

Haiti: Poverty Reduction Strategy Paper

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REPUBLIC OF HAITI

*PREPARATORY COMMITTEE - GROWTH AND POVERTY REDUCTION
STRATEGY PAPER*

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THE DSNCRP*

**MINISTRY OF PLANNING AND EXTERNAL COOPERATION
(MPCE)**

GROWTH AND POVERTY REDUCTION STRATEGY PAPER

*(DOCUMENT DE STRATEGIE NATIONALE POUR
LA CROISSANCE ET POUR LA REDUCTION DE LA PAUVRETE*

(DSNCRP)

(2008-2010)

Making a Qualitative Leap Forward

November 2007

English Translation of Official Original Document in French
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LIST OF ABBREVIATIONS

ABD	Budgetary Development Assistance
ACP	Africa, Caribbean, Pacific
ACS	Association of Caribbean States
AIICF	Assistance with Implementation of the Interim Cooperation Framework
AITIC	Agency for International Trade, Information, and Cooperation
ANAMAH	National Association of Haitian Magistrates
BON	Office of the National Authorizing Officer
BRH	Bank of the Republic of Haiti
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum of African, Caribbean, and Pacific States
CARLI	Lawyers Committee for the Respect of Individual Freedoms
CBI	Caribbean Basin Initiative
CDB	Caribbean Development Bank
CEDH	Ecumenical Center for Human Rights
CEP	Provisional/Permanent Electoral Council
CONATE	National Council for Territorial and Environmental Development
CONHANE	Haitian Council of Non-State Actors
CSP	Country Strategy Paper
DDR	Disarmament, Demobilization and Reintegration
DG Trade	Directorate General for Trade
DGI	Directorate General for Taxes
DSNCRP	Growth and Poverty Reduction Strategy Paper
EC	European Commission
ECBM	Survey on Household Consumption Budgets
ECD	European Commission Delegation
ECVH	Survey on Living Conditions in Haiti
EIB	European Investment Bank
EMMUS	Survey on Mortality, Morbidity, and Use of Services
EPA	Economic Partnership Agreement
GSHDI	Gender-Specific Human Development Index
HDI	Human Development Index
HIPC	Heavily Indebted Poor Countries
HPI	Human Poverty Index
ICF	Interim Cooperation Framework

ICRC	International Committee of the Red Cross
IDB	Inter-American Development Bank
IHSI	Haitian Institute for Statistics and Data Processing
IMF	International Monetary Fund
I-PRSP	Interim Poverty Reduction Strategy Paper
LA	Latin America
MDGs	Millennium Development Goals
MDRI	Multilateral Debt Relief Initiative
MEF	Ministry of Economy and Finance
MENFP	Ministry of National Education and Professional Training
MJSAC	Ministry of Youth, Sports and Civic Action
MPCE	Ministry of Planning and External Cooperation
MSP	Ministry of Public Health and Population
NGLC	NGO Liaison Committee
NICT	New Information and Communication Technologies
NSA	Non-State Actors
PRGF	Poverty Reduction and Growth Facility
PRSP	Poverty Reduction Strategy Paper
RGDH	General Population and Housing Survey
SNCRP	Growth and Poverty Reduction Strategy
SWAp	Sector-Wide Approach
TA	Technical Assistance
TDI	Technology Development Indicator
UBN	Unmet Basic Needs
ULCC	Anti-Corruption Unit
WB	World Bank

PRIME MINISTER'S FOREWORD

The Growth and Poverty Reduction Strategy (SNCRP) presented in this paper is the most complete version of the document articulating the vision and resources required to lift Haiti out of poverty and destitution.

This strategy is an extension of the Statement of General Policy ratified by Parliament in June 2006 and the document prepared for the International Conference on Economic and Social Development held in Haiti in July 2006 (CIDES I) and the Madrid Conference (CIDES II, November 2006), at which Haiti and its international partners acknowledged their joint responsibility with respect to aid effectiveness.

The fact that the DSNCRP is the product of a broad participatory process makes it a clearly representative document that sets forth the commitment of all members of Haitian society. It therefore represents first and foremost a commitment of the Government, which I head.

Our task is to make a qualitative leap forward. We must demonstrate the drive to seize the window of opportunity created by the restoration of constitutional rule, the establishment of state institutions, and the mobilization of Haitian men and women, in order to leave an indelible footprint on the history of the country.

We face considerable challenges: building strong momentum in order to overcome the lag with respect to Millennium Development Goals, providing the country with a modern economy, modernizing all state institutions, and using our creativity and cultural heritage to develop our country.

We have reason to be optimistic, while at the same time being cognizant of the fact that there will be no grace period. We can build on those areas in which clear progress has already been made. The security situation is improving and citizens can now lead fairly normal lives. Although progress remains to be made, we are on the right track.

Strict management of the economy, tireless efforts to combat corruption, and work done to revitalize our public service are all converging to create the conditions required for our country to close the necessary gap.

This document provides the framework that should allow our international partners to calibrate their programming in order to respond appropriately to the needs of our country.

It should be borne in mind that implementation of this strategy will be better facilitated if we are able to implement this **new form of cooperation** to which we committed in Port-au-Prince in July 2006.

Our unequivocal acceptance of the Paris Declaration on Aid Effectiveness, reaffirmed in Madrid that same year, and in particular our joint responsibility, need to be borne in mind. We must put in place suitable mechanisms for intervention and dialogue that are capable of channeling efforts aimed at enhancing the well-being of the Haitian people. We are lagging in this area.

My Government is conducting a thorough assessment of the difficult task that lies ahead and intends to fully assume Haiti's leadership role in order to ensure the success of the strategy proposed. We expect to enjoy a relationship of ongoing trust and cooperation with our partners, continuing with the efforts undertaken thus far.

We therefore make a commitment to this joint endeavor, the results of which will be measured by the improvement in the living conditions of the Haitian people.

EXECUTIVE SUMMARY

Over the past twenty years, Haiti has undergone profound change that has affected all aspects of national life, particularly in the political, economic, social, and environmental spheres.

The political stability restored in 2006, the successful establishment of a macroeconomic framework, the reduction in insecurity, and modest but sustained economic growth over the past four years represent significant strides. However, they are not enough to cope with the myriad challenges facing the country. The Growth and Poverty Reduction Strategy Paper (DSNCRP) has been drafted with a view to tackling these challenges and providing satisfactory responses to the aspirations of the Haitian people.

The paper is broken down into five parts. The first provides an assessment of poverty and inequality on the basis of the data gathered from the most recent surveys. The second outlines the vision of state and non-state actors as well as the challenges to be met by 2015. The third essentially summarizes the major areas of work decided upon by the Government of Haiti at the July 25, 2006 International Conference, which have been reorganized into three pillars: growth vectors, human development, and democratic governance supported by targeted and cross-cutting strategic areas of intervention. The fourth pertains to the macroeconomic framework and policies. Lastly, the fifth covers the financing, implementation, and monitoring of the DSNCRP.

Overview of Poverty in Haiti

Data on poverty and inequality in Haiti show that in 2001, 56 percent of the Haitian population (4.4 million persons of a total population of 8.1 million) lived below the extreme poverty line of US\$1 PPP per person, per day. It was estimated that for every ten persons, 7.6 are considered poor; that is, they do not receive US\$2 PPP per person, per day, and that 40 percent of the poorest population groups have access to only 5.9 percent of total income, while the most affluent 20 percent control 68 percent of this income. Consequently, 80 percent of the population controls a mere 32 percent of income, while it is projected that 2 percent of the wealthiest segment controls 26 percent of total income.

Haiti was reported to have regressed on the human development scale, falling from position 146 in 2000 to 153 in 2005. The IHDI, in conjunction with the Latin American and Caribbean Demographic Center [*Centre Latino Américain de Démographie CELADE*] and the UNFPA, estimated life expectancy at birth to be 58.1 percent (2000-2005), based on data taken from the 2003 survey.

Other indices, such as the gradual increase in deforestation, infant malnutrition, and the annual average decline in real per capita income and average consumption, point to a deterioration in living conditions.

The Republic of Haiti, faced with the dire consequences of poverty and documented social inequalities, has pledged to face the challenge by seeking, through a participatory process that includes all the different population groups, the most effective national strategy for achieving sustainable growth and a substantial reduction in poverty.

The Participatory Process

The participatory approach adopted for the drafting of the DSNCRP ensured broad-based stakeholder involvement. All activities took place in two phases. The first, which was called awareness-building/consultation, took place at the departmental and sectoral levels. The consultation process included more than 2,000 persons throughout the country. Officials elected

at both the local and national levels, representatives of cross-cutting or targeted thematic areas, and in particular the most vulnerable groups actively participated in this process.

The second phase of the process (the participatory phase) was conducted on a thematic basis in the municipalities (*communes*) and departments (*départements*), and at the national level, with a view to building as broad a consensus as possible around this strategy paper. This phase involved more than 3,000 participants from the different sectors: NGOs, businesspersons, state actors, cooperative associations, universities, financial institutions, farmers and producers associations, and artistes.

Challenges

In order to give concrete expression to the strategic vision of the DSNCRP, Haitian society will have to tackle four major challenges successfully: (i) making an all-out effort to overcome the lag with respect to the Millennium Development Goals (MDGs) by moving toward more meaningful social development; (ii) creating a modern, competitive economy with a broad territorial base in order to handle the rapid modernization of Caribbean economies, which is making it essential for Haiti to rebalance its competitiveness in a regional context; (iii) modernizing the State in order to place it, once and for all, at the service of all citizens by calling for a greater effort to modernize and reshape the public management system; and (iv) making full use of our two big comparative advantages, namely our cultural creativity and historical heritage, on the one hand, and our Diaspora, on the other. Revival of the development process should be based on potential existing in the area of cultural creativity and expression. Our cultural capital is a major asset in our bid to take advantage of globalization.

Phases Required to Meet the Challenges

These factors lead to the identification of two major phases in the measures to be adopted to reduce poverty and stimulate growth in Haiti in the coming decades.

First Phase: 2007-2009

This phase corresponds to the 2007/08 – 2009/10 period, covering the three years of implementation of economic and financial commitments made under the IMF's PRGF, namely: (i) maintaining the current macroeconomic framework built around sound management of the economy with prudent fiscal and monetary policies in order to reduce significantly major internal and external economic imbalances; and (ii) modernizing agriculture and stepping up efforts to modernize transport infrastructure, improve the supply of electricity, and develop telecommunications services. However, the promotion of greater social equity through education and health will prove to be key to reducing poverty and inequality during this period.

Second Phase: 2010-2015

The main focus of this phase will be to strive for accelerated growth and greater control over social development. Consequently, the emphasis during this phase will be on reducing both monetary and human poverty. The macroeconomic framework will be reoriented in such a way as to make it more attractive to those economic sectors whose potential could be more easily exploited, such as the highly promising areas of the agricultural sector, agro-industry, tourism, and the textile subsectors of the manufacturing industry, which will benefit if they are accorded priority. During this second phase of the economic and social development strategy, the focus of the Central Bank should no longer be mainly on lowering inflation; it should also target growth and job creation.

Priority Pillars of a Growth and Poverty Reduction Strategy

Pillar 1: Growth Vectors

The growth strategy, which includes the need to work toward poverty reduction, is based on four key areas or growth vectors: agriculture and rural development, tourism, infrastructure modernization, and science, technology, and innovation.

Agriculture and Rural Development

The strategy for this sector calls for a series of actions, including the development of the rural area with zoning that guarantees protection of our environment, the diversification of revenue-generating activities, and legal measures in order to ensure the sustainability of progress made in the area of development and a more equitable distribution of the wealth generated.

Tourism

Tourism remains a development area, given that this activity is now considered a growth industry. In order to be able to take advantage of this opportunity, Haiti must make a number of choices, including streamlining aimed at efficiency, and in particular adjusting decisions to their implementation context. General approaches are emerging in a new national tourism landscape.

Infrastructure

One priority of the strategy developed by the Government is to achieve, through the national road network, true control over urban and interurban transport. The need for balanced development of the network has prompted the Government to establish broad guidelines for regional land transport by: (i) according priority to the development of regional potential and boosting the competitiveness of the Haitian economy; (ii) reestablishing balance within national territory by fostering the emergence of big regional metropolises; (iii) guaranteeing consistent connections throughout the country; (iv) maintaining current infrastructure; and (v) protecting the environment.

Pillar 2: Human Development

Human development is based on a significant increase in opportunities, including social services, provided to individuals so that they can better develop their capacities.

Education and Training

Improving the yield of the system entails: (i) retraining teachers and school principals; (ii) providing adequate guidance to schools, students, and parents; and (iii) establishing synergy between the State and other actors operating in the sector.

Health

What are known as priority illnesses have a major impact on the state of health of the population and produce major economic effects. This situation is all the more unacceptable since it can be improved through the adoption of appropriate measures. The objectives sought will therefore be to: (i) strengthen two areas – prevention and information; and (ii) assume greater responsibility for and develop intersectoral collaboration.

The strategic lines of action selected for achieving these objectives are: (i) the drafting of a national health policy and updating of all laws necessary for its regulation; (ii) the establishment

of procedures for inspecting and assessing health activities at all levels; (iii) the drafting of a Charter of Partnership with the other state and non-state actors; and (iv) the modernization of the health information system.

Water and Sanitation

The performance of the water and sanitation sector is unsatisfactory. Coverage rates are clearly insufficient, financial results have been continually negative, investments are most often made using external funding, and the quality of service is generally mediocre. The institutional objectives identified are aimed at replacing the entities currently in charge at the national level with regional offices, which could be managed through the conclusion of contracts with the private sector.

Persons with Disabilities

According to available statistics, Haiti has approximately 800,000 persons with disabilities (approximately 10 percent of its total population). The Government has decided to tackle this problem through the following strategic lines of action: (i) better prevention of incapacity through vaccination, nutrition, early detection, and timely intervention, so as to minimize the risks of disability; (ii) creation of medical rehabilitation departments in the main hospitals in the country and promotion of subsidies to obtain prostheses, medications, and other targeted forms of support; and (iii) establishment of a home for the disabled in each departmental administrative district.

Childhood Poverty

Survey data show that in 2005, 2.7 million children aged 0-18 did not have access to at least one known basic social service. Progress in the areas of transport, health, education, agriculture, and finance will undoubtedly benefit children either directly or through the households in which they live. Policy and institutional reforms will target: (i) the removal of obstacles to investments that benefit children and young people; (ii) ongoing support for families and communities (transfers and public or non-public investments); and (iii) efforts to promote participation and foster the independence of adolescents.

Young People

Young people constitute one of the population groups most affected by the current multidimensional crisis. Demographically, they account for more than 50 percent of the overall population. The objectives sought are to: (i) improve the living conditions of young people through their economic and socio-cultural integration; and (ii) promote physical and sporting activities. The strategic lines of action identified are aimed at: (i) developing a program for the socioeconomic and socio-cultural integration of young people throughout Haiti; (ii) establishing and executing a program for the development of sports; and (iii) establishing and executing a program to foster a sense of civic duty with a view to shaping responsible Haitian citizens.

HIV/AIDS

The focus of implementation of the strategic area to lower the risk of infection is on educational activities aimed at changing behaviors. In the risk-reduction area, outreach activities must take into account all non-medical risk factors, which are more familiar to other sectors, given that they are more involved with them and can thus carry them out with greater credibility.

Gender Equity

The main actions identified consist of: (i) taking initiatives to introduce sex education as a way of preventing early pregnancies and violence through new training programs, basic education, or even basic classes; and (ii) recommending general laws on all aspects of education, with a gender-based perspective.

With regard to health, the actions are: (i) promoting the establishment of a national plan to reduce the level of maternal mortality and encourage the MSPP to offer women high-quality reproductive health services; (ii) developing an information, education, and communication strategy and services in partnership with the MSPP and non-state institutions targeting sexual and reproductive health specially geared toward young adolescents (male and female) and women of child-bearing age; and (iii) encouraging the MSPP to adopt a policy to provide free medical and paramedical services in all public hospitals and health centers with a view to the prevention of breast cancer, cervical cancer, and cancer of other female organs, particularly to women in modest circumstances.

Pillar 3: Democratic Governance

The Haitian State should invest in democratic governance. In this regard, the DSNCRP accords priority to modernization of the State and establishment of the rule of law, in particular in the area of the justice system and security. The establishment of an equitable justice system and a general climate of security are prerequisites for growth and poverty reduction.

The Justice System

In order to restore the confidence of citizens in the justice system, it would be helpful to evaluate all judges and public prosecution officials currently working in the system from the standpoint of academic training, professional experience, and moral and ethical standards, and to consolidate the mechanisms for the oversight and monitoring of courts. Five main priority areas have been identified: (i) restructuring and modernizing of the MJSP through the drafting of a new organic law and the establishment of a Supreme Council of the Judiciary [*Conseil Supérieur de la Magistrature* CSM]; (ii) restoration of the judiciary; (iii) improving access to the courts and to an efficient court system; (iv) rehabilitation and consistent development of the incarceration system; and (v) modernization of legislation.

Security

Combating insecurity through the restoration of the police force is therefore a key element of the SNCRP. Six lines of action have been identified: (i) Improving the status and conditions of life and work of the staff of the Haitian National Police (HNP); (ii) restructuring the HNP and strengthening the chain of command structures, management, and oversight of the police force; (iii) deploying the HNP throughout the country; (iv) continuing the clean up of the police force; and (v) combating internal corruption and misconduct.

Modernization of the State

The rapid restoration of the capacity for action by the State and public sector in general has become essential. The strategic approach to modernizing the state apparatus entails a comprehensive approach structured around the following actions: (i) according a prominent role to the development and promotion of human resources; (ii) conducting a parallel process of managerial reform in order to lend impetus to the operations of all essential public services at the

central and local levels; (iii) modernizing administrative technology and the physical infrastructure in which public agents work.

Territorial Development

Territorial development is the sensible response to the problem of economic growth and the society's security. In this regard, political and economic decentralization should be synchronized so that territorial development includes the proper spatial distribution of activities and guarantees a coherent rural renewal policy. Specifically, this will entail rebuilding the country over time based on the integration of national areas, linkages between rural and urban areas, and development of the competitiveness offered by different territorial areas.

The Macroeconomic Framework

Macroeconomic stability is a prerequisite for the implementation of a growth and poverty reduction strategy. Low inflation is curbing the erosion of the real value of wages and assets of economic agents, in particular the poor. Owing to the quality of macroeconomic management in recent years, growth of the Haitian economy is resuming in a context of stronger economic fundamentals. The objective in this area is to increase tax ratio from 10 percent currently to 14 percent by 2011, and to seek an increase in tax revenue by building the institutional capacity of relevant government agencies and combating smuggling. At the same time, the State will ensure that public expenditure is better allocated through a more targeted approach aimed at lending impetus to the growth process. With regard to the effectiveness and quality of public expenditure, the Government is proposing to draft, beginning in 2008, a medium-term expenditure framework (MTEF) with a view to harmonizing sectoral and macroeconomic policies, programmed public expenditure, and actual expenditure.

Financing, Implementation, and Monitoring of the Strategy

The implementation cost of the Growth and Poverty Reduction Strategy (SNCRP) during the 2007-2010 period is **G154,560,000,000 (US\$3,864,000,000)**. Its implementation cost is indicative of resource needs. The process has consisted of prioritizing targeted actions with a view to creating conditions conducive to keeping the country on an economic growth path and reaching the most vulnerable groups affected by poverty.

The structure of the implementation and monitoring of the DSNCRP includes two levels: one that is strategic, supported by the President of the Republic with arbitration responsibility assigned to the Prime Minister, and another that is operational, spearheaded by the Ministry of Planning and External Cooperation and the Ministry of Economy and Finance. These levels include the main development partners, namely, the private sector, the local authorities, and the aid sector, including international agencies and NGOs.

Overall, this implementation level is under the ultimate control of the President, who supports, in order to achieve his objective, a *National Investment Commission* that seeks to make Haiti's resources more competitive and to boost the performance of its public investments, among them those involving the major work areas [*Grands Chantiers*]. Within this commission is an arbitration committee run by the Office of the Prime Minister, whose primary mission is ensure that its public investments are well targeted. Similarly, the Ministry of Planning and External Cooperation and the Ministry of Economy and Finance, through their respective technical units, ensure the coordination, implementation, execution, and monitoring of activities in conjunction with the sectoral ministries, through the research and programming units.

INTRODUCTION

1 The Context

- 1 Over the past twenty years, Haiti has undergone profound change that has affected all important aspects of national life, particularly in the political, economic, social, and environmental spheres. These changes have taken place in a global context affected by the sudden and multifaceted impact of rapid demographic growth resulting from a sequence of events, in particular: i/ the failure to manage the effects of the 1980-1982 international economic crisis, ii/ internal political instability resulting from the collapse of the political regime, iii/ the dramatic process of liberalization that started in 1987 and, iv/ the 1991-1994 trade embargo imposed by the international community.
- 2 As a result of this multidimensional and protracted crisis, Haiti has been rapidly and greatly surpassed by the majority of small Latin American and Caribbean economies, so much so that currently, it is the only LDC in the Western Hemisphere. At the same time, a process of widespread impoverishment has gradually taken hold. This strong and adverse trend is fueled largely by economic decline that is impacting all economic subsectors that were in a growth phase during the 1970s, such as the manufacturing, tourism, agro-industry, and agricultural export industries. The decline has also been reflected in a simultaneous process of decapitalization of the other branches of the rural economy. Now that political stability has been restored, while the establishment of a macroeconomic framework and modest but sustained economic growth over the past four years represent significant strides, they fall short of meeting the legitimate aspirations of the Haitian people for a better life.
- 3 The drafting of the Growth and Poverty Reduction Strategy Paper (DSNCRP) reflects the desire of the Haitian Government to respond appropriately to the aspirations of the Haitian people and to the major growth and poverty reduction challenges. The DSNCRP is therefore a follow up, first, to the Interim Cooperation Framework (ICF) prepared with the help of the International Community in 2004, second, to the strategy targeting the major work areas [*Grands Chantiers*] submitted by the Government to the International Conference on Economic and Social Development in Haiti held in Port-au-Prince on July 25, 2006, and third, to the Interim Poverty Reduction Growth and Poverty Reduction Strategy Paper of September, 2006. The drafting has benefited from a long participatory process involving the principal state and non-state actors, ensuring its ownership by the entire population.

2 The Participatory Process

- 4 The participatory process was identified on the basis of previous experience with Haiti, lessons learned, and recommendations made at information/training workshops held during the I-PRSP drafting process in 2005. It was conducted through a series of meetings, gatherings, seminars, workshops, and forums held at all levels (sectoral, local, departmental, and national) with the aim of ensuring the broadest possible participation of the various partners.
- 5 These partners, particularly the poor themselves, include vulnerable groups; organized civil society groups: the press, trade unions, cooperative entities, professional associations, chambers of commerce and industry, human rights organizations, women, young people, etc.; the formal and informal business sectors; central, deconcentrated, and decentralized state administrations; autonomous state institutions; universities; NGOs; members of parliament; locally-elected officials (Mayors and CASEC [*Conseil d'administration de section communale*]), grassroots organizations and/or associations, aid or multilateral and bilateral cooperation agencies, etc.

Description of the Process

- 6 This participatory process, one of the major components of the Growth and Poverty Reduction Strategy Paper (DSNCRP), entailed two phases: awareness-building/consultation and participation. The first phase - awareness-building/consultation – involved three kinds of workshops: awareness-building workshops, thematic workshops, and departmental workshops. The second phase (participation) entailed a three-step process: municipal validation forums [*forums communaux de validation* FCV], departmental validation forums [*forums départementaux de validation* FDV], and the national validation forum [*forum national de validation* FNV].

First Phase

- 7 Ten awareness-building workshops were organized in Port-au-Prince with a view to providing information to the various actors on the objectives, issues, and features of the DSNCRP. These workshops brought together 350 representatives from the Government, Parliament, central, deconcentrated, and decentralized administrations, NGOs, and organized civil society groups.
- 8 Ten thematic workshops were organized with the participation of more than 200 specialists from the public and private sectors, as well as associations, for purposes of stocktaking, assessment, analysis, and identification of alternative policies with respect to the different sectors. Human development, good governance, and growth vectors were the main topics discussed.
- 9 Ten departmental workshops were also held with the aim of building the awareness of participants regarding the process, sharing or testing the outcomes of thematic workshops, and identifying assessment, analytical, and forecasting tools for each geographic department in the country. These workshops brought together 1,500 participants representing the state sectors and civil society.

Second Phase

- 10 Ten municipal validation forums (FCVs) were organized in the ten municipalities classified as the poorest (in terms of access to educational services, health, running water, and sanitation), with a view to discussion and validation by the local and sectoral actors of the outcomes of thematic and departmental workshops. These forums brought together a total of 1,000 participants, and discussions naturally revolved around the poverty existing in these municipalities and ways to address it.
- 11 Four departmental validation forums (FDVs) took place (North, Central, West, and South), with the aim of validating public policy proposals in the areas of education, health, agriculture, rural development, and infrastructure, along with one AGORA, which entailed proposals in the areas of tourism, the environment, risk and disaster management, gender equality, and territorial development. Participating in these forums were 1,400 locally-elected officials, women's associations, youth associations, and other groups representing the four geographic departments in question.
- 12 At the end, the national validation forum (FNV), which was held in Port-au-Prince on September 26, 2007, brought together more than 800 participants representing the main national and international actors in the public and private sectors and associations. The objective was to validate and build a consensus around the outcomes of all the preceding phases.
- 13 The outcomes of the nine-month participatory process involving 5,200 persons can be summarized as follows:
- Better understanding of the objectives of the DSNCRP;
 - Provision of information to and mobilization of the contributors, populations, and development partners with respect to the themes of growth and poverty reduction;
 - Coming together of the various stakeholders for purposes of discussion, participation, prioritization, decision-making, implementation, and monitoring and evaluation of the activities identified to assist with growth and poverty reduction;

- Buy in by the population of the public policies and priority actions selected for implementation and monitoring and evaluation of the DSNCRP;
- Commitment to build capacity to gather, process, and disseminate information at both the levels of the public sector and civil society organizations through the establishment of an Observatory of Poverty and Social Exclusion [*Observatoire de la Pauvreté et de l'exclusion sociale ONPES*]; and
- Commitment to build the capacity of civil society organizations with a view to having them participate fully in the process through the identification and ongoing evaluation of groups and/or grassroots organizations.

14 The departmental, sectoral, and national gatherings, meetings, and workshops focused on the following themes and sectors:

- *Pro-poor growth* (agriculture, industry/trade/crafts, roads/transport, electricity, tourism, and science and technology);
- *Governance and institutional reforms* (justice system/rule of law, fiscal transparency, public management modernization/decentralization, and territorial management);
- *Development of the social sectors* (health/HIV/AIDS, education, water/sanitation);
- *Sectoral and departmental socio-economic assessments* (development constraints, assets and potential, main intervention areas, and priority actions);
- *Sectoral and departmental assessments of human poverty* (access to educational services, health services, running water, sanitation services, and housing);
- *Cross-cutting sectors* (poverty and children, gender issues, border, maritime, and adjacent island problems, urban and rural development, the environment, and risks and disasters).

15 Several information, orientation, and summary documents on these themes and sectors were prepared by the Technical Secretariat of the DSNCRP Drafting Committee and distributed as widely as possible to partners for purposes of consideration, discussion, analysis, feedback, and advice, with a view to the improvement and ownership of these documents.

Institutional Framework

National Level: DSNCRP Drafting Committee

- 16 Established by Presidential Decree on December 5, 2006, this committee spearheads the entire PRSP process. Its mission is to determine major political and strategic thrusts and to lead the DSNCRP drafting process at the national, departmental, and local levels. The Drafting Committee's composition is as follows:
- The Prime Minister or his representative (Chairman);
 - The Minister of Planning and External Cooperation or his representative (Vice Chairman);
 - The Minister of Economy and Finance or his representative, (Vice Chairman);
 - The President of the Haitian Medical Association, representing the socio-professional sector (Member);
 - The President of the Haitian Chamber of Commerce and Industry, representing the commercial private sector (Member);
 - The President of the Administrative Council of the VETERIMED Non-Governmental Organization, representing the NGO sector (Member);
 - The rector of QUISQUEYA University, representing academia (Member); and
 - One trade union leader, representing the trade union sector (Member).

Donor Support Committee (CABF)

- 17 The committee guided and supported the drafting process of the full DSNCRP. It was composed of the resident representatives of seven bilateral and multilateral development assistance agencies in Haiti whose mission is to support the coordination and harmonization of donor involvement in the preparatory process and the drafting of the DSNCRP. Consultative meetings were held on a regular basis with the coordination office of the Drafting Committee operating under the oversight of the Minister of Planning and External Cooperation in order to share ideas, government guidelines, information, and progress made with the drafting of the full DSNCRP. These meetings also facilitated joint identification and programming of the technical and financial assistance activities that may be requested by the Government to assist with the drafting of the full DSNCRP.

Technical Secretariat (TS)

- 18 The Technical Secretariat spearheaded all activities related to the planning and drafting of the Growth and Poverty Reduction Strategy Paper (DSNCRP). This Technical Secretariat was composed of a core group of experienced technical experts specializing in the management of development programs and projects and was headed by a coordinator. A certain number of local part-time specialists were hired on an as-need basis and received assistance from officials serving as focal points in ministries and institutions. The Haitian Government assumed responsibility for the operating procedures of the Technical Secretariat, with financial and technical support from bilateral and multilateral assistance agencies.

Departmental and Local Levels: Departmental Coordination (DC)

- 19 The Ministry of Planning and External Cooperation (MCPE), working through its various departmental offices and with the assistance of the representatives of the relevant sectors, coordinated departmental participatory workshops and forums in each geographical department in order to draft the departmental component of the DSNCRP. "Departmental Consultation Tables (DCTs)," which provide a forum for the participation of all state and non-state actors in the various departments, were included in the process.

20 DCTs are expected to allow the various local development actors to receive the appropriate technical training and guidance that would allow them to play a liaison role with respect to the National Observatory on Poverty and Social Exclusion (ONPES) and to be able to monitor, based on the key indicators established, trends in the poverty and social exclusion situation as well as the MDGs in the localities included in the DSNCRP's Three-Year Action Plan. Every institution or resource individual participating in this forum will do so as a member of a grassroots network that gathers information and assimilates practices that can help monitor DSNCRP priority actions, with coordination work being handled by the departmental office of the Ministry of Planning and External Cooperation.

3. The Structure of the Paper

21 The paper contains six sections. The first provides an assessment of poverty and inequality using the most recent survey data available. The second outlines the vision of state and non-state actors as well as the challenges to be met by 2015. The third presents the policies and strategic sectoral areas of intervention which include the major work areas [*Grands Chantiers*] identified by the Haitian Government at the July 25, 2006 International Conference. These areas have been reorganized in such a way as to fall under three main pillars: growth vectors, human development, and governance. These three pillars are supported by twelve targeted or cross-cutting thematic areas, namely: (i) gender equity; (ii) human rights; (iii) the environment; (iv) disaster and risk management; (v) combating HIV/AIDS; (vi) scientific and technological innovation; (vii) childhood poverty; (viii) youth employment; (ix) local border development; and (x) capacity-building. The fourth section pertains to the macroeconomic framework and stabilization and growth objectives. The fifth section covers the quantification, financing, and institutional framework for implementation and monitoring of the growth and poverty reduction strategy.

CHAPTER 1

The Scope of Poverty and Inequality

22 Haiti is mired in abject poverty which is driven by sharp inequalities. This is borne out by any method used to measure poverty – monetary, human, or even a subjective method.

Income, Poverty, and Inequality

23 Available indicators for assessing monetary poverty were prepared on the basis of three surveys: the two Surveys on Household Consumption Budgets (ECBMs) conducted in 1986-1987 and 1999-2000 and the Survey on Living Conditions in Haiti (ECVH) conducted in 2001. At the moment, the Haitian population stands at over 9.6 million, 5 million of whom live in rural areas (4.96 million according to the IHSI 2003). Based on the findings of the ECVH, in 2001, 56 percent of the Haitian population (4.4 million of a total population of 8.1 million) lived below the extreme poverty line of US\$1 PPP per person, per day. Approximately 7.6 of every 10 persons are considered poor and live on less than US\$2 PPP per person, per day. Among the poorest population groups, 40 percent have access to a mere 5.9 percent of total income, a situation that points to a high concentration of the population in the low-income group, while the most affluent 20 percent controls 68 percent of this income. Consequently, 80 percent of the population controls a mere 32 percent of income. The middle class is therefore very small, particularly in light of the fact that 2 percent of the wealthiest segment controls 26 percent of total income.

Table 1
Poverty and Extreme Poverty in Haiti

Index by number of inhabitants		Number of persons	
Extremely poor (less than US\$1 PPP per day)	Poor (less than US\$2 PPP per day)	Extremely poor	Poor
56%	76%	4,450,000	6,200,000

Source: ECVH and EBCM

24 The decline in GDP over the past 20 years explains why the situation of wage earners has not changed much. This situation is offset by self-employment, which accounts for 43 percent of the income earned in rural areas. The income structure seems to be more diversified in the metropolitan area, with a breakdown of approximately 30 percent for each main source of income, namely self-employment, wage earners, and remittances. Although remittances account for only 19 percent of total income, their contribution to income inequality relative to other sources of income is over 50 percent.

25 The structure of household expenditure indicates that a much bigger portion goes toward food expenditure among the poor, as happens in any other poor economy. For the bottom quintile, this figure is 53.4 percent, while for the top quintile, it is only 9.8 percent. The same applies to educational expenditure, which accounts for 3.1 percent for the bottom quintile compared to 1.2 percent for the top quintile. The percentage of income spent on food is also much higher in rural areas (55.6 percent) compared to 32.8 percent in the metropolitan area and 41 percent in other cities. In general, health and education and leisure expenditure is low, accounting for 3.3 percent and 3.2 percent respectively of actual household consumption throughout the country. Education and leisure expenditure is lower in rural areas (2.7 compared to 3.7 percent elsewhere).

26 Income or consumption inequalities among regions (metropolitan area, other urban or rural areas) account for 17 percent of overall inequalities, while inequalities within these various areas account for 83 percent of inequalities. Inequalities among the socio-professional categories account for 6.38 percent of overall inequalities. Inequalities relative to age and gender play a much less significant role (1 percent in the case of age).

Human Poverty and Inequality

- 27 For Haiti, the indicators included in the human poverty index are alarming. Life expectancy at birth is estimated at 58.1 percent (2000-2005). Maternal mortality rose from 457 to 630 per 100,000 live births between 1990 and 2005. The illiteracy rate, which stood at 39 percent in 2003, remains high, even though progress has been made from one generation to the next. Only 49 percent of school age children attend school. This low level of instruction is reflected in limited capacities. In 2001-2002, only 45 percent of the population between the ages of 6 and 24 was enrolled in a school or university. The degree to which food needs are met in Haiti is low. More than half the population is unable to obtain the minimum food ration established by FAO of 225 kcal per year, per individual. A WFP report on food security and vulnerability showed that households that face food insecurity¹ do not have adequate income and have a low level of access to such basic essential services as drinking water and health facilities, particularly in rural areas and shantytowns, where only 25 percent of inhabitants have access to drinking water and very few persons have access to adequate health facilities. Overall, these households have a low level of access to health care and markets and low levels of education and schooling. Access to basic social services remains very limited – more than 77 percent in the 133 municipalities (2002) lack basic services.

The Perception of Poverty by Households

- 28 In the view of households, the degree to which their basic needs are met is very limited, particularly in rural areas. The problem is even more acute in the case of food and health. In rural areas, only 13.1 percent of households think that they can meet their basic food needs and 9 percent think that they can address their health problems, compared to 33 percent and 28 percent in the metropolitan area (*La parole des Haïtiens*, Haiti, p.54). Throughout Haiti, four of every five households indicated that they are unable to properly meet their foods needs. These households indicated that a reduction in their food ration is their first line of action in such situations. Approximately 32 percent of households indicated that they would use potential additional income to improve their food situation; 24 percent, for the education of their children; and 23 percent, for housing. Barely 9.6 percent of self-employed heads of household working in agriculture indicate that they are able to meet their food needs. Data indicate that poverty and vulnerability are widespread in both the rural and urban areas.
- 29 More than 70 percent of heads of household think that poverty has increased, particularly in recent years. Job creation, controlling inflation, and access to land are the primary measures recommended by households to address poverty. They appear to view the problem largely in terms of purchasing power and access to the means of production.

¹ This survey was conducted in four departments: West, North, North-East, and Central Plateau.

CHAPTER 2

The Characteristics and Driving Factors of Poverty in Haiti

Poor Groups and Vulnerable Groups

- 30 The poverty profile indicates that rural areas (63 percent of the population) account for a higher level of extreme poverty. For every 100 persons in Haiti who indicate their inability to meet their basic food needs, 77 live in rural areas, 9 in the metropolitan area, and 14 in other cities. Self-employed workers, particularly agricultural workers, account for a much bigger portion of extreme poverty, a situation that reflects the lack of opportunities in rural areas, the low level of agricultural yield owing to small size of land plots, the lack of access to credit and inputs, the use of unsophisticated tools, isolation, and scant infrastructure.
- 31 The situation of street children, orphans (particularly those affected by HIV/AIDS), and juvenile delinquents is disturbing. In the absence of assistance, these persons are in a very precarious situation. Their situation extends the cycle of poverty from one generation to the next and exacerbates urban crime. These children, who live in difficult circumstances, are often from the rural areas and usually have lost their mother or are living with their mother only.
- 32 The population over age 65 stands at 5.1 percent. This group is very vulnerable. Widespread unemployment and the absence of a social security system account for the very precarious situation in which many of these elderly people find themselves. Urban households where a woman is the main wage earner are vulnerable. According to the ECVH, 61 percent of households in the metropolitan area that have a woman as the main wage earner live in extreme poverty. In households in provincial cities, this figure is 59 percent.

Poverty and Inequality by Place of Residence

- 33 The incidence of poverty and extreme poverty is clearly higher in rural areas. Extreme poverty is almost three times higher in rural areas than in the metropolitan area. The vast majority of the poor (74 percent) live in rural areas where agriculture is the main activity and basic services are virtually non-existent. Agriculture provides a source of employment for 69 percent of working individuals in rural areas, 25 percent of whom work in the tertiary sector (commerce, services). In cities, working individuals are found mainly in the commercial and service sectors.

Table 2
Incidence of Poverty in Haiti by Place of Residence

Place of Residence	Incidence of extreme poverty	Incidence of overall poverty	Contribution to extreme poverty	Depth of poverty	GINI Index
Metropolitan Area	23	45	9	0.10	0.523
Other Urban Areas	57	76	14	0.33	0.639
Rural Area	67	88	77	0.37	0.629
Total	56	77	100	0.31	0.653

Source: Poverty profile, FAFO 2005.

- 34 According to a WFP study,² the average distance of zones in relation to main roads is positively correlated with the level of food insecurity. Cities, other than the metropolitan area, also have high poverty rate, although their contribution to poverty is much lower than in rural areas – 14 percent compared to 77 percent.

² World Food Program, *Rapport d'évaluation de la vulnérabilité et de l'insécurité alimentaire*, Sept-Oct 2004.

Gender, Poverty, and Inequality

- 35 The incidence of extreme poverty in households where a female is the main wage earner (58 percent) is significantly higher than in households where the main wage earner is male (53 percent according to ECVH data). The incidence of extreme poverty is 26 percent among households where a female is the main wage earner in the metropolitan area, as opposed to 17 percent where the main wage earner is male. In other urban areas, the percentages are as follows: 64 percent among females and 48 percent among males.
- 36 According to the 2000 Survey on Household Consumption Budgets, almost 48 percent of consumption inequality is attributable to the gender of the head of household. Average consumption is therefore much lower for those households where the main wage earner is a female, and inequalities in the social sphere and in the area of skills seem more marked among women than men. For the most part, women are in low-skilled professions. They represent a mere 43.9 percent of persons in intellectual and scientific professions; 36.5 percent in mid-level professions; and 32.3 percent in administrative positions. The level of education of women is generally lower than that of men, which explains in part their more unfavorable position in the employment market.
- 37 Almost 40 percent of the population age 10 and over is illiterate (IHSI 2003). This is the case of 42 percent of women versus 36 percent of men. Disparities between the sexes are lower at the primary level but become more pronounced at the higher educational levels. At the moment, boys spend more time in school than girls during the first two cycles. The duration of time spent in school by girls is two years and eight months compared to a general average of three years and nine months.

Education and Poverty

- 38 The education system in Haiti is a highly exclusionary one that contributes to the perpetuation and reinforcement of inequalities through limited access to schools, particularly in rural areas, and differences in the quality of schools, the result being that generally, poorer children have access to low-quality education only and the cost of education is relatively high in relation to the income of families, who cover most of their educational expenses. Only 21.5 percent of the population age five and over will be educated at the secondary level and barely 1.1 percent at the university level (1.4 percent for men against 0.7 percent for women).
- 39 At the moment, almost one-third of children between the ages of six and twelve (500,000 children) do not attend school. This percentage climbs to 40 percent for the five to fifteen age group (approximately one million children). The dropout rate is particularly high in the first basic cycle (29 percent). Close to 60 percent of children drop out of school before receiving their primary education certificate. Of the two million children enrolled in the basic level, only 56 percent are at the required age for the first cycle (ages six to eleven).
- 40 Most schools do not have adequate facilities and are under-equipped. According to the 2003 school survey, five percent of schools are housed in a church or an open-air shaded area. Some 58 percent do not have toilets and 23 percent have no running water. This situation is highly prejudicial to girls. In addition, only 36 percent of schools have libraries. The vast majority of workers (80 percent) do not meet the existing criteria for the selection of training programs or are not accepted in these programs because of the lack of space in professional schools. Only 6 of every 1,000 workers on the labor market have a diploma or certificate in a technical or professional field.

Employment and Poverty

- 41 The open unemployment rate, estimated at approximately 30 percent for the entire country, is higher in urban areas (62 percent among young people ages 15 to 19). Demographically, the population is young (the fact that 56.4 percent is at most age 18 makes unemployment one of the country's main social problems).

Table 3
Unemployment Rate by Population Age Group (Age 10 and over) and by Gender and Place of Residence

	Overall	Gender		Place of residence		
		Women	Men	Rural Area	Urban Area (outside metropolitan area)	Metropolitan Area
10-14 yrs.	48.6	62.9	39.4	36.5	59.5	88.5
15-19	61.9	70.7	54.5	44.8	65.2	89
20-24	50	55.9	45.1	35.5	52	66
25-29	36.3	41.9	31.6	24	35	50.5
30-34	25.9	30.3	21.6	19.2	19.7	36.1
35-39	18.2	23.9	12.7	14.3	13.4	26.1
40-44	13.1	16.3	10.2	10.4	10.5	20
45-49	13.4	18	8.9	11.2	3.8	22.7
50-54	13.8	17.7	10.5	8.5	9.1	34.4
55-59	15.4	17.8	13	14	17.3	24.8
60-64	10.3	11.8	9.2	8.4	14	19
65 years +	8.1	8.5	7.6	7.2	7.4	19.1
Total	27.4	32.1	23.4	18.9	26.7	45.5

Source: IHSI/ECVH (2001)

- 42 Women have fewer employment opportunities regardless of their age. As a result, a bigger proportion of women are self-employed (83 percent compared to 73 percent for men), largely in the field of business.
- 43 Although agriculture accounts for 51 percent of total agriculture, this sector accounts for only approximately 25 percent of GDP. In addition, one-quarter of household income is derived from remittances which are generally not received on a regular basis; 37 percent comes from self-employment involving varied activities which, for the most part, are small-scale and do not provide a stable source of income. According to ECVH data, in 24 percent of households, there are no individuals who work.

Access to Basic Services

- 44 The country is greatly deficient in such basic social services as education, water, health, and sanitation. In 2002, only two of the 133 municipalities had a greater level of access.

Table 4
Access to Social Services by Department

Department	Level of access to basic social services/number of municipalities					
	<i>1 Extremely low</i>	<i>2 Very low</i>	<i>3 Low</i>	<i>4 Fairly low</i>	<i>5 Not very low</i>	<i>Total</i>
Artibonite	2	8	4	1		15
Center	5	5	1	1		12
Grande Anse		10	5	3		18
North	1	2	11	5		19
North East	1	1	5	5	1	13
North West	1		5	4		10
West	1	4	5	7	1	18
South	1	2	13	2		18
South East	2	5	2	1		10
Total	14	37	51	29	2	133

Source: 2004 version of the poverty map

- 45 Several health indicators reflect the acute problem with health care access. Trained medical staff assist with only 24 percent of births, a factor that in large measure explains the high maternal mortality rate. Infant mortality has declined significantly but remains high. The risk of dying before age 5 is 86 percent. Acute respiratory infections (colds, pneumonia), malnutrition, and infectious diarrhea and gastroenteritis are among the main causes of infant deaths.
- 46 Despite the implementation of an expanded vaccination program, only 41 percent of children between the ages of 12 and 23 have been fully vaccinated (against 34 percent in 2000), and 11 percent have not received any vaccinations at all. This coverage differs by area. It is higher in the secondary cities (48 percent) than in the metropolitan area (41 percent) and rural areas (40 percent). In the 5 to 14 age group, mortality and morbidity rates have fallen. However, infectious diseases, typhoid, tuberculosis, and malaria, along with respiratory infections, pose the biggest problem. For young people, sexually transmitted infections and unwanted pregnancies are major areas of concern. The prevalence of HIV/AIDS is clearly higher in urban areas than in rural areas. Poverty increases the risk of infection given that the poor, in particular women, are more vulnerable.
- 47 Health problems are compounded by inadequate drinking water coverage, although some improvement is being made in this area. Coverage rates are estimated at 54 percent for Port-au-Prince, 46 percent in secondary cities, and 46 percent in rural areas. Drinking water systems put in place in rural areas in the 1980s are deteriorating owing to a lack of maintenance.

Table 5
Coverage of Water and Sanitation needs

	Coverage of water needs	Coverage of sewage needs
Port-au-Prince	54%	
Other cities	46%	46%
Rural areas	48%	23%

Source: PAHO/WHO

CHAPTER 3

The Poverty and Inequality Situation between 1986 and 2006

Growth, Poverty, and Inequality

- 48 Between 1987 and 2000, poverty dipped slightly while inequality increased. The decline in the incidence of poverty from 55.5 percent to 50.56 percent was accompanied by a smaller reduction in the severity and depth of poverty. The more marked nature of inequality became a critical factor in poverty reduction in 2000 relative to 1987, owing largely to the rise in inequality. Heightened inequality between 1987 and 2000 dampened the positive effect of the increase in average consumption. While the increase in average consumption is projected to have led to a 12.79 percent increase in poverty, inequality increased by 6.7 percent; consequently, the net impact on the incidence of poverty was only 4.96 percent, allowing for the negative effect of unidentified residual factors.
- 49 It is a fact that growth promotion is a guaranteed way to reduce poverty. However, tackling redistribution also is twice as efficient as a growth policy only, if the situation of the most disadvantaged is to be improved. A sustainable poverty reduction strategy should focus on both growth and proactive equity policies.

The Driving Factors of Poverty in Haiti

- 50 Poverty, monetary inequality, and living conditions are closely associated with unequal opportunities in terms of access to resources and such benefits as credit, infrastructure, social capital, and education. Haiti's system of values, the low level of basic social services, poor housing conditions, actual poverty traps, the inability to participate in and guide public decisions, and the lack of social networks for the poorest are all factors that contribute to poverty and inequality. This situation is also the result of public policies that affect redistribution and guide the development and allocation of resources. In Haiti, poverty is essentially tied to a historical process of building political power and organizing the economy around the interests of a minority.

Income and Asset Distribution

- 51 Poverty is essentially linked to the unavailability and underutilization of assets, particularly education, labor, physical capital, credit, social capital, and basic services. The marginal benefit of education is, however, greater in the urban setting, more so in secondary cities than in the metropolitan area, which points to disparities in the conditions and opportunities for using capacities, particularly available socioeconomic infrastructures, markets, and access to credit. Income distribution is often linked to the distribution of assets.
- 52 Analysis of the situation relative to the main factors: work, education, capital, and socioeconomic infrastructures (electricity, communication routes, running water) support the view that the root causes of poverty and inequality lie essentially in the lack of opportunities, unequal distribution of assets, and constraints related to their use.

Structural Changes and Poverty

- 53 Trends in poverty are linked to structural changes that have accompanied growth/decline cycles and restructuring of the Haitian economy. Policy weaknesses and shortcomings also play a role. The structural reforms undertaken since the early 1980s have not adequately measured their impact on distribution and the structural constraints of the economy. Liberalization and deregulation policies implemented have rarely been followed up by initiatives to strengthen the supply area.

Demography and Poverty

- 54 The demographic picture can be described as follows: (i) Rapid growth – annual average demographic growth rose from 1.4 percent between the 1971-1982 surveys to 2.5 percent during the 1982-2003 period; (ii) rapid urbanization, at the rate of 4.9 per year, with 40 percent of the current population living in cities compared to 25 percent in 1982; and (iii) a young population. Only 7.4 percent of the population is over age 60 while a figure of 20 percent of the population in this group is required to label a population as aging. Persons under age 15 account for 36.5 percent of the population, while 58.4 percent of the population is between the ages of 15 and 64. While such a structure should offer potential for future growth of the economy, in the present context it constitutes a powder keg, given that demographic growth is most rapid among the poorest, which creates a situation of entrapment in terms of population growth and increased poverty, since demographic growth fuels greater poverty.
- 55 At the present rate, the population should double in approximately 30 years. The preliminary results of the EMMUS IV point to a decline in the average number of children per woman, although this number still remains high. The synthetic fertility index is projected to be four children per woman. The decline is too slow to contain rapid demographic growth. Furthermore, female fertility is high among the 15 to 19 age group (69 percent), and peaks at 180 per thousand in the 30 to 34 age group. The birth rate of 28 live births per 1,000 inhabitants is higher in rural areas (30 percent) and among low-income groups. Changing demographic patterns therefore pose a major challenge which entails fostering social development by providing opportunities to the poorest and young people.

CHAPTER 4

The Major Challenges to be Faced by 2015

- 56 Endemic and widespread poverty among the population serves as a conscience call for all Haitians in the country as well as those in the big Haitian Diaspora. However, any poverty reduction effort, in order to be effective, must take into account the following four major challenges: (i) placing Haiti in a strong position to make up for time lost with respect to the MDGs.
- 57 Assessments done of the food, health, education, and gender issues indicate that in 2015, Haiti will still fall well short of meeting its goals, despite certain areas of progress; (ii) developing a modern and dynamic economy that has a broad territorial base and is competitive. The changes seen in Haiti in recent decades have destroyed the main branches of its economy in cities and rural areas and have led to rapid deterioration of all services; (iii) undertaking a far-reaching overhaul of the public management system. The political, economic and social upheavals that have taken place in the country in recent decades have undermined its administrative system and, as a result, have seriously compromised its capacity to deliver.
- 58 The 1987 Constitution includes a series of provisions that can lead to in-depth reform of the public administration and trigger a meaningful process of decentralization; and (iv) developing skills in Haiti. Over time, the country has demonstrated tremendous cultural creativity. Its cultural capital, which is diverse and internationally recognized, has been inadequately developed. Haiti's cultural capital is a major asset that it can use to take advantage of globalization.
- 59 Meeting these major challenges requires the unprecedented mobilization of human, organizational, and financial resources. Work to be done will be adjusted based on time and on the numerous other constraints hobbling Haiti's development. Strategic choices must be made based on essential priorities, given the opportunities available.

First Phase

Laying the Foundation for Future Development

- 60 This phase covers the 2007/08 – 2009/10, the three-year period of implementation of economic and financial commitments made in the context of the IMF's PRGF. During this phase, growth will be slow or modest (according to the Ministry of Economy and Finance, an annual average of 4 percent). The focus will be mainly on accelerating social development.
- 61 A campaign to promote the DSNCRP will be conducted on two fronts: (i) disseminating a vision of development as a way to put Haiti on a path of hope and building a new form of national unity; and (ii) establishing leadership alliances around the development strategy selected.
- 62 The main mechanism to ensure consistency of the overall strategy adopted is the central, deconcentrated, and decentralized public administration system, which is stymied by a number of problems that prevent it from effectively delivering the results expected. For this reason, in order to pursue and diversify the recently-adopted initiative to improve governance, priority will be given to the public administration capacity-building process. This first phase involves maintaining the current macroeconomic framework centered on sound management of the economy with prudent fiscal and monetary policies being applied to reduce significantly major internal and external economic imbalances. For example, according to MEF forecasts, the downward trend in inflation should continue until it reaches 7 percent in 2008/2009.
- 63 In order to reduce monetary poverty and promote pro-poor growth, the Government, while pursuing its activities in the various areas of intervention, has identified the following economic sectoral priorities for this period: (i) modernizing agriculture by upgrading rural infrastructure and making a number of services available to farmers through training, research, and dissemination of technological packages, as well as the provision of credit, inputs, equipment, and tools; (ii) reestablishing food production in order to better ensure the food security of the population; (iii) strengthening the effort to modernize transportation infrastructure; (iv) improving the provision

of electricity and developing telecommunications services; and (v) promoting greater social equity through education and health, which will constitute the main approach to reducing poverty and inequality during the period.

64 The education strategy will emphasize: (i) reorganizing access to schools in a way that benefits poor children; (ii) retraining teachers and school principals; (iii) guiding schools, teachers, and parents more effectively; and (iv) improving coordination among operators in the sector and the regulation of the system.

65 The health strategy seeks to give priority to: (i) strengthening municipal health units [*Unité Communale de Santé*, UCS]; (ii) focusing on endemic illnesses; (iii) strengthening governance of the sector; and (iv) developing human resources and implementing a hospital management policy.

Second Phase

Strengthening Progress and Taking Systematic Advantage of the Main Identified Opportunities

66 This phase will begin at the start of FY 2009-2010. The main focus of this phase will be on striving for accelerated growth and greater control over social development. Consequently, the emphasis during this phase will be on reducing both monetary and human poverty. Once severe constraints are lifted owing to the progress made during the first phase, a more optimistic growth scenario can be expected - strong trend growth of 7.5 percent until 2015 (two and a half times the growth rate in the 1970s) and a decrease in the fertility rate, falling to two or three children per family instead of the big families that are now commonplace.

67 The macroeconomic framework will be reoriented to make it more attractive to the other economic sectors where potential can be more easily used, such as the highly promising areas of the agricultural sector, agro-industry, tourism, and the textile sector of the manufacturing industry, which will benefit if they are accorded priority. In such a context, the Central Bank should no longer focus solely on reducing inflation. During this second phase of the social and economic development strategy, it should also focus on growth and job creation.

68 In a bid to foster a rapid increase in productivity, an important factor in competitiveness in this globalized world, targeted and cross-cutting sectoral policies will be aimed at developing appropriate services while contributing to the establishment of a completely reformed business environment.

69 The earlier effort to overhaul basic infrastructure will continue in the areas of drinking water and sanitation, among others. At the same time, the Government will forge ahead with its effort to modernize the educational and health systems, and will set as a priority objective the provision of more accessible and better quality services to the population as a whole and in particular to vulnerable groups. Taking into account the difficulty in identifying significant savings and investment resources within a limited timeframe while great pressures are being felt (for example, to create widespread employment in a context of growing competition from the Dominican Republic), one of the strategies for creating the markets that will support the new Haitian economy will be to develop several growth hubs around targeted groups of activities that are specific to each zone identified. These hubs could serve as a powerful stimulant to growth acceleration in Haiti.

Table 6
GROWTH AND DEVELOPMENT REGIONS/HUBS (2007 – 2015)

NO.	IDENTIFICATION	POTENTIAL GROWTH SECTORS
1	Metropolitan Region	Industry/Commerce
2	Cap-Haïtien/Fort-Liberté Axis	Tourism/Industry
3	South-East Region	Tourism/Crafts
4	Côte des Arcadins/La Gonâve Axis	Tourism/Technology
5	Artibonite Valley	Agriculture
6	Border zones	Commerce
7	Nippes Region	Agriculture/Industry/Tourism/
8	Port– Salut/Dame–Marie Axis	Crafts/Agriculture
9	Aquien Region	Commerce/Tourism
10	Central Plateau	Agriculture/Livestock
		Farming/Commerce
11	Port de Paix/Môle St Nicolas Axis	Commerce/Tourism

Table 7
Major National Objectives - 2010-2015

INDICATORS	2006	2010	2015
Human Development Index (HDI)	132 out of 177 countries (2006) 0.5559 (2000 - 2005) (*) HDI ranking	120 out of 177 countries 0.653 (current ranking of Equatorial Guinea)	109 out of 177 countries 0.709 (current ranking of Vietnam)
Extreme poverty rate (% of the population living on less than US\$1/day)			
Poverty rate (% of the population living on less than US\$2/day)			
Family size (fertility index)	4 (2000-2005) (**)	3.5 (2005-2010)(**)	2.9 (2015-2020)(**)
Life expectancy	(2000-2005) (**) 58.1 (men and women) 56.4 (M) 59.9 (W)	(2005-2010)(**) 60.6 (men and women) 59 (M) 62.4 (W)	(2015-2020)(**) 64.2 (men and women) 62.4 (M) 66.2 (W)
Illiteracy rate (age 15 and over)	(2003) (***) 58.7 % (entire country); 63.1% (M) and 54.9% (W); 79.5% (urban) and 42.8% (rural)	(****) 68.6% (men and women) 71.1% (M) and 66.2% (W)	(****) 76.8% (men and women) 78.3% (M) and 66.2%(W)
Percentage of students who have completed the basic school cycle			
Percentage of students who have completed the secondary cycle			
Economic growth rate			
GNP (US\$)			
Per capita GDP (in millions of gourdes – 1986/87)	2005-2006 13,079 (****)		
Foreign Direct Investment (US\$)			
Ranking of the Business Environment (World Bank) – Doing Business (Economic Rankings), World Bank	139 of 175	117 out of 175 (current ranking of the Dominican Rep.)	105 out of 175 (current ranking of Costa Rica)
Corruption Perceptions Index (Transparency International)	1.8 (163 out of 163)	2.8 (current ranking of the Dominican Rep.)	3.7 (current ranking of Jamaica)
Population	9,662,304 (2007) (**)	10,085,214 (2010) (**)	10,911,819 (**)
Urban population	4,018,000 (2005)	4,818,000 (2010)	5,667,686
Rural population	5,274,000 (2005)	5,268,000 (2010)	5,244,133

Chapter 5

Pillar 1: Growth Vectors

70 The National Growth and Poverty Reduction Strategy (DSNCRP) is part of a comprehensive vision of development in Haiti which entails two fundamental options: (i) sustainable human development based on the triptych of Economic Growth/Social Justice/ Environment; and (ii) a completely renovated public management system. It covers four key areas or growth vectors: agriculture and rural development; tourism; infrastructure modernization; and science and technology and innovation.

1. AGRICULTURE AND RURAL DEVELOPMENT

Overall intervention strategy

71 In the area of agriculture and rural development, the dual perspective of growth and poverty reduction is predicated on an approach that is at once both economic and social, and is aimed at scaling back the high degree of social polarization unfavorable to rural areas and at reducing the resulting exclusion. The choice entails the adoption of a system that combines various components of modern agriculture and takes account of the simultaneous existence of small, medium-sized, and large production units of various kinds.

72 This strategy requires that a number of conditions be met, including the redevelopment of the rural environment with zoning that guarantees the protection of our environment, the diversification of income-generating activities, and legal measures aimed at preserving the gains made in respect of development and improving the distribution of the wealth generated. Quite specifically, the redevelopment strategy must target two types of zones: those with a significant agricultural potential, and disadvantaged zones.

73 In the high potential zones (irrigated and humid plains, humid mountains), sustained efforts will be deployed with a view to intensifying production through the granting of loans for modernizing farms and agricultural enterprises and for enhancing their productivity. The less favored zones (dry and semi-arid plains, dry and semi-arid hills) will benefit from systematic and sustained extension work through various forms of declining subsidies either at the production level (prices of inputs such as seeds, fertilizer, tools, and equipment) or at the level of marketing production (harvests or processed products) for school canteens or for mixture with strategic imported products (wheat flour).

74 In both types of zones, food crops, livestock farming, and activities deemed likely to produce appreciable gains will be systematically developed (export crops, food crops, fisheries) while small and medium-sized enterprises (SMEs) engaged in agroprocessing will be strongly encouraged in the form of cooperatives in the less favored zones or private firms in the high potential zones, so as to capture the value added that heretofore has been largely unavailable in the rural world. Clustering will be strongly encouraged in the short term for training small enterprises and cooperatives of all kinds (whether or not they are multifunctional or focus on production or processing) in branches of activity such as flours suitable for bread-making, iodized salt, fruit juices and preserves, goat cheese, and structures for fish preservation or salting. In the medium term, the State will encourage the development of medium-sized enterprises.

75 This overall strategy will take the specific form of policies defined for each of the nine following intervention areas: (i) the environment and land tenure; (ii) agricultural production; (iii) rural infrastructure; (iv) fisheries and aquaculture; (v) agroprocessing; (vi) marketing; (vii) land management; (viii) institution building and organization of the agricultural world; and (ix) rural finance. The objectives and strategic lines of action corresponding to each of these policies are set forth below.

PROMOTION OF SUSTAINABLE AGRICULTURE AND IMPROVED LAND TENURE MANAGEMENT

Objectives

- 76 State interventions will be aimed at achieving three major objectives: (i) developing environmentally friendly agriculture; (ii) facilitating access to land and combating the absentee ownership phenomenon; and (iii) making working the land more secure and promoting reparable. Priority will be accorded to two lines of action:

Strategic lines of action

- Improved land management and watershed protection;
- More secure land tenure, combating absentee ownership, and seeking to identify types of farming that ensure sustainable development.

REVITALIZED AGRICULTURAL PRODUCTION

Objectives

- 77 To revitalize agriculture production, the following two objectives will be pursued: (1) recapitalization of farms; and (2) ensuring the broader availability of basic foodstuffs.

Strategic lines of action

- Stimulation of agricultural production
- Encouragement of livestock farming
- Poultry production
- Goat, sheep, and cattle production

MODERNIZATION OF RURAL INFRASTRUCTURES

Objectives

- 78 In order to modernize rural infrastructures, the State's interventions will seek to ensure that three important outcomes are guaranteed: i/ ensuring hydro-agricultural improvements; ii/ establishing major water storage structures; iii/ improving rural roads and rural markets.

Strategic lines of action

- Rehabilitation and improvement of the major existing irrigation systems in order to facilitate the maximum tapping of their potential;
- Construction of new systems in all areas where there is a need to do so;
- Improvement of the major water storage structures such as watershed ponds and impluvia so as to mitigate the water shortage in some parts of the country and stimulate market-garden and food-crop production in their proximity;
- Construction/rehabilitation of farm roads in production areas so as to facilitate products reaching markets and reduce transport costs;
- Construction /improvement of rural markets.

PROMOTION OF FISHERIES AND AQUACULTURE

Objectives

- 79 Fisheries and aquaculture continue to be areas with great earning potential but which currently are not being tapped or are poorly implemented. Through the DSNCRP, the aim will be: i/ stimulate their development with a view to generating significant income; ii/ improve food security.

Strategic lines of action

- Maritime fishery
- Aquaculture and inland fishery
- Combined policy

VIGOROUS REVITALIZATION OF AGROPROCESSING

Objectives

- 80 The introduction of Food Sciences and Technologies in Haiti should facilitate the establishment of businesses in this area. Accordingly, the following objectives will be pursued: i/ more vigorous revitalization of agroprocessing in Haiti; ii/ encouragement of training in agricultural and food sciences and technologies.

Strategic lines of action

- Encouragement of the reopening of existing plants (tomato paste and essential oils) and the creation of new ones (biodiesel, etc.)
- Modernization and upgrading of SMEs (mills, guildives)
- Granting of equipment loans for the development of small preservation and processing units in all branches of agricultural production: fruits and vegetables, meat products, seafood, milk products, aromatic plants
- Promotion of entrepreneurial training in university centers, and providing facilities to recent graduates for the establishment of farms and agricultural and processing enterprises.

PROMOTION OF A NEW MARKETING STRATEGY

Objectives

- 81 Bringing harvested products to market constitutes the most problem-laden issue for the various subsectors. It is therefore necessary to have a strategy aimed at: (1) revising customs policy; (2) bringing a sufficient quantity of high quality products to market; and (3) obtaining remunerative prices.

Strategic lines of action:

- Modulation of tariff policy depending on whether imports are competing with local products or are convenience goods not produced in sufficient quantity domestically
- Upgrading and standardization of high-quality products
- Search for niche markets for the vast majority of our “bio” products
- Consultation with national producers’ associations in the course of international trade negotiations
- Development of a commercial communications and information system
- Promotion of products at international expositions
- Granting of loans to women

STRENGTHENED PRODUCTION SUPPORT STRUCTURES

Objectives

- 82 Research, training, extension services, small farmer organizations, and cooperation platforms are crucial aspects of any increase in agricultural production. Consequently, the strategy will target achievement of the following objectives: (1) promoting research and training of direct benefit to agricultural development; (2) relaunching State agricultural extension services; and (3) encouraging improved organization of the private structures supporting the sector.

Strategic lines of action

- Agricultural research
- Agricultural training
- Agricultural Extension services
- Strengthening of small farmer organizations
- Encouragement of the establishment of cooperation platforms

AGRICULTURAL FINANCE

Objectives

- 83 The flawed conditions for agricultural finance show how necessary it is to introduce a financial system that can guarantee savings and the recapitalization of farms in such a way as to provide investment and coverage of the basic needs of the rural community in general and small farmer families in particular. The thrust at this level should prompt the State to take action in two directions: i/ relaunching “supervised or controlled credit,” particularly to benefit cooperative associations in order to avoid any misappropriation or misuse of the funding requested; ii/ In the context of this policy, devoting special attention to women’s associations, as women bear particularly heavy responsibilities in rural areas.

Strategic lines of action

- Promotion of decentralized financing structures
- Granting of loans
- Prioritization of activities within the context of the policy adopted by the public authorities
- Prioritization of small farmers and producers with a view to improving their economic situation and living conditions
- State assumption of the financing of the experiments to be conducted in research centers.

2. TOURISM

- 84 Haiti is one of the first Caribbean countries to have reaped the benefits of the international tourism that emerged following the rebuilding of the global economy in the aftermath of World War II. This sector became vital for the national economy, representing over 20 percent of exports in the ---0s. Estimates at the time spoke of over 60,000 direct and indirect jobs. The share of tourism in GDP amounted to 3.5 percent, and annual tourism receipts amounted to US\$50 million.
- 85 The tourism master plan, entitled “Strategic Thrusts,” brought together a package of proposals in four major areas: tourist products, the development of priority areas, tourist circuits, and human resources. An additional component, known as “Implementation Modalities,” made reference to the streamlining of budget choices, the creation of a National Tourism Authority, the

establishment of an institutional framework, and the implementation of short-term actions. New national spatial upgrading of tourism is thus called for in Haiti.

86 In terms of the spatial distribution of Haitian tourism, the new vision involves development in four departments: Ouest, Nord, Sud-Est, and Sud, which will serve as the launching pad for national tourism activity. These priority departments have a number of assets in common and, at the same time, may enjoy comparative advantages in respect of one another in view of some of their special characteristics. Sectoral improvements in tourist sites deemed promising and accorded priority are currently being planned, and include:

- The National Historical Park of the North, around the global patrimony site of the Citadelle, Sans-Souci, and les Ramiers
- The Arcadin Coast northwest of Port-au-Prince, where there is already sizable national investment in the hotel sector
- The Old Town Center of Jacmel, and
- Port-Salut and the Pointe-Sable beach.

87 The policies to be pursued and implemented cover:

- Tourism promotion focused on local destinations
- Tourism promotion targeting the Haitian diasporas
- Graduated tourism promotion in response to regional Caribbean, U.S., European, and Asian supply
- Partnership between the public sector and national and international investors
- A decentralized tourism dynamic that is nonetheless part of a national logic of cohesiveness
- An equitable framework that is respected within the sector. This entails administrative and regulatory strengthening. The Priority Tourism Zones (ZTPs) will be classified as General Interest Projects (GIPs)
- Orientation toward mass tourism.

88 The associated supportive measures include:

- Capacity building for enterprises
- Training in the tourism and hotel trades.
- Creation of a National Training Institute (INF) in the Ouest department
- Development of a marketing plan for promoting and marketing the Haitian tourism product
- Project documents will be prepared as bankable draft projects to be submitted to potential investors or to apply for funds.

3. INFRASTRUCTURE

TRANSPORT SECTOR

89 The strategy in this area is focused on gaining control of urban and interurban transport systems in the interests of territorial continuity within the country. Mass transit thus remains a priority for economic, urban, and territorial development. Three major objectives have been identified for this sector:

Major objectives and focal areas of transport policy

90 ***Objective 1: Contribute to poverty reduction and crisis prevention***

- i/ Make essential services accessible to users threatened by exclusion and create highly labor-intensive structuring jobs, requiring a certain degree of participation on the part of women.

- ii/ Guarantee reliable links between the small and medium-sized landlocked localities and access to disadvantaged urban neighborhoods under satisfactory accessibility and security conditions.
- iii/ Broaden participation in the decision-making process to counteract the domination of gangs and fill the void created by the absence of the State.
- iv/ Oversight over the network, user information, disaster emergency plan, mapping of sensitive zones.

91 ***Objective 2: Promote the sustainable, balanced, and equitable development of the country***

- i/ Take demand-side measures to spread demand better or its better distribution over space and time..
- ii/ Take supply-side measures through a balanced territorial development policy and through the development of suitably adapted and integrated transport infrastructure networks, prioritized on the basis of strategic planning.
- iii/ Promote the development of regional potentials and enhancing the competitiveness of the Haitian economy
- iv/ Restore the balance of the national territory through the emergence of major regional metropolises by guaranteeing the continuity of national territory by protecting existing infrastructure and the environment.
- v/ Promote of multimodal transport by developing a strategy that emphasizes integration and complementarity so as to facilitate multimodal trade.

92 ***Objective 3: Promote Haiti's integration into the Caribbean area and into international trade***

- i/ Develop Haiti's international ports by improving the capacities of the other international ports in the provinces and foster the emergence of safe and regulated sea traffic in the Caribbean.
- ii/. Develop the airport sector by strengthening the institutional capacities of the entities responsible for air transport.
- iii/ Develop the road network for improved regional integration with the Dominican Republic for promoting tourism, and permitting the emergency of other poles of activity with investments under way making it possible subsequently to take medium-term requirements into account or needs in the longer term (the construction of crossing roads interconnecting the main roads).
- iv/ Attract foreign investors and international enterprises by granting port and airport concessions.

ELECTRICITY SECTOR

93 On the technical level, stress should be placed on the proven potential of hydroelectric, wind, solar, and even thermal energy. Such opportunities should be seized, and could well result in a significant improvement in the overall situation. DSNCRP is addressing all these issues in a comprehensive manner by laying out a modulated strategy focused on four types of objectives, six basic options, and an investment program prepared on a consensual basis.

94 The objectives are:

- Move away from the existing management system by definitively abandoning no-bid contracts, modifying the architecture of the EDH Board of Directors, and establishing a Directorate of Urban Commercial Grids at the MTPTC to exercise oversight over investment and regulatory decisions affecting this subsector.
- Introduce a balanced pricing system consistent with the investments made so that the operator might receive adequate remuneration to: (a) have sufficient revenue to cover operating, maintenance, and investment costs and the costs of enhancing quality and service efficiency; and (b) contribute to the share of the social costs that the authorities may decide to assume in order to benefit low-income users.

- Include in the partnership system between the organizing authority and operators the following basic obligations: (a) public service obligations; (b) maintaining plant, equipment, and materials in a good state of repair so as to permit proper operation; and (c) renovation of rolling stock, vehicles, mechanical equipment, and meters.
- Reflect in deeds the DSNCRP's vision of a more just society demonstrating greater solidarity by providing basic services to the people in the shantytowns and to low-income persons in rural areas. The strategy of independent household solar systems, used successfully in other countries, could be one course to follow in order to make progress with improved access to a fundamental infrastructural service.

95 There are multiple actions, but the DSNCRP stresses the following ones:

- Increase in existing capacity through an equipment purchase strategy that minimizes the burden of the oil bill,
- Ongoing maintenance of the production park and transport and distribution works;
- Expansion and rehabilitation of the HT/MT/LT grids
- Securing fuel supplies (heavy fuel oil, gas-oil, oil)
- Combating waste and losses in the distribution network
- Measures to improve the productivity of power plants.

4. SCIENCE, TECHNOLOGY, AND INNOVATION

Objectives and lines of action

96 The strategy in this sector is to carry out and continue a genuine national agenda for scientific and technological innovation. In the short term, emphasis will be placed on governance of the science, technology, and innovation sector, and on consolidating and building up the knowledge and know-how base. More specifically, the objectives are to: i/ introduce a systematic and suitably adapted coordination structure for activities in science and technology; ii/ establish a production support infrastructure.

97 The main lines of intervention are: i/ development of the industry and promotion of research/action initiatives or private investment programs in strategic areas; ii/ development of a legal framework for scientific development; iii/ promotion of scientific and technological development; and iv/ building the capacities of higher education and research institutions.

5. REGIONAL ECONOMIC INTEGRATION AND NATIONAL ECONOMIC DEVELOPMENT

98 The economic strategy underlying the national Growth and Poverty Reduction Strategy Paper (DSNCRP) is built upon increased domestic production and the development of trade. For Haiti, it is a question of tapping its potential while properly positioning itself in the context of the economic and commercial regionalization projects (APE, CSME, etc.), on the one hand, and in broader international dynamics, in particular with the WTO.

99 On the production side, the identified actions are: i/ investment promotion; ii/ development and promotion of national production of goods and services; iii/ complementary State interventions; iv/ use of the Integrated Framework.

100 With regard to trade and development, the priority actions are: i/ promotion of competitive national investment; ii/ seeking accelerated export growth. This entails, at one and the same time, favoring the emergence of multiple and diversified initiatives with respect to the production of agricultural and artisanal goods, manufactured products, and services.

CHAPTER 6

Pillar 2: Human Development – Priority Accorded to Basic Social Services

1. EDUCATION AND TRAINING

POLICY TO REORGANIZE EDUCATIONAL SUPPLY IN FAVOR OF POOR STUDENTS

- 101 The supply of education is inadequate at all instructional levels. The situation is particularly critical in rural areas. There are 23 communal sections that have no school at all, and 145 (in 2007) that have no public school. According to 2004 data from the IHSI, the number of children under the age of 5 is estimated at 935,000, of whom 339,800, or 36.34 percent, are not covered by the system in place. In primary school, the number of children ages 6 to 12 and not enrolled is roughly 558,163, or 37.7 percent of the school-age population, with a very high degree of concentration (463,163) in rural areas.
- 102 Out of the 122,311 students admitted to secondary school in 2004, only 81,709, or 66.8 percent of those accepted or 18 percent of the initial cohort, were able to receive secondary schooling owing to the limited capacity to accommodate students at this instructional level. Quite apart from the existing group of those who have already completed secondary school and been unable to find a space in the university, an additional 15,500 were admitted in 2004. In the final year of secondary school, the State university was able to take in 2,300 students from this class, while roughly double that number found spots in private institutions. Unmet demand is thus on the order of 8,600 students, or 55.5 percent of the total student count seeking higher and university education, and this just for the academic year beginning in 2004 alone.
- 103 More and more youths currently in school are asking for access to vocational training. The majority of the supply of such training is private and spaces are limited, particularly in urban areas where the network of agricultural training facilities, which are unequally distributed throughout the country, ceased to be operational a number of years ago owing to insufficient funding.

Objectives

- 104 The targeted objectives are the following:
- Reducing the existing disparities between geographical departments and between urban and rural areas as regards the distribution of available schooling at the preschool and basic education levels
 - Ensuring that, by 2010, all 565 commune-level sections have at least one public school covering 6 grades
 - Introducing a basic education school (1st and 2nd cycles) that better addresses learners' needs, in particular those of older students
 - Making vocational education more accessible to a greater number of young people
 - Reducing average tuition costs for these instructional levels.

Strategic lines

- Creation and outfitting of new seated spaces in preschool
- Creation and outfitting of new seated spaces in primary school
- Scholarship programs for poor children in all commune-level sections
- Resumed operation of the EMAs and CFPAs
- Transformation of four nonpublic vocational training centers into reference centers.

POLICY ON REQUALIFICATION OF INSTRUCTIONAL STAFF AND SCHOOL DIRECTORS

- 105 The output of the system is quite low. At the basic level (1st and 2nd cycles) it is on the order of 43 percent owing to the high grade repetition rates (29 percent in the first year) and dropout rates (6 percent) recorded for every year of studies. At the secondary school level, output is even

lower, on the order of 35 percent. This makes the financial loss even higher. The academic and professional qualifications of the majority of instructional personnel are low as are their average monthly wages. The instructional programs are no longer meeting student needs.

Objectives

106 The targeted objectives are the following:

- Enhance the structures for training instructional staff and school directors
- Train new teachers with more appropriate academic and professional profiles
- Improve the skill sets of the instructional staff and school directors already in place
- Motivate the private education sector to increase the compensation levels of teachers and directors.

Strategic lines

- Establishment of a one-year accelerated initial training (FIA) mechanism for training 2,625 student teachers and 450 school directors
- Strengthening of the existing initial teacher training mechanism by creating three new CFEFs in Artibonite, Nord, and Sud
- Transformation of the 51 teacher training institutions (ENIs) into EFISs (Specialized Initial Training Institutions) and CFCMs (Centers for Continuing Teacher Training)
- Continuation of the process of introducing EFACAPs, increasing their number by 116 by 2010: 35 in 2008, 41 in 2009, and 40 in 2010
- Continuing training for 14,000 instructional staff and 2,500 school directors in 2008/2010: 4,000 teachers and 700 school directors in 2008/2009 (Cohort I) and all 14,000 teachers and 2,500 school directors in 2009/2010
- Transformation of the BDSs into structures for the coordination and management of education and training at the school district level
- Setting the minimum salary to be paid to teachers and trained school directors according to their level of training
- Design and introduction of an initial and continuing training mechanism for trainers in the education and technical and vocational training sector.

POLICY ON ADEQUATE SUPERVISION OF SCHOOLS, STUDENTS, AND PARENTS

107 The pupil/teacher ratios (78 on average) and grades taught per teacher (1.87) are clearly far too high. The same is true as regards the ratio of teachers per inspector (each inspector covers about 200 schools on average) or per teaching advisor. The degree of literacy of parents is too low overall, as 62.5 percent of parents between the ages of 31 and 55 are illiterate and 87.4 percent of those ages 56 or more are as well. Furthermore, the school system has no mechanism for steering students towards instructional or training areas other than those regarded as conventional. This is one of the decisive factors behind the system's low retention capacity

Objectives

108 The objectives of these guidelines are as follows:

- Bringing the pupil/teacher ratio from 93 down to 50
- Offering students a broader range of educational paths than the basic one
- Strengthening the structures whereby parents participate in school management
- Improving the literacy level of parents.

Strategic lines

- Recruitment and placement of 428 new teaching advisors in the various school departments with identified needs: 180 in 2008, 180 in 2009, and 68 in 2010
- Introduction of the vocational 3rd cycle in the 116 EFACAPs
- Establishment of a mechanism for steering those who have completed the 6th and 9th year toward the basic 3rd cycle and toward secondary education or vocational training
- Making the conventional secondary level program available at all lycées and secondary schools in the country, and the technical program available at 30 lycées and 60 private secondary schools
- Design and introduction of pathways for transitioning between the education system, particularly at the secondary level, and the vocational training system
- Establishment of a scholarship program targeting the children of poor families, especially in rural areas, oriented toward vocational training and the technical program at the secondary level
- Launching of a literacy training program for the 19-30 age group and the 31-55 age group, respectively, so as to increase literacy (i) among men to 8.5 percent and 24.5 percent; (ii) among women to 11.2 percent and 31.5 percent; and (iii) among rural women to 17 percent and 37 percent.

POLICY TO IMPROVE THE COORDINATION OF OPERATORS IN THE EDUCATION SECTOR

- 109 The operation of the educational system is quite poorly regulated. More than 70 percent of schools are not controlled by the State. The functioning of the system is for the most part ensured through private financing. Over a hundred NGOs are involved in the education sector. The resources mobilized through this network of organizations fail to achieve the desired effects owing to the lack of integration into a comprehensive policy in which intervention roles and strategies would be more clearly defined and articulated.

Objectives

- 110 The objectives of this coordination are the following:
- Create greater synergy between the State and the other stakeholders operating in the sector
 - Regulate the operation of the educational system.

Strategic lines

- Establishment of the National Office for Partnership in Education (ONAPE)
- Development and regular updating of a database covering all the activities carried out in the education sector
- Creation and introduction of an accreditation and certification system for private educational and vocational training institutions
- Establishment of a computerized management information system at the National Vocational Training Institute (INFP)
- Preparation and implementation of a national qualification framework (CNQ).

POLICY TO INCREASE PUBLIC FUNDING OF THE SECTOR

- 111 The public resources allocated to the education sector are clearly insufficient, including for the public schools. The education sector receives but 4 percent of the amount of financing under the

PIP for 2006-2007 and scarcely 3.6 percent of external aid. Operating expenses absorb the majority of this financing.

Objectives

112 The objectives are:

- Restore, beginning with the second year of the DSNCRP, the highest level of budget support received by the education sector in the past
- Maintain public spending on education above 20 percent for the duration of the five-year presidential term
- Significantly increase the level of public financing of basic education in order to achieve the MDGs.

Lines of action

- Passage of a law on education financing that guarantees achievement of the three objectives identified
- Preparation of a financing plan for the public education sector in order to support the strategic lines of the DSNCRP
- Introduction, through the ONAPE, of programs to subsidize the public and private schools on the basis of projects to improve the quality of primary education.

2. HEALTH

PROMOTION OF A MODERN HEALTH SYSTEM READILY ACCESSIBLE BY VULNERABLE GROUPS

CHALLENGE OF THE MDGS FOR HAITI

113 The MDGs for the health sector constitute a major challenge for the DSNCRP. The public policies selected are aimed at achieving the MDGs in question, namely MDGs 4, 5, and 6, which target infant/child health, maternal health, and the major pandemics (HIV/AIDS, malaria, and tuberculosis), respectively. Comprehensive improvement of the health system is a fundamental requirement for ensuring that there is sustainable movement toward achieving these MDGs.

Table 9
Progress Toward Achieving the MDGs in Haiti (June 2007)

	MDG	Indicator	Initial Situation		Recent Situation		Level Anticipated	Target Value	Progress
			Year	Value	Year	Value			
1	1. Reduce by half, between 1990 and 2015, the proportion of the population with incomes of less than US\$1 per day	% of population with incomes of less than US\$1 per day	1986	60.0	2001	55	32.6	28.4	Extremely slow
			1990	56.8					
	2. Reduce by half, between 1990 and 2015, the proportion of the population suffering from hunger	% of population suffering from hunger	1990-1992	65	1999-2001	51	37.3	32.5	Slow
2	By 2015, ensure that <u>all</u> children, boys and girls alike, everywhere in the world, have the means of completing a full cycle of primary school	% of children enrolled	1990	43	2003	49	84.5	100.0	Extremely slow
3	Eliminate gender disparities in primary and secondary education by 2005 if possible, and at all education levels by 2015 at the latest	% of children enrolled, by gender	1992-1993	<u>Primary</u> Boys (B): 43.5 Girls (G): 41.00 G/B: 0.94	2003	<u>Primary</u> Boys: 45.5 Girls: 46.8 G/B: 1.03 <u>Secondary</u> Boys: 52.2 Girls: 53.1 G/B: 1.02	Girls/Boys = 1	Girls/Boys = 1	Target already achieved
4	Reduce by two-thirds, between 1990 and 2015, the mortality rate of children under age 5	Number of fatalities of children under age 5 for every 1,000 live births	1992	131	2005	86	56.3	44.5	Slow
5	Reduce the maternal mortality rate by three-fourths between 1990 and 2015	Number of maternal deaths per 100,000 births	1990	457	2005	630	151	114	Moving in wrong direction
6	By 2015, halt the propagation of HIV/AIDS and begin to reverse the current trend	% of pregnant women infected with HIV/AIDS	1993	6.2	2005	2.2	Apparently positive but highest level in the Caribbean
7	Reduce by half the percentage of persons without access to safe drinking water	% of population without access to safe drinking water	1990	47	2005	54	27	23.5	Moving in wrong direction
8	Establish a Partnership for Development								

Source: *2010: End of terms of office of elected official. The level achieved (in 2010) is estimated on the basis of the average annual rate of growth toward the target value (for 2015) of each MDG.

* 2015: Time horizon for the MDGs.

- 114 Infant/child mortality has shown a declining trend over the past two decades, but the rate (57 per 1,000) remains the highest in the Americas. Maternal health has deteriorated with the recent increase in the maternal mortality rate (MMR) (630 per 100,000), despite the fact that the prevalence of medically assisted childbirth held steady at 24 percent between 2000 and 2005-2006. The impact of the major endemics remains significant, as shown by the examples of HIV/AIDS (prevalence of 3.5 percent in 2005) and tuberculosis (detection rate of 70 percent). Also noteworthy is the poor relationship between investment levels and impacts, as illustrated by the high level of maternal mortality. Indeed, the maternal mortality rate has increased significantly despite sizable investments in maternal healthcare, on the order of US\$20 million a year for the past five years. This makes it all the more essential to redefine intervention strategies in the context of a unified, integrating plan under the leadership of the MSPP.
- 115 The national strategic plan for health sector reform 2005/2010 is aimed at improving the state of health of the people while taking the MDGs into account, in particular through the following objectives, programs and strategic lines of action:
- Reduce the maternal mortality rate by at least 50 percent
 - Reduce the infant mortality rate and infant/child mortality rate by at least 50 percent
 - Reduce the incidence of HIV/AIDS infection by 30 percent
 - Reduce mortality from HIV/AIDS by 30 percent
 - Reduce mother-to-child transmission of HIV/AIDS by 10 percent
 - Reduce the incidence of tuberculosis by 30 percent
 - Reduce the mortality associated with malaria by 50 percent
 - Control the incidence of certain diseases, such as filariasis, tetanus, poliomyelitis, and measles.

REVITALIAZATION AND EXPANSION OF THE HOSPITAL NETWORK

Objectives

- Increase access to reference care services on the part of the entire population in rural and urban areas
- Improve the quality of the medical care supply
- Improve the administrative and financial management of hospitals.

Strategic lines of action

- Restoring the condition of the reference departmental hospitals
- Rehabilitation and construction of health centers with beds
- Rehabilitation of specialized hospitals
- Construction of a radiotherapy center
- Continued establishment of integrated diagnostic centers

STRENGTHENING OF COMMUNE-LEVEL HEALTH UNITS (UCSs)

- 116 The UCSs are the cornerstone of the strategy to transform the Haitian healthcare system. In accordance with the National Strategic Plan, a “Commune-Level Health Unit” (UCS) is a networked organization which covers an area with a population of 150,000 to 250,000 in which the healthcare stakeholders and institutions interact with community-level participation organizations. The people participate actively not only in preventive and promotional health activities, but also in the decisions relating to the health policy of the UCS and its operation and development.
- 117 The UCSs are entities in the national system which bring together the following:
- A geographical space known as the “health area”
 - A potential user population for services
 - Networked health organizations (reference system/counter-reference)

- A minimum package of available services, in accordance with a complementary approach between the various echelons
- Organization and redefinition of the service personnel.

118 The introduction of UCSs represents a genuine challenge for the Ministry. Despite the investments made to date, only six of these entities are functional out of the 11 programmed for end-2007, and there are plans to cover the national territory with a total of 56 by 2012. The problems experienced with implementing this model are both structural and conjunctural, as the operation of the model is heavily dependent on the pooling of the resources available locally, but also on intensive participation of the people through their natural leaders and established authorities.

Objectives

119 The process of definitively setting up the UCSs should enable this local echelon of the health system to exercise its various functions by giving them the legal authority to do so as well as resources and means needed to plan, manage, implement, and evaluate their activities. To this end, the following objectives have been set:

- Revise the legal and institutional framework
- Ensure that the system of health coverage is broadened.

Strategic lines of action

- Drafting of a new framework law on UCSs and a new organic law on the Ministry of Health
- Preparation of a reference framework for introducing UCSs
- Definition of mechanisms for contracting with partners involved in the process
- Introduction of functional, high-performance UCSs.

STRENGTHENED ASSUMPTION OF CARE FOR PRIORITY DISEASES

120 Owing to their frequency or seriousness, these diseases have a major impact on the state of health of the people and also have considerable economic consequences, a situation that is all the more unacceptable in that it can be considerably improved by taking adequate measures. These priority diseases share the following traits:

- A prevention/information shortfall: prevention requires suitably tailored and time-extensive measures. In any event, the prevention programs focused on individual diseases that are currently in place suffer from highly inadequate coverage and should be strengthened.
- Inadequate assumption of care: despite the support of vertical programs that are more amply financed (HIV), the assumption of care for such diseases has inadequacies in terms of screening, access to appropriate care, and sometimes the quality of the care provided.
- A shortfall in terms of intersectoral collaboration: the prevention of and screening for these diseases could be significantly improved through sound collaboration with other sectors, such as the environment, urban planning, or education. Some sectors are concerned with the assumption of care for particularly vulnerable populations (prisoners, orphans, prostitutes, etc.).

Objectives

- 121 The systems in place will be improved by remedying these shortfalls. To this end, the objectives sought are to:
- Strengthen the Prevention and Information aspects
 - Improve the assumption of care for endemic diseases
 - Develop intersectoral collaboration.

Strategic lines of action

The actions to be undertaken for STIs/HIV, Tuberculosis, Malaria/Filariasis, and Zoonosis concern:

- Prevention/Information
- Assumption of care
- Intersectoral collaboration.

POLICY ON ACCESS TO ESSENTIAL DRUGS

- 122 This policy is based primarily on the following objectives: i/ develop a new supply and distribution system, ii/ bringing about qualitative and economic improvement in the access to medications.

Strategic lines of action

- Preparation of a national paper on the pharmaceutical policy as it applies to essential drugs
- Introduction of a system of supplying public health facilities with supplies of essential drugs
- Strengthened pharmaceutical inspection and control services
- Improved accessibility to essential drugs at all levels at an affordable, standard cost.

POLICY TO STRENGTHEN GOVERNANCE OF THE HEALTH SYSTEM

- 123 In accordance with the National Strategic Plan for Health Sector Reform, the State has a key role to play in sector governance. In this sense, the DSNCRP has set the following strategic objectives and actions:

Objectives

- Developing steering tools
- Strengthening State leadership
- Strengthening its standard-setting function.

Strategic lines of action

- Strengthen the legal and regulatory framework for regulation by devising a National Health Policy on a consensual basis
- Ensure the inspection and appraisal of health activities at all levels
- Strengthen partnerships by devising a Partnership Charter
- Modernize the health information system.

HUMAN RESOURCE DEVELOPMENT POLICY

- 124 There are limited human resources in the health sector and they are poorly distributed throughout national territory. Coverage by health personnel is 2.5 physicians, 1 nurse, and 2.5 health aides for every 10,000 inhabitants, with 7 per 10,000 in Port-au-Prince and scarcely 0.2 per 10,000 in Grande Anse. The WHO norm is 25 human resource persons per 10,000 in habitants. PAHO/WHO estimates indicate that if the current pace of migration of Haitian health professionals, combined with the rate of training new professionals in the country's schools and universities, were to be maintained at present levels, it would take 40 years of creating 740 new jobs a year to achieve this WHO standard.
- 125 It is advisable to address not only the shortage of human resources, but also their uneven distribution throughout the country. Of the 1,850 physicians who provide healthcare coverage, 90 percent are in the Ouest health department area. It is also important to redefine the type of human resources required by the Haitian healthcare system and to remedy the lag between the needs in the field and the training curricula of the medical, dental, and nursing schools.

Objectives

- 126 The human resources policy must be consistent with the objectives of the public health system reform. This requirement mandates that this policy pursue the following objectives:
- Human resource planning
 - Human resource training
 - Human resource administration and management
 - Human resource capacity building.

Strategic lines of action

- Adjustment of the institutional framework and HR management policies in keeping with the needs of the sector
- Enhancement of the skills of existing personnel
- Production of human resources in response to the needs of the sector
- Equitable HR distribution in accordance with healthcare requirements
- Enhanced attractiveness of the sector.

HOSPITAL WASTE MANAGEMENT POLICY

- 127 Household waste and garbage in Haiti are not treated by reliable and technologically approved systems. Indeed, there are no organized landfills at the national level. Waste collection is generally the responsibility of the town halls, and is carried out in vastly different ways from one municipal health unit to the next. When they are collected, household waste and garbage are deposited in open dumps which lack supervision. Medical waste, in particular such waste classified as "Waste from Medical Care requiring special attention" and "Infectious and highly infectious waste" (14) represents a genuine danger to persons likely to visit the dumps. Moreover, depositing medical waste in unsupervised areas may have a direct environmental effect through contamination of the soil and groundwater bodies.
- 128 The removal of medical waste from the hospital site within 24 hours is a clearly delineated requirement (according to accepted standards, the maximum medical waste storage time must not exceed 24 hours) (15). Moreover, the incineration of waste as practiced by some health facilities is carried out without any filtering system, thus raising the problem of air pollution and the exposure to risks of disease on the part of the people living near such a pollution source.

Objectives

- 129 In this context, the management of hospital waste constitutes a problem area that is particularly difficult to address. For this reason, the policy identified revolves around two key objectives:
- Examine the waste management problem globally, focusing actions on the commune level
 - In this perspective, develop and introduce a program for hospital waste management.

Strategic lines of action

- With regard to the transporting of waste within and outside the institution, it is necessary to: i/ Package the waste in accordance with standards prior to transport, ii/Handle waste in keeping with the standards, iii/ Collect waste within the institution at a regular pace, iv/ Transport the waste in keeping with the established protocols applied.
- As regards waste storage at the institution, care must be taken to ensure that: i/ Between collection periods, waste is retained as close as possible to the location where it is produced , ii/ Containers with pedal-operated lids are available at all waste production points.
- Finally, as regards waste treatment within the institution, compliance with standards as to their disposal is essential.

3. DRINKING WATER AND SANITATION

- 130 Analysis of the situation reveals multiple causes behind the many dysfunctional situations identified, especially problems of an institutional nature, a gross shortage of investment in comparison with needs, deterioration in the responsible entities' capacity to manage services and manage water resources, and even the lack of civic spirit on the part of the population. The fundamental approach of the DSNCRP is to promote a public/private partnership that is as broad as possible. The objective of the public service put in place should not be profit-seeking, but rather to satisfy user requirements at the lowest cost to the community. These basic principles will be implemented through a strategy with the objectives and lines of action set forth below.

Major objectives

- 131 Four levels of objectives have been identified:
- *Institutional objectives:* (i) Replace the entities currently in charge (SNEP, CAMEP, POCHPE) with Regional Water and Sanitation Offices (OREPAs); and (ii) in tandem, restructure the MTPTC to enable it to assume the functions of regulating the sector.
 - *Economic objectives:* Establish a balanced pricing system that is consistent with the investments made, allowing it to generate sufficient revenue to be able to cover the costs and contribute to a portion of the social costs which the community decides to spend in order to benefit low-income users.
 - *Technical objectives:* Include two types of basic obligations in the partnership system linking the regulatory authority and operators: (a) public service obligations; and (b) supplementary obligations with respect to the establishment of new channels and new works, water capturing works, and other civil engineering works.
 - *Social objectives:* Reflect in tangible achievements the DSNCRP vision of a more just society with greater solidarity, by furnishing basic water supply and sanitation services to the residents of shantytowns and low-income rural populations, while applying the principles of neutrality and transparency.

Strategic lines of action

- *Action Plan on “Institutional Development”*

This plan is the concrete reflection of the strategy for implementing the new institutional framework planned to regulate the sector as a whole. It will introduce two major actions:

 - The creation within the MTPTC of the Drinking Water and Sanitation Directorate which will ensure: i/definition of a tariff policy; ii/ establishment of the criteria to be met by the municipal health units or inter-communal structures in order to work for their systems; iii/ establishment of criteria and conditions to be met by operators in order to be accepted for providing the management of the systems.
 - The determination of the number and spatial coverage of the OREPAs on the basis of technical and administrative criteria and economies of scale.
- *Action Plan on “Operational Capacity”*

This plan is aimed at building the operational capacities of CAMEP and SNEP in order to put the OREPAs in the best possible situation when they first become operational.
- *Action Plan on “Investment”*

i/ reassignment to the OREPAs of investment projects and budgets, ii/ acquisition of the equipment necessary to bring about rapid improvement in the management capacities and performance of CAMEP and SNEP, iii/ updating of the master plan on the water supply and feasibility of a priority development project.

CHAPTER 7

Pillar 3: Democratic Governance – Priority Accorded to Justice and Security

- 132 The National Growth and Poverty Reduction Strategy encompasses several forms of governance, namely political, economic, social, cultural, and environmental governance. In view of the prevailing circumstances in the country, in respect of governance the DSNCRP accords priority to the establishment of the rule of law, and to Justice and Security in particular. The establishment of an equitable legal order, a functional judicial system, and a general climate of security are essential conditions for growth and poverty reduction.

JUSTICE

- 133 The problems profoundly affecting justice in Haiti are institutional and logistical in nature. Noteworthy among the institutional problems are: (i) executive branch interference in the exercise of judicial authority; (ii) the corruption throttling the system in all its dimensions: police, courts, penitentiary system; (iii) impunity which contributes to reprisals, summary enforcement activities, and the settling of personal accounts; (iv) organized crime, drug and arms trafficking, kidnappings, and the violence of armed gangs; (v) the sizable gap between positive law and the practices and customs prevailing among the rural and peri-urban populations; (vi) the people's lack of understanding of their rights, duties, and obligations; (vii) lack of access on the part of the poorest and vulnerable groups to justice and the absence of legal or judicial assistance; (viii) the less than full understanding of the official language of the courts (French) enjoyed by those before them; (ix) the slow pace of police and judicial investigations, giving rise to unjustified delays that stymie the functioning of the penal system; (x) a climate of generalized mistrust toward the judicial and police structures, with neither institution appearing to be credible or reliable in the eyes of the public; and (xi) the nonexistence of a modern criminal records making it impossible to take court backgrounds into account in court rulings and decisions.
- 134 With regard to resources, noteworthy problems include: (i) the poor condition of infrastructure; (ii) the lack of organization and coordination of the stakeholders in the system; (iii) the excessively small budget for justice; (iv) the precarious working and living conditions of judges; (v) the uneven distribution of justice structures throughout the national territory in comparison with population distribution; and (vi) the lack of training and skills on the part of judicial personal, making the application of law and punishments random and arbitrary.
- 135 With regard to the corrections system, it is suffering not only from the exogenous effects resulting from the shortcomings and dysfunctions of the judicial system, but also from endogenous problems owing to the fact that: i/ The prisons are overcrowded and for the most part filled with individuals in preventive detention status who have yet to go before the courts, ii/ Detentions are often arbitrary and abusive, and preventive detentions unlawfully prolonged, iii/ Prison overcrowding compounded by the detention of individuals in abusive conditions at police stations, not only engenders serious incidents in terms of security but also flagrant violations of human rights; iv/ Confinement conditions, especially as regards sanitation and security, are not up to international standards.
- 136 With regard to civil status, there are many dysfunctional areas at present: i/ Absence of a cohesive and functional structure responsible for managing civil status and national identification, ii/ Poor coverage of the national territory by Civil Status Bureaus, iii/ Shabbiness and dysfunctional operation of the existing bureaus, iv/ Insufficient budget for the sector, v/ Absence of State control over the Civil Status Bureaus, vi/ Failure of the officers in charge of the service to apply the legislation rigorously, vii/ Problems experienced by citizens in obtaining the new National Identity Card (CIN).
- 137 The Justice Reform program will pursue a twofold objective: i/ Promote, in the long-term, eliminating the duality that characterizes the Haitian legal order, which at present is poorly adapted and inefficient, ii/ Facilitate the restructuring of the current legal system, a process that should lead to the introduction of a genuine public service in the area of Justice that includes the entire penal sequence: court administration, police, and penitentiary administration.

138 In respect of this twofold objective, the DSNCRP will endeavor to lay the groundwork for a Haitian legal order by taking measures intended to have an impact in the short, medium, and long term. The aim is to meet the challenge of restructuring court administration while ensuring that all the population has access to justice. This new legal order, deeply imbedded in the Haitian social fabric, is the outcome of a social construct predicated on: i/ A new vision of Haiti's national history and social ties, which recognizes the serious consequences of past injustices and entertains the real possibilities that exist of leading to a renewal of social relations and exchanges throughout the country, ii/ Acceptance of the founding values of the Haitian nation, the only available and effective strengths that can justify belonging to one and the same environment and are capable of restoring social and political conviviality.

ACCESSIBLE, CREDIBLE, AND INDEPENDENT JUSTICE

139 The overall vision of justice for the next ten to twenty years is built on four hopes expressed by society: i/ Justice that is accessible, welcoming, and understandable by all, ii/ Justice that is credible, built upon the competence of stakeholders, invoking the conscience of all, resolving conflicts within a reasonable period of time, and seeking the best possible path for its decisions, iii/ Justice that is independent, respectful, and impartial, while protecting and guaranteeing the rights and dignity of the individual, iv/ Civil status services that are efficient and guarantee the rights of all to legal security and a personal identity.

140 To meet these expectations, five major priorities have been identified:

- Restructuring of the MJSP
- Strengthening of the judiciary branch
- Access to tribunals, and the efficiency thereof
- Rehabilitation and the cohesive development of the corrections system
- Modernization of legislation.

141 The restructuring of the MJSP is a critical stage for ensuring that the justice reform program is sustained, effective, and lasting. It calls for ownership of the process and MJSP leadership in implementing the strategic plan for the justice sector. Strengthening of the judiciary branch will be achieved through: i/ the independence of judges; and ii/ operationalization of the Magistrature School.

142 Access to the tribunals and the efficiency thereof will take concrete form through: i/ gradual expansion of the number of tribunals throughout the national territory; ii/ the development of a functional "penal chain" and adequate interconnection of the justice and police components of it; iii/ combating prolonged preventive detention and the overcrowding of penal institutions; iv/ effectively and successfully combating corruption, drug trafficking, organized crime, gang activities, transnational criminality, and impunity; and (5) a justice system that is protective of minors in violation of the law.

143 Reform of the penitentiary system will target the following areas:

- rehabilitation of physical infrastructures
- training of personnel
- relations with the court system
- improved penitentiary practices
- prisoner education and rehabilitation.

144 The modernization of legislation through the adoption of specific and targeted changes in the Penal Code and the Criminal Procedures Code, as well as in other laws as necessary, will take concrete form through the following actions:

- Finalization and validation of the new framework for justice reform and the strategic plan
- Immediate reorganization of the MJSP with a view to promoting the justice reform process
- Restructuring and consolidation of the Judicial Inspectorate in the MJSP

- Launching of the EMA, with the establishment of its Board of Directors and management
- Adoption of measures to resolve the problems of institutional relations between the courts and the police
- Reform and restructuring of civil status services.

SECURITY

- 145 In the joint country balance sheet published with the United Nations in October 2000, the Haitian State acknowledges that the lack of security is currently a global social phenomenon, simultaneously taking the form of physical, nutritional, sanitation, educational, land tenure, legal, economic, political, cultural, environmental, and psychological insecurity. This physical insecurity is a significant obstacle to the success of the growth and poverty reduction strategy. Moreover, it has a massive direct impact on disadvantaged population groups. It is the result simultaneously of pauperization, increasing inequality, uncontrolled urbanization, corruption, impunity at all levels, and, more fundamentally, the shortcomings of the justice and police systems. Combating insecurity through restoring policing as an institution is therefore at the core of the DSNCRP.
- 146 Combating insecurity requires intensification of the following activities on the ground:
- Developing a security synergy by establishing a partnership dynamic involving the people, the authorities, and the international community, in order to put an end to kidnappings for ransom and vehicle thefts in the capital city
 - Preparing and implementing a plan to combat kidnappings and vehicle thefts in the metropolitan area
 - Ensuring a greater police presence in the field
 - Establishment of a security cordon around the zones sheltering criminals, hiding stolen vehicles, and holding kidnapped individuals
 - Strengthening of security measures under way in the capital
 - Imparting new dynamism to the “114” emergency line and introducing a rapid response system for emergency requests by the public
 - Conduct of joint police operations with MINUSTAH
 - Use of specialized units to reinforce the territorial units
 - Use of new strategies against drug trafficking, with international cooperation, etc.
 - Playing an active role in the national disarmament campaign implemented by the Government in coordination with MINUSTAH
 - Develop near-at-hand policing through public relations activities by the units for intervention and the maintenance of order as well as through closer ties between the staff of other police units and the local populace.

RESTORE CONFIDENCE IN POLICE PERSONNEL THROUGH IMPROVEMENTS IN STAFF REGULATIONS AND LIVING AND WORKING CONDITIONS

- 147 This improvement requires that actions be taken at four levels:
- Recasting of the Personnel Regulations of the PNH
 - Improvements in compensation and remuneration of police officers
 - Infrastructure improvements

ENHANCE THE SUPERVISION AND STRUCTURES IN THE INSTITUTION'S CHAIN OF COMMAND, MANAGEMENT, AND CONTROL

- 148 To bring about this strengthening, a range of actions will need to be initiated:
- Obligation at all levels and command echelons within the National Police to improve the management of the resources made available to the institution
 - Staff obligations as regards respect for the common wealth
 - Reactivation of the records inventorying the materials and equipment supplied
 - More frequent inspection of materials in order to determine their operational potential on an ongoing basis
 - Obligation of senior staff to conduct surprise inspections on the rational use of the resources made available to their units
 - Deduction from wages of the amount of expenses for the purchase or repair of materials lost or damaged through negligence
 - Imposition of severe administrative sanctions against those guilty of misappropriation
 - Monitoring of management indicators to identify changes in situations and the reasons for same
 - Strengthening of the chain of command by training intermediate and senior supervisors after an internal and/or external recruitment competition aimed at candidates with university degrees
 - Conduct of a study on the rank pyramid and on the staffing and resource tables in order to rapidly introduce a system for managing resources and the police career stream
 - Appraisal of all supervisory personnel once a year
 - Assignment of supervisory personnel to positions corresponding with their capabilities
 - Reform of supervisors and officers with unsatisfactory performance
 - Introduction and ongoing oversight of units and services by the Inspectorate General and the Office of the Director-General
 - Programming of oversight and management training sessions for supervisory personnel.

RESTRUCTURING OF THE PNH

- 149 This restructuring requires the following actions:
- Submission to the Government of a proposal to organize a colloquium of eminent multidisciplinary national experts with a view to defining, once and for all, the type and nature of police force that can best be adapted to the country and should be established with technical support from the international community
 - Implementation of a follow-up plan for restructuring the National Police
 - Improvement of relations between the Police and the people, public and private institutions, and other units of government
 - Development of an updated training curriculum for the officers, intermediate supervisors and higher supervisors of the National Police
 - Personnel training on discipline
 - Command restructuring through the adoption of a new structural organization chart.

EXTENDING PNH COVERAGE TO THE ENTIRE NATIONAL TERRITORY, AND IMPROVING SERVICES

- 150 This deployment will be accomplished through the following actions:
- Rapprochement between the police and the populace
 - Improved interlinkage of the territory through the creation of new units in localities that currently have none
 - Deployment of the police in rural areas
 - Improved outreach to the public at police stations
 - Training of police officers in human rights and peaceful conflict resolution
 - Improved procedures for lodging complaints against police officers
 - Implementation of community policing
 - Improved Police/Courts/Prisons relationships to contribute to the proper functioning of the penal sequence and combating impunity
 - Organization of seminars at the national and local levels involving all government units involved in the penal sequence: judges, police officers, and penitentiary administrative personnel
 - Development of PNH partnership with the other stakeholders in public safety, other ministerial departments, civil society, subnational governments, elected officials, and the populace
 - Finalization of a national security plan currently being drafted.

CHAPTER 8 Targeted and Cross-Cutting Policies and Strategies

I. FOOD SECURITY

Nutritional and sanitation situation

- 151 This situation is a source of concern in all respects. The latest EMMUS IV survey revealed rates of 23.8 percent and 9.1 percent, respectively, for chronic malnutrition and acute malnutrition. The situation is two (2) times more serious in rural areas than in the metropolitan area of Port-au-Prince. The status of micronutrient shortages contributes to aggravating the situation: 61 percent of those under age 5 and 46 percent of women suffer from anemia. A third of all children under age 5 (33 percent) have a Vitamin A deficiency, a rate significantly higher than the 15 percent threshold regarded as acceptable; 59 percent of children ages 6 to 12 suffer from an iodine deficiency, a rate that is also higher than the accepted ceiling of 50 percent (MSPP-WHO-UNICEF 2005).
- 152 These problems of undernourishment and malnutrition, when uncorrected, very rapidly become irreversible and jeopardize the very future of the nation through deterioration in physical and mental faculties and the capacity for work of a sizable proportion of the population. The system for controlling food sanitation and healthfulness shows a number of weaknesses, particularly as regards the regulatory framework and appropriate inspection mechanisms. Responsibilities for the control system are shared by the Ministries of Agriculture, Commerce, and Health; the need for a mechanism for coordinating actions at this level is crucial, as is more rigorous control of environmental soundness.

Overall food availability

- 153 The overall food balance was positive at the end of 2006, but it was extremely fragile, characterized by: i/ national production accounting for only 45 percent, ii/ a doubling of the share of food imports between 2001 and 2004. If recovery measures are not taken rapidly, the situation runs the risk of deteriorating rapidly, as the national food supply is growing at an annual rate of 0.40 percent while national demand is increasing at a rate of 2 percent. The consequences of this are ever higher foreign exchange outflows in order to cover the costs of food imports and, as regards the food security of households, increased suffering in the countryside (poverty, food insecurity, and malnutrition are two times more prevalent in rural areas), and urban flight with its corollary, insecurity in the cities.

Need for a comprehensive food policy

- 154 The rather significant potential for increasing farm production for the local and export market is being tapped little or not at all. In fact:
- Productive investments in this sector are exceedingly small: from 2003 to 2005, scarcely US\$0.7 million was devoted to imports of agricultural machinery, tools, and inputs—during the same period, the Dominican Republic made US\$40 million in such investments.
 - The budget choices made by the various Governments did not identify agriculture as a priority investment sector (the share of investment expenditure allocated to the MARNDR dropped from almost 10 percent in 2000-2001 to less than 3 percent in 2002-2003).
 - Less than 1 percent of total outstanding credit goes to the agriculture sector.
 - The necessary infrastructures (water, energy, transportation) remain woefully inadequate.
- 155 To concretely reflect the application in Haiti of the human right to food, as decreed in Article 22 of its Constitution, it is essential to apply an interconnected package of measures that are technical, organizational, and tax-related, to make sizable investments, and to maintain close coordination among the various ministries concerned (Agriculture, Planning, Health, Commerce,

Education, Social Affairs, Environment, Finance, Condition of Women, Public Works, and Justice). The objectives and strategic lines of action in this area are as follows:

Objective:

Define a framework conducive to strengthening food security and monitoring its application.

Strategic lines:

- Orientation of development policies toward genuinely strengthening the food security of individuals and households.
- Institutionalization and legalization of measures making it possible to achieve in fact the human right to food.
- Definition of national strategic lines of action for strengthening food security.
- Preparation, in a participatory manner, of departmental and commune-level food security plans that define realistic objectives and properly targeted and interconnected interventions.
- Updating of the national food security and nutritional plan.

Objective:

Introduce cross-cutting mechanisms.

Strategic lines:

- Operationalization of the effective coordination of the major cross-cutting aspects of strengthening food security;
- Establishment of synergies in the interventions of the various entities involved in enhancing food security.
- Strengthening the partnerships between the State and civil society in this area.
- Strengthened management of food aid and promotion of complementarity between social safety net types of programs.
- Support for cross-cutting programs to enhance food security in their efforts to achieve intersectoral and interinstitutional integration.

Objective:

Strengthen the departmental capacities for intersectoral and interinstitutional integration.

Strategic lines:

- Strengthening local capacities for concerted planning, operationalization, and the evaluation of food security and local development projects and programs
- Promotion of partnerships between civil society, the State, and subnational governments
- Structuring of mechanisms at the local level for engaging in immediate and coordinated interventions in the event of crises
- Establishment of a database on stakeholders and interventions in the area of enhancing food security.

Objective:

Ensure the monitoring of food security and poverty.

Strategic lines:

- Organization and implementation of participatory monitoring of the status of food insecurity and poverty at the national and infranational levels.

- Impact evaluation of food security and poverty reduction programs and projects through the gathering and analysis of relevant indicators.
- Dissemination of information on the basis of the data gathered and analyzed.

Objectives:

- Promote access to financial resources on the part of the microenterprises.
- Promote the provision of funding to the informal sector.
- Promote the integration of excluded and marginalized groups in the financial system.

Strategic lines:

- Structuring, professionalization, and consolidation of the sectors
- Diversification and decentralization of the supply of financial services, orienting them toward productive sectors in rural areas
- Establishment of an adequate legal environment and supervision matched to needs
- Access to productive financing, by producers, to offset the lack or weaknesses of guarantees.

II. PERSONS WITH DISABILITIES

156 According to the available statistics, out of Haiti’s total population of 9 million inhabitants, some 800,000 are disabled, or 10 percent of the most vulnerable population groups in Haitian society. Analysis of the situation of the disabled should focus on social indicators so as to take stock of the scope of the problem and strive to devise viable and sustainable solutions. The objectives and actions in this area revolve are:

Objective:

Facilitate the process of integrating the disabled into socioeconomic life through the introduction of appropriate structures for improving their living conditions.

Strategic lines:

- Strengthening of the Secretariat devoted to the disabled;
- Revamping of the labor code to take account of the situation and rights of workers with special needs;
- Prevention of disability through vaccination, nutrition, early detection, and intervention;
- Creation of medical rehabilitation units in the main hospitals of the country;
- Subsidies for the purchase of prosthetic devices, medications, and other specific forms of assistance;
- Development of literacy programs for persons with special disabilities.

III. YOUTH AND SPORTS

157 One of the categories most affected by the ongoing multidimensional crisis is Youth, which accounts for over 50 percent of the overall population. Learning and experimentation tend to be forgone owing, among other factors, to the disastrous socioeconomic conditions prevailing in Haiti. This being so, our young people lack both the time and the resources to fully experience their youth, as indicated by the fact that 17 percent of those under age 30 are heads of household. They engage in all manner of activities (car washing, small-scale retail trade, prostitution, theft,

etc.) to be able to bring something back to the household at the end of the day or evening. This kind of fragility can be readily identified on the basis of selected data:

- 5.2 percent of those ages 15 to 19 were infected by STIs/HIV-AIDS in 2003 (World Bank report)
- 59 percent of first childbirths occurred among those ages 15 to 30 in 2001
- Over 40 percent of those ages 15-24 fall outside the Haitian education system (ECVH-2001)
- 40.6 of young males and 54.8 percent of young females are unemployed.

Objective:

Improving the living conditions of youths, in particular through their socioeconomic and sociocultural integration and through the promotion of physical and sports-related activities.

Strategic lines:

- Development of an institution building program
- Development of a program for the socioeconomic and sociocultural insertion of Youth
- Establishment of a sports development program
- Establishment of a program to develop civic spirit

VI. GENDER EQUITY

School enrollment and level of education

158 Illiteracy and insufficient schooling are phenomena characterizing all population groups in Haiti, and as regards gender-based social comparisons the following may be observed: i/ Belated entry into the education sector, ii/A higher school dropout rate, iii/ Discriminatory treatment of the consequences of early pregnancy: Girls who become pregnant are sanctioned by and often dismissed from the education system, while boys are not held accountable for their acts and not subjected to sanctions, iv/ An increasing and significant gap at the secondary level, v/ At the university level, there are no reliable and recent comparative data that can be used in analyzing the situation of female students, vi/ Pedagogical content that perpetuates social preconceptions as to gender. The content of curricula only reinforces stereotypes, vi/ Discriminatory technical training., vii/ A higher rate of illiteracy.

Strategic lines of action

- Formulation of a public education policy aimed at eliminating sexism, language problems, and all forms of discrimination in the national education system.
- Introduction of sex education into the new training programs as a means of preventing early pregnancy and violence.
- Promotion of general laws on all aspects of education, with particular attention to gender issues so as to promote the education of girls and their retention within the school system.
- Appeals to the Directorate of Higher and University Education to incorporate the analysis of gender issues in the social science programs.

159 With a view to addressing this shortcoming, the DSNCRP has identified the following actions:

- Devise a policy on the subject and develop information, education, and communications programs aimed at ensuring that girls and women are in a position to properly address their sexuality.

- Promotion of a national plan for reducing maternal mortality and providing high-quality reproductive healthcare services.
- Development of an information, education, and communications strategy, as well as partnership services, in favor of sexual and reproductive health, in particular for young adolescents of both sexes and women of child-bearing age.
- Adoption of a policy on free medical and paramedical services in all hospitals and public health centers to prevent breast cancer and uterine cancer among poorer women.
- Advocate the opening of a mental health program in the regional, commune-level, and rural health centers.
- Encouragement of general measures in favor of the right to health information and information on types of treatment for women.
- Application of the Convention on HIV-AIDS to protect seropositive women in respect of their access to healthcare services, their right to work, and the exercise of their rights as citizens.

160 Women are underrepresented in the political sphere, both as regards political party membership and as regards the holding of positions of responsibility. As a result, the following actions have been identified with a view to improving women's access in the political sphere:

- Establishment, in accordance with the aspirations of the women's movement, of a quota for female participation on the order of at least 30 percent within the political parties, general government, in the various decision-making bodies, and in the executive branch.
- Availability of an adequate budget for implementing its policy in favor of women and its cross-cutting strategy in the various ministries, administrative divisions, and all departments and municipal health units.
- Application of the existing laws in favor of women.
- Advocacy of amending election law to ensure that women occupy at least 30 percent of elective offices.

161 Despite the existence of a number of legal tools, conventions, and international treaties confirming the equality of women, the Haitian legal framework includes laws which are discriminatory against women and keep them in an unfavorable legal position vis-à-vis men. Women are unable to exercise the rights conferred upon them by the codes currently in force. Frequently, conventional practices hold sway over the laws. Generally speaking, societal practices perpetuate discriminatory behaviors against women. Indeed:

- The Civil Code includes articles that are harmful to women, such as those defining marriage, which fail to reflect the reality of unions in Haiti, divorces, the situation of children born out of wedlock, etc.
- The Penal Code, which defines differential treatment of women and men for similar infractions, as well as in respect of women's right to reproductive health and abortion.
- The Labor Code codifies unequal treatment for those working within the home, the majority of which are women. Its articles on children working in the home, the majority of whom are girls, reproduce the same discriminatory approach.
- Despite the advances made by the 2005 decree decriminalizing adultery and criminalizing rape as a crime against persons, it bears noting that there is a general insufficiency as regards the definition of sexual assaults.

- 162 Peace and security mandate justice for all of both sexes. The strategy includes actions to prevent, punish, and eliminate specific forms of violence against women such as:
- Enhancing the awareness of women and men, youths, and those even younger about all forms of violence against women.
 - Elimination of the trafficking in and sale of persons, especially of women.
 - Introduction of a reform in judicial and legal proceedings to fill the legal void as regards the rights of women, in particular as regards: (i) consensual unions or *plaçage*; (ii) responsible parenthood; (iii) sexual assault and sexual harassment; (iv) the working conditions of workers in the home; (v) the working conditions of female laborers; (vi) declarations of births; (vii) the law on sexual equality; (viii) the 30 percent quota in appointed positions; and (ix) the partial decriminalization of abortion.
 - The inclusion of women in legal and judicial entities, including as judges, police officers, clerk personnel, notaries, surveyors, etc.
- 163 As regards judicial matters, the actions identified are as follows:
- Harmonization of legal provisions to bring them into line with constitutional requirements and international conventions;
 - Promulgation of new legal provisions to ensure that the country has legal instruments likely to promote the enforcement of international conventions, including in particular those against violence, discrimination, and in favor of reproductive rights;
 - Reform of the court mechanism itself, making it more likely to provide impartial justice for all men and women while respecting the laws and conventions on women's rights.

VII. THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

- 164 The environmental dimension of development is of vital importance for the future of Haiti and its people. Environmental issues, considered overall from the standpoint of sustainable development, are not only crucial but cut across all components of the Growth and Poverty Reduction Strategy. Moreover, this finding is consistent with the framework defined by the Millennium Development Goals.
- 165 Haiti is experiencing accelerated environmental degradation. The social and political disruptions marking the country's history are being compounded by an environmental disruption that for many years, in an ever more accentuated way, has been reflected in spectacular losses in human lives. The state of the environment in Haiti is such that it is ludicrous to pursue a growth and poverty reduction strategy if environmental problems are not addressed comprehensively and reflected in the Haitian State's genuine political will to resolve them.

The environment and the natural resources used by the Haitian poor

- 166 Annual harvesting of firewood is producing a shortfall manifested in a gradual decrease in plant cover, which has declined from 60 percent of the territory in 1923 to 18 percent in 1952 and 1.44 percent in 1989 (Source ECMU/UNDP 1996). At present, plant cover is estimated at between 1 percent and 2 percent. The Haitian rural environment is in accelerated decline; the most direct factors behind this deterioration are deforestation and erosion. As a mountainous country in which two-thirds of rural areas include slopes of greater than 20 percent, Haiti suffers from extremely severe erosion. As a result of the removal of trees and brush clearing on marginal lands by the people, 25 of the 30 main watersheds in Haiti are now stripped bare (MDE 1999) and their

soils severely impacted by erosion.³ The areas under cultivation on lands poorly suited to agriculture are estimated to cover between 20 percent and 30 percent of the country's surface area (World Bank/ BDPA/SCETAGRI 1990). While it is difficult to assess the scope of erosion with precision, it is estimated that each year roughly 1,600 MT/ha/year are lost to erosion. In consequence, over the past ten years agricultural productivity has declined by 0.5 percent to 1.2 percent a year.

- 167 Fishing provides sustenance to the poorest and most marginalized population groups. Maritime fishery directly employs about 30,000 persons; it is characterized by overexploitation of surface fishery resources owing to the substandard equipment of fishermen. The catch volume is estimated at between 4,000 and 5,000 metric tons a year, despite the fact that the FAO evaluated the potential at 14,000 MT in the 1990s. The coastal topography and bathymetry result in an extremely narrow continental shelf measuring roughly 5,000 square kilometers, which contributes to limiting the productivity of non-industrial fishing. Haiti annually imports US\$16 million in fish (frozen horse mackerel, cured herring, and other preserved fish) and exports some US\$6 million to US\$7 million worth (principally shrimp and rock lobsters).
- 168 Water scarcity is a harsh reality for Haitians, particularly for the poorest population groups. The United Nations estimates that Haiti is among the nine countries whose people will experience a water shortage by 2025 (less than 1,000 m³/inhabitant/year). The water sector is beset by serious problems. Most of Haiti's large cities are subject to flooding with the slightest downpour. A sharp decline has been observed in the flows from the major springs providing drinking water to the urban centers. Access to safe drinking water supplies throughout the country is extremely low, at roughly 43 percent, and the rate of coverage in Haiti is the lowest in the Western Hemisphere. This said, however, an assessment of the water resources balance in Haiti prepared by the MDE/IADB in 1997 indicated that less than 10 percent of available water resources were used. For the same period, needs represented 17 percent of the available resources.
- 169 The majority of the Haitian population continues to depend on wood for meeting its energy needs. Haiti annually covers about 72 percent of its energy requirements using local resources, consisting largely of firewood and charcoal (66 percent), but also bagasse and hydropower (4 percent and 2 percent, respectively). Petroleum products account for the remaining 25 percent of annual demand for fuel, and pose a heavy burden on the country's trade budget. Gas consumption has significantly increased in recent years, from 900 metric tons per year in 1991 to over 12,000 metric tons per year in 2004. The household sector is by far the most important in terms of overall energy consumption. According to a recent study (MDE/BME/ESMAP 2005), it accounts for 70 percent of the total on average, largely from biomass (firewood, charcoal, and agricultural waste). To meet the needs for ligneous fuels, rural residents annual chop down some 30 million trees to meet consumption needs for about 3.4 to 3.7 million tons of firewood (1,600-1,750 ktoe in 1995). All of these actions have repercussions in terms of emissions of greenhouse gases such as CO₂, CH₄, and N₂O.

The environment and the health conditions of the Haitian poor

- 170 Poor Haitians are particularly exposed to a number of diseases (diarrhea, dysentery, malaria, etc.) that may be associated with environmental risk factors. Maritime pollution, pollution of the water provided in drinking water systems (fecal matter, effluents, waste oil from industry, solid waste, suspended particles resulting from the erosion of watersheds, and the spread of shantytowns) are causative factors in an extremely troublesome health problem. The rate of coverage of sewerage services is only 26.5 percent at the national level (WHO/PAHO 1997).
- 171 Deficiencies in the garbage collection and waste management systems are among the primary causes of urban pollution and the source of serious risks to public health. Waste management is

³. World Bank, Rural Sector Study: Rural Development and Management of Watersheds

also an issue in rural areas, though less acutely: organic waste is reintroduced into a natural setting in the form of fertilizer; however, the lack of access to basic hygiene services exposes the rural population, especially children, to considerable health risks.

The poor and uncontrolled urbanization in Haiti

- 172 Rural flight, the consequence of poverty and the agricultural crisis besetting rural areas, is at the origin of uncontrolled urbanization that has a significant impact on the living standard of Haitians and on the environment, in the form of the consumption of natural resources and overflowing waste. The large and medium-sized cities of Haiti are almost all excessively overgrown, and the consequences of such hypertrophy include unemployment and poverty, the inadequacy of urban services, overburdened infrastructure, difficult access to adequate housing, and environmental degradation. Rational management of the urban environment thus represents a serious environmental problem in Haiti.

Vulnerability and environmental threats in Haiti, aggravated by climate change

- 173 Haiti is extremely vulnerable as a country to natural disasters, and is exposed to growing and complex threats resulting from the interaction between natural threats aggravated by environmental degradation, high levels of poverty and social vulnerability among the people, and problems of governance and lack of control over urban and rural space. The country is subject to a broad range of natural threats of a hydrometeorological (hurricanes, droughts) or seismic (earthquakes, tsunamis) origin, and owing to the steepness of its topography, suffers from particularly intense geodynamics which induce frequent flooding, landslides, and rock slides.

Environmental policies

- 174 Efforts will focus on the following policies:
- Stressing economic security, the food security of Haitian communities, and the security of the ecosystems, as well as the introduction of sound and effective interinstitutional coordination mechanisms to ensure the harmonious management and cohabitation of the relations between the people and environmental resources.
 - Managing the environment on a partnership basis, forging alliances with civil society for the responsible and sustainable management of resources without, in so doing, neglecting the issues of regulation, oversight, monitoring, and control.

THE NINE FOCAL AREAS FOR INTERVENTION

- 175 The “Strategic Thrusts” paper advocates 9 inseparable focal areas for intervention for combating poverty and improving the environment with a view to achieving the MDGs:

- Improved environmental governance
- Reduced environmental vulnerability of the poor and adaptation to climate change
- Improved environmental management of the cities
- Integrated management of water resources in the watersheds and coastal areas
- Reforestation: restore equilibrium between the supply of and demand for wood/charcoal energy
- Combating soil degradation and seeking sustainable management of biodiversity
- Combating pollution in its various forms
- Environmental monitoring and oversight
- The environment as a focal area for attracting investment and providing business opportunities to the poor

- 176 Territorial development, the gender issue (in particular as regards risk prevention in the rehabilitation of degraded land parcels), cultural issues (taking local customs, taboos, popular

beliefs, and cultural values into account), job creation, and food security are among the cross-cutting themes to be addressed in relation to the nine focal areas for intervention.

VIII. RISK REDUCTION AND DISASTER MITIGATION

177 As are many of its neighboring countries in the Caribbean, Haiti is situated in an area that is particularly exposed to the threat of tropical cyclones and is also in an active seismic zone which has historically triggered major earthquakes such as the one in Cap-Haïtien in 1842.

Prevention and risk management are thus of capital importance for Haiti, a high-risk country. The global report on Reducing Disaster Risk: A Challenge for Development, published by the UNDP in 2004, provides a disaster risk index summary table, which ranks Haiti as among the highest in the world. The disasters that have occurred in the past five years confirm this extreme vulnerability.

178 During the 20th century, Haiti was struck by 34 intense tropical storms, windstorms, or hurricanes. Some 80 percent of these occurred after 1954, and 44 percent were recorded during the 1990s. A major disaster affects the country every 5-7 years⁴ and an internationally recognized disaster every two years. Owing to these repeated impacts and to environmental degradation, a major disaster is no longer necessary in order for significant damage to be incurred. The situation is expected to deteriorate even more in the future because of the increase in and concentration of property at risk, climate change, the advance of desertification, the reactivation of seismic faults⁵, etc.

179 Taken together, the major natural disasters of the past century took more than 20,000 lives and caused damages to more than 6 million. Of late, the catastrophic events resulting from the floods in May 2004 and from tropical storm Jeanne in September 2004 led to the deaths of over 5,400 persons. Overall, the effects of the tropical storm affected 4 percent of the people of Haiti (298,000 persons). Damages were estimated at over G 10 billion (US\$265 million), or 7 percent of GDP. The direct losses to improved property (70 percent of the total) were considerable: urban infrastructure and housing, agricultural losses in terms of production, soil, and tools, and the road and communications infrastructures. To reduce the impact of hazards and disasters, the following actions were identified:

Objective:

Position risk management among the priority strategic focal areas for development.

Strategic lines

- Orient actions toward the management of causes rather than the management of effects
- Investment in risk reduction makes it possible to generate savings on the costs of rehabilitation and reconstruction
- Significant reduction in poverty in areas highly susceptible to events
- Enhanced decentralization, in particular through: (1) the introduction of local structures (departmental, commune-level, and commune districts) that can support the territorial governments; (2) development of the local risk management approach; and (3) positioning Haiti on the path of sustainable and equitable development.

⁴ Some 20 major disasters were recorded between 1900 and 2004.

⁵ Seismic risks are probably the least known unpredictable factors, particularly in light of the conditions of increasing physical vulnerability in densely populated urban areas.

IX. MULTISECTORAL EFFORT TO COMBAT HIV/AIDS

- 180 In 2005, UNAIDS estimated that Haiti had the highest rate of persons living with HIV/AIDS in the Caribbean. The findings of EMMUS-IV revealed a noteworthy reduction in prevalence, which it determined to be 2.2 percent nationally among adults between the ages of 15 and 49. Nevertheless, the rate remains extremely high in some health departments, bordering on 4 percent. At end-2005, the number of seropositive persons living in Haiti was estimated at 103,669. The infection has spread to all age groups. The rate is slightly higher among women (2.3 percent) than among men of the same age group, while when the epidemic began the proportion was higher among men, suggesting a trend toward the feminization of the epidemic. It is also noteworthy that prevalence is estimated at 3.1 percent among men in the 50-59 age group. The proportion of the population (41 percent) with a genuine understanding of AIDS varies by level of education and level of housing quality. Twenty-nine percent of women and 22 percent of men reported that they had had unsafe sex. Fifty-five percent of young women and 95 percent of young men reported that they had had high-risk sex. Only 29 percent of young women and 43 percent of young men indicated that they had used condoms during sexual relations.
- 181 The AIDS pandemic is more prevalent among the poorest population groups and contributes to the pauperization of households by reducing their labor force, increasing their healthcare expenditure, and boosting the number of orphan dependents. The Republic of Haiti has been combating AIDS since 1986; so far, many activities have been carried out in the areas of prevention and the provision of care, as well as the reduction of discrimination against persons living with HIV/AIDS (PLWHAs). Major efforts have been made by the health sector to control the epidemic; however, there is room for the other sectors to mobilize and become further involved in providing the most suitable responses to this plague.

Multisectoral Strategic Plan for 2006-2012

- 182 The recent multisectoral strategic plan for combating AIDS 2006-2012 is more advanced in strategic terms and devoted more attention to researching the contribution of the other sectors. It defined six avenues of approach: (i) risk reduction, calling for communications efforts and clinical interventions; (ii) vulnerability reduction, which identified intervention efforts using basic factors relating to poverty; (iii) reduction of the impact of the epidemic on persons infected with and affected by HIV; (iv) promotion and defense of human rights, aimed at protecting the rights of healthy individuals, the protection of families, women, youth, and persons infected and affected by HIV; (v) ensuring the sustainability of interventions; and (vi) monitoring the epidemic and research.
- 183 In the context of the DSNCRP, this Plan for 2006-2012 incorporates the following actions:
- Consideration of all non-medical risk factors, which are better known by other sectors that are more concerned with them and have the credibility to do so;
 - Mobilization of financial resources in addition to those requested from the Global Fund to support interventions aimed at reducing vulnerability;
 - Implementation of targeted actions aimed at youths and at workers of both sexes, seeking to reduce poverty in these target groups;
 - Incorporation of additional focal areas aimed at: (i) institution building in the other sectors, including efforts to identify needs for human, material, and financial resources, and the transfer of skills from the health sector through training, information sharing, and the assignment of resource persons; (ii) the development of resource persons; (iii) the development of local review and action structures focused on combating AIDS through poverty reduction, targeting women and youths on a priority basis.

X. STATE CAPACITY-BUILDING STRATEGY

184 The DSNCRP will base its efforts on the GEF's Strategic Approach to Enhance Capacity Building, which defines capacity building as "the actions needed to enhance the ability of individuals, institutions, and systems to make and implement decisions, and perform functions in an effective, efficient, and sustainable manner."

Reform and Modernization of the State

185 Ten years after completing the latest global assessment of the public administrative apparatus, the State is still faced with the same major flaws identified earlier, so that the recommendations made by the National Commission for Administrative Reform (CNRA) remain valid in broad terms. In view of the gravity of the socioeconomic circumstances of the people and the opportunities represented by the vigorous resumption of international cooperation, it has become essential to rapidly restore the capacity to act of the State and the public sector in general.

186 In these circumstances, the strategic approach to modernization of the State is a comprehensive or systemic process articulated as follows:

- A primary role played by development and the enhancement of human resources, as these resources are the primary means of re-establishing the public sector's capacity to act
- A parallel process of managerial reform so as to impart dynamism to the operation of all essential public services at both the central and local levels
- To consolidate the new Public Administration thus established, other steps forward can be taken through the modernization of administrative technology and the physical work environment of public employees.

187 This strategy will take the specific form of six major reform programs, namely:

- Introduction of the new civil service system
- Accelerated modernization of the Central Administration's management systems
- In-depth reform of the decentralization of public services
- Effective launching of the decentralization process
- Modernization of the physical work environment of public services
- Technological modernization of the Public Administration

Civil Service Reform Program

Objectives

188 The DSNCRP seeks civil service reform in accordance with the following order of priorities:

- Introduction of a new strategic management framework, in particular at the Management and Human Resources Office (OMRH), so as to have an appropriate intervention instrument
- Preparation of the recruitment policy for new public employees
- Imparting new dynamism to the training and refresher training program for public employees
- Institutionalization of the management of civil servants' career paths
- Modernization of the regulatory framework of the civil service
- Application of an equal opportunities policy within the civil service
- Normalization of the status of contractual staff.

Strategic lines

- Institutionalization of the strategic management structures of the civil service
- Normalization of the status of contractual staff.

Management Reform Program

189 This reform is based on the 2005 decree organizing the Central Administration of the State. In response to the major weaknesses identified previously following a diagnostic appraisal, this new legal framework lays down the new strategic management modalities by considerably strengthening the strategic coordination system, and does the same for the operational management of public service institutions by modernizing structures and providing mechanisms aimed at renovating management methods and procedures.

Objectives

Four major objectives are being pursued: (i) launch a vast movement to renovate the organizational frameworks, management methods, and procedures of the Central Administration; (ii) initiate a greater effort to renovate the cross-cutting functions of the Central Administration; (iii) continue the process of modernizing strategic coordination; and (iv) promote a new public management culture.

Strategic lines

- Organizational renovation of the management system
- Modernization of the planning system.

Program to Reform the Decentralization of Public Services

190 Two levels of territorial decentralization are defined: (i) the Delegation/Vice Delegation pairing, which provides coordination of governmental policy at the levels of the departments and *arrondissements*, respectively; and (ii) the deconcentrated units of the ministries and autonomous agencies.

Objectives

191 Starting from this change, the major lines of which are taking shape firmly, the DSNCRP intends to take advantage of the overall dynamic of reform to achieve the following major objectives:

- Formulate a comprehensive policy on territorial decentralization for the five-year period
- Develop the existing legal framework on territorial decentralization in general
- Strengthen the Delegations and Vice Delegations
- Promote the rapid development of decentralization in those institutions that have made progress with their plans for implementing this policy or have already entered the implementation phase
- Ensure that the renovation of the organizational frameworks of the ministries and autonomous agencies is consistent with the general principles relating to territorial decentralization.

Strategic lines

- Formulation of a national decentralization policy
- Development of the legal framework for territorial decentralization
- Strengthened territorial coordination of decentralization.

Territorial Decentralization Program

192 Decentralization is enshrined in the Constitution of 1987, which makes it one of the primary objectives of the reform of the State. It even defines an original vision of decentralization by calling for three levels of Territorial Governments (*Collectivités Territoriales*—CTs) and making it possible for them to influence the functioning of the Executive, the Judiciary, and the Electoral System. Roughly twenty years after promulgation of the Constitution, the institutional reforms called for in its provisions have been carried out only to an extremely partial extent, as a result of which the framework for the CT management system is totally deficient.

Objectives

- 193 The DSNCRP will pursue the following objectives and actions:
- Preparation of a comprehensive decentralization policy
 - Recast the legal framework for decentralization in the form of a Charter for Territorial Governments
 - Introduce an institutional framework for steering and managing the decentralization policy
 - Initiate a subprogram for capacity building in the Territorial Governments
 - Launch a public awareness and decentralization promotion campaign.

Strategic lines

- Formulation of the national decentralization policy
- Strengthening of the legal framework for decentralization
- Development of a capacity building policy for Territorial Governments
- Strengthening the framework for steering and implementing the decentralization policy
- Launching a public awareness and advocacy campaign

Program to Modernize the Physical Infrastructure for the Provision of Public Services

194 The Haitian State has never undertaken either a renovation program or a construction program for public buildings to house its services, as a result of which it often houses its employees in rental properties which are quite poorly suited to the needs for which they are intended. However, the prospect of a comprehensive reform of the administration and civil service calls for a sizable investment effort focused on physical infrastructures and equipment, inasmuch as this reform process assumes and implies a work environment and tools that provide greater incentives for productivity and efficiency.

Objectives

- 195 The following objectives have been set:
- Construct two buildings to house the staffs of the General Secretariat of the Office of the Prime Minister (SGP), the Management and Human Resources Office (OMRH), and the National Public Policy School (ENAPP)
 - Purchase equipment for the staffs of the SGP, OMRH, and ENAPP.

Strategic lines

- Improvement in the physical condition of administrative buildings
- Priority construction of two buildings
- Purchase of equipment for the new public services created

Program for the Technological Modernization of General Government

196 The 2005 report on the degree of country readiness for e-government, recently published by the United Nations, ranks Haiti 166th out of the 191 member countries, with an overall index of 0.1786 as compared to the Caribbean average of 0.4282. The recent study on the status of using ICTs in public administration paints the following picture:

- Many instances of overlapping between State institutions
- Still a low degree of ICT utilization
- Widely varied equipment from one institution to another
- Utilization and management of equipment that is not always efficient
- Very weak interactions between institutions and the general public
- Lack of skills in the ICT field

197 The DSNCRP identifies e-governance as one of the major focal areas of State reform with the following objectives and actions:

Objectives

- Coordinate the mobilization of all resources oriented toward carrying out activities relating to ICTs
- Develop convergence between the various actions carried out, either by public institutions or by the international community, by establishing intersectoral communications channels
- Strongly promote the State's initiatives to establish a genuine e-governance system.

Strategic lines

- Mobilization of resources
- Capacity building of public institutions
- Consideration of the environmental dimension
- Development of a differentiated intervention process

XI. URBAN DEVELOPMENT

198 Over the past twenty years, the rate of growth of Haiti's largest cities picked up considerably. Indeed, the average annual rate of growth increased from 3.47 percent (1971-1982) to 4.42 percent (1982-2003) at the national level. While this situation bears witness to the vitality of the urbanization process, it also indicates the need to develop the territory and prepare urban planning policies. At present, a substantial proportion of the population living in Haiti's major cities reside in neighborhoods that lack basic community infrastructures, or their access to services (sanitation, safe drinking water, electricity, etc.) is substantially insufficient and/or of poor quality. The interventions taken at the initiative of nongovernmental organizations (NGOs) or international organizations have multiplied in a number of precarious neighborhoods in the Metropolitan Area between 1994 and 2006. However, the results are mixed, despite the funds allocated (nearly US\$33 million between 2004 and 2007) to improving living conditions and reducing poverty in the neighborhoods targeted. The capital city has unfortunately taken on the general ambiance of the major cities in the Caribbean and violence is becoming more prevalent. The State's loss of control is also reflected in criminal takeover of certain services (water points, markets) to the detriment of the general public. In order to bring this emerging violence under control an effort must be made to reconquer the city center in terms of urban planning, to restore its value by introducing the organs of power, expanding Parliament, building ministries, rehabilitating and building new premises to house the judiciary and for housing businesses.

199 Making the cities the framework of choice for combating poverty will of necessity entail a voluntary and participatory effort to improve neighborhoods. The strategy proposed consists in emphasizing the interconnection between emergency and long-term needs in which the activities will express a broader development vision and framework oriented toward improving neighborhoods as a structuring element for the creation of jobs, poverty reduction, and the development of new relationships between socioeconomic and political stakeholders, and between public and private institutions. It is also the vision of a willing State that seeks to rehabilitate spaces which have been disregarded for too long by taking on its regulatory and normative role.

General objective

200 Contribute to sustainable urban development and poverty reduction through the preparation of, and support for the implementation of, plans for urban development and the rehabilitation of precarious neighborhoods in the cities of Haiti, controlling urban growth, developing adequate tools, and capacity building for the authorities and beneficiary communities.

Specific objectives

201 More specifically, this entails:

- Providing technical and methodological support to local stakeholders (municipalities, organized groups of beneficiaries, nongovernmental organizations, etc.) in respect of the preparation, execution, management, and monitoring/ evaluation of plans, programs, and projects aimed either at the rehabilitation of neighborhoods at risk or at the urban development of all municipal health units.
- Building the capacities of municipalities with a view to controlling the growth of at-risk neighborhoods, improving the management of urban services, and improving the living conditions of the local populations.
- Contributing to the emergence of networks between State and non-State stakeholders involved in the poor neighborhoods with a view to achieving rational and efficient use of funds in at-risk neighborhoods.
- Contributing to the emergency of a State entity focused on the rehabilitation of at-risk neighborhoods, with a view to achieving better coordination of the plans and projects under way now or in the future, and of the effective and sustainable financing of the priority needs of the people.
- Systematizing, validating, and disseminating the strategies and actions implemented with a view to their replication in other parts of the country, finding financing from donors, State institutions, and the private sector, and defining a national strategy in the area of urban development and the rehabilitation/ prevention of at-risk neighborhoods in Haiti's cities.

Strategic lines of action

- Public awareness, Structuring, and Strengthening of local populations to enable them to participate actively and dynamically in all stages (preparation, implementation, monitoring/evaluation) of the urban development and social, economic, and political rehabilitation process in their neighborhoods or municipal health units.
- Support with the consensual and participatory preparation of rehabilitation plans for at-risk neighborhoods in the urban areas of the country and urban development plans for all municipalities.
- Capacity building and institutional and governance development of State entities (ministries, subnational governments, etc.) and neighborhood organizations to enable them to control urban development, slow down out-of-control urbanization, and ensure that the standards and principles in respect of urban planning and environmental management/protection are observed, and ensure

- that project execution is monitored, in harmony with the rehabilitation plans for at-risk neighborhoods and the urban development plans.
- Seeking alliances among the various (State and non-State) stakeholders involved in at-risk neighborhoods to ensure the proper coordination of activities/projects under way in marginal urban areas, the effective and sustainable financing of the priority needs of the people, and a more rational and efficient use of funds.
 - Systematization and publication of experiences, and validation of the approach and the results obtained, with a view to their replication in other areas of the country, and above all the definition of a national strategy on urban development and the rehabilitation/prevention of at-risk neighborhoods in Haiti: (1) Systematization of experiences by the universities (in a research/action and research/development dynamic); (2) Organization of workshops and forums in collaboration with the universities; (3) Sharing of experiences both with countries in Latin America and the Caribbean and with African countries, as well as with other municipalities at the national level; (4) Inventory and dissemination of the studies and papers already prepared on urban development.
 - Seeking financing for the implementation of individual projects identified with local populations and of rehabilitation plans for at-risk neighborhoods: (1) Mobilization of domestic funds (taxes, NGOs, private sector, artist solidarity, taxes on remittances from the Haitian diaspora, etc.); and (2) Mobilization of external funding from international donors (World Bank, European Union, CIDA, etc.).

XI. TERRITORIAL DEVELOPMENT

Strategy as regards space

- 202 In order to address poverty and growth problems, the DSNCRP is of the view that:
- Territorial development is the intelligent response to the problem raised by the need to reconcile economic growth and society's need for security.
 - Territorial development entails decentralization and decentralization, as it is important that all subnational governments assume responsibility for their development dynamics in the context of balanced development of the regions.
 - Strengthening collective facilities on the national and local levels is required in order to ensure that all households have access to basic services and to promote the development of productive activities. This will require a change in mentalities.
- 203 Improving the territory means that the Government will plan and manage the national and local territories through improved spatial programming of investments and the optimal management of resources. In this context, political decentralization and economic decentralization should work hand in hand so that territorial development ensures an appropriate spatial distribution of activities and guarantees a cohesive policy of rural renovation, namely:
- Improving the framework and living conditions of the people
 - Halting the decline in agricultural employment
 - Attracting new activities.
- 204 This effort will focus on integrated local development, starting from local master plans for territorial development and improvement at the level of the *arrondissements*, the framework for imparting cohesiveness and harmonization of local urban planning and commune-level development plans, and of the priority programs for structuring and development of the commune-level sections developed within same. Thus, to promote the sound and equitable development of the economy, integrated local development will use the approach of participatory, concerted, consensual, and partnership-based planning embodied in the various local

development programs in existence throughout the country. This integrated local development will be based on strengthening or building up the “local productive system” (LPS).

Objectives

- 205 The basic objectives pursued are to:
1. Shed light on the future and present a clear and cohesive global vision of Haiti for the next twenty-five (25) years, through the 2032 horizon;
 2. Provide a cohesive framework for all public policies and actions with respect to territorial improvement and development, thereby ensuring that the actions of the Haitian State are effective;
 3. Serve as the anchor for the implementation of decentralization;
 4. Guide and facilitate the spatial organization of investments so as to achieve balance among the regions and reduce territorial inequalities and major economic distortions;
 5. Produce a full range of integrated actions whose interconnection should contribute to the structuring of the national territory through the utilization, exploitation, and optimal value enhancement of space and natural resources, on one hand, and the provision of major structuring equipment on a regional basis, on the other hand;
 6. Structure and make optimal use of the national space, and organize urban and rural economic strengthening with a view to achieving the viable economic and social development of the country;
 7. Facilitate improved utilization of public funds.
- 206 Specifically, this involves ultimately reconstructing the national territory on the basis of integrating the national space, solidarity between the rural and urban areas, and the competitiveness of the various territories where improvements in vast areas optimizes their productive potentials in a complementary manner so as to guarantee satisfactory living conditions to each Haitian citizen in the context of sustainable human development.

Strategic lines of action:

- Reorganization of the Ministry of Planning and External Cooperation
- Finalization of the law on territorial improvement and local development
- Decentralization of the MPCE to the *arrondissement* level
- Preparation of the new national master plan for territorial improvement and development
- Preparation of local master plans for territorial development and improvement in the *arrondissements*
- Revision of the way the national territory is subdivided
- Introduction of operational planning instruments
- Reorganization of the public investment program into a national component and local component
- Structuring of development stakeholders
- Supervision of territorial governments in the area of development planning
- Promotion of territorial development.

XII. CULTURE

- 207 A number of positive factors, such as the existence of cultural wealth and a national historical legacy that have not been sufficiently tapped, are subject to various constraints that make it difficult to take advantage of them: the weakness of the cultural institutions; the deterioration of the tangible and intangible national patrimony; a pronounced tendency toward loss of the national identity, civic values, the spirit of mutual assistance, solidarity, and tolerance; the practice of

exclusion and confrontation within the Haitian population; and the media's lack of capacity to educate, make aware, train, and inform the public.

208 It is specifically to reduce and eliminate these main obstacles that the Government's cultural policy revolves around the four (4) following focal areas:

- i. Culture must be both a cement holding together the members of the Haitian community without regard to class, sex, age, and religion, the basis of solutions to the problems of the country, and one of the principal factors in national development;
- ii. Culture must enable Haitians to win the battle for sustainable development, to safeguard their dignity as a people, and to hold sway over other nations;
- iii. The primary cultural resources to be exploited are the arts and literature, archeological, historical, and natural sites, as well as popular and ancestral traditions;
- iv. Cultural actions will be focused on a generalized and decentralized popular culture.

Objectives

209 The objectives to be pursued are to:

- Make culture and communications the main foundations of the country's economic and social development;
- Improve the intervention and dissemination capacities of the cultural and communications institutions;
- Safeguard, protect, and enhance the value of the cultural heritage, whether tangible or intangible, as well as popular traditions;
- Develop the arts, literature, and cultural industries.

Strategic lines of action

210 The strategic lines of action identified are:

- Institutional strengthening and decentralization through the rehabilitation, restructuring, and expansion of the cultural intervention and dissemination systems;
- Protection, enrichment, and enhancement of the value of the nation's tangible and intangible cultural heritage;
- Promotion of artistic, artisanal, and literary creation, and of a pluralistic and democratic society;
- Development of cultural cooperation ties with foreign countries.

CHAPTER 9

Growth and Poverty Reduction Strategy Objectives

- 211 Following a deep recession in 2004, the Haitian economy has gradually returned to the path of growth. The estimates currently available are such that the anticipated growth rate for 2007 will, while confirming the recovery beginning in 2005, nevertheless fall below the target of 4 percent set at the start of the year. Overall, the macroeconomic performance achieved during 2007 has been satisfactory, and generally in keeping with the objectives set at the start of the fiscal year, namely: (i) real GDP growth of 4 percent; (ii) an inflation rate in the 8-9 percent range; and (iii) gross foreign exchange reserves equivalent to somewhat more than 2 months' imports.
- 212 Thanks to the quality of macroeconomic management in recent years, economic growth is resuming in a context characterized by the consolidation of the economic fundamentals. Since February 2007 the inflation rate has been hovering around 8.0 percent; the fiscal deficit should be very near GDP; and the current balance of payments is expected to register a surplus. All this has helped make it possible to accumulate exchange reserves over the past three years. Gross foreign exchange reserves currently represent almost 2.5 years of imports, as compared to 1.4 months in September 2004. Overall, a review of the changes in the major macroeconomic indicators suggests that the macroeconomic conditions regarded as prerequisites for a return to growth are now being met. In order to consolidate the foundations for sustainable growth in the context of implementing the growth strategy, it will be necessary to strengthen the macroeconomic performance achieved and, in particular, to continue the economic stabilization effort.

Growth and poverty reduction strategy objectives

- 213 To roll back poverty in Haiti, it will be essential to guarantee rapid and sustained growth of the Haitian economy in the years ahead as well as to dampen the structural inequalities. For the 2007-2009 period, the annual average growth rate is set at 3.5 percent. For fiscal 2006/2007, estimates have shown a 3 percent rate, and projections for 2007/2008 indicate a 3.7 percent rate. For subsequent years, average annual growth of 4 percent is anticipated.
- 214 To make sustained growth possible, the first three years should be focused on consolidating the gains made in the area of macroeconomic stabilization and strengthening the objective conditions for economic revitalization. These necessary conditions pertain in particular to:
- Further strengthening the results obtained as regards security,
 - Improving the business climate,
 - Building the institutional capacities of public administrations,
 - Reforming economic governance,
 - Rehabilitating and developing infrastructure.
- 215 On average, the GDP growth rate from 2000 to 2006 was approximately -0.1 percent. However, transfers from the Haitian diaspora contributed significantly to the economic support of the population. With annual average real GDP growth of 4 percent, a population growth rate of 2.3 percent, and an elasticity of the incidence of poverty in relation to the rate of growth of real per capita incomes estimated at -1.13,⁶ it would take about 36 years to reduce poverty by half in the absence of other changes. Moreover, according to the poverty rate model (the one for US\$1 per day PPP), under these circumstances poverty would decline from 55.0 percent in 2007 to 47.1 percent in 2015. In order to achieve growth rates compatible with an objective of significantly reducing poverty, it will be necessary to implement an accelerated growth strategy.
- 216 To achieve growth rates likely to induce a notable decline in the incidence of poverty, it will be essential to provide adequate incentives to producers operating on the Haitian market as well as to

⁶ This is the Ravallion elasticity determined, in the case of Haiti, by using a Gini coefficient of 50.5. The model was estimated on the basis of survey data collected for a sample of 62 countries (Ravallion, 2004). The elasticity is given by: $-9.33*(1-Gini)^3$.

workers to encourage them to improve their productivity. In a context of increased liberalization of international trade, increasing the productivity of stakeholders in the economy is imperative as a condition for enhancing the competitiveness of products manufactured in Haiti and services offered from Haiti.

217 Regarding the competitiveness of the Haitian economy, the trend line appreciation of the real exchange rate is of some concern in that it risks having a negative impact on the price competitiveness of Haitian exports. To address this development, which appears to be a deep-seated trend in the Haitian economy, the Government will make the necessary efforts to ease the constraints on private initiative, in particular the inadequacy of basic infrastructures, the deficiencies of existing infrastructures, the low productivity of production factors, the shortage of skilled human resources, difficult access to credit, inefficiencies in public administration, and political instability.

218 Given the prospects for market diversification and increased export volumes, the entire growth strategy of countries such as our own calls for a significant increase in investment, in particular in export-oriented branches of activity. An investment promotion and incentive campaign will be aimed simultaneously at foreign investors, Haitians in the diaspora, and Haitians or foreigners already operating in Haiti. Taken together, the policies set forth in the DSNCRP will contribute to creating an environment conducive to investment. Specifically, the measures relating to political stability, strengthening of the legal and regulatory framework, improving economic governance, and the preservation of macroeconomic stability will play a primordial role in promoting foreign direct investment (FDI). In addition, public investment in basic infrastructures and in building the stock of human capital will contribute to the establishment of an environment conducive to private initiative and will thus serve as a catalyst for private sector investment.

219 Poverty reduction will arise not only from the mechanical effect of increasing per capita incomes, but also from the implementation of policies aimed at reducing inequalities. The efforts to combat income inequalities and social exclusion are an integral part of the strategy. By favoring an increase in the share of national income held by the poor, it will make it possible to guarantee “pro-poor” growth. Because, despite the recent changes in favor of urbanization, the Haitian economy remains largely rural, the poverty reduction strategy must devote special attention to the promotion of agriculture, and beyond that, to the development of the activities of the rural economy. In order to have a lasting effect on poverty, economic policies will place employment at the heart of their concerns, and consequently the alignment of these policies will take place in the context of a job-creating growth strategy.

220 The success of the poverty reduction strategy will depend upon the combined effect of a group of public policies. The strategy adopted by the DSNCRP revolves around four fundamental focal areas:

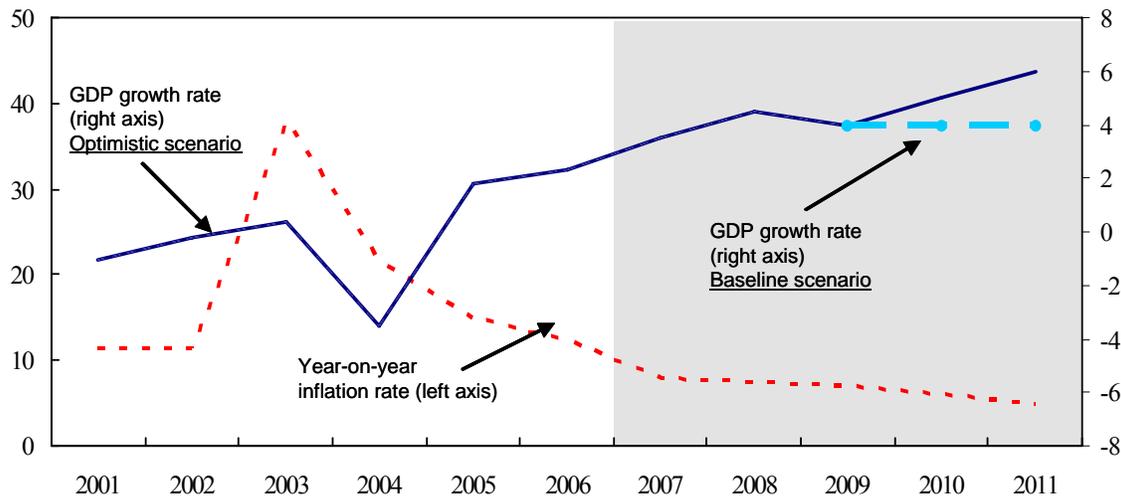
- Promotion of rapid, sustained, and pro-poor economic growth;
- Increased investment in human capital and improved access to basic social services;
- Protection of vulnerable groups, preservation of the environment, and management of major risks;
- Strengthening of institutions, modernization of the State, and the promotion of good governance.

Macroeconomic policies

221 By extending the stabilization effort initiated in the third quarter of 2004, the policies followed made a contribution to the gradual restoration of macroeconomic equilibrium. The results obtained are, overall, satisfactory, and they make it reasonable to expect macroeconomic changes in line with the objectives set at the start of the fiscal year. The Government is determined, during the 2007-2011 period, to restore macroeconomic conditions conducive to the resumption of growth, and to pursue macroeconomic stability. This being so, the inflation target has been lowered from 8 percent in 2007 to 7 percent in 2009, and for 2011 it is projected that inflation will be even lower.

222 For the 2007-2009 period, the economic and financial program of the Haitian Government has been negotiated with the International Monetary Fund (IMF). Following approval by the IMF Executive Board in November 2006, the program has benefited from support under the Poverty Reduction and Growth Facility (PRGF). The macroeconomic framework of the DSNCRP was designed on the basis of the main guidelines of the interim Poverty Reduction Strategy Paper (I-PRSP), and is fully in keeping with the economic and financial policy memorandum for the PRGF.

Chart 10.1: Growth and Inflation (in percent)



Fiscal and tax policies

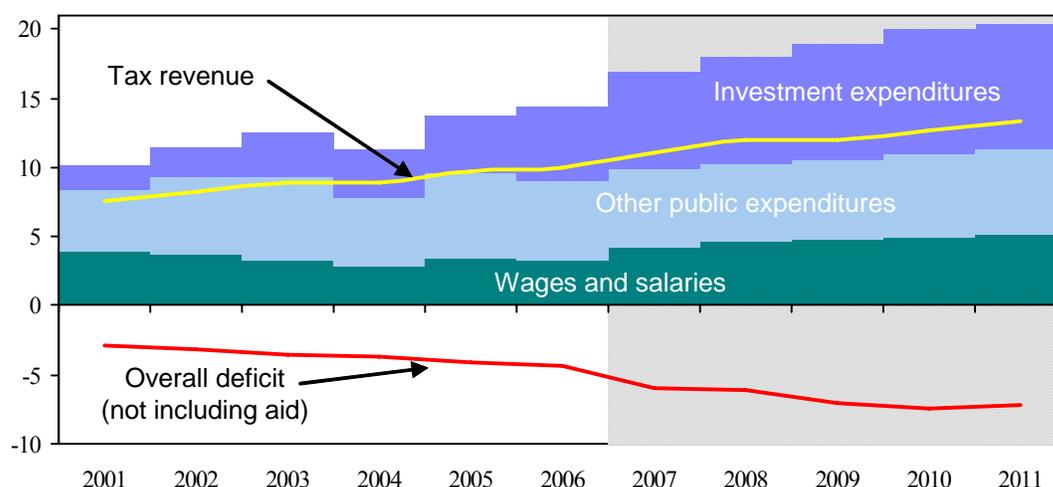
223 In view of the demands posed by the poverty reduction objectives, the revenue of the Haitian State would appear to be sufficiently modest to justify taking action. At present, the ratio of tax receipts to GDP is only slightly above 10 percent. The tax policy will be aimed on a priority basis to increasing the tax ratio from 10 percent in 2006 to 14 percent by 2011. The main categories of the tax reform measures contemplated will be aimed at strengthening the institutional capacities of the tax administrations and improving the efficiency of their actions, streamlining the system of tax exemptions, improving the coverage of rural activities, integrating operators in the informal system into the tax system, revising and updating the tax legislation, strengthening customs control throughout the national territory, and particularly at the provincial ports, adjusting the tax schedules, in particular in order to take account of the erosion brought about by inflation, correcting the distortions induced by certain taxes (taxes on petroleum products, for example), and readjusting certain rates that are deemed to be relatively low (the turnover tax rates, for example) or too high (those for registering mortgages, for example).

224 In tandem with the tax revenue mobilization efforts, the State will ensure improvement in the allocation of public expenditure by regularly increasing the relative weight of the expenditure allocated to public investment and by improving the targeting and execution of expenditure in the priority sectors. For the 2007-2011 period, the Government plans to hold current expenditure to about 56 percent of all public expenditure, thereby contributing to the determination of the budgetary space necessary for pursuing the objectives set under the growth and poverty reduction strategy.

225 The total expenditure of the public administration will increase regularly to reach approximately 21 percent by 2011. For the 2007-2011 period, such expenditure will increase from an average of 19 percent of GDP. Investment expenditure, representing slightly over 8 percent of GDP on average, will be 65 percent financed by external resources. All current expenditure as well as a portion of investment expenditure will be covered by domestic resources equivalent to

approximately 14 percent of GDP. The Haitian State will endeavor to guarantee the effectiveness of public expenditure during the period by orienting the allocation of such spending in light of the priorities established by the poverty reduction strategy. The Public Expenditure Management and Financial Accountability Review (PEMFAR) conducted jointly by the World Bank, the Inter-American Development Bank (IADB), and the Haitian Government provides detailed information on the public expenditure management systems, the institutional capacities of the administrations, and the allocation of expenditure in the priority sectors.

Chart 10.2: Tax Revenue and Public Expenditure
(as percent of GDP)



226 Over the past three years, the Haitian Government has made a considerable effort to improve the allocation of budgetary resources in favor of education and health, and has also favored expenditures in the priority sectors of agriculture and infrastructure. Expressed in terms of a percentage of GDP, education and health expenditure for the 2005-2007 period represented on average 2.4 percent and 1.4 percent, respectively, as compared to 1.6 percent and 0.7 percent for 2002-2004. The 2007/2008 budget confirms the impetus imparted to benefit the priorities of the DSNCRP.

227 Despite the significant increase in the share of public resources allocated to the priority sectors between 2004 and 2007, the corresponding budgets are still small. In order to improve the management of public expenditure at the central level, the Haitian Government plans to revise the budget preparation and execution procedures while, at the same time, it consolidates the internal control mechanisms and strengthens the institutional mechanisms of the Supreme Court of Accounts and Administrative Disputes (CSCCA). These reforms have already been initiated, and must be continued at a more sustained pace. The reform measures relate to the legal framework for public finance management, budget preparation methods, the budgetary information system, budget execution modalities, the monitoring and control mechanisms, and the public procurement system. To improve both the effectiveness and the quality of public expenditure, the Government intends to prepare and implement a Medium-Term Expenditure Framework (MTEF). This instrument will facilitate making the macroeconomic and sectoral policies more consistent with the public expenditures programmed and the expenditure effectively carried out. It will make it possible to take macroeconomic constraints into account in the programming of public expenditure and will facilitate intersectoral arbitrage. The Medium-Term Expenditure Framework will contribute to improving the predictability of the budget ceilings assigned to the various sectors.

228 The fiscal policy will be aimed at containing the deficit on State financial operations at a sustainable level that is compatible with the financing anticipated. The Government will take care

to ensure this sustainability while ensuring the adequate coverage of the needs identified in the priority sectors. To contain the overall deficit of the public administration within reasonable limits compatible with the macroeconomic stability objectives, it will be necessary to increase tax receipts significantly, in addition to which the supplementary resources obtained in grant form will need to be maintained at a relatively high level. The overall deficit will be financed exclusively by external resources, as no recourse to Central Bank financing is contemplated for the 2007-2011 period. The available information makes it possible to anticipate that the overall deficit for 2007 should amount to -0.3 percent of GDP; however for the subsequent years and until 2011, it is projected that this deficit will widen to about -3 percent of GDP. As calculated, and excluding grants, the overall deficit of the public administration would amount to about -6 percent of GDP in 2007 and should gravitate around -7 percent of GDP between 2007 and 2011. These estimates of the overall deficit excluding grants highlight the critical importance of external grants in maintain the budgetary equilibrium of the Haitian public administration. In a context characterized by the low amount of tax receipts collected by the Haitian State, and given the gradual nature of the effort to increase the tax ratio between 2007 and 2011, it will consequently be essential to guarantee, to the greatest extent possible, the predictability of the flows of State budgetary resources stemming from external grants. The projections made for the 2007-2011 period and based upon historical trends indicate levels of external grants somewhere in the range of 4 to 5 percent of GDP. Such levels are appreciable, to be sure, but it would be desirable for Haiti to obtain additional resources in grant form in order to avoid financing gaps that could be engendered by the risks of macroeconomic imbalance. An increase in grants on the order of 2 percent of GDP over the average level would make it possible, for example, to cover the financing gaps projected for the last three years of the period.

229 The Haitian State is determined to conduct a prudent external borrowing policy in order to contain Haiti's debt at a sustainable level that is compatible with its repayment capacity. Moreover, in accordance with the commitments entered into in the context of the PRGR, the Government will not accumulate external debt arrears. To supplement the borrowing contracted on concessional terms, implementing debt relief initiatives will make it possible to release additional resources to finance a package of priority expenditures in support of the poverty reduction strategy.

Monetary policy

230 The monetary policy developed in the DSNCRP context will be aimed largely at establishing and maintaining a moderate inflation rate over the strategy implementation period. This will entail not only the achievement of low inflation rates, but especially of keeping the low in order to be able to have a positive impact on the expectations of economic agents. In the context of a growth and poverty reduction strategy, it is right and proper to guarantee low inflation, as inflation acts as a regressive tax on household incomes by eating away at the wages and assets held by the poor. Moreover, inflation may, depending on expectations, have undesirable effects on economic growth and income redistribution. High inflation generates uncertainty as to the general price level in the future, and consequently keeps prices high even if efforts are made to enhance efficiency. It also contributes to increasing the risk premium reflected in interest rates, thereby inhibiting investment. In addition, in a context of high inflation, relative prices tend to fluctuate considerably and therefore give of signals that can have a negative impact on resource allocation in the economy.

231 The disinflation policy will be continued between 2007 and 2011. The fiscal discipline demonstrated over the past three years has, for the time being, eased the main constraint on the conduct of monetary policy. In deciding to maintain this discipline, that is, by continuing to avoid Central Bank financing of public deficits, the Haitian authorities hope to facilitate monetary management during the 2007-2011 period and promote the achievement of monetary conditions that favor economic growth. Among the many reforms to be undertaken, the Central Bank will need to clarify and adjust the framework for executing monetary policy in such a way as to

strengthen the mechanisms for signaling monetary policy and increasing the effectiveness of the instruments used.

Balance of payments

- 232 When official transfers are excluded, the current balance of payments, expressed as a percentage of GDP, registered a deficit of slightly more than 6 percent of GDP in 2007. Between 2007 and 2011, this deficit including official transfers is expected to average about 8 percent of GDP, with a slight upward trend owing to the continuing deterioration in the trade balance. However, if official transfers are included, the current account balance for 2007 would be reduced to slightly over 1 percent of GDP. Moreover, in recent decades the current account deficit has generally been less than 2 percent of GDP. The current account deficit estimates for the 2007-2011 period use the assumption that private flows from the Haitian diaspora constitute a permanent and generally stable component of Haiti's balance of payments. These private transfers are expected to represent over 20 percent of GDP in 2007 and do maintain more or less comparable levels over the period. The growing importance of current transfers, and especially the relative weight of transfers from emigrant workers, has the effect of significantly reducing the level of the current deficit while simultaneously contributing to ensuring the medium-term sustainability of the current account of the balance of payments.
- 233 On the assumption that flows of current transfers are satisfactorily predictable, and in the absence of major crises, the current transactions deficit is projected to change very little in terms of GDP between 2007 and 2011. Accordingly, the balance of payments should exert only small pressures on exchange reserves. In order to address external shocks, the target for gross exchange reserves is to accumulate the equivalent of three months' imports of goods and services. An increase in current transfer flows and the anticipated increase in flows of foreign direct investment (FDI) should facilitate this accumulation.

Macroeconomic outlook for 2007-2011

- 234 For purposes of briefly analyzing the outlook for 2007-2011, two different scenarios have been considered. The difference between the two is fundamentally based on an increase in economic activity in the last two years of the period resulting from higher investment levels, these owing to improved absorptive capacities of the Haitian economy and improvements in the level of resource mobilization. The projections are focused primarily on the 2007-2011 period, although for purposes of characterizing the scenarios the average growth rates have been maintained through 2015 at 6 percent and 4 percent, respectively, for the optimistic scenario and the baseline scenario. Using these assumptions, the respective rates of poverty reduction were calculated using, once again, the Ravallion model. They are shown in Table 10.1. A review of the available demographic indicators suggests that the Haitian population is currently in a demographic transition phase. Accordingly, instead of using the inter-census rate of 2.3 percent calculated by the IHSI, the population growth rates used correspond to a series estimated by the IHSI which reflects the demographic transition phenomenon. The population growth rate is now estimated at 2.1 percent, gradually declining to 1.9 percent by 2015. Using these assumptions, in the baseline scenario the rate of poverty reduction by 2015 would be roughly 17 percent, whereas under the optimistic scenario the poverty rate would be reduced by almost 27 percent.

Table 10.1: Delineation of the Various Scenarios

Scenario		2007	2008	2009	2010	2011
Baseline scenario	Per capita GDP growth rate	1.4 %	2.4 %	1.9 %	1.9 %	1.9 %
	Poverty rate ¹	55.0	53.5	52.4	51.2	50.2
Optimistic scenario	Per capita GDP growth rate	1.4 %	2.4 %	1.9 %	2.8 %	3.8 %
	Poverty rate ¹	55.0	53.5	52.4	50.7	48.5

1/ Calculated using the Ravallion elasticity: $\varepsilon = -9.33*(1-Gini)^3$, with the Gini coefficient estimated at 50.5.

235 The growth targets under the two scenarios are based on similar assumptions with regard both to the external environment for the Haitian economy and to its internal dynamics. These targets take account of the structural impediments, and in particular the supply constraints with which the Haitian economy must deal. The targeted average rates are thus relatively modest, especially early in the period, in that it will be necessary to consolidate the bases for accelerated growth if it is to be sustainable. The main assumptions adopted are as follows: continuing improvement in the climate of security, implementation of measures to protect vulnerable groups, pursuit and maintenance of macroeconomic stability, efficient mobilization of external resources, significant increase in tax receipts, rehabilitation of basic infrastructure, increased investment in networked infrastructure, increased investment in human capital, strengthened institutional capacities, and the promotion of good governance. The difference between the two scenarios is attributable largely to differences in investment levels.

Baseline scenario:

- i. Investment increases on average by 10.8 percent between 2007 and 2011, with a pronounced trend toward increased public investment. Private investment, the weight of which is three times higher, also is dynamic to some extent.
- ii. Exports increase at a sustained pace, largely as a consequence of taking advantage of the opportunities afforded by the HOPE Act.
- iii. The rehabilitation of rural infrastructures and the organization of rural entrepreneurs favor the production and export of leading agricultural products.
- iv. A number of tourism enclaves become operational by the end of the period and, in the interim, increased efforts are made to promote tourist visits by foreign nationals of Haitian origin.
- v. The renewed vigor of the tourism industry, the dynamism of agriculture, and the good health of the construction and public works subsector have positive effects on sustained employment and hence on household demand. End consumption increases at an average rate of 3.8 percent, sustained by increased incomes and the growth of current transfers.

Optimistic scenario

- i. The same assumptions are used for the optimistic scenario. The difference between the two scenarios stems largely from the fact that, in the optimistic scenario, resource mobilization is more effective. On the one hand, the tax receipts collected in 2010 and 2011 are greater, and, on the other hand, external grants increase and make it possible to add resources to external budgetary support.

- ii. The bulk of the additional resources will be used to increase public investment expenditure over the last two years of the period. The financing gaps for 2010 and 2011 will be maintained at approximately the same level in terms of absolute value.
- iii. The optimistic scenario also assumes a significant increase in the absorptive capacity of the public administration as well as higher budget execution rates, among other things.
- iv. Moreover, the optimistic scenario projects an improvement in external demand, reflected in more rapid export growth.

236 In the optimistic scenario, end consumption grows in real terms at an average pace close to that observed over the period for the baseline scenario: 3.9 percent as against 3.7 percent. In both cases, the growth rate of end consumption is less than the GDP growth rate. Investment is more dynamic as regards both the public investment component and the private investment component: 21.0 percent as against 17.9 percent for the former, and 10.1 percent as against 8.9 percent for the latter. This relative increase in investment is explained, on one hand, by improved utilization of budgetary resources and, on the other hand, by the behavior of the private sector in response to the incentives introduced by more cohesive public policies. Businesses also take advantage of better conditions created through improved security and the completion of infrastructure works. While, at the start of the period, it is logical to conclude that investment growth will be driven primarily by public investment, at the end of the period, private investment should prove more dynamic. Finally, despite a vigorous rebound in exports, external demand continues to fall short of imports. These expand at a rate that is two times higher in the optimistic scenario.

Table 10.2: Anticipated Changes in Aggregate Demand Components

	Growth rate 2007 - 2011 (at 1986/1987 prices)	
	Baseline scenario	Optimistic scenario
GDP	4.0%	4.6 %
Imports	7.9 %	13.8 %
Consumption	3.7 %	3.9 %
Investment	10.8 %	14.3 %
Exports	13.1 %	30.0 %

Risk factors

237 The macroeconomic framing of the DSNCRP is based on favorable assumptions as to changes in the international environment of the Haitian economy as well as to the determination of internal factors likely to have a negative impact on the results anticipated. The scenario presented above is consequently deliberately optimistic. It effectively takes the stance that the risks incurred on the macroeconomic side are, overall, controllable, and that consequently the growth and poverty reduction objectives could be achieved for the 2007-2011 period. However, to mitigate any problems that could arise during the implementation of macroeconomic policies, it is advisable to assess the various risks of the strategy and plan for measures to attenuate their undesirable effects. These risks stem from more than the possibility of shocks of various kinds that could affect macroeconomic equilibrium. In the text that follows, we will briefly review the principal risks of a political, institutional, economic, and natural order which could affect the macroeconomic framework of the DSNCRP and jeopardize meeting the objectives sought.

- 238 Political stability can, as in the past, have multiple harmful effects on a great many economic variables. For example, it can lead to the drying-up of external resource flows and, for example, impede the execution of expenditure under the Public Investment Program, and thereby have a negative impact on growth and poverty reduction. The risks associated with institutional shortcomings and the quality of governance are a special category of risks which might arise from, among other things, inadequate implementation of the measures called for in the context of the DSNCRP, the adoption of inappropriate supplementary measures, and the weakness of institutional capacities on the part of the public administrations.
- 239 Examination of the time profile of external aid over the past two decades sheds light on the high degree of instability in the reactions of Haiti's international partners to the multiple political crises that broke out during that period. In order to control the risks engendered by the variability of the amounts of aid granted and to mitigate the potential insufficiency thereof, the Government intends to draw up the financing component of the Medium-Term Expenditure Framework (MTEF) in close collaboration with donors so as to ensure the solidity of their commitments at a sufficiently long time horizon.
- 240 As a small, open economy in the Caribbean, Haiti is particularly sensitive to changes in its external environment and especially to changes in the economic cycle of the U.S. economy. In particular, the likely slowdown in the U.S. economy, in response to the crisis in the subprime mortgage market, must be examined from the standpoint of its potential impact on the objectives set for the beginning of the period.
- 241 Haiti's poorly diversified exports currently are characterized by nearly 90 percent of the total being accounted for by a single product category: textile products assembled in Haiti, products which benefit from the preferential regimes granted to Haiti by the Caribbean Basin Initiative (CBI) and, more recently, by the "Haitian Hemispheric Opportunity through Partnership Encouragement Act" (HOPE). By absorbing about 85 percent of Haitian exports, the United States is clearly Haiti's main export market. This preponderance of the U.S. market and the intense concentration on a single product category entail inherent risks that need to be assessed.
- 242 Recent developments on the oil market are raising increasing concerns. Unfavorable changes in crude oil prices can have a serious impact on the extent to which growth objectives are achieved. An oil price increase is immediately reflected in the various activity parameters in the sectors, notably through increased energy and transport costs. It is therefore advisable to take into account the strong likelihood that high oil prices will stay high. In addition to the oil market, changes in the market prices of other products, such as wheat or rice, are of critical importance for Haiti's balance of payments. Food products and petroleum products represent about 30 percent and 25 percent, respectively, of total goods imported.
- 243 Finally, natural risks constitute a risk category that cannot be disregarded. Indeed, Haiti is highly exposed to natural disasters and its physical environment has deteriorated seriously in recent decades.

CHAPTER 10

Strategy Financing, Implementation, and Monitoring

1. QUANTIFICATION AND FINANCING OF THE STRATEGY

244 The operationalization of the National Growth and Poverty Reduction Strategy (SNCRP) requires considerable efforts in terms of mobilizing financial, material, and human resources. Accordingly, it depends upon the support of all national and international stakeholders for financing the target actions.

Costs of operationalizing the National DSNCRP

245 The National Growth and Poverty Reduction Strategy (SNCRP) will require, for its operationalization over the 2007-2010 period, an amount totaling One Hundred Fifty-Four Billion Five Hundred Sixty Million Gourdes (G 154,560,000,000), or Three Billion Eight Hundred Sixty-Four Million U.S. Dollars (US\$3,864,000,000). The implementation costs are a reflection of the resource requirements. The approach used was to prioritize the target actions with a view to creating conditions conducive to keeping Haiti on the economic growth path and reaching out to the most vulnerable groups affected by poverty. These requirements are organized by the major activity areas of the Government and reformulated as Pillars, namely: (i) growth vectors; (ii) human development; and (iii) democratic governance. The pillars are supported by specifically targeted strategies and by cross-cutting strategies for some areas.

246 The costs of DSNCRP implementation are rather crudely calculated at this stage. They will be further refined once the plans for carrying out the target actions have been specifically defined at the level of the various pillars. The breakdown of the financing requirements for the strategy by pillar and action area is as follows:

- Pillar 1 – Growth vectors: groups together the strategic sectors, namely: agriculture and rural development, tourism, trade, industry, and infrastructures. The estimated requirements are on the order of **Seventy-Eight Billion Two Hundred Sixty Million Gourdes (G 78,260,000,000), or 50.6 percent** of the total.
- Pillar 2 – Human development: groups together the education and training, health, and water and sanitation sectors. The estimated requirements for this pillar are on the order of **Thirty-Three Billion Gourdes (G 33,000,000,000), or 21.4 percent** of the total.
- Pillar 3 – Democratic governance: covers justice, security, public finance reform, and the incentive framework for private initiatives. The estimated requirements are on the order of **Twelve Billion Three Hundred Million Gourdes (G 12,300,000,000) or 8 percent** of the total.
- The Specific and Cross-Cutting Policies and Strategies address, among other things, the environment, risks and disasters, gender equality, territorial development, urban development, food security, social protection, and building the capacities of the State. Their requirements are estimated at **Thirty-One Billion Gourdes (G 31,000,000,000), or 20 percent** of the total. The table which follows provides an estimate of the financing requirements of the strategy for the 2007/2008- 2009/2010 period.

Table 12 – FINANCING REQUIREMENTS FOR THE 2008-2010 PERIOD

Financing the DSNCRP	2007/08-2009/10	%
PILLAR 1 - Growth vectors	G 78,260,000,000	50.6
PILLAR 2 – Human development	G 33,000,000,000	21.4
PILLAR 3 – Democratic governance	G 12,300,000,000	8
Specific and Cross-Cutting Policies	G 31,000,000,000	20
TOTAL	G 154,560,000,000 US\$3,864,000,000	100

Financing strategy for the National DSNCRP

- 247 The basic principle of financing the National Growth and Poverty Reduction Strategy (SNCRP) is the preponderant role of the State in orienting and driving all development stakeholders. Efforts will be focused on mobilizing both domestic and external resources. The strategy will thus consist in exploring all possibilities for domestic financing while relying on the international community, which will participate significantly in the financing of actions oriented toward promoting growth and poverty reduction. In this regard, local resources, budgetary support, concessional borrowing, and foreign direct investment will make a major contribution toward driving economic and social development activities, especially those focused on poverty reduction.
- 248 The funds accruing from debt relief in the context of the Heavily Indebted Poor Countries (HIPC) Initiative should contribute significantly to financing the DSNCRP. Public finance reforms will also be introduced. In addition, it is hoped that resources will be mobilized from all our bilateral and multilateral partners to ensure the success of the strategy in terms of growth and poverty reduction. However, at the same time, considerable domestic efforts will be undertaken with a view to increasing tax yields so as to have further resources available, which should facilitate development financing.

Risks associated with National DSNCRP financing

- 249 The Haitian economy still has problems with deploying its productive resources with a view to ensuring the self-financing of its development, and remains highly vulnerable because of its significant dependence on the international community. Moreover, it is every bit as important to ensure reaching the completion point under the HIPC Initiative, in particular by observing the associated conditionalities. It is even more important to introduce strong and functional structures which can make optimal use of development assistance resources, and to strengthen institutional capacities to improve the absorption of aid.
- 250 Furthermore, increasing domestic resources is heavily dependent on the tax collection and political and economic stabilization efforts, which must play a preponderant role in improving Haiti's capacity to address DSNCRP financing requirements. Although the more specific costs of financing actions under the DSNCRP have not yet been determined, it is quite likely that the financing gap will be sizable and will not be able to be absorbed by the resources projected.

2. MONITORING AND IMPLEMENTATION

Institutional monitoring framework

251 There are two levels to the implementation structure: the first is strategic, reporting to the President of the Republic; the second is operational, coordinated by the Prime Minister. These two levels bring together the main development partners, namely the private sector, territorial governments, and the cooperation sector, including the international agencies and NGOs. Overall, this implementation structure is under the ultimate control of the President of the Republic, who sponsors, for this purpose, the National Commission of Investments (NCI), which has the objective of promoting the competitiveness of Haitian resources as well as the performance of public investments, including those concerning the major work areas [*Grands Chantiers*]. Within the commission, the Prime Minister (BPM) manages a Priority Arbitration Committee, whose central role is to give direction to public investments. The Secretariat of the National Commission of Investments (NCI) is confirmed by the Ministry of Planning and External Cooperation. The implementation structure takes the following form.

At the strategy level:

National Investment Commission (CNI)

252 The President of the Republic sponsors a National Investment Commission (CNI), the instrument whereby the Executive Branch can exercise its oversight over the fulfillment of its development vision as set forth in the DSNCRP, and along the lines defined by the Major Activity Areas. This commission will make it possible in particular for the Head of State to have a clear notion of the implementation of the development priorities and of the rate of return achieved, that is, what must be done in order to apply the development vision, and of its impacts on the competitiveness of human resources, changes in the major work areas, household living conditions, and growth. The President of the Republic would then take the corrective measures required.

Priority Arbitration Committee (CAP)

253 For his part, the Prime Minister chairs the work of a Priority Arbitration Committee (CAP) whose function is to properly steer public investment with a view to achieving the development goals set forth in the DSNCRP, which are aligned with the major work areas. The members of this Committee include the MPCE and the MEF. The Prime Minister acts within this committee through the Public Policy Coordination and Monitoring Unit (CCS)⁷ and the Budgetary Affairs Unit (CAB) of Office of the Prime Minister (BPM).

At the operational level:

National Office for Implementation Coordination (CNM)

254 The MPCE, in addition to carrying out its functions relating to the governance of development assistance and the national development priorities, determines, through its Technical Directorates supported by the National Poverty and Social Exclusion Observatory (ONPES) currently being set up, the steps required for applying the strategy so as to identify and provide the performance indicators for the actions agreed and the operating plans. It also works together with the Ministry of Economy and Finance and the sectoral ministries through the Research and Programming Units.

⁷ See the Decree reorganizing the Central Administration.

Institutional framework for the DSNCRP

- 255 The Ministry of Planning and External Cooperation is responsible for the coordination and monitoring of DSNCRP implementation. The various technical directorates of the MPCE distribute among themselves the responsibilities for coordinating, implementing, and monitoring and evaluating the DSNCRP. These directorates will be supported not only by the National Poverty and Social Exclusion Observatory (ONPES), but also by the Research and Programming Units (UEPs) of the sectoral ministries.

Monitoring instruments

- 256 The following instruments will make it possible to monitor the objectives pursued by the DSNCRP:
- The Macroeconomic Framework
 - The Budget of the Republic
 - The Public Investment Program (PIP)
 - The Medium-Term Budgetary Framework (MTBF)
 - The Medium-Term Expenditure Framework (MTEF)
 - The budget reconciliation laws for the various fiscal years
 - The Sectoral Medium-Term Expenditure Frameworks (SMETFs).
 - DSNCRP monitoring and evaluation mechanism
- 257 The monitoring and evaluation mechanism to be put in place has three components:
- Execution monitoring
 - Impact monitoring
 - Participatory monitoring.

Monitoring of DSNCRP implementation

- 258 Monitoring execution covers the physical and financial implementation of all the actions set forth in the National Growth and Poverty Reduction Strategy Paper (DSNCRP). It will be carried out in the context of a participatory approach involving the permanent structures of the Administration, the deconcentrated structures, local subnational governments, the private sector, donors, and the beneficiary populations. The structures of the Ministry of Planning and External Cooperation will be involved as set forth below:
- **The Economic and Social Programming Directorate (DPES)** of the MPCE, working in concert with the **Economic Research Directorate** of the MEF and the **Poverty and Social Exclusion Observatory (ONPES)** and with the support of the **Research and Programming Units (UEPs)** of the sectoral ministries, will be responsible for monitoring the implementation and the overall and specific policies set forth in the DSNCRP. It must: (i) monitor changes in the macroeconomic framework; (ii) ensure that the strategies and interventions of donors are consistent with those of the DSNCRP; (iii) produce and publish an annual monitoring report with a stocktaking and recommendations for the GPSRP; (iv) contribute to the development of evaluation capacity as a tool to help with decision making and an instrument for improving the efficiency of the public sector; and (v) strengthen the capacities for analyzing and formulating development and poverty reduction policies;
 - **The Public Investment Directorate (DIP)**, with support from the **Research and Programming Units (UEPs)** of the sectoral ministries, will be tasked with the coordination and preparation of the Public Investment Program and with monitoring implementation as regards the imputability of the operators concerned, with reporting on the above to the authorities on the basis of

performance indicators, and with proposing any adjustments that may be required. It will also ensure that operating plans for these actions are drawn up and carried out;

- **The External Cooperation Directorate (DCE) and the NGO Activities Coordination Unit (UCAONG)** will be responsible for supporting the various structures involved in identifying, mobilizing, and monitoring the financing provided by development partners;
- **The Monitoring and Evaluation Directorate (DSE)**, with support from the **Research and Programming Units (UEPs)** of the sectoral ministries, will be at the center of the physical and financial monitoring of the public investments implemented in the context of the DSNCRP. It will ensure that: (i) the monitoring and execution tools for all actions under the DSNCRP throughout the country are used and applied; and (ii) that status reports on the state of physical and financial progress with DSNCRP actions are drawn up by the executing bodies and analyzed;
- **The Departmental Directorates of the MPCE**, working in tandem with the **Departmental Directorates** of the sectoral ministries and territorially deconcentrated autonomous agencies, will participate in the implementation, monitoring, and evaluation of DSNCRP actions at the territorial level;
- **The National Poverty and Social Exclusion Observatory (ONPES)**, in support of the foregoing structures, will be responsible for impact monitoring and participatory monitoring as well as for DSNCRP evaluation.

Impact evaluation of DSNCRP actions

- 259 Impact monitoring involves analysis of trends with respect to poverty and the living conditions of the people. It will be carried out by: (i) developing and implementing an information system including all surveys essential to the monitoring of indicators on the household living conditions and poverty objectives; and (ii) gathering information on the performance monitoring indicators of the actions included in the DSNCRP.

Participatory monitoring

- 260 Participatory monitoring will be carried out in accordance with the methods defined, and will enable the authorities to obtain information on grassroots assessments of the activities carried out in connection with poverty reduction. The civil society associations, especially those that participated in DSNCRP preparation in the regions, will be organized and receive adequate training to enable them to observe, monitor, and express opinions on the execution of poverty reduction actions in their areas of influence.

DSNCRP evaluation

- 261 Evaluation will occur in two stages, first with a midterm review and then with an ex post evaluation. The midterm review will make it possible to assess the progress made toward meeting the objectives set and determine how to contribute to the adaptation, improvement, or modification of programs and projects. The final ex post evaluation will be focused on assessing overall program and project impacts. It should be emphasized that an annual DSNCRP appraisal as well as regular monitoring of the sectoral and cross-cutting programs will be carried out in order to assess the changes brought about by their implementation. The specific identified objectives and performance indicators are presented in an annex to this paper. The impact and participatory indicators will be defined in light of the pillars, sectors, and areas selected.

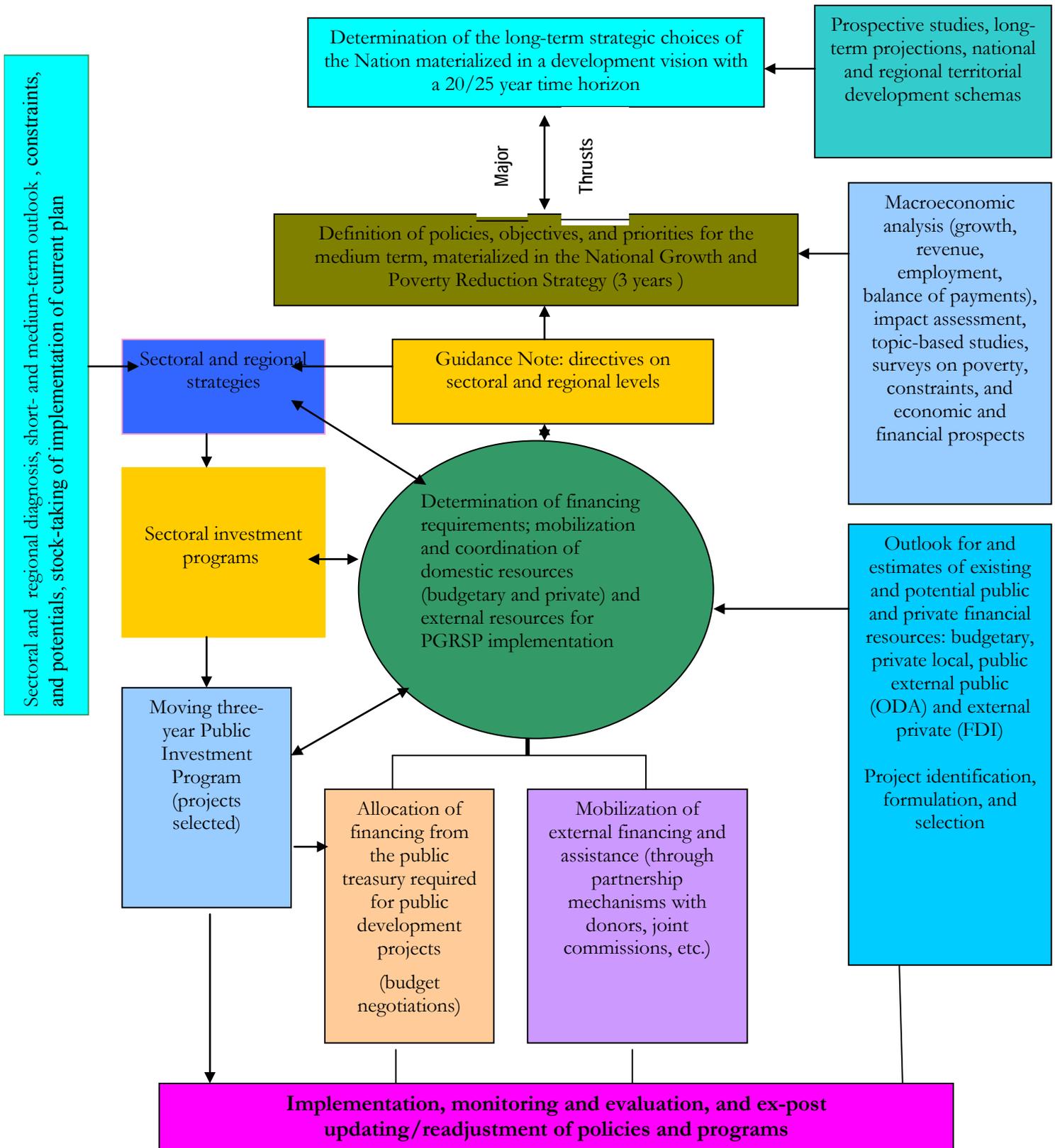
ANNEX I

English Translation of Official Original Document in French

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Schema of Overall Planning Framework in Haiti



MATRIX OF OBJECTIVES/SUMMARY OF ACTIONS MATRICES

PILLAR 1: GROWTH VECTORS

78,258,726,800

1.- AGRICULTURE AND RURAL DEVELOPMENT

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Promote modern, wealth-creating, and environmentally friendly agriculture, making it possible to achieve food security for all and improve the living conditions of farmers		17,880,000,000	
SPECIFIC OBJECTIVE 1: Build institutional capacities of the agricultural sector (See annexed PEMFAR)		300,000,000	
SPECIFIC OBJECTIVE 2: Promote sustainable agriculture and improved land tenure management		8,840,000,000	
SPECIFIC OBJECTIVE 3: Revitalize agricultural production		3,280,000,000	
SPECIFIC OBJECTIVE 4: Modernize basic agricultural infrastructures in rural areas		4,150,000,000	
SPECIFIC OBJECTIVE 5: Promote fisheries and aquaculture		195,000,000	
SPECIFIC OBJECTIVE 6: Promote the development of agroprocessing subsectors		450,000,000	
SPECIFIC OBJECTIVE 7: Promote a new marketing strategy		465,000,000	
SPECIFIC OBJECTIVE 8: Introduce agricultural production support infrastructures		200,000,000	

2.- TOURISM			
OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Make tourism a sustainable development lever of direct benefit to the population		1,402,590,000	
SPECIFIC OBJECTIVE 1: Ensure good governance in the sector		344,940,000	
SPECIFIC OBJECTIVE 2: Develop tourism that is broadly based territorially		1,057,650,000	

3.- COMMERCE AND INDUSTRY

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Make Commerce and Industry sustainable development levers of direct benefit to the population		416,373,000	
SPECIFIC OBJECTIVE 1: Impart new dynamism to the effort to provide incentives for private investment		95,000,000	
SPECIFIC OBJECTIVE 2: Promote regional economic integration		138,146,000	
SPECIFIC OBJECTIVE 3: Regain lost market shares		155,227,000	
SPECIFIC OBJECTIVE 4: Revitalize light industry		0	
SPECIFIC OBJECTIVE 5: Promote foreign and national direct investment		28,000,000	

4.INFRASTRUCTURE

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve the people's access to services and structuring infrastructure as a development vector	58,559,763,800	
TRANSPORT SUBSECTOR	34,244,763,800	
SPECIFIC OBJECTIVE 1: Build the institutional capacity of the sector (see annexed PEMFAR)		
SPECIFIC OBJECTIVE 2: Reconcile the trade-offs between regions and decentralization constraints	8,000,000,000	
SPECIFIC OBJECTIVE 3: Bring services closer to citizens and make essential services available to users threatened by exclusion	20,003,763,800	
SPECIFIC OBJECTIVE 4: Promote balanced and equitable development of the transport system	51,000,000	
SPECIFIC OBJECTIVE 5: Promote Haiti's integration into the Caribbean area and into international trade	6,190,000,000	
ELECTRICITY SUBSECTOR	24,037,000,000	
SPECIFIC OBJECTIVE 6: Improve oversight of investment and regulatory decisions	12,000,000	
SPECIFIC OBJECTIVE 7: Generate sufficient revenue to cover operating and investment expenditure	24,014,200,000	
SPECIFIC OBJECTIVE 8: Strengthen the partnership between the organizing authority and producers	10,800,000	
NATIONAL CONSTRUCTION AND PUBLIC WORKS LABORATORY (LNBTP) SUBSECTOR	278,000,000	
SPECIFIC OBJECTIVE 8: Strengthen the LNBTP (see annexed PEMFAR)	100,000,000	
SPECIFIC OBJECTIVE 9: Enhance research	178,000,000	

PILLAR 2: HUMAN DEVELOPMENT – PRIORITY ACCORDED TO BASIC SOCIAL SERVICES

33,037,555,925

1.- EDUCATION AND TRAINING

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve access to preschool and basic education and to vocational training		21,132,555,925	
SPECIFIC OBJECTIVE 1: Build the institutional capacities of the sector (see annexed PEMFAR)			
SPECIFIC OBJECTIVE 2: Reorganize the supply of schooling in favor of poor pupils		16,051,950,790	
SPECIFIC OBJECTIVE 3: Improve the quality of education by recertifying instructional personnel and school directors		1,545,250,000	
SPECIFIC OBJECTIVE 4: Organize adequate oversight of schools, students, and parents		2,775,000,000	
SPECIFIC OBJECTIVE 5: Improve the coordination of operators in the education sector		740,355,135	
SPECIFIC OBJECTIVE 6: Increase the public resources allocated to the education sector		20,000,000	

2.- HEALTH

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Promote a modern health system readily accessible by vulnerable groups		7,641,000,000	
SPECIFIC OBJECTIVE 1: Build the institutional capacities of the health sector (see annexed PEMFAR)			
SPECIFIC OBJECTIVE 2: Rehabilitate, construct, and upgrade health infrastructures		6,400,000,000	
SPECIFIC OBJECTIVE 3: Strengthen the Commune-Level Health Units		12,000,000	
SPECIFIC OBJECTIVE 4: Strengthen the assumption of care for priority diseases		300,000,000	
SPECIFIC OBJECTIVE 5: Improve waste management in hospital facilities		135,000,000	
SPECIFIC OBJECTIVE 6: Guarantee the public's access to essential drugs		78,000,000	
SPECIFIC OBJECTIVE 7: Reduce the maternal mortality rate		628,000,000	
SPECIFIC OBJECTIVE 8: Increase the prevalence of contraceptive use		88,000,000	

3.- DRINKING WATER AND SANITATION

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve access to hygiene and sanitation services and the supply of quality drinking water at the lowest cost to the community		4,264,000,000	
SPECIFIC OBJECTIVE 1: Restructure the MTPTC to enable it to take on the functions of regulating the sector (see annexed PEMFAR)		136,000,000	
SPECIFIC OBJECTIVE 2: Generate sufficient resources to cover operating and investment expenditure		60,000,000	
SPECIFIC OBJECTIVE 3: Provide basic services to the residents of shantytowns and low-income rural residents		4,068,000,000	

PILLAR 3: DEMOCRATIC GOVERNANCE – PRIORITY ACCORDED TO JUSTICE AND SECURITY

I.- JUSTICE

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Ensure an environment conducive to rapid and sustainable development through justice that is accessible, credible, efficient, and competent, and a civil status system enabling every citizen to have his or her own personal identity guarantee a legal existence	6,089,000,000	
SPECIFIC OBJECTIVE 1: Restructure and reorganize the MJSP to enable it to assume leadership in implementing the Strategic Plan for the Reform of Justice and to take on ownership of this reform process in harmony with legal stakeholders and civil society as special partners	750,000,000	
SPECIFIC OBJECTIVE 2: Strengthen the Judiciary Branch	880,000,000	
SPECIFIC OBJECTIVE 3: Facilitate access to and the efficiency of the courts	1,549,000,000	
SPECIFIC OBJECTIVE 4: Improve incarceration conditions and penitentiary management mechanisms	2,720,000,000	
SPECIFIC OBJECTIVE 5: Modernize legislation	190,000,000	

II.- SECURITY

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Ensure the security of persons, their property, and their production activities	5,027,000,000	
SPECIFIC OBJECTIVE 1: Combat rampant insecurity through bold actions	2,020,000,000	
SPECIFIC OBJECTIVE 2: Improve the image of the National Police	3,007,000,000	

III.- NEAR-AT-HAND GOVERNANCE

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Bring the Government closer to citizens through decentralization and deconcentration		1,219,600,000	
SPECIFIC OBJECTIVE 1: Strengthen the intervention capacities of the MICT and the MPCE		545,000,000	
SPECIFIC OBJECTIVE 2: Make the communes and <i>départments</i> into development stakeholders		538,000,000	
SPECIFIC OBJECTIVE 3: Enhance the financial capacities of the territorial governments		136,600,000	

TARGETED AND CROSS-CUTTING POLICIES AND STRATEGIES

1.- FOOD SECURITY

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve the integration and coordination of food policies and strategies making it possible to address the human right to food		93,000,000	
SPECIFIC OBJECTIVE 1: Define a framework conducive to strengthening food security and controlling its application		39,000,000	
SPECIFIC OBJECTIVE 2: Introduce cross-cutting mechanisms		12,000,000	
SPECIFIC OBJECTIVE 3: Build the <i>départements</i> ' capacities for intersectoral and interinstitutional integration		34,000,000	
SPECIFIC OBJECTIVE 4: Monitor food security and poverty		8,000,000	

2.- GENDER EQUITY

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Ensure the Observance of Women's Rights and the Application of Gender Mainstreaming in Public Policies		1,279,054,794.95	
SPECIFIC OBJECTIVE 1: Conceptualize, develop, and introduce a policy on equality of the sexes		7,088,484	
SPECIFIC OBJECTIVE 2: Enhance institutional capacities as regards the Gender sector		120,000,000	
SPECIFIC OBJECTIVE 3: Improve the status of women		647,196,577	
SPECIFIC OBJECTIVE 4: Promote and strengthen women's rights		143,699,696	
SPECIFIC OBJECTIVE 5: Promote the education and right to health of women and girls		286,549,276	
SPECIFIC OBJECTIVE 6: Reform judicial and legal procedures as regards the rights of women and equality between the sexes		28,300,199	
SPECIFIC OBJECTIVE 7: Educate and enhance the awareness of decision-makers and the public with a view to eliminating discrimination and sexism		46,220,562.80	

3.-ENVIRONMENT

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve environmental management with a view to contributing to sustainable growth while ensuring the economic and social security of the poor and the security of the ecosystems that support life		5,582,000,000	
SPECIFIC OBJECTIVE 1:- Improve environmental governance		40,000,000	
SPECIFIC OBJECTIVE 2: Reduce the environmental vulnerability of the poor to natural disasters and risks, and adapt to climate change		744,000,000	
SPECIFIC OBJECTIVE 3: Improve the environmental management of the cities		40,000,000	
SPECIFIC OBJECTIVE 4: Ensure integrated management of water resources		120,000,000	
SPECIFIC OBJECTIVE 5: Balance the supply of and demand for wood		3,360,000,000	
SPECIFIC OBJECTIVE 6: Combat soil degradation and sustainably manage biodiversity		358,000,000	
SPECIFIC OBJECTIVE 7: Combat pollution in all its forms		280,000,000	
SPECIFIC OBJECTIVE 8: Monitor and conduct oversight of the environment		320,000,000	
SPECIFIC OBJECTIVE 9: Make the environment a center for attracting investment and creating business opportunities		320,000,000	

4.- SOCIAL PROTECTION

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Reduce exclusion and enhance social protection	1,518,000,000	
SPECIFIC OBJECTIVE 1: Build the institutional capacities of the MAST	20,000,000	
SPECIFIC OBJECTIVE 2: Socially and economically integrate the disabled	430,000,000	
SPECIFIC OBJECTIVE 3: Support and supervise services for the elderly	285,000,000	
SPECIFIC OBJECTIVE 4: Supervise adolescents, the deported, and young adults at risk	783,000,000	

5.- CULTURE AND COMMUNICATION

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Make culture and communication the backbone of Haiti's economic and social development	1,752,020,000	
SPECIFIC OBJECTIVE 1: Build the institutional capacities of the culture and communication sector	897,500,000	
SPECIFIC OBJECTIVE 2: Protect and enhance the value of the national patrimony	774,120,000	
SPECIFIC OBJECTIVE 3: Promote artistic, literary, and artisanal production	80,400,000	

6.- URBAN DEVELOPMENT

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Contribute to sustainable urban development and poverty reduction by: (1) preparing and supporting the implementation of development and rehabilitation plans for at-risk neighborhoods; (2) controlling urban growth and developing adequate tools; and (3) building the capacities of the authorities and beneficiary communities	1,596,000,000	
SPECIFIC OBJECTIVE 1: Make local governance operational and effective	648,000,000	
SPECIFIC OBJECTIVE 2: Urbanize the cities by improving marginal housing areas	624,000,000	
SPECIFIC OBJECTIVE 3: Strengthen the participatory process in rehabilitating marginal housing	204,000,000	
SPECIFIC OBJECTIVE 4: Seek financing for grassroots projects	120,000,000	

7.- TERRITORIAL DEVELOPMENT

OBJECTIVES	2007-2010	PARTNERS
OVERALL OBJECTIVE: Contribute to the reconstruction of the national territory as a means of ultimately achieving Haiti's balanced and sustainable development	15,765,000,000	
SPECIFIC OBJECTIVE 1: Introduce the strategic and normative national development framework	1,565,000,000	
SPECIFIC OBJECTIVE 2: Impart new dynamism to the regions	14,200,000,000	

8: RISKS AND DISASTERS

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve the intervention capacities of the SNGRD by strengthening the DPC, the SPGRD, and the territorial civil protection structures		69,800,000	
SPECIFIC OBJECTIVE 1: Strengthen the action capacities of the DPC and the SPGRD		44,300,000	
SPECIFIC OBJECTIVE 2: Strengthen the intervention capacities of the civil protection structures on the ground		25,500,000	

9.- STATE CAPACITY BUILDING

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Build institutional capacities		3,129,200,000	
SPECIFIC OBJECTIVE 1: Continue the reform of the State's Central Administration		129,200,000	
SPECIFIC OBJECTIVE 2: Introduce the new civil service system		328,300,000	
SPECIFIC OBJECTIVE 3: Initiate the effective deconcentration of public services		178,500,000	
SPECIFIC OBJECTIVE 4: Launch the decentralization process		274,200,000	
SPECIFIC OBJECTIVE 5: Modernize the physical framework for public services		2,219,000,000	

10- GENERAL FRAMEWORK FOR SUPPORTING THE PRIVATE SECTOR

OBJECTIVES		2007-2010	PARTNERS
OVERALL OBJECTIVE: Improve the business climate		110,300,000	
SPECIFIC OBJECTIVE 1: Upgrade the legal framework for economic activity and the development of the market economy		23,000,000	
SPECIFIC OBJECTIVE 2: Strengthen the institutions guaranteeing private initiative, business freedom, the market economy, and competitiveness		87,300,000	

SUMMARY

PILLAR 1: GROWTH VECTORS	78,258,726,800	51%
PILLAR 2: HUMAN DEVELOPMENT – PRIORITY ACCORDED TO BASIC SOCIAL SERVICES	33,037,555,925	21%
PILLAR 3: DEMOCRATIC GOVERNANCE – PRIORITY ACCORDED TO JUSTICE AND SECURITY	12,335,600,000	8%
TARGETED AND CROSS-CUTTING POLICIES AND STRATEGIES	30,894,374,795	20%
TOTAL	154,526,257,520 \$3,863,156,438	100%

MATRIX OF OBJECTIVES OF PUBLIC FINANCES REFORMS

GENERAL OBJECTIVE: REFORM THE HAITIAN PUBLIC FINANCES		2007-2010	PARTNERS
SPECIFIC OBJECTIVE 1: Strengthen links between resource allocations and Government priorities identified in the DNSCRP and sectoral strategy	N.A.	N.A.	
SPECIFIC OBJECTIVE 2: Improve budget execution	N.A.	N.A.	
SPECIFIC OBJECTIVE 3: Improving transparency of budget information	N.A.	N.A.	
SPECIFIC OBJECTIVE 4: Gradually integrating gradually expenditure financed by external resources in the sector budget	N.A.	N.A.	
SPECIFIC OBJECTIVE 5: Evaluate the impact of budgetary expenditure and monitor the budget results	N.A.	N.A.	

N.A.: Information Not Available

ECONOMIC ACCOUNTS TABLES

Gross Domestic Product Account (in millions of Gourdes at constant prices)	<u>Projections</u>									
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
GDP	94 028	119 758	140 387	168 034	200 456	225 052	256 096	286 316	315 634	345 298
Imports	33 548	57 326	61 432	68 610	86 255	83 227	92 437	108 040	125 325	139 110
Resources	127 576	177 084	201 819	236 644	286 711	308 279	348 533	394 356	440 959	484 408
Consumption	92 140	121 378	143 162	167 291	200 186	224 675	250 658	280 737	308 250	334 143
Investment	23 570	36 758	38 386	46 072	57 861	69 896	81 918	95 189	111 276	125 853
Exports	11 866	18 948	20 271	23 281	28 664	13 708	15 956	18 430	21 434	24 413
Uses	127 576	177 084	201 819	236 644	286 711	308 279	348 533	394 356	440 959	484 408

Gross Domestic Product Account (in millions of Gourdes at 1986-1987 prices)	<u>Projections</u>									
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
GDP	12 968	13 015	12 557	12 783	13 079	13 469	13 967	14 526	15 107	15 711
Imports	14 757	15 225	15 063	15 449	16 160	17 219	17 673	18 727	19 637	20 051
Resources	27 725	28 240	27 620	28 232	29 239	30 688	31 640	33 253	34 744	35 762
Consumption	20 514	20 691	19 921	20 359	21 162	21 882	22 253	23 185	23 792	24 103
Investment	4 390	4 526	4 381	4 443	4 541	4 922	5 126	5 262	5 470	5 538
Exports	2 821	3 023	3 318	3 430	3 536	3 885	4 261	4 806	5 482	6 121
Uses	27 725	28 240	27 620	28 232	29 239	30 688	31 640	33 253	34 744	35 762

Real GDP growth rate	-0.3%	0.4%	-3.5%	1.8%	2.3%	3.0%	3.7%	4.0%	4.0%	4.0%
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Summary of Central Administration Financial Operations (in millions of Gourdes)	Projections									
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Total revenue	7 828	10 748	12 606	16 255	20 109	23 196	29 942	34 339	39 295	45 453
Total revenue	7 828	10 748	12 606	16 255	20 109	23 196	29 942	34 339	39 295	45 453
Current revenue	7 826	10 748	12 606	16 255	20 109	23 196	29 942	34 339	39 295	45 453
Domestic revenue	5 757	7 979	9 095	11 980	14 010	16 368	20 682	23 626	28 329	32 769
Customs receipts	2 069	2 769	3 511	4 275	6 099	6 828	9 260	10 713	10 966	12 684
Other current revenue	2	0								
Total expenditure	10 978	14 870	15 644	16 968	21 283	21 886	32 788	39 647	44 876	52 334
Current revenues	9 070	10 843	11 171	14 854	18 563	15 845	26 564	31 651	34 674	39 386
Wages and salaries	3 480	3 869	4 131	5 699	6 471	8 087	12 617	14 430	15 564	17 870
Current expenditure	4 270	4 475	4 582	4 151	4 862	1 165	7 515	9 563	11 372	13 183
Subsidies and transfers	768	1 446	1 166	3 992	5 552	5 329	5 607	6 099	6 002	6 591
Interest payments	552	1 053	1 292	1 012	1 678	1 264	825	1 559	1 737	1 741
Investment expenditure	1 908	4 027	4 473	2 114	2 720	6 041	6 224	7 996	10 201	12 948
Current balance	-1 244	- 95	1 435	1 401	1 546	7 351	-2 175	4 175	6 223	8 032
Overall balance	-3 150	-4 122	-3 038	- 713	-1 174	1 310	-2 846	-5 308	-5 581	-6 881
Financing	3 150	4 122	3 038	713	1 174	-1 310	2 846	5 308	5 581	6 881
Domestic financing	3 311	3 384	3 049	- 126	- 167	-1 758	- 410	- 910	- 910	- 910
Monetary authorities	2 897	3 645	2 903	6	- 334	-1 129	0	0	0	0
Commercial banks	- 42	9	59	- 47	119	- 68	- 410	- 410	- 410	- 410
Other	456	- 270	87	- 85	48	- 561	0	- 500	- 500	- 500
External financing	- 161	738	- 11	839	1 341	448	3 256	-1 759	-1 759	-1 759
Of which: Budgetary support						- 950	1 311	2 053	4 216	4 579
Grants							3 607
Drawings							720
Paris Club rescheduling							129	0	0	0
HIPC Initiative							531	864	0	0
Financing gap								7 977	8 250	9 550
Financing gap (US\$)								222	229	265

Haiti: Summary Balance of Payments (in millions of U.S. dollars)	Projections									
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Current transactions account	- 30	- 46	- 57	114	- 1	67	- 12	- 222	- 267	- 307
Current transactions account (excluding grants)	- 165	- 183	- 157	- 214	- 381	- 361	- 460	- 572	- 755	- 823
Trade balance	- 708	- 783	- 833	- 850	- 1 054	- 1 086	- 1 231	- 1 392	- 1 516	- 1 602
Exports of goods	274	333	378	459	494	553	698	786	875	963
Of which: exports of assembly industry	221	278	320	397	435	491	631	713	795	877
Imports of goods	- 983	- 1 116	- 1 211	- 1 308	- 1 548	- 1 640	- 1 929	- 2 178	- 2 391	- 2 564
Of which: petroleum products	- 157	- 196	- 218	- 313	- 397	- 400	- 450	- 467	- 473	- 486
Net services	- 93	- 166	- 204	- 313	- 336	- 357	- 400	- 414	- 561	- 632
Credit	164	135	133	138	197	230	290	366	295	286
Debit	- 256	- 301	- 337	- 452	- 533	- 587	- 690	- 780	- 856	- 918
Net revenue	- 13	- 16	- 12	- 37	7	1	- 4	2	12	22
Current transfers, net	784	918	993	1 313	1 382	1 509	1 623	1 582	1 797	1 905
Official transfers, net	135	137	100	328	380	428	448	350	488	516
Private transfers, net	649	781	893	985	1 002	1 081	1 175	1 232	1 309	1 389
Capital account and financial operations account	- 42	27	89	- 58	88	90	89	93	141	144
Foreign direct investment	5	14	6	26	160	80	80	80	80	80
Net capital flows to public sector	- 25	- 3	- 10	31	51	23	43	50	98	103
Net flows from banking sector	3	- 47	29	- 76	- 83	- 13	- 34	- 37	- 38	- 39
Errors and omissions, net	- 25	63	65	- 40	- 39	0	0	0	0	0
Overall balance	- 72	- 19	33	56	88	157	77	- 129	- 127	- 163
Financing	72	19	- 33	- 56	- 88	- 157	- 77	- 93	- 102	- 103
Change in reserve assets	49	21	- 51	- 22	- 107	- 199	- 118	- 124	- 114	- 103
Change in liabilities	- 8	- 11	- 2	9	10	21	23	23	12	0
Change in arrears	31	9	20	- 43	9	- 45	0	0	0	0
Other (incl. debt rescheduling and HIPC Initiative)	0	0	0	0	0	67	18	8	0	0
Financing gap	0	0	0	0	0	0	0	222	229	265

Monetary Survey (in millions of Gourdes)	Projections									
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Net foreign assets	8 421	13 475	12 683	18 630	24 000	30 493	35 866	41 660	47 775	54 147
Net domestic assets	28 808	38 553	44 078	49 660	51 091	51 895	54 737	59 016	63 503	67 771
Credit to public sector (excl. special accounts)	15 229	18 700	21 097	21 159	20 118	20 118	20 118	20 118	20 118	20 118
Credit to Central Administration	15 219	18 611	21 401	21 322	20 570	20 124	20 124	20 124	20 124	20 124
Other credit to public sector	10	89	- 303	- 163	- 452	- 6	- 6	- 6	- 6	- 6
Credit to private sector	14 512	19 365	21 142	25 609	27 019	28 399	31 241	35 520	39 778	43 845
Other items, net (incl. special accounts)	- 932	488	1 839	2 892	3 955	3 378	3 378	3 378	3 607	3 808
M3 Aggregate – Broad money	37 229	52 028	56 761	68 290	75 091	82 388	90 602	100 677	111 278	121 918
Currency in circulation	6 652	8 443	8 685	10 547	11 159	12 018	12 982	14 285	15 630	16 905
Deposits	30 576	43 585	48 076	57 743	63 932	70 370	77 621	86 391	95 648	105 013
Deposits in Gourdes	16 810	21 903	25 824	28 292	31 533	33 962	36 685	40 369	44 168	47 773
Deposits in Dollars	13 766	21 683	22 252	29 451	32 399	36 408	40 936	46 022	51 480	57 241

COSTS TABLE BY PILLAR AND STRATEGY

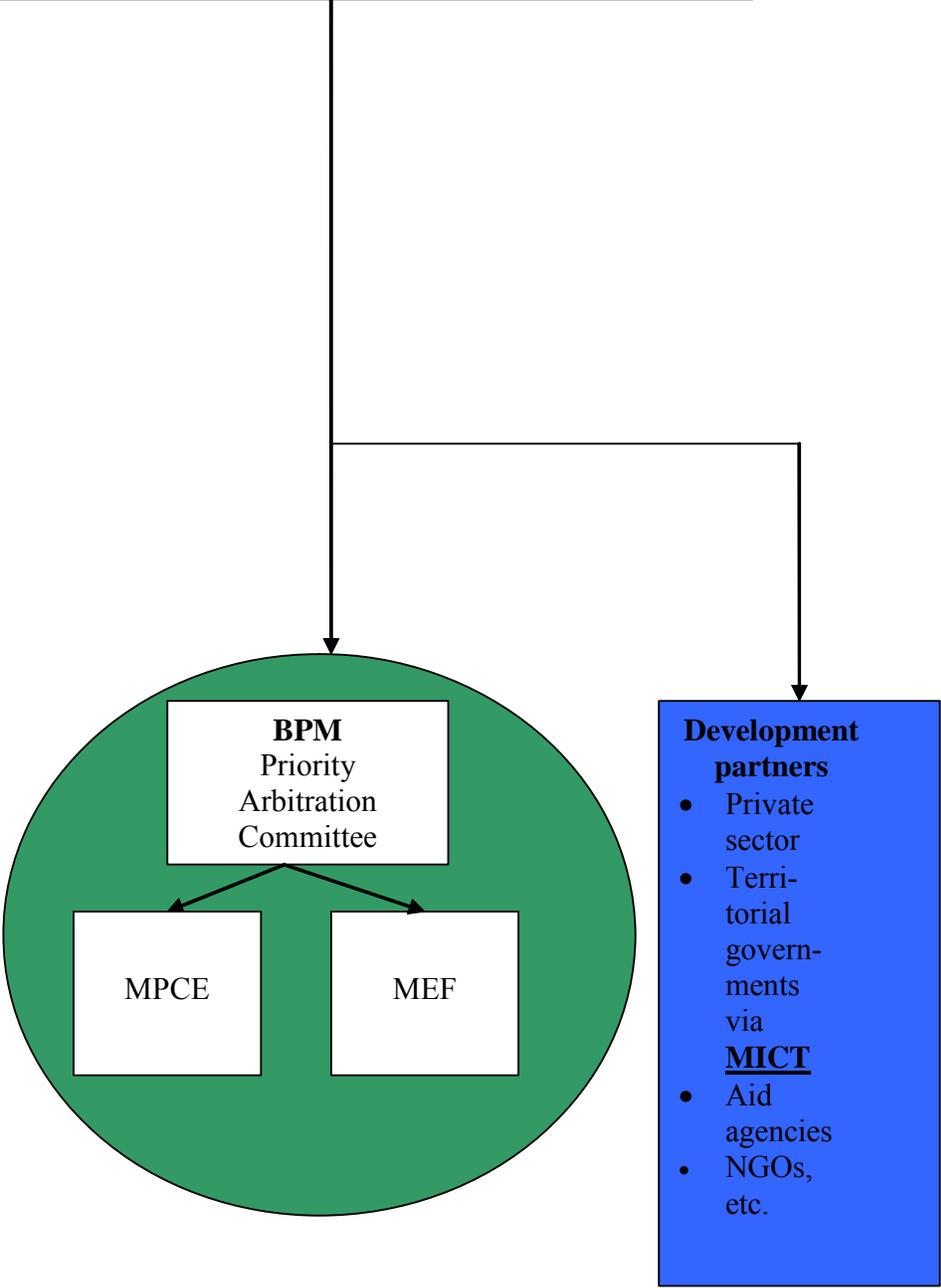
COSTS TABLE BY PILLAR AND STRATEGY

PILLAR	DSNCRP	PIP 2007-2008	FINANCING TO BE SOUGHT
	3 YEARS	1 YEAR	2 YEARS
PILLAR 1: GROWTH VECTORS			
AGRICULTURE	17,880,000,000	2,261,222,620	15,618,777,380
TOURISM	1,402,590,000	72,000,000	1,330,590,000
COMMERCE AND INDUSTRY	416,373,000	258,141,600	158,231,400
INFRASTRUCTURE	58,559,763,800	20,174,479,981	38,385,283,819
TOTAL PILLAR 1	78,258,726,800	22,765,844,201	55,492,882,599
PILLAR 2: HUMAN DEVELOPMENT – PRIORITY ACCORDED TO BASIC SOCIAL SERVICES			
EDUCATION AND TRAINING	21,132,555,925	1,342,996,776	19,789,559,149
HEALTH	7,641,000,000	264,237,896	7,376,762,104
WATER AND SANITATION	4,264,000,000	4,026,938,290	237,061,710
TOTAL PILLAR 2	33,037,555,925	5,634,172,962	27,403,382,963
PILLAR 3: DEMOCRATIC GOVERNANCE – PRIORITY ACCORDED TO JUSTICE AND SECURITY			
JUSTICE	6,089,000,000	2,400,000,000	3,689,000,000
SECURITY	5,027,000,000	602,515,456	4,424,584,544
NEAR-AT-HAND GOVERNANCE	1,219,600,000	68,000,000	1,151,600,000
TOTAL PILLAR 3	12,335,600,000	3,070,515,456	9,265,084,544
TARGETED AND CROSS-CUTTING POLICIES AND STRATEGIES			
FOOD SECURITY	93,000,000	42,000,000	51,000,000

GENDER EQUITY	1,279,054,795	41,000,000	1,238,054,795
ENVIRONMENT	5,582,000,000	1,367,889,304	4,214,110,696
SOCIAL PROTECTION	1,518,000,000	95,000,000	1,423,000,000
CULTURE AND COMMUNICATION	1,752,020,000	108,320,000	1,643,700,000
URBAN DEVELOPMENT	1,596,000,000	N.A.	1,596,000,000
TERRITORIAL DEVELOPMENT	15,765,000,000	5,173,106,895	10,591,893,105
RISKS AND DISASTERS	69,800,000	329,750,134	(259,950,134)
STATE CAPACITY BUILDING	3,129,200,000	N.A.	
INCENTIVE FRAMEWORK FOR SUPPORT OF PRIVATE SECTOR	110,300,000	N.A.	
TOTAL CROSS-CUTTING POLICIES AND STRATEGIES	30,894,374,795	7,157,066,333	20,497,808,462
TOTAL	154,526,257,520	38,627,598,953	115,889,658,567
	\$3,863,156,438		

SCHEMA OF INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION AND MONITORING

Office of the President of the Republic
National Investment Commission
(CNI)



MONITORING INDICATORS TABLES

Table 1: CORE INDICATORS BY OBJECTIVE

OBJECTIVE	INDICATOR	Type of indicator	Frequency	Data source	
Lay the groundwork for good economic governance and modernization of the State				Specific breakdown; Survey of users of public services; CWIQ; Transparency International	
	Rule of law indicator	Performance	Short-term		
	Corruption perception index	Performance	Short-term		
	Representation of women at various levels (elective and appointed offices)	Performance	Short-term		
	Proportion of official development assistance (ODA) devoted to priority sectors	Performance	Short-term		
	Public expenditure committed as % of GDP	Input	Short-term		
Introduce a decentralized and participatory partnership with a view to facilitating territorial governments' access to investment resources while building managerial capacities at the local level				CWIQ; 123 Survey; ECVH; Environmental statistics	
		Public expenditure committed as % of GDP	Input		Short-term
		Index ranking communes in respect of basic socio-economic infrastructures	Impact		Long-term
		Proportion of managed forest zones	Impact		Long-term
		Percentage of households using solid fuels (wood and charcoal)	Performance		Short-term
Renewed economic growth				IHSI, BRH, and MEF	
		Exports/GDP ratio	Performance		Short-term
		Foreign domestic investment growth rate	Performance		Short-term
		Ranking of investment climate	Performance		Short-term
	Average cost of creating a new business	Performance	Short-term		

Substantially rebuild the human capital stock				Annual survey of basic socioeconomic infrastructure; CWIQ; 123 Survey; EMMUS; ECVH
	Public expenditure committed as % of GDP	Input	Short-term	
	Prevalence rate of modern contraceptive use	Performance	Short-term	
	Percentage of Commune-level Health Units (UCS) offering a minimum package of services	Performance	Short-term	
	Infant/child mortality rate	Impact	Long-term	
	Proportion of women receiving a prenatal consultation	Performance	Short-term	
	Proportion of population with sustained access to basic drugs at an affordable cost	Performance	Short-term	
	Gross enrollment ratio, secondary school	Performance	Short-term	
	Percentage of students passing official examinations	Performance	Short-term	
	Index of access to running water	Outcome	Short-term	
Index of access to basic sanitation services	Outcome	Short-term		

Table 2: CORE PERFORMANCE INDICATORS

Area of action	Indicator	Type of indicator	Frequency	Data source
Income poverty	Proportion of population living on less than one PPP dollar per day at the national level (incidence of extreme poverty)	Impact	Long-term	ECVH; EBCM; UNDP
	Proportion of population living on less than two PPP dollars per day at the national level (incidence of poverty)	Impact	Long-term	
Education	Education budget as % of total State budget	Input	Short-term	State Budget; Ministry of Education; State Secretariat for Literacy Training
	Gross enrollment ratio, primary school	Performance	Medium-term	
	Adult literacy rate, both sexes	Performance	Medium-term	
Health	Health budget as % of total State budget	Input	Short-term	State Budget; MSPP, and EMMUS
	Maternal mortality rate per 100,000 live births (per 10,000)	Impact	Medium-term	
	Infant mortality rate (per mil)	Impact	Medium-term	
Environment, Water, Sanitation, and Infrastructure	Share of budget devoted to basic infrastructure	Input	Short-term	EBCM; MTPTC, CAMEP
	Proportion of population with access to drinking water (urban and rural areas)	Outcome	Medium-term	
	Kilometers of roads built	Outcome	Short-term	
Agriculture	Share of budget allocated to agriculture	Input	Short-term	IHSI; MADRN
	Weight of agriculture in GDP	Performance	Medium-term	

Decentralization	% of public expenditure at subnational government level	Input	Short-term	Ministry of the Interior and Territorial Government
	Quantity of public services provided by subnational governments	Outcome	Short-term	
Employment	Number of permanent jobs created	Performance	Medium-term	123 Survey
Participation of women	Girl/boy (female/male) ratio in primary, secondary, and higher education	Performance	Medium-term	Ministry of Education
	% of women entrepreneurs	Performance	Medium-term	
Governance/ Corruption	Share of annual budget for Justice by comparison with State budget	Input	Short-term	PNH; Transparency International; State Budgets; World Bank
	Number of corruption cases sanctioned by law	Performance	Short-term	
Macroeconomy	Annual GDP growth rate	Performance	Short-term	IHSI; MEF; BRH
	Real interest rate	Climate	Short-term	
	Private investment rate	Performance	Short-term	
	Public investment rate	Performance	Short-term	

ANNEX II

Detailed Matrix of Policy Actions of DSNCRP

English Translation of Official Original Document in French

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)						
PILLAR 1. VECTORS OF GROWTH						
1. AGRICULTURE AND RURAL DEVELOPMENT						
GENERAL OBJECTIVE: To promote the modern practice of agriculture as a creator of wealth and respecter of the environment, with the aim of achieving food security for all and improving the standard of living of farmers						
Actions	Amount	Source	Output indicators	Outcome indicators	Executing agency	
SPECIFIC OBJECTIVE 1: To strengthen the institutional capacity of the agricultural sector (see attached PEMFAR)						
Capacity building	300,000,000					
Subtotal - Objective 1	300,000,000					
SPECIFIC OBJECTIVE 2: To promote sustainable agriculture and improved land management						
Rehabilitation and protection of watersheds, and improvement of land management	8,000,000,000		Improved and protected water sources and drainage basins with better plant cover / Protected economic support infrastructure // Lower mortality	High-priority watersheds rehabilitated and protected	Ministry of Agriculture, Natural Resources, and Rural Development (MARNDR)	
Elaboration of a management plan for each of 13 high-priority watersheds	23,000,000		Reduced flood risk	13 management plans for high-priority watersheds completed	MARNDR	
Strengthening of security of land tenure, reduction of absentee landownership, and search for land uses that will ensure sustainable development	5,000,000		Reallocation and improved management of arable land	Instituting of a system for monitoring and evaluating arable land	MARNDR	
Development of an agricultural management plan based on risk mapping	10,000,000		Control and reduction of risk	Agricultural management plan completed	MARNDR	
Dredging and reprofiling of high-priority riverbeds and major drainage canals	800,000,000		Increased volumes of water available for irrigation	Dredging and reprofiling of riverbeds and canals completed	MARNDR	
Development of a framework for the management of the agricultural sector	1,000,000		Improved management for development of the agricultural sector	Five- and ten-year framework legislation for the agricultural sector developed and disseminated	MARNDR	
Development of an agricultural land reform scheme	1,000,000		Settlement of land disputes	Draft legislation prepared	MARNDR	
Subtotal - Objective 2	8,840,000,000					
SPECIFIC OBJECTIVE 3: To relaunch agricultural production						
Promotion of different categories of agricultural production	1,400,000,000		Establishment of an information and reference center concerned with agriculture and categories of agricultural production	Producers' associations set up, concerned with different categories of agricultural production	MARNDR	
Provision of fresh capital to rural dwellers	1,500,000,000		Increased lending to rural dwellers	A rural and farm credit institution established	MARNDR and the Office of the Prime Minister	
Promotion of livestock raising	300,000,000		Increased incomes for rural dwellers	Agricultural production developed in the area of livestock raising	MARNDR	
Development and implementation of a health protection system	80,000,000		Expansion of programs to combat plant and animal pests and diseases	Plant and animal health control network set up and operational	MARNDR	
Subtotal - Objective 3	3,280,000,000					

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)

PILLAR 1. VECTORS OF GROWTH

SPECIFIC OBJECTIVE 4: To modernize basic agricultural infrastructure in rural areas

Actions	Fiscal years	Amount of resources	Source	Output indicators	Outcome indicators	Executing agency
Rehabilitation and upgrading of water infrastructure	2007 to 2010	2,700,000,000		Maximum exploitation of irrigation systems	Existing irrigation systems rehabilitated and upgraded, and new systems built /	MARNDR
Upgrading of water storage infrastructure	2007 and 2008	1,000,000,000		Reduction of water shortfall	Establishment of catchment ponds and cisterns	MARNDR
Identification of target areas for installing cisterns	2007 to 2010					MARNDR
Rehabilitation of roads in farm areas	2007 to 2010	150,000,000		Improved means of getting products to market, and lower transport costs	Farm roads built	MARNDR
Upgrading of basic agricultural infrastructure in rural areas	2007 to 2010	300,000,000		Improvement of living conditions in rural areas	Community-based support structures for farm infrastructure operational	MARNDR
Subtotal - Objective 4		4,150,000,000				

SPECIFIC OBJECTIVE 5: To promote fishing and aquaculture

Actions	Fiscal years	Amount of resources	Source	Output indicators	Outcome indicators	Executing agency
Development of maritime fishing	2007 to 2010	180,000,000		Promotion and strengthening of fishermen's cooperatives and associations	Preferential granting of credit for the purchase of tools and equipment	MARNDR
Development of aquaculture	2007 to 2010	15,000,000		Diversification of sources of income in rural areas / Improvement in diet	Increased production; greater access to high-protein foods	MARNDR
Subtotal - Objective 5		195,000,000				

SPECIFIC OBJECTIVE 6: To encourage the development of agricultural and food-processing industries

Actions	Fiscal years	Amount of resources	Source	Output indicators	Outcome indicators	Executing agency
Training in food science and food technology	2007 to 2010	50,000,000		Facilities established for setting up farms, agricultural enterprises, and processing firms	Entrepreneurs trained in setting up farms, agricultural enterprises, and processing firms	MARNDR
Promotion of small and medium-sized enterprises for processing agricultural products in rural and urban areas	2007 to 2010	400,000,000		Value assessment of processed agricultural products	Processing and preserving entities created	MARNDR
Subtotal - Objective 6		450,000,000				

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)						
PILLAR 1. VECTORS OF GROWTH						
SPECIFIC OBJECTIVE 7: To promote a new marketing strategy						
Setting up and organization of marketing channels for agricultural products	2007 to 2010	300,000,000	Higher incomes for producers	Greater availability of agricultural products on the market	MARNDR	
Development of a business information system to keep producers better informed of price changes on both the domestic and international markets	2007 to 2010	15,000,000	Better price information in the hands of producers	A business information and communication system developed and implemented	MARNDR	
Improvement and standardization of high-end products, to position us better on both the domestic and international markets	2007 to 2010	15,000,000	Improved position of the country on international markets	Quality of Haiti's products improved	MARNDR	
Development and implementation of a formal framework of regulations and standards for agricultural products, consistent with the regulations and standards of international markets	2007 to 2010	15,000,000	Certification of the Haitian national laboratory by international authorities	Operating capacity of the Haitian national laboratory strengthened	MARNDR	
Granting of loans (especially to women) for marketing agricultural products	2007 to 2010	120,000,000	Raising families' living standards	Better cash flow	MARNDR	
Subtotal - Objective 7		465,000,000				
SPECIFIC OBJECTIVE 8: To establish infrastructure to support agricultural production						
Promotion of research and training in the area of agriculture	2007 to 2010	120,000,000	Active involvement on the part of university institutions in research and training	Research and training centers reestablished and given new impetus	MARNDR	
Relaunching of the government's agricultural extension services	2007 to 2010	80,000,000	Generation of new techniques, and response to producers' needs	Information and reference centers on food crops and fruits rehabilitated	MARNDR	
Subtotal - Objective 8		200,000,000				
DSNCRP TOTAL - AGRICULTURE		17,880,000,000				

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)									
PILLAR 1. VECTORS OF GROWTH									
2. TOURISM									
GENERAL OBJECTIVE: To make tourism an engine of sustainable development, for the direct benefit of the general population									
SPECIFIC OBJECTIVE 1: To provide for good governance in the sector									
Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency			
		Amount	Source						
Establishment of Tourist Reception Centers and regional tourism offices	2007 to 2010	296,940,000		Better coordination of tourism activities	Regional offices established and operational	Ministry of Tourism (MT)			
Strengthening of the public-private partnership / international cooperation					Partnership established	MT			
Setting up of regional bureaux		88,000,000			Regional bureaux set up	MT			
Upgrading of the information management system / New information and communication technologies (NICTs)				Improved access to information	Database operational				
Subtotal - Objective 1		344,940,000							
SPECIFIC OBJECTIVE 2: To develop tourism across a broad area									
Obtaining of maximum benefit from the four zones identified in the Tourism Master Plan (PDT) by giving them priority for investment	2007 to 2009	807,650,000		Development of the zones / Strengthening of tourism activities	Infrastructure and services linked to tourism	MT			
Tourist promotion activities focusing on destinations in the local vicinity	2007 to 2010	50,000,000		Tourism activities developed	Number of jobs created				
Tourist promotion activities focusing on Haitian expatriates	2007 to 2010	50,000,000		Promotion of Haitian culture	Income generated	MT			
					Number of tourists visiting destinations in the local vicinity				
					Number of tourists visiting the country				
					Number of direct and indirect jobs	MT			
					Income generated				
					Amount of foreign-exchange income derived from tourism				
Fostering of a tourism development impetus on a regional, decentralized basis	2007 to 2009	50,000,000		Having the general population receive its share of the benefits resulting from the development of tourism	Number of visitors to different regions	MT			
Development of a system to support tourism activities of a local nature: local crafts, local dishes, accommodations, guided tours	2007 to 2010	100,000,000		Development of activities linked to tourism	Jobs created	MT			
				Wealth creation	Income generated				
					Number of tourists				
Subtotal - Objective 2		1,057,650,000							
DSNCRP TOTAL - TOURISM		1,402,590,000							

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)						
PILLAR 1. VECTORS OF GROWTH						
3. TRADE, COMMERCE, AND INDUSTRY						
GENERAL OBJECTIVE: To make trade, commerce and industry engines of sustainable development, for the direct benefit of the general population						
SPECIFIC OBJECTIVE 1: To give impetus to efforts to encourage private investment						
Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency
		Amount	Source			
Investment facilitation		60,000,000		Simplification of the procedure for setting up a company	Number of applications processed	Ministry of Trade, Commerce, and Industry (MCI) / Investment Facilitation Center (CFI)
Development and implementation of a national investment strategy		20,000,000		Simplification of procedures for processing applications for incentives Relaunching of activities	Frame of reference drafted	MCI / CFI / Ministry of Planning and External Cooperation (MPCE) / Ministry of Economy and Finance (MEF)
Implementation of an economic and commercial information system		15,000,000		Better decision-making	An operational information system	MCI / CFI
Subtotal - Objective 1		95,000,000				
SPECIFIC OBJECTIVE 2: To promote regional economic integration						
Establishment of agencies to support production and promotion efforts		138,146,000		Development and promotion of domestic production of goods and services	Joint agencies established	MCI
Implementation of the integrated framework				Strengthening and giving of impetus to commercial activities	Commercial Code revised Fruits and vegetables subsector developed	MCI MCI
Subtotal - Objective 2		138,146,000				
SPECIFIC OBJECTIVE 3: To regain lost market share						
Investment promotion		50,000,000		Better positioning of Haiti in the world marketplace	Level of investment	MCI
				Market share recovered at the local level	Improved trade balance	
				New markets conquered		
				GDP strengthened		
Diversification of exports		105,227,000		Improved trade balance	Level of exports Trade balance Amount of tax revenues	MCI
Subtotal - Objective 3		155,227,000				

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)									
PILLAR 1. VECTORS OF GROWTH									
SPECIFIC OBJECTIVE 4: To relaunch light industry									
Implementation of mechanisms for the HOPE Act									
				Technical and institutional strengthening of the MCI	HOPE Act visa system documented	MCI			
				Stimulation of demand directed to Haiti	A sound management structure for visa issuance put in place				
				Investments mobilized	Joint committee for HOPE Act implementation set up				
					Number of jobs created				
Subtotal - Objective 4									
SPECIFIC OBJECTIVE 5: To promote direct investment by foreign and domestic investors									
Actions	Fiscal years	Amount	Resources	Output indicators	Outcome indicators	Executing agency			
			Source						
Operationalization of the information and appropriate technology system (CFI - Free Zone Directorate)		8,000,000		Ratio of free zone licenses and operational status	Information system operational				
				Jobs created					MCI
Promotion of free zone enterprises		12,000,000		Improved production	Number of permits for free zone enterprises				MCI
				Wealth creation	SME criteria defined				
					Types of incentives defined				
Giving of impetus to SMEs					Targeted subsectors identified				
Subtotal - Objective 5		28,000,000			Number of permits issued				MCI
DSNCRP TOTAL - TRADE, COMMERCE, AND INDUSTRY		416,373,000							

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)			
PILLAR 1. VECTORS OF GROWTH			
4. INFRASTRUCTURE			
GENERAL OBJECTIVE: To improve the general population's access to basic services and infrastructure as a vector of development			
TRANSPORT SECTOR			
SPECIFIC OBJECTIVE 1: To strengthen the sector's institutional capacity (see attached PEMFAR)			
SPECIFIC OBJECTIVE 2: To reconcile trade-offs between regions, and constraints associated with decentralization			
Actions to combat poverty: Rehabilitation of urban and rural roads	8,000,000,000	Rural and urban areas brought closer together	Urban roads rehabilitated (km)
		Transport links for people and goods improved	Rural roads rehabilitated or maintained (km)
			Ministry of Public Works, Transport, and Communications (MTPTC)
Subtotal - Objective 2	8,000,000,000		
SPECIFIC OBJECTIVE 3: To bring services to citizens, and to make essential services accessible to those users at risk of exclusion			
Actions	Fiscal years	Resources	Source
Disaster prevention strategies: drainage, sanitation, ravine remediation, embankment protection, drainage network maintenance		2,000,000,000	Inhabitants of areas at risk less vulnerable during rainstorms; embankments and ravines stabilized
			Remediation work carried out in targeted areas
Consensus building: intervention on local festival days (Ministry of the Interior and Local Communities (MICT)), and intervention in the form of remediation efforts in fragile areas			Proportion of evacuation routes needing debris and silt cleared reduced
			Fundamental, heavily labor-intensive jobs created, requiring a level of participation by women
Actions to support economic growth:		8,243,763,800	National roads rehabilitated (km)
	- Rehabilitation of national roads		Roads between regions rehabilitated (km)
- Rehabilitation and maintenance of roads that support agriculture and tourism			National transport links assured, through maintenance of essential infrastructure
- Maintenance of bridges nationwide			Regions having a strong tourism and agricultural potential made more accessible
			MTPTC
			MTPTC
			MTPTC

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PILLAR 1. VECTORS OF GROWTH

High-priority work for the MTPTC:		3,200,000,000				MTPTC
- Maintenance						
- Maintenance of the road system eligible for funding under the Road Maintenance Fund (FER)						
- Rehabilitation						
- Expropriation fund						
- Upgrading of buildings housing departmental directorates						
- Studies: Urban planning						
- Studies and preparation of tender documents (roads)						
Rehabilitation of infrastructure in regions hit by natural disasters		4,380,000,000				MTPTC
Improvement of year-round access to infrastructure in marginal areas, particularly in slums and isolated regions	2007 to 2010	2,180,000,000				MTPTC
Subtotal - Objective 3		20,003,763,800				

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PILLAR 1. VECTORS OF GROWTH

SPECIFIC OBJECTIVE 4: To promote the balanced, fair development of the transport system									
Solution of the mass transit crisis through improved demand management		10,000,000		Management improved					MTPTC
Development of appropriate transport infrastructure networks integrated within a strategic planning framework		15,000,000		Development of regional potential promoted, and competitiveness of the Haitian economy strengthened				Transport networks established which are coherent, and consistent with the potential that exists	MTPTC
				Haiti's national territory rebalanced thanks to the emergence of large regional urban centers				Network revitalization and extension strategy implemented	
				Existing infrastructure and the environment safeguarded				Master plans prepared for infrastructure and transport systems	
Revitalization of the road sector through a multimodal transport strategy integrating different modes of transport and taking advantage of their respective advantages	2007 and 2008	12,000,000		Development of air and maritime transport facilitated through the revitalization of the road sector				Multimodal transport effectively encouraged	MTPTC
Implementation of a natural disaster warning and protection system	2007 to 2009	14,000,000		Preparation of emergency plans for use in the event of natural disasters, and mapping survey of at-risk areas				General population informed of mitigation and protection measures for dealing with risks or disasters	MTPTC
Subtotal - Objective 4		51,000,000							
SPECIFIC OBJECTIVE 5: To encourage Haiti's integration within the Caribbean area and within international trade									
Actions	Fiscal years	Resources	Source	Output indicators	Outcome indicators	Executing agency			
Upgrading of the efficiency of Haiti's international ports	2007 to 2009	1,108,000,000		Emergence of safe, regulated maritime shipping trade in the Caribbean fostered by the improvement of port capacity in Port-au-Prince and other Haitian ports	Efficiency of the port of Port-au-Prince and other Haitian ports improved				
Carrying out of large-scale airport development plans for Port-au-Prince and Cap-Haïtien	2007 and 2008	82,000,000		Institutional capacity of air transport authorities strengthened	Sound investment programs being carried out				
Regional integration efforts undertaken with the Dominican Republic to develop the road system		4,700,000,000		Expansion of exports to the Dominican Republic, promotion of tourism, and emergence of other commercial centers outside Port-au-Prince facilitated	Completion of highway corridors in the short term (Cap-Haïtien–Ouanaminthe); in the medium term (Port-au-Prince–fonds Parisien–Malpasse), and in the long term (cross-country highway corridors)				
Incentives for international investors to set up businesses in Haiti		300,000,000		Investors and foreign firms attracted by the country's economic conditions and security situation	Port administration concessions granted for the ports of Port-au-Prince and Cap-Haïtien.				
Subtotal - Objective 5		6,190,000,000							
Subtotal - Roads		34,244,763,800							

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PILLAR 1. VECTORS OF GROWTH

ELECTRICITY

SPECIFIC OBJECTIVE 6: To assure control over investment and regulatory decisions

Actions	Fiscal years	Resources	Source	Output indicators	Outcome indicators	Executing agency
Restructuring of the board of directors of the electric power utility Electricité d'Haïti (EDH)	2007 to 2009	2,000,000		Rules and procedures for public tendering in place and being applied	A Directorate of Urban Merchant Networks set up within the MTPTC	MTPTC
Elaboration of a master plan for automating the information system	2007 and 2008	10,000,000		Master plan elaborated	Optimum conditions established for transition from pervasive computing to distributed computing	MTPTC-MEF-MPCE-MTPTC-EDH
Subtotal - Objective 6		12,000,000				

SPECIFIC OBJECTIVE 7: To ensure that revenues are sufficient to cover operating costs and capital expenditure

Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency
		Resources	Source			
Implementation of a balanced pricing system, consistent with levels of investment	2007 to 2010	5,100,000,000		Social costs benefiting low-income users assumed	Quality and effectiveness of services improved	MTPTC-EDH-MEF
Improvement of the productivity of electric power generating stations [1]	2007 to 2010	14,100,000,000		Current capacity increased	Procurement of equipment that will keep the cost of buying oil to a minimum	EDH-MTPTC-MEF
Expansion and rehabilitation of HT/MT/LT networks [2]	2007 to 2010	4,214,200,000			Production facilities and transport works kept properly maintained	EDH-MTPTC
Efforts to combat network losses and wastage	2007 to 2010	500,000,000		Ratio improved of electricity billed as a proportion of electricity generated	Number of unauthorized electrical connections removed	EDH-MTPTC-MJSP-PNH
Establishing of additional locations for payment of electric power bills	2007 to 2010	100,000,000		Additional locations established for customers to pay their electric power bills	Agreements concluded with commercial banks in Haiti	EDH-MTPTC-MEF
Subtotal - Objective 7		24,014,200,000				

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PILLAR 1. VECTORS OF GROWTH

SPECIFIC OBJECTIVE 8: To strengthen the partnership between the organizing authority and producers

Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency
		Amount	Source			
Reform of the regulatory framework	2007 to 2010	5,400,000		Within a stable and clearly defined framework, participation by the private sector in the electric power sector	(a) An appropriate institutional framework within which electric power policy can be implemented on both a collective and individual basis (b) Design of a satisfactory structure for the organizing authority, project managers, and producers	MTPTC-ÉDH-BME-MEF
Establishment of a policy for the electric power sector that will permit participation by private-sector groups	2007 to 2010	5,400,000			Oversight of the various producers and managers performed by the MTPTC	MTPTC-ÉDH
Subtotal - Objective 8		10,800,000				
Subtotal - Electricity		24,037,000,000				

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)						
PILLAR 1. VECTORS OF GROWTH						
NATIONAL BUILDINGS AND PUBLIC WORKS LABORATORY (LNBTP)						
SPECIFIC OBJECTIVE 9: To strengthen the LNBTP (see attached PEMFAR)						
Actions	Fiscal years	Resources	Output indicators	Outcome indicators	Executing agency	
Provision of new equipment for the LNBTP		100,000,000	Services provided by the LNBTP improved	The LNBTP provided with new equipment	LNBTP	
Subtotal - Objective 9		100,000,000				
SPECIFIC OBJECTIVE 10: Applied research						
Development of sources of aggregate, and management of environmental problems	2007 and 2008	7,000,000	Most environmental risks associated with the unregulated operation of quarries eliminated	An interagency framework that promotes the rational and sustainable extraction of aggregates	LNBTP	
			Haitian aggregates promoted in the international marketplace	Aggregates extracted and commercialized, in the necessary quantities and of the necessary quality		
			Promotion of enterprises engaging in the extraction of aggregates, which are profitable and respect the environment			
Development of Haiti's national potential as a cement producer	2007 and 2008	18,000,000	Price of cement on local markets lowered	In partnership with the Bureau of Mines and Energy (BME), 12 small-scale cement plants established in different departments	LNBTP	
			Promotion of an effective policy in regard to road surfacing			
			Haitian cement competitive on the Caribbean and North American markets			

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PILLAR 1. VECTORS OF GROWTH						
	2007 and 2008	15,000,000		Structures that are potentially safer as a result of improved quality of building materials	Directories made available of producers and suppliers of building materials	LNBTB
Technical regulation of the market for building materials				Possibility of exporting local materials	Strengthened regular inspection of inventories and output	
Geotechnical cartography of the country's main cities (a pilot project in partnership with the Faculty of Sciences (FDS) of the University of Haiti, the Remote Sensing and Geographical Information Systems Unit (UTSIG), the BME, and the National Water Resources Service (SNRE))	2006 to 2009	60,000,000		Building rules elaborated		LNBTB
		6,000,000		Natural resources developed	Geotechnical maps of cities available	
Establishment of a National Highway System Monitoring Center		18,000,000		Improvement in services provided	National Highway System Monitoring Center set up and operational	LNBTB
Establishment of a geological, geotechnical, and hydrometeorological database	2007 to 2009	30,000,000		Database online, with secured access	Database accessible and operational	LNBTB
Study of the slipperiness of <i>adoquin</i> paving stones	2007 and 2008	5,000,000		Safety of users and local residents improved	Study completed	LNBTB
				Economic use made of local materials suitable for surfacing of secondary roads and city streets		
Reducing the vulnerability of the general population and of infrastructure to the risk of flooding	2007 and 2008	11,000,000				LNBTB
Studies of the deformation of flexible pavement structures used in the national highway system	2007 and 2008	8,000,000		Highway system upgraded	Studies completed	LNBTB
Subtotal - LNBTB		276,000,000				
Total - Infrastructure		58,559,763,800				

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)					
PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES					
1. EDUCATION AND TRAINING					
GENERAL OBJECTIVE: To improve access to preschool, basic, and vocational education					
SPECIFIC OBJECTIVE 1: To strengthen institutional capacity in the sector (see attached PEMFAR)					
SPECIFIC OBJECTIVE 2: To reorganize schooling for the benefit of poor students					
Actions	Fiscal	Resources	Output	Outcome	Executing
	years		indicators	indicators	agency
Establishment and equipping of additional places at the preschool level	2007 to 2010	1,717,318,102	Increased capacity to accommodate pupils at the preschool level	31 preschool centers accommodated under rebuilt arbors	Ministry of National Education and Vocational Training (MENFP)
				17 preschool centers accommodated in rehabilitated churches	
				50 preschool centers built and equipped (23 in Artibonite, 15 in Grand Anse, and 12 in the southeast)	

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)

PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

Establishment and equipping of additional places at the primary-school level	2007 to 2010	4,004,632,688		Increased capacity to accommodate pupils at the primary-school level	MENFP
				145 national schools built in 145 commune neighborhoods that previously had no public schools	
				81 public schools accommodated and equipped under rebuilt arbors	
				39 national schools accommodated and equipped in rehabilitated churches	
				298 national dual-purpose schools	
				Two accelerated programs reviewed, with vocational training, teaching and learning methodology, and a system of government tests	
				Tuition fees eliminated in public schools	
				Subsidized textbooks, uniforms, and transport	
				Program to raise young people's HIV/AIDS awareness put in place	
	6,200,000,000			School caterias established on a priority basis in 782 schools, with half of Haiti's total student enrollment (1 million students)	

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)

PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

Rehabilitation and equipping of primary schools, particularly with electricity and safe drinking water	2008 to 2010	900,000,000	Upgrading of the physical conditions for learning, in the management of primary school facilities	3,600 schools rehabilitated and provided with electricity and safe drinking water	MENFP
Allocation of study grants to poor children in all commune neighborhoods		1,000,000,000	Improved access to education	Payment of tuition fees and donations of teaching materials for 200,000 children in non-public (private and parochial) schools overseen by the ministry	MENFP
Reactivation of Agricultural Middle Schools (EMAs) and Agricultural Vocational Training Centers (CFPAs)		100,000,000	Strengthening of vocational training in agriculture	10 schools and training centers rehabilitated and equipped	MENFP
				Teaching and training program revised	
Conversion of four non-public vocational training centers into information and reference centers		80,000,000	Capacity-building of the four non-public vocational centers	Suitable training program implemented in the four centers	MENFP
Expansion of the dual-purpose system to other schools, particularly in the cities	2008 to 2010	1,000,000,000	Increased capacity to accommodate students	Over 25 percent of schools in the system operating on a dual-purpose basis	MENFP
Revision of the two accelerated study programs (a three-year program and a four-year program) that include a vocational training component , on the basis of classes having more than one grade	2007 to 2010	1,050,000,000	The classes established are equipped and operational	7,000 classes having more than one grade established in 3,500 target schools during the period	MENFP
			Improved capacity to accommodate students for academic education and vocational training		
Subtotal - Objective 2		16,051,950,790			

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES						
SPECIFIC OBJECTIVE 3: To improve the quality of education by upgrading the qualifications of teachers and principals						
Accelerated training for teachers and principals	2008 to 2010	221,000,000	Overall school structure overhauled	2,625 student teachers trained	MENFP	
Design and implementation of a structure for the initial training and ongoing development of trainers at the level of technical and vocational education		56,500,000	Quality of teaching improved Quality of vocational teaching improved	400 principals trained Structure for initial training and ongoing development designed and implemented	MENFP	
Conversion of Normal Schools for Primary Teachers (ENIs) into Specialized Institutes for Initial Training (EFISs) and Centers for Ongoing Teacher Training (CFCMs)		51,000,000	Quality of teaching improved	51 ENIs converted into EFISs and CFCMs	MENFP	
Transformation of District School Offices (BDSs) into structures for coordinating and managing education and training across the school district		200,000,000	Coordination and management of education and training strengthened	BDSs transformed into structures for coordinating and managing education and training	MENFP	
Widespread implementation of Model Basic Schools / Education Support Centers (EFACAPs)		1,006,750,000	Access to education and quality of education improved	35 EFACAPs built in 2008 41 EFACAPs built in 2009 40 EFACAPs built in 2010	MENFP	
Strengthening of women's presence in primary-school classrooms and in school administrations	2008 to 2010	10,000,000	Disparity between number of men and number of women reduced Women's decision-making capacity in the Haitian education system strengthened	50 percent of primary-school teachers' posts and of school administrators' posts occupied by women	MENFP	
Subtotal - Objective 3		1,545,250,000				

**HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)
PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES**

SPECIFIC OBJECTIVE 4: To provide a proper support framework for schools, students, and parents

Recruitment and assignment of pedagogical advisers to different school departments	2007 to 2010	5,000,000		Quality of education improved	180 pedagogical advisers recruited and assigned in 2008	MENFP
					180 pedagogical advisers recruited and assigned in 2009	
					68 pedagogical advisers recruited and assigned in 2010	
Establishment of a vocational training component in the third segment of primary school education (grades 7 to 9) in the EFACAPs		500,000,000		Access to and quality of vocational training improved	Third segment of primary school education (grades 7 to 9) operational in 116 EFACAPs	
Establishment of a mechanism to steer those who complete grade 6 to go on to the third segment of primary school education, and those who complete grade 9 to go on to vocational school	2007 to 2010	5,000,000		School drop-out rates reduced	Those who complete grade 6 are steered to go on to the third segment of primary school education, and those who complete grade 9 are steered to go on to vocational school	MENFP
Implementation of the traditional stream in the new secondary-school program	2007 to 2010	500,000,000		Quality of education improved	Traditional stream in the new secondary-school program set up in 30 public secondary schools	MENFP
					Public and private secondary schools implement the new secondary school program	
Implementation of a communication mechanism between the secondary-school and vocational education systems	2007 to 2010	15,000,000		Better integration of students in the different systems	Communication links between the two systems established	MENFP
Allocation of study grants to poor children in disadvantaged areas, geared toward vocational training and the technical stream in the secondary-school program		950,000,000		Access to vocational training and the technical stream in the secondary-school program strengthened	Study grants allocated to poor children in disadvantaged areas	MENFP

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES**

Launch of an adult literacy program	2007 to 2010	800,000,000		Ability of parents to assist their children	11.2 percent of women aged 19 to 30 years made literate	MENFP
				Ability of parents to manage their own affairs strengthened	31.5 percent of women aged 31 to 35 years made literate	
					8.5 percent of men aged 19 to 30 years made literate	
					24.5 percent of men aged 31 to 35 years made literate	
					17 percent of rural women aged 19 to 30 years made literate	
					37 percent of rural women aged 31 to 35 years made literate	
Subtotal - Objective 4		2,775,000,000				

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)									
PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES									
SPECIFIC OBJECTIVE 5: To improve coordination among operators in the education sector									
Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency			
		Amount	Source						
Establishment of the National Office for Partnership in Education (ONAPE)	2007 to 2010	50,000,000		Synergy between the public and private sectors strengthened	The ONAPE set up and operational	MENFP			
Establishment of an education sector information system		200,000,000		Improved consistency in education policy	Information on the education sector updated and accessible	MENFP			
Establishment of a system to accredit and certify private academic and vocational training schools	2008 to 2009	15,000,000		Improved availability of information	30 technical specialists trained in accreditation work	MENFP			
Establishment of a computerized management information system within the National Vocational Training Institute (INFP), and strengthening of vocational training (including rehabilitation and building of facilities)		455,355,135			Accreditation and certification system operational	MENFP			
					Computerized management information system operational				
Design and implementation of a National Qualifications Framework (CNQ)		15,000,000			Network system operational	MENFP			
					A CNQ designed and implemented				
Providing for participation by parents in the education process	2007 to 2010	5,000,000		School management improved	School Management Committees (CGEs) set up and operational	MENFP			
					85 percent of schools have a parents' council				
Subtotal - Objective 5		740,355,135							

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES						
SPECIFIC OBJECTIVE 6: To increase the government resources allocated to the education sector						
Actions	Fiscal years	Resources	Output indicators	Outcome indicators	Executing agency	
	Formulation of a plan for the public sector financing of education to support the strategic lines of action set forth in the DSNCRP		10,000,000	The education sector's capacity to intervene improved	Financing plan formulated	MENFP
Implementation, through the ONAPE, of subsidy programs for public and private schools		10,000,000		Financing programs put in place	MENFP	
Subtotal - Objective 6		20,000,000				
DSNCRP TOTAL - EDUCATION		21,132,555,925				
2. HEALTH						
GENERAL OBJECTIVE: To promote a modern health system to which vulnerable groups have broad access						
SPECIFIC OBJECTIVE 1: To strengthen institutional capacity in the health sector (see attached PEMFAR)						
SPECIFIC OBJECTIVE 2: To rehabilitate, build, and equip health infrastructure						
Actions	Fiscal years	Resources	Output indicators	Outcome indicators	Executing agency	
Rehabilitation of departmental referral hospitals		2,000,000,000	Improved supply of health services	Departmental hospitals rehabilitated	Ministry of Public Health and Population Activities (MSPP)	
Rehabilitation and/or construction of health centers having beds	2007 to 2010	2,500,000,000		Health centers rehabilitated or built	MSPP	
Conversion of clinics into health centers	2007 to 2010	500,000,000	Minimum package of services offered	Health centers operational	MSPP	
Rehabilitation of specialized hospitals (Beudet hospital, sanatorium, etc.)	2007 to 2009	500,000,000	Specialized health care improved	Specialized hospitals rehabilitated	MSPP	
Establishment of a Radiation Therapy and Chemotherapy Center in Haiti	2007 and 2008	400,000,000	Availability of chemotherapy and radiation therapy services improved	Center set up and operational	MSPP	
Establishment of additional diagnosis centers	2007 and 2008	500,000,000	Disease prevention system improved	Diagnosis centers set up and operational	MSPP	
Subtotal - Objective 2		6,400,000,000				

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

SPECIFIC OBJECTIVE 3: To strengthen Community Health Units

Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency
		Amount	Source			
Drafting of a framework law for Community Health Units (UCSs) and a new organic law for the Ministry of Public Health and Population Activities (MSPP)	2007 to 2010	5,000,000		Institutional and organizational capacities strengthened	Framework law for UCSs drafted	MSPP
		5,000,000			New organic law for the MSPP drafted	
Elaboration of a frame of reference for the establishment of UCSs		2,000,000			Frame of reference for the establishment of UCSs elaborated	MSPP
					Contractual mechanisms designed	
Subtotal - Objective 3		12,000,000				

SPECIFIC OBJECTIVE 4: To improve the management of high-priority illnesses

Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency
		Amount	Source			
Expanding the availability of STI screening	2007 to 2009	50,000,000		Access to screening and treatment for high-priority illnesses increased	New screening centers set up and operational	MSPP
		20,000,000			Patients testing positive given antiretroviral treatment	
Strengthening of collaboration in taking charge of tuberculosis patients and persons living with HIV (PLWHIV)		16,000,000			Tuberculosis patients taken charge of	MSPP
		44,000,000				
Tuberculosis information and prevention		50,000,000		Risk of infection reduced	Awareness of the population raised	MSPP
Malaria and filariasis information and prevention		50,000,000		Risk of infection reduced	Awareness of the population raised	MSPP
Addressing of malaria and filariasis		50,000,000		Infected population reduced	Patients treated	MSPP
Zoonosis information and prevention		20,000,000		Risk of infection reduced	Awareness of the population raised	MSPP
Subtotal - Objective 4		300,000,000				

SPECIFIC OBJECTIVE 5: To improve waste management in hospital environments

Actions	Fiscal years	Resources		Output indicators	Outcome indicators	Executing agency
		Amount	Source			
Collection, holding, packing, and transport of waste in accordance with regulations	2007 to 2010	60,000,000		Risk of contamination being spread to the general population reduced	Waste collected according to a regular schedule	MSPP
				Risk of contamination being spread to soil and groundwater controlled	Waste packed in accordance with regulations prior to transport	
					Waste transported in accordance with established protocols	
Waste disposal		75,000,000			Waste disposed of in accordance with regulations	MSPP
Subtotal - Objective 5		135,000,000				

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

SPECIFIC OBJECTIVE 6: To guarantee the general population's access to essential medicines					
Preparation of an official paper on national pharmaceutical policy, including essential medicines	6,000,000		Overhaul of the system for supplying and distributing medicines	Pharmaceutical policy paper validated	MSPP
			Access to medicines improved in terms of both quality and cost	Entry into force of legislation on pharmacies and medicines	
Establishment of a system to supply essential medicines under their international non-proprietary names (INNs) to government health services and charitable health facilities	20,000,000		Access to essential medicines strengthened	The Essential Medicines Program (PROMESS) converted into an autonomous central purchasing agency	MSPP
				Criteria laid down for establishing local storage and supply points	
				Supply and distribution chain designed	
				Distribution system put in place and utilized	
Strengthening of pharmaceutical inspection and oversight services	22,000,000		Improved oversight of medicines	Inspection and oversight services assessed and strengthened	MSPP
				Quality control systems developed for medicines	
				A quality control laboratory set up	
Improved access to appropriate essential medicines, at a cost that is standard and affordable	30,000,000		Access to essential medicines improved	Prices adjusted	MSPP
				Price control mechanisms developed (government health services and charitable health facilities)	
				Generic medicines prescribed on a rational basis	
Subtotal - Objective 6	78,000,000				

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

SPECIFIC OBJECTIVE 7: To reduce the maternal mortality rate									
	2007 to 2010	300,000,000		Percentage of targeted facilities visited by an expert at the departmental level	Facilities strengthened	MSPP			
Strengthening of health facilities to ensure that pregnant women receive adequate prenatal, perinatal, and postnatal care, depending on their level		10,000,000		Percentage of targeted facilities well provided with supplies and equipment					
				Percentage of prenatal clinics offered	Mobile clinics operational				
				Percentage of mobile clinics operational					
				Percentage of health facilities having a protocol for giving women prenatal care	Training given in standards for maternal care				
Strengthening of health facilities' capacity to handle obstetrical emergency cases	2007 to 2009	150,000,000		Percentage of community hospitals (HCRs) and health centers with beds (CALs) that have proper staffing to be able to handle obstetrical emergency cases	Health facilities staffed with qualified personnel: obstetricians/gynecologists, generalists, anesthetists, nurses, nurse-midwives	MSPP			
							USAID		
								UNICEF	
								UNFPA	
								PAHO / WHO	
Strengthening of epidemiological surveillance of cases of maternal death		80,000,000		Percentage of HCRs and CALs that have a maternal mortality surveillance committee	Maternal mortality surveillance committees set up in every department	MSPP			
	2007 to 2010	88,000,000		Percentage of pregnant women admitted to give birth	Number of HCR and CAL staff trained in each department	MSPP			
Training of health facilities to provide quality care for birth and the postpartum period				Percentage of health facilities admitting women to give birth	Maternity clinics, HCRs, and CALs provided with supplies and equipment in every department	USAID			
				Percentage of trainers of matrons trained, for each health facility	MSPP regulations and standards for admitting pregnant women to give birth disseminated	UNICEF /IDB			
Subtotal - Objective 7		628,000,000							

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

SPECIFIC OBJECTIVE 8: To increase the rate of contraceptive use

Strengthening of health facilities' capacity to provide family planning services	88,000,000	Array of methods offered by each health facility and in each department improved	Number of targeted health facilities that have trained staff	MSPP
			Number of health facilities in each department that offer modern family planning methods	
			Number of providers of contraceptive information and technology, including the necklace method (SDM), trained or retained	
Subtotal - Objective 8	88,000,000			
DSNCRP TOTAL - HEALTH	7,641,000,000			

3. SAFE DRINKING WATER AND SANITATION

GENERAL OBJECTIVE: To improve access to hygiene and sanitation services and to safe drinking water supplies, assuring quality and low cost for the community

SPECIFIC OBJECTIVE 1: To restructure the Ministry of Public Works, Transport, and Communications (MTPTC) so that it can take on the role of regulator for the sector (see attached PEMFAR matrix)

Actions	Fiscal years	Resources	Output indicators	Outcome indicators	Executing agency
Establishment of Regional Water and Sanitation Boards (OREPAs)	2009 to 2010	60,000,000	Draft legislation establishing the OREPAs' duties and responsibilities, governing provisions, organizational structure, and operating procedures prepared and submitted to Parliament	Responsibility for managing water and sanitation systems and undertaking new projects in this area transferred to the communes	MTPTC / MSPP
			Capital spending projects and budgets reallocated to the OREPAs		
			Rates policy established	The communes (or entities established by groups of communes) serve as project managers for their own safe drinking water systems	
Establishment of a Water and Sanitation Directorate within the MTPTC	2007 to 2009	50,000,000		Criteria to be met by the communes (or by entities established by groups of communes) established	MTPTC / MSPP
				Private operators accepted as system managers	
			Criteria and conditions to be met by operators established		
Elaboration of master plans	2007 to 2009	26,000,000	Systems with deficiencies rehabilitated	Master plan for safe drinking water supply updated	MTPTC / MSPP
				Feasibility of a high-priority development project	
Subtotal - Objective 1		136,000,000			

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PILLAR 2. HUMAN DEVELOPMENT – PRIORITY FOR BASIC SOCIAL SERVICES

SPECIFIC OBJECTIVE 2: To ensure that revenues are sufficient to cover operating costs and capital expenditure

Establishment of a balanced pricing system, consistent with planned capital investment	2008 to 2009	10,000,000	Quality and efficiency of services improved	Some social costs subsidized, to benefit low-income users	MTPTC / MSPP
	2007 to 2009	50,000,000	Transition period used to good advantage to harmonize operators' methods and instruments	Operating capacity of the CAMEP and the SNEP strengthened	
Strengthening of the operating capacity of the Port-au-Prince Metropolitan Water Authority (CAMEP) and the National Water Authority (SNEP), pending the start-up of the OREPAs			Rapid improvement of the CAMEP's and the SNEP's management capacity and performance capabilities	Needed equipment purchased	
Subtotal - Objective 2		60,000,000			

SPECIFIC OBJECTIVE 3: To provide basic services for people living in shantytowns and for low-income people in rural areas

Actions	Fiscal years	Resources	Output indicators		Executing agency
Rehabilitation, upgrading, and construction of water supply and sanitation infrastructure in rural and urban areas	2007 to 2010	2,000,000,000	Incidence of waterborne diseases reduced	Cities and neighborhoods served by the water supply system	MTPTC / MSPP
Wastewater works	2007 to 2010	18,000,000	Incidence of malaria reduced	Ditches cleaned up	MTPTC / MSPP
			Wastewater from hospitals, hotels and restaurants, factories, businesses, and households treated	Insect breeding grounds destroyed	MTPTC / MSPP
Rehabilitation of hygiene and sanitation services	2007 and 2008	50,000,000	General population educated about hygiene and sanitation, and awareness raised on the subject	General use made of a broad scale of insecticide-treated mosquito netting	MTPTC / MSPP
Collection of household garbage		2,000,000,000	Environment improved	Quantities of household garbage collected and destroyed	
Subtotal - Objective 3		4,068,000,000			
DSNCRP TOTAL - safe drinking WATER AND SANITATION		4,264,000,000			

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY					
1. JUSTICE					
GENERAL OBJECTIVE: To provide an environment that will foster rapid, sustainable development through a justice system that is accessible, credible, efficient, and competent, with a civil state which recognizes every citizen as possessing a personal identity that guarantees the citizen's existence in law					
SPECIFIC OBJECTIVE 1: To restructure and reorganize the Ministry of Justice and Public Safety (MJSP), to equip it to take the lead in implementing the Strategic Plan for Justice Reform and to take ownership of the reform process in harmony with other players in the justice sector and civil society as key partners					
Actions	Fiscal years	Resources	Output indicators	Outcome indicators	Executing agency
Adoption of a new organic law for the MJSP	2007 to 2009		A new organizational structure for the MJSP put in place, with the specific aim of improving how the ministry is organized and improving its effectiveness	Draft organic law submitted as a proposal to the Cabinet Draft organic law submitted by the executive branch of government to the legislative branch New organic law adopted Action plan put in place for implementing the new organic law	MJSP / Parliament / Cabinet
				New units created within the MJSP	
				New positions created	
				New regional directorates created, as required	
Validation of the strategic framework for justice reform, and setting up of a working group for the supervision and implementation of the Strategic Plan for Justice Reform within the framework of the DSNCRP	2007 and 2008		Strategic Plan for Justice Reform developed and implemented	Strategic Plan for Justice Reform Paper prepared, plans, work schedules, and projects developed	MJSP
• Capacity building of the MJSP, with the support of technical consultants	2007 and 2008	120,000,000	Increased efficiency of the MJSP's directorates thanks to specialized technical assistance	Terms of reference drawn up; number of technical consultants to be recruited determined	
• Strengthening of the Studies and Programming Unit (UEP)	2007 and 2008	60,000,000	Increased efficiency of the UEP	Number of plans developed; number of work schedules developed	
Setting up of a working group for the supervision and implementation of the PEMFAR	2007 and 2008		Increased efficiency of the MJSP's Administrative Directorate in the areas of budget and finance	Number of projects developed PEMFAR High-priority Justice Action Plan developed and implemented	

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY			
			MSP
Consolidation of the MUSP's Judicial Inspection Service		Courts supervised to ensure that proper discipline is exercised and that they run smoothly	Useful, relevant judicial statistics collected and updated
	2007 and 2008	Judges and other players in the justice sector made accountable	Number of staff, inspectors trained and in active service
Follow-up on MUSP circulars		Discipline by judges in public prosecutors' offices	Number of cases and situations recorded, and recommendations made
Consolidation of the statistical service		Increased court effectiveness	
Implementation of a system to facilitate access to legal information	2007 and 2008	Greater availability of legal information and reference texts	Access to information using information technology and the Internet
Adoption of an organic law for the National Identification Office (ONI)		A new organizational structure for the ONI put in place; the ONI reorganized and made more efficient	Organic law adopted by Parliament
Evaluation of resource requirements	2007 to 2009	A personal identification document made accessible to everyone	New units created within the ONI
Training of staff			New regional directorates created as needed
			Number of National Identification Cards (NICs) distributed
			Increase in the percentage of citizens possessing an identification document
Reform and restructuring of the Vital Statistics Registry, with the aim of overhauling the Registry to make it reliable, secure, and accessible to everyone, especially the very poor	2007 to 2009	A reform document prepared and adopted, an action plan for implementing the reform adopted	Analysis and necessary studies completed; draft legislation prepared; law adopted by Parliament; implementing provisions drafted, approved, and brought into effect
Capacity-building of the MUSP aimed at fostering citizen participation in the justice sector and promoting efforts in consultation and partnership with civil society	2007 and 2008	closer, regular liaison between the MUSP and civil society in regard to the Strategic Plan for Justice Reform and its implementation	Number of consultations held (colloquia, seminars, conferences)
			Number of partnerships established
			Number of cooperation projects developed
Subtotal - Objective 1	750,000,000		

HAITI. NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)			
PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY			
SPECIFIC OBJECTIVE 2: To strengthen the judicial branch of government			
Consolidation of the independence of the judiciary	2007 to 2010	600,000,000	MUSP / CSPJ
Improvement of the status of judges			Adoption by Parliament of the Law on the Status of Judges, the Law on the Higher Council of the Judicial Branch (CSPJ), and the Law on the Judges' College
Adoption of legislation on the status of judges			Judges' working conditions, training, and salaries improved
Improvement of judges' salaries, benefits, and working conditions			Dignity restored to the position of judge
Setting up of the Higher Council of the Judicial Branch (CSPJ)	2007 to 2010	30,000,000	Percentage increase in judges' salaries
			Increased oversight of judges' discipline and ethics
			More effective combating of judicial corruption
			Better management of judges' service records
			Court operating costs more efficiently managed by the CSPJ
			Number of cases where judges' appointments are terminated or not renewed because of corruption
			Number of cases where judges are promoted
			System implemented for the allocation of courts' operating costs by the CSPJ
			The CSPJ established and made operational
			Number of complaints processed
			Number of judges' dossiers handled
			Number of cases where judges' appointments are terminated or not renewed because of corruption
			Number of cases where judges are promoted
			System implemented for the allocation of courts' operating costs by the CSPJ

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY			
2007 and 2008	2009 to 2013	2014 to 2018	2019 to 2023
Reopening and strengthening of the Judges' College (EJMA)	200,000,000	200,000,000	Initial training for judges, and continuing training judges' College fully operational. IMSP for all players in the justice sector
			Number of continuing training programs provided to players in the justice sector
			Number of judges receiving initial training
			Number of inspectors recruited and trained
			Number of complaints processed
			Number of judges' dossiers handled
			Number of judges and public officers certified
			Number of cases where judges' appointments are terminated or not renewed because of corruption or unethical behavior
			MSJP / CSPJ
Strengthening of judicial oversight bodies and mechanisms	50,000,000		Increased oversight of judges' discipline and ethics
Judiciary			More effective combating of corruption in the judiciary
Establishment of a Judicial Inspection Service within the CSPJ			
Setting up of a process to certify judges and public officers			
Subtotal - Objective 2		860,000,000	

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PILLAR 3. DEMOCRATIC GOVERNANCE -- PRIORITY FOR JUSTICE AND SECURITY			
SPECIFIC OBJECTIVE 3: To facilitate access to the courts and improve their effectiveness		MISP	
Gradual extension of the justice system throughout 2007 to 2010 the country, by facilitating access to it	600,000,000	Improved nationwide coverage of the justice system	Number of newly established registries' courts, courts of first instance, and appeal courts
		Distance reduced between citizens and courts	Number of existing courts renovated or rebuilt
		Level of satisfaction of those having dealings with the courts	Provision of facilities and supplies to support the courts' operations
		Improvement of the administration of justice by making services available over a broader geographical area, bringing them closer to citizens, and making them more efficient	
		Improvement of working conditions of players in the justice sector	
		Improved quality of service to those having dealings with the courts	
		Provision of justice information and services and legal aid to the neediest and most disadvantaged of the population	Number of BALs established
Establishment of Legal Aid Offices (BALs), Justice Houses in areas at risk, and Justice Liaison Centers in remote areas	60,000,000		
Establishment of filerant courts	175,000,000	Improved access to magistrate's court for those needing to have dealings with the courts	Number of judges assigned to filerant courts, and number of such courts operational
			Number of communities served

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY			
Expansion of access to legal information and broad dissemination of legal texts	2007 to 2009	20,000,000	Stronger administration of justice
			Number of subscriptions maintained
			Number of codes distributed
			Number of jurisprudence decisions published
			Revision and updating of the chronological index of legislation and repeated legislation
			Websites set up
			MISP
Protection of witnesses and victims	2007 to 2009	160,000,000	More effective administration of justice
			Number of sensitive trials involving impunity, corruption, or major crimes
			Number of additional witnesses in connection with sensitive cases
			Stronger combating of impunity and corruption
			Improved administration of justice
			Number of victims receiving compensation
			Type and number of measures taken
			MISP
Establishment of a functional criminal prosecution process, with proper linkages between elements of the justice system and the police	2007 to 2009	130,000,000	Improved administration of justice
			Improved institutional cooperation between the justice system and the police
			Number of training programs conducted
			Number of investigations conducted
			Number of dossiers completed
			Number of sensitive trials involving impunity, corruption, or drug or arms trafficking

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PILLAR 3: DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY

SPECIFIC OBJECTIVE 5: To modernize legislation						
Actions	Years	Resources	Output indicators	Outcome indicators	Executing agency	
Setting up of a working group to prepare draft legislation on oversight of the justice system, alternative sentencing, and parole	2007 to 2009	50,000,000	Improved administration of justice	Draft legislation prepared	MISP	
Setting up of a working group to examine conditions under which justices of the peace would no longer have the status of judicial police officer, with a view to their being transferred to the Central Directorate of the Judicial Police (DCPJ) of the Haitian National Police (PNH)	2007 to 2009	60,000,000	Improved administration of justice	Draft legislation prepared	MISP	
Preparation of an inventory of international conventions on justice already ratified or still to be ratified by Haiti, and an assessment of those conventions	2007 to 2009	5,000,000	Ratification by Haiti of conventions recorded on the inventory	Adoption of legislation by Parliament		
Preparation of terms of reference for five interdisciplinary working groups to examine ways to simplify legislation concerning criminal investigations and the Penal Code	2007 to 2009	60,000,000	An appropriate analysis carried out; suitable reform proposals drafted	Number of international conventions not yet ratified by Haiti, which are ratified and incorporated into domestic law	MISP	
Consultation with civil society concerning the modernization of legislation	2007 to 2010	5,000,000	An appropriate analysis carried out	Terms of reference prepared and five working groups set up and made operational; number of studies; number of reports; number of recommendations	MISP	
Setting up of a working group to identify priorities for the revision of the Civil Code and the Code of Civil Procedure	2007 to 2010	10,000,000	Suitable reform proposals drafted	Number of individuals and organizations consulted		
			Draft legislation on ownership of real property, co-ownership, and real estate advertising prepared and adopted	Working group set up; legislation adopted by Parliament	MISP	
Subtotal - Objective 5		190,000,000				
DSNCRP TOTAL – JUSTICE		6,099,000,000				
2. SECURITY						
GENERAL OBJECTIVE: To assure the security of individuals, their possessions, and their means of earning a living						
SPECIFIC OBJECTIVE 1: To combat rampant insecurity by means of firm action						
Actions	Years	Resources	Output indicators	Outcome indicators	Executing agency	
Fostering of a security synergy among the general population, the authorities, and the international community	2007 and 2008	75,000,000	Cooperation improved	Level of confidence improved		
Design and implementation of a plan to combat abductions and vehicle thefts	2007 and 2008	200,000,000	Security environment improved	Report on new provisions concerning abductions and vehicle thefts available; number of cases recorded		
Strengthening of police presence on the ground	2007 and 2008	500,000,000	Security strengthened	Level of coverage		
Establishment of a security cordon around areas where criminals take refuge	2007 to 2009	120,000,000		Evolution of areas of refuge		
Strengthening of security measures under way in the capital	2007 and 2008	300,000,000		Significant reduction in crime		
Rehabilitation of the "Dial 114" emergency telephone number				"Dial 114" emergency telephone number operational		

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY			
Use of new strategies to combat drug trafficking	2007 and 2008		
Strengthening of the Disarmament, Demobilization, and Reintegration Commission		800,000,000	
Use of specialized units to back up regional units	2007 and 2008	100,000,000	
Establishment of a local police force		200,000,000	Level of coverage with local police force recruitment
Subtotal - Objective 1		2,020,000,000	

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY						
SPECIFIC OBJECTIVE 2: To improve the image of the National Police						
	2007 and 2008					
Provision of modern infrastructure and equipment for the National Police	2007 and 2008	1,500,000,000		New equipment and new infrastructure provided to the National Police		
Training and retraining of police officers	2007 and 2008	67,000,000		Police officers given training and retraining		
Recruitment of new police officers		500,000,000		Number of new police officers recruited		
Improvement of police officers' status, living standards, and working conditions		540,000,000				
Strengthening of the chain of command	2007 and 2008	120,000,000				
Restructuring of the National Police		220,000,000				
Expansion of the National Police to cover all of Haiti's territory, and improvement of services provided		30,000,000		The general population's level of confidence and level of satisfaction		
Clean-up of the police force and combating of internal corruption and lying	2007 and 2008	30,000,000		Number of corrupt police officers thrown out of the force		
Subtotal - Objective 2		3,007,000,000				
DSNCRP TOTAL		5,027,000,000				
3. GOVERNANCE AT THE GRASSROOTS LEVEL						
GENERAL OBJECTIVE: To bring the government closer to citizens through decentralization and deconcentration						
SPECIFIC OBJECTIVE 1: To strengthen the intervention capacity of the Ministry of the Interior and Local Communities (MICT) and the Ministry of Planning and External Cooperation (MPCE)						
Actions	Fiscal years	Resources	Output indicators	Outcome indicators	Executing agency	
Analytical capacity building of the MICT and the MPCE	2007 and 2008	145,000,000	Logistical framework	Working framework (logistical resources) improved	DEPS, DA/MICT	
			Qualified personnel	New organic law drafted		
			Organizational structures suited to the MICT's new mission strengthened			
			Representativeness of the ministry improved	Establishment of a technical unit at the local government level (MICT technical group) made up of multidisciplinary professional staff		
Reorganization of the decentralized directorates of the MICT and the MPCE	2007 and 2008					
Subtotal - Objective 1		400,000,000				
		545,000,000				

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PILLAR 3: DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY					
Actions	Years	Resources	Output Indicators	Outcome Indicators	Agency
SPECIFIC OBJECTIVE 2: To turn the communes and departments into development players Gradual improvement of governance in the communes	2007 and 2008	140,000,000	Municipal activities planned by the council assisted by other players in the community	Increase in funding committed to development activities at the commune level	NPCE, MICT, and other agencies
			Control of expenditure maintained	Linkage and consistency between municipal activities and government sector policies	
			Expenditure reported		
Support given to the arrondissements (boroughs) for the elaboration, programming, and execution of commune plans	2007 and 2008	220,000,000	Supplementary budgets drawn up by each commune; recruitment of one official in each arrondissement to monitor the communes within that arrondissement in support of decentralization plans and municipal plans	Funding available for the communes from the 2007-08 budget taken into account in each commune's budget, and budget spending strictly monitored; additional technical competencies	NPCE and other ministries concerned
Strengthening of local arrondissement and departmental governments	2007 and 2008	140,000,000	Staff performance appraisals; drawing up of new position descriptions based on the local government's duties and responsibilities; inclusion of salary costs in the budget; provision of office supplies, computer equipment, and an intranet	Improved government representation; effective coordination of government activities; monitoring of the legality of local government activities; oversight and control of civil security	DCT / MICT
Capacity building for commune authorities	2007 and 2008	12,000,000	Forum of mayors, general secretaries, and treasurers; training of general secretaries and treasurers	140 general secretaries and treasurers have already had half the credits of the curriculum established under the training plan for elected officials and local government professional staff in local government	DCT / MICT
Promotion of decentralized cooperation and codevelopment	2007 and 2008	26,000,000	Support given to departmental associations of mayors	Partnership strengthened	MICT and other ministries concerned
			The Conference of Chairmen of Departmental Associations of Mayors consulted regularly	Commune financing assembled from contributions from these three players	
			Support for the Annual Conference of Mayors		
			Holding of the World Conference of Mayors		
Subtotal - Objective 2		538,000,000			

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PILLAR 3. DEMOCRATIC GOVERNANCE – PRIORITY FOR JUSTICE AND SECURITY

Actions	Years	Resources	Output indicators	Outcome indicators
SPECIFIC OBJECTIVE 3: To strengthen the financial capacity of local communities				
Assessment of buildings in all communes and entity 2007 and 2008 in the tax roll		135,000,000	Reduction in property tax (CFPB) evasion; improved administration of the tax base	Each commune administration having tax officials recruited and trained; property tax rolls for every commune prepared, documented, and recorded in files and computer systems
Review and updating of legislation on local taxation 2007 and 2008		1,600,000	Increase in revenue generated from the tax base	Amounts of property tax (CFPB), business tax, calibration charges, fees for rights-of-way, and so on updated New taxes and collection methods for other communities proposed
Subtotal - Objective 3		136,600,000		
DSNCRP TOTAL		1,279,600,000		

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES

1.- FOOD SECURITY						
OVERALL OBJECTIVE: Improve integration and coordination of food policy and strategies for concretizing the human right to food						
SPECIFIC OBJECTIVE 1: Define a framework conducive to enhanced food security and monitoring of its implementation						
Actions	Fiscal Years	Amount	Sources	Output indicators	Outcome indicators	Implementing Agency
Strengthen actual food security of individuals and households		12,000,000		Sectoral development policies are better targeted	Number of individuals and households affected	
Institutionalize and legalize measures implementing the right to food		4,000,000		Living conditions improve The right to food is recognized and institutionalized	Framework Law developed	
Define national strategic measures for enhancing food security		2,000,000		Coordination of interventions is improved	National strategies for enhancing security are defined	
Participatory development of <i>département</i> /municipal food security plans that set forth realistic goals and correctly targeted and articulated interventions		18,000,000		Realistic objectives are defined and well targeted and articulated interventions are carried out	<i>Département</i> - and municipal-level plans developed	
Update National Food Security and Nutrition Plan		3,000,000		Food and nutritional policies are better integrated and coordinated	National food security plan developed	
Sub-Total, Objective 1		39,000,000				
SPECIFIC OBJECTIVE 2: Establish cross-sectoral mechanisms						
Operationalize and harmonize actual coordination of broad cross-sectoral aspects of food security enhancement	2007-2010	4,000,000		Management of food aid is improved Rural/urban balance Economic access to food for the poorest	Number of persons/families benefiting	
Establish synergies among various entities involved in strengthening food security	2007-2009	2,000,000		Coordination of interventions is improved and strengthened Public/private/associative partnerships are improved	Strategies put in place	
Support for cross-sectoral food security enhancement programs	2007-2010	6,000,000		Intersectoral and inter-institutional integration is strengthened		
Sub-Total, Objective 2		12,000,000				

HAITI- NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)						
SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES						
SPECIFIC OBJECTIVE 3: Build departmental capacities for intersectoral and inter-institutional integration						
Build local capacities for collaborative planning, operationalization, and evaluation of food security and local development programs and projects	2007-2010	6,000,000	Planning and monitoring of programs and projects are improved	Local capacities strengthened		
Promote civil society/government/local government partnerships	2007-2010	4,000,000	Coordination and management of interventions are strengthened	Effective partnerships established on the basis of consultative panels		
Set up local mechanisms for immediate coordinated intervention in the event of a crisis		15,000,000	Coordination of crisis interventions is functional and efficient	Mechanisms in place		
Establish a database on actors and interventions in the area of food security enhancement and		8,000,000	Information is available	Database in place and functional		
		1,000,000	Interventions are better targeted			
Sub-Total, Objective 3		34,000,000				
SPECIFIC OBJECTIVE 4: Monitor food security and poverty						
Organize and implement participatory government surveillance of food insecurity at national and infranational levels		3,000,000	Monitoring of food insecurity is intensified	Strategy in place		
Evaluate impact of food security and poverty reduction policies and programs		5,000,000	Policies and programs are evaluated	Gathering and analyses of relevant indicators		
			Information is disseminated			
			Interventions are improved			
Sub-Total, Objective 4		8,000,000				
Total GPRSP		93,000,000				

**HAITI- NATIONAL GROWTH AND POVERTY REDUCTION STRATEGY PAPER (DSNCRP)
SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES**

2- GENDER EQUALITY

OVERALL OBJECTIVE: Promote women's rights and the mainstreaming of gender issues in public policy

SPECIFIC OBJECTIVE 1: Conceptualize, develop and institute a gender equality policy

Actions							
Promote analysis of gender-based social relationships	2007-2008	3,066,484	Comparative gender analysis is incorporated into public policy-making	Improved governance in the sector	MCFDF		
			Use and integration of gender mainstreaming analysis and budgeting tools at the macro policy level, in order to institutionalize cross-sectoral [transversal] approaches				
Develop and prepare the gender equality Law	2008-2009	2,022,000	Sector management is improved	Law developed and disseminated	MCFDF		
Establish a Parity Observatory	2008-2010	2,000,000	Strategy Framework Paper is drawn up for establishment of the Observatory	A Parity Observatory exists and is functional	MCFDF		
			Judicial/legal framework documents are produced				
Sub-Total, Objective 1		7,088,484					

SPECIFIC OBJECTIVE 2: Strengthen institutional capacities in the gender sector

Build organizational and institutional capacities of the Ministry of Women's Affairs and Rights	2007-2010	120,000,000	Human resources training plan is drawn up for MCFDF	Enhancement and strengthening of human resource capacities	MCFDF		
			Strategic plan for harmonizing internal structures of the MCFDF is developed	Training sessions offered. Missing structures supplied.			
			Plan for structuring <i>département</i> -level offices is developed	Structuring of <i>département</i> -level offices			
			Manual of operating, administrative and financial procedures is prepared	A manual on operations and administrative/financial procedures is produced and applied			
			Plan for developing DPAG data is prepared	DPAG database system is functional			
Sub-Total, Objective 2		120,000,000					

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES					
SPECIFIC OBJECTIVE 3: Improve women's status					
Implement sectoral poverty reduction projects	2007-2010	217,978,080			MCFDF
			Department-level management committees are functional and adhere to their mandate		
			Reduction in feminization of poverty		
			Improved access for women and their families to financial and material resources		
			A monitoring/evaluation plan is produced		
Monitor enforcement of the minimum 1/3 quota on women in non-traditional projects and production streams	2007-2010	6,132,968			MCFDF and other ministries
			Number of women aided in learning non-traditional trades		
			Five thousand women and girls trained and oriented towards non-traditional areas of employment		
			Scholarships are awarded to women and girls for training in non-traditional trades		
Outreach/support to women in income-generating activities	2007-2010	1,29,986,300			MCFDF and other specialized institutions
			Number of management training sessions organized		
			Number of sustainable economic initiatives taken in the production sector		
			Women have greater autonomy		
			Women possess knowledge and technical skills appropriate to the job market		
			Increased autonomy of women; reduction of feminization of poverty		

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES					
	2007-2010	129,986,300			
Recapitalization of rural women	2007-2010	129,986,300	Creation of credit institutions/banks to support productive initiatives for five thousand rural women	Women have greater income and access to credit Reduction in feminization of poverty Greater autonomy of women	MCFDF
Promote women's entrepreneurship in non-traditional production streams	2007-2010	122,659,360	Women possess skills and technical knowledge appropriate to the job market	5 thousand women trained and in possession of technical and specialized skills	MCFDF
			Greater autonomy of women	Number of technical and specialized training sessions conducted	MENFP
			Reduction in feminization of poverty	Plan to mobilize resources	MAST
			Women possess skills and technical knowledge appropriate to the labor market	Existence of a program and policies on women's entrepreneurship	
Promote and develop family-based childcare in disadvantaged areas	2008-2010	20,210,005	Better living conditions for children and their families in underprivileged milieus	Number of childcare centers created	MCFD
			Reduction of the burden on single-parent families	Number of families benefiting from childcare services	
Program to protect female street children who are victims of sexual exploitation	2008-2010	17,334,200	Improvement of living conditions for girls in underprivileged milieus	Existence of reeducation and outreach programs for girls and young women	MCFDF
			Creation of opportunities for socially marginalized girls	Existence of a plan for public outreach/awareness	
			Reduction of inequality	Mobilization of financial and material resources	
				Existence of [police] brigades to protect girls from sexual exploitation	
				Compilation of databases	
Program to promote recognition of women's societal contribution	2007-2010	2,909,364	Plan for promotion/recognition of women's societal contribution	Higher visibility and greater recognition of women's contributions	MCFDF
			Number of busts, plaques, artistic works produced in honor of prominent personalities	Reduction of discrimination and sexism	MENFP
			Recognition of women in public spaces and street names		and other ministries
Sub-Total, Objective 3		647,196,577			

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES						
SPECIFIC OBJECTIVE 4: Promote and enhance women's rights						
ACTION	Fiscal Years	Available resources	Output indicators	Outcome indicators	Implementing Agencies	
<i>In education</i> Lobby to keep girls enrolled in school	2007-2010	10,000,000	Number of scholarships awarded to those completing 6th basic year	Greater numbers of high-potential girl students continue their studies	MENFP	
Program to guide girls into non-traditional areas of employment	2007-2010	950,000	Steering Committee established Integration plan is prepared and implemented	More girls opt for non-traditional trades	MCFDF MENFP	
Evaluate school books and literacy manuals at all levels to eliminate sexist references	2007-2010	5,826,320	Commission is established, in collaboration with education sector, to assess school books	Professional educators better understand the need to combat sexism	MCFDF MENFP	
Promote higher education for girls	2007-2010	950,000	Number of outreach, information and training seminars/workshops conducted with male and female participants in the educational milieu	The public, and especially young people and adults, benefit from an education that respects human rights and women's rights	MCFDF MENFP	
Financing of back-to-school costs of socio-economically disadvantaged girls	2007-2010	25,000,000	Steering Committee is established Number of girls and parents made aware of issues Program is implemented to approach government agencies and national/international organizations for mobilization of funds	More girls opt for non-traditional trades Young girls in economic difficulty receive grants to continue their schooling	MCFDF and international partners	
			Mixed-gender coordinating committee is operational	Reduction in girls' drop-out rate		

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES						
ACTIONS <i>in the area of violence against women</i>	Fiscal Years	Available resources	Output indicators		Outcome indicators	Implementing Agencies
Operationalize National Plan to Prevent Violence against Women	2007-2010	7,000,000	Number of <i>département</i> -level and national forums conducted	Survivors of gender-based violence are supported effectively	MCFDF	
			Number of items published and disseminated	Local structures are able to provide general responses to survivors of gender-based violence	MJSS MSPP and other institutions	
Strengthen leadership of MCFDF in terms of national collaboration	2007-2010	12,000,000	<i>Département</i> -level and local collaborative structures are in place and operational	The Haitian government implemented the Belém do Para Convention through the MCFDF	MCFDF	
			Monitoring/evaluation plan is developed and implemented	Increased protection of women and girls from gender-based violence		
Establish <i>département</i> -level programs to support women	2007-2010	30,000,000	Support program is prepared and implemented	Regional-level women's networks are well structured to fulfill their mandate	MCFDF	
			Number of training seminars carried out	Women who belong to these networks are well aware of their responsibility		
Enforce Protocol on police handling of female victims	2007-2010	4,000,000	All (male and female) actors in the medico-legal hierarchy are aware and mobilized	Number of outreach/information workshops	MCFDF	
			Survivors of violence are treated in accordance with the protocol	Mixed Commission (MCFDF/PNH/Human rights NGOs) is in place and operational	MJSS	
			Monitoring/evaluation plan is prepared and implemented	Number of promotional items on the Protocol produced and disseminated		
Help shelter women who are victims of violence	2007-2010	32,147,057	Existence of a support center for women in difficult circumstances	Number of women sheltered	MCFDF	
				Survivors of violence reassert control over their lives	MJSS	

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES					
Enhance women's influence in decision-making	2007-2010	8,826,319	Increased participation and representation of women at all local, national and international levels	A program to strengthen women's leadership is produced and implemented	MCFDF
				Number of training seminars organized for female candidates	
				Number of training seminars organized for female elected officials	
				Number of training seminars organized to develop women's leadership	
Strengthen local-level women's associations	2007-2010	7,000,000	Strengthening of women's networks Number of forums conducted		
Sub-Total, Objective 4		1,43,699,696			MCFDF

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES

SPECIFIC OBJECTIVE 5: Promote educational and healthcare rights of women and girls					
Promote and develop and National Health Plan for Women and Girls	2007-2009	88,962,319	Existence of a sectoral document setting out public policy on women's health	Improvement of women's sexual and reproductive health	MCFDF -MSPP
	2007-2010	7,600,000	Plan for information, education and communication about sexual and reproductive health is prepared and developed	The public, and especially women and girls, enjoy a better healthcare environment	MCFDF -MSPP
	2007-2009	3,800,000	Decision-makers (male and female), institutions of civil society, the faith community, the general public, men, women and girls understand the importance of decriminalizing abortion	Establishment of a Steering Committee. Number of <i>département</i> -level forums and meetings with parliamentary commissions organized. National Colloquium held.	MCFDF/MSP MSPP

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES						
Build capacities of <i>département</i> -level directorates in the area of health	2007-2010	8,062,319	Number of training seminars/workshops organized	Members of coordinating committees have a good	MCFDF	
National Screening Program for Breast and Cervical Cancer	2007-2010	87,062,319	A national program is prepared and implemented	Women and girls receive free or minimum-cost screening services	MCFDF	
			Number of women and girls screened		MSPP	
Harmonization of health/reproductive policy of MSPP with women's demands and needs.	2008-2010	4,000,000	A Ministerial Commission is established	The Haitian government has a coherent reproductive health structure that meets women's needs.	MCFDF	
Reduction of maternal mortality	2007-2010	87,062,319	Number of workshops conducted with all sectors		MSPP	
			Protocol of agreement is signed by both ministries	Women are better informed of risk factors and treatments and have access to nearby prenatal care	MCFDF	
			Strategic plan to reduce maternal mortality is prepared	Alternatives for handling of high-risk pregnancies are implemented	MSPP	
			A database is in place	Systematic case monitoring and analysis are performed		
			Number of kits prepared for midwives	Skills of local midwives are strengthened		
			Number of outreach/information items produced (brochures, posters, public service announcements, bracelets, etc.)	Significant reduction of maternal mortality in all <i>ten départements</i>		
Sub-Total, Objective 5		286,549,276				

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES

SPECIFIC OBJECTIVE 6: Reform judicial and legal procedures pertaining to women's rights and gender equality

ACTIONS	Fiscal Years	Available Resources	Output indicators	Outcome indicators	Implementing Agency
Harmonization of legal texts	2007-2010	3,800,000	Number of legal texts in compliance with constitutional prescriptions and international agreements prepared and enacted	Promulgation of legal texts conducive to enforcement of international conventions against violence, gender-based discrimination, and reproductive rights.	MCFDF -MJSP
Define and strengthen legal and regulatory framework of women's rights	2007-2010	6,200,935	Legal and regulatory framework defined	Improvement of women's legal status	MCFDF
Recruit more women into judicial agencies	2007-2010	2,909,364	A strategic plan to integrate women is established by both ministries An orientation guide for women in judicial agencies is produced	Number of orientation workshops offered Increased number of women in the judiciary, police force, and court and legal professions Greater presence of women in the judicial apparatus	MCFDF -MJSP
Develop draft laws on:	2007-2010	15,389,900	Number of draft laws prepared and submitted to the Executive Branch	Reduction in conjugal conflict	MCFDF -MJSP
Consensual or common law marriages			Outreach/awareness targeting parliamentarians and the general public	Good acceptance of laws by parliamentarians	
Paternal responsibility, and working conditions of domestic servants			Ratification of draft laws through promulgation, dissemination and popular promotion	Laws are applied and obeyed Respect for women's rights in the relevant areas.	
Draft law on domestic employment			Number of law documents published and disseminated		
Draft law on paternity and determination of kinship					
Draft law on gender equality					
Draft law on 30% quota in appointed positions					
Draft law designating December 12 as National Domestic Labor Day					
Draft law on harassment and assault					
Sub-Total, Objective 6		28,300,199			

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES

SPECIFIC OBJECTIVE 7: Raise awareness of, and educate, male and female decision-makers and general public about sex discrimination and sexism

ACTIONS	Fiscal Years	Available Resources	Output indicators	Outcome indicators	Implementing Agency
Education and outreach campaign on women's rights and non-sexist behaviors	2007-2010	5,700,000.00	Number of outreach items produced (brochures, posters, public service announcements, bracelets, etc.) Number of seminars/workshops conducted	Number of schools receiving outreach/awareness efforts Number of (male and female) actors in the sectors of music, press, audiovisual production, performing, etc.	MCFDF MENFP
Press and media campaign to combat sexism	2007-2010		Number of outreach items produced (brochures, posters, public service announcements, bracelets, etc.) Number of seminars/workshop conducted	Audiovisual products are of better quality and free from sexist, degrading or violent references to women and girls	MCFDF
Campaign to promote women's participation and representation in the electoral process	2007-2010	23,041,604.00	Number of outreach items produced (brochures, posters, public service announcements, bracelets, etc.) Number of workshops/seminars conducted	Number of women participating in the electoral process	MCFDF
Information campaign on women's sexuality, sexual negotiating, and HIV/AIDS	2007-2010	5,826,319.60	Number of outreach items produced (brochures, posters, public service announcements, bracelets, etc.) Number of seminars/workshops conducted	Reduction of unwanted pregnancies and in prevalence of STDs	MCFDF MSPP
Outreach/information campaign on domestic employment and female domestics		5,826,319.60	Number of outreach items produced (brochures, posters, public service announcements, bracelets, etc.) Number of seminars/workshops conducted with all sectors	Recognition and valuing of the work of domestic servants A day in honor of domestic workers is adopted and celebrated nationally	MCFDF - MAST
Promote and develop information, education and communication on sexual and reproductive health	2007-2010	5,826,319.60	Number of outreach items produced (brochures, posters, public service announcements, bracelets, etc.) Number of seminars/workshops conducted with all sectors	The public, and especially women and girls, enjoy a better healthcare environment A plan to inform, educate and communicate on sexual and reproductive health is prepared and developed	MCFDF -MSPP
Sub-Total, Objective 7		46,220,562.80			
Total GPRSP		1,279,054,795			

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3.-ENVIRONMENT						
OVERALL OBJECTIVE: Improve environmental management to promote sustainable growth while ensuring economic and social welfare of the poor and the security of life-sustaining ecosystems						
SPECIFIC OBJECTIVE 1 - : Improve environmental governance						
Actions	Years	Resources	Output indicators	Results Indicators	Agency	
Involve private and public actors in decision-making at both central and local government levels	2007-2010	8,000,000	Planning of decentralized environmental management	Department-level and municipal plans for the environment are available	MDE/MPCE/MAE/PARLIAMENT	
Update and enforce environmental protection laws	2008-2010	4,000,000	Structures provided for under the framework decree are functional	Operational plan and enabling regulation of Framework Decree on environmental management are implemented	MDE/MPCE/MAE/PARLIAMENT	
			Compliance with, and ratification of, relevant multilateral environmental treaties	Publication of regulation establishing CONATE (National Council for Development and Environment)		
				Publication of the Environmental Code		
Submit to Parliament Draft Organic law on the mandate, responsibilities, organization of the Ministry of the Environment (MDE)	2007-2008	4,000,000	Mandate and legal responsibilities of Ministry of Environment are clearly defined	Organic Law submitted to Parliament	MDE/MPCE/MAE/PARLIAMENT	
Establishment of a program to provide support and strengthen the capacities of environmental organizations	2008-2009	4,000,000	Diagnostic study of Program to support environmental organizations, accompanied by an action plan	Support program established. Mobilization of financing for its implementation.	MDE/MPCE/MAE/PARLIAMENT	
Consolidate <i>département</i> -level environmental directorates and establish municipal environmental management units	2008-2009	20,000,000	Territorial Environmental Administration (ATE) is in place	ATE operational	MDE/MPCE/MAE/PARLIAMENT	
Sub-Total, Objective 1		40,000,000				

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SPECIFIC OBJECTIVE 2: Reduce the environmental vulnerability of the poor to natural risks and disasters and adapt to climate change		SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES		MDE/Private Sector/MARNDR/INGOMICT	
Promote energy and carbon sequestration forests 2007-2010	120,000,000	Publication of Ministerial Decrees creating clean development mechanism (CDM) in the energy sector under the Kyoto Protocol	Number of hectares of carbon-sequestering forests established		
		Identification and implementation of potential CDM projects	MDP operational		
Conduct a prospective study on the impact of global warming on productive sectors (e.g., agriculture, infrastructures, coastal zones, etc.) and identify adaptive measures	8,000,000	Terms of reference for the study	Encouragement of adaptive measures identified		MARNDR/ITPC/IMDE
		Validation of the study by various sectors involved			
Initiate/intensify preparatory and early warning measures	200,000,000	Poor and vulnerable communities are well informed and prepared for disasters	Annual promotion of a national month urging outreach/awareness of risk and natural disasters		MICT/DPC/ITPC/MARNDR/IMDE/BME / Red Cross/ SNGRD
		Risks reduced and impact of disasters limited	Local contingency and risk-reduction plans		
		Strengthening of municipal and local Protection Committees	Continued installation of community early warning systems in strategic watersheds		
			Mapping of high-risk zones and intensive public education		
			Establishment of a seismological and accelerometrical network		
			Mapping A232 and quantitative analysis of seismic faults		
			Training programs in emergency management		

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES			
Restore sustainable pre-disaster living conditions of vulnerable and poor communities and promote appropriate mitigation strategies	2007-2010	200,000,000	Local disaster preparedness plans are developed, particularly for vulnerable areas (coastal zones, flood plains)
			Guidelines and procedures for management of debris, garbage and cadavers are disseminated.
			Continued reconstruction of Fonds Verettes, Gonaives and Mapou
			Building Code developed and enforced
			Large drainage systems in major cities and in the Vallée de l'Arbonite are reprofiled and reamed out
			Risk-sharing mechanisms are established, including the common fund for risk management and disaster preparedness, micro-financing and insurance
			Monitoring of coastal areas
Rehabilitate and restore critical ecosystems	2007-2010	200,000,000	Number of hectares of mangroves planted and rehabilitated
			Number of springs and aquifer recharge zones protected
			Number of quarries effectively placed off limits
			Surface area of coral reefs artificially rehabilitated
			Rehabilitation plans developed for fenced-off sand quarries
			Number of lakes and ponds provided with development plans
			Protection of water sources and zones of aquifer recharge/replenishment
			Enforcement of measures to fence off sand quarries
			Adaptive and proactive management of humid zones and coral reefs
			National Day of Awareness of Coastal and Marine Zones

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES			
Incorporate risk reduction into public policy (both national and sectoral) and improve coordination of risk reduction and disaster preparedness	2008-2009	16,000,000	MIC/DPC/MTFC/MARNDR/MBE/BME / Red Cross
			National Risk Management Strategy is formulated
			Substantial reduction in vulnerability in the face of natural vagaries
			Organization of synergies between common resources to reduce vulnerability
			National Plan for Adapting to Climate Change is implemented
			Improvement of SNGRD operating mechanism
			Early Warning and Vulnerability Information Systems are in place
			Information-sharing and dissemination of best practices in this area
			Joint projects addressing risk and disaster issues are planned and implemented
			Full and integral integration of Haiti into existing regional networks (CDERA, ACS/AES, Havana Risk)
			Development of protocol to be followed at various levels (national and departmental) by SNGRD before every hurricane season
Sub-Total, Objective 2		744,000,000	

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SPECIFIC OBJECTIVE 3: Improve urban environmental management									
Year	Program	Amount	Key Activities	Outputs	Indicators	Responsible Orgs			
2007-2010	National Town/Regional Development Plan	32,000,000	Reduction of anarchic construction	Number of model housing developments built		MPCE/MDE /MTPTC/MARNDR			
2007-2008 and thereafter	Preparation of an Urban Development Plan	8,000,000	Improvement of the environmental standard of living	Number of cities with urban development plans		MTPC/MPCE/MDE			
Sub-Total, Objective 3		40,000,000							
SPECIFIC OBJECTIVE 4: Integrated management of water resources									
2008-2010	Reforestation of areas around springs	40,000,000	Provision of preferential credit for purchase of tools and equipment	Output of rivers and watercourses is monitored		MDE			
2008-2010	Protect catchment areas in watersheds	20,000,000	Improved management of watersheds	National Plan and Master Plan for watershed development is prepared		MDE/MARNDR			
2008-2009	Establish the National Water Resource Management Agency	20,000,000	Improved management of water resources	National Policy on integrated management of water resources is prepared		MTPC/MDE/MARNDR/INGO			
2008-2010	Creation of National Marine Parks	40,000,000	Number of parks built	Improved water sector regulation		MDE/INGO/Environmental organizations			
Sub-Total, Objective 4		120,000,000							
SPECIFIC OBJECTIVE 5: Achieve equilibrium between supply and demand for wood resources									
2007-2010	Relieve fuel demand pressure on national wood resources	120,000,000	Awarding of partnership contracts with equipment suppliers	Production of improved wood-burning stoves		MDE/MTPC/BME/ELF/SERVI GAZI			
			Call for bids from distributors	Diesel or LPG conversion of 1,000 enterprises (500 bakeries, 150 laundries, 350 distilleries and 'rapadou' (sugar paste) producers) that use wood fuel					
			50% subsidy for households on cost of equipment	Conversion of 30,000 urban households to LPG and kerosene					
				Expand use of improved wood-burning stoves to rural and suburban households					
		3,200,000,000		Imported fuels, plant-based briquettes and bio-diesel are subsidized		MDE/MARNDR/BME/BODIESEL HAITI			
2007-2010	National Environmental Rehabilitation Program	20,000,000	Regulatory framework of energy policy is developed	Construction of hydroelectric plants, solar panels and wind farms		MTPC/BME/MDE/MPCE/MARNDR			
2007-2009	Preparation of a Forestry Action Plan	20,000,000	Forestry Development Fund created	Number of areas forested or reforested		MDE/MARNDR/MPCE/INGO/Environmental Organizations			
Sub-Total, Objective 5		3,360,000,000							

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SPECIFIC OBJECTIVE 6: Combat land degradation and promote sustainable management of biodiversity

Establish National Agency for Protected Areas and Forests	2007-2010	8,000,000	National Action Plan for protection of biodiversity	Protection of biodiversity strengthened	MDE /CONATE/MARNDR
Establish Caribbean Biological Corridor (Haiti/Dominican Republic/Cuba)		160,000,000	Technical studies	Number of projects involving the Corridor and related protected zones submitted to the Global Environmental Fund	MDE/MARNDR/MPCE/NGO/Environmental Organizations
			Definition of Corridor boundaries		
			Regional development schemas associated with the Corridor		
Conduct natural resource management activities in 50 municipalities in the country (5 par département)	2007-2010	50,000,000	Transfer of funds to municipalities for environmental management	Number of hectares reforested	MDE /CONATE/MARNDR/IMPCE
			Number of projects including a municipal support component for environmental management	Number of km of river banks protected. Fencing-off of sensitive zones	
			Number of environmental projects monitored or implemented by municipalities	Fencing-off of sensitive zones	
				Number of parcels rehabilitated through soil conservation and agroforestry measures	
Establish National Action Program to Combat Desertification	2007-2009	20,000,000	Better information on the environment	Reduction of annual soil loss	MDE /CONATE/MARNDR
Strengthen national system for protected areas	2008-2009	120,000,000	Increase in non-threatened acreage	Reduction in number of threatened areas	
Sub-Total, Objective 5		358,000,000			
SPECIFIC OBJECTIVE 7: Combat all types of pollution					
Recycling of plastics	2007-2010	68,000,000	Environmental improvement	Pollution reduced	MDE
Construction of sorting and composting centers	2007-2008	52,000,000	Exploitation/processing of trash	Quantity of compost and processed trash	MDE
Waste water treatment	2007-2008	16,000,000	Improved treatment of waste water	Number of septic tanks built	MDE
Sub-Total, Objective 7		280,000,000			

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES						
SPECIFIC OBJECTIVE 8: Environmental monitoring and oversight						
Recruit and train environmental monitoring personnel	2007-2010	120,000,000	Framework document of environmental surveillance corps is prepared	Continued deployment of Environmental Surveillance Corps	MDE/Local governments	
			Mobilization of funding for the Corps out of the public treasury	National parks and forest preserves protected from human encroachment		
			Municipal government involvement in the process	Imposition of fines for dumping and strengthening of coercive measures to prevent unsanitary practices		
Establish National Environmental Observatory (ONEV) and National Environmental Information System (SNIE)	2007-2010	200,000,000	Design study of SNIE, Technical Secretariat of ONEV, completed	Production of reliable environmental data	MDE/MPCE/CNG/S/MARNDR/Universities	
			Purchase of equipment, Design of the Observatory's web portal	Improvement of system to support environmental decision-making		
			Technical facilitation of SNE and ONEV	Publication of annual reports on the state of the environment		
Sub-Total, Objective 8		320,000,000				
SPECIFIC OBJECTIVE 9: Make the environment a focus for investment and business opportunities						
Establish a Haitian Fund for Environmental Rehabilitation (FRESH)	2007-2008	80,000,000	Environmental tax enacted	Percentage of net domestic product attributable to environmental conservation	MDE - European Union	
Establish, with the Dominican Republic, a Binational Fund for Environmental Promotion and Ecological Restoration of the Island		200,000,000	Procedures manual for the fund, Binational policy and technical consultations on the initiative	Number of binational environmental projects financed with resources of the Fund	MDE - European Union/CONATE/MARNDR	
Set up an Environmental Investment Center	2007-2008	20,000,000	Development plan	Development of a market for private sector environmental Green tax regimes	Private sector/ Environmental organizations	
Development of an environmental accounting system	2008-2010	20,000,000	System design study completed	Incorporation of the environment into national accounts	MDE/MEF	
Sub-Total, Objective 9		320,000,000				
Total GPRSP		5,562,000,000				

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4.- SOCIAL PROTECTIONS

OVERALL OBJECTIVE: Reduce exclusion and enhance social protections

SPECIFIC OBJECTIVE 1: Strengthen institutional capacities of MAST

Actions	Fiscal Years	Available Resources	Output Indicators	Outcome Indicators
Institutional strengthening	2007-2008	20,000,000	Improvement of mechanisms and procedures	Ministry, and its subsidiary directorates, strengthened
SPECIFIC OBJECTIVE 2: Social and economic integration of the handicapped				
Strengthening of State Secretariat for the Handicapped	2007-2008	20,000,000	Improvement of mechanisms and procedures for outreach to the handicapped	Secretariat strengthened 5 <i>département</i> -level offices acquired 15 competent higher level staff recruited 5 <i>département</i> -level offices equipped 5 <i>département</i> -level directorates equipped with human and material resources
Revise the Labor Code		15,000,000	Better integration of the handicapped into the labor market	50 higher-level staff and technicians trained 3 seminars organized Labor Code revised Unit established 10 higher-level staff and consultants recruited 20 consultative meetings organized 1,000 draft versions published Code finalized 10,000 final versions published
Develop a policy on hiring the handicapped	2007-2008	15,000,000	Improvement of living conditions for the handicapped	10,000,000 jobs created Structure with 10 higher-level staff established 1 national survey carried out 1,000 copies of survey results 20 inter-institutional meetings conducted 1 document on the population of working handicapped

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Establish a fund to support the integration of the handicapped	2007-2010	75,000,000	The handicapped are integrated into the economic system	10,000 disabled handicapped receive assistance	
			Central database of handicapped persons is organized	12,000 able-bodied handicapped trained and grouped into 100 associations	
				100 groups of 120 handicapped persons legalized	
				Guarantee fund to finance projects of the handicapped is organized	
Organize outreach/information campaigns on the rights of the handicapped	2007-2010	30,000,000	Reduced risk of incapacity	20 outreach/awareness campaigns organized 1 five-member committee set up	
				20 outreach/awareness campaigns organized	
				20 public service announcements broadcast, 10,000 brochures distributed, 100,000 posters put up	
Material support to handicapped persons	2007-2010	60,000,000	Needs of the handicapped are met	Material distributed and replenished, and 15,000	MAST
Support specialized centers and associations providing outreach to handicapped persons	2007-2010	90,000,000	Technical and material assistance to the centers	35 centers and associations assisted and supported	MAST
Establish modern centers for support and care of the handicapped	2007-2010	125,000,000	Outreach/support/services provided to the handicapped	5 centers established and provided with materials	MAST
Sub-Total, Objective 2		430,000,000			
SPECIFIC OBJECTIVE 3: Support and outreach to senior citizens					
Create an intake/support center for the senior citizens	2007-2010	125,000,000	30,000 people integrated	10 centers created throughout the country	MAST
Support and implement centers dispensing medical/social services to the aged and handicapped	2007-2008	60,000,000	Aged and handicapped persons receive technical and material assistance	30,000 beneficiaries assisted	MAST
Create a Solidarity Fund for the Aged	2007-2008	90,000,000	Living conditions of the aged and handicapped are improved	240,000 elderly persons assisted	MAST
				240,000 elderly receive initial training in project activities; Number of elderly persons assisted	
Reform the retirement system	2007-2010	10,000,000		Document on retirement system is developed	MAST
Sub-Total, Objective 3		285,000,000			

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SPECIFIC OBJECTIVE 4: Outreach to adolescents, the incarcerated, and young adults in difficult circumstances		150,000,000		Reintegration of young people involved in, or exposed to, violence	10 centers created throughout the country	MAST
Create vocational training centers		2007-2010			Number of technical training sessions offered	
Promote employment programs emphasizing self-employment and manual trades	2007-2010	60,000,000		Reduction of violence	Number of jobs created	MAST
Enhance ability of communities to resist the influence of violent groups	2007-2010	100,000,000		Greater government presence in sensitive areas	Grassroots-level government services enhanced	MAST
				Civic education provided		
Establish psychosocial rehabilitation centers	2007-2010	150,000,000		Services provided to the aged	10 centers established and equipped	MAST
Establish halfway houses for disadvantaged persons	2007-2010	125,000,000		Services provided to the underprivileged	10 centers equipped and rendered functional	MAST
Support reintegration and rehabilitation of deported Haitians	2007-2010	100,000,000		Incarcerated persons rehabilitated and reintegrated	40,000 returning expatriates receive support services	MAST
Establish intake/support centers in départements and provide support to the 'Carrefour' intake center	2007-2010	98,000,000		Services provided to children	9 intake centers in 10 départements	MAST
Sub-Total, Objective 4		783,000,000				
Total GPRSP		1,518,000,000				

5.- CULTURE AND COMMUNICATION

OVERALL OBJECTIVE: Make culture and communication the primary bases for the economic and social development of the country

SPECIFIC OBJECTIVE 1: Build the institutional capacities of the culture and communication sector

Actions	Fiscal Years	Available Resources	Output indicators		Outcome indicators	Implementing Agency
Create 2 new culture directorates at the département level	2007-2008	30,000,000	Increased interventional capacity in the sector		2 département-level directorates in Sud and Artibonite	MCC
Create research and music instruction centers		75,000,000	Greater number of musicians trained		8 research and music instruction centers (CREM)	MCC
Rehabilitate the existing CLAD network		120,000,000	Improved dissemination of culture		CLAD in Nord, Ouest and Artibonite provinces refurbished	MCC
Modernize internal structures of the MCC and of agencies under its authority		150,000,000	Improved communication		Technical and administrative structure strengthened	MCC
Rehabilitate of State-run media (RNH and TNH)		200,000,000	Improved information and culture dissemination to the public		Studios and broadcast sites of TNH and RNH refurbished	MCC
Expand CLAD network		300,000,000	Improved access to culture		Structure for access to books created in rural areas. Access of rural communities enhanced	MCC
Expand cultural cooperation with foreign partners		22,500,000	Improved cooperation		Cultural cooperation enhanced	MCC
Sub-Total, Objective 1		897,500,000				

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SPECIFIC OBJECTIVE 2: Protect and promote national heritage						
Develop and conserve national historic sites (e.g., Citadelle, Sans-Souci, Ramier, etc.)		452,720,000	Increased capacity of sites to accommodate tourism; protection of historic monuments	Historic monuments developed and promoted	MCC	
Support integration of Creole language		10,000,000	Promotion and dissemination of the written Creole language	Linguists and translators recruited Dissemination of texts and works in Creole Official documents prepared in French and Creole	MCC	
Promote the values of tolerance and solidarity		12,000,000	Greater social cohesion	More workshops, colloquia and seminars organized More media campaigns conducted	MCC	
Develop access and conservation measures for fortifications at Marchand, Fort Picolet, and Platon Fort National Historic Park (Dussis)		180,000,000	Easier access to these sites; increased capacity to accommodate tourism	Historic monuments developed, preserved and promoted	MCC	
Complete development work on Veritères site		10,000,000				
Digitize two centuries of Haitian legislation		14,400,000	Modernization of the Haitian judicial apparatus	Two centuries of Haitian legislation digitized	MCC	
Create a research fund		30,000,000	Increased capacity for carrying out studies and research	Research fund created	MCC	
Restore the historic town center of Belladère, Phase 2		25,000,000	Strengthening of institutional capacity of public administration at Belladère	Administrative building in Belladère rehabilitated	MCC	
Complete development of central plaza (Place d'Armes) in Jacmel		15,000,000	Increase in the city's capacity to accommodate tourism	Central plaza restored and promoted	MCC	
Restore the colonial prison in Jacmel	2007-2008	25,000,000		Colonial prison restored	MCC	
Sub-Total, Objective 2		774,120,000				
SPECIFIC OBJECTIVE 3: Promote artistic, literary and handicraft production						
Strengthen organizational structures of cultural operators, writers and artists		2,000,000.00	Strengthening of artists' and craftspersons' organizations	Professional, artistic and handicrafts association created and supported	MCC	
Establish a competition prize fund to spur artistic, literary and handicrafts creation		12,000,000.00	Increase in high quality production	Competitions organized in various areas of artistic endeavor	MCC	
Create a mobile bookstore/library		14,400,000.00	Improved promotion of books and reading	Specially-equipped vehicles purchased		
Establish an experimental unit to conduct studies and supervise cultural infrastructure projects		12,000,000.00	Strengthening of capacity to carry out studies and supervise cultural infrastructure projects	Unit is in place and functional	MCC	
Convert the Triomphe cinema into the Jacques Roumain Cultural Center		40,000,000.00	Better public access to cultural products	Triomphe cinema converted to cultural center	MCC	
Sub-Total, Objective 3		80,400,000				
Total GPRSP		1,752,020,000				

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6- URBAN DEVELOPMENT						
OVERALL OBJECTIVE: Contribute to sustainable urban development and poverty reduction through 1) preparation of slum development and rehabilitation plans and support for their implementation; 2) controlled growth						
SPECIFIC OBJECTIVE 1: Make local governance operational and efficient						
Actions	Fiscal Years	Resources		Output indicators	Outcome indicators	Implementing Agency
		Amount	Sources			
Provide technological and methodological assistance to local actors for the development, implementation, management and monitoring/evaluation of plans/programs/projects either in slum rehabilitation or in urban fabric.	2007-2008 and thereafter	216,000,000		Agencies supporting local governance, acting as actual structures to support local governance	Development Plan for the metropolitan area	MPCE
		432,000,000				
Sub-Total, Objective 1		648,000,000				
SPECIFIC OBJECTIVE 2: Apply urban planning to cities and develop slum areas						
Foster the creation of a government agency responsible for slum rehabilitation in order to improve plan/project coordination	2007-2008	432000000		Mixed Corporation (Societe d'Economie Mixte) for development and rehabilitation of urban environments	*Development Plan for metropolitan area. CLED: documentation of assets in slum areas	MPCE/MAST/EP/LSMEF
Foster the emergence of networks combining government and non-government actors in order to promote rational use of funds in slum neighborhoods	2008-2010	96,000,000				MPCE
Systematize, model, validate and disseminate actions implemented so they can be used in other areas of the country	2007-2010	96,000,000		Unit charged with monitoring/evaluation of agencies supporting local governance	CNIGS and its purview, i.e., studies of siting and typology of housing areas	MPCE
Sub-Total, Objective 2		624,000,000				
SPECIFIC OBJECTIVE 3: Strengthen the participatory process for slum rehabilitation						
Outreach, structuring, and capacity-building of local populations to enable them to participate actively in all phases of the rehabilitation process	2007-2010	204,000,000				General contractors
Sub-Total, Objective 3		204,000,000				
SPECIFIC OBJECTIVE 4: Seek financing for grassroots projects						
Systematize and publish experiences to validate the concept of projects emerging from the grassroots level.	2008-2010	72,000,000		Draft study or thesis	Thesis produced and validated	MPCE and others
Seek financing for ad hoc projects developed with grassroots input	2008-2010	48,000,000		Specifications	Inventory of typology of proposed neighborhoods accepted for donor financing	
Sub-Total, Objective 4		120,000,000				
Total GPRSP		1,596,000,000				

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7- TOWN AND REGIONAL PLANNING

OVERALL OBJECTIVE: Help rebuild the national territory as a contribution to balanced and sustainable development over the long term

SPECIFIC OBJECTIVE 1: Establish the strategic and normative framework for national development

Actions	Fiscal Years		Resources		Output Indicators	Outcome Indicators	Implementing Agency
	Amount	Source	Amount	Source			
Reorganize the Ministry of Planning and External Cooperation	250,000,000				Better control over national planning and development process	New judicial/legal and organizational framework for MPCE is implemented	MPCE and other institutions
Finalize the Regional Planning and Local Development Law	5,000,000				Law on Regional and Local Development is implemented	Law on Regional Planning and Local Development is promulgated	MPCE and other institutions
Regionalize the MPCE down to the <i>arrondissement</i> level	200,000,000				Better control over regional development	<i>Department</i> -level directorates are reorganized and <i>arrondissement</i> -level technical departments are established	MPCE and other institutions
Develop the New National Town and Regional Development Plan	120,000,000				Medium- and long-term vision for national town and regional development is defined	New National Town and Regional Development Plan adopted	MPCE and other institutions
Develop local and <i>arrondissement</i> development plans	400,000,000				Medium- and long-term vision for <i>arrondissement</i> -level development is defined	Local and <i>arrondissement</i> -level development plans are available	MPCE and other institutions + local governments
Review the national territorial divisions	100,000,000				Better fit between regional divisions and the country's politico-administrative and development framework	Updated document of subnational boundaries is available	MPCE+MCT+ other institutions + CT
Put operational planning instruments in place	120,000,000				Implementation of better organized development	Framework tools for implementation of development activities are available	MPCE + other institutions
Reorganize the Public Investment Program (PIP)	10,000,000				PIP provides better view of development policies and strategies for operationalizing the country's judicial/administrative framework	PIP documents and methodological framework are updated and used	MPCE + other institutions
Organize actors involved in town/regional planning and development	60,000,000				Better regional development coordination	Consultative and participatory structures are established and functional	MPCE + other institutions
Strengthen sectoral planning units	300,000,000				Better inter- and intra-sectoral development coordination	10 sectoral planning units are strengthened	MPCE + other institutions
Sub-total	1,565,000,000						

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SPECIFIC OBJECTIVE 2: Energize the regions						
Organize actors involved in town/regional planning and development			Better regional development coordination	Consultative and participatory structures are established and functional	MPCE + other institutions	
Provide organizational support to local governments in the area of development planning		200,000,000	Better regional implementation and coordination of development	Capacity of CTs to manage development is strengthened	MPCE + other institutions	
Promote regional development		14,000,000,000	All territories of <i>arrondissements</i> are brought into coherence on the basis of planned development interventions	Improved living conditions and environment for CT populations	MPCE + other institutions	
Sub-total		14,200,000,000				
Total GPRSP		15,765,000,000				

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8 - RISKS AND NATURAL DISASTERS						
OVERALL OBJECTIVE: Improve interventional capacities of the SNGRD by strengthening the DPC, the SPGRD and regional civil protection entities						
SPECIFIC OBJECTIVE 1: Strengthen interventional capacities of the DPC and SPGRD						
Actions	Years	Resources	Output indicators	Outcome indicators	Agency	
Mobilize the CNGRD on the risk topic	2007-2008	300,000	Improvement of CNGRD	Framework law proposed to the Chamber	MICT/DPC/SPGRD, other relevant ministries	
Establish a CNGRD monitoring committee	2007-2008	100,000	Monitoring of PNGRD	Monitoring committee created and functional	MICT/DPC/UNDP and other institutions belonging to SNGRD	
Create an ad hoc committee on the topic of risk management	2008-2009	100,000		Commission set up	DPC, SPGRD, UNDP, PUGRD, EU	
Create a consultative body to interface with civil society	2007-2008	100,000		Consultative committee created and functional	MICT/DPC and other ministries	
Creation and strengthening of sectoral risk-management committees	2007-2010	300,000		Sectoral committees created	SPGRD and other ministries	
Mobilize and raise awareness of the topic on the part of other public and private institutions	2007-2010	400,000		Institutions aware and motivated	MICT/DPC,SPGRD, UNDP, EU, other ministries	
Risk management: Directorate for local governments; Département-level consultative panels; municipal assemblies	2007-2010	5,000,000		Minutes of meetings Documents prepared and disseminated	MICT/DPC/SPGRD, PUGR, EU, UNDP and other partners	
Training/ outreach and awareness	2007-2010	10,000,000		Modules prepared and disseminated Training manuals developed	DPC, SPGRD, MENFP and other partners	
Lobby for integration of risk management into the curricula at elementary, secondary, university, graduate and technical levels of education.						
Raise awareness of the risk management concept on the part of parliamentarians, media, churches, socioprofessional associations, chambers of commerce, and the general public.	2007-2010	5,000,000		Protocols of agreement, etc. Minutes of meetings, protocols of agreement Project documents prepared and implemented, etc.	DPC, AMH, Parliament, chambers of commerce and other partners	
Strengthen the interventional capacity of the DPC	2007-008	15,000,000	Interventional capacities of the DPC are strengthened	Truck purchased and available Vehicle purchased and available	MICT/DPC	
Construct an Operations Center of a national agency (country contribution, document publication)	2007-08	3,000,000		Office refurbished Various documents disseminated	DPC/SPGRD/UNDP, EU, PUGRD	
Purchase consulting services	2007-2010	5,000,000		TORs prepared Consultants' work available	MICT/DPC	
Sub-Total, Objective 1		44,300,000				

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SPECIFIC OBJECTIVE 2: Strengthen interventional capacities of field-level civil protection structures					
Strengthen 10 <i>département</i> -level committees/ in-service training	2007-	2,000,000	Interventional capacities are strengthened	10 committees performing more effectively	DPC/SPGRD and other partners
Strengthen municipal and local committees – training and equipment	2007	4,000,000		30 municipal and local committees trained and fully	DPC and other partners
Create 5 rapid intervention teams	2007	1,000,000		100 DPC staff trained and ready for intervention	DPC, White Helmet troops (Argentina)
Create 5 rapid intervention teams		1,000,000		100 staff trained and ready for intervention	CRH, firefighters
Create and equip ten (10) new Civil Protection Committees	2007	2,000,000		10 committees trained and equipped	DPC and other partners
Organize 3 simulation exercises	2007	4,500,000		100 civil protection personnel	DPC/CRH, firefighters, etc.
Implement microprojects	2007	15,000,000		10 risk-reduction microprojects implemented	DPC, mayors' offices and relevant sectors
Sub-Total, Objective 2		25,500,000			
Total GPRSP		69,800,000			

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9- STRENGTHEN GOVERNMENT CAPACITIES

OVERALL OBJECTIVE: Strengthen institutional capacities

SPECIFIC OBJECTIVE 1: Continue to reform the central government administration

Fiscal Years	Resources		Output indicators	Outcome indicators	Implementing Agency
	Amount	Sources			
	28,600,000		Establishment of structures to strengthen public administration	<p>Drafts of Organic Law on departments of the Office of the President, central departments of the Office of the Prime Minister, Ministries and technically regionalized departments are prepared</p> <p>Draft Decree on Economic and Social Development Council, organization and operation of Budget Unit, organization and operation of CCS within BPM, Office of Management and Human Resources is prepared</p> <p>General Directorates of ministries are strengthened</p> <p>Operation of Strategic Orientation Councils defined</p> <p>Operation of Consultative Councils defined</p> <p>Forums held for General Directors of central government administration</p> <p>Operation of Interministerial Committees defined</p>	
2007/2008	2,400,000		Improved coordination of interministerial administrative interventions	Decree on operation of Superior Council of Administration and Civil Service	

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Improve quality and transparency of public services		2,000,000		Surveys of existing practices and procedures in the public administration. Surveys on productivity and quality of services provided	Strategic plans of Ministries and their associated agencies are developed Procedures manuals of central government departments are revised and functional
Government assets and operating costs		59,400,000		Establishment of criteria and procedures for allocation and utilization of government property	Inventory and evaluation of fixed and movable government assets is performed. Purchase and maintenance policies for government property are evaluated.
Awareness campaigns and lobbying for reform		36,800,000		Training and information workshops for civil servants. Organization of training seminars abroad with multiplier effects	Seminars, workshops, and outreach and facilitation missions targeting civil servants and civil society are carried out.
Sub-Total, Objective 1		129,200,000			

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SPECIFIC OBJECTIVE 2: Establishment of new civil service system

Actions	Fiscal Years	Resources		Output indicators	Outcome indicators	Implementing Agency
		Amount	Sources			
Regulatory framework of the civil service		51,800,000		Modes of organization of civil service entrance examinations, and of the system for evaluating civil servants.	Decreases on organization and functioning of ENAPP, job classifications, and employment branch designations are published in the 'Moniteur'. Studies of job nomenclature and grid classification.	
Development of a management policy for the civil service		140,400,000		Strengthening of the Office of Management and Human Resources and ENAPP, as well as of Human Resources Directorates and Departments	Office of Human Resource and ENAPP Management is established. Systematized processing of central civil service files is re-instituted.	
Training and skills-enhancement in the civil service		39,400,000		Development of training and skills-enhancement programs for civil servants. Development of a training curriculum for civil servants.	Annual training and skills-upgrade plan for civil servants, along with curricula, are prepared and functional.	
Civil servants' career path management		11,400,000		Improved descriptions of civil servants' tasks and profiles and definition of needs	Performance chart of civil service is prepared and evaluation procedures are in place	
Policy on civil service recruitment/hiring		35,600,000		Improved civil servant hiring and assignment policies	Staffing needs of ministries and technical departments are identified and adequate personnel is provided Competitive civil service recruitment examination is organized	
Gender Policy		5,700,000		Improvement of the gender equality situation in the civil service	Study of gender issues in the civil service is conducted	
Policy on management of contractual employees				Strengthening of policies on management of contractual employees in the civil service	Studies of issues concerning contractual employees are conducted and criteria for awarding of civil servant status are developed	
Awareness campaigns and lobbying		44,000,000		A dynamic, and much more service-oriented, civil service	Government seminars organized; outreach seminars for partners organized; forums for general directors and senior staff	
Sub-Total, Objective 2		328,300,000				

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Actions	Fiscal Year	Resources		Output indicators	Outcome indicators	Implementing Agency
		Amount	Sources			
Determine the extent of progress in decentralizing public services		11,400,000		Better knowledge of the decentralization of public services on the part of government	Surveys on status of decentralization of ministries, technical departments, and regional delegations and representations are conducted	
Develop the legal framework		32,000,000		Strengthening of the legal aspects of public service decentralization	Charter on decentralization of public services is completed; Organic Law on delegations and vice-delegations is prepared; Jurisdictional framework of Office of General Accounting and Administrative Disputes is prepared. Promotion and Development Fund.	
Develop the institutional framework for decentralization		26,000,000		Strengthening of the institutional framework for decentralization of public services	Support provided to Interministerial Commission on Territorial Administration	
Develop the conceptual and technical framework for decentralization		33,100,000		Declaration of National Policy on decentralization	National policy on decentralization is drawn up; National Plan and Organizational Framework for decentralization is prepared; and Procedures Manuals are produced	
Establish entity for regional coordination of decentralization		8,000,000		Establishment of a National decentralization Plan	Organizational schema of delegations and vice-delegations is prepared; criteria and profiles of staff of delegations and vice-delegations are strengthened	

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Strengthen regional echelons involved in deconcentration		30,000,000	Resource endowment for regional representatives of public services	Organizational structures of directorates, coordinating entities and administrative districts are prepared. Policy on resource endowment of regional representations of public services is drawn up
Organize training, outreach and lobbying seminars on deconcentration		38,000,000	Forum with participation of civil society associations, general directors and senior officials of the Public Administration	Government seminars organized and outreach seminars for parliamentarians conducted; forums for general directors and higher-level staff of public administration are conducted Forum with participation of association of [words missing?]
Sub-Total, Objective 3		178,500,000		

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SPECIFIC OBJECTIVE 4 : Initiate the decentralization process

Actions	Fiscal Years	Resources		Output indicators	Outcome Indicators	Implementing Agency
		Amount	Sources			
Develop the conceptual framework for decentralization	2007-2010	40,200,000		Appropriate conceptual framework	Structures developed for coordination, preparation and implementation of a decentralization policy; policy and implementation strategy document is prepared, along with proposed action plan	
Strengthening of legal framework	2007-2010	8,000,000		Appropriate legal framework	Law on decentralization is prepared and adopted; proposed revisions of municipal, town and département-level legislation is prepared; reform of taxes, FGDCI for municipal section, town and département	
Build capacities of local governments	2008-2010	77,800,000		Improved capacity of regional governments to manage their local affairs	Operational rules and procedures of CT bodies are prepared; Studies of administrative organization of CTs conducted; proposed position structures and descriptions are drawn up; procedures manual and administrative forms developed	
		6,000,000		Improved government outreach structures	Procedures for monitoring of delegations and vice-delegations prepared; procedures for local government verification by General Accounting Office are defined	
Awareness of, and lobbying for, ENAPP		142,200,000		Broader awareness of national school of public policy	Government seminars on decentralization; national forums on decentralization; seminar for delegation/vice-delegation and regionalized higher-level staff of public administration	
Sub-Total, Objective 4		274,200,000				

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Actions	Fiscal Years	Resources		Output indicators	Outcome indicators	Implementing Agency
		Amount	Sources			
Improve physical environment in which public services are provided		6,000,000		Development of a national policy on modernization or construction of public buildings	Surveys of working conditions and space occupancy in public administration are conducted; administrative infrastructure needs estimated	
Construct office space for agencies involved in steering or support of reform		1,200,000,000		Improvement of working conditions in the public administration	Office space constructed for General Secretariat of the Office of the Prime Minister, Office of Human Resource Management (OMRH) and National School of Public Policy (ENAPP). Office space furnished and equipped for General Secretariat of the Office of the Prime Minister, Office of Human Resource Management (OMRH) and National School of Public Policy (ENAPP), and human resource directorates and departments of the civil service	
Provide furnishings and operational/technical capacity building for administrative entities involved in reform		1,013,000,000		Improvement of working conditions in the public administration		
Sub-Total, Objective 5		2,219,000,000				
Total GPRSP		3,129,200,000				

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SPECIFIC AND CROSS-SECTORAL POLICIES AND STRATEGIES						
10- GENERAL FRAMEWORK OF SUPPORT TO THE PRIVATE SECTOR						
OVERALL OBJECTIVE: Improve the business climate						
SPECIFIC OBJECTIVE 1: Develop the legal framework for economic and development activity in a market economy						
Inventory and review laws and regulations to bring them into sync with current realities and modernization/globalization of the economy	5,000,000					
Modernization of the administrative and procedural framework	6,000,000			Encouragement of investment	Judicial/legal framework of business environment improved	MCI
Establishment of agencies to monitor generally acknowledged norms and standards	12,000,000					
Sub-Total, Objective 1	23,000,000					
SPECIFIC OBJECTIVE 2: Strengthen institutions that ensure private initiative, free enterprise, a market economy, and competitiveness						
Establishment of arbitration institutions	5,000,000					
Establish security of fixed and movable property/assets						
Guarantee right to private property	12,000,000					
Strengthen the land registration system	12,000,000					
Strengthen forms of transactions and conveyance of goods and services between parties						
Monitor proper execution of contracts	23,300,000					
Establish special conflict resolution chambers	35,000,000					
	87,300,000					
Sub-Total GPRSP	110,300,000					

NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

ANNEX III

English Translation of Official Original Document in French

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

1-STRENGTHENING THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
A. BUDGET PREPARATION					
A.1. Integrate the operating and investment budgets and take account of the multiyear nature of spending in the annual budget law.	DGB/MPCE/MEF SPENDING INSTITUTIONS	In the context of the 2009/2010 budget law, a pilot test is launched in line with these criteria	Starting 2009/2010	High	
A.2. Strengthen the capacity of the spending institutions in (i) the preparation of investment and operating budgets and (ii) the formulation of budget strategies and their budgetization.	DGB/MPCE/MEF SPENDING INSTITUTIONS	Pilot project underway for the decentralization and installation of the new version of the budget preparation system "ELABUD" in seven ministries for the preparation of the next budget. Phase 1 of strengthening the planning and budgetization structures of the spending institutions is in effect. In the 2007-2008 draft budget law, the PIP includes a capacity building program for the sectoral programming units of the SPENDING INSTITUTIONS	<ul style="list-style-type: none"> • H1 2008 	High	

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
A.3. Devise tools to improve harmonize linkages between the macroeconomic framework, the growth and poverty reduction policies and strategies, and the public investment program (PIP).	MPCE/DGB/DEE	Starting 2009/2010, these tools will be used in preparing the budget.	Q1 2008	High, in particular for macroeconomic modeling. MTEF, Program Approach	
A.4. Adhere to the budget timeframe to facilitate greater involvement of all actors and submit the budget law to the vote before the start of the budget year concerned.	DGB/MPCE/MEF SPENDING INSTITUTIONS/ Office of the Prime Minister/Parliament/Council of Ministers	Budget process complied with.	Starting 2009/2010	Low	
A.4. Add, as an annex to the budget law, income and expenditure estimates for all funds managed through special accounts, namely, CAS, FDU, PENSION CIVILE, FER, and CFGDT.	DGB/DT/MEF	The 2008/2009 revised budget law contains such an annex.	<ul style="list-style-type: none"> March 2008 	Low	
A.5. Systematically annex to the budget law for the following year the cumulative results of the budget for the year (N-2).	DGB/DT/MEF/MPCE	The result of the 2006/2007 budget is annexed to the 2008/2009 budget law.	<ul style="list-style-type: none"> June 2008 	Low	
A.6. Formalize the process of evaluating tax revenue in an administrative text.	DGI/AGD/DGB/MEF/DIF	An administrative text is prepared and distributed.	<ul style="list-style-type: none"> H1 2008 	Medium	
A.7. Conduct an economic analysis of domestic and external borrowing and define a sustainable level of debt compatible with the macroeconomic framework established.	DD/DT/MEF/DEE/MPCE/BRH	Analysis conducted and formalized in a report.	Starting 2008/2009	High	
A.8. Set spending caps for the spending institutions at the start of the budget preparation process so as to improve the quality of their proposals.	DGB/MEF/MPCE	Caps are set and communicated in writing to each spending institution.	Starting 2008/2009	Low	
A.9. Expand the framework for transactions recorded in the budget.	DGB/DT/MEF + SPENDING INSTITUTIONS		September 2009		

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
A.10. Design and implement an information system on programs and projects	MPCE/ DGB	An exhaustive project database is set up at the MPCE	<ul style="list-style-type: none"> H2 2008 	Medium	
A.11. Improve the budget nomenclature for expenditures: <ul style="list-style-type: none"> Improve budget classification by putting in place three main segments: <ul style="list-style-type: none"> functional classification broken down into sub-functions, corresponding to the broad strategic areas of intervention identified by the line ministries, in the various technical fields; administrative and territorial classification; economic classification or by type. Finalize the budget nomenclature by making it compatible with the chart of accounts Fine-tune the definition of budget lines for poverty spending by defining sub-functions of the functional nomenclature corresponding to the main objectives established by the ministries. Identify and classify the sources of financing 	DGB/DT/MEF	The budget nomenclature for expenditures is supplemented with the segments referred to and training sessions are organized for all users.	<ul style="list-style-type: none"> Q4 2007 	Medium	
A.12. Improve the budget nomenclature for expenditures: <ul style="list-style-type: none"> Add a nomenclature for programs to the budget nomenclature. 	DGB/DT/MEF/M PCE	A text is signed and circulated for implementation of the new budget nomenclature for expenditures.	<ul style="list-style-type: none"> H2 2008 	Medium	
A.13. Improve the budget nomenclature for revenue: <ul style="list-style-type: none"> Consider the implementation of a budget classification, with two main segments: <ul style="list-style-type: none"> administrative and territorial classification; economic classification. In discussion with the entities concerned. 	DGB/DT/DGI AGD/MEF	A text is signed and circulated for implementation of the new budget nomenclature for revenue.	<ul style="list-style-type: none"> Q1 2008 	Medium	
A.14. Plan the development of a medium-term expenditure framework (MTEF).	MPCE/DGB/MEF SPENDING INSTITUTIONS	A plan for phased introduction in the priority sectors is established.	Starting 2008/2009	High	
B. BUDGET EXECUTION					

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
B.1. Continue the AGD reform process by (i) preparing staff regulations for customs personnel, (ii) revising the Customs Code dating from 1987, (iii) joining the WTO, (iv) setting qualifications for customs personnel, (v) putting in place a new customs clearance procedure to facilitate the processing of cases by the AGD in 48 hours maximum and (vi) establishing an information and dispute settlement mechanism. Awaiting feedback from the AGD	AGD	The new AGD reform is finalized and implemented. It meets all the criteria described in the corresponding section of the “Measures to be taken” column.	<ul style="list-style-type: none"> • Q4 2007 	High	
B.2. Acquire and install the new version of ASYCUDA.	AGD	The new version of ASYCUDA is installed. The IT Unit has already linked the three offices of the AGD to the metropolitan network and is currently working on the installation of ASYCUDA in some regional offices.	<ul style="list-style-type: none"> • H2 2008 	High	
B.3. Strengthen the control capacities of the AGD (Installation of ASYCUDA, establishment of inspection brigades and fixed control posts) in particular to raise the level of revenue in local and regional customs offices. These offices need to be computerized. Awaiting feedback from the AGD.	AGD; DIF; DGI/Direction de Vérification fiscale (Tax Audit Directorate).	The level of customs revenue in the offices in the interior of the country increase from 10% of total customs revenue to: - 25% at September 30, 2008 - 40% at September 30, 2009 - 60% at September 30, 2010 Figures to be reviewed...	<ul style="list-style-type: none"> • Q4 2007 	High	

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
B.4. Detail in the public accounts disbursements for public interventions.	Minister of Finance, Prime Minister, President.	Public interventions are detailed in the public accounts.	December 2007	Low	
B.5. Update and circulate the legal and normative public investment framework.	MPCE/MEF	The legal framework is updated and distributed to the spending institutions.	H2 of 2007-2008 fiscal year.	Low	
B.6. Prepare a public expenditure procedures manual.	DGB/DT/MEF/MPCE	A public expenditure procedures manual is developed and made available to all those involved in the expenditure chain.	September 2008	High	
B.7. Produce the budget review law (<i>loi de règlement</i>) for the previous budget year (2005/2006) and prepare the draft budget review law on a regular basis as prescribed in the decree of February 16, 2005 on the preparation and execution of budget laws.	DGB/DT/CSC/CA/MPCE	The budget review law is submitted to Parliament.	Each month of June and starting from June 2008	High	

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
B.8. Gradually implement the principle of decentralized management, as provided for by the Constitution, by appointing the ministers chief authorizing officers for expenditure.	DGB/MEF/UI	All spending ministries and agencies are currently connected to the SYSDEP system for the execution and monitoring of their respective budgets via the metropolitan network. A project on deconcentration of the secure printing of Treasury checks in the Regional Directorates will be prepared in Q2 2008. Decrees appointing the ministers have been supplemented with the mention of their capacity as chief authorizing officers for their ministry's budget.	<ul style="list-style-type: none"> • H1 2008 	Low	
B.9. Make quarterly appropriations or commitment caps available in a timely manner, on the basis of the budget, commitments made and cash flow plans.	DGB/MEF/DT	The quarterly appropriations status reports are made available to the public.	Starting 2007/2008	Low	
B.10. Improve the reliability of the personnel database	DGB and Office of Human Resources Management (OMRH)/DT/UI	The personnel database is up-to-date.	<ul style="list-style-type: none"> • H1 2008 	Low	
B.11. Complete the inventory of salary arrears and impose sanctions for unauthorized recruitments.	DGB/DT/	The results of the inventory and the sanctions imposed are published.	<ul style="list-style-type: none"> • H1 2008 	Low	

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
B.12. Strengthen the capacity of the administration in charge of the Civil Service to enable it to carry out its functions.	DGB/DT and Civil Service Commission (to be set up)	A training plan is available	<ul style="list-style-type: none"> • Q2 2008 	Medium	
B.13. Use bank transfer as the preferred payment method in order to strengthen payment security.	DT/MEF/OMRH	A text is adopted to that effect and circulated.	<ul style="list-style-type: none"> • H2 2008 	Low	
B.14. Manage the “own resources” of the SPENDING INSTITUTIONS in the same way as other government revenue, that is, record them, include them in the budget, and use them in conformity with government accounting procedures.	DT/SPENDING INSTITUTIONS/ DGB	The 2007/2008 budget law includes the amount of all “own resources”. A text requiring that these sums be managed in accordance with government accounting rules is adopted and published.	<ul style="list-style-type: none"> • H2 2008 	Low	
B.15. Establish and implement a new human resource management framework including qualifications, skills assessment, and a capacity building program. Develop a transparent, merit-based procedure for recruitment and promotion.	DGB/OMRH	A text detailing the new mode of human resource management is adopted and published.	<ul style="list-style-type: none"> • H2 2008 	High	
B.16. Build the capacity of the DGB and the MPCE to strengthen the performance of their role of controller, particularly regarding the preparation of FIOPs and for physical, technical and financial inspections.	DGB/MPCE/DT	Investment expenditure is carried out in conformity with the same procedures as operating expenditure. A staff training plan for the DGB and MPCE is approved.	<ul style="list-style-type: none"> • H1 2008 	High	

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
B.17. Devise and put in place an accounting and financial framework for investment projects financed through external resources. The framework will, in particular, include: (i) a detailed budget classification, (ii) a connection to SYSDEP, (iii) a specific charter for project accountants required to report to MEF, (iv) the obligation to open all project accounts with the BRH and (v) the organization of information gathering for on-site inspections.	MPCE, DGB, DT	An accounting and financial framework for externally-financed projects is designed and implemented, consistent with the points listed in the in the corresponding section of the “Measures to be taken” column.	<ul style="list-style-type: none"> H1 2008 	High	
C. GOVERNMENT ACCOUNTING AND FINANCIAL REPORTING					
C.1. Produce the General Government Accounts and the aggregate balance of accounts as provided for in the PCGE and attach all relevant information required by law before submitting the end-year treasury account (compte de gestion) to the CSCCA. Produce the quarterly reports within four weeks after the period concerned.	DGB/DT/MEF	The general government accounts and the aggregate balance of accounts as well as their annexes are produced. The quarterly reports are produced within four weeks.	Starting 2006/2007	High	
C.2. Improve the presentation of public debt in the annual financial statements by including debt service obligations and the outstanding debt balance.	DD, DT/MEF	Debt service obligations and the outstanding debt balance are included in the annual financial statements.	March 2008	High	
C.3. Integrate the current accounts into the double-entry accounting system and produce monthly bank reconciliations.	DT/MEF	The current accounts are integrated into the double-entry accounting system and bank reconciliations are produced monthly.	H1 2008	High	

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MEASURES TO BE TAKEN	EXECUTING AGENCIES	PERFORMANCE INDICATORS	START DATE	NEED FOR ASSISTANCE	DONORS CONCERNED
C.4. Complete the deployment of government accountants to the SPENDING INSTITUTIONS.	DT/MEF	All SPENDING INSTITUTIONS have a government accountant	<ul style="list-style-type: none"> • H2 2008 	Medium	
C.5. Reorganize the DT into a Directorate-General of the Treasury for the effective exercise of its attributions.	DT/MEF	The Directorate-General of the Treasury is created.	<ul style="list-style-type: none"> • H2 2008 	Low	
C.6. Conduct a review of IPSAS to determine the appropriate areas for the adoption of international standards and propose the revision of existing rules. Awaiting feedback.	DT/MEF	A review of IPSAS is conducted.	2009-2010	High	
C.7. In coordination with the government accountants already deployed in the SPENDING INSTITUTIONS, annex the details of current account expenditure to the annual financial statements.	DGB/DT/MEF + SPENDING INSTITUTIONS/ UI	Details on the non-requisition, current account expenditure of the seven ministries, the Office of the PM, and the Presidency are attached to the annual financial statements. The IT unit has developed a current account expenditure management module currently being used by the government accountants.	March 2008	Low	
C.8. Adopt a reliable accounting system for inventory and skilled personnel, as well as a reliable procedures manual and management software program. For that purpose, identify and train inventory accountants. Centralize, information on government property, both real and personal, at the DT. Conduct annual inventories and send the reports to MEF and to the CSCCA. Awaiting feedback.	DT/SPENDING INSTITUTIONS	An inventory accounting system is put in place and is operational. Information is centralized at the DT and an annual inventory report is submitted to MEF and the CSCCA.	<ul style="list-style-type: none"> • H2 2008 	High	

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D. DEBT AND CASH MANAGEMENT					
D.1. Prepare an inventory and monitor all government bank accounts, including donor-financed projects, open with commercial banks in the banking private system. It would be preferable to appoint to the DT a government accountant responsible for recording borrowing operations and ensuring that cash is managed in compliance with the limits set by the Budget Law.	MPCE/MEF/+ SPENDING INSTITUTIONS	An inventory of all government bank accounts is drawn up. The cash section, Central Accounting Unit, is elevated to the rank of a Cash and Debt Management Unit.	Q1 2008	Low	
D.2. Set up a cash planning and control committee, comprising representatives of the DGI, the AGD (revenue forecast), DEE, DGB, and DT (expenditure forecast) as well as of the BRH (liquidity position of the accounts of the DT). This committee shall prepare cash-flow plans in coordination with the SPENDING INSTITUTIONS and monitor their implementation on a monthly or quarterly basis.	DT/DGB/DGI+ AGD/DEE/BRH+ SPENDING INSTITUTIONS	A cash planning and monitoring committee is established.	• Q4 2007	Medium	
D.3. Appoint to the DT a government accountant responsible for debt management and for establishing channels for information sharing between himself and the director for debt. Monitor all debt flows recorded in the government accounting books and records.	DT/DE/MEF	A government accountant responsible for debt is appointed and functioning.	• H2 2008	Low	
E. INFORMATION SYSTEMS			•		
E1. Design and implement a financial management master plan to serve as a medium-term framework for organizing the improvements needed to the financial management systems. This plan will prepare the institutions for the necessary changes and establish the sequence of technical improvements and the review of administrative and control procedures. It will also coordinate the technical assistance and financial needs.	DGB/DE/MPCE+ DGI/AGD/DD+ SPENDING INSTITUTIONS	A computerized financial management master plan is designed and implemented.	• Q2 2008	High	
E2. Reduce the exceptions that make it possible to avoid recording expenditures in SYSDEP, such as the current accounts of the SPENDING INSTITUTIONS. Authorize the execution of current accounts expenditure through SYSDEP.	DGB/SPENDING INSTITUTIONS/ DT	All current account expenditures are recorded in SYSDEP.	• Q1 2008	Low	

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<p>E.3. Develop and put in place the other modules of SYSDEP, in particular the accounting applications.</p> <p>Finalize the computerization of the government accounting system (3rd objective of the DT for 2007-2008) in the context of the PCGE –ongoing and should strengthen SYSDEP</p>	DT/MEF	Accounting applications are added to SYSDEP. Sysdep is strengthened by the following applications: Accounting, Fixed Assets and Investment Fund Management	<ul style="list-style-type: none"> • H2 2008 	High	
<p>E.4. Finalize the installation of SYSDEP in the other SPENDING INSTITUTIONS.</p>	DGB/DT/SPENDING INSTITUTIONS	All SPENDING INSTITUTIONS equipped with SYSDEP.	<ul style="list-style-type: none"> • H1 2008 	High	
<p>E.5. Extend SYSDEP to the regional level, with the possibility for checks to be issued by the regional directorates of MEF.</p>	DGB.DT/UI-MEF/UCDD/SPENDING INSTITUTIONS	All Regional Directorates of SPENDING INSTITUTIONS have access to SYSDEP and can issue checks.			

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E.6. Move towards the implementation of an integrated financial management system.	DGB/DT/ SPENDING INSTITUTIONS	The process of integrating the financial management system is underway with the setting up of metropolitan and interregional networks for interconnection of the government expenditure management systems and revenue collection and management systems throughout the national territory. The various government expenditure management applications cluster around Sysdep, which is at the core of this infrastructure. An integrated financial management information system is designed and implemented.	<ul style="list-style-type: none"> • H2 2008 	High	
E.7. Put in place a harmonized contract monitoring system.					
F. INTERNAL CONTROLS					
F.1. Recruit, train and deploy financial comptrollers in the SPENDING INSTITUTIONS.	DGB/MEF	All SPENDING INSTITUTIONS have a financial comptroller.	September 2008	Medium	
F.2. Develop methodological tools and manuals and make them available to the control agencies (DCB, IGF, etc.) to strengthen their operational capacity.	DCB/IGF	The control agencies have methodological tools and manuals.	September 2008	High	

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F.3. Recruit and train General Finance Inspectors (GFIs) and incorporate into a regulatory text the procedures for utilizing the results of inspection missions and their publication, if necessary. Review the legal texts to eliminate the option of ex-ante control exercised by IGF, and include IGF personnel in operational activities.	IGF/MEF	The GFIs are recruited and trained. A text establishing their exclusively ex-post control responsibilities is finalized and published.	<ul style="list-style-type: none"> • Q4 2007 	High	
F.4. Establish internal control structures in the financial administrations (DT, DGI, and AGD).	DT/DGI/AGD	Internal control structures are established in the financial administrations.	<ul style="list-style-type: none"> • H2 2008 	High	
F.5. Establish a harmonized framework for information exchange between the staff of the control structures (IGF, internal audit of ministries, ULCC, CSCCA).	IGF, DCB, DT+ DGI/AGD+ ULCC/CSCCA	A harmonized framework for information exchange between the control structures is established.	<ul style="list-style-type: none"> • H2 2008 	Low	

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G. EXTERNAL CONTROLS (JURISDICTIONAL CONTROL)					
<p>G.1. Adopt a law on the attributions of the CSCCA</p> <ul style="list-style-type: none"> - Use the draft law submitted to the Senate by the CSCCA to introduce changes. The main measures required are as follows: <ul style="list-style-type: none"> • Assign the counselors of the CSCCA the same rank as Supreme Court (Cour de Cassation) judges in order to align their status with that of the highest administrative and financial jurisdiction of the Republic, in accordance with the rules established by the Constitution; • Insist on the need for any democratic country desirous of entrenching good governance in public financial management to have an operational and effective administrative and financial jurisdiction; in particular by creating the <i>Conseil d'Etat</i> (Council of State) which will be the highest instance of said jurisdiction. • Limit Senate control to overseeing the accounts of the CSCCA. The Senate can always have the benefit of technical assistance from the CSC/CA as provided for by the Constitution of 1987. This collaboration between the CSC/CA, the Parliament and the government can be exercised in several ways. The most common practice is through the preparation of reports on the controls effected. These reports are submitted to Parliament, MEF, the President of the Republic and the Prime Minister's Office. • The CSC/CA is consulted on all draft contracts of works, goods procurement, agreements, subventions, grants, etc. with the exception of administrative contracts that the Court is competent to approve. - The regulatory texts governing the functioning of the Chambers, the rules of procedure, the status of the judges and other officers of the court, and the internal rules of the CSCCA, including its organizational chart, should be prepared and approved as soon as possible. - Analyze the texts governing the CSC/CA, the organization and functioning of the structures of the Court, their relevance, their efficacy, and their practical aspects and existing competencies. 	CSCCA	The new law on the functioning of the CSCCA is approved. It takes into account the points listed in the in the corresponding section of the "Measures to be taken" column.	2008/2009	High	

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<p>G.2. The CSCCA should prepare a procedures manual and a code of ethics based on international standards. An inventory and assessment of human resources should also be undertaken with a view to rationalizing the staff of the CSCCA and assigning qualified officers to operational activities. Identify and determine the causes of the institutional and technical difficulties that hinder performance of the CSC/CA's missions. Analyze the amounts allocated to the CSC/CA in the 2007/2008 budget law particularly for operating and investment costs.</p>	CSCCA	<p>A procedures manual and a code of ethics are drafted. A human resources inventory and assessment are conducted. Qualified staff are reassigned.</p>	2008/2009	High	
<p>G.3. Ongoing efforts to finalize the audits of the general government accounts must be pursued. Emphasis needs to be placed on the quality of the audits of the various fiscal years. A timetable for the execution of these audits (2003/2004, 2004/2005, and 2005/2006) should also be drawn up in cooperation with the DT. The CSCCA should examine the possibility of obtaining assistance, in particular from the private audit profession, to clear the backlog of these audits.</p> <p>Conduct a risk analysis in the form of an overall evaluation of the institutions to be audited and the type of audit needed, taking into account the existence and of efficiency of the internal audit system and the nature of the entities to be audited. This is essential for determining the priority activities that the CSC/CA needs to undertake to fulfill its mandate.</p> <p>Take stock of the activities conducted at the CSC/CA since the election and installation of the council and assess their level of execution in relation to the human, technical and material resources available to the court.</p>	CSCCA/DT	<p>A timetable for execution of the audits of the general government accounts is drawn up. The accounts for fiscal years 2003/2004, 2004/2005 and 2005/2006 are audited. Private firms are contracted. Competitive recruitment is organized to achieve a staff complement to 50 auditors, 25 for the general accounts, 25 for accounts clearance.</p>	2008-2011	High	

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<p>G.4. The CSCCA should prepare and publish an annual report presenting the main findings of its audits and the measures recommended to improve the functioning of the administration and the management of public funds.</p>	<p>CSCCA</p>	<p>An annual report containing the main audit findings and recommendations is published. Publication of the latest report on the execution of the 2006/2007 budget law as well as the notice of compliance on the 2005/2006 draft budget review law submitted by MEF. Publication of a report on the audit of the end-year treasury accounts of public enterprises and autonomous agencies.</p>	<p>2008</p>	<p>Medium</p>	
<p>G.5. The CSCCA should develop and implement a joint review mechanism with another reputable Supreme Audit Institution.</p>	<p>CSCCA</p>	<p>A joint review mechanism with another reputable Supreme Audit Institution is put in place. Introduce coordination of the supervisory agencies and seek to harmonize the working methods of such agencies operating in the same sector. Put in place a chain of control: IGF, ULCC, UCREF, CSC/CA, DGI, and UGCF.</p>	<ul style="list-style-type: none"> • H2 2008 	<p>Low</p>	

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G.6. The CSC/CA considers the establishment of three administrative courts across the regions (cf. law on regionalization, September 1982).	CSC/CA	Three regional administrative courts are set up over the next five fiscal years. Recruitment of legal consultants with expertise in administrative and financial law.	2008/2009		
G.7. The CSC/CA should, through an education campaign, highlight the requirement for governments to report on their management.	CSC/CA				
G.8. The CSC/CA should monitor good financial management, beyond ensuring that revenue and expenditure are in good order and on a sound legal basis.	CSC/CA	Personnel trained in the techniques of: Financial audit of autonomous agencies and public enterprises. Compliance audit of central government. Ex-post audit of public revenue. Information and Communication Technologies. Audit of the public debt. Bank auditing			
G.9. The CSC/CA should set aside the necessary resources to be able to conduct annual inventories of personal and real government property.	CSC/CA	A budget line is created for carrying out these activities.	2008/2009		
H. PUBLIC PROCUREMENT					

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H.6. Improve public procurement practice: <ul style="list-style-type: none"> • Limit the award of negotiated contracts. • Replace the restricted tender procedure with open tenders (national and international). • Minimize the use of the “three pro-forma” invoice procedure for small purchases and increase the use of open-ended contracts. • Publish all tender announcements issued by the spending institutions on the CNMP Web site. 	CNMP/spending institutions	Increase the use of more competitive procurement methods. Improved perception of transparency and access to information.	2007-2008	Medium	
H.7. Collect, organize and analyze statistical data and information to support the recommendations for change to public procurement policy.	CNMP	Improved availability of information on procurement.	2007	High	
H.8. Manage the communication aspects of the procurement reform process by conducting an information campaign, aimed at the spending institutions and the general public, on the mission of the CNMP and the regulatory texts.	CNMP	The spending institutions and the general public have balanced information on the CNMP and the regulatory texts at their disposal.	2007	Medium	
I. ANTI-CORRUPTION UNIT					
I.1. Refocus the ULCC on its core missions as defined in its establishment decree. AWAITING FEEDBACK	MEF/ULCC	The ULCC operates only within the confines of the attributions set out in its establishment decree	<ul style="list-style-type: none"> • Q4 2007 	Low	
I.2. Review the institutional supervision of ULCC and make it independent of the executive branch to enable the unit to play its role fully. AWAITING FEEDBACK	MEF/ULCC	The establishment decree of the ULCC is reviewed to position it as a unit independent of the executive branch.	<ul style="list-style-type: none"> • H1 2008 	Low	
J. OVERSIGHT OF AUTONOMOUS AGENCIES					
J.1. Strengthen oversight of the autonomous services by implementing the requirements defined in the texts, in particular, boards of directors, annual financial audits and periodic reporting requirements. AWAITING FEEDBACK	MEF	The boards of directors of the autonomous services meet regularly. A financial audit is conducted each year and financial reports are produced each quarter.	Starting 2006/2007	Medium	

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<p>J.2. Strengthen the capacities of the commissions of the public enterprises. AWAITING FEEDBACK</p>	<p>MEF</p>	<p>A training plan on management techniques is approved.</p>	<ul style="list-style-type: none"> • H1 2008 	<p>High</p>	
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**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PEMFAR

*INFRASTRUCTURE SECTOR
TRANSPORT SUB-SECTOR*

Priority Action Plan

Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
1. Strengthen the links between the allocation of resources and government priorities defined in the DNSCRP and the sectoral strategy	Preparation of the budget on the basis of the sectoral strategy and the DSNCRP	2007-2008	Public Treasury	DSNCRP and sectoral strategy	Quarterly expenditure framework reflects the strategic vision of the transport sub-sector	Budgets prepared	MTPTC
	Strengthen the capacity of the MTPTC in budget preparation and monitoring	2007-2008	Public Treasury	Deployment of an additional officer for budget preparation and monitoring	Officer recruited	Timely preparation of the budgets of the MTPTC and annual monitoring of execution	MTPTC/MEF
	Link investments to maintenance expenditure	2008-2009	Public Treasury	Identification of the network to be rehabilitated and/or built + minutes of meetings	Network rehabilitated and/or built + FER has sufficient resources to ensure maintenance	Network rehabilitated and/or built maintained	MTPTC/FER

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Priority Action Plan

Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
2. Improve budget execution	Update the skills of MTPTC accountants in the budget execution procedures of MEF	2007-2008	Public Treasury	Expertise of the MEF/MPCE mobilized	Accountants' skills updated	Reduced delays for mobilizing Public Treasury funds	MEF/MPCE/MPTC
	Eliminate the one-twelfth rule in budget execution	2007-2008	Public Treasury	Current procedure	Review of the procedure	Faster budget execution	MEF
	Prepare the procurement plan by June and launch invitations to tender and requisitions as soon as the budget is approved	2008-2009	Public Treasury	Work of ministerial procurement committee	Procurement plan prepared prior to start of budget year	Faster and more efficient acquisition of goods and services needed	CMPP

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Priority Action Plan

Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
	Close the current accounts	2009-2010	Public Treasury	Identification of projects, Letter from the Minister	Accounts closed	One single project account exists with sub-accounts	MTPTC

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Priority Action Plan

Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
4. Gradually integrate externally-funded expenditure into the sectoral budget	Involve principal donors in the budget preparation process	2008-2009	Public Treasury	Technical coordinating meetings held during the budget preparation process	Reports of working meetings	External investment expenditure correctly budgeted	MPCE/MTPTC

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Priority Action Plan

Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
5. Evaluate the impact of the budgetary spending and monitor budget outcomes	Strengthen the competencies of the MTPTC	2008-2009	Public Treasury/IDB	Appointment of an officer to the UTPP	Progress reports from the officer appointed	Better knowledge of the link between sectoral investment and poverty reduction	MTPTC
	Train HR MTPTC in performing impact studies and strategic planning	2008-2009	DEFI-IDB	Conduct of support missions by international and national consultants and training sessions	Reports on missions and training sessions	Less recourse to external expertise for impact assessment	MTPTC
	Specific impact studies to be conducted	2008-2009	DEFI-IDB	Conduct of support missions by international and national consultants	Report on specific impact studies	Better knowledge of the link between sectoral investment and poverty reduction	MTPTC

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

**PRIORITY ACTION PLAN – DRINKING WATER SECTOR AND REHABILITATION OF THE
AUTONOMOUS METROPOLITAN DRINKING WATER PLANT (CAMEP)**

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
1.- Strengthen the linkages between the allocation of resources and the priorities of the government as defined in the DSNCRP and the sectoral strategy	A- Upgrading of the drinking water supply in Pèlerin, Pétiön-Ville, Péguý-Ville, Frères and Haut de Delmas	2007 / 2008 2008 / 2009 2009 / 2010	Not yet available	Construction of reservoirs. Drilling equipment Installation of brand new networks Construction of pumping stations	Increase in production Improvement in the quality of the water supply Distribution by tiers	Number of complaints about the quality of water flowing from the faucets Increase in the number of paying customers	CAMEP
	B- Upgrading of the drinking water network and rehabilitation of “Bas de la Ville” including Mariani, Mon Repos, Mahotièrè, Waney, Bizoton, Diquini, Fontamara, Martissant, Bolosse and the neighborhoods surrounding Blvd. J. J. Dessalines	2008 / 2009 2009 / 2010 2010 / 2011 2011 / 2012	Not yet available	Drilling and drilling equipment Laying of new water mains Establishment of a regulation system	Increase in production Establishment of community standpipes where users can purchase water Increased protection against fires	Network yield and coverage Increase in the population with access to water Growth in revenue	CAMEP
	C- Rehabilitation of the Downtown network, including the major arteries, such as Lalue, Canapé Vert, Turgeau, Bois Patate, Armand Holly, and Blvd. Harry Truman	2010 / 2011 2011 / 2012 2012 / 2013 2013 / 2014 2014 / 2015	Not yet available	Drilling in Gressier. Creation of new backflow centers Strengthening and development of the supply network.	Increased production Creation of standpipes where users can purchase water	Increase in the population with access to water Growth in revenue	CAMEP

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

AUTONOMOUS METROPOLITAN DRINKING WATER PLANT (CAMEP)

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
2.- Improve budget execution	A- Prepare along with he budget a procurement plan for construction supplies, fuel, material, and equipment	2007 / 2008 and onward	CAMEP	The work of the Specialized Commission	Plan prepared ahead of the fiscal year	Quicker and more efficient purchase of approved goods and services	CAMEP
	B.- Reduce the number of contractors by transferring management to certain professional companies	2007 / 2008 and onward	CAMEP	Sourcing and selection of the companies	Signing of service contracts	More streamlined management of the stakeholders	CAMEP and selected companies

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

**PRIORITY ACTION PLAN– DRINKING WATER SECTOR AND REHABILITATION OF THE
AUTONOMOUS METROPOLITAN DRINKING WATER PLANT (CAMEP)**

PRIORITY ACTION PLAN – DRINKING WATER SECTOR AND REHABILITATION OF THE AUTONOMOUS METROPOLITAN DRINKING WATER PLANT (CAMEP)

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
3.- Improve transparency in fiscal reporting	A- Transfer staff payroll management to a reputable bank	2007 / 2008 and onward	CAMEP	Preparation of the list of employees to be paid	Payment of the employees by the bank selected	Satisfaction of the paid employee	CAMEP and the bank selected
	B.- Upgrade and maintain the customer management software	2007 / 2008 and onward	CAMEP	Renewal of the contract with the company	The software is operational	More streamlined customer management	CAMEP and the company selected
	C.- Begin operations of the Specialized Government Procurement Commission	2007 / 2008 and onward	CAMEP	Appoint the members of the Commission	Specialized Commission issues calls for bids	More effective government procurement management	CAMEP and CNMP

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
4.- Gradually integrate externally funded expenditures into the sector budget	A- Involve main donors and lenders in the preparation of the budget	2007 / 2008 and onward	CAMEP	Technical consultations organized before and throughout the budget preparation process	Financing agreement from the donors and lenders consulted	Externally funded capital expenditure carried correctly in the budget	CAMEP and MPCE

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – DRINKING WATER SECTOR AND REHABILITATION OF THE AUTONOMOUS METROPOLITAN DRINKING WATER PLANT (CAMEP)

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
5.- Assess the impact of fiscal expenditures and monitor fiscal performance	A- Carry out targeted impact studies	2007 / 2008 and onward	CAMEP	Selection of auditing firms	Result of the audit	Achievement of the objectives	CAMEP Audit firms

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DNSCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	IMPLEMENTING AGENCY
1. STRENGTHEN THE LINKAGES BETWEEN RESOURCE ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY	Modernize and strengthen TELECO infrastructure	2007-2008 and onward	TELECO and external sources to be identified	-Landline Network Renewal Plan - Transport Network Renewal Plan - Human and Material Resources	- the 150,000 landlines available in the country are now functional - loss of service rate reduced to less than 1% - improvement in the quality of service offered by Teleco - Installation of 50,000 additional lines	Satisfied customers Increase in TELECO revenues	TELECO
	Expand basic telephone service to a wider number of users	2007-2008 and onward	TELECO and external sources to be identified	Purchase of material and equipment Human resources	-1,000,000 landlines and mobile phones provided	-Improvement in TELECO's penetration rate	TELECO
	-Develop TELECOMS infrastructure in Haiti	2007-2008 and onward	TELECO and external sources	Execution of the Modernization Plan Material Resources Human Resources	- Implementation of a local optical network around the major cities - Link-up of Haiti with the Guadeloupe digital network	-Narrowing of Haiti's digital divide	TELECO
	- Develop NICT services	2007-2008 and onward	TELECO and external sources	Purchase of material and equipment Human Resources	Implementation of the Wimax network	- Connectivity of rural areas	TELECO
	Restructure the Utility	2006-2007 and onward	TELECO	Implementation of the Company's restructuring plan	Improved output and efficiency of the Utility	Effective management of the Utility Observable profitability	TELECO Board of Directors

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	IMPLEMENTING AGENCY
	Supervise execution of the budget	2007-2008 and onward	Resources to be identified	TELECO Board of Directors	Approval and monitoring of the execution of the TELECO budget	Efficient execution of the budget	TELECO
2. IMPROVE BUDGET EXECUTION	Ensure disbursements under the budget are made on time	2007-2008 and onward	Own resources	TELECO	Monitoring of the implementation of the TELECO investment program	Implementation of the projects under the Investment Program	TELECO
	Make revenue generated by TELECO available on time	2007-2008 and onward	Own resources	Call for bids for financial management platform	Timely collection of revenue generated	Execution of the planned expenditures	TELECO
	Authorize the opening of accounts by projects	2007-2008 and onward	Resources to be identified	Purchase of modern financial management tools	Improved project implementation	Implementation of the projects under the investment program	
	Prepare the procurement plan on time for the purchase of planned material and equipment	2007-2008 and onward	Own resources	Work of the TELECO procurement steering committees	Projects under the program budget available at the beginning of the fiscal year	Implementation of the projects under the investment program	TELECO

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
3. IMPROVE TRANSPARENCY IN FISCAL REPORTING	Ensure information on the budget is disseminated	2007-2008 and onward	Own resources	TELECO Intranet	-Project expenditure report - Financial statement	Transparency in financial management	TELECO
	Put in place tools and procedures for the fiscal monitoring of investment projects	2007-2008	To be identified	Call for bids	Accounting software and accounting procedures manual for investment projects	Timely production of budget execution reports for investment projects	TELECO
	Prepare software for capital investment budget management and monitoring	2007-2008	To be identified	Call for bids	Software installed	Ability to produce in real time consolidated statements of the execution of the capital expenditure budget	TELECO

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DNSCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	IMPLEMENTING AGENCY
1. STRENGTHEN THE LINKAGES BETWEEN RESOURCE ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY	Modernize and strengthen TELECO infrastructure	2007-2008 and onward	TELECO and external sources to be identified	- Landline network renewal plan - Transport network renewal - Human and material resources	- the 150,000 landlines available in the country are functional -Loss of service rate reduced to less than 1% - improvement in the quality of service offered by Teleco - Installation of 50,000 additional lines	Satisfied customers Increase in TELECO revenue	TELECO
	Expand basic telephone service to a wider number of users	2007-2008 and onward	TELECO and external sources to be identified	Purchase of material and equipment Human resources	-1,000,000 landlines and mobile phones provided	- Improvement in the penetration rate of the TELECO network	TELECO
	-Develop TELECOMS infrastructure in Haiti	2007-2008 and onward	TELECO and external sources	Execution of the Modernization Plan Material Resources Human Resources	- Implementation of a local optical network around the major cities - Link-up of Haiti with the Guadeloupe digital network	-Narrowing of Haiti's digital divide	TELECO
	- Develop NICT services	2007-2008 and onward	TELECO and external sources	Purchase of material and equipment Human Resources	Implementation of the Wimax network	- Connectivity of rural areas	TELECO
	Restructure the Company	2006-2007 and onward	TELECO	Implementation of the Company's restructuring plan	Improved output and production of TELECO	Effective management of the Company Observable profitability	TELECO Board of Directors

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	IMPLEMENTING AGENCY
	Supervise the execution of the budget	2007-2008 and onward	Resources to be identified	TELECO Board of Directors	Approval and monitoring of the TELECO budget	Efficient execution of the budget	TELECO
2. IMPROVE BUDGET EXECUTION	Ensure disbursements made as part of the execution of the budget are made on time	2007-2008 and onward	Own resources	TELECO	Monitoring of the implementation of the TELECO capital expenditure program	Implementation of the projects under the Investment Program	TELECO
	Ensure timely availability of revenue generated by TELECO	2007-2008 and onward	Own resources	Call for bids for financial management platform	Timely collection of revenue generated	Execution of the planned expenditures	TELECO
	Authorize the opening of accounts by project	2007-2008 and onward	Resources to be identified	Purchase of modern financial management tools	Improved project implementation	Implementation of the projects under the investment program	
	Prepare the procurement plan on time for the planned purchase of material and equipment	2007-2008 and onward	Own resources	Work of the TELECO procurement steering committees	Projects under the program budget available at the beginning of the fiscal year	Implementation of the projects under the investment program	TELECO

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
3. IMPROVE TRANSPARENCY IN FISCAL REPORTING	Ensure information on the budget is disseminated	2007-2008 and onward	Own resources	TELECO Intranet	-Project expenditure report - Financial statement	Transparency in financial management	TELECO
	Implement tools and procedures for the fiscal monitoring of investment projects	2007-2008	To be identified	Call for bids	Accounting software and accounting procedures manual for investment projects	Timely production of budget execution reports for investment projects	TELECO
	Prepare software to manage and monitor the capital expenditure budget	2007-2008	To be identified	Call for bids	Software installed	Ability to produce in real time consolidated statements on the execution of the investment budget	TELECO

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DNSCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

OBJECTIVES	Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator
1. STRENGTHEN THE LINKAGES BETWEEN RESOURCE ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY	Modernize and strengthen TELECO infrastructure	2007-2008 and onward	TELECO external sources to be identified	- Landline network renewal plan - IP Plan Transport network renewal - Human and material resources	- the 150,000 landlines available in the country are functional -Loss of service rate reduced to less than 1% - improvement in the quality of service offered by Teleco - Installation of 50,000 additional lines	Satisfied customers Increase in TELECO revenue	TELECO
	Expand basic telephone service to a wider number of users	2007-2008 and onward	TELECO and external sources to be identified	Purchase of material and equipment Human resources	-1,000,000 landlines and mobile phones provided	-Improvement in penetration rate of the TELECO network	TELECO
	-Develop Haiti's TELECOMS infrastructure	2007-2008 and onward	TELECO and external sources	Execution of the Modernization Plan Material Resources Human Resources	- Implementation of a local optical network around the major cities - Link-up of the country with the Guadeloupe digital network	-Narrowing of Haiti's digital divide	TELECO
	- Develop NICT services	2007-2008 and onward	TELECO and external sources	Purchase of material and equipment Human resources	Implementation of the Wimax network	- Connectivity of rural areas	TELECO
	Restructure the Company	2006-2007 and onward	TELECO	Implementation of the Company's restructuring plan	Improved output and production of TELECO	Effective management of the Company Observable profitability	TELECO Board of Directors

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

OBJECTIVES	Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator
	Supervise budget execution	2007-2008 and onward	Resources to be identified	TELECO Board of Directors	Approval and monitoring of the execution of the TELECO budget	Efficient execution of the budget	TELECO
2. IMPROVE BUDGET EXECUTION	Ensure disbursements made as part the execution of the budget are made on time	2007-2008 and onward	Own resources	TELECO	Monitoring of the implementation of the TELECO investment program	Implementation of the projects under the investment program	TELECO
	Make revenue generated by TELECO available on a timely basis	2007-2008 and onward	Own resources	Call for bids for financial management platforms	Timely collection of revenue collected	Execution of planned expenditures	TELECO
	Authorize the opening of accounts by projects	2007-2008 and onward	Resources to be identified	Purchase of modern financial management tools	Improved project implementation	Implementation of the projects under the investment program	
	Ensure timely preparation of a procurement plan for the planned purchase of material and equipment	2007-2008 and onward	Own resources	Work of the TELECO procurement steering committees	Projects under the program budget available at the beginning of the fiscal year	Implementation of the projects under the investment program	TELECO

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
3. IMPROVE TRANSPARENCY IN FISCAL REPORTING	Ensure information on the budget is disseminated	2007-2008 and onward	Own resources	TELECO Intranet	-Project expenditure reports - Financial statement	Transparency in financial management	TELECO
	Implement tools and procedures for fiscal monitoring of investment projects	2007-2008	To be identified	Call for bids	Accounting software and accounting procedures for investment projects	Timely production of budget execution reports for investment projects	TELECO
	Prepare software for the management and monitoring of the investment budget	2007-2008	To be identified	Call for bids	Software installed	Ability to produce in real time consolidated statements on the execution of the investment budget	TELECO

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DNSCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – TELECOMMUNICATIONS SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
1. STRENGTHEN THE LINKAGES BETWEEN RESOURCE ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY	i) Prepare a law for the regulation of the electricity sector and that encourages private investment and free competition	2007-2008	TO BE IDENTIFIED	Legal and economic expertise mobilized	Regulatory law submitted to Parliament	Expansion of the sector	MTPTC/EDH
	ii) Ensure that the strategy paper for the development of the electrical subsector is disseminated	2007-2008	TO BE IDENTIFIED	Communication and resource plan to foster the validation and buy-in process	Validation and ownership of electricity strategy paper	The electricity strategy paper is disseminated and adopted	MTPTC/ EDH
	iii) Prepare a budget in the electricity sector	2007-2008	TO BE IDENTIFIED	Needs identified and priorities defined	2007-2008 Budget is coherent, realistic, drafted and disseminated in a timely fashion	The budget programs are executed	Budget Department EDH
	iv) Boost material resources and specialized human resources at the budget level	2007-2008	TO BE IDENTIFIED	Purchase computers, software, and retool staff for budget preparation and monitoring	Department activity report	Electricity budget prepared on time; regular reports on its execution	Budget Department EDH
	v) Conduct a survey of available resources (human and material) and existing procedures	2007-2008	TO BE IDENTIFIED	External expertise	Expert report	Consistency between planned activities and available resources	EDH / MTPTC
	vi) Strengthen commercial and network systems	2007-2012	TO BE IDENTIFIED	Implementation of the new system	New system implemented	Reduced losses and improved revenue Reduced subsidies from the Haitian Government. Better service to the population	EDH
	vii) Ensure regular supply of oil and fuel to the plants (PAP+PROV)	2007-2012	TO BE IDENTIFIED	Budget estimates of available expenditure and requisitions	Output expectations met	Improvement in quality of life and assurance of economic growth	MEF MTPTC

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – ELECTRICITY SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
2. IMPROVE BUDGET EXECUTION	i) Update, draft if necessary and disseminate procedures for management of the capital expenditure budget	2007-2009	TO BE IDENTIFIED	National expertise mobilized	Procedure handbook prepared	Reduced time needed to mobilize funds	EDH/MEF
	ii) Improve preparation within the requisition deadlines	2007-2012	TO BE IDENTIFIED	EDH Resources	Requisitions ready on time and in compliance with all the rules	Quicker disbursements	MTPTC MEF and BRH
	iii) Prepare an annual procurement plan for the purchase of supplies, fuel, material and equipment planned in the budget	2007-2012	TO BE IDENTIFIED	List of projects concerned		Quicker and more efficient purchase of pre-approved goods and services	CNMP/EDH MEF MTPTC
	iv) Motivate managers and supervisors to monitor specific budgets	2007-2009	TO BE IDENTIFIED	Motivational session for managers	Follow-up report	Improved execution of the fiscal calendar	EDH /MEF
	v) Train/retool HR in budget procedures	2007-2012	TO BE IDENTIFIED	Professional training cycles in place	Training reports	Consistency in the budget preparation between objectives and mobilized resources	MEF / EDH
	ix) Ensure it is broadly disseminated to all directorates and ministries affected by the budget	2007-2012	TO BE IDENTIFIED	Document reproduced	Document available	Shorter periods for the payment of expenses	EDH/MEF MTPTC

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – ELECTRICITY SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
3. IMPROVE TRANSPARENCY IN FISCAL REPORTING	i) Exchange accounting information with MEF for management of investment program (IP) projects	2007-2008	TO BE IDENTIFIED	RH EDH and MEF	IP projects expenditure report	More compliance with rules in the management of CE projects	MEF, EDH
	ii) Establishment and implementation of a procedure for the closure of IP projects	2007-2008	TO BE IDENTIFIED	National and international expertise	Procedural manual for closure of projects and project accounts in place	More compliance with rules in the management of CE projects	EDH/ MEF
	iii) Set up an ongoing communication program	2007-2008	TO BE IDENTIFIED	Resources hired and trained	Communication plan implemented	Better dissemination of budget information internally and externally	EDH
	iv) Include procurement (within the framework of projects) among the competencies of the EDH	2007-2008 and onward	TO BE IDENTIFIED	Budgeting of “government procurement” items on the EDH payroll	Manager training	More effective government procurement management	EDH
	v) Create an Internet site where the information can be posted	2007-2008	TO BE IDENTIFIED	IT expertise mobilized	Information on the budget openly available to interested parties	Easier monitoring of expenditure	EDH/MEF
	vi) Set up a system for the monthly MEF/MTPTC/EDH tripartite meetings	2007-2008	TO BE IDENTIFIED	Means of transport and meeting room available	Summary records of meetings	Tradeoffs resulting from more consistent cash management	MEF
	vii) Prepare software for managing and monitoring the capital expenditure budget	2007-2008	TO BE IDENTIFIED	IT expertise mobilized	Software installed	Ability to produce in real time consolidated statements on the execution of the investment budget	EDH

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN – ELECTRICITY SECTOR

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
4.- Gradually integrate externally funded expenditures into the sector budget	(i) Involve the main donors and lenders and lenders in the preparation of the budget	2007-2008	TO BE IDENTIFIED	Technical consultation meetings organized during budget preparation process	Reports on working meetings	Externally funded capital expenditures carried correctly in the budget	MPCE EDH MEF MTPTC
	(ii) Establish a harmonized framework for monitoring investment with external cooperation	2007-2008	TO BE IDENTIFIED	National expertise mobilized and broader consultation with MTPTC and donors and lenders	Database and manual of procedures prepared and negotiated with all donors and lenders	Externally funded capital expenditures correctly monitored	MPCE and MTPTC EDH
5. CONDUCT IMPACT ASSESSMENT OF FISCAL EXPENDITURES AND MONITOR FISCAL PERFORMANCE	(i) Conduct targeted impact studies	2007-2008	TO BE IDENTIFIED	International and local consultants conduct support missions	Report on targeted impact studies	Greater awareness of the link between sectoral capital expenditure and poverty reduction	EDH
	(ii) Strengthen human resources specialized in impact studies	2007-2008	TO BE IDENTIFIED	EDH executive delegated to this activity	Activity report from delegated executives	Greater awareness of the link between sectoral capital expenditure and poverty reduction	MEF
	(iii) Train EDH HR in impact studies and strategic planning	2007-2008	TO BE IDENTIFIED	National seminars and workshops conducted	Training seminar reports	Less dependence on external expertise for impact assessments	EDH

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DNSCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

PRIORITY ACTION PLAN FOR THE NATIONAL CONSTRUCTION AND PUBLIC WORKS LABORATORY

OBJECTIVES	Actions	FY	Available resources	Input indicators	Output indicators	Performance indicator	Executing agency
1. STRENGTHEN THE LINKAGES BETWEEN RESOURCE ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY	Resume and/or develop cooperative relations with foreign partners and international institutions;	2007/2009	LNBTP Own funds	. Identification of the LNBTP's specific training and technical assistance needs; . Identification of potential sources of assistance; . Contacts with representatives of various institutions;	. Signing of cooperation agreements; . Drafting of a training plan for supervisors and managers and technicians	. Availability of foreign technical assistance; . Availability of resources for professional training of the LNBTP's supervisors and managers and technicians	LNBTP
	Strengthen operational capacity of the LNBTP	2004/2010	. Own funds of the LNBTP . Capital expenditure budget	. Organizational chart of the institution's operations;	. Setting up of technical and administrative units that will be held accountable . Internal Regulation Document available; . Classification of the staff completed	. Effective management of the institution from the following perspectives : . research; . quality control; . applied research.	LNBTP
	Refurbish the LNBTP	2004/2010	. LNBTP Capital expenditure budget	Project document for the refurbishing of the LNBTP	. Expansion of working areas; . More vehicles; . Purchase of test equipment; . Availability of stand-by energy supply	. Increase in the LNBTP's physical capacities	
	Improve the visibility of the LNBTP in the infrastructure sector and construction in general	2007/2008	. Own funds of the LNBTP . Capital expenditure budget	. Roster of consultants, construction, and supervision firms in the country; . Laboratory website Commercial on RTNH . Launch of the LNBTP technical review project	. Awareness raising seminars on quality for stakeholders; . Launch of a training program for supervisors and managers and technicians from the private sector and construction sector.	. Delegation of some quality control power to bona fide oversight firms; . Improvement of the technical capacities of the local enterprises; . Increase in the percentage of public (and private) works subject to systematic	LNBTP

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						quality control	
	Train specialized supervisors and managers in the various areas of the LNBTP's activities and develop a partnership with the university	2008/2015	. Own funds of the LNBTP . External	. Training plan for specialized supervisors and managers; . Cooperation agreements with foreign institutions; . Training assistance programs from international organizations (IDB, WB) and embassies of interested countries; . Launch of a training and research project in cooperation with the university	. 100% technical supervisors and managers holding Masters or equivalent degrees. . 30% of technical supervisors and managers are holders of PhDs . Partnership agreement with the University; Recognition of the LNBTP's capacity to host PhD candidates from Haiti and abroad	. Creation within the Research and Quality Control Departments of units specialized in the following areas: <i>Geotechnical engineering and natural risks – Bridges– Roadways – Roads and environment– Materials.</i> . Capacity of the LNBTP to carry out more advanced research in its areas of activity	LNBTP

PRIORITY ACTION PLAN FOR THE NATIONAL CONSTRUCTION AND PUBLIC WORKS LABORATORY

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing agency
I. STRENGTHEN THE LINKAGES BETWEEN RESOURCES ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY	Train technicians and lab assistants to carry out their various tasks	2007/2008	. LNBTP own resources . External	. Internal needs assessment forms for training of technicians	. 100% of the technicians master the tests run in the units to which they are assigned	Improved Lab and Field Testing services.	LNBTP
	Promote the development of research applied to materials and transport infrastructure and minimization of the risks entailed in natural disasters	2007/2009	LNBTP Own resources	. List of main topics of concern; . Meetings with other institutions involved (Universities, Other Public Technical Utilities); . Formalization of interinstitutional partnership frameworks	. LNBTP applied research program document supported by all stakeholders;	. Creation of an environment conducive to developing applied research in the construction sector	LNBTP
	Set up a quality management system	2013/2015	. LNBTP own resources	. Recruitment of an expert in Quality Management;	. Quality manual implemented; . ISO 9000	. Improvement in the service offered by the LNBTP;	LNBTP

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			. External	. Drafting of the LNBTP Quality Manual	certification obtained	. International recognition of the LNBTP.	
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PRIORITY ACTION PLAN FOR THE NATIONAL CONSTRUCTION AND PUBLIC WORKS LABORATORY

Objectives	Actions	Fiscal years	Financial resources	Input indicator	Output indicator	Performance indicator	Implementing Agency
2. IMPROVE BUDGET EXECUTION							LNBTP
3. IMPROVE TRANSPARENCY IN FISCAL REPORTING	Develop an IT tool to calculate the cost price of the tests	2006/2008	. LNBTP own resources . Capital expenditure budget	. Creation of a working group	. IT program in operation	. Streamlining of financial and accounting management of the institution; . Possibility of making provision for replenishment of assets; . Transparency in the structure of the costs applied by the LNBTP.	LNBTP
4. GRADUALLY INTEGRATE EXTERNALLY FUNDED EXPENDITURES INTO THE SECTOR BUDGET							
5. ASSESS THE IMPACT OF FISCAL EXPENDITURES AND MONITOR FISCAL PERFORMANCE							

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DNSCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Objective 1. **STRENGTHEN THE LINKAGES BETWEEN RESOURCES ALLOCATIONS AND GOVERNMENT PRIORITIES AS DEFINED IN THE DNSCRP AND SECTORAL STRATEGY**

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(i) Disseminate the sectoral policy documents	2007-2008	Public Treasury/WB	Reproduction of the documents	Documents distributed	The stakeholders are informed	MENFP
(ii) Prepare the framework education law (framework law for capital expenditure in the education sector over a 5- or 10-year period)	2009-2009	TO BE IDENTIFIED	Legal and economic expertise mobilized	Framework law submitted to Parliament	The budgets prepared by the MENFP are validated by the MEF and approved by Parliament	MENFP
(iii) Prepare a manual of procedures for budget preparation	2007-2008	WB Actions	Information from the technical directorates, Expertise in financial management	Procedure manual available	The 2008- 2009 budget and subsequent budgets are prepared in accordance with the procedures in effect	DAA, Budget, DPCE
(iv) Strengthen human resources specialized in budget preparation	2007-2008	Public Treasury/BM	Procedure manual and trainers	Supervisors and managers trained in budget preparation	The 2008- 2009 budget and subsequent budgets are prepared in accordance with the procedures in effect	DAA, Budget, and MEF
(v) Conduct a survey of available resources (human and material) and existing procedures for government action	2007-2008			Expert report	Consistency between planned activities and available resources	
		TO BE IDENTIFIED (CIDA?)	Expertise in public management			MENFP/DAA

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Objective 2. Improve budget execution

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(i) Update, establish, if necessary, and disseminate fiscal management procedures	2007-2008	TO BE IDENTIFIED	National expertise mobilized	Procedure handbook in existence	Less time to mobilize TP funds	MEF and MPCE in collaboration with MENFP
(iv) Upgrade IT infrastructure (Architecture, Information System)	2007-2008	IDB/CIDA/AFD/UNESCO/EU/WB/USAID	New IT and communication equipment, IT plan/architecture	Improved connection time, as well as DAA and DPCE	Less time to commit expenditure	DAA, budget, DPCE, MEF
(v) Upgrade the software used to operate the information system	2007-2008	USAID/IDB/WB/EU/UNESCO/CIDA/AFD	IT expertise	Information system up and running Possible publication of report distinguishing Commitments from Payments	Less time required for payment of expenses	DAA, budget, DPCE, MEF
(vi) Prepare the procurement plan for purchasing supplies, fuel, material, and equipment planned in the Operation and Capital Expenditure Budgets (including the DDE)	2007-2008	Public Treasury/WB	Projects, template for plan provided by the National Government Procurement Commission (CNMP)	Procurement plan prepared ahead of the fiscal year	Government contracts are awarded on time	DAA, Ministerial Commission

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Objective 2. Improve budget execution

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(vii) Expand the information system to the departmental level, school districts, area inspectorates, and schools	2007-2008	USAID/IDB/ CIDA/EU/ UNESCO/WB AFD/UNICEF	IT Expertise	Processing software for the information system installed in all the DDE, BDS, BIZ, and schools	“Deconcentrated” (subnational) expenses paid in less time	MENFP, MEF
(ix) Disseminate the 2005 budget lexicon and nomenclature in DDE	2008-2009	Public Treasury	Reproduction of the document	Document available in the DDE	Deconcentrated expenses paid in less time	DAA, DGA, MEF
(x) Strengthen technical capacities of the accountants and administrators at the central and departmental levels	2008-2009	Public Treasury	Expertise in public finances	Supervisors and managers trained	Less time for commitment to deconcentrated expenditures	DAA, DGA, MEF

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Objective 3. Improve transparency in fiscal reporting

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(i) Integrate procurement skills into the ministry (project managers)	2007-2008 and onward	Public Treasury/WB	Budgeting of the “Government procurement” items on the Ministry’s payroll	Supervisors and managers recruited by the civil service	More effective government procurement management	MEF/MENFP
(ii) Expand the architecture of the IT system at the departmental level	2007-2008	USAID/CIDA/ UNESCO/IDB/ WB/EU/AFD/ UNICEF	IT and equipment expertise	Information software installed in all the DDE	Closer monitoring of deconcentrated expenditures	DPCE, MEF, DGA
(iii) Create a system of monthly tripartite Budget/Treasury/MENFP meetings (?)	2007-2008	Public Treasury	National and international expertise	Accounting software and procedure manual for project accounting	Tradeoffs resulting from more consistent cash management	MEF, Treasury, DAA
(iv) Set up, in tandem with UCF, procedures and tools for harmonized monitoring of the accounts of the investment program (IP) projects	2007-2008	USAID/CIDA/ /IDB/WB/EU/ AFD/	National and international expertise	Accounting software and manual of project accounting procedures	Publication of budget execution reports made possible	MPCE/MEF
(v) Produce software to manage and monitor capital expenditure budget	2008-2009	WB/UNESCO/IDB	IT expertise mobilized	Software installed	Real time production of a consolidated statement on the execution of the capital expenditure budget	MPCE/MEF

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

Objective 3. Improve transparency in fiscal reporting

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(vi) Appoint accountants to manage IP projects	2007-2008	Public Treasury	Public accountants appointed to the DDE and central MENFP	Expenditure from IP current accounts are paid by public accountants	More standardized management of funds from IP current accounts	MEF, MENFP
(vii) Establish and implement a procedure for closing IP projects and accounts	2007-2008	IDB/WB/EU/ CIDA/UNICEF/ USAID/AFD	National and international expertise	Manual of procedures for project and account closure in existence	Better allocation of residuals	MPCE/MEF/MENFP
(viii) Strengthen auditing of transitional accounts	2008-2009	Public Treasury	Letter from the Minister	Account audited	Only one current account with the minister's signature for extra budgetary expenditures	MENFP, MEF
(ix) Inventory and specify the procedures for managing own resources (especially deconcentrated resources)	2007-2008	IDB/WB/EU/ CIDA/UNICEF/ USAID/AFD	National expertise	Existence of an updated inventory of own resources and management procedures manual	Harmonized management of own resources, budgeting made possible	MENFP and MEF

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Objective 4. Gradually integrate externally funded expenditures into the sector budget

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(i) Involve the main donors and lenders in the preparation of the budget	2011-2015	Public Treasury	Technical consultations organized during the budget preparation process	Records of working meetings	Externally funded capital expenditures carried correctly in the budget	MPCE, MEF, MENFP
(ii) Establish a harmonized framework for monitoring capital expenditure funded through external cooperation	2007-2008	IDB/WB/EU/CIDA/UNICEF/USAID/AFD	National expertise mobilized and expanded consultations taking place with technical ministries and donors and lenders	Database and procedure manual prepared and negotiated with all the donors and lenders	Externally funded capital expenditures carried correctly in the budget	Prime Minister's Office, MPCE, MEF, MENFP

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Objective 5. Assess the impact of fiscal expenditures and monitor fiscal performance

Actions	Fiscal years	Resources available	Input indicator	Output indicator	Performance indicator	Implementing agency
(i) Conduct targeted impact assessments	2008-2009	IDB/WB/EU/ CIDA/UNICEF/ USAID/AFD	International and national firms and consultants	Report on targeted impact studies	Greater awareness of the link between sectoral investment and poverty reduction	MENFP, MEF, DPCE
(ii) Strengthen human resources specialized in impact assessment	2007-2008	Public Treasury/WB	Training of supervisors and managers of the DPCE	Impact study	Greater awareness of the link between sectoral investment and poverty reduction	MENFP/MEF DPCE
(vi) Establish benchmarks and standards for impact assessments in the education sector and prepare a template for the education sector (forecast)	2008-2009 and onward	UNESCO/IDB/CIDA/AFD/USAID/WB-EU	Consultant (international and national)	Document on standards for capital expenditure and sectoral template	Consistency between education policy objectives and the resources mobilized	MENFP/DPCE
(vii) Establish benchmarks and standards between capital expenditure on education and recurring costs	2008-2009 and onward	UNESCO-IDB-CIDA-AFD-USAID-WB-EU	Consultant	Document on standards for recurring costs	Consistency between capital investment budget and operations budgets	MENFP/DPCE/DAA

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

ACTION PLAN HEALTH SECTOR
(*Priority Actions)

Objectives	Actions	Fiscal Years	Resources Available	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
1.- Strengthen the links between the allocation of resources and the government's priorities defined in the NSGPR and the sectoral strategy	1.1. -**Hire technical assistance for the budgetary exercise, train staff, and construct a system for monitoring execution of the budget	2007-2008	IDB-1632	TOR for technical assistance	Budget 2008-2009 includes the links between the resources and the strategy	Have a sectoral strategy of a multi-year budget with an estimate of recurrent spending and investment	MSPP/MEF
	1.2.- Conduct a study on the financing of healthcare for the disadvantaged	2008-2010	Still to be identified	Recruitment of a consultant	Availability of the study	The MSPP has relevant information for starting a pilot project on financing healthcare for the underprivileged	MSPP
	1.3. - Strengthen the human resources necessary for the introduction of mobile clinics in remotest areas	2008-2010	Still to be identified	Recruitment and training of staff	Human resources trained and available for the introduction of mobile clinics	The MSPP has resources capable of managing, operating, and maintaining clinics in the areas in which they are located	MSPP

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

	1.4.-** Support for the creation of national health accounts	2007-2008	Available	Setting up of a team supported by an international expert	Availability of national health accounts	- The MSPP has financial data on all expenditure in the sector - Actions are better planned - Better monitoring of objectives achieved	MSPP/IH SI
	1.5.- Regulation of the income generated and used by health institutions (hospitals, health centers, etc.)	2008-2010		Recruitment of legal experts and health economists	Availability of a draft Law on the income of public institutions and its tabling before Parliament	Better control of the funds generated by public health institutions	MSPP
	1.6.- Building of MSPP capacity to supervise actions in the sector	2008-2010		Strategy paper on governance of the sector	- Availability of legal provisions for the control of activities in the sector - Availability of material, human, and	The MSPP has the resources to play its role as the sector's regulator	MSPP

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					financial resources to perform supervision.		
	1.8-** Allocation of proper resources for administrative posts and economist posts in the various MSPP entities	2007-2010	Available ?	Recruitment and training of the staff to be assigned to these posts	The target entities are provided with qualified staff	<ul style="list-style-type: none"> - The budget of the MSPP is well prepared. - Administrative and financial procedures are well applied - The rate of budget execution is improved 	MSPP
	1.9.- Support for the implementation of the health information system			Recruitment of a consultant	The health information system is operational	Availability of data on health indicators	MSPP
	1.10.- Granting of a remote location allowance to retain staff			Draft budget of the MSPP	A budget line is created and financed for this purpose	Health care staff are not demotivated and do not leave the area to which they are assigned, as is the case at present.	MSPP

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	Drafting of a public health code (UCSs, hospitals, insurance companies, etc.)			Recruitment of a consultant	The draft Law is updated and ready to be brought before Parliament	The MSPP has a powerful tool with which to implement its vision for the development of the system	MSPP
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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

ACTION PLAN HEALTH SECTOR
(Priority Actions)**

Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
2. Improve preparation of the budget	2.1.- ** Revision of the MSPP budgeting system (budget taking own resources into account)	2007-2008		Setting up of a working group - Terms of Reference (TOR) of the group - Document assessing budget execution	Manual of procedures for preparing bottom-up budgeting mechanisms with greater involvement of senior MSPP administrators, prepared and available. - Holding of training seminars for senior administrators in directorates at headquarters and in the <i>départements</i> and hospital managers on procedures for monitoring execution of the	Dissemination of the manual to facilitate acceptance of ownership of the budget and the monitoring of the budget	MSPP

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

					budget.		
	2.2.- Reduction of delays in execution				Implementation of the recommendations made as a result of the analysis of the sector's budget execution	Expenditure is executed on time	MEF/MSPP/ CNMP/CSCCA
	2.3.- Setting up of a system for sharing data between the planning and budget directorates			Assessment of the current situation	New plans for the circulation of information accompanied by a manual of procedures	- Better control of the budget process - Dissemination, on a monthly basis, of a table summarizing actual expenditure as against planned expenditure by entity	
	2.4. - Extension of SYSDEP to the <i>départements</i>				The communication network between headquarters and the <i>départements</i> is in place and operational	The staff at headquarters and in the <i>départements</i> use the communications network to share financial information relating to the monitoring of the execution of their budgets	

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

ACTION PLAN HEALTH SECTOR
(Priority Actions)**

Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
3.- Improve the transparency budget reporting	3.1-** Establishment of a timetable for reducing the number of current accounts	2007-2008	IDB-1632	The Minister will issue a circular approving the current accounts calendar	Current accounts are closed in accordance with the timetable	No more current accounts	MSPP
	3.2.- Standardization of financial procedures relating to own funds		IDB	Current procedures in question	The commitment and disbursement procedures are well known to administrative staff	The commitment and disbursement procedures are monitored by the sector's administrative staff	MSPP
	3.3.- Establishment of an internal audit unit at the MSPP			TOR available. - Availability of the skills	Unit established and operational	Number of audits conducted and recommendations. - Implementation of recommendations	MSPP
	3.4.- Introduction of mechanisms to ensure sound management of funds			Application of the mechanisms to ensure		Number of administrative and financial staff applying the	MSPP/MEF and DGT

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

				sound management of own funds by healthcare institutions		mechanisms for ensuring the sound management of own funds	
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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

ACTION PLAN HEALTH SECTOR
(Priority Actions)**

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
4.- Gradually incorporate expenditure financed by foreign resources in the sector's budget	4.1 ** Meeting with financial the sector's stakeholders on incorporating the expenditure in the budget	2007-2008		- Number of meetings held with financial stakeholders - Number of financial stakeholders taking part in the meetings	Database of projects financed with financial projections through to the end of operations	- Number of partners incorporating their resources in the budget - The budget 2008-2009 includes foreign resources	MSPP/MEF
	4.2.- Meeting with the sector's financial stakeholders on inclusion of the expenditure in the budget			- Number of meetings held with the financial stakeholders - Number of financial stakeholders who took part in the meetings	Number of partners including their resources in the budget	- The system's stakeholders agree to provide information on the resources they have available and on their procurement plan for the target fiscal year - NGOs and other stakeholders agree to align their budgets on the fiscal year of the Haitian government	MSPP/MEF /MPCE

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	4.3.- Carrying out of specific field surveys on the sources of finance, broken down by expenditure the of the health institutions, programs, and projects implemented within the sector			Number of institutions visited to identify their sources of finance	Sources of financing properly identified	The MSPP has relevant information to improve targeting of the sector's financing	MSPP/MEF /MPCE
	4.4.- Inclusion of sources of financing in the budget			Finding of the specific surveys	Preparation of the MSPP budget incorporates the different sources of financing	Financing is better coordinated, the use of resources is efficient	MSPP
	Adoption of the partnership charter defining relations between the MSPP and all stakeholders involved in the provision of care			The existing partnership charter	Adoption and implementation of the partnership charter by all the sectors' stakeholders	Financing is better coordinated, the use of resources is efficient	MSPP

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ACTION PLAN HEALTH SECTOR
(Priority Actions)**

Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
5. Improve the government procurement system	5.1.**- Hire a firm to carry out an assessment of the new MSPP procurement unit	2007-2008		Terms of reference of the firm that will carry out the assessment and make recommendations to build procurement capacity	The procurement reform is implemented (new organization, new tools, and training for senior staff)	Estimate of the time and cost of procurement	MSPP

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM

ACTION PLAN HEALTH SECTOR
(Priority Actions)**

Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
6. Consolidate the management of human resources and build the capacity of the budget and expenditure management procedures	6.1.- Hire new management-level staff in accordance with the ministry's human resources plan and principles	2007-2008	IDB	Development of a human resources strategy indicating training and recruitment	The new management-level staff hired and working	The new management-level staff improve the efficiency of the ministry's programs and projects	MSPP/ORH

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

JUSTICE SECTOR - PRIORITY ACTION PLAN

Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
1. Strengthen the links between allocation of resources and the government's priorities defined in the NSGPR and the sectoral strategy	1) Validation by the institutions that are stakeholders in the strategic framework of the justice sector	2007-2008		Stakeholders and partners in International Cooperation and Government	Strategy framework document validated. The document highlights the ministry's responsibility in the area of public security.	The elements of the strategic framework document are considered in the NSGPR	MJSP MEF MPCE
	2) Preparation of a plan to harmonize the budgets of the sector's different components	2007-2008 and subsequent	Still to be identified	The program budget documents of the sector's different components	Harmonization plan available	Budget consolidated	MJSP
	3) Preparation of the Public Investment Program and of the recurrent charges for the Justice Sector over three (3) years	2007-2008 and subsequent		Strategic framework	Investment plan for the justice sector submitted to the MPCE and the MEF Document dealing with recurrent charges prepared and disseminated on time	The investment budget validated by the MEF and the MPCE and adopted by Parliament	MJSP
	4) Reinforce the EPU and the DAAB of the ministry	2007-2008	Public Treasury	Assessment of the existing material and resources and procedures for carrying out investment management	Availability of human resources. Acquisition of machinery and equipment.	Preparation of the MJSP budget within the required time limits Regular reports on execution of budgets	MJSP UEP / DAAB

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

				activities			
	Comparative analysis of the Law on the Supreme Council of the Judiciary and the Organic Law of the MJSP	2007-2008		The two Laws	The comparative analysis is available.	The analysis makes it possible to reevaluated the areas of expertise of the ministry.	
	Amendment of the ministry's Organic Law, taking into account what emerges from the comparative analysis.			The current Organic Law of the ministry	The Organic Law reorganizing the ministry and defining the powers of its various departments and directorates promulgated. Reevaluation of the areas of expertise of the MJSP. MJSP organization chart finalized	Budgets reflecting the new organization of the MJSP.	

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ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

JUSTICE SECTOR - PRIORITY ACTION PLAN

OBJECTIVES	ACTIONS	FISCAL YEARS	AVAILABLE RESOURCES	INPUT INDICATOR	OUTPUT INDICATOR	PERFORMANCE INDICATOR	IMPLEMENTING AGENCY
2.- IMPROVE BUDGET EXECUTION	Updating and dissemination of the legal framework and procedures for management of the investment budget	2007-2008		Legal framework and existing procedures	Dissemination of the legal framework and of the procedures and new mechanisms.	Application of the framework	MEF, MJSP AND MPCE
	Build the procurement capacity of the MJSP ministerial committee.	2007-2008		Recruitment of specialist staff. On the job training workshop.	The staff is recruited. Training workshop	Better outcome in the compilation of public procurement dossiers. Increase in the number of procurement contracts awarded.	CNMP / MJSP
	Prepare the annual procurement plan	2007-2010	Public Treasury	The project documents available. Proceedings of the ministerial committee on procurement	Procurement plan prepared before the start of the fiscal year and published on the CNMP website	Acquisition of the works, goods, and services concerned more rapid and more efficient, in accordance with the timetable.	CNMP / MJSP

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JUSTICE SECTOR - PRIORITY ACTION PLAN

OBJECTIVES	ACTIONS	FISCAL YEARS	AVAILABLE RESOURCES	INPUT INDICATOR	OUTPUT INDICATOR	PERFORMANCE INDICATOR	IMPLEMENTING AGENCY
3.- IMPROVE THE TRANSPARENCY OF BUDGET REPORTING	3) Implementation of harmonized accounting procedures and tools for investment projects	2007-2008	Still to be identified	Recruitment of adequate staff	Accounting software and project management manual of procedures available	Presentation of budget execution reports by project	MPCE / MJSP

JUSTICE SECTOR - PRIORITY ACTION PLAN

**NATIONAL STRATEGY DOCUMENT FOR GROWTH AND POVERTY REDUCTION (DSNCRP/HAITI)
ACTION PLANS TO REFORM THE PUBLIC FINANCIAL MANAGEMENT SYSTEM**

OBJECTIVES	ACTIONS	FISCAL YEARS	AVAILABLE RESOURCES	INPUT INDICATOR	OUTPUT INDICATOR	PERFORMANCE INDICATOR	IMPLEMENTING AGENCY
4.- GRADUALLY INCORPORATE EXPENDITURE FINANCED BY FOREIGN RESOURCES IN THE SECTOR'S BUDGET	1) Involve the main donors and creditors in the preparation of the budget	2008-2009	Still to be identified	Technical coordination meetings organized during the budget preparation process		Foreign investment expenditure budgetized	MPCE/MJSP
	2) Establish a harmonized framework for monitoring external cooperation investment	2007-2008	Still to be identified	National expertise mobilized and broader dialogue held with technical ministries and donors and creditors	Database and manual of procedures prepared and negotiated with all donors and lenders	Foreign investment expenditure correctly monitored	MPCE/MJSP

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5.- EVALUATE THE IMPACT OF BUDGET EXPENDITURE AND TRACK BUDGET OUTTURNS	Focus the impact of investment on the main priorities of the NSFGPR.	2008-2009					

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1. Strengthen the links between the allocation of resources and the government priorities defined in the NSGPR and the sectoral strategy	Preparation of a sectoral strategy for public security. P2	2nd of 2007-2008 fiscal year	Minustah Public Treasury	National and international expertise.	Experts' report	Implementation of the strategy	PNH
	Design of a career management plan at the PNH and a strategy for putting it into operation. P4	2007-2010	Minustah Public Treasury	Study available	Availability of a management and operationalization plan	Availability of pay scales. Motivation of police officers.	
	Train PNH staff in public finance. P3	2nd quarter of fiscal 2007-2008	Minustah Public Treasury	National and international expertise	Report on the activities of the staff who have received training		PNH-MJSP
	Finalization of the payroll, payment of salary arrears. P1	2007-2009		Current payroll data	100 percent of staff included in the payroll.	The MJSP budget has earmarked the resources necessary to pay liabilities and salaries.	PNH-MJSP

Priority Action Plan for Public Security (PNH)

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2. Improve budget execution	Preparation of a manual of budget procedures. P1	2007-2008		Evaluation of the current system.	Organizational framework and missions of the Budget Department clearly defined. Procedures for the preparation, execution, and monitoring of operating and investment budgets available.	Better budget execution.	PNH/MJSP
	Design and implementation of a manual of internal purchasing procedures in compliance with the rules in force at the CNMP. P2	2007-2008		Recruitment of a specialist	Manual of procedures available	Reduction in the proportion of expenditure challenged by the control bodies. Reduction in the number of files returned by the CNMP Increase in the absorption rate of the sector's appropriations. Reduction in the delays in process files. Purchases in compliance with the rules in force.	PNH/MJSP/CMPP
	Strengthening of the PNH specialist procurement committee.	2007-2009		Recruitment of qualified staff. On the job training.	The staff is recruited. Training workshop.	Better outcome in the compilation of public procurement files.	PNH-MJSP-CNMP

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						Increase in the number of procurement contracts awarded.	
	Introduce compulsory physical asset inventories, half-yearly and yearly.	2008-2009		Acquisition of software for carrying out and updating inventories.	Inventories are conducted half-yearly and yearly.	The PNH has constantly updated information about its moveable and immoveable assets.	PNH/MJSP/CSC/CA

Priority Action Plan for Public Security (PNH)

Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
3. Improve the transparency of budget reporting.	Have an yearly procurement plan P1	2008-2010		Availability of a public procurement specialist within the PNH.	Procurement plan prepared every year no later than the beginning of September and published on the CNMP website.	The PNH can monitor budget execution better in future.	PNH/CNMP/MJSP
	Data processing, budget monitoring and evaluation	2008-2010	Public Treasury	Specialist in the budget monitoring and evaluation available.	Better use of the budget	Higher level of budget execution	PNH
	Presentation and periodic evaluation of the progress report on project	2nd quarter 2007-2008	Public Treasury	FIOP Assignment of PNH staff to this committee.	Progress report on the projects is produced on a half-yearly basis.	The PNH significantly improves the bailout of its investment project account.	PNH/MJSP/MPCE

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financed by the investment budget and creation of a joint committee to monitor, inspect, and evaluation the projects financed by the investment budget. P2					The committee is operational.	Possibility of better performance in the execution of projects financed by public investment.	
Creation of a multidisciplinary committee with the task of receiving, inspecting, and evaluation all purchases of goods and services	2nd quarter 2007-2008	Public Treasury	Assignment of PNH staff to this committee.		The committee is operational.	PNH ensures a more rigorous approach toward the acquisition of goods and services.	PNH/MJSP
Systematic production of PNH financial statements	2008-2010		Formal decision taken on production of PNH financial statements. Acquisition of software to enable the production of financial statements.		The production of financial statements is mandatory.	Better interaction between the different operational functions of the PNH (accounting, budget, payroll, procurement, personnel, and logistics).	PNH/MJSP/MEF

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Objective	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
4. Gradually integrate expenditure financed by foreign resources in the government budget	Joint management of people and projects financed by foreign aid	2008-2009		Preparation of a memorandum of understanding between the PNH and the different foreign partners. Preparation of manuals of procedures allowing this joint management. Legal provisions governing that management.	Memorandum of understanding signed. Manual of procedures available. Legal provisions available.	The government, through the PNH, has genuine control over actual expenditure financed by foreign aid in the sector.	PNH/MJSP
	Steer expenditure financed by foreign resources toward government objectives. P1	2008-2009		NSGPR document, the PNH strategy document.	Expenditure is determined on the basis of the priorities defined by the PNH.	The funds received from the international community are used to speed up reform of the PNH and to relaunch the justice system reform.	PNH/MJSP
	Formulate and implement a framework plan with a view to administering, monitoring, and evaluating projects financed by the various donors and lenders.	2nd quarter 2007-2008.	Public Treasury	Setting up of the team to prepare this plan.	The framework plan is available.	Better regulation of the financing of the sector.	PNH/MJSP

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Objectives	Actions	Fiscal Years	Available Resources	Input Indicator	Output Indicator	Performance Indicator	Implementing Agency
5.- Evaluate the impact of budgetary expenditure and track budget outturns	Put in place a plan to review performance with a view to ensuring that budgetary expenditure policy is conducted in a reliably disciplined environment. As well as tools to efficiently monitor the meeting of objectives on the basis of budget execution	2nd quarter 2007-2008		Recruitment of a specialist Strengthening of the IGPNH	The plan is available The IGPNH is strengthened and can ensure that the tools are put into operation.	Evaluation of the impact of the contribution of justice and public security to reducing poverty. A professional, efficient, effective, and efficient police force.	PNH/MJSP