plan for PNH development approved; team of Dir. Plan. operational Ã 3,200 active and trained policemen (at least 10% women) Ã police premises' construction and rehab. needs identified and prioritized, and invitations to bid issued; construction and rehabilitation works in 10 police stations Ã equipment needs identified and prioritized, and calls for bids issued; gradual provisioning of needed equipment (vehicles, radios, firearms, ammunitions, etc.) Ã PNH professionalization activities as defined in the ICF in progress (including contribution to the General Inspection of means to fight corruption and impunity)	Ã implementation of the plan Ã 3,900 active and trained policemen (at least 10% women) Ã construction and rehabilitation works in 19 police stations Ã gradual provisioning of needed equipment (vehicles, radios, firearms, ammunitions, etc.) Ã PNH professionalization activities as defined in the ICF in progress (including contribution to the General Inspection of means to fight corruption and impunity)	Ã implementation of the plan Ã 4,600 active and trained policemen (at least 10% women) Ã construction and rehabilitation works in 19 police stations Ã gradual provisioning of needed equipment (vehicles, radios, firearms, ammunitions, etc.) Ã PNH professionalization activities as defined in the ICF in progress (including contribution to the General Inspection of means to fight	Ã implementation of the plan Ã 5,300 active and trained policemen (at least 10% women) Ã construction and rehabilitation works in 19 police stations Ã gradual provisioning of needed equipment (vehicles, radios, firearms, ammunitions, etc.) Ã PNH professionalization activities as defined in the ICF in progress (including contribution to the General Inspection of means for fight	Ã implementation of the plan Ã 6,000 active and trained policemen (at least 10% women) Ã construction and rehabilitation works in 19 police stations Ã gradual provisioning of needed equipment (vehicles, radios, firearms, ammunitions, etc.) Ã PNH professionalization activities as defined in the ICF in progress (including contribution to the General Inspection of means to fight

AXIS 1. STRENGTHEN POLITICAL GOVERNANCE AND PROMOTE NATIONAL DIALOGUE							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS - SEPT. 2004	TARGETS AND MONITORING INDICATORS - MARCH 2005	TARGETS AND MONITORING INDICATORS - SEPT. 2005	TARGETS AND MONITORING INDICATORS - MARCH 2006	TARGETS AND MONITORING INDICATORS - SEPT. 2006
	<u>Disarmament and Reintegration</u> Ensure the disarmament and the socio-economic reintegration of the members of armed groups and strengthen institutional capacities for controlling fire arms in Haiti	Specific disarmament operations, but no action plan has been adopted	Å Coordin. Commission operational; DDR plan developed and adopted; legal framework and regulations concerning the control of fire arms adopted Å local recovery and development plans articulated to incorporate rehabilitation; development of a national awareness campaign Å process of disarmament and of disbanding armed groups begun Å implementation of community plans and monitoring of the reintegration process; assistance provided to 1,000 beneficiaries for their socioeconomic reintegration	Å DDR program operational throughout the entire country; development of the plan to strengthen institutional capacities Å implementation of community plans and monitoring of the reintegration process by the communities; national population sensitized Å at least 4,000 weapons collected and destroyed Å implementation of community plans and monitoring of the reintegration process; assistance provided to 4,000 beneficiaries, 2,000 children and 1,000 convicted criminals	corruption and impunity) Å follow-up Å implementation of community plans and monitoring of the reintegration process by the communities; national population sensitized Å at least 10,000 weapons collected and destroyed Å assistance provided to 10,000 beneficiaries, 2,000 children and 1,000 convicted criminals	corruption and impunity) Å follow-up Å implementation of community plans and monitoring of the reintegration process by the communities; national population sensitized Å at least 5,000 weapons collected and destroyed Å assistance provided to 5,000 beneficiaries, 1,000 children and 1,000 convicted criminals	corruption and impunity) Å follow-up Å implementation of community plans and monitoring of the reintegration process by the communities; national population sensitized Å at least 5,000 weapons collected and destroyed Å assistance provided to 5,000 beneficiaries and 1,000 convicted criminals; 5,000 beneficiaries reintegrated

AXIS 1. STRENGTHEN POLITICAL GOVERNANCE AND PROMOTE NATIONAL DIALOGUE

THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS - SEPT. 2004	TARGETS AND MONITORING INDICATORS - MARCH 2005	TARGETS AND MONITORING INDICATORS - SEPT. 2005	TARGETS AND MONITORING INDICATORS - MARCH 2006	TARGETS AND MONITORING INDICATORS - SEPT. 2006
1.2 Justice, Penitentiary Institutions and Human Rights <u>Costs</u> FY03-04: US\$1.4m FY04-05: US\$10.9m FY05-06: US\$10.2m TOTAL: US\$22.4 m	<u>Justice</u>: fight impunity; ensure the independence of the judiciary power; improve access to justice	<u>Justice</u>: history of dependence of the judicial system on the executive power; lack of operational means and training; lack of management of the legal professions; decaying of the infrastructures (10 out of 16 lower courts destroyed or damaged along with peace courts); weak organizational and institutional capacity of the Justice Ministry	Å actions against impunity: prosecution and hearing underway for 4 significant cases including 1 in absentia	Å hearings in progress; 1 retrial after conviction in absentia Å rehab. and re-equipment actions (on TPI, Peace Courts, Special Labor Courts and Justice Ministry damaged or destroyed in February 2004) as defined in the ICF in progress Å training and legal information actions as defined in the ICF in progress Å actions to organize the justice system: publication of the decree on the operation of the ministry and amending the decree of 3/30/84, status of personnel and the CSM (Conseil Supérieur de la Magistrature)	Å exhaustion of appeals for retrial after conviction in absentia; judgment in 1 trial Å rehab. and re-equipment actions (on TPI, Peace Courts, Special Labor Courts and Justice Min. damaged or destroyed in February 2004) as defined in the ICF in progress Å training and legal information actions as defined in the ICF in progress	Å potential appeals; judgment in trial 2 and 3 Å 50% of the population with reliable Civil Status document Å rehab. and re-equipment actions (on TPI, Peace Courts, Special Labor Courts and Justice Min. damaged or destroyed in February 2004) as defined in the ICF in progress Å training and legal information actions as defined in the ICF in progress	Å 4 significant trials including 1 in absentia Å rehab. and re-equipment actions (on TPI, Peace Courts, Special labor Courts and Justice Min. damaged or destroyed in February 2004) as defined in the ICF in progress Å training and legal information actions as defined in the ICF in progress
	<u>Penitentiary institutions</u> : rehab.	<u>Penitentiary institutions</u> : escape	Å 13 prisons rehabilitated; re-	Å +2 prisons built; re-equipment of the DAP and	Å +2 prisons built; re-equipment of the	Å re-equipment of the DAP and prisons	Å re-equipment of the DAP and prisons

AXIS 1. STRENGTHEN POLITICAL GOVERNANCE AND PROMOTE NATIONAL DIALOGUE

THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS - SEPT. 2004	TARGETS AND MONITORING INDICATORS - MARCH 2005	TARGETS AND MONITORING INDICATORS - SEPT. 2005	TARGETS AND MONITORING INDICATORS - MARCH 2006	TARGETS AND MONITORING INDICATORS - SEPT. 2006
	of the physical infrastructures, personnel training, rational management of the prison population, correctional reeducation and rehabilitation programs for detainees <u>Human rights:</u> strengthening of the national capacities for promoting and protecting human rights	of all prisoners, destruction of several penitentiary institutions <u>Human Rights:</u> status of human rights violations, absence of policy and coordination, limited respect for international commitments in this area	equipment of the DAP [Directorate of Prison Administration] and prisons as defined in the ICF in progress Â development of mechanisms and strategies at the national level	prisons as defined in the ICF in progress Â correctional and rehabilitation programs dispensed to prisoners Â dissemination of educational programs on human rights Â establishment of the national policy coordination structure	DAP and prisons as defined in the ICF in progress Â correctional and rehabilitation programs dispensed to prisoners Â national action plan developed Â joint committees for the promotion and protection of civil rights are active Â presentation of at least one periodic report to the conventional bodies	as defined in the ICF in progress Â correctional and rehabilitation programs dispenses to prisoners Â capacities for administration, management and inquiries of the OPC (Citizen Protection Office) strengthened Â preparation of and sensitization to the bill clarifying the status and the role of the OPC	as defined in the ICF in progress Â correctional and rehabilitation programs dispensed to prisoners Â 3 Human Rights documentation centers established (Cap, P-au-P, Cayes) Â OPC organic law adopted
1.3 Electoral Process and National Dialogue <u>Costs</u> FY03-04: US\$1.7m FY04-05: US\$24.5m FY05-06: US\$10.9m TOTAL: US\$37.1m	Support the startup of the provisional electoral council (CEP) and the departmental electoral offices (BEDs) and communal electoral offices (BECs)	Having elected its president at the beginning of June, the CEP has barely begun organizing; BED and BEC equipment has been destroyed or has disappeared; the election law has no clear	Â BEC and BED offices functional Â personnel recruited Â personnel is familiar with the organization manuals Â the electoral calendar published	Â registration process completed no later than April Â distribution of voter lists Â Civic education program in progress Â candidates for	Â municipal and legislative elections held Â legislative power elected; municipal authorities elected Â registration of candidates for the office of President of	Â training of the Permanent Electoral Council Â Presidential election (one or two rounds of voting) Â President of the Republic elected	Â structure of the permanent CEP functional Â system for updating voters lists

AXIS 1. STRENGTHEN POLITICAL GOVERNANCE AND PROMOTE NATIONAL DIALOGUE							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS - SEPT. 2004	TARGETS AND MONITORING INDICATORS - MARCH 2005	TARGETS AND MONITORING INDICATORS - SEPT. 2005	TARGETS AND MONITORING INDICATORS - MARCH 2006	TARGETS AND MONITORING INDICATORS - SEPT. 2006
	Revision of the election act Install a registration system for Haitian citizens Development of the transparent and legitimate electoral process	definition in some critical areas; the register of electors is partially destroyed; the old register and verification system is not very transparent and is complex	Â draft revision of the election law ready and submitted to the executive power Â preparation strategy for electoral materials determined	municipal and legislative offices registered according to the electoral calendar; the lists are accessible to the public according to the established schedule Â electoral materials produced according to schedule	the Republic (August)		

AXIS 2. STRENGTHEN ECONOMIC GOVERNANCE AND CONTRIBUTE TO INSTITUTIONAL DEVELOPMENT							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
2.1 Economic Governance							
<u>Costs</u> FY03-04: US\$3.5m FY04-05: US\$9.9m FY05-06: US\$6.4m TOTAL: US\$19.9m	A. Strengthen the budgetary process Streamline the budgetary process in order to make it efficient, transparent and credible and capable of translating the G's priorities; restructure Customs and the DGI [General Tax Directorate] <u>Costs</u> FY03-04: US\$2.1m FY04-05: US\$3.7m FY05-06: US\$3.4m TOTAL: US\$9.2m	Progress has been made recently, but the process is weakened by the lack of capacities for planning, control and evaluation of the programs/projects, the abusive use of current accounts, weakness of Customs and DGI	Ã no more than 10% of public expenditures pass through current accounts Ã procedures for replenishment of current accounts (DAC) respected by all the ministries and cost centers Ã start of strengthening of the capacities of the MPCE in its task of coordinating development activities, including the preparation and monitoring of the capital budget	Ã elimination of the use of current accounts except in exceptional cases Ã approval of a plan to completely automate the management and tracking of public expenditures and revenues Ã implementation of strategic plans to strengthen Customs and DGI, beginning with the strengthening of monitoring, inspection and fiscal control Ã Directorate of Evaluation and Control of the MPECE fully operational	Ã start of expansion of the automation of public expenditures tracking Ã significant improvement of the work context for Customs and DGI Ã improvement of the quality of the 2005-06 public capital expenditures budget	Ã continued expansion of the automation of public expenditures tracking	

AXIS 2. STRENGTHEN ECONOMIC GOVERNANCE AND CONTRIBUTE TO INSTITUTIONAL DEVELOPMENT							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			À preparation for FY2004-05 of a public capital expenditure budget consistent with the ICF				
	B. Strengthening of financial control mechanisms and the use of public finances Make the regulatory framework suitable to the provisions of the new organic law; strengthen the public finance control structures <u>Costs</u> FY03-04: US\$0.5m FY04-05: US\$2.1m FY05-06: US\$0.8m TOTAL: US\$3.4m	New Organic Law on public finance management approved in Nov. 2003; implementing regulations not yet prepared; absence of any real public accountants or financial controllers profession; insufficient capacities at the CSCCA [Superior Court of Accounts and Administrative Litigation] DEC and DIF	À continuing education/training plan for financial controllers and expenditure authorizing officials launched	À logistics support set up for the DCB, CSCCA and DEC À hiring and training activities underway for staff as defined in the ICF in progress À establishment of an anti-corruption unit À strengthening of the DIF's working tools through the development of a procedures manual and the establishment of an information system to target control activities	À audit report for the 2002/2003 and 2003/2004 budgets made public	À draft of the new Organic Law for the CSCCA prepared	À annual audits by the CSCCA and DIF as defined in the ICF in progress
	C. Public procurement Strengthen the						

AXIS 2. STRENGTHEN ECONOMIC GOVERNANCE AND CONTRIBUTE TO INSTITUTIONAL DEVELOPMENT							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	mechanisms for public procurement so that they are transparent, credible, effective and can meet an increased volume of activities <u>Costs</u> FY03-04: US\$0m FY04-05: US\$1.1m FY05-06: US\$0.9m TOTAL: US\$1.9m	Legal framework exists, but implementation rules have not been adopted; lack of competent staff; public procurement conducted at the level of individual ministries without coordination, control or use of international calls for bids	≠ establishment of a central control for public procurement through the creation of a Nat. Interim Procurement Commission	≠ establishment of a team of international specialists responsible for executing public procurement above a certain threshold for the first 12 months ≠ drafting of standard bid documents and a procedures manual ≠ web site in place; regular publication of calls for bids and procurement contract awards	Â examination by the Interim Commission of 50% of the public procurement above a certain threshold Â national training plan launched and 50 staff trained	Â examination by the Interim Commission of all public procurement above a certain threshold Â preparation of a new bill based on the UNCITRAL [United Nations Commission on International Trade Law] model	Â national discussion and submission of the new bill to Parliament
	D. Management of public enterprises Improve and modernize the management of public enterprises in key sectors (electricity, communications, water and sanitation, ports and airports) <u>Costs</u> FY03-04: US\$0.7m FY04-05: US\$1.4m FY05-06: US\$1.0m TOTAL: US\$3.1m	Lack of transparent management, deficiency in professional qualifications, excessive personnel, management affected by political interference more than by rules of good governance, dilapidated equipment	Â establishment of a coordinating and monitoring unit and of its coordinator	Â accounting upgrade and processing of Teleco (telecommunications) and EDH (electricity) data launched before Nov. 2004 Â financial audits by international firms for the AAN (airports), CAMEP (water) and APN (ports) launched before Oct. 2004 Â mini re-engineering of Teleco launched before	Â management and organizational reviews for AAN, APN and Teleco launched Â implementation of recommendations from the audits and reviews in progress	Â other enterprises selected (particularly in the financial and insurance sectors) for financial audits, management reviews and restructuring	Â audits launched for the other selected enterprises

AXIS 2. STRENGTHEN ECONOMIC GOVERNANCE AND CONTRIBUTE TO INSTITUTIONAL DEVELOPMENT							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
				November 2004 Å financial audits by international firms launched for EDH and Teleco before February 2005 Å preparation of a management contract for EDH and CAMEP			
2.2 Strengthening of Institutional Capacities <u>Costs</u> AF03-04: US\$0.7m AF04-05: US\$2.3m AF05-06: US\$3.5m TOTAL: US\$6.6m	Strengthening of short-term and medium-term human resources through recruiting, training, an appeal for skills from the diaspora and the retention of existing qualified personnel to ensure better policy formulation and efficient implementation of programs; preparation of civil service reform	Weak level of supervision and technical coverage, weak hiring mechanisms for executive managers, last training received by civil servants in 1999, low remuneration, lack of human resources management, rotation between institutions or departure of staff	Å government decision concerning mechanisms for hiring executive managers through competitive procedures Å 30% wage increase	Å human resources in place to ensure the effective implementation of the ICF Å hiring of 100 senior-level and technical staff; specialized training for at least 10% of the senior-level and technical staff provided at the CEFOPAFOP, CTPEA or at the BRH Institute Å definition of short-term incentive measures for civil servants and	Å satisfactory progress in the support and expansion of the institutional strengthening programs Å hiring of 300 senior-level and technical staff; specialized training for at least 10% of senior-level and technical staff provided at the CEFOPAFOP, CTPEA or at the BRH Institute Å preparation of a proposal for a civil service reform,	Å satisfactory progress in the support and expansion of the institutional strengthening programs Å hiring of 200 senior-level and technical staff; specialized training for at least 10% of the senior-level and technical staff provided at the CEFOPAFOP, CTPEA or the BRH Institute Å national discussions concerning the proposal for a civil	Å satisfactory progress in the support and expansion of the institutional strengthening programs Å specialized training for at least 10% of the senior-level and technical staff provided at the CEFOPAFOP, CTPEA or at the BRH Institute Å strengthening of production capacity and dissemination of

AXIS 2. STRENGTHEN ECONOMIC GOVERNANCE AND CONTRIBUTE TO INSTITUTIONAL DEVELOPMENT							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
				establishment of these measures	including the definition of a durable incentives system	service reform	economic and statistical information, including in the IHSI and the DEE of the MEF
2.3 Regional, Urban and Local Development and Decentralization <u>Costs</u> FY03-04: US\$4.4m FY04-05: US\$17.2m FY05-06: US\$11.9m TOTAL: US\$33.5m	Promote a dynamic that will become the backbone of local development Prepare a standard framework of the partnership for participatory decentralized development	Weak coordination of all parties involved (national and international)	▪ 20% of local consultation structures in place	▪ 40% of the strategic action programs (PAS) by community section completed to support the local development process ▪ 40% of local consultation structures in place ▪ urban Planning Act prepared ▪ bills prepared by CNRA (National Commission for Administrative Reform) validated	▪ 40% of strategic action programs (PAS) by community section completed to support the local development process ▪ 40% of projects (2-3 per community section) completed ▪ 40% of local consultation structures in place ▪ Regional Planning Act elaborated ▪ draft bill on territorial public service prepared ▪ national zoning plan prepared ▪ Zoning law prepared ▪ Departmental	▪ 20% of strategic joint action programs (PAS) by community section completed to support the local development process ▪ 40% of projects (2-3 per community section) completed ▪ geo-economic and spatial database set up	▪ 20% of the projects (2-3 per community section) completed

AXIS 2. STRENGTHEN ECONOMIC GOVERNANCE AND CONTRIBUTE TO INSTITUTIONAL DEVELOPMENT							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	Develop and finalize the decentralization, regional, urban and local development policies Establish mechanisms for coordinating and promoting decentralized actions (regional and local) Begin the institutional strengthening of government and local structures		Ã decentralization policy finalized Ã local development policy finalized Ã Government decision to establish the national land use management council Ã MPECE restructured Ã Directorate of local authorities and the planning unit of the MICTSN strengthened	Ã national land planning framework developed Ã support-advice given to players and partners Ã program to support local municipal organizations in place Ã Fund for the Management and Development of Local Administrations (FGDCT) operational on the basis of the law	frameworks completed Ã didactic guide and media prepared and distributed	Ã specialized local development database fully established	

AXIS 3. PROMOTE ECONOMIC RECOVERY							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
3.1 Macroeconomic stability <u>Costs</u> No specific expenditures tied to the economic stabilization objective			Å 2004-05 budget that reflects the priorities of the ICF and the macroeconomic stabilization program with the IMF	€# satisfactory implementation of the 2004-05 budget and of the macroeconomic stabilization program	Å 2005-06 budget that reflects the priorities of the ICF and the macroeconomic stabilization program with the IMF	Å satisfactory implementation of the 2005-06 budget and of the macroeconomic stabilization program	Å adoption of a 2006-07 budget that reflects the priorities of the Poverty Reduction Strategy Paper (PRSP) and the macroeconomic stabilization program
3.2 Electricity <u>Costs</u> FY03-04: US\$9.7m FY04-05: US\$35.7m FY05-06: US\$47m TOTAL: US\$92.4m	Restore the health of the electricity supply and raise the level of access to electricity to 50% of the population (by 2013)	Population has limited access to electricity; 2-3 hours of service per day; losses of 50%; infrequent service except for Jacmel and 5 provincial cities (but with losses of 50% for these 5 cities)	Å increase the number of hours of service to 12 per day in P-a-P and 6 hours in the rest of the provincial networks (through the mobilization of funding required, the purchase of fuel and spare parts, the repair of generation and distribution equipment and the purchase of electricity from private operators)	Å accounting clean-up and financial audit completed (see Theme 2.1D) Å program for the sector adopted by the G; management contract signed by EDH (Electricité d'Haïti) and manager and countersigned by the G; working capital in place Å reduction of losses underway (billing rate in P-a-P from 50% to 55%)	€#increase in hours of service to 18 per day in P-a-P and the rest of the provincial networks €#reduction of losses underway (billing rate in P-a-P at 57%)	€# investment program in progress and studies in the definition stage for a 10-year program aimed at increasing the population's access to 50% by 2013 €# reduction of losses underway (billing rate in P-a-P at 60%)	€#increase in hours of service to 24 per day in P-a-P and the rest of the provincial networks €#investment program in progress in Cap-Haitien, Les Cayes, Saint Marc, Gonaives and Jeremie €#reduction of losses underway (billing rate in P-a-P at 62%)

AXIS 3. PROMOTE ECONOMIC RECOVERY							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
3.3 Rapid Job Creation and Micro-finance <u>Costs</u> FY03-04: US\$2.2m FY04-05: US\$19.1m FY05-06: US\$14.4m TOTAL: US\$35.7m	Attenuate the alarming deterioration of income of the poorest and support the sustainable promotion of self-employment in rural and urban areas through the availability of credit suited to the needs of rural and urban micro-entrepreneurs	High unemployment and erosion of purchasing power; insufficient offer of loan services for productive activities	À creation of 31,000 person-months of temporary jobs (including at least 30% women)	Æ creation of 103,000 person-months of temporary jobs (including at least 30% women) Æ increase the availability of credit to 670 direct beneficiaries and 3,350 indirect beneficiaries	Æ creation of 135,000 person-months of temporary jobs (including at least 30% women) Æ increase the availability of credit to 2,110 direct beneficiaries and 10,550 indirect beneficiaries	Æ creation of 150,000 person-months of temporary jobs (including at least 30% women) Æ increase the availability of credit to 3,050 direct beneficiaries and 15,225 indirect beneficiaries	Æ creation of 73,000 person-months of temporary jobs (including at least 30% women) Æ increase the availability of credit to 4,060 direct beneficiaries and 20,300 indirect beneficiaries
3.4 Development of the Private Sector, SMEs/SMIs <u>Costs</u> FY03-04: US\$0.5m FY04-05: US\$14.0m FY05-06: US\$9.1m TOTAL: US\$23.6m	Revive enterprises experiencing difficulty; strengthen the institutional capacities of the sector; ensure the country's integration into the regional and international markets (including the development and facilitation of investment and exports and the promotion of tourism)	Decapitalization and weak management of enterprises; weak productive fabric (most activities involve informal trade, little production and few exports); limited institutional capacities of the public and private agencies; concentration of economic activity in P-a-P	À operating mechanism of the Recapitalization Fund established À joint commissions to institutionalize public/private sector dialogue operational À draft code of commerce and implementation rules for: Investment Code, Free Zones Law and Arbitration Court À activities to	À opening of 4 'one-stop shop' offices À Recapitalization Fund and Mutual Guarantee Fund for the MPMEs [Microenterprises and SMEs] operational À economic mapping of the territory (GIS) to identify potentials and guide public supporting interventions established À activities to	À strengthening and monitoring of the one-stop shop offices À campaign to promote tourism launched À activities to	À strengthening and monitoring of the one-stop shop offices À monitoring of the campaign to promote tourism À activities to	À strengthening and monitoring of the one-stop shop offices À monitoring of the campaign to promote tourism À activities to strengthen

AXIS 3. PROMOTE ECONOMIC RECOVERY							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			strengthen the capacities of the public and private sectors as defined in the ICF in progress	strengthen the capacities of the public and private sectors as defined in the ICF in progress	strengthen the capacities of the public and private sectors as defined in the ICF in progress	strengthen the capacities of the public and private sectors as defined in the ICF in progress	the capacities of the public and private sectors as defined in the ICF in progress
3.5 Agriculture <u>Costs</u> FY03-04: US\$2.8m FY04-05: US\$46.6m FY05-06: US\$36.4m TOTAL : US\$85.8m	Revive and contribute to a sustainable intensification of agricultural production; strengthen the institutional and legal framework of the sector	80% of small farms do not satisfy their food requirements; low level of technology and capitalization; vulnerable topography and fragile soil; rural infrastructure inadequate; 400,000 households affected by drought; food supply and seed reserves reduced for the next crop cycle resulting in an increase in food prices; institutional capacities of the MARNDR [Ministry of Agriculture, Natural Resources and Rural	• activities involving vaccination of livestock and disease control as defined in the ICF in progress • rehabilitation of 20 km of rural trails and 20 km of ravines; repair of 20 km of canals; repair of 45 irrigation pumps and 9 apparatus • targeted distribution of 121 tons of seed and 900 tool kits • activities as defined in the ICF for rehabilitation/layout of irrigated areas, infrastructure provision,	• activities involving vaccination of livestock and disease control as defined in the ICF in progress • rehabilitation of 250 km of rural trails and 80 km of ravines; repair of 150 km of canals • national seed grower plan updated • activities as defined in the ICF for the rehabilitation/layout of irrigated areas, infrastructure provision, marketing and processing of	• activities involving vaccination of livestock and disease control as defined in the ICF in progress • rehabilitation of 500 km of rural trails and 120 km of ravines • activities as defined in the ICF for the rehabilitation/layout of irrigated areas, infrastr. provision, marketing and	• activities involving vaccination of livestock and disease control as defined in the ICF in progress • activities as defined in the ICF for the rehabilitation/layout of irrigated areas, infrastr. provision, marketing and processing of agricultural products,	• activities involving vaccination of livestock and disease control as defined in the ICF in progress • activities as defined in the ICF for the rehabilitation/layout of irrigated areas, infrastr. provision, marketing and processing of agricultural products, support for fruit farming and small

AXIS 3. PROMOTE ECONOMIC RECOVERY							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
		Development] affected by recent acts of vandalism	marketing and processing of agricultural products, support for fruit farming and intensification of small livestock activities in progress Å strengthening of the capacities of the MARNDR (from a physical, institutional and regulatory standpoint), including technical training of MARNDR staff, economic operators and farmers' organizations	agricultural products, support for fruit farming and intensification of small livestock activities in progress Å follow-up	processing of agricultural products, support for fruit farming and intensification of small livestock activities in progress Å follow-up	support for fruit farming and intensification of small livestock activities in progress Å follow-up	livestock activities in progress Å follow-up
3.6 Roads and Transportation Costs FY03-04: US\$0m FY04-05: US\$34.6m FY05-06: US\$46.5m TOTAL: US\$81.1m	Rehabilitate the transportation infrastructure (roads, tracks, ports and airports) in order to improve access in the territory; strengthen the institutions connected to transportation in order to make the targeted interventions	Infrastructures in an advanced state of decay (only 15% of the primary network and 30% of the secondary and tertiary networks are in good condition; only 10% of the roads are regularly	Å contracts signed for 77 km (emergency road rehabilitation works) Å ISPS code obtained for the port of P-a-P Å startup of rehabilitation work	Å startup of the Road Maintenance Fund Å startup of the engineering studies for the construction of bridges and box drains in the northwest regions, Nippes and Grande Anse	Å completion of the erection of 12 Baily bridges Å completion of the emergency road rehabilitation works (77 km) Å completion of dredging of the access channel and	Å completion of the rehabilitation work on the Route de Rails and Boulevard des Industries (for access to the port of P-a-P) Å completion of the rehabilitation of docks 1, 2, R0-R0 North and South of the Port of P-a-P	Å completion of the rehabilitation works on National Highway 2 (18 km) and 5 bridges Å completion of the rehabilitation work for National Highway 1 (St. Marc/ Gonaives) Å completion of the strip/runway/apron for the

AXIS 3. PROMOTE ECONOMIC RECOVERY							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	sustainable	maintained; deterioration of the port and airport infrastructures combined with ineffective management; more than half the rural population has no access to any transportation service	on streets in urban areas À institutional strengthening of the MTPTC [Ministry of Public Works, Transportation and Communications], APN [National Port Authority] and the AAN [National Airport Authority] (see Theme 2.1D- Economic Governance for the APN and the AAN)	À follow-up	the port basin À follow-up	À completion of the redevelopment of the Cape-Haitien airport À follow-up	P-a-P airport À follow-up
3.7 Environmental Protection and Rehabilitation <u>Costs</u> AF03-04: US\$0.8m AF04-05: US\$13.7m AF05-06: US\$9.1m TOTAL: US\$23.6m	Encourage the substitution of wood and charcoal in urban households and SMEs; fight against the degradation of land and vital natural resources as part of the CCD and CDB; sustainable and integrated management of risks and disasters through the implementation of	72% of energy requirements come from wood, contributing to deforestation and the degradation of the land and water resources; situation of extreme vulnerability to unforeseen natural events; absence of		À 3,500 additional households use LPG and 1,500 use kerosene; 100 SMEs converted to LPG or diesel	À 11,200 additional households use LPG and 4,800 use kerosene; 300 SMEs converted to LPG or diesel À 3 villages equipped with solar panels À 2,000 hectares reforested	À 18,200 additional households use LPG and 7,800 use kerosene; 650 SMEs converted to LPG or diesel À 6 villages equipped with solar panels	À 21,000 additional households use LPG and 9,000 use kerosene; 1,000 SMEs converted to LPG or diesel À 10 villages equipped with solar panels

AXIS 3. PROMOTE ECONOMIC RECOVERY							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	the Nat. Risk and Disaster Management Plan	coherent national strategies and policies, weak institutional and legal framework and limited response and prevention capacities	Ã activities in preparation for the hurricane season completed Ã National Response Plan revised	Ã 5 municipal plans implemented in 4 regions Ã Emergency Operations Center operational	Ã financial support for fuel brick manufacturers Ã implementation of layout plans for 3 priority parks (La Visite, Foret des Pins, Pic Macaya) Ã 5 municipal plans implemented in 4 regions Ã National Weather Center strengthened and capable of transmitting weather alerts in time Ã structural mitigation actions initiated at Camp Perrin (South and Southeast Dept.)	Ã formulation of a National Action Plan for Forests Ã 5 municipal plans implemented in 4 regions Ã Risk and Disaster Management Units created in 3 ministries (MTPTC, MARNDR and MPECE/SEE) Ã MARNDR hydro-meteorological tracking network rehabilitated Ã structural mitigation actions initiated at Morne l'Hôpital (P-a-P)	Ã 5 municipal plans implemented in 4 regions Ã legal and normative framework validated Ã building codes applied Ã seismic hazard observation network functional Ã National biological and chemical risks observatory in place Ã national communication system operational Ã municipal early alert system operational for Arbonite

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
4.1 Urgent Humanitarian Aid Costs: included in various themes/sectors <i>Please note: an additional analysis will soon be carried out so as to make an update available on the financing needs in this domain not covered by the ICF.</i>	Sustainable and integrated management of risks and disasters by implementing a Nat. Plan. for Management of Risks and Disasters Strengthen food security and risk management Improve nutritional conditions of target groups; improve access to health care with micro-insurance; support community development through financial transfers from outside (creation of a Solidarity Fund); strengthen social assistance programs targeting vulnerable groups Reduce the households' share in health financing for the general population and for vulnerable groups	Situation of extreme vulnerability to the vagaries of nature; limited capacity for response and prevention 23% of children under five years with malnutrition, 5% with acute malnutrition, 2/3 of rural households with food insecurity Large part of the population is vulnerable; lack of long-term strategy; public interventions for social protection remain very segmented, scattered and without significant impact; interventions from the non-government sector provide most of the social protection services but they are not	Å activities to prepare for the hurricane season completed Å analysis document for risk vulnerability and cartography of risks Å monthly flash publication on tracking indicators for the food situation Å Support activities for nutritional needs for students (245,000), young mothers and their children (335,000), orphans (9,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress	Å Emergency Operations Center operational Å the security reserves essential to PROMESS are 10 months (instead of six) Å monthly flash publication on tracking indicators for the food situation Å Support activities for nutritional needs for students (345,000), young mothers and their children (335,000), orphans (9,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress	Å Nat. Meteorological Center strengthened and capable of transmitting alerts In time Å monthly flash publication on tracking indicators for the food situation Å Support activities for nutritional needs for students (440,000), young mothers and their children (400,000), orphans (11,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress	Å MARNDR's hydro-meteorological tracking network refurbished Å monthly flash publication on tracking indicators for the food situation Å Support activities for nutritional needs for students (440,000), young mothers and their children (400,000), orphans (11,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress	Å seismic hazard observation network functional Å national communication system operational Å monthly flash publication on tracking indicators for the food situation Å Support activities for nutritional needs for students (440,000), young mothers and their children (440,000), orphans (15,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	and thus contribute to the prevention of crises	coordinated and have variable quality					
4.2 Water and Sanitation <u>Costs:</u> FY03-04: US\$0m FY04-05: US\$18.4m FY05-06: US\$29.5m TOTAL: US\$47.8m	In the short-term increase the production capacity in order to be able to supply water an average of four hours per day, and then improve the service provided, especially to vulnerable groups in urban and rural areas; strengthen sector capacity, perform project feasibility studies to continue improvement of service level and coverage rate beyond 2006.	Only half of the urban population covered by potable water services; progressive deterioration of existing infrastructure and institutions; extensive damage to infrastructure caused over recent months		<u>CAMEP</u> Å 80% of urgent network repairs performed Å for financial audit and management contract for CAMEP, see Theme 2.1 D-Economic Governance <u>SNEP/URSEP</u> Å 80% of urgent network repairs performed in 8 cities Å rehabilitation works underway in Port de Paix and St. Marc; network repairs for 3 secondary cities	<u>CAMEP</u> Å 100% of urgent network repairs performed Å 50% of network rehabilitation works performed Å serve 20,000 people in disadvantaged neighborhoods Å 5 markets equipped with toilets managed by communal committees and hygiene training received <u>SNEP/URSEP</u> Å 100% of urgent network repairs performed in 8 cities Å works underway at Port de Paix, St Marc Ouanaminthe and Cayes; network repairs in 10 secondary cities	<u>CAMEP</u> Å 100% of network rehabilitation works performed Å serve 50,000 people in disadvantaged neighborhoods Å 20 schools equipped with toilets and hygiene training received Å works underway in Port de Paix, St Marc Ouanaminthe and Cayes	<u>CAMEP</u> Å serve 100,000 people in disadvantaged neighborhoods Å 5 neighborhoods equipped with toilets and/or latrines managed by communal committees or families and hygiene training received Å work finished at Port de Paix and Ouanaminthe

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			Ã sector capacity strengthening activities (MTPTC, SNEP, CAMEP) under way	performed Ã sector capacity strengthening activities (MTPTC, SNEP, CAMEP) underway Ã tariff decree for tariffs published by the Government	performed Ã set up toilets in 100 schools and public markets <u>POCHEP/SNEP</u> Ã 100 pumps repaired or replaced; 19 rural networks built and toilets and/or latrines built Ã sector capacity strengthening activities (MTPTC, SNEP, CAMEP) underway Ã project feasibility studies for continuing improvement of service and coverage rate beyond 2006	Ã set up toilets in 200 schools and public markets <u>POCHEP/SNEP</u> Ã 200 pumps repaired or replaced; 29 rural networks built and toilets and/or latrines built; works completed in nine hospital centers Ã sector capacity strengthening activities (MTPTC, SNEP, CAMEP) underway Ã project feasibility studies for continuing improvement of service and coverage rate beyond 2006 Ã application of tariffs according to the decree's norms	<u>POCHEP/SNEP</u> Ã 300 pumps repaired or replaced; 36 rural networks built and toilets and/or latrines built Ã sector capacity strengthening activities (MTPTC, SNEP, CAMEP) underway Ã project feasibility studies for continuing improvement of service and coverage rate beyond 2006 Ã new tariffs applied in majority of the network
4.3 Health and Nutrition <u>Costs:</u> FY03-04: US\$25.1m	Make PMS available and accessible around 15 UCS; strengthen the MSPP in its abilities to regulate, administer and	Life expectancy: 53 years, child mortality 80 per thousand, malnutrition of children under	Ã functional restart of the HUEH hospital and departmental hospitals (10), Isaie Jeanty	Ã 40% of children under one-year in 15 UCS have received DTP3 Ã 3 departmental	Ã 60% of children under one-year in 15 UCS have received DTP3 Ã 10 departmental	Ã 70% of children under one-year in 15 UCS have received DTP3	Ã 80% of children under one-year in 15 UCS have received DTP3 Ã 20 departmental

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
FY04-05: US\$27.5m FY05-06: US\$29.6m TOTAL: US\$82.2m	manage; reduce the portion of the households' share in health financing for the population in general and for vulnerable groups and therefore contribute to crisis prevention; strengthen certain priority programs (MEG availability, vaccination coverage, maternal and child health services, HIV/AIDS, tuberculosis, malaria)	five, high maternal mortality (523 per 100,000 births), HIV/AIDS prevalence stable at 5%; health system's organization deficient; low vaccination coverage (49% DTP3); hospital mortality under 5 years: 27%; acute malnutrition (5%), high rate of anemia among women and children; no departmental hospital can adequately perform its reference function	maternity and the hospital CHOSCAL by assuring them water and electricity, proper disposal of waste water and treatment of wastes Å list of services to subsidize and their costs is established	hospitals can fill their reference function (operational operating room) Å the security reserves essential to PROMESS are 10 months (instead of six) Å <u>HIV/AIDS</u> : 35 new testing centers; 6 centers of excellence for ARV treatment; 500,000 youth made aware; 30 million condoms distributed Å reduction of mortality of HIV/TB co-infected patients to 50%; 5,000 co-infected patients have access to ARV Å <u>tuberculosis</u> : 60% of institutions applying DOTS; 80 new DOTS clinics (20% in the metropolitan area)	hospitals can fill their reference function (operational operating room) Å <u>malaria</u> : impregnated nets available	Å the HCR and SSPE are regularly supplied with MEG Å <u>HIV/AIDS</u> 40 new centers; 10 centers of excellence for ARV treatment; 1 million youth made aware; 30 million condoms distributed Å reduction of mortality of HIV/TB co-infected patients to 35%; 5,000 co-infected patients have access to ARV Å <u>tuberculosis</u> : 65% of institutions applying DOTS; 120 new DOTS clinics (25% in metropolitan area)	hospitals can fill their reference function (operational operating room) Å households' contribution for MEG and priority services falls by 10%

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	Increase the prevention and management of malnutrition particularly among women and children		Ã reinforcing the salt iodization program: 80% of salt samples have the regulated level Ã human resource strengthening and training activities as defined in the ICF in progress	Ã supplemental vitamin A linked with 80% vaccination coverage; 80% of households have salt iodized at regulated level Ã human resource strengthening and training activities as defined in the ICF in progress Ã partnership framework between MSPP and its partners established	Ã supplemental vitamin A linked with vaccination coverage or parasite elimination program in 100% of UCS Ã human resource strengthening and training activities as defined in the ICF in progress Ã a human resources policy document is available	Ã human resource strengthening and training activities as defined in the ICF in progress	Ã nutritional guide developed and used at local level (100% UCS) Ã human resource strengthening and training activities as defined in the ICF in progress Ã partnership agreements signed at departmental level
4.4 Education, Youth and Sports <u>Costs:</u> FY03-04: US\$23.2m FY04-05: US\$51.5m FY05-06: US\$7.5m TOTAL: US\$82.2m (Education: US\$80.3m; Youth and Sports: US\$1.8m)	Improve access to and quality of education and professional training; set up measures supporting governance by developing tools for regulation and quality control; promote physical and sporting activities, community life, public-spiritedness and participation of the youth in the country's	80% of the education offering is private but poor public/private sector dialogue; problems with quality, access, offering and gender; only half of the population is literate and 1/3 of the children do not attend school; impact of four months of political instability (classes interrupted,	Ã ensure the start of the school year by subsidizing school fees, teaching supplies and uniforms for disadvantaged students in public and private schools		Ã ensure the start of the school year; increase the budgetary allocation for subsidizing school fees, supplies and uniforms for disadvantaged students in public and private schools Ã 300 schools rehabilitated and educational environment improved	Ã 900 schools rehabilitated	Ã ensure the start of the school year; ensure in the budget for education the entirety of the payment for subsidizing school fees, supplies and uniforms for disadvantaged students Ã 1500 schools rehabilitated; 25 centers for vulnerable groups rehabilitated

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
	development	schools destroyed, four universities vandalized and CEEC destroyed, disadvantaged children dropping out); training and literacy program ineffective; sociocultural and sporting infrastructure for youth rare and inadequate	Ã 4 universities rehabilitated Ã activities involving training teachers and renewal of programs as defined in the ICF in progress Ã activities involving setting up and equipping	Ã 21 universities and institutions of higher education computerized and inter-connected Ã launching of the rehabilitation of 8 professional training centers and construction of 2 centers Ã launching of new system of accreditation for professional training underway; launching of a mechanism for including business and civil society associations Ã activities involving training teachers and renewal of programs as defined in the ICF in progress Ã activities involving setting up and equipping	Ã 18 universities and centers of higher education rehabilitated Ã training of 100 administrative staff at the central and departmental level of INFP and at the central level Ã activities involving training teachers and renewal of programs as defined in the ICF in progress Ã activities involving setting up and equipping	Ã 8 professional training centers rehabilitated and 2 new centers constructed Ã national plan for supervision of quality control adopted, standards adopted, functions defined, training started Ã creation of Partnership Office and Partnership Funds Ã activities involving training teachers and renewal of programs as defined in the ICF in progress Ã activities involving setting up and equipping	Ã 1800 classes constructed for an additional reception of 5% of the excluded children Ã 350 inspectors trained Ã Office of Partnership and Partnership Funds operational Ã activities involving training teachers and renewal of programs as defined in the ICF in progress Ã activities involving setting up and equipping

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			sporting and sociocultural structures and infrastructures, and of socio-professional orientation and integration for youth as defined in the ICF in progress	sporting and sociocultural structures and infrastructures, and of socio-professional orientation and integration for youth as defined in the ICF in progress	sporting and sociocultural structures and infrastructures, and of socio-professional orientation and integration for youth as defined in the ICF in progress	sporting and sociocultural structures and infrastructures, and of socio-professional orientation and integration for youth as defined in the ICF in progress	sporting and sociocultural structures and infrastructures, and of socio-professional orientation and integration for youth as defined in the ICF in progress
4.5 Culture, Media and Communication <u>Costs:</u> FY03-04: US\$0m FY04-05: US\$6.1m FY05-06: US\$6.3m TOTAL: US\$12.3m	Strengthen capacity of cultural institutions, and public and private media; strengthen the role of media and culture to promote a pluralistic and democratic society; safeguard the Haitian cultural heritage, elaborate policy for its transmission and promote Haitian culture; strengthen the role of culture and media in educating in the pursuit of development objectives	Disrepair and paralysis of RNH and non-functional technical status at TNH, lack of information on government policy and actions, gaps in journalistic training; fragility of Haitian social cohesion and cultural identity; rapid deterioration of cultural sites and decline in artistic production		Å 100% of the TV-radio transmission sites reactivated in time for the electoral campaign Å RNH studios in minimal working order for news and electoral campaign coverage	Å government communications cell operational, regular communication activities Å starting off the media and information self-regulation authority	Å State Secretary's Office modernized, provided with functional equipment and qualified staff Å training course for journalists given in the capital and regions Å adoption and distribution of an ethics and professional code of conduct Å setting up the Press Council Å partial inventory of the most significant items of the Haitian cultural heritage	Å RNH and TNH operational Å action plan for protection and preservation of the inventoried parts of the cultural heritage

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
						Â 10 cultural centers, 20 municipal units, and 18 Centers for Reading and Cultural Activities in the country	
4.6 Food Security <u>Costs:</u> FY03-04: US\$0.1m FY04-05: US\$0.7m FY05-06: US\$0.5m TOTAL: US\$1.3m	Strengthen food security and risk management	23% of children have chronic malnutrition, 5% have acute malnutrition, 2/3 of rural households have food insecurity	Â monthly flash publication on tracking indicators for the food situation Â autonomous budget allocation to CNSA Â analysis document for risk vulnerability and cartography Â operation of early warning systems	Â monthly flash publication on tracking indicators for the food situation Â establishment of regional CNSA branches	Â monthly flash publication on tracking indicators for the food situation Â updating national food security plan	Â monthly flash publication on tracking indicators for the food situation	Â monthly flash publication on tracking indicators for the food situation Â CNSA framework law submitted to Parliament
4.7 Solid Waste <u>Costs:</u> FY03-04: US\$7.7m FY04-05: US\$14.8m FY05-06: US\$12.8m TOTAL: US\$35.3m	Ensure the collection of solid waste in the urbanized zones and their elimination responding to social and environmental standards	Significant amount of trash in the streets (only 20% of daily waste collected in Port-au-Prince); absence of a plan for the management of solid waste	Â collection of 50% of the daily waste and evidence of a significant reduction of trash in the streets (urbanized zones, not shantytowns) Â rehabilitate the	Â collection of 100% of the daily waste and near absence of trash in the streets (urbanized zones, not shantytowns) Â 10% of the slums'	Â 15% of the slums'	Â 20% of the slums'	Â 25% of the slums'

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			garbage dump at Truttier and those of the principal secondary communities À program for maintenance/replacement of the GDS equipment (50% maintenance level) À 3 recycling projects underway À activities for strengthening of existing institutions' capacities and program for raising public awareness underway	population in Port-au-Prince benefits from improved access to waste collection/treatment services À adoption of a National Plan for Management of Solid Wastes À program for maintenance/replacement of the GDS equipment (100% maintenance level) À 10% recovery rate for recurring costs À 3 recycling projects underway À activities for strengthening of existing institutions' capacities and program for raising public awareness underway	population in Port-au-Prince benefits from improved access À 5 treatment and elimination sites in Port-au-Prince and other communities À apply elements of the Plan; start operation of the National Waste Agency À program for maintenance/replacement of the GDS equipment (100% maintenance level) À 30% recovery rate for recurring costs À 4 recycling projects underway À activities for strengthening of existing institutions' capacities and program for raising public awareness underway	population in Port-au-Prince benefits from improved access À 15 treatment and elimination sites in Port-au-Prince and other communities À program for maintenance/replacement of the GDS equipment (100% maintenance level) À 80% recovery rate for recurring costs À 5 recycling projects underway À activities for strengthening of existing institutions' capacities and program for raising public awareness underway	population in Port-au-Prince benefits from improved access À 22 treatment and elimination sites in Port-au-Prince and other communities À program for maintenance/replacement of the GDS equipment (100% maintenance level) À 100% recovery rate for recurring costs À 5 recycling projects underway À activities for strengthening of existing institutions' capacities and program for raising public awareness underway

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
4.8. Slum Upgrading <u>Costs:</u> FY03-04: US\$1.3m FY04-05: US\$12.4m FY05-06: US\$14.8m TOTAL: US\$28.5m	Improvement of the living conditions in the slums; participatory preparation of a national program for improvement of the urban living conditions; institutional strengthening of relevant agencies	Quantitative and qualitative housing deficit; progressive deterioration of neighborhoods; absence of a State entity that specifically takes care of the actions for improvement of the urban living conditions; lack of interdepartmental coordination of relevant entities	À 500 units improved À activities for institutional strengthening as defined in the ICF in progress	À 2,000 units improved À construction of 500 housing project units À new legal framework for land ownership regularization approved and implementation mechanism adopted; property tax collection improved by 10% À activities for institutional strengthening as defined in the ICF in progress À 50% of EPPLS debts canceled	À 5,000 units improved À construction of 1,000 housing project units À adoption of a National Program for Improvement of Urban Living Conditions À system of land ownership regularization improved in 10% of Port-au-Prince and 2 secondary cities; property tax collection improved by 25% À activities for institutional strengthening as defined in the ICF in progress À 50% of EPPLS debts canceled	À 7,500 units improved À construction of 1,500 housing project units À system of land ownership regularization improved in 30% of Port-au-Prince and 4 secondary cities; property tax collection improved by 40% À activities for institutional strengthening as defined in the ICF in progress À Support Fund for Rent Securitization set-up	À 10,000 units improved À construction of 2,000 housing project units À system of land ownership regularization improved in 50% of Port-au-Prince and 5 secondary cities; property tax collection improved by 50% À activities for institutional strengthening as defined in the ICF in progress
4.9 Safety Net and Social Protection	Increase access to identity cards for	Large part of the population is		À 375 people have received their identity	À 3,675 people have received their identity	À 18,300 people have received their	À 36,700 people have received their

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
<u>Costs:</u> FY03-04: US\$1.0m FY04-05: US\$11.8m FY05-06: US\$13.0m TOTAL: US\$25.8m	people without documentation; improve nutritional conditions for target groups; improve access to health care with micro-insurance; promote community development through financial transfers from outside (creation of a Solidarity Fund); strengthen social assistance programs targeting vulnerable groups, strengthen MAST's institutional capabilities	vulnerable; lack of long-term strategy; public intervention for social protection remain very segmented, scattered and without significant impact; interventions from the non-government sector provide most of the social protection services but they are not coordinated and have variable quality	Å support activities for nutritional needs for students (245,000), young mothers and their children (335,000), orphans (9,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress	documents Å support activities for nutritional needs for students (345,000), young mothers and their children (335,000), orphans (9,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress Å 7,500 people covered by micro health-insurance Å 4,000 beneficiaries of projects financed in collaboration between Diaspora and Government Å creation of a Social Assistance Fund targeting the most vulnerable groups (financing about 400 projects before September 2006)	documents Å support activities for nutritional needs for students (440,000), young mothers and their children (400,000), orphans (11,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress Å 37,500 people covered by micro health-insurance Å 11,000 beneficiaries of projects financed in collaboration between Diaspora and Government	identity documents Å support activities for nutritional needs for students (440,000), young mothers and their children (400,000), orphans (11,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress Å 75,000 people covered by micro health-insurance Å 25,000 beneficiaries of projects financed in collaboration between Diaspora and Government	identity documents Å support activities for nutritional needs for students (440,000), young mothers and their children (440,000), orphans (15,000), street children (1,000) and destitute elderly (1,000) as defined in the ICF in progress Å 150,000 people covered by micro health-insurance Å National Fund for Social Protection operational Å 50,000 beneficiaries of projects financed in collaboration between Diaspora and Government

AXIS 4: IMPROVE ACCESS TO BASIC SERVICES							
THEMES/ SECTORS	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			À activities for reinforcing the capabilities of MAST, micro-insurance operators and support organizations as defined in the ICF in progress	À activities for reinforcing the capabilities of MAST, micro-insurance operators and support organizations as defined in the ICF in progress	À activities for reinforcing the capabilities of MAST, micro-insurance operators and support organizations as defined in the ICF in progress	À activities for reinforcing the capabilities of MAST, micro-insurance operators and support organizations as defined in the ICF in progress	À activities for reinforcing the capabilities of MAST, micro-insurance operators and support organizations as defined in the ICF in progress

CROSS-CUTTING THEMES

THEMES	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
Women Status and Rights (also see other themes/sectors) Costs: included in various themes/sectors	Promote the establishment of a legal and normative framework and of policies and programs favoring consideration of women issues and aimed at the improvement their living conditions	National legislation falls seriously short of conformance with international conventions ratified by Haiti; women's strategic interests are not included in poverty reduction strategies; low participation of women in the political arena	Ã startup of an information and awareness campaign in the media on the women's status and rights, and on the political participation of women and qualification of women candidates Ã 10% of police recruited for the PNH are women	Ã media campaign continues Ã 10% of police recruited for the PNH are women	Ã media campaign continues Ã 10% of health centers equipped and personnel trained, and 5,000 information leaflets distributed, to ensure taking abused women into protection Ã 10% of police recruited for the PNH are women; special squads are trained and set up in four police stations to ensure taking abused women into protection	Ã media campaign continues Ã 7 preliminary bills to bring the national legislation in compliance with the international conventions revised and validated; proposal for ratification of the optional protocol on the CEDAW convention validated Ã 60% of health centers equipped and personnel trained and 7,500 information leaflets distributed Ã 10% of police recruited for the PNH are women	Ã proposal for ratification of the Pact on Socio-Economic rights presented Ã 100% of health centers equipped and personnel trained and 10,000 information leaflets distributed Ã 10% of police recruited for the PNH are women

			• means of inter-ministerial consultation defined and specific projects/programs identified to take into account gender issues in HIMO, agriculture, and development of private-sector/SMEs projects • 30% of temporary employment created goes to women	• project managers are sensitized on the need to take into account gender issues • 30% of temporary employment created goes to women • draft organic law for MCFDF finalized; development of an organizational chart and new description of tasks completed • curricula and training programs on women issues developed for public service managers	• monitoring and interim evaluation • 30% of temporary employment created goes to women • MCFDF staff operate under new descriptions of tasks and are trained in project planning and management; procedural manual in place; 4 departmental directorates strengthened • members of the ministerial cabinet and DGs sensitized; 30 public service managers sensitized	• monitoring • 30% of temporary employment created goes to women • 8 department directorates operational • 30 public service managers use the approach in their field of work	• final evaluation and formulation of recommendations • 30% of temporary employment created goes to women • 20 MCFDF staff qualified to spread the gender analysis and four staff qualified for continuous training • evaluation of the level of acquisition and application of knowledge, and formulation of recommendations
HIV/AIDS (see also theme 4.3-Health and Nutrition) Costs: included in theme 4.3-Health and Nutrition	Set up voluntary testing centers (VCT) and PTME, and centers of excellence for ARV treatment; reduction of patient mortality; distribution of condoms	Prevalence stable at 5% of the population		• 35 new testing centers; 6 centers of excellence • reduction of mortality of HIV/TB co-infected patients to 50%; 5,000 co-infected patients have access to ARV • 500,000 youth made aware		• 40 new testing centers; 10 centers of excellence • reduction of mortality of HIV/TB co-infected patients to 35%; 5,000 co-infected patients have access to ARV • 1 million youth made aware	

				À 30 million condoms distributed		À 30 million condoms distributed	
Sustainable and Integrated Management of Risks and Disasters (see also theme 3.7- Protection and Rehabilitation of the Environment) Costs: included in theme 3.7- Protection and Rehabilitation of the Environment	Implement National Plan for Management of Risks and Disasters	Situation of extreme vulnerability to the vagaries of nature; absence of coherent national strategies and policies, weak institutional and legal framework, and limited capacity for response and prevention	À activities to prepare for the hurricane season completed À National Response Plan revised	À Emergency Operations Center operational	À National Meteorological Center strengthened and capable of transmitting weather alerts in time À structural mitigation actions started at Camp Perrin (South and South-East Dep.)	À Risk and Disaster Management Units created in three ministries (MTPTC, MARNDR and MPECE/SEE) À MARNDR's hydro-meteorological tracking network rehabilitated À structural mitigation actions started at Morne l'Hôpital (Port-au-Prince)	À legal and normative framework validated À building codes applied À seismic hazard observation network functional À national observatory on biological and chemical risks in place À national communication system operational À municipal early warning system for operational for Arbonite
Human Rights (see also theme 1.2-Justice, Penitentiary Institutions and Human Rights) Costs: included in theme 1.2-Justice, Penit. Institutions and Human Rights	Strengthening of national capabilities for promotion and protection of human rights	Situation of violations of human rights, absence of policy and coordination, lack of respect for international commitments in this domain	À development of mechanisms and strategies at the national level	À dissemination of educational programs on human rights À implement structure for national policy coordination	À national action plan elaborated À joint committees for promotion and protection of individual rights active À presentation of at least one periodic report to the conventional bodies	À capacities for administration, management and investigation of the OPC strengthened À preparation and sensitization on the bill clarifying the status and role of OPC	À 3 human rights documentation centers established (Cap, P-au-P, Cayes) À OPC organic law adopted

MECHANISMS FOR AID COORDINATION AND ICF FOLLOW-UP

THEMES	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
Aid Coordination and ICF Follow-Up Costs included in theme 2.2 Strengthening of Institutional Capabilities	Set up mechanisms for dialogue and coordination between the Government, civil society and the international community	Weak functions for coordination and control of central agencies, strong recourse to parallel structures for service provision to the population, insufficient coordination of external aid	<u>Vertical integration of coordination on the Haitian side</u> Å The Prime Minister Office's Strategic Coordination Cell operational; ICF's Inter-ministerial Coordination Committee continues to operate Å first public report on the ICF progress <u>Donor coordination</u> Å Haiti Contact Group at the agency level (presided by the World Bank) meets biannually, and donors' group in Haiti (presided by the UNDP Representative) meets monthly to coordinate the interventions and evaluate ICF progress <u>Interface between Government, civil society and international community</u> Å Joint Committee for the Implementation and Monitoring of the ICF operational; Support Unit operational; collaboration	Å various coordination entities functional Å biannual report on the progress of the ICF Å Haiti Contact Group at the agency level (presided by the World Bank) meets biannually, and donors' group in Haiti (presided by the UNDP Representative) meets monthly to coordinate the interventions and evaluate ICF progress Å work group on harmonization of procedures functional Å joint arrangements on	Å various coordination entities functional Å biannual report on the progress of the ICF Å Haiti Contact Group at the agency level (presided by the World Bank) meets biannually, and the donors' group in Haiti (presided by the UNDP Representative) meets monthly to coordinate the interventions and evaluate ICF progress Å key elements for	Å various coordination entities functional Å biannual report on the progress of the ICF Å Haiti Contact Group at the agency level (presided by the World Bank) meets biannually, and the donors' group in Haiti (presided by the UNDP Representative) meets monthly to coordinate the interventions and evaluate ICF progress; concerted approach in discussions with the new elected government Å harmonization	Å various coordination entities functional Å final report on the ICF Å Haiti Contact Group at the agency level (presided by the World Bank) meets biannually, and the donors' group in Haiti (presided by the UNDP Representative) meets monthly to coordinate the interventions and evaluate ICF progress; concerted approach to PRSP which will be backed up by the new government Å harmonization

THEMES	PRIORITY OBJECTIVES	BASELINE	TARGETS AND MONITORING INDICATORS SEPT. 2004	TARGETS AND MONITORING INDICATORS MARCH 2005	TARGETS AND MONITORING INDICATORS SEPT. 2005	TARGETS AND MONITORING INDICATORS MARCH 2006	TARGETS AND MONITORING INDICATORS SEPT. 2006
			with MPECE/MFE begun and contacts made with the ministerial branches	recruitment and remuneration scales	harmonization have been analyzed and recommendations are made to the Contact Group	effort continues	effort continues
Participatory preparation of a Poverty Reduction Strategy Costs included in the theme 2.2 Strengthening of Institutional Capabilities	Prepare a Poverty Reduction Strategy Paper (PRSP) in a participatory manner and covering the period 2006-2009	Consultations and preparation of the first draft of the Poverty Reduction Strategy Paper initiated in 2003; analysis on the state of poverty completed; the ICF could serve as basis for the preparation of the PRSP	Â consensus on mechanisms for dialogue and consultation	Â continuation of the preparation and consultation for the PRSP	Â continuation of the preparation and consultation for the PRSP	Â presentation to the new government of a draft PRSP	Â implementation of the PRSP and regular monitoring and evaluation

ANNEX II

List of agencies which participated in the ICF preparation
and consultations

List of Organizations which participated in the preparation of the ICF¹

The Transitional Government of Haiti

Bureau du Premier Ministre (BPM)
Cour Supérieure des Comptes et du Contentieux Administratif (CSCCA)
Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural (MARNDR)
Ministère des Affaires Sociales (MAS)
Ministère de l'Economie et des Finances (MEF)
Ministère de l'Education Nationale et de la Culture (MENC)
Ministère de l'Intérieur et des Collectivités Territoriales et de la Sécurité Nationale (MICT)
Ministère de la Plan, de l'Environnement et de la Coopération Externe (MPECE)
Ministère de la Santé Publique et de la Population (MSPP)
Ministère des Travaux Publics Transports et Communication (MTPTC)
Ministère de la Justice et de la Sécurité Publique (MJSP)
Ministère du Commerce, de l'Industrie et du Tourisme (MCIT)
Ministère de la Condition Féminine et aux Droits de la Femme (MCFDF)

Administration Générale des Douanes (AGD)
Autorité Portuaire Nationale (APN)
Autorité Aéroportuaire Nationale (AAN)
Centrale Autonome Métropolitaines d'Eau Potable (CAMEP)
Centre de Techniques de Planification et d'Economie Appliquées (CTPEA)
Direction Générale des Impôts (DGI)
Electricité d'Haïti (EDH)
Entreprise Publique de Promotion des Logements Sociaux (EPPLS)
Office d'Assurance Travail et Maternité (OFATMA)
Office Nationale d'Assurance (ONA)
Police Nationale d'Haïti / Service des Garde-Côtes
Service Nationale d'Eau Potable (SNEP)
Service Maritime de Navigation d'Haïti (SEMANAH)
Secrétariat Permanent de Gestion des Risques et Désastres (SPGRD)
Services Métropolitain de Collecte des Résidus Solides (SMCRS)
Secrétairerie d'Etat à l'Environnement
Secrétairerie d'Etat à la Culture et à la Communication
Secrétairerie d'Etat à la Jeunesse et aux Sports
Télécommunication d'Haïti S.A. (TELECO)

¹ This list is incomplete and will be updated

The International Community

Agence Allemande pour la Coopération Technique (GTZ)

Agence des Etats Unis pour le Développement International (USAID)

Association Universitaire de la Francophonie (AUF)

Banque Interaméricaine de Développement (BID)

Banque Mondiale (BM)

Bureau International du Travail (BIT/ILO)

Bureau pour la Coordination des Affaires Humanitaires (OCHA)

Commission Européenne

Fonds des Nations Unies pour la Population (FNUAP / (UNFPA)

Gouvernement de l'Espagne

Gouvernement de la Belgique

Gouvernement de la France

Gouvernement du Canada (ACDI)

Institut Interaméricain de Coopération pour l'Agriculture (IICA)

Mission des Nations Unies pour la Stabilisation en Haïti (MINUSTAH)

Organisation des Etats Américains (OEA/OAS)

Organisation des Nations Unies pour l'Education (UNESCO)

Organisation des Nations Unies pour l'Enfance (UNICEF)

Organisation des Nations-Unies pour l'Alimentation et l'Agriculture (FAO)

Organisation Internationale pour la Francophonie (OIF)

Organisation Internationale pour la Migration (OIM)

Organisation Mondiale de la Santé/Organisation Pan-Américaine de la Santé (OPS/OMS)

OXFAM

Programme Alimentaire Mondiale (PAM/(WFP)

Programme Commun des Nations Unies sur le VIH/SIDA (ONUSIDA)

Programme d'Alimentation pour le Développement (PAD)

Programme des Nations Unies pour l'Environnement (PNUE/UNEP)

Programme des Nations Unies pour le Développement (PNUD/UNDP)

United Nations Human Settlements Programme (UNHABITAT)

List of organizations/actors consulted by thematic groups during the preparation of the ICF and who participated in regional and national consultations

(this list is incomplete and will be updated)

AAH	Cabinet Archer et Associés
ACCP/SUD	CARE
ACDED	CARITAS
Agence Suédoise pour le Développement International (SIDA)	Catholic Medical Mission Board (CCBM)
American Chamber of Commerce in Haiti	CEDH
ANFVC	Centre Canadien d'Études et de Coopération Internationale (CECI)
ANUH	Centre Oecuménique des Droits de l'homme (CEDH)
ASSAVEJ	Centre pour la Libre Entreprise et la Démocratie (CLED)
Association Écologique	CEPAL-Mexico (ONU/ECLAC)
Association de Coopération avec la Micro Entreprise (ACME)	CFHCI
Association des Artisans d'Haïti (ADAH)	Chambre de Commerce et d'Industrie d'Haïti (CCIH)
Association des Directeurs d'Écoles Privées (ADEPH)	Christian Aid
Association des Industries d'Haïti (ADIH)/Groupe184	CNC/SUD
Association des Ingénieurs Sanitaires Haïtien (ADISH)	CNRH
Association des Œuvres Privées de Santé (AOPS)	Collectif Haïtien pour l'Environnement et le Développement
Association Haïtienne de génie sanitaire et des sciences de l'environnement (ADISH)	Collectif Haïtien pour la Protection de l'Environnement et un Développement Alternatif (COHPEDA)
Association Haïtienne des Économistes (AHE)	Collectif pour la Protection de la Nature (COPE)
Association Haïtienne pour la Maîtrise des Eaux et des Sols en Milieu Rural (ASSODLO)	Comisyon Nasyonal Peyzan
Association Haïtienne pour la Promotion et un Développement Autonome (PRODEVA)	Comité Protos Haïti (CPH)
Association Médicale Haïtiens (AMH)	Confédération des Écoles Privées d'Haïti (CONFEPH)
Association Nationale des Institutions de Micro-Finance d'Haïti (ANIMH)	Confédération Nationale des Éducateurs Haïtiens (CNEH)
Association Nationale des Magistrats Haïtiens (ANAMAH)	Conférence Épiscopale Éducation Catholique (CEEC)
Association Nationale des Médias Haïtiens (ANMH)	Congres National des Mouvements Démocratiques KONAKOM
Association Nationale des Pêcheurs Haïtien (ANP)	CONVERGENCE DEMOCRATIQUE
Association Nationale des Pêcheurs Haïtiens (ANPH)	Cooperative Housing Foundation (CHF)
Association pour la Coopération avec la Micro-Entreprise (ACME)	Coordination des Programmes de Développement / Église Méthodiste d'Haïti (COD/EMH)
Association Touristique d'Haïti (ATH)	Coordination National pour Sécurité Alimentaire (CNSA)
Autorité Aéroportuaire Nationale (AAN)	Coordination Nationale de Plaidoyer pour les Droits de la Femme (CONAP)
AYITI KAPAB	Corps National des Enseignants haïtiens (CONEH)
Bureau de Nutrition et de Développement (BND)	CRESFED
Bureau des Mines et de l'Énergie	

Croix-Rouge
 CSH/184
 Development Activities and Services for Health
 (DASH-PROCARE)
 Développement Alternative International (DAI-
 FINNET)
 Développement International Desjardins (DID)
 Direction Centrale de Pharmacies
 Direction de la Protection Civile
 Église Épiscopale
 ENFOFANM
 Faculté de Médecine et de Pharmacie
 FANMYOLA/184
 Fédération des Amis de la Nature (FAN)
 Fédération des Barreaux
 Fédération des Écoles Catholiques de Port-au-
 Prince (FECAP)
 Fédération des Écoles Protestantes d'Haïti (FEPH)
 Fédération Luthérienne Mondiale (FLM)
 FENATEC/184
 FEUH/184
 Fondation Nouvel Haïti
 Fondasyon Kole Zepol (FONKOZE)
 Financial Services
 Fondation Écologique du Nouveau Collège Bird
 (FNCB)
 Fondation Haïtienne de l'Enseignement Privé
 (FONHEP)
 Fondation Haïtienne de l'Environnement (FHE)
 Fondation Héritage pour Haïti (Transparency
 International)
 Fondation Internationale pour la Réhabilitation des
 Démonis (FIRD)
 Fonds de Développement Industriel (FDI)
 Fonds Kore Fanm
 FOPOD
 Forum Citoyen
 FRONTCEPH
 GARR
 GAIPP / PADEDD
 GITH
 GRAMIR JEREMIE
 GRIEAL
 Groupe 184

Groupe de Recherche et d'Échanges
 Technologiques (GRET Haïti)
 Groupe de Recherche Intègre de Développement
 GRIADE
 Groupe des Personnes Ressource DSRP-I
 Groupe d'Initiative des Enseignants de Lycée
 (GIEL)
 Groupe Santé Plus
 HELVETAS
 Hervé Lerouge Construction (HL Construction)
 Initiative de la Société Civil (ISC)
 Institut Haïtien de Statistique et d'Informatique
 (IHSI)
 Institut de Recherche et de Gestion en
 Administration et Développement Local (IDR)
 IRAM
 Justice et Paix
 La FAN (Fédération des Amis de la Nature)
 Les Scouts d'Haïti (Girl Scouts)
 MCC
 Médecins sans Frontières
 Micro Crédit National (MCN - Unibank)
 MOUFHED
 Mouvement Chrétien pour une Nouvelle Haïti
 (MOCHRENA)
 Mouvement Démocratique pour la Libération de
 Haïti (MODELH)
 Mouvement Paysans Papaye (MPP)
 MOVFED / G184
 MOVIMONDO
 MPNKP
 National Coalition for Haitian Refugees (NCHR)
 OCP/SUD
 Organisation Peuple en Lutte (OPL)
 Organisation pour la Réhabilitation de
 l'Environnement (ORE)
 OXFAM
 Pan-American Development Foundation (PADF)
 Plate-forme Haïtienne de Plaidoyer pour un
 Développement Alternatif (PAPDA)
 POHDH
 Project Measure
 Radio Galaxie
 Radio Méga Star

Radio Métropole
Radio Signal FM
RDNP
REPIE
Réseau d'Enseignement Professionnel et
d'Interventions Écologiques (REPIE)
Réseau de Développement Durable d'Haïti
(RDDH)
Réseaux Haïtiens des Plantes Médicinales
Société Audubon d'Haïti
Société Caribéen de Banque (SOCABANK)
Société Générale de Banque (SOGEBANK)
Société Haïtienne d'Épargne et de Crédit (SHEC)
SOFIHDES
Solidarité Union Coopérative (SUCO)
SOPROS
Surveillants Parc Macaya
Technique d'Administration, d'Animation et de
Gestion (TAG)
TET ANSANM
UBRD
Union des Parents d'Élèves Progressistes d'Haïti
(UPEPH)
Union des Patriotes Haïtiens (UPH)
Union Nationale des Normaliens d'Haïti (UNNOH)
Unité D'Appui Coopération Canadienne (UAPC)
Unité Reforme Secteur Eau Potable (URSEP)
United Nations Development Fund for Women
(UNIFEM)
Université d'État d'Haïti (UEH)
Université Quisqueya
World Vision